

Interview Date: 3/15/06

Subject: Linda Angello; NYS Commissioner of Labor, 2001-2006; Director of Governor's Office of Employee Relations, 1995-2001; Senate Staffer, 1979-1995.

Angello shared insights of her long-time experience interacting with CSEA in various capacities, which started as a teenager when her mother was a CSEA member on Long Island. Angello's professional experiences with CSEA began as a legislative aid to New York State Senator Caesar Trunzo, and broadened as director of the Civil Service and Pensions Committee, where she worked with CSEA on different political and legislative agendas. Next, Angello joined the Pataki Administration as Director of the Governor's Office of Employee Relations and experienced a different side of working with CSEA, which involved negotiating contracts for the State workforce. Her work with CSEA continued to evolve as Commissioner of Labor, where she mentioned she sees CSEA as an organization with "heart," representing it's members, other unions, and the community.

Angello detailed interactions with CSEA while on the Civil Service and Pensions committee. She discussed her long-time relationship with CSEA President Danny Donohue, recalling Donohue's evolution from a local CSEA representative on Long Island to his current position as President of the organization. She spoke of Donohue's strengths, compassion and hard work, calling him a "man of the people," always "keeping his membership in mind."

Angello also discussed in detail, the negotiation and administration of State contracts with CSEA as GOER Director. She credits CSEA's role in obtaining various legislation, including the elimination of the 3% employee pension contribution, New York's PESH Act, which gave the State's public employees similar health and safety standards as OSHA, as well as a Cost of Living Adjustment (COLA) for the State pension system.

Angello also shares insight about the similarities and differences between CSEA and other unions she has encountered.

## **Key Words**

COLA

Contract negotiations

Governor's Office of Employee Relations

New York Department of Labor

OSHA

Pataki Administration

Pensions

Political Action Program

Political and Legislative Agendas

Provisionals

Psychiatric Centers

Public Employee Safety and Health Act (PESH Act)

Safety and Health Committees

Senate Civil Service and Pensions Committee

Worker protection

Taxpayers

Training programs

## **Key People**

Danny Donohue

Governor George Pataki

Senator Caesar Trunzo

Fran Turner

CSEA HISTORY PROJECT

LINDA ANGELLO INTERVIEW

March 15, 2006

INTERVIEWER: For the record, we're speaking with Linda Angello, who is currently the New York State Commissioner of Labor. Today is March the 15th, 2006, and we're speaking to her both about the Public Employee Safety and Health Act, which recently celebrated its 25th anniversary, and also about her experiences interacting with CSEA throughout her career.

MALE VOICE: Can I just interject? You're speaking directly to Steve. Forget the camera's here, looking right at Steve.

MS. ANGELLO: Right.

MALE VOICE: We're not gonna hear his questions when we edit, so if you could sort of incorporate his questions into your answer that would be very helpful.

MS. ANGELLO: Okay.

MALE VOICE: If he says is it rainy or cloudy outside you wouldn't want to just say cloudy. You'd want to say, well, today it's cloudy outside.

MS. ANGELLO: All right. And if we goof it up, I'm assuming we'll stop and try it again, right?

MALE VOICE: Okay.

INTERVIEWER: We're not gonna worry too much about that, okay? He has to edit it after the fact.

MS. ANGELLO: That's right. He doesn't lie. He wants to make it smooth on the first take, right.

(Simultaneous conversation and laughter.)

INTERVIEWER: I wonder if you can remember when you first became aware of an organization called CSEA?

MS. ANGELLO: My first experience with CSEA was actually when I was a teenager. My mom was a clerk for the local government that I grew up at and my graduation present from high school was a CSEA-sponsored trip that was to the Bahamas on an airline called Perdue Airlines, believe it or not, and it -- that was my first experience. It was a wonderful trip and it was \$200 per person and we had a lovely trip to the Bahamas. It was my graduation present.

INTERVIEWER: So that when you first started working professionally and came in

contact you already had familiarity with the organization.

MS. ANGELLO: Oh, I certainly did. I knew all about picnics and political action and a whole bunch of -- array of programs, I should say, that the CSEA sponsored.

INTERVIEWER: Now you've had live interaction with CSEA in various capacities. So I wonder if you might just give us a thumbnail of some of the different circumstances under which you had contact with the organization.

MS. ANGELLO: CSEA has shown me and maybe I've shown them various sides to our personalities. When I first started working for the Legislature for Senator (Cesar) Trunzo (phonetic) from Long Island, CSEA, of course, was always there as part of their political action program talking to us about legislation and Senator Trunso was chair of the Civil Service and Pensions Committee so obviously we had a lot of experience together with CSEA working on different political agendas and legislative agendas, so that was one part of it.

The next part was when I joined the

Pataki Administration and became the director of the Governor's Office of Employee Relations, so needless to say that was a different side, a different phase of CSEA that I got to see, which was in negotiations.

And we had some wonderful times and some difficult times, but I think in the long run we always came out with what was best for New York State, the taxpayers and the employees.

And then finally, now, as Commissioner of Labor I see a completely different side of CSEA. I see the side of CSEA that has a heart as its employees often do fund drives and different types of -- different types of things to help the people out in the community that need help and I also see them representing their employees and my employees.

So it's an interesting -- it's an interesting concept of how I've seen the many sides of your -- of the union over the years.

INTERVIEWER: I wonder if you could describe what you see as some of the differences and similarities between CSEA and the other unions you've had contact with.

MS. ANGELLO: Well, you heard me say that I think CSEA has a heart and I think it probably is the union that I've had the most experience with that does have a heart. It has always been there. The first on the line always ready to be able to help its fellow members, other unions and, like I said, the community in general. I don't think there's another union out there that is responsive as CSEA has been.

I also think that they probably are very responsive to the union members. Never mind the hard part of it. I'm talking about the pocketbook. So -- I mean they've been out there fighting for all the different types of benefits the CSEA members have wanted over the years.

INTERVIEWER: M-m h-m-m. I'm wondering -- were you in the Legislature -- or be in the Legislature when the PESH Act was enacted?

MS. ANGELLO: Twenty-five years ago, let me see. There's a -- the PESH Act was enacted 25 years ago?

INTERVIEWER: '79, '80.

MS. ANGELLO: Yeah, I probably was



first -- you know, I had just probably started working there when the PESH Act was enacted.

INTERVIEWER: So you don't remember specifics about its enactment, how that came into play?

MS. ANGELLO: Oh, I can't say that I remember specifically how PESH was enacted, but I do know that it was a big deal. I mean I wasn't involved in the actual legislation at the time. We had a different committee and I was, you know, I wasn't doing that part of the work for the Senator at that time, but I know that there was a committee and I know that it was certainly a very big deal to the Legislature, to turn around and offer the same protections to public employees that was being offered to employees in the private sector under OSHA. So it certainly made an impact but I wasn't involved in the actual act at the time.

INTERVIEWER: So now, though, as Commissioner of Labor, you have responsibility for overseeing the PESH program. What do your responsibilities entail as far as public employee safety and health is concerned?

MS. ANGELLO: Well, the PESH Act, of

course, comes under the purview of the Department of Labor and as Commissioner of the Department of Labor we have a lot and I have a lot to do with making sure that there are outreach programs, that complaints are answered very quickly and I feel that it's incumbent upon the Department, and I've taken some of this on myself, to make sure that we act in a more timely manner.

When I first came to the Department of Labor in 2001 there was always some kind of a backlog in all of our cases, in all of our worker protection issues. I think that we've caught up on a lot of those and now when someone calls with a complaint we're usually there, if not the same day if it sounds like a very serious complaint, within a week I would say.

So, yes, we're there and we're very busy and I think that we have something like 2000 PESH investigations that go on annually. There's something like 7000 different sites and locations that are public employee type locations, so we're out there and there's a lot

of ground to cover but I think that we're doing

a pretty good job now.

INTERVIEWER: How important is this Act for people on the job?

MS. ANGELLO: It's very important and I think it's important because we need to know that our workers are safe and we need to know that the public is safe, so the two things that come together in this PESH Act and under the PESH program is a place where the public and workers interact all the time and we know that there's been incidences where there've been some problems and I think that at this point in time things are rather quiet.

We've been able to make sure that most of our work forces are safe and effective and I think that it's important that workers feel like they can complain if there's a bad smell in an office and they think it's something that could be harmful to them. They can make a complaint and we will come out and investigate.

And then it's part -- it's incumbent upon the union as it is incumbent upon the Department of Labor to look at those reports

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that we get back from somebody who does an air inspection and say, you know what? You do not

have a problem here. This is not something that's gonna be harmful to you. Or when it is, that it is something that could be harmful.

So it's the union protecting their members and it's government protecting its people as well, the residents of the state, which includes, of course, the workers. But I mean the public and the workers.

INTERVIEWER: So how would you describe the role of the unions in terms of interacting with the Department? Is there a constant dialogue that takes place over safety and health issues? Is it just an ad hoc when a problem arises?

MS. ANGELLO: Part of the negotiations, when I had my other hat on as director of Employee Relations, was we negotiated safety and health committees, and those committees are out there meeting constantly with either the (inaudible) people or with whoever it might be in a different location, so that's one aspect of it.

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The second aspect is, as I said, if a complaint does happen, part of the PESH Act says

that we, or whoever it is that's doing the inspection at the time, must give a copy of whatever that report is to the union, so there's protection there for the employee and there's protection for the public and to the employer saying, this is what we found. This is -- we're not making this up so, you know, so that everybody can agree that this is in fact the facts to the best of everybody's knowledge.

INTERVIEWER: Why is this an important issue for management as well as for labor?

MS. ANGELLO: We are looking -- first of all, I mean simply if there's something wrong that's going on on a job site, it doesn't only matter that the employees need to be protected. I think management needs to be protected as well. We're all there and we're all in together, so that's one part of it.

The second part of it is you want your employees to be healthy. I mean nobody wants to see an employee get hurt for two reasons. One, you can't get your job done. And second you

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just don't want to see people hurt, so that makes real sense to all of us.

INTERVIEWER: I think, you know, as I

read back about the enactment of the PESH Act, for a lot of our members there was almost a lot of disbelief that you could have safety and health laws on a basis that was protecting private sector employees and yet we had to enact special legislation in New York to ensure the public employees were protected, but that was 25 years ago.

Today there are still many states that don't have public employee safety and health programs. Why do you think that is?

MS. ANGELLO: It's expensive. I mean it's -- you wanna have --

MALE VOICE: Can we start that one over because this is really -- nobody's gonna know what's --

MS. ANGELLO: Oh, right. Okay.  
Sorry.

MALE VOICE: Okay. No problem.

MS. ANGELLO: Let's see, the question was what --

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(Simultaneous conversation.)

INTERVIEWER: -- why other states don't have public employee safety and health

programs.

MS. ANGELLO: I would say that part of the reason there is not a PESH type of act in other states would be, first, they probably don't have a CSEA who is as active as there are here in New York making sure that workers have that protection for their own employees.

And second, it can be very expensive. There are times when there are different things that could be involved in a building, like when you're doing asbestos or, oh, I don't know, maybe trying to make sure workers have the right training or scaffolding or any of those other things that are big issues. Electrical issues, those are always a big problem under PESH or even under OSHA. To fix those problems sometimes can be very costly.

So I would think that maybe some other governments and some other administrations don't care as much as this one does, and here in New York how we worry about our workers as much as

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we worry about the public.

INTERVIEWER: Okay. Let me go back to -- let me go back to your experiences with CSEA when you were at GOER.

MS. ANGELLO: Sure.

INTERVIEWER: You came to GOER at a time when there was a very unprecedented event that took place which was that the CSEA members rejected a proposed contract --

MS. ANGELLO: Contract.

INTERVIEWER: -- and kind of set off quite a protracted and public fight with the Pataki Administration. What do you remember about those times?

MS. ANGELLO: Oh, I remember that negotiation of when the contract went down as being -- first of all, a surprise to many of us. We worked very hard on what we thought was a good contract and when I say "we," I don't only mean labor negotiating team, but I mean your team as well. CSEA worked very hard on the contract.

It seemed obvious that we missed something and when I say that we're not together

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when we do negotiations. It's not -- labor thinks it's labor and management trying to negotiate and that there's this acrimony at all times. Well, there isn't. We all want to make



sure that there's a contract that passes.  
Otherwise there's a lot of things that we do  
that are just a waste of time, so we didn't want  
to feel that way.

So when we got back to that  
negotiating table we made sure we found out what  
it was that we thought was problematic, and then  
I think part of the issue there was some issues  
with pensions. And the Governor at that point  
had appointed me to chair a public pension  
committee and we went out and we rounded up some  
people and some unions as well as private sector  
and other governments -- a representative from  
New York City to talk about public pensions and  
what we could do to change the pension system.

And as you probably know, the results  
of that were some very significant changes in  
the pension system.

INTERVIEWER: Well, one of the things  
that came out of it specifically was that there

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was -- as part of the contract agreement there  
was an effort to secure legislation that would  
eliminate the three percent employee  
contributions.

How did that come about?

MS. ANGELLO: As part of the --

INTERVIEWER: I'm sorry, for individuals with more than ten years of service.

MS. ANGELLO: Yes. I was gonna say, as part of the pension committee that was looking at what was "overfunding" in the pension system at the time, we looked at what it would take and what it does take to fund someone's pension over their lifetime. How many years of the State paying in and the individual paying in to that communal pot so that there would be enough money that would be invested to stretch out the payments over someone's lifetime, the actuarial tables.

We came up with the idea that we thought ten years of paying into a pot and investing that money would create enough of an account, so to speak, to pay for someone's pension. When we realized that, when we had the

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actuaries come back and look at that and say, yeah, right now the way things were going and the stock market was a lot hotter than it is now, but at that time that was definitely the answer. So we were able to do that and I think

that that was a very significant change in the way pensions were administered in New York.

INTERVIEWER: Sure. And it was followed shortly thereafter by the enactment of COLA which had been a CSEA goal for about a generation.

MS. ANGELLO: Yeah.

INTERVIEWER: Do you remember the COLA issue coming up in the Legislature when you were there?

MS. ANGELLO: I sure do. We had worked -- the Senator and I had worked on legislation for the COLA piece and when Governor Pataki came in I was still working in the Legislature at that time and I think that he needed a little bit of time before he could actually respond to legislation like that, so he vetoed the first pension COLA bill and, like I said, nine months later I was working for the

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Governor and we had a conversation and part of that conversation was we should do a COLA, we should do something about looking at the pension system as it is.

So, of course, the next time it came up after we had this report and some real good

solid backing and I could see the actuaries agreeing with some of this stuff, we were able to have legislation that was passed and signed, and I think the Governor was happy to do so at that time.

INTERVIEWER: Good. To go back to the contract negotiations again in '99 and 2000, it was a very protracted, public fight if you will. That was on the public side. What was happening behind the scenes? Was there civil dialogue going on? Was there --

MS. ANGELLO: Oh, there's always civil dialogue that goes on behind the scenes in negotiations. I will tell you that Danny and I had always been able to talk to each other, to pick up the phone and to have a conversation, so that whatever is going on at the negotiating table, it's always something that we're keeping

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our eye on, but at the same time there are day-to-day things that need to be addressed.

And whether there's a contract in place or not there's always issues that come up, whether it be, you know, some kind of a specific attention to an individual that might need

something, the health insurance that may be fouled up or, you know, some red tape that needs to be untaped, all those kinds of issues that come up that, you know, I will always say that the president of CSEA and I have been able to have wonderful conversations over the years about all kinds of issues that affect the membership and I always say they're your members but they're my employees at the time, so we can always talk.

INTERVIEWER: M-m h-m-m. All right. I would imagine that for a lot of people they might think that the dynamics of the relationship between the State and its unions are limited to the negotiation of a contract, but really the administration of the contract, I would imagine, is far more complex.

MS. ANGELLO: The administration of

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the contract is probably the hardest thing to do. Most people do think that, you know, just getting the contract in place is hard. It's sometimes -- it's a little grueling to get all those I's dotted and T's crossed when you're writing a contract, but making sure that all those I's and all those T's that got crossed are

actually put into effect the way they were intended when the contract was written is much harder.

I think of, you know, different training programs that maybe have been put in place over time or EAP programs. I mean -- and, of course, safety and health, but also things like the health insurance pieces. All those pieces, they have to come together for them to work right and for the contract to be put in effect the way it was drafted and that takes constant attention.

INTERVIEWER: H-m m-m-m. Now when you're in a position like GOER where basically you are overseeing the work force of the State of New York, there must be a lot of demands that are on you from a lot of different corners.

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How can you balance that?

MS. ANGELLO: Well, just as a union has certain demands that they come to the bargaining table with, so does the State. The State will listen to the agencies, particularly the HR people that come and create a negotiating team for the State. It's not just the folks

that work at GOER. We reach out into the agencies and say what are the issues that affect your agency that we need to bring to the bargaining table and that's part of how negotiations are started and how things get laid on the table. Just like the negotiating team from the union comes to the table after reaching out and probably talking to some of those same people.

And when we get to the negotiating table you may realize that Agency X has this problem and it needs to be addressed and the unions come to the table saying it needs to be addressed and usually management will come to the table and say it needs to be addressed.

They may be looking at it a little bit differently but resolving that problem is

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probably an important part of putting together a contract.

INTERVIEWER: Okay. Let me ask you how you saw the different (inaudible) in CSEA. When you were working in the Senate what was the role of CSEA in terms of coming in and lobbying State lawmakers and what kind of interaction did you have there?

MS. ANGELLO: When I was working in the Legislature CSEA was -- particularly when I was -- let me start that again.

When I was working in the Legislature I think CSEA was always there. We always knew what CSEA felt about a piece of legislation, particularly when I was the committee director for the Civil Service and Pensions Committee for Senator Trenso. CSEA would be in my office, particularly Fran Turner. Every week I would see her and Fran and I would have discussions on almost every bill I sent to the committee at that time. There were a lot of bills; let's put it that way.

There was always a legislative agenda and the focus was always on how do we get these

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bills passed, how can we -- how can we negotiate these bills so that we can get them through the House so that both houses would pass a piece of legislation and it would have the support of the Executive.

INTERVIEWER: Well, when CSEA would come and lobby and Fran would come in and talk with you and say our members believe such and



such and we need to do this for these reasons and what have you, was the union able to substantiate that by producing reaction from the membership that backed up what they were saying to you when they'd come in and talk?

MS. ANGELLO: CSEA would come in and say we need a particular piece of legislation. I'm thinking of -- at this particular moment I'm -- I think this was a CSEA bill. There's a piece of legislation that talked about too many provisionals and we need to do something about all the provisionals.

And my immediate response would always be tell me how many provisionals there are, how long do they remain provisionals and what's the obstacle for them taking a test and being hired

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off of it?

The good thing about CSEA is that when you gave them that challenge and said if you want this piece of legislation, you have to prove to me that there's a problem and they would always come back and say, in the town of XYZ there are 22 provisionals out of the 60 positions that are there. They need to do something.

Now sometimes that didn't necessarily take legislation to fix. Sometimes the law is okay. It just took some -- somebody to put some pressure on an agency or to just look at -- at a town or whatever and have a conversation with them. And sometimes that'd fix it and other times, of course, you needed legislation.

INTERVIEWER: Okay. How about back in the district. Did you hear from CSEA's people back --

MS. ANGELLO: Absolutely. Absolutely. You know, when you're back on Long Island which is, of course, Danny's hometown and my hometown, Nick LaMorte (phonetic) is there and I think he can almost guarantee that when you want to talk

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about some characters out there, we certainly have them, that we have on Long Island, both from the union side and from the political side, so --

INTERVIEWER: Okay.

MS. ANGELLO: That's always fun.

INTERVIEWER: That's a perfect segueway. Why don't you tell me about some of the -- starting with the Long Island

characters --

MS. ANGELLO: Oh --

INTERVIEWER: -- in CSEA you've encountered, and obviously Danny Donohue would be a --

MS. ANGELLO: I was gonna say the prime one is probably Danny Donohue. Danny has, of course, started at Central Islip Hospital which is now a court complex. At the time when Danny was there it was a very large psychiatric center at Central Islip at Brantwood and there's another one in Kings Park. All three of those large hospitals now have closed as state facilities obviously, so Danny certainly knew how -- his way around government and he knew

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where to go and who to talk to.

(Inaudible) was not very far from the Senator's office on Long Island so everybody always feels certainly at ease. They could always walk into the Senator's office and have a conversation, so, they'd come in and say: Okay. What are you gonna do to stop this or start this or support that.

INTERVIEWER: M-m h-m-m.

MS. ANGELLO: And it'd be kind of

interesting to watch because there was never any doubt. I mean, you know, no agenda other than to say you need to help us. We have, you know, 5000 people that work on Long Island -- I'm just using that number off the top of my head -- and we need to make sure that things can be done correctly here. And there was always the ability to walk into the office and do that and Danny always felt comfortable doing that and --

INTERVIEWER: How did you see Danny evolve and grow over the years from being the Long Island vice president to president of CSEA?

MS. ANGELLO: Yeah. Watching Danny go from a local CSEA rep to president of CSEA has

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been an interesting type of an, I don't know, like a -- what's the word I'm looking for?

INTERVIEWER: Metamorphosis?

MS. ANGELLO: Yeah, metamorphosis, I guess. He's grown, of course, in the job. As the job grows, so does he, and I'm not talking about girth, so -- obviously that's not it, even though I can say I certainly have, but he certainly has broadened his horizons and realized how large the issues can be and how

important it is when you have a work force in New York State of over 2000 people -- 200,000 people, I'm sorry.

That you need to represent a wider -- a wider, broader band of folks and, of course, CSEA being the largest public employee union, once you add in all the local government employees, he certainly has learned (a) it's a big state, which is one of the things I've learned since I started working for the Pataki Administration; and (b) there's a lot of diversity, and that diversity helps us.

I mean it's truly an interesting and exciting way to go out there and talk to people

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and see how that works, so I think he's grown in that respect too. You come from Long Island you have a very small frame of reference in the world, you know. We're on an island, yes, and you really do feel that this is probably the center of New York State and in some ways it is and in other ways it's certainly not.

Like I say, the state is very big and very diverse and it's fun to go out and to see that and I think Danny's probably done the same types of experiences that I have when you go

across the state.

INTERVIEWER: What do you think are some of Danny's strengths that have served him well?

MS. ANGELLO: I think Danny has a lot of compassion. I think that at heart he knows what's right. He knows what's good for his members and he knows what's good for the taxpayers because his members are taxpayers, and him and I have had that discussion many times when I talk about how much it's gonna cost, you know, to put in some kind of a benefit or whatever it may be that CSEA would be looking

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for.

Do you know how much that's gonna cost the taxpayers? And he'd turn around always and say to me that my members are taxpayers. And I'd say, you're right. So that was one of our classic little -- little discussions that we would have if you want to listen to different conversations that we've had over the years.

But the other interesting thing about Danny is that he's always remained, and I think always will remain, a man of the people as

opposed to some other local union leaders who I've seen become a little bit more above their membership. I think that Danny always keeps his membership in mind and who his membership is and what it is they do.

One of the conversations Danny and I had at one time was about training programs and I remember having this -- this very long, involved discussion about how we were going to do all these different things for some nurses or some of the other professional types of members that you have and I said to Danny, you do realize that if you -- if you provide training

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for an LPN to become an RN, they're no longer in the bargaining unit. And his answer was so be it, they deserve the training.

And so that's the type of person I think that I found in Danny, and I think that that's important.

INTERVIEWER: Did you have interactions with Bill McGowan?

MS. ANGELLO: Not many. You know, Bill McGowan probably was president of this union right around the time that I started working for Senator Trunso.

INTERVIEWER: M-m h-m-m.

MS. ANGELLO: I know the Senator knew him well but at that time I was just, you know, a little legislative aide in the office. I wasn't a committee director yet. I don't believe we had the Civil Service and Pensions Committee, so I didn't know him but I know that the Senator did, so --

INTERVIEWER: How about Joe McDermott? Interactions with Joe McDermott?

MS. ANGELLO: Not really. I think most of my interactions with CSEA, certainly on

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a professional level --

INTERVIEWER: M-m h-m-m.

MS. ANGELLO: -- have been with Danny.

INTERVIEWER: Okay.

MS. ANGELLO: Our careers more coincided to some extent.

INTERVIEWER: Very good. Why do you think -- I've asked this question of just about everybody we've interviewed. Why do you think CSEA has been able to survive for close to a hundred years?

MS. ANGELLO: Well, I think that's



pretty easy. I've said before that one of the things that CSEA has done is paid very good attention to their membership. They've never forgotten, as a union that is, they've never forgotten what it is that they need to do to keep their members engaged and active and part of a vibrant union and I think that's probably the real edge.

You heard me say, like this will be the third time now that I've said it, CSEA has a heart, and part of that heart is keeping their members involved. And they have a head and they

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-- they're shrewd bargainers. I mean -- I know when we were at that bargaining table and that contract went down and I was absolutely astounded. Ross Hannah came in and said I'm really surprised it went down, too, but when I think about it, I know why and this is what we need now and he came right back at me and was ready to sit down and negotiate again and start all over again from square one and figure out how it was we were gonna get a contract that we could live with and, of course, your membership.

INTERVIEWER: Great. Well, Linda Angello, thank you. We appreciate --

MS. ANGELLO: Thank you.

INTERVIEWER: -- you taking the time  
to speak with us.

MS. ANGELLO: Thank you.

(Simultaneous conversation.)

INTERVIEWER: The making of  
documentaries.

MS. ANGELLO: Yeah. It is funny how  
Danny and I have kind of -- like how many years  
has he been here now?

INTERVIEWER: Absolutely, yeah.

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MS. ANGELLO: It's the contracts --

INTERVIEWER: Throughout your career.

MS. ANGELLO: It's been interesting.

INTERVIEWER: Like I say, it's a  
really fascinating story when you start to try  
to pull it together.

MS. ANGELLO: Well, like you said, you  
don't remember half of it. I don't either  
anymore.

INTERVIEWER: You know, the other  
thing that's really just amazing for me and I've  
been here 22 years now --

MS. ANGELLO: Yeah.

INTERVIEWER: -- and every day I learn something new about the organization and, I mean, the enormity of what we do, the scale of what we do is just --

MS. ANGELLO: It's amazing.

INTERVIEWER: -- really marvelous.

MS. ANGELLO: It really is.

(Conclusion of interview of Linda Angello.)