

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON TRANSPORTATION AND
PUBLIC UTILITIES

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, June 4, 2013
3:25 p.m.

PRESENT:

COUNCILMAN KENYATTA JOHNSON, CHAIR
COUNCILWOMAN CINDY BASS
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN BOBBY HENON
COUNCILMAN JAMES KENNEY
COUNCILMAN BRIAN J. O'NEILL
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA

BILL 130452 - An ordinance authorizing the Procurement Commissioner to enter into purchase obligations for the delivery of electric and natural gas energy supplies for use by facilities owned and leased by the City...

BILL 130455 - An ordinance authorizing the Director of Commerce to enter into a Second Extension of the Use and Lease Agreements between the City of Philadelphia and each of the airlines...

- - -

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

COUNCILMAN JOHNSON: This hearing is called to order. This is a public hearing of the Transportation and Public Utilities Committee. My name is Councilman Kenyatta Johnson from the 2nd Councilmanic District.

A quorum is present in the presence of Councilman Mark Squilla, Councilman Bobby Henon, Councilman Bill Greenlee, Councilwoman Blondell Reynolds Brown.

Will the Clerk please read the title of the bills.

THE CLERK: Bill No. 130452, entitled "Authorizing the Procurement Commissioner to enter into purchase obligations for the delivery of electric and natural gas energy supplies for use by facilities owned and leased by the City, including agreements to obligate payments for delivery of such energy supplies in future fiscal years, all under certain terms and conditions; and

Bill No. 130455, entitled

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 "Authorizing the Director of Commerce to
3 enter into a Second Extension of the Use
4 and Lease Agreements between the City of
5 Philadelphia and each of the airlines
6 servicing Philadelphia International
7 Airport, under certain terms and
8 conditions.

9 COUNCILMAN JOHNSON: Will the
10 Clerk call the first witness for Bill
11 130452.

12 THE CLERK: Andrew Stober.
13 (Witness approached witness
14 table.)

15 MR. STOBER: Good afternoon,
16 Chairman Johnson. I'm Andrew Stober from
17 the Mayor's Office of Transportation and
18 Utilities, and good afternoon to other
19 members of Council. You've received my
20 written testimony, so I'll just briefly
21 summarize what we have here for you
22 today.

23 In 2010, our office worked
24 closely with Councilman Jones to prepare
25 the City to be able to competitively

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 purchase electricity with the
3 deregulation of electricity in
4 Pennsylvania.

5 When you purchase electricity
6 in the wholesale competitive market, you
7 need to exercise those purchases within
8 just a couple of hours of price
9 commitments coming in. We, working with
10 a group that included members of Council
11 and their advice, decided that it was --
12 determined that it was best for the City
13 to be able to make purchases for future
14 years in order to provide the City with
15 budget stability. A bill was passed in
16 2010 that allowed us to make those future
17 purchases through Fiscal Year '14. Last
18 year, we came before this body and
19 requested permission to do that again for
20 Fiscal Year '15, and we're back here
21 again this year asking for permission to
22 enter into those purchase commitments for
23 Fiscal Year '16.

24 This year we've also added the
25 ability for the City to enter into

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 similar purchase agreements for natural
3 gas. At some of our largest facilities,
4 we're allowed to participate in something
5 called an interruptible rate, which let's
6 us competitively purchase our natural
7 gas, so not just from PGW. This is
8 actually something that PGW supports,
9 because when we're able to go out and
10 make that purchase apart from PGW, PGW
11 doesn't have to finance that purchase
12 themselves and they just make -- they
13 just receive their payment for the
14 transportation of that gas.

15 And so that's the bill you have
16 before you today, and I'd be happy to
17 answer any questions you may have.

18 COUNCILMAN JOHNSON: Before I
19 have members of the Committee ask
20 questions, I want to also acknowledge the
21 presence of Councilwoman Cindy Bass and
22 also acknowledge Councilman Jim Kenney.

23 Does any members of the
24 Committee have any questions for
25 Mr. Stober?

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 (No response.)

3 COUNCILMAN JOHNSON: Thank you,
4 Andrew.

5 MR. STOBBER: Thank you very
6 much.

7 COUNCILMAN JOHNSON: Is there
8 anyone else here to testify for this
9 bill?

10 (No response.)

11 COUNCILMAN JOHNSON: Seeing no
12 one, will the Clerk read the name of the
13 next bill.

14 THE CLERK: Bill No. 130455,
15 entitled "Authorizing the Director of
16 Commerce to enter into a Second Extension
17 of the Use and Lease Agreements between
18 the City of Philadelphia and each of the
19 airlines servicing Philadelphia
20 International Airport, under certain
21 terms and conditions.

22 COUNCILMAN JOHNSON: Will the
23 Clerk please call the first witness.

24 THE CLERK: Mark Gale.

25 (Witnesses approached witness

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 table.)

3 COUNCILMAN JOHNSON: Mark,
4 please state your name and title for the
5 record.

6 MR. GALE: Good afternoon,
7 Chairman Johnson and members of the
8 Committee on Transportation and Public
9 Utilities. My name is Mark Gale, Chief
10 Executive Officer for Philadelphia
11 International Airport. With me today are
12 Chellie Cameron, my Deputy Director of
13 Finance and Administration, and Mr. James
14 Tyrrell, Deputy Director for Property
15 Management and Business Development at
16 the Airport. I'm pleased to have the
17 opportunity to testify in support of Bill
18 No. 130455, an ordinance authorizing the
19 Director of Commerce to enter into a
20 Second Extension of the Airport-Airline
21 Use and Lease Agreement between the City
22 of Philadelphia and each of the airlines
23 serving Philadelphia International
24 Airport as filed by the Administration.

25 The relationship between the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 airlines and the Airport is largely
3 governed by an Airport-Airline Use and
4 Lease Agreement. This agreement, along
5 with other pertinent regulatory
6 directives, governs the use and operation
7 of the Airport. The agreement gives the
8 Airport the ability to set operational
9 parameters and reasonable rates and
10 charges, fund financial reserves in order
11 to maintain creditworthiness, provide a
12 mechanism for financing capital projects
13 and, most importantly, to recover all
14 costs associated with operating the
15 Airport. In return, the airlines receive
16 capital project approval rights, relative
17 cost certainty, and the ability to
18 continue their operations. As you know,
19 the Airport is self-sufficient and does
20 not use any local tax dollars.

21 The Extension Agreement before
22 you today extends the Airport Use and
23 Lease Agreement that's set to expire on
24 June 30th, 2013 for a period of two
25 years, through June 30th, 2015. The

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Extension Agreement also provides for
3 airline approval of an additional \$734
4 million of Airport capital improvements,
5 most of which are for the Airport's
6 Capacity Enhancement Program.

7 The two-year extension to the
8 existing agreement was negotiated between
9 the Airport and the airlines and takes
10 into consideration the air carriers'
11 concern about the cost of one of the
12 largest airport capital programs in the
13 United States as well as the Airport's
14 desire to advance the CEP while
15 maintaining its competitiveness in the
16 global marketplace. Moreover, at the
17 time the negotiations were ongoing, US
18 Airways, the Airport's hub carrier, was
19 actively involved in merger discussions
20 that had the potential to significantly
21 impact its Philadelphia operations, and a
22 shorter-term extension of the existing
23 Use and Lease Agreement was deemed
24 prudent by both parties.

25 The Extension Agreement will

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 serve as a bridge to what we hope will be
3 a much longer-term agreement that
4 reflects consensus with our airlines on
5 the Airport's Capacity Enhancement
6 Program. The airlines previously
7 approved \$250 million in capital
8 improvements that permitted the Airport
9 to begin proceeding with enabling
10 activities associated with the CEP. When
11 combined with the 734 million included in
12 this Second Extension Agreement, it gives
13 the Airport the necessary airline
14 approval to move forward with \$1.156
15 billion in capital projects. These
16 projects are anticipated to create over
17 6,000 jobs. The Extension Agreement
18 would further enable the Airport to
19 advance the CEP, which is vital to the
20 City and to the entire region's economic
21 future, as well as move forward with
22 additional capital critical improvements.

23 The capital investments
24 contained in the Extension Agreement
25 include a 1,500-foot extension to Runway

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 9 Right-27 Left, one of the Airport's two
3 primary runways, which will increase the
4 total length to 12,000 feet. This
5 extended runway would provide the
6 capability to accommodate large aircraft
7 that are capable of flying long-haul
8 flights. Also included among the capital
9 investments is a redesigned and enhanced
10 Terminal B/C ticketing area utilized by
11 US Airways, our hub carrier, with a new
12 automated baggage handling system and the
13 new passenger screening security
14 checkpoint. The program also calls for
15 the replacement of the rental car
16 facility surface lots with a new,
17 multi-level consolidated rental car
18 facility, an initial design for an
19 automated people-mover system between
20 concourses, and new airside taxiway
21 improvements to improve aircraft
22 operations. In addition, the Extension
23 Agreement would enable the Airport to
24 continue existing critical infrastructure
25 projects such as security upgrades,

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 mechanical room upgrades, restroom
3 renovations, escalator replacements, roof
4 and window replacements, airfield
5 pavement repairs, roadway enhancements
6 and more.

7 Philadelphia International
8 Airport is vital to the region's economy.
9 As you may recall, the Airport
10 contributes more than \$14 billion
11 annually in economic output to the local
12 economy and accounts for more than
13 141,000 jobs in the region. As I stated
14 earlier, the CEP projects authorized
15 through this Extension Agreement are
16 expected to create over 6,000 direct
17 jobs. The CEP will strategically
18 position our entire region for future
19 growth and competition.

20 It is critically important that
21 Council approve this Extension Agreement
22 by the end of this current extension. If
23 the Extension Agreement was not approved,
24 it would have significant impacts on the
25 operation of the Airport and potentially

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 all future capital projects. Further,
3 both the Record of Decision and the
4 associated \$466 million Letter of Intent
5 grant funding issued by the Federal
6 Aviation Administration would also be in
7 jeopardy. The CEP and other vitally
8 important construction projects at our
9 Airport would be severely impacted.

10 I am requesting a suspension of
11 the rules so as to allow for the first
12 reading of this bill at the next Council
13 session.

14 And I appreciate the
15 opportunity to speak before you today,
16 Mr. Chairman and members of the
17 Committee. Myself and my colleagues are
18 here to answer any questions that you may
19 have.

20 COUNCILMAN JOHNSON: Thank you,
21 Mark.

22 Are there questions from
23 members of the Committee?

24 Councilman Bill Greenlee.

25 COUNCILMAN GREENLEE: Thank

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 you, Mr. Chairman.

3 Good afternoon.

4 MR. GALE: Good afternoon,
5 Councilman.

6 COUNCILMAN GREENLEE: Mr. Gale,
7 you state in your testimony that there's
8 hope for a much longer-term agreement.
9 Is there particular reasons or hurdles
10 that prevent us from moving to a
11 longer-term agreement now?

12 MR. GALE: One of the reasons
13 we chose to proceed with a shorter-term
14 agreement, Councilman, was the ongoing
15 issue with the merger between US Airways
16 and American Airlines and not really
17 knowing exactly what was going to be the
18 outcome and when the outcome would be.
19 We reached the terms for the agreement
20 back in January of this year, and in
21 February of this year, US Airways and
22 American announced their intent to merge
23 together. That merger should be
24 complete, as we understand it, by the
25 fall of this year in the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 September/October timeframe, and then
3 after that merger is complete, it is our
4 expectation that we would get back to the
5 table right away to begin negotiations on
6 what we hope will be a much longer
7 agreement down the road.

8 COUNCILMAN GREENLEE: And is
9 there any limits on the amount of
10 short-term extensions or could you -- I
11 know it's not desirable, but could you
12 just keep doing those?

13 MR. GALE: It's not our
14 preference. I don't know that there's
15 any limitation on it, Councilman, but
16 certainly our preference is to reach a
17 longer-term agreement. There's a lot of
18 work that goes in in negotiating these
19 deals and we'd like to be able to
20 negotiate a deal that both parties would
21 be able to live with for a number of
22 years and move forward without constantly
23 being in negotiation rooms.

24 COUNCILMAN GREENLEE: Sure. It
25 makes life easier, I'm sure. Okay.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Thank you.

3 Thank you, Mr. Chairman.

4 COUNCILMAN JOHNSON:

5 Councilwoman Blondell Reynolds Brown.

6 COUNCILWOMAN BROWN: Thank you,

7 Mr. Chairman.

8 Good afternoon.

9 MR. GALE: Good afternoon,

10 Councilwoman.

11 COUNCILWOMAN BROWN: I have a
12 number of questions here. I'm drawn
13 first to the proposal that there is an
14 interest in ensuring that we get our
15 young people in the pipeline who we can
16 grow to become Airport professionals. So
17 if you would, speak to in greater detail
18 is this a first that the Airport is doing
19 this? Are there other airports around
20 the country that engage in pipeline kind
21 of opportunities for young people and
22 young adults? Speak to that, if you
23 would, first.

24 MR. GALE: I would. Thank you,

25 Councilwoman. I think with respect to

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 some of the measures that we're going to
3 be taking moving forward as we proceed
4 with our program and some of the
5 commitments that we're making with
6 respect to internships and programs on
7 workforce development, I wouldn't say
8 that our internship program is new, but
9 we certainly are going to be working to
10 enhance that program, beginning right
11 within the 2nd Councilman District but
12 also including all the other districts
13 within the City so that we can provide
14 internship programs for our high school
15 students and give them an opportunity to
16 grow and learn career opportunities as
17 they relate to transportation and
18 hospitality and tourism and whatnot.

19 As we move forward with the
20 Capacity Enhancement Program, we've
21 repeatedly stated that our mission is to
22 not only improve the Airport, but as we
23 get into jobs and job pipelines and
24 workforce development issues, working
25 with our program management team at the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 Airport, we anticipate that we'll release
3 a workforce assessment by this fall that
4 will speak to, given the projects that we
5 have in front of us and what we
6 anticipate coming down the road, first
7 taking an assessment of what the
8 inventory, the workforce inventory, is
9 for this region as it exists today and
10 what job skills and sets are going to be
11 needed as we move forward in the future,
12 and then work with all the collaborative
13 stakeholder parties to make sure that we
14 have training going on to be able to
15 satisfy those workforce demands.

16 So we're committed in those
17 regards and many more to not only trying
18 to train young people, but to also
19 provide opportunities as we move forward
20 with a big program.

21 COUNCILWOMAN BROWN: On the
22 followup to the workforce issue, you
23 mention in your testimony that there will
24 be ultimately 7,800 Philadelphia
25 residents at the Airport. Maybe

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 currently. I'm looking for the number
3 that says long term what the number will
4 be.

5 MR. GALE: I think the 7,800
6 number, Councilwoman, represents the
7 current number of Philadelphia residents
8 that work at the Airport today out of
9 some 19,000 badged employees or so. So
10 approximately 40 percent of the workforce
11 currently working at the Airport across
12 all lines, not just the City of
13 Philadelphia but obviously the airlines,
14 concessions and whatnot, approximately 40
15 percent or so are currently Philadelphia
16 City residents.

17 COUNCILWOMAN BROWN: So at the
18 time -- I see it now. At the top of Page
19 2 of your testimony, you mention that
20 these projects are anticipated to create
21 over 6,000 jobs. So if you could provide
22 to the Chair benchmarks that say Year 1,
23 this part of the project is complete,
24 that equals X number of jobs, Year 2, to
25 give us a sense of what you discuss in

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 greater detail in the subsequent
3 paragraph where you mention all that will
4 be happening over this 15-year period,
5 but what would be helpful to see is what
6 that equals, what each benchmark equals
7 in terms of jobs. You follow me?

8 MR. GALE: I'm following you,
9 Councilwoman. Within that \$1.156 billion
10 number that we've said that we would have
11 airline authorization to proceed with
12 projects, some of that includes land
13 acquisition, some of it is soft costs,
14 but a good deal of it is hard
15 construction costs. Of the 1.156
16 billion, I believe close to \$900 million
17 would actually be used for either design
18 of projects and/or construction of
19 projects. It is that \$900 million number
20 or so that actually is the basis for
21 generating the job count in anticipation
22 of over 6,000 jobs. I believe the number
23 is -- our estimate is closer to 6,400
24 jobs, which is broken down roughly, I
25 believe, around 4,400 construction jobs

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 and about 2,000 professional service jobs
3 that would support the projects as we go
4 forward.

5 So those 6,000 jobs are
6 directly related to the projects that are
7 tied to the Capacity Enhancement Program,
8 which this deal gives us the ability to
9 move forward with.

10 COUNCILWOMAN BROWN: Okay.
11 During the first phase of the project,
12 can you state what that will look like in
13 terms of actual projects that will be
14 captured in the first phase of the
15 program?

16 MR. GALE: The first phases of
17 the project will be getting projects into
18 design. We already have some qualified
19 firms on board at the Airport that are
20 ready to start undertaking design of some
21 of the smaller projects, if you will,
22 some taxiway projects out on the
23 airfield. As we're working through this
24 process, it's our expectation that as we
25 work through the summer and into the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 fall, we will be developing and releasing
3 RFPs for design services for a number of
4 different areas.

5 The projects that I referenced
6 are not on one particular part of the
7 Airport. Some are on the airfield doing
8 runway and taxi work. Some are actually
9 in the terminal building modifying
10 Terminals B and C, and some are on the
11 area that we call land side or working
12 with the car rental area and the garage
13 area. We want to be able to be working
14 across the board on all three of those
15 areas, issuing RFPs, so that by next
16 summer, we would like to be in
17 construction on several of these
18 projects.

19 COUNCILWOMAN BROWN: Okay. I'm
20 sure my colleague Councilman Goode will
21 go into greater detail around
22 participation activities, but speak, if
23 you will, to what the current rules,
24 regulations, stipulations are with
25 regards to MBE/WBE/DBE participation.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. GALE: Well, I think the
3 Airport has certainly, I believe, done a
4 good job in not only meeting our goals as
5 they relate to the M, W, and DSBE
6 programs as run underneath the City, but
7 also we are obligated to follow federal
8 DBE rules and regulations as well for any
9 projects that have DBE participation or
10 any -- any projects that have federal
11 dollars in them are required to follow
12 the DBE rules along those programs, and
13 we also have to adhere to a DBE program
14 that's specifically designed around
15 airport concessions. In the last fiscal
16 year, we exceeded all our goals in that
17 area. As we move forward, our first
18 contract that we had underneath the
19 Capacity Enhancement Program was our
20 Program Management Office, and we
21 negotiated a 50 percent DBE level for
22 that contract, and we're working towards
23 that 50 percent goal now just getting the
24 end of the first year of that contract as
25 we move forward.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 As we start to release new
3 contracts or new bids, you can expect
4 that we're going to have significant DBE
5 requirements in all of those contracts,
6 whether they be professional services or
7 public works, but they'll need to be
8 consistent with the capacity that's
9 available in the area so that we can
10 achieve those goals.

11 COUNCILWOMAN BROWN: So you say
12 working towards that 50 percent DBE goal.
13 What's the status now?

14 MR. GALE: The requirement for
15 the program management team, it's a
16 four-year contract. They have a 50
17 percent aggregate goal over the life of
18 the contract. So they're required to hit
19 50 percent over the four-year term, with
20 a minimum amount of 35 percent in the
21 first year, and they are exceeding the 35
22 percent as we speak. I think the last
23 number was 37, 38 approximately.

24 MS. CAMERON: Thirty-nine
25 percent in terms of commitment.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 COUNCILWOMAN BROWN: In the
3 first year.

4 MR. GALE: Which will be
5 increased in the subsequent years. It
6 needs to be increased in subsequent years
7 if they're to make their 50 percent
8 commitment to us.

9 COUNCILWOMAN BROWN: So let's
10 fast forward. What will happen if we do
11 not pass an extension prior to the end of
12 the fiscal year?

13 MR. GALE: If the Extension
14 Agreement is not passed, then certainly
15 we believe that the projects that I just
16 talked about, not only the \$734 million
17 in Capacity Enhancement Program-related
18 projects, as well as the projects that
19 were previously approved are all in
20 jeopardy. Our ability to move forward as
21 an airport to be able to not only use our
22 commercial paper program that was
23 previously approved by City Council, but
24 also to go out to bond market and float
25 bonds in the absence of an

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Airline-Airport Use and Lease Agreement

3 would certainly raise our risk profile

4 significantly and make it much more

5 difficult in order to borrow money in

6 order to get these projects completed.

7 And then certainly, lastly, there is an

8 expectation from the federal government

9 that we are going to be moving forward

10 with these programs. They had issued a

11 Letter of Intent to us for nearly a half

12 a billion dollars, but that half a

13 billion dollar Letter of Intent comes

14 with expectations that we're moving

15 forward with those projects. And if we

16 don't move forward with those projects,

17 then we run the risk of losing all that

18 federal money.

19 COUNCILWOMAN BROWN: So my last

20 question on that would be in your career

21 as a transportation professional, have

22 you seen an instance where that reality

23 became just that?

24 MR. GALE: I have not seen a

25 reality where federal grant monies that

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 were authorized or issued to an airport
3 had to be relinquished because the
4 airport couldn't move forward with its
5 projects. Individual projects sometimes
6 airports cancel on an ad hoc basis if for
7 some reason they decide it's not
8 necessary and an airport might turn back
9 some discretionary grant dollars, but in
10 this case here, airports all across the
11 country are vying heavily for these
12 federal dollars. They're somewhat
13 scarce, and we want to be able to make
14 sure that we make the best use of ours as
15 we go forward.

16 COUNCILWOMAN BROWN: Okay.

17 Thank you.

18 That completes my line of
19 questioning now for now, Mr. Chairman.

20 COUNCILMAN JOHNSON: Yes.

21 Thank you.

22 Mark, just one question I want
23 to ask before I acknowledge Councilman
24 Goode. Obviously we're talking about a
25 very significant project as it relates to

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 the Airport expansion. I've always been
3 supportive not only in the expansion but
4 the runway as well, the full expansion,
5 but obviously in the midst of the
6 expansion, which I believe is great for
7 the City, we also have a population of
8 individuals who also work out at the
9 Airport who, just as equally, like to be
10 included in that process as it relates to
11 workplace conditions when you talk about
12 the issue of wages.

13 And so just from your
14 perspective, just give me an idea of how
15 the process works when we do hire
16 subcontractors that contract out work and
17 then how do we hold them accountable even
18 though they're their own specific entity?
19 How do we still hold them accountable in
20 terms of employees' workplace environment
21 and how they actually --

22 (Applause.)

23 COUNCILMAN JOHNSON: -- and how
24 they operate as being -- even though
25 they're private, they're still working in

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 partnership with the City of
3 Philadelphia. Just can you just provide
4 the context for that, please.

5 MR. GALE: I'm not sure if I
6 have the answer that you're looking for,
7 Councilman, other than to say that the
8 Use and Lease Agreement represents a
9 contract between ourselves and the
10 airlines, and we typically do not engage
11 or interfere with the operations of those
12 private-sector entities with third-party
13 subcontracting entities.

14 So with respect to what they do
15 to sign contracts between those two
16 parties, historically and traditionally,
17 Philadelphia International Airport, as
18 run by the City, has not engaged or
19 interfered with those contractual
20 relationships.

21 COUNCILMAN JOHNSON: If they
22 were engaging in activities in which you
23 deem didn't reflect well on the City of
24 Philadelphia, at what point do you do
25 engage and say, Wait a minute, that's

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 having an impact on our operations based
3 upon their private actions that we're in
4 agreement with? I'm just trying to get
5 an idea in the context of some of the
6 issues and/or concerns that have been
7 brought to our attention. So I just want
8 to put it in context in terms of the big
9 picture and how we operate.

10 MR. GALE: If we don't have an
11 agreement directly with a third-party
12 subcontractor that may be working for an
13 airline, another tenant at the Airport,
14 and we have an issue with the actions of
15 the employees or the actions of that
16 employer or the organizations, then we
17 take that directly to whoever they are
18 being subcontracted to. So in the case
19 of an airline, if it was a third party
20 and there were issues with either
21 something that employees were doing or we
22 felt as though that the City wasn't being
23 properly represented, again, not getting
24 into if they were providing services,
25 whether or not they were providing the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 services to the level or the satisfaction
3 that that employer is seeking, but rather
4 if the actions as employees just
5 generally gave a bad impression to the
6 consumers and passengers using the
7 facility, then we would ask for that
8 employer to address those concerns.

9 COUNCILMAN JOHNSON: Have that
10 actually taken place with the current
11 situation with PrimeFlight, which was the
12 subcontracted ground handlers company,
13 and I think most recently they filed a
14 complaint with the federal government.
15 Has there been any conversation with them
16 as it relates to the complaints and the
17 federal review of the operations out at
18 the Airport? Have y'all stepped in and
19 said, Wait a minute, we don't need people
20 doing press conferences about working
21 conditions at our facility, what's going
22 on here? Has that taken place?

23 MR. GALE: On an informal
24 basis, our discussions with the airlines
25 that complaints were made about and I

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 believe filed with OSHA, they are
3 addressing those issues through the
4 appropriate and legal channels. We're
5 leaving that for them to decide how best
6 to address those. If airline personnel
7 were here, I'd venture to say that they
8 would assert that they disagree with some
9 of those findings. But, again, I think
10 that's for OSHA and for the other
11 appropriate parties to investigate and
12 come to their conclusions, and then we
13 will work with that or deal with that
14 when we get those results.

15 COUNCILMAN JOHNSON: Okay.

16 Thank you.

17 Councilman Goode.

18 COUNCILMAN GOODE: Thank you,
19 Mr. Chairman.

20 Good afternoon, Mr. Gale.

21 MR. GALE: Good afternoon,
22 Councilman.

23 COUNCILMAN GOODE: I want to
24 follow up on the Chairman's question and
25 your response. Did you say for the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 record that you don't deal with
3 subcontractors?

4 MR. GALE: No. I said that
5 with respect to the actions -- services
6 being provided between a subcontractor
7 and whoever is subcontracting their
8 services with respect to the actions of
9 their employees, we typically don't
10 engage in working with the businesses
11 that are -- the services that are being
12 provided.

13 COUNCILMAN GOODE: What does
14 "typically don't engage," what does that
15 mean?

16 MR. GALE: If we found that
17 employees, for example, who are
18 subcontracted to an airline were
19 continually breaking the rules and
20 regulations of the Airport, we would
21 bring that to the attention of those who
22 we have a contract with.

23 COUNCILMAN GOODE: This
24 question is with regard to wages.

25 MR. GALE: In what respect,

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Councilman?

3 (Applause.)

4 COUNCILMAN GOODE: So is the
5 answer to Councilman Johnson's question
6 that you don't deal with subcontractors
7 on the issue of wages?

8 MR. GALE: No, we do not.

9 COUNCILMAN GOODE: Does that
10 apply to construction workers?

11 MR. GALE: No. In construction
12 workers, we do monitor that and supply
13 supports to --

14 COUNCILMAN GOODE: So you do it
15 for construction workers but not service
16 employees?

17 MR. GALE: That's correct, sir.

18 (Applause.)

19 COUNCILMAN GOODE: I don't
20 understand how that's fair. Can you
21 explain that to me.

22 MR. GALE: Under the way we
23 have to report to make sure that
24 prevailing wages are being paid with
25 Labor Standards, we provide reports. We

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 monitor construction activities for
3 dollars that we are expending, but we do
4 not monitor --

5 COUNCILMAN GOODE: So you
6 monitor and enforce wage standards for
7 construction workers, but you don't do
8 that for service workers?

9 MR. GALE: For monies that the
10 Airport is expending, yes.

11 COUNCILMAN GOODE: Is that
12 fair? Is it fair to have different
13 classifications of workers?

14 MR. GALE: It is what we have
15 to follow, Councilman. It's the rules
16 that we have to follow with report to
17 following those standards.

18 COUNCILMAN GOODE: So you don't
19 have to follow the rules with regard to
20 service workers?

21 MR. GALE: I'm not aware of the
22 rules that say that I have to monitor
23 what is transpiring on the wages between
24 an airline or a tenant at the Airport and
25 who they subcontracted with. If you can

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 provide that --

3 COUNCILMAN GOODE: Great.

4 Let's run through that. Let's run
5 through that.

6 MR. GALE: Okay.

7 COUNCILMAN GOODE: You're
8 familiar with my living wage and benefits
9 law. The question is, how is it covered
10 under this piece of legislation?

11 MR. GALE: In the Extension
12 Agreement, the living wage language, as
13 provided to us by the Law Department, is
14 inserted, and it's a requirement of the
15 airlines that they have to follow that
16 living wage language.

17 COUNCILMAN GOODE: The language
18 was provided to you by the Law
19 Department?

20 MR. GALE: That's correct.

21 COUNCILMAN GOODE: What does
22 that mean?

23 MR. GALE: It means as we were
24 looking at this agreement with the
25 airlines as a contract, that the Law

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Department provided us with the language
3 to be used in that contract, the living
4 wage language to be used that the
5 airlines would have to follow.

6 COUNCILMAN GOODE: Did they
7 provide you language to be used or did
8 they provide you the actual language from
9 the law?

10 MR. GALE: They provided us
11 with language to be used.

12 COUNCILMAN GOODE: Which means
13 that the language they provided does not
14 necessarily follow the law.

15 MR. GALE: I think that's a
16 question for the Law Department to
17 answer, Councilman.

18 COUNCILMAN GOODE: It's a
19 question for you to answer. You're here
20 to testify --

21 (Applause.)

22 MR. GALE: I don't think I can
23 put in a contract, Councilman, something
24 that the Law Department has not approved.

25 COUNCILMAN GOODE: Okay.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. GALE: Is that a fair
3 statement? I don't think I can use
4 language that the Law Department has not
5 approved in my contracts.

6 COUNCILMAN GOODE: Can you use
7 language in a contract that is not valid
8 and it does not abide by The Philadelphia
9 Code?

10 MR. GALE: I think that the Law
11 Department has indicated that they
12 believe that the language that's being
13 used in our Use and Lease Agreement is
14 appropriate.

15 COUNCILMAN GOODE: Let me give
16 you one example. Are you familiar with
17 the exhibit?

18 MR. GALE: Which exhibit, sir?

19 COUNCILMAN GOODE: Exhibit
20 within the bill.

21 MR. GALE: Exhibit 1 or 2?

22 COUNCILMAN GOODE: Exhibit 1.

23 MR. GALE: Yes, the Use and
24 Lease Agreement.

25 COUNCILMAN GOODE: When it

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 refers to the 21st Century Minimum Wage
3 and Benefits Standard, it says "if
4 airline employs more than 25 employees."
5 Why does it say that?

6 MR. GALE: Can you tell me
7 exactly where that's at, Councilman, so
8 we can look at it?

9 COUNCILMAN GOODE: Right after
10 the first two pages, which is the actual
11 bill, within the first exhibit on the
12 second page, fourth paragraph.

13 MR. GALE: I believe I have the
14 section that you're referring to,
15 Councilman.

16 COUNCILMAN GOODE: It says "if
17 airline employs more than 25 employees."
18 Why does it place that condition?

19 MR. GALE: I believe that it's
20 just making reference to the Code,
21 Councilman.

22 COUNCILMAN GOODE: The Code was
23 changed.

24 MR. GALE: To the legislation.
25 Yes. I believe it was changed to five

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 employees, correct?

3 COUNCILMAN GOODE: So why does
4 it say 25?

5 I just want to show for the
6 record the Law Department is wrong at
7 least on this account. So should that be
8 changed?

9 MR. GALE: I would believe that
10 upon consultation with the Law
11 Department, if it's five, then it should
12 be changed to five.

13 COUNCILMAN GOODE: Absolutely.
14 And, more importantly, I don't understand
15 why they needed to give you language as
16 opposed to say that this contract should
17 have to abide by the law.

18 (Applause.)

19 COUNCILMAN GOODE: Why was it
20 necessary for them to spell out what the
21 law says when the law speaks for itself?

22 MR. GALE: Councilman, we have
23 all our contracts reviewed and approved
24 by the Law Department before --

25 COUNCILMAN GOODE: That wasn't

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 my question. My question was, normally
3 in contracts, it says you must abide by
4 everything that's within the Code, and
5 then it spells out the difference
6 sections that you must abide by with
7 definitions of what that means. Why this
8 lengthy definition that actually
9 reinterprets the law?

10 MR. GALE: Again, Councilman, I
11 believe that the Law Department has taken
12 a position that the language that's being
13 used in our contract is the law that
14 should be followed.

15 COUNCILMAN GOODE: The law that
16 should be followed or the actual law?

17 MR. GALE: The law that should
18 be followed that says -- and I think what
19 you're getting to is whether or not the
20 provision should accept subcontractors or
21 not.

22 COUNCILMAN GOODE: I'm getting
23 there.

24 MR. GALE: And I think that the
25 Law -- the reason why the Law Department

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 has put this language in here and what
3 they have given us and what I need to
4 follow, I think that's the interpretation
5 from the Law Department.

6 COUNCILMAN JOHNSON: Excuse me.
7 Mark, is someone from the Law Department
8 here today?

9 MR. GALE: I believe so.
10 (Witness approached witness
11 table.)

12 COUNCILMAN JOHNSON: Can you
13 state your name for the record and
14 clarify the position of the Law
15 Department.

16 MR. MESSINA: Joseph Messina.
17 I'm a Divisional Deputy City Solicitor in
18 the Transportation Division of the City
19 Law Department.

20 Councilman, you have a
21 question?

22 COUNCILMAN GOODE: The first
23 question is with regard to why the
24 language says "if airline employs more
25 than 25 employees," was that a mistake?

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. MESSINA: As of the
3 effective date of this Extension
4 Agreement, that's what the law is,
5 Councilman.

6 COUNCILMAN GOODE: What's the
7 effective date of the agreement?

8 MR. MESSINA: July 1st of this
9 year.

10 COUNCILMAN GOODE: That is not
11 the law as of July 1st of this year.

12 MR. MESSINA: We could disagree
13 on that, Councilman.

14 COUNCILMAN GOODE: I can show
15 you the bill.

16 (Applause.)

17 COUNCILMAN GOODE: What does
18 the bill say?

19 MR. MESSINA: Twenty-five
20 employees, Councilman.

21 COUNCILMAN GOODE: The bill has
22 a bracket that removes the 25 employee
23 threshold.

24 You can just say you're wrong.

25 MR. MESSINA: Councilman, that

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 agreement was submitted to the airlines
3 to be effective July 1st.

4 COUNCILMAN GOODE: And what's
5 the effective date of this law?

6 MR. MESSINA: July 1st.

7 COUNCILMAN GOODE: Okay. And
8 when --

9 MR. MESSINA: So if they signed
10 it today, Councilman, the law would not
11 be --

12 COUNCILMAN GOODE: I'm not
13 finished. And when did this bill become
14 law?

15 MR. MESSINA: I believe it was
16 February, March.

17 COUNCILMAN GOODE: March 12th.
18 And when was this lease agreement
19 submitted to Council?

20 MR. MESSINA: I don't have the
21 exact date.

22 COUNCILMAN GOODE: So when the
23 lease agreement bill was submitted to
24 Council, this was already law?

25 MR. MESSINA: Correct.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 COUNCILMAN GOODE: So the lease
3 agreement legislation is wrong; it's not
4 consistent with The Philadelphia Code.

5 MR. MESSINA: I disagree with
6 that, Councilman.

7 COUNCILMAN GOODE: How can you
8 disagree? You just agreed that the bill
9 I just gave you is law?

10 MR. MESSINA: No. The
11 agreement was submitted to the airlines
12 before July.

13 COUNCILMAN GOODE: I don't care
14 about that, because we haven't approved
15 the agreement yet. We haven't approved
16 the agreement.

17 (Applause.)

18 COUNCILMAN GOODE: So you don't
19 have an agreement. The airline doesn't
20 have an agreement until we approve it.

21 MR. MESSINA: That's correct,
22 Councilman. The agreement is contingent
23 upon approval by City Council.

24 COUNCILMAN GOODE: So we passed
25 the law to remove the 25 employee

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 threshold and the Law Department says, We
3 don't care.

4 MR. MESSINA: Councilman, I'm
5 not going to say the Law Department
6 doesn't care.

7 COUNCILMAN GOODE: Were you
8 familiar with the law?

9 MR. MESSINA: Yes, Councilman,
10 I am.

11 COUNCILMAN GOODE: So you
12 actually decided to include the 25
13 employee threshold anyway?

14 MR. MESSINA: Councilman, this
15 provision was drafted to comply with the
16 provisions that were put in every single
17 contract, every single professional
18 services contract, that the City gives
19 out. It's identical language to every --

20 COUNCILMAN GOODE: And that
21 language will change on July 1st, won't
22 it?

23 MR. MESSINA: Yes.

24 COUNCILMAN GOODE: And it will
25 be changed also by this law?

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. MESSINA: Correct.

3 COUNCILMAN GOODE: Okay. So is
4 there any problem with changing it now to
5 five employees?

6 (Applause.)

7 MR. MESSINA: Councilman, there
8 would be no problem with changing that,
9 but every single airline has more than
10 five employees and they have more than 25
11 employees.

12 COUNCILMAN GOODE: That's not
13 the point. That's not the point.

14 MR. MESSINA: So it will apply
15 no matter what.

16 COUNCILMAN GOODE: Let me tell
17 you what the point is. I believe that
18 the Law Department used the 25 employee
19 threshold within this legislation to pair
20 it with the subcontractor language, so
21 that if by chance what you believe to be
22 true in terms of whether it applies to
23 subcontractors or not, if you still had
24 the 25 employee threshold, you could try
25 to get around it that way. And if you

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 didn't do that, then we'll just change it
3 to five and that's where we'll start.

4 MR. MESSINA: Councilman, as I
5 said, every single airline that
6 services Philadelphia --

7 COUNCILMAN GOODE: So we can
8 change it to five?

9 MR. MESSINA: -- has more than
10 five --

11 COUNCILMAN GOODE: So we can
12 change it to five?

13 MR. MESSINA: You could change
14 it to five.

15 COUNCILMAN GOODE:
16 Mr. Chairman, can we change it to five?

17 MR. MESSINA: It's irrelevant.

18 COUNCILMAN GOODE: Can we just
19 scratch the 2 off and change it to five,
20 from 25 to five?

21 COUNCILMAN JOHNSON: I will
22 follow up with you with the official
23 policy so we can move forward on it, with
24 the official actual language, but I
25 wanted to be clear -- I mean, that's

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 glaring and you brought me the
3 information earlier that if it's the
4 law -- and the part of what some of these
5 concerns are is the enforcement. Why
6 isn't it being enforced?

7 Councilman Goode.

8 COUNCILMAN GOODE: So change 25
9 to five. It says "as a lessee from the
10 City airline, but not any subtenant or
11 other subcontractor's airline." Why is
12 that language put in there?

13 MR. MESSINA: Because the Law
14 Department has interpreted the
15 legislation passed by this body if not to
16 be effective to subcontractors or
17 subtenants, that would require a Charter
18 change.

19 COUNCILMAN GOODE: There was a
20 Charter change, and I have the legal
21 opinion. If the Law Department
22 determined that the Administration does
23 not have to extend this particular
24 standard to subcontractors, then why did
25 you need to put it in the bill in

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 parentheses?

3 MR. MESSINA: Again,
4 Councilman, this is the exact same
5 language --

6 (Applause.)

7 COUNCILMAN GOODE: I'm sorry.
8 I didn't hear you.

9 MR. MESSINA: -- used in every
10 other contract, to make it clear.

11 COUNCILMAN GOODE: I can't hear
12 you.

13 MR. MESSINA: The obligations
14 of people that are not familiar with the
15 City of Philadelphia laws, we wanted to
16 make it clear.

17 COUNCILMAN GOODE: Okay. But
18 is that consistent with The Philadelphia
19 Code?

20 MR. MESSINA: It is not.

21 COUNCILMAN GOODE: So should
22 the legislation be consistent with The
23 Philadelphia Code?

24 MR. MESSINA: Not if the Law
25 Department doesn't believe that the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 legislation is enforceable.

3 COUNCILMAN GOODE: So what you
4 believe is law is law as opposed to
5 what's in The Philadelphia Code?

6 MR. MESSINA: The Law
7 Department interprets all kinds of laws,
8 Councilman.

9 COUNCILMAN GOODE: Then you
10 will interpret it whether this language
11 is in there or not, right?

12 MR. MESSINA: I don't
13 understand the question.

14 COUNCILMAN GOODE: You will
15 interpret it the same way whether this
16 language is in there or not?

17 MR. MESSINA: That's correct.

18 COUNCILMAN GOODE: So we can
19 strike that, can't we?

20 MR. MESSINA: No, Councilman,
21 because that would be treating one
22 operating department differently from
23 other operating departments in the City.

24 COUNCILMAN GOODE: That
25 language is not in the other contracts.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. MESSINA: I'm sorry,
3 Councilman?

4 COUNCILMAN GOODE: That
5 language is not in the other contracts.

6 MR. MESSINA: It is in every
7 professional services contract.

8 COUNCILMAN GOODE: It is not.
9 (Applause.)

10 COUNCILMAN GOODE: And if it
11 is, that's a new change, because I have
12 the definition of the standard and each
13 time it's been amended. And if you
14 started putting it in contracts this
15 year, then you just started putting it in
16 contracts this year. So did you start
17 putting it in contracts this year?

18 MR. MESSINA: We started
19 putting it in contracts after the law was
20 passed --

21 COUNCILMAN GOODE: That's not
22 true.

23 MR. MESSINA: -- as is required
24 by the law.

25 COUNCILMAN GOODE: That's not

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 true. What you're saying is not true.

3 But it really is not relevant because if

4 we strike it, then it doesn't make a

5 difference, because what's legal is

6 what's legal anyway. So we can strike

7 it, right?

8 MR. MESSINA: No, we cannot.

9 COUNCILMAN GOODE: Why can't we

10 strike it?

11 MR. MESSINA: Because it's

12 imposing an obligation on an entity

13 that's contracting with the City --

14 COUNCILMAN GOODE: No.

15 Actually, what you're saying --

16 MR. MESSINA: -- that is not

17 imposed on an entity of other operating

18 departments that contract with the City.

19 You can't -- you can do what you want,

20 but...

21 COUNCILMAN GOODE: Exactly.

22 (Applause.)

23 COUNCILMAN GOODE:

24 Mr. Chairman, can we strike that language

25 from the legislation?

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 COUNCILMAN JOHNSON: I will do
3 a followup in regards to how we're going
4 to move forward regarding the language.
5 All right? We can review it together.

6 COUNCILMAN GOODE: If we can't
7 agree, then I'll just continue
8 questioning.

9 The Exhibit 1 at the end of it,
10 as drafted, essentially gives the City
11 Solicitor power to extend the lease by
12 two years, keep the exact same terms,
13 except for what's added in terms of the
14 living wage and benefits law; is that
15 correct?

16 MR. MESSINA: No, Councilman.

17 COUNCILMAN GOODE: I was
18 referring to Exhibit 1. I wasn't
19 referring to the entire piece of
20 legislation. It says "all of the terms,
21 provisions, and conditions in the
22 existing Use and Lease Agreement
23 effective July 1st shall remain
24 unmodified in full force and effect."
25 That's your language.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. MESSINA: What is your
3 question, Councilman?

4 COUNCILMAN GOODE: The question
5 was, this is an exhibit that's a document
6 for the City Solicitor to execute to give
7 her authority to extend the lease?

8 MR. MESSINA: The City
9 Solicitor does not execute the lease on
10 behalf of the City. The City Solicitor's
11 Office approves the agreement as to form.
12 The operating department or the
13 authorized signatory for the City, which
14 in this case would be the Director of
15 Commerce and the Deputy Mayor for
16 Transportation and Utilities, would
17 execute --

18 COUNCILMAN GOODE: It's all
19 within the same document. Her signature
20 goes under the part that stays approved
21 as to form.

22 MR. MESSINA: That's approving
23 it as to form. That's not binding the
24 City on the document.

25 COUNCILMAN GOODE: So if we

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 strike this language --

3 MR. MESSINA: Which language,
4 Councilman?

5 COUNCILMAN GOODE: The part
6 about, one, the threshold for the number
7 of employees and, two, requirement for
8 subtenants or subcontractors. If we
9 strike that and we pass the law -- pass
10 this bill as amended, she has nothing
11 else to sign but what we give her; is
12 that correct?

13 MR. MESSINA: Councilman, I
14 can't speak for the City Solicitor.

15 COUNCILMAN GOODE: She can't
16 sign a document that we didn't approve.

17 MR. MESSINA: She can't sign a
18 document you didn't --

19 COUNCILMAN GOODE: She can't
20 sign this document unless we approve it.

21 MR. MESSINA: That's correct.

22 COUNCILMAN GOODE: And if we
23 change it, she has nothing to sign but
24 this.

25 MR. MESSINA: Or she cannot

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 sign it.

3 COUNCILMAN GOODE: Or she

4 cannot sign it. What happens then?

5 MR. MESSINA: Then you don't

6 have an agreement.

7 COUNCILMAN GOODE: Exactly.

8 MR. MESSINA: You don't have a

9 valid, enforceable agreement on behalf of
10 the City.

11 COUNCILMAN GOODE: That's my
12 solution, we strike that language. She
13 signs it, she doesn't sign it, and I'm
14 done.

15 (Applause.)

16 COUNCILMAN JOHNSON: Thank you,
17 Councilman Goode.

18 Councilwoman Cindy Bass.

19 COUNCILWOMAN BASS: Thank you,
20 Mr. Chairman.

21 I just have a quick question
22 for you, and I want to circle back to the
23 Chairman's question earlier. And he
24 asked about basically the contractors at
25 the Airport who were not acting in a way

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 that was best representing Philadelphia.
3 And so I think the answer to your
4 question really addressed employees of
5 contractors, subcontractors at the
6 Airport. And so I think that it's always
7 easier to reach the employee, but I'm
8 just going to translate his question into
9 what I think he meant to say, which was
10 how do you address the actual contractor
11 themselves if they are acting in a way
12 which is not best representing the City
13 of Philadelphia in terms of --

14 (Applause.)

15 COUNCILWOMAN BASS: -- in terms
16 of how they are operating as a business.
17 And so if you could answer it from that
18 particular perspective. If you feel that
19 you have an organization or a business
20 that is not representing Philadelphia to
21 the light that we want to be seen in, do
22 you feel any sort of obligation to be
23 involved in that matter?

24 MR. GALE: Councilwoman, the
25 answer to your question would be if we

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 feel as though a subcontracted entity to
3 somebody that we have a contract with was
4 not either keeping adherence with our
5 rules and regulations or the activities
6 of the organization or the employees
7 themselves, we would always again take it
8 directly to the entity that we have a
9 contract with and address our issues and
10 concerns there. If employees, again, are
11 violating security rules and regulations
12 or if an employer is not conducting their
13 business in a manner that's consistent
14 with our rules and regulations, then we
15 most certainly would address it with the
16 entity that we have a contractual
17 relationship with.

18 COUNCILWOMAN BASS: I think
19 it's less about rules and regulations and
20 more about principles and if you're
21 willing to work with an organization that
22 is not living up to somewhat of a higher
23 ground, a moral code of any sort in terms
24 of the treatment of their employees. And
25 I know that that's not the business that

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 you're in, but, again, if it's reflective
3 of the City in a negative way, then it
4 seems to me that you would want to
5 somehow be engaged. Because this is
6 really about employers behaving badly and
7 about the --

8 (Applause.)

9 COUNCILWOMAN BASS: -- and
10 about the heavy lift that really is
11 required to be able to address some of
12 these things. And so we know it's not an
13 easy thing to ask you to be engaged in,
14 but, again, it's a heavy lift, and it's
15 something that should be certainly on
16 your radar as you pay attention to what's
17 happening at the Airport in total, in
18 sum, so you don't want to miss an
19 opportunity to have the City of
20 Philadelphia properly respected and
21 represented by someone who is doing
22 business at Philadelphia International
23 Airport.

24 MR. GALE: I'm not sure if the
25 end of that was a question, Councilwoman,

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 but --

3 COUNCILWOMAN BASS: If you want
4 to respond, feel free.

5 MR. GALE: I think that we do
6 the best that we can both as a City
7 entity trying to work with the community
8 in terms of job fairs and opportunity
9 forums for contracting and positions that
10 might be coming available at the Airport,
11 and we have worked together with our
12 airlines to participate in job fairs and
13 career fairs in the past, and they're
14 continuing to do so.

15 The reference to if somebody
16 has employees that are either acting in
17 an immoral or otherwise unethical
18 fashion, I think it gets to be an
19 interpretation as to what is constituted
20 by those actions and where do we step in.
21 If somebody has a dispute with their
22 employer because they feel as though that
23 they're being mistreated by their
24 employer, I guess it depends on what that
25 mistreatment is as to what our role is a

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 City entity would be. But I appreciate
3 your comment and sense that we want to be
4 able to have Philadelphia Airport shine
5 and every user of Philadelphia
6 International Airport be proud when they
7 come through the Airport and the City of
8 Philadelphia well respected as a result
9 of it.

10 COUNCILWOMAN BASS: Right.
11 Because I want to be proud of the
12 Airport. You know, obviously we're
13 citizens, we use the Airport, and we want
14 to be proud. And I'm not proud of coming
15 to the Airport and having a baggage
16 handler make \$7 an hour or --

17 (Applause.)

18 COUNCILWOMAN BASS: That's not
19 something that I think makes any of us
20 proud, and I think you would agree with
21 me there, that it's not where we want to
22 be or where we should be as a city.

23 But I'm just going to -- I know
24 that there are a lot of other folks that
25 have questions, so I'm going to reserve

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 my time and I'll come back later,

3 Mr. Chairman.

4 Thank you.

5 COUNCILMAN JOHNSON: Thank you,

6 Councilwoman Bass.

7 I just wanted to just briefly
8 just elaborate real brief before I turn
9 it over to Councilman Kenney. I think
10 Councilwoman Bass is specifically saying
11 when we engage in those subcontracts --
12 and same thing we talked about earlier.
13 When you have those subcontractors that
14 are -- and I'm going to follow up with
15 Councilman Goode regarding the City
16 ordinance versus the Law Department
17 interpretation. That's probably one of
18 the main concerns is, it is odd if you
19 are paying construction workers a certain
20 type of wage versus service workers. So
21 if you could provide for me for the
22 record this is why, what the difference
23 is. And then the other component in
24 terms of workplace conditions, when you
25 have a subcontractor and you have

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 disgruntled employees, making sure you
3 hold the subcontractor accountable and
4 making sure the working conditions and
5 environment is conducive of a place where
6 people can work on a day-to-day basis
7 without having any type of grievances
8 and/or issues in the work environment.
9 And I think that's kind of where we're
10 going at in terms of the accountability
11 component.

12 But I heard you clear on your
13 perspective the City's role on it, but I
14 would think that that would be a part of
15 our role at least in terms of
16 expectations and accountability.

17 Councilman Kenney.

18 COUNCILMAN KENNEY: Thank you,
19 Mr. Chairman.

20 Recently we passed a bill in
21 Council that prohibited private
22 employers, restaurant owners basically,
23 mostly, from taking 2 and a half percent
24 of the tips on credit cards from their
25 tipped employees. They are private

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 companies, and we set up -- we passed a
3 law, the Mayor signed it, that you can no
4 longer steal your employees' tips.

5 (Applause.)

6 COUNCILMAN KENNEY: I think the
7 sad part about why we're here today and
8 why this room is full as opposed to just
9 this extension being a normal course of
10 business, which is very important for us
11 to do -- I mean, there's a lot riding on
12 getting this done and keeping US Air here
13 for a long period of time, but you can't
14 abdicate the responsibility of the
15 landlord when a subcontractor -- and I'm
16 not talking about US Air, because they're
17 all organized, they have unions, they
18 negotiate, they have grievance procedures
19 and everything that's fair as an American
20 who wants to join a union. And everyone
21 has a right to do that, and I don't think
22 anyone in this room would argue that you
23 don't have a right to join a union if you
24 feel like you want to. But when we allow
25 subcontractors of another company that's

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 in our building, that's in our facility
3 to abuse their employees, to fire them
4 for wanting to organize, for paying them
5 \$2.87 an hour and telling them they can't
6 ask for tips or they can't put a tip sign
7 up and then, in some cases, requiring
8 them to sign documents that said they
9 were tipped a certain amount so that the
10 prevailing wage or the minimum wage is
11 met when it really isn't met.

12 So if we keep ignoring all this
13 over year after year after year, you
14 expect this kind of response. And I'm
15 not -- it's not a blame to the Airport.
16 It's not even a blame to US Air. It's
17 just kind of like we allow this happen.
18 We get it to this crisis fever pitch and
19 then important things like airport
20 expansion rests on it.

21 Now, do I think airport
22 expansion is going to happen? Yeah, I
23 do. I really do think it's going to
24 happen. But I think because that's our
25 building, that's our facility, they're

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 our tenants and their subs that work for
3 them, a decent company, are not decent
4 companies. They treat their people bad.

5 (Applause.)

6 COUNCILMAN KENNEY: There's
7 very few people who can make a living and
8 raise their families on what it is a lot
9 of these folks are being paid an hour.
10 There's very -- I admire their ability to
11 persevere and live every day. And the
12 only way you get to that point is you
13 allow them to become a union, you allow
14 them to sign a card and then negotiate
15 with PrimeFlight on an equal basis, not
16 in the fear of being fired. That's
17 unfair.

18 (Applause.)

19 COUNCILMAN KENNEY: I really
20 believe that we need to figure out a way
21 for both the Airport and US Air to have
22 much more input than we do right now. We
23 can't simply say, We don't have a
24 contract with them, so they're off
25 bounds, they can do whatever they want,

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 they can treat people as badly as they
3 want, even if it's on our property. I
4 don't think that's an adequate response
5 from a Law Department basically saying we
6 have no responsibility, we have no moral
7 obligation. They're working on our
8 facility, being treated badly by
9 subcontractors, and we can't do a thing
10 about it because we don't have a contract
11 with them. I'm sorry. It's hard to take
12 that after a while. And I think that we
13 need to make a commitment to do something
14 to change it. And I'm not -- and
15 changing it is not holding up airport
16 expansion. Changing it is not telling US
17 Air to go away. I want them to stay for
18 as long as they'd like to stay, but you
19 can't just ignore that group of people
20 that get trampled over on a daily basis
21 and say, Well, we don't have a contract
22 with them, it's not our fault. And guess
23 what? We don't have a contract with
24 them. It's not our fault. But we should
25 allow at least the subcontract to let

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 them organize if they desire to organize.
3 They should be carrying a union card if
4 they want to. It's an American right to
5 do it, and we should get out of the way
6 and let them do it.

7 (Applause.)

8 COUNCILMAN KENNEY: Thanks,
9 Mr. Chairman.

10 COUNCILMAN JOHNSON: Thank you,
11 Councilman Kenney.

12 Councilman Henon.

13 COUNCILMAN HENON: Thank you,
14 Mr. Chair.

15 Just to expand a little bit
16 on -- to touch on what Councilman Kenney
17 had said, I hope that intimidation or
18 interference tactics is not taking place
19 anywhere within the City of Philadelphia,
20 and if it is taking place, that unfair
21 labor practices charges should be filed
22 immediately that disrespects workers in
23 that kind of manner.

24 So with that being said, I
25 think Councilman Kenney has talked about

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 some of the history that he has, and most
3 recently he and I have been working on
4 dealing with either direct employees or
5 subcontract employees versus 1099's. So
6 you either are an employee of a company
7 or you are a licensed contractor, and
8 anything else is subject to prevailing
9 wages and the standards of living that
10 everybody deserves.

11 With that being said, what
12 happens if this -- again, what happens if
13 this lease does not go through, does not
14 pass by City Council, this Use and Lease
15 Agreement?

16 MR. GALE: I think in the
17 absence of an Airport-Airline Use and
18 Lease Agreement, Councilman, again, as
19 we've explained how the agreement
20 provides for the airline approval of
21 projects and, in return, through the
22 rates and charges, they end up paying for
23 much of the work that's going to get
24 done, largely in the form of debt
25 service. If there was no agreement with

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 the airlines, while you may not require
3 airline approval to go forward in
4 projects, I'm not sure that we would be
5 able to actually acquire the financial
6 resources necessary to proceed with
7 hundreds of millions of dollars of
8 projects without that agreement being in
9 place.

10 COUNCILMAN HENON: So we're
11 asking for a two-year lease agreement
12 today, for approval to get out of
13 Committee for a two-year lease agreement.
14 If it doesn't -- I hear what you're
15 saying about the, I guess, the lesser --
16 the projects that may not be taking place
17 and the money that may be off the table.
18 Does the lease go to a month to month?
19 Does it get reviewed? What happens to
20 the lease in that situation?

21 MR. GALE: The most likely
22 scenario would be that the Airport would
23 have to charge by regulation what the
24 airlines would ultimately pay to operate
25 at the Airport. So whether they're

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 landing fees, rentals, space rentals and
3 whatnot, permission to use the building.

4 I do think it important to note
5 that as both Councilman Kenney had
6 alluded to and others on the Committee,
7 that the Airport expansion is vitally
8 critical, and I think that as we move
9 forward, we've tried to do this in the
10 spirit of collaboration with US Airways
11 as opposed to fighting our way through
12 this. The merger we believe will yield
13 the largest airline in the world, and we
14 think that ultimately that will spin off
15 good benefits for the City of
16 Philadelphia and the region in terms of
17 flight service on a global basis and more
18 jobs to follow.

19 If there is no agreement or if
20 the conditions are such that it isn't in
21 US Airways' best interest to continue to
22 grow here, then it could ultimately have
23 a negative impact on where we go.

24 So I think that for today's
25 purposes, the \$734 million that rides as

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 part of this Extension Agreement, coupled
3 with the previous monies that are
4 approved, are important to move forward.
5 And as I made reference to one of the
6 Committee members, after the merger is
7 concluded we believe in September or
8 October, it's our expectation that we're
9 going to get back to the table again to
10 try to negotiate a long-term deal with
11 them that will speak to many more
12 elements of the Capacity Enhancement
13 Program.

14 So ultimately we want the
15 Capacity Enhancement Program not just to
16 better the Airport, but to be an economic
17 benefit to the City, the residents of the
18 City, and the region at-large.

19 COUNCILMAN HENON: Again, if
20 the extension does not happen or if there
21 are -- would it cause delays in any of
22 the construction?

23 MR. GALE: It most certainly --

24 COUNCILMAN HENON: In the
25 capital improvements?

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. GALE: It most certainly
3 will cause delays, Councilman. Not only
4 would we not be able to move out of the
5 door as quickly as we want to right now,
6 we would have to regroup. You're talking
7 about changing the financial model that
8 the Airport currently operates under,
9 where the airlines are essentially on the
10 hook in paying for much of this. When
11 you remove that model and you try to go
12 to a different financial model,
13 essentially what you're saying to the
14 world, rating agencies, banks and
15 whatnot, is we don't have an agreement
16 with our airline partners. We're trying
17 to do this essentially on our own. And
18 it would take quite a bit of time, I
19 believe, for the Airport to build up
20 financial cash reserves in order to
21 sustain itself on the model in that
22 venue.

23 COUNCILMAN HENON: So the \$250
24 million that you stated in your testimony
25 that has been previously approved, when

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 would they start that construction? Is
3 that contingent upon this Lease Agreement
4 moving forward?

5 MR. GALE: No. The \$250
6 million that was previously approved in
7 the extension period that we're in today
8 that expires at the end of this month, we
9 had already begun moving on a number of
10 things within that agreement. So land
11 acquisition that came before this body
12 just a couple of weeks ago to be able to
13 start to acquire the land for the
14 Capacity Enhancement Program. Some
15 airfield taxiway work has been underway
16 now for several months. We stood up the
17 program management team in the office to
18 be able to manage this work for us as we
19 go forward. Again, this is a 12- to
20 15-year project, and there's lots of
21 preliminary elements that we needed to
22 get started. All of that work has been
23 occurring over the last year.

24 COUNCILMAN HENON: And if this
25 Lease Agreement moves forward, you state

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 that another three-quarters of a billion
3 dollars on top of the 250 million is
4 going to move forward. Is there a
5 timeline on construction phasing in on
6 these capital projects?

7 MR. GALE: The work that we've
8 identified right now will roll out in
9 varying timeframes. So some of this work
10 may actually start to be completed within
11 the next two years. Some of this
12 actually is going to stretch on for
13 three, four, five years, when we talk
14 about the construction of the
15 consolidated rental car facility, a
16 multi-level garage, actually redoing all
17 of Terminals B and C and the ticketing
18 areas and new screening checkpoints.
19 Some of those projects are going to take
20 literally a year or so to even design
21 before they go out to bid and start again
22 in construction.

23 So it's going to be a while,
24 but some of the closer-in projects, as I
25 said, we've already started on those, and

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 we want to try to keep momentum and keep
3 the program moving forward without
4 interruption.

5 COUNCILMAN HENON: There seems
6 to be a lot of questions from this body
7 as this Lease Agreement has come in front
8 of it for its approval, from workers'
9 rights and subcontractors, and as
10 Councilman Goode was talking about, the
11 living wage. When the renegotiation
12 takes place for the next ten years after
13 the airlines merger, how is this body --
14 do you see -- let me just ask you this
15 then. Can City Council -- how does City
16 Council play a role in being a part of
17 crafting the lease and the people of the
18 City of Philadelphia that we represent?

19 MR. GALE: I'm not sure what
20 the role is, other than to say we
21 certainly have heard the messages from
22 Council today, and as we get back to the
23 table with our airline partners and
24 negotiate an agreement, whatever their
25 positions are going to be on other

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 matters need to be negotiated at the
3 table, and they may agree to some things
4 or disagree to some things. Ultimately
5 we are hopeful that we can strike a chord
6 with our airlines so that a six and a
7 half billion dollar program keeps on
8 moving forward.

9 But I think that the comments
10 that were taken from the Committee today
11 and what needs to be considered as part
12 of the next agreement, we will certainly
13 take that with us.

14 COUNCILMAN HENON: Well, I ask
15 that this City Council, the Council
16 President or -- the Council President
17 have a conversation -- you have a
18 conversation with the Council President
19 moving forward as that lease gets
20 negotiated. This way, we are at the
21 table instead of the floor of a hearing
22 trying to argue over -- champion issues
23 that affect everybody, not just in the
24 City but in the region.

25 That's all I have. Thank you.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 COUNCILMAN JOHNSON: Councilman
3 Mark Squilla.

4 COUNCILMAN SQUILLA: Thank you,
5 Mr. Chairman.

6 I noticed during the
7 testimony -- and we have a copy of a
8 letter from US Air as far as they have a
9 harmony piece. Would that be something
10 that would be acceptable to an attachment
11 to the lease?

12 MR. GALE: I think I would have
13 to defer to the Law Department,
14 Councilman, as to whether an attachment
15 to the Use and Lease Agreement depending
16 upon what that constitutes or binds them
17 to. I mean, the airlines have been very
18 clear with us that we negotiated in good
19 faith a deal which was an extension of
20 the existing Use and Lease Agreement,
21 with additional projects to be added. If
22 somehow under the terms of that Use and
23 Lease Agreement are changed, then they
24 are within their rights to not sign that
25 Use and Lease Agreement and have

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 indicated that they would do such, and
3 then the end result would be what has
4 been asked by several Committee members.
5 We believe that it would not go forward.
6 The airline agreement would not go
7 forward, and many of these projects, if
8 not all of these projects, would occur.
9 And I think the Law Department may --

10 MR. MESSINA: Councilman, I
11 believe that letter is a US Airways
12 letter of commitment. It is not -- as
13 far as I know, it has not even been shown
14 to the other airlines that service
15 Philadelphia International Airport.
16 Certainly US Airways has the lion's share
17 of the passengers at Philadelphia
18 International, but that particular letter
19 would not be appropriate to attach to the
20 Use and Lease Agreement because it's a
21 commitment from US Airways, not a
22 commitment from all airlines.

23 There are certain airlines; for
24 example, the flag carriers British
25 Airway, Lufthansa, where their

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 obligations to the United States are by
3 treaty. So, for example, I know they
4 would not be bound by that particular
5 kind of commitment. But I believe that
6 letter is only a US Airways commitment
7 letter. It is not on behalf of all of
8 the airlines.

9 COUNCILMAN JOHNSON: And I just
10 wanted to clarify for Councilman Squilla.
11 I think we should have a copy of it.
12 Part of the negotiations in going back
13 and forth with the Administration, the
14 Administration agreed to a variety of
15 different initiatives as it relates to
16 job development in high-impact areas, a
17 memorandum of understanding, committing
18 to a compliance officer to begin looking
19 at operations out at the Airport as well
20 as workforce development for -- to begin
21 looking at this issue for the long term.

22 The letter from US Airways,
23 Councilman Squilla, was based upon,
24 again, having conversations, trying to
25 find a middle ground, going back and

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 forward. Although the letter isn't a
3 part of the actual lease, it's a letter
4 of commitment of addressing, one, the
5 issue of labor harmony, which we believe
6 that the language could be much more
7 substantive, but nevertheless, they
8 provided a letter of commitment regarding
9 addressing the issue of labor harmony as
10 well as supporting the MOU between the
11 City of Philadelphia, the Airport and as
12 well as looking at the issue of
13 first-source hiring. But it's not a part
14 of the actual lease, but it is a document
15 that will be evaluated as we go through
16 this two-year process and look at if
17 they're really committed to working in
18 good faith with the City of Philadelphia,
19 that will be taken into consideration as
20 well as the ten year when we address the
21 ten-year lease agreement. At least
22 that's what's been approached so far.

23 COUNCILMAN KENNEY: Point of
24 information.

25 Why would US Air on their

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 stationery write a letter that if it were
3 attached to the legislation would break
4 the deal? It's their language and their
5 letter. I mean, if we were forcing
6 someone else's language, someone else's
7 letter, someone else's MOU on a piece of
8 legislation, I totally understand the
9 concern. It's on their letterhead in
10 their verbiage. Why would that create a
11 situation where they would have second
12 thoughts in doing what we want them to
13 do? I don't understand it.

14 MR. MESSINA: Councilman, are
15 you asking me to opine for US Airways?

16 COUNCILMAN KENNEY: I'm asking
17 you to opine -- no. It was testified
18 to --

19 MR. MESSINA: The best --

20 COUNCILMAN KENNEY: Let me
21 finish. It was testified to that
22 anything attached to the legislation
23 would potentially blow it up. And I'm
24 willing to accept that on certain levels
25 because it's other people's language.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 But this is US Air's language on US Air's
3 letterhead. Why would that blow up a
4 deal? They wrote the letter. How could
5 you not agree with the letter you just
6 wrote?

7 MR. MESSINA: I believe US
8 Airways agrees with the letter that US
9 Airways wrote. US Airways is not wanting
10 to bind the other air carriers.

11 COUNCILMAN KENNEY: We're not
12 asking them to do that. We're not asking
13 them to do that. What I'm saying is,
14 again, Mark, you mentioned the
15 possibility of having a difficulty with
16 anything attached to the legislation,
17 which we attach things to legislation all
18 the time, EOPs. It's a common --
19 economic opportunity plans. It's a
20 common thing. And I can understand US
21 Air or you being concerned that US Air
22 would be concerned because it's somebody
23 else's language. It's their letter. I
24 mean, how could you disagree with your
25 own letter? I mean, Law Department?

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 (Applause.)

3 MR. MESSINA: Councilman, I'll
4 do the best I can. First of all, it's
5 not my letter. It's US Airways' letter.

6 Second of all, they don't want
7 to bind the other carriers.

8 Third of all, as Mark has said
9 several times --

10 COUNCILMAN KENNEY: How does it
11 bind the other carriers?

12 MR. MESSINA: -- there was a
13 negotiated deal. The negotiated deal has
14 give and take on either side. To the
15 extent that there's a commitment to
16 expend money, things that will cause them
17 a financial detriment, there was no give
18 and take. The agreement was negotiated.
19 This came in after the fact.

20 COUNCILMAN KENNEY: This is
21 about labor harmony, isn't it? The
22 letter is about labor harmony as far
23 as --

24 MR. MESSINA: Well, it's about
25 several things, but one of them is labor

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 harmony.

3 COUNCILMAN KENNEY: I mean,
4 wouldn't you want to kind of memorialize
5 the fact that you want labor harmony?
6 That's a good thing, isn't it? Isn't
7 that a good thing for the whole building
8 to know we're not going to have work
9 stoppages and people aren't going to go
10 on strike? Isn't that terrific?

11 (Applause.)

12 COUNCILMAN KENNEY: I mean,
13 I'll end it here. I just have a hard
14 time understanding why their letter on
15 their letterhead in their language would
16 blow up a deal for them.

17 That's it.

18 COUNCILMAN GREENLEE: We have
19 that same problem, Councilman.

20 Councilwoman Reynolds Brown.

21 COUNCILWOMAN BROWN: I'd like
22 to go back to the comments eloquently
23 expressed by Councilman Kenney earlier on
24 with regards to subcontractors who don't
25 honor up. So what is the current

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 practice? What are the current protocols
3 for subcontractors who don't honor up?

4 MR. GALE: Again, Councilwoman,
5 if I'm reading your question correctly,
6 by subcontractors that don't perform in
7 the manners that they're expected to
8 perform, I think, again, if it's -- first
9 and foremost, if a subcontractor is not
10 performing their duties to the
11 expectations of who they're contracted to
12 provide those services with, that's
13 between the contracting agency and the
14 subcontractor.

15 If the actions of the
16 subcontracted either employee or
17 organization are somehow either in
18 violation of law or violation of our
19 security procedures or regulations or
20 otherwise deemed to be highly
21 inappropriate, then that is an issue that
22 we have to address with the folks that we
23 have a contract with, and that would be
24 either the airlines or the tenants
25 directly.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 COUNCILWOMAN BROWN: Okay. And
3 so to the Law Department, would clawback
4 provisions apply to the circumstance that
5 Mark Gale has just articulated?

6 MR. MESSINA: What do you mean
7 by "clawback provisions"?

8 COUNCILWOMAN BROWN: Councilman
9 Goode was instrumental in passing a bill
10 wherein it was found that subcontractors
11 were not honoring their part of the deal,
12 they would be penalized, if you will,
13 from discontinuation of that contract or
14 no longer having the opportunity to do
15 business with the City of Philadelphia
16 going forward.

17 MR. MESSINA: Well,
18 Councilwoman, again, we don't have a
19 contractual relationship with
20 subcontractors. We have a contractual
21 relationship with the airlines.

22 COUNCILWOMAN BROWN: So the
23 answer is, no, clawback provisions would
24 not apply?

25 MR. MESSINA: That's correct.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Now, some of our agreements have clawback
3 provisions, but not in this context.

4 COUNCILWOMAN BROWN: And so
5 give us some understanding of what those
6 some other agreements are that have
7 clawback provisions, examples.

8 MR. MESSINA: Well, the Airport
9 Incentive Agreement.

10 COUNCILWOMAN BROWN: The
11 Airport what?

12 MR. MESSINA: Incentive
13 Agreement, when we have a new airline
14 come in. Some of our leases have
15 clawbacks. So if they don't perform or
16 if they don't what they say they're going
17 to do, they owe money back to the City or
18 we don't give them a certain benefit that
19 we had said we were going --

20 COUNCILWOMAN BROWN: And so
21 what becomes the defining factor for
22 those agreements that have the clawback
23 provisions against those agreements that
24 do not have the clawback provisions?

25 MR. MESSINA: There are

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 enumerated standards. For example, in an
3 incentive agreement, you agree to do five
4 flights a day. If you go down to four
5 flights a day, you don't get the same
6 thing that we promised you for doing five
7 flights a day. That would be a simple
8 example.

9 COUNCILWOMAN BROWN: And that
10 decision is rendered by whom, you or Mark
11 Gale or --

12 MR. MESSINA: Well, the Airport
13 has a policy. We enforce the policy
14 through written agreements that the Law
15 Department approves, and then it's all in
16 black and white. But, again, those are
17 entities that we have a direct
18 contractual relationship with, because we
19 can enforce that.

20 COUNCILWOMAN BROWN: Very well.
21 Thank you, Mr. Chairman.

22 COUNCILMAN GREENLEE: Thank
23 you, Councilwoman.

24 Any other questions?

25 (No response.)

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 COUNCILMAN GREENLEE: Seeing
3 none, if I can ask you gentlemen -- I
4 know it's been a long day already -- if
5 you can stay here, because there might be
6 questions that come up. We'd appreciate
7 that. Thank you. Thank you for your
8 testimony and your patience.

9 We're going to ask for three
10 witnesses to be called up at once to try
11 to keep this moving. I'm respectfully
12 asking -- the Chairman asked me to ask --
13 that everybody be as brief as possible.
14 We'll try not to put you on a clock, but
15 we really -- we have a lot of people who
16 want to speak, and obviously it's late in
17 the afternoon.

18 So Ms. Marconi, will you please
19 call the three names.

20 THE CLERK: Pat Gillespie, John
21 Saler, Liz McElroy.

22 COUNCILMAN GREENLEE: If you
23 could approach, please.

24 (Witnesses approached witness
25 table.)

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 COUNCILMAN GREENLEE: Mr.

3 Gillespie, Ms. McElroy, good afternoon.

4 If you could please identify yourself and
5 proceed.

6 MR. GILLESPIE: Liz McElroy --
7 oh, I'm getting old.

8 COUNCILMAN GREENLEE: I'm right
9 there with you, sir.

10 Please proceed.

11 MR. GILLESPIE: Pat Gillespie,
12 Business Manager of the Philadelphia
13 Building and Construction Trades Council.

14 COUNCILMAN GREENLEE: Go ahead.

15 MS. McELROY: Oh, I'm sorry.
16 I'm Liz McElroy. I'm the
17 Secretary/Treasurer of the Philadelphia
18 AFL-CIO.

19 COUNCILMAN GREENLEE: Please
20 proceed.

21 MR. GILLESPIE: George, you
22 want to be Saler? He's not here.

23 COUNCILMAN GREENLEE: If you
24 could just identify yourself. Pat, why
25 don't you go, please. Please testify.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. GILLESPIE: You want me to
3 go?

4 COUNCILMAN GREENLEE: Please.

5 MR. GILLESPIE: I'm here on
6 behalf of the project. We hope that the
7 agreement is moved in an expeditious
8 fashion. And we desperately need the
9 projects that total 700-some-odd million
10 dollars for our Airport. That's the
11 construction project that's -- I get
12 chastened when I hear that the soft costs
13 have already been expended and all the
14 managers and all the engineers are in
15 place, and we don't have too many
16 construction people working down there
17 yet. I know that it has to be done, but
18 it does get a little maddening.

19 I would be remiss, though, not
20 to say that these issues -- passing this
21 lease and having a decency requirement
22 from subcontractors are not mutually
23 exclusive. We can do both. This is not
24 any kind of -- we're not asking anybody
25 to pay any exorbitant prices, although

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 I'd love to. I'd love to say every
3 worker should have the protection and the
4 sanctity of a collective bargaining
5 agreement. We have that in the
6 construction industry. We don't need
7 anyone to enforce our rules or
8 regulations. Maybe that's why there is
9 the oversight, because there isn't much
10 oversight required in the construction
11 industry.

12 Last time I was at City Council
13 advocating for an \$850 million Convention
14 Center expansion, it was very acrimonious
15 here. There were a lot of accusations
16 thrown around and this, that, and the
17 other thing. At the end of the day, the
18 commitment that the building trades
19 unions made to that project were lived up
20 to, and we make those same commitments
21 here today, that the inclusion and the
22 training and the pre-apprenticeship
23 programs are in place. We know how to do
24 this, and we know how to make sure that
25 we tap residents in the various affected

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 or impacted neighborhoods, including the
3 Township of Tinicum. So I know people
4 don't mention that, but that is a little
5 bit of an anomaly here in this deal.

6 But, again, it doesn't have to
7 be mutually exclusive, US Air and
8 American Air, and we've been very
9 deferential towards them and very
10 helpful. We want them here, but we
11 cannot be and we as a community can't be
12 the piano player in the brothel. We know
13 what goes on upstairs, and we have to be
14 responsible for that. So I advance that
15 as an idea.

16 But I also hope that you move
17 this in an expeditious way, because I got
18 35 percent unemployment. So help.

19 Thank you.

20 COUNCILMAN JOHNSON: How you
21 doing, Liz? Just state your name and
22 title for the record, please.

23 MS. McELROY: I will do that.
24 I'm Liz McElroy. I'm Secretary/Treasurer
25 of the Philadelphia AFL-CIO, and good

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 afternoon to everyone. And I think
3 Mr. Gillespie is much more colorful than
4 I'll be. So I apologize for that in
5 advance.

6 MR. GILLESPIE: I didn't curse
7 at all. Did I curse? I'm on a religious
8 thing here. I'm not cursing.

9 MS. McELROY: But I will say
10 that, you know, I'm here to support the
11 extension of the lease at the
12 Philadelphia Airport and, to echo Pat, in
13 an expeditious fashion. We do need the
14 jobs on both levels. But I'm also here
15 to ask that we use this opportunity to
16 put in place the protections that have
17 been discussed so eloquently here already
18 this afternoon. So I'll skip some of the
19 stuff I was going to say.

20 Let me just tie this back to
21 the reason that I think we're all here
22 and the reason that this is vitally
23 important. As Philadelphia, we're very
24 proud of our firsts, first democracy, all
25 those sorts of things, but right now we

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 stand first among our large City
3 counterparts in two areas that shouldn't
4 make us proud, and that is our poverty
5 rate and our deep poverty rate. Right
6 now --

7 (Applause.)

8 MS. McELROY: Listen, in the
9 interest of time, you can save your
10 applause for the end. How's that?

11 Just kidding.

12 Right now we have one in four
13 Philadelphians who live in poverty.
14 That's below the federal poverty line.
15 And we have one in seven, close to 13
16 percent, who live in deep poverty.
17 That's less than half of the federal
18 poverty line. And if you think about
19 that, I mean, we were -- the Council was
20 talking earlier about how do you -- how
21 do people even survive on this. I don't
22 know.

23 We know that poverty is
24 pervasive. It has generational effects.
25 And we can't meaningfully tackle problems

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 like violence or low high school

3 graduation rates or homelessness in

4 Philadelphia without understanding and

5 addressing the root problem of poverty.

6 I know you as City Council members and

7 all of you sitting before me do this

8 every day through job initiatives and

9 manufacturing initiatives, and we stand

10 ready to assist you at the AFL-CIO with

11 those things.

12 Councilman Goode spoke earlier

13 about the 21st Century Living Wage and

14 Benefits Standard. That was passed

15 specifically by this Council to

16 counteract some of these effects of

17 poverty, right, to help families lift

18 themselves out and to give them an

19 opportunity. It's unfair that people

20 playing by the rules and working hard and

21 playing by the rules just can't get ahead

22 for generations, and that's something

23 that this law was designed and passed by

24 this body to counteract.

25 And I think that we also passed

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 it to say that we expect businesses to be
3 responsible citizens of Philadelphia and
4 to help to lift our community, as
5 Councilwoman Bass and some of the others
6 and Councilwoman Blondell were talking
7 about. There's no reason that this law
8 shouldn't and can't extend to the Lease
9 Agreement for the Airport, Philadelphia
10 Airport. Not holding subcontractors to
11 the same standard we hold our contractors
12 is contrary to one purpose of the law,
13 and that's to ensure companies that have
14 the privilege of being part of our city
15 treat those who live and work here
16 fairly.

17 We heard earlier that 40
18 percent of the employees at the Airport
19 are Philadelphia residents. So in making
20 sure that these companies at the Airport
21 and the subcontractors and subtenants
22 apply the 21st century standards law
23 would have a real and immediate impact on
24 our city and our community.

25 We also heard speaking of

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 economic benefit -- and I think we should
3 be talking about economic benefit for
4 workers, not just for employers. And so
5 I'll just say --

6 (Applause.)

7 MS. McELROY: Hang on. I'm
8 almost done. Hang on.

9 So a few months back I was here
10 and testifying about the earned sick days
11 bill, and in the public hearings and in
12 one-on-one conversations with many of
13 you, I talked about the reasons that the
14 AFL-CIO fights for things that don't
15 directly impact our members. The answer
16 then is the same reason I'm here today,
17 because we believe that all workers
18 should have the dignity of a
19 family-sustaining job.

20 And, yes, it is true,
21 Councilman Kenney, I agree with you a
22 hundred percent, and we believe that the
23 best way to lift workers in this country
24 out of poverty is to allow them the
25 freedom to join unions and collectively

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 bargain. But we also recognize that
3 there are many other ways for workers to
4 organize and to make gains for
5 themselves.

6 Workers at the Philadelphia
7 Airport are united in fighting to be
8 included in a law that City Council has
9 already passed, and denying them the same
10 protections that others who work for
11 companies with City contracts gets is
12 arbitrary. It does nothing to advance
13 our common agenda, to put our citizens
14 and our neighborhoods on the path to
15 prosperity.

16 Thank you.

17 (Applause.)

18 COUNCILMAN JOHNSON: Mr. Saler,
19 state your name and title for the record.

20 MR. SALER: Good afternoon,
21 Chairman Johnson and members of the
22 Committee. My name is John Saler. I'm
23 Chairman of the Philadelphia
24 International Airport Advisory Board.
25 I'm here today to support Bill No.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 130455, an ordinance authorizing the
3 Director of Commerce to enter into a
4 Second Extension of the Airport-Airline
5 Use and Lease Agreement between the City
6 of Philadelphia and each of the airlines,
7 each of the airlines servicing
8 Philadelphia International Airport.

9 As you've already heard from
10 Mr. Gale, this extension will allow the
11 Airport to continue existing
12 infrastructure projects and to commence
13 on the Capacity Enhancement Program,
14 better known as CEP. The CEP will
15 improve the lives of everyone who lives
16 in the City and the region, and that
17 includes New Jersey and Delaware and all
18 of our other neighbors. It's been
19 designed to keep our airport the most
20 important economic engine in our region,
21 an attractive venue for thousands of
22 businesses and individuals who depend on
23 it for their travel, whether it be
24 business or leisure.

25 Equally important, however, the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 CEP is projected to create thousands of
3 both direct and indirect jobs. Those
4 jobs will include not only
5 union-supported construction jobs over
6 the course of the next 12- to 15-year
7 period, but also other jobs in support of
8 many services and amenities we provide
9 our traveling public. Many of those jobs
10 are filled by residents of the City of
11 Philadelphia who contribute to our tax
12 base.

13 Competitive cities and regions
14 have great airports and are attractive to
15 passengers and airlines alike. The
16 CEP -- our CEP will provide us with an
17 outstanding airport to support a strong
18 regional economy with global businesses.
19 The CEP will allow this airport to serve
20 the region's ever-growing hospitality and
21 tourism industries, which currently
22 generate \$26 million a day economic
23 impact.

24 We are all excited by some of
25 the public statements by Tom Horton and

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Doug Parker, the CEOs of American
3 Airlines and US Airways, regarding the
4 importance of Philadelphia. Both have
5 said that Philadelphia will play a
6 prominent part in the new airline. They
7 both stated that they understand
8 Philadelphia's strategic value. Some 55
9 to 60 percent of Philadelphia's
10 passengers begin and end their flights
11 here. This means that the Airport has a
12 tremendous opportunity to feed
13 international and connecting flights to
14 major US cities. That's why both
15 Mr. Horton and Mr. Parker have
16 acknowledged that Philadelphia is going
17 to be critical with their new combined
18 airline.

19 In conclusion, by voting today
20 to support Bill 130455, you will allow
21 the Airport to begin the process of
22 generating thousands of additional jobs
23 projected to be created by the CEP. Any
24 attempt to interfere with the CEP's
25 progress would delay this major project

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 designed to keep our airport and our
3 region competitive.

4 I greatly appreciate the
5 opportunity to address you all and hope
6 you'll support the legislation.

7 COUNCILMAN JOHNSON: Any
8 questions from members of the Committee?

9 COUNCILWOMAN BROWN: Yes.

10 COUNCILMAN JOHNSON:
11 Councilwoman Blondell Reynolds Brown.

12 COUNCILWOMAN BROWN: Good
13 afternoon. I want to seize the moment
14 and say welcome back to you,
15 Mr. Gillespie.

16 MR. GILLESPIE: Thank you,
17 Councilwoman.

18 COUNCILWOMAN BROWN: I also
19 want to seize the moment to discuss
20 briefly how well are we doing when it
21 comes to people of color and women with
22 the apprenticeship programs. You recall
23 that the last time we had this friendly
24 conversation was the building of the new
25 stadiums, and there was a lot of

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 conversation, debate, concern around the
3 issue of making sure that people of color
4 and women, who I know you're always
5 enthusiastic about getting us in the
6 process, but this is a ripe time,
7 R-I-P-E, to hear more about where you are
8 with apprenticeship programs and sharing
9 with us how far you all have come,
10 particularly because the scale of this
11 project is one where besides the building
12 of the new Convention Center, it's going
13 to be a long time before we see another
14 one of this type and, thus, a long time
15 before we'll be able to deepen the
16 opportunity for people who look like me
17 and women.

18 MR. GILLESPIE: For people who
19 look --

20 (Applause.)

21 MR. GILLESPIE: I'd first like
22 to comment that the stadium issues, that
23 we started a number of apprentice
24 initiatives out there that are still in
25 place. We still have a number of

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 outreach programs that the unions have.
3 Unfortunately for the industry, there
4 isn't a lot of opportunity, so we've
5 trained an awful lot of people that are
6 now collecting unemployment or barely
7 working. That's the nature of our
8 business. It's feast or famine. Now,
9 it's starting to turn.

10 The Convention Center project I
11 am extremely proud you of, because I knew
12 we could do it. By the way, we did it
13 within budget and ahead of schedule, and
14 we hit or exceeded every requirement that
15 we helped initiate. When we first came
16 to City Council, the initial points were
17 13 percent, if you recall.

18 COUNCILWOMAN BROWN: I do.

19 MR. GILLESPIE: And we wound up
20 there, I think the numbers were like
21 48.5.

22 We still have a challenge with
23 women, and I am very much interested in
24 women in construction. I want to get the
25 record. Women in construction. I don't

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 want Arlene thinking that City Council is
3 saying that I'm interested -- I am
4 interested in one woman, is my wife. But
5 I want women in construction, and one of
6 our major feeders for that was our PHA
7 program.

8 COUNCILWOMAN BROWN: Yes.

9 MR. GILLESPIE: Unfortunately,
10 the PHA's new administration has decided
11 to jettison that program. So I don't
12 know where --

13 COUNCILWOMAN BROWN: That's new
14 information and important to know.

15 MR. GILLESPIE: So I'd like to
16 get that back up on its feet. I think
17 just given his circumstances over there,
18 we tried to tell them the value of that,
19 but they had other problems. So
20 hopefully once they get back -- once they
21 get up on their feet and realize the
22 opportunities that that can present our
23 community, I hope they embrace that
24 again, because that's where we got most
25 of our efficient and effective women in

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 construction came and come from -- came
3 from that program.

4 COUNCILWOMAN BROWN: Well,
5 parenthetically let me state for the
6 record, I attended a number of those
7 graduations at PHA and was thrilled to
8 see exactly what you just said. It's
9 important to put on the record that the
10 efforts started doing stadiums in the way
11 that I hadn't experienced, because that
12 was my first year here, and continued
13 under PHA. So the point I'm trying to
14 make here is, this is another opportunity
15 again to do extremely well what --
16 through a number of hills and valleys
17 there at the Convention Center, but to
18 seize the moment here as well.

19 MR. GILLESPIE: Well, that is
20 our commitment. We're going to follow
21 the same kind of patterns. The beauty of
22 this is even though they're saying 785
23 million, it could be a whole lot more.
24 The potential here could be immense,
25 especially if we can couple it with the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 petrochemical industry and the gas
3 industries that are coming in. We may
4 need more airport.

5 My vision in Philadelphia is,
6 we could start competing in the
7 petrochemical industries with the Port
8 Arthur, Texas and those other folks. You
9 don't have to ship those jobs down south.
10 We can have them here in Philadelphia,
11 and the Airport is a vital cog in that.

12 COUNCILWOMAN BROWN: So the
13 last question I would like to know --

14 MR. GILLESPIE: I'd just like
15 to add, didn't his testimony -- I noticed
16 that Saler dropped his voice down two
17 octaves. He started to sound like Sesso
18 (ph). Maybe everybody in the firm is
19 that way.

20 MR. SALER: That's my old
21 anchor days.

22 COUNCILWOMAN BROWN: So what is
23 a hurdle or what remains a hurdle when it
24 comes to recruitment of more -- to ensure
25 that that world looks like Philadelphia?

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 MR. GILLESPIE: Well, that's
3 our objective, and we are engaged right
4 now publicly with the University of
5 Temple, and we've done an outstanding --
6 we've had outstanding experiences there.
7 They have a ten-year capital program, and
8 that's -- but that's where the
9 construction is right now. And I wish
10 University of Pennsylvania would adopt
11 the same kind of thing, and Drexel when
12 they get started, they will adopt the
13 same kind of problems. University of
14 Pennsylvania, it's hard to tell the
15 Quakers to do anything. It has to be
16 their idea, but we'll get around to that
17 too.

18 But the hurdle is work. We
19 need work. We have 35 percent -- it's
20 hard to attract a person, have them
21 devote an awful lot of enterprise and
22 energy in learning how to become an
23 electrician or a plumber and then they're
24 faced with the realization that there's
25 no work. So they're out working in the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 neighborhood or -- they have this skill,
3 but they really can't get paid for it
4 yet. That's why we need to keep the
5 economy moving. That's why something
6 like an airport is critical to all
7 construction.

8 COUNCILWOMAN BROWN: So you
9 could see taking the PHA model as a
10 template and using that as guideposts for
11 this effort?

12 MR. GILLESPIE: Yeah. We're
13 going to -- and I'll enlist your help and
14 other Councilpeople's help to get back to
15 the PHA, because what the PHA had, they
16 had so many women who were interested in
17 it and whose life circumstances made them
18 great candidates for the construction
19 industry, and I hope to see some union
20 leadership evolving out of that. I'm
21 starting that point in my career now. If
22 you notice, I'm starting to get gray
23 hair, for God's sake. So I'm starting to
24 look around, where's the next leadership
25 coming from. And that's a great program,

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 as you're all well aware.

3 COUNCILWOMAN BROWN: Thank you
4 for your testimony. I thank you all.

5 COUNCILMAN JOHNSON: Thank you,
6 Councilwoman.

7 Any other questions from the
8 members?

9 (No response.)

10 COUNCILMAN JOHNSON: Thank you
11 for your testimony.

12 Next I would like to bring up
13 Onetha McKnight, Nikisha Watson, and
14 Reverend Jarrett Kerbel.

15 (Witnesses approached witness
16 table.)

17 COUNCILMAN JOHNSON: Please
18 state your name for the record and then
19 you can begin.

20 MS. MCKNIGHT: My name is
21 Onetha McKnight.

22 Good afternoon, City Council
23 and concerned public. My name is Onetha
24 McKnight and I live in Southwest
25 Philadelphia. I work at Philadelphia

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 International Airport. We are asking
3 City Council's help, because there's a
4 problem at Philadelphia International
5 Airport. There are thousands of people
6 like me who are working hard and not
7 making ends meet. Poverty wages at the
8 Airport are a huge reason why
9 Philadelphia remains the worst big city
10 for poverty in America. I am speaking
11 out today because we need help. We need
12 City Council to stand up to US Airways so
13 that we have a chance at making a living
14 wage.

15 I have been a wheelchair
16 attendant for six years at the Airport.
17 I have never received a raise. I started
18 at \$7 an hour and today, six years later,
19 I still make \$7 an hour. I receive tips,
20 but as you all know, tips are not
21 guaranteed. There are days when I
22 receive only \$1 in tips.

23 I find it difficult to make
24 ends meet on the poverty wages. I have
25 one son and I have five grandchildren. I

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 help out with my grandchildren when I
3 can. There's not always enough left at
4 the end of the month to pay my bills. At
5 this time, I don't have any health
6 insurance. I have asthma and I have high
7 blood pressure. My company offers
8 healthcare, but there's no way I can
9 afford it. I work hard, and I cannot
10 afford basic medication.

11 It's unfair that Airport
12 workers receive poverty wages and no
13 benefits. I really do like my job. I am
14 a caregiver by nature, so what I do comes
15 natural for me. I really do enjoy
16 helping the elderly and disabled
17 passengers. I am a dependable worker and
18 I show up early every day. I give my job
19 my all, and sometimes I even go above and
20 beyond my duties.

21 US Airways should be happy that
22 their passengers are being helped by
23 attendants like me who give great
24 customer service. But instead of
25 gratitude, US Airways is doing everything

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 in its power to block me from getting a
3 living wage.

4 My co-workers and I deserve
5 more than this. I don't receive any
6 assistance from the government. Up until
7 a year and a half ago, I received food
8 stamps, but I no longer qualify due to
9 budget cuts. The problem is that I am
10 working full time and I shouldn't need to
11 apply for food stamps to get by.

12 (Applause.)

13 MS. MCKNIGHT: But that's the
14 problem at the Airport. Many Airport
15 jobs pay poverty wages and require
16 workers to go on public assistance just
17 so they can feed their families. That is
18 not fair to the workers or the taxpayers
19 who have to pick up the slack.

20 US Airways is making huge
21 profits, and the Airport is generating
22 billions. But us, the workers who make
23 the Airport run, aren't seeing any of it.
24 As workers, we should share in the
25 profits that the Airport is making. We

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 should at least be able to live on the
3 wages we earn. We want to be treated
4 with respect, and we need living wages so
5 that we can afford to feed our families.
6 We are citizens of Philadelphia. We pay
7 taxes. We work hard, and we deserve
8 respect.

9 Philadelphia Airport workers
10 are standing up and fighting for a union.
11 We are taking a great risk in doing so.
12 It is not easy. We know that City
13 Council's role is standing up to US
14 Airways, and it won't be easy. We're all
15 making tough decisions. I make tough
16 decisions every day about how I'm going
17 to pay my bills and feed my family.

18 I am barely surviving, and I am
19 sending out an SOS to City Council now.
20 We need City Council to make sure that
21 the lease with US Airways does not
22 continue to leave hard-working
23 Philadelphians like myself and my
24 co-workers in poverty.

25 Thank you for listening.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 (Standing ovation.)

3 MS. WATSON: Hello. My name is
4 Nikisha. I now live in West
5 Philadelphia. I have been working at the
6 Airport with PrimeFlight for four years
7 as a wheelchair attendant and I have not
8 seen a raise yet. I do make 5.25 as
9 well. I have a copy of my pay stub. I
10 struggle to get by every week. I work
11 hard and care about my job. I just want
12 a fair shot at earning a living wage so
13 that I can support my family just like US
14 Airways. Even though I make tips, they
15 are far from guaranteed. There are days
16 I won't make any tips at all.

17 I know what it means to
18 struggle to get by. My daughter Iyanna
19 is four, and I want to be able to take
20 care of her. I also take care of my mom
21 and her boyfriend, who both have serious
22 health issues. My mom is sick, and I
23 have to pay for her medical bills. My
24 bills pile up every month. I get
25 shut-off notices every time. I got one

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 bill last month for my electricity bill.
3 Even though I ask my family for help,
4 it's still not enough.

5 I get food stamps, but I still
6 go hungry. I always make sure that my
7 family eats first, especially my
8 daughter. It kills me to think of her
9 going hungry. I only get \$129 in food
10 stamps from 367 of what I used to get,
11 because they thought that I was making
12 7.25 an hour.

13 I have to make things work for
14 three adults and one child. Why is it
15 that I work a full-time job and do so
16 great, but I'm struggling to get by?

17 Not only do we get low wages,
18 we get little or no benefits. We were
19 offered health insurance on our job, but
20 it's \$140 per month. There's no way I
21 can afford it. It doesn't cover much
22 anyway. I do get government healthcare,
23 but they only cover half of my meds and
24 doesn't cover my blood pressure
25 medication. I have to come out of

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 pocket, and it's expensive. I don't get
3 paid vacation or sick days. If I get
4 sick, I come to work and pay my bills. I
5 can't afford to stay home. I appreciate
6 that Councilman Greenlee championed
7 earned sick days for Philadelphia City
8 workers.

9 Council has a real chance to
10 helping us get better benefit and wages.
11 I want to move up and do better for
12 myself, but that's not easy when you're
13 barely getting by on 5.25. I never
14 thought I would have to live the life
15 that I live. I have had jobs since I was
16 16, and I never made less than \$9 an hour
17 until I worked at the Philadelphia
18 International Airport.

19 Most days I feel like I'm stuck
20 in one place. I have been looking for a
21 better place to live for my family. I
22 cannot even begin to think about how I
23 would be able to afford it. I have a lot
24 of people depending on me, and I won't
25 let them down. It's a lot to handle.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Sometimes I feel like I'm not going to
3 make it, but then I look at my mother and
4 my daughter who are here today and I keep
5 on.

6 PrimeFlight and the airlines
7 want us to work hard. We do work hard
8 and do a great job. I want a better
9 airport. I want better good customer
10 service, a good team, good communication
11 skills and a better pay. No one should
12 have to make 5.25 an hour in
13 Philadelphia. Above all else, I want
14 respect.

15 (Applause.)

16 MS. WATSON: That's why I want
17 a union on this job, because I want
18 respect, better wages, and better working
19 conditions. City Council should put
20 themselves in our shoes and fight for us.
21 They shouldn't let US Airways try to
22 block progress at the Airport. US
23 Airways should be supporting us. We're
24 helping out their passengers and making a
25 lot of money for them, and they repay us

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 by lobbying Council to block our living
3 wages. City Council members should take
4 this opportunity to make sure
5 subcontractors at the Airport pay Airport
6 workers a living wage and are given the
7 dignity and respect we deserve.

8 Thank you for listening.

9 (Standing ovation.)

10 REVEREND KERBEL: Good
11 afternoon. I'm the Reverend Jarrett
12 Kerbel, Rector of the Church of St.
13 Martin-in-the-Fields in Philadelphia, and
14 I'm honored to speak to you, but I'm even
15 more honored to sit between these
16 hard-working women who have shared their
17 testimony with you. I'm honored and
18 humbled to hear what they've said. We
19 are here to speak up for them and with
20 them for justice at the Airport.

21 It seems to me that the
22 situation is clear. Those who already
23 have more than enough want more, and they
24 want to take it from those who have too
25 little to live. That's the bottom line

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 for me.

3 Every Sunday my church prays
4 for the Mayor and my church prays for the
5 City Council. We give thanks for your
6 leadership, and we pray that concern for
7 human dignity and respect for every
8 person will abide in your heart as you
9 govern this city. It seems that our
10 prayers have come to a moment of truth.

11 Today, you can make an
12 amendment to the Airport Lease Agreement
13 that will give respect and recognize the
14 dignity of low-wage workers by providing
15 a living wage, labor harmony, and
16 first-source hiring.

17 (Applause.)

18 REVEREND KERBEL: It is in your
19 power to create a path out of poverty and
20 into self-sufficiency and security for
21 workers like the women on my left and
22 right who want nothing more but to
23 provide for those whom they love.

24 The City has a clear choice to
25 make. On one side, the upper management

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 and wealthy stockholders of US Air want
3 more for themselves, and my heart goes
4 out for them. It must be hard to make
5 ends meet on an --

6 UNIDENTIFIED SPEAKER: Lord
7 have mercy.

8 REVEREND KERBEL: What's that?

9 UNIDENTIFIED SPEAKER: Lord
10 have mercy. Thank you, Pastor.

11 At my church we don't get
12 responses like that. We're
13 Episcopalians.

14 My heart goes out to those
15 well-paid executives who make
16 eight-figure and seven-figure salaries.
17 It must be hard to make ends meet. I
18 used to run a charity that fed the hungry
19 and house the homeless. I think my
20 clients maybe could show them how to
21 stretch a dollar a little better so that
22 the people I'm sitting with here can have
23 a living wage.

24 (Applause.)

25 REVEREND KERBEL: Those who

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 have more than enough want more, and
3 those who want more plan to get it by
4 paying their most vulnerable workers as
5 little as possible. How do they do that?
6 They do it by hiding behind the skirts of
7 subcontractors. And they do it by
8 relying on public assistance, as we've
9 just heard, and charity to subsidize food
10 and shelter for their low-wage workers.
11 Essentially the City of Philadelphia pay
12 for them to pay their workers not enough.

13 (Applause.)

14 REVEREND KERBEL: They have
15 these tactics of hiding behind
16 subcontractors, and they have this tactic
17 of fear and bullying, trying to play this
18 game that, Oh, my gosh, our company is
19 going to fold up if we pay this woman \$10
20 an hour, when in LA's Airport they
21 already do that and people are competing
22 to have the vendor contracts in that
23 airport, and that airport is thriving.
24 So don't believe the hype. Don't believe
25 the fear.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 (Applause.)

3 REVEREND KERBEL: Upper
4 management and wealthy stockholders have
5 PR firms and they have lobbyists. Our
6 citizens have you, their representatives
7 to fight for our dignity, our respect,
8 and for a living wage.

9 I appeal to you to vote for an
10 amendment that provides a 21st century
11 living wage to Airport workers directly
12 employed and employed by subcontractors.
13 I ask you to vote for a contract that
14 includes first-source hiring, so our most
15 needy citizens get a crack at good jobs,
16 and for labor harmony for a peaceful
17 Airport and union coverage for our
18 workers.

19 The airlines want to say look
20 at all the jobs. We want to say look at
21 all the good jobs. We want to say it's
22 not jobs or no jobs. It's good jobs for
23 our citizens.

24 Thank you.

25 (Standing ovation.)

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 COUNCILMAN JOHNSON: Next can
3 we have Wayne MacManiman. Is Bishop
4 Royster available?

5 BISHOP ROYSTER: Yes.

6 COUNCILMAN JOHNSON: Bishop
7 Royster. And Reverend Robin Hynicka.
8 (Witnesses approached witness
9 table.)

10 COUNCILMAN JOHNSON: Just
11 please start off by stating your name for
12 the record, please.

13 MR. MacMANIMAN: My name is
14 Wayne MacManiman. I'm the District
15 Chairman for SEIU Local 32BJ here in
16 Philadelphia.

17 Before I start, I'd like to
18 thank Chairman Johnson as well as the
19 other City Council members for this
20 opportunity to face you. You know, today
21 I went over this speech a hundred times
22 and, quite frankly, I'm not going to read
23 the speech. I'm going to speak from my
24 heart.

25 I grew up in the City poor. I

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 grew up in South Philly. I think
3 Councilman Johnson and I have a very
4 similar story, where somebody had to give
5 me a chance, somebody had to understand
6 to fight for me. And somebody gave me a
7 chance, and I got myself a job as an
8 engineer and sent down downtown Center
9 City Philadelphia, to today I'm lucky
10 enough to run one of the most powerful
11 unions in the City of Philadelphia.

12 I know what it's like to
13 represent poor people. Poor people don't
14 need a miracle. They need leadership.
15 They need people like City Council to
16 stand up and fight for them. I don't
17 know how many times I've had a Council
18 visit. Maybe not with everybody that I'm
19 speaking to, but I've had many Council
20 visits where we talk about the same thing
21 over and over and over again. Our city
22 needs an engine. We need to do something
23 different to start the engine. We're the
24 poorest city, 30 percent poverty, 40
25 percent of our children go to bed hungry

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 every night. And what is the solution?
3 It shouldn't be here debating whether US
4 Air can pay the 21st century.

5 I'm not sure in the testimony I
6 heard earlier today whether the guy from
7 the Law Department actually works for the
8 City or works for US Air.

9 (Applause.)

10 MR. MacMANIMAN: He was more
11 defensive of US Air. There are many
12 people, especially the 2nd Councilmanic
13 District in Southwest Philadelphia, that
14 they turn to a life of crime because they
15 don't have any other opportunity. This
16 is an opportunity. This is their
17 opportunity to do something more than a
18 minimum wage job, creating standards.

19 We support the Airport
20 expansion, and I'm not here -- I'm glad
21 that our brothers and sisters from the
22 building trades have standards for which
23 they know are enforced. We're not asking
24 for anything different. We're asking for
25 the same. And that cannot get done

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 without City Council standing there
3 behind them.

4 This Mayor, he's ignorant to
5 the fact of poor people. The Chamber of
6 Commerce is his friend, not poor people.
7 We need you to stand behind the poor
8 people of Philadelphia. We need all of
9 City Council to stand behind the poor
10 people of Philadelphia.

11 This is a disgrace that this
12 great city -- you come downtown to
13 Philadelphia, this is a beautiful place.
14 Take eight blocks either way and see what
15 you got. It's ridiculous. We can do
16 something different. Whether I'm working
17 for 32BJ or whether I'm part of the
18 Airport coalition, we are working our
19 rear-ends off trying to find solution on
20 how to better people's lives, not
21 worrying about whether Doug Parker makes
22 \$5.5 million or the people working for
23 him make 7.25 or \$15,000. What's more
24 important to you? What's more important
25 to you? Doug Parker is not going to vote

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 for anybody on City Council. The people
3 in your district who need you will.

4 Thank you.

5 (Applause.)

6 BISHOP ROYSTER: Mr. Chairman
7 and members of the Committee. My name is
8 Bishop Dwayne Royster. I'm the Senior
9 Pastor of the Living Water United Church
10 of Christ in Oxford Circle and I serve as
11 the Executive Director of POWER,
12 Philadelphians Organized to Witness,
13 Empower, and Rebuild.

14 (Applause.)

15 BISHOP ROYSTER: Like my friend
16 and colleague here Wayne MacManiman, I
17 was born and raised in this city. In
18 1970, my parents broke the block on the
19 800 block of Vernon Road in East Mount
20 Airy when they were one of the first
21 black families to move into that
22 neighborhood, and they stared down
23 intimidation and other challenges that
24 were facing them at that time.

25 I find it intriguing Councilman

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Henon spoke earlier today about the fact
3 that intimidation wasn't going on at the
4 Airport, but I have heard over and over
5 again from US Airways that they have
6 threatened to go to Charlotte or they
7 have threatened to leave Philadelphia if
8 they could not get their way with this
9 Lease Extension. I've heard their reps
10 tell folk in Philadelphia that
11 Philadelphia Airport could become
12 Pittsburgh if they didn't get what they
13 wanted in this Lease Extension. I don't
14 know about you, but that sounds like
15 intimidation to me.

16 (Applause.)

17 BISHOP ROYSTER: It sounds like
18 they're trying to stare the Mayor and the
19 City Council into giving them whatever
20 they want so that they can have it their
21 way at the Philadelphia Airport. But I
22 recall, since I am a child of
23 Philadelphia, that this is the home of
24 the Broad Street Bullies, and we know
25 what bullying looks like. We should not

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 allow bullying to take place within the
3 hallowed halls of City Hall.

4 I have determined as I sat here
5 today that I'm going to no longer call
6 this the Philadelphia Airport, but the
7 Philadelphia Plantation, because we have
8 gone back into the 1850s where we are
9 allowing a few people to make money off
10 the back of poor people over and over
11 again, especially poor folk who majority
12 of them happen to be people of color. We
13 should not be tolerating this by any
14 means at the Philadelphia Airport.

15 (Applause.)

16 BISHOP ROYSTER: This Committee
17 and the members of City Council have an
18 opportunity to make a difference today in
19 the City of Philadelphia. All across the
20 City of Philadelphia there are workers
21 that work at the Philadelphia Airport. I
22 have a document right here that shows
23 where the workers are for the
24 Philadelphia Airport, and they are all
25 across the City. I've heard that this is

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 a 2nd Councilmanic issue. No. There are
3 people that work in West Philly. There
4 are people that work in Port Richmond.
5 There are people that work in the
6 Northeast that work at the Philadelphia
7 Airport.

8 We have to be concerned about
9 the fact that we, the Philadelphia
10 citizens, are the owners of the
11 Philadelphia Airport, that we have
12 allowed US Airways to become the overseer
13 of the plantation. We need to do
14 whatever is possible to make sure that
15 it's clearly understood that we will no
16 longer allow the perpetuation of poverty
17 to exist in Philadelphia at the hand of
18 any multi-national corporation that comes
19 to this place to do business.

20 (Applause.)

21 BISHOP ROYSTER: Now, one of
22 the key components to be able to do this
23 is to talk about the issue of labor
24 harmony, creating opportunities so that
25 the Philadelphia Airport does not have

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 work stoppages and interruptions, so that
3 it forces both the corporations and the
4 workers to get together and make things
5 happen. I would like to think that US
6 Airways in this process was trying to
7 listen to the people of Philadelphia to
8 make this happen. I don't think they
9 have. And they have tried to disrupt and
10 continue to perpetuate poverty in this
11 city. We must call for an end to this
12 today.

13 I submit to you, make a
14 tangible amendment to this Lease
15 Agreement that is legally enforceable so
16 that we could have first-source hiring,
17 living wages, and labor harmony at the
18 Philadelphia Airport, and work to end the
19 ridiculous sense of poverty that exists
20 in the City of Philadelphia.

21 Thank you.

22 (Standing ovation.)

23 REVEREND HYNICKA: Good
24 afternoon, Councilman Johnson, members of
25 the Committee and City Council and

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 friends. My name is Robin Hynicka. I'm
3 the Pastor of the Arch Street United
4 Methodist Church just north of this
5 glorious place.

6 Two years ago, my very own
7 United Methodist Church, the denomination
8 in this region, closed the church at 12th
9 and Lehigh. Let me tell you how deep
10 poverty is. At 12th and Lehigh in the
11 zip code -- 19133 zip code, the median
12 household income is a meager \$14,000. I
13 went to that neighborhood as a young
14 seminarian in 1978. The realities that
15 exist there have not changed in over 35
16 years. We will not wait any longer.

17 We are so glad that in this
18 Chambers today we've heard members of our
19 City Council speak boldly about what they
20 believe about what workers deserve.

21 (Applause.)

22 REVEREND HYNICKA: But I have
23 to tell you that speaking boldly isn't
24 enough. We heard one of our own at the
25 early outset in questions, Councilman

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Goode, put provisions on the table about
3 things that needed to be said and needed
4 to be put in writing so that we're not
5 just talking, but we're acting.

6 We heard testimony from
7 Mr. Gale from the Airport, who is
8 concerned about a Lease Agreement being
9 passed expeditiously so that financial
10 resources could be ensured for work
11 that's scheduled and ultimately the
12 expansion at the Airport. Well, I'd like
13 you to consider that it's even more
14 important that the financial resources
15 are available to people to feed their
16 families and to pay for their medications
17 and to be able to pay their rent and to
18 pay taxes so that their neighborhood
19 institutions don't need to leave and can
20 even perhaps remain.

21 We heard testimony today that
22 talked about the need for the Airport to
23 be competitive in a global market. Well,
24 what's wrong with our neighbors being
25 able to simply pay for the groceries in

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 the local grocery store?

3 (Applause.)

4 REVEREND HYNICKA: We have to
5 strike a balance here. And who are we
6 really if we aren't a people who can
7 advocate for a living wage? It is not
8 good enough to leave this session today
9 or to complete your action as a committee
10 simply to attach something to a bill that
11 has no teeth, that has no legs, that has
12 no heart. What you have to do is amend
13 this Lease Agreement in ways in which it
14 ensures a living wage for those who might
15 wheel my wife who is disabled through the
16 Airport one day, ensures that they can
17 organize that as the tradition in this
18 city -- Mother Jones right outside of
19 this City Hall led the children's march
20 north on Broad Street because of the
21 working conditions of children in this
22 city. If we can't organize as workers,
23 we have no power. We need and deserve
24 the right to organize to represent
25 ourselves. We don't need the Law

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Department to represent us. We don't
3 need the Administration to represent us.
4 We need the right to represent ourselves
5 and to do that without intimidation.

6 In addition to that, for too
7 long and for so long there have been no
8 pathways for so many people in our
9 neighborhoods to get access to good jobs.
10 There is a network that exists here,
11 friends, that if we call it like it is,
12 some get in and some are always kept out.

13 First-source hiring, access and
14 opportunity to those jobs will allow the
15 children and the youth and now young
16 adults that I know in that 19133 zip code
17 the sense of hope, so they can put the
18 gun down, they can put the drugs aside,
19 they can stop doing what they're doing
20 and see that they can participate in the
21 legacy and the life of this great city.
22 We need to do this now. It's not
23 possible to wait tomorrow.

24 There is, in my opinion, a
25 festering infection in this city, that

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 unless you as our leaders, our City
3 Council leaders, take bold action today
4 or in the near future to put forth an
5 amendment to this legislation that, as so
6 many others have said, includes labor
7 harmony, includes first-source hiring,
8 and includes a living wage, we are
9 setting the stage for disaster in this
10 city. This is a specific ask that in the
11 scheme of things -- we're talking about
12 billions of dollars -- there is just a
13 small impact, but the moral impact and
14 the emotional impact and the impact that
15 it would have on the sense of who we are
16 as the people of this City of
17 Philadelphia would have a tremendous, a
18 tremendous sense of hope for the future.
19 I implore you, don't shy away,
20 Councilman Johnson. You agreed, you
21 agreed at our May 21st assembly at
22 Deliverance Church to be our champion. I
23 think we have more than one champion. We
24 have other champions in our City Council
25 who have asked the hard question, and now

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 we're asking you to do the right thing,
3 first-source hiring --

4 (Applause.)

5 REVEREND HYNICKA: -- labor
6 peace, labor harmony, and don't forget
7 we're still looking and we expect a
8 living wage provision as an amendment to
9 this legislation.

10 Thank you.

11 (Standing ovation.)

12 COUNCILMAN JOHNSON: Any
13 questions from the members?

14 (No response.)

15 COUNCILMAN JOHNSON: Thank you
16 for your testimony.

17 Bring up Carolyn Moseley,
18 Bishop Kermit Newkirk, and Chris Walsh.

19 (Witnesses approached witness
20 table.)

21 COUNCILMAN JOHNSON: Can you
22 please state your name for the record,
23 please.

24 MS. MOSELEY: Carolyn Moseley.

25 COUNCILMAN JOHNSON: You can go

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 ahead and start.

3 MS. MOSELEY: Okay. Thank you.
4 I'm Carolyn Moseley and I am a resident
5 of the Eastwick community and, of course,
6 represent the Lower Southwest residents.
7 We too are excited about the Airport
8 expansion and all the possibilities it
9 brings us. However, I am a little
10 concerned when I heard Mr. Gale back here
11 talk about some of the things -- or how
12 he addressed some of the questions that
13 were asked of him. And I'd just like to
14 share some things hopefully that will
15 help Mr. Gale perhaps reformat his
16 thoughts.

17 First of all, US Airways did a
18 record first-year quarter profit of \$55
19 million. After its merger with American
20 Airlines -- and I quote the CEO -- he
21 says that the entire US Airways team is
22 looking forward to working with our
23 colleagues at American to build the
24 premier global airline.

25 Mr. Gale, I submit to you,

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 that's good business, and apparently no
3 one has told you, but you're in business
4 too. You are a part of one of the fifth
5 largest industries in this country. You
6 are a CEO of this corporation. Your
7 corporation consists of stakeholders like
8 myself, shareholders like these
9 individuals who sacrifice every day to
10 produce the commodity of service. We
11 here in Philadelphia, as stated by one of
12 the Councilwomen, stated that we are
13 proud -- well, we want to be proud when
14 someone comes to our city. These
15 individuals are the first people and the
16 last people who are seen. They welcome
17 the world. How can they welcome the
18 world when they're worried about how
19 they're going to pay their bills?

20 How can we create a premier
21 global city in terms of providing good
22 service to our visitors that come into
23 the City of Philadelphia when, as someone
24 stated, you have job fairs? I live in
25 Eastwick and I never saw a sign, never

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 got a flyer. You have a panel that's
3 been appointed, an advisory committee.
4 The community has never once been
5 invited. Well, Mr. CEO, I would like to
6 invite you to a stakeholders meeting in
7 my community. We will bring you
8 professionals that qualify for good jobs.

9 (Applause.)

10 MS. MOSELEY: We will show you
11 how to run a corporation, because
12 apparently the business that you are
13 running, you may be unfamiliar with. And
14 like Bishop Royster stated, it's about
15 time. It's about time that this city
16 stops brokering bad contracts on the
17 backs of the innocent people that make
18 this city work.

19 (Applause.)

20 MS. MOSELEY: It's about time.
21 It has to stop.

22 So consistent with the
23 philosophies and good business practices
24 of our potential for our partner, US
25 Airways, we'd like to show you some

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 tricks of the trade that would make our
3 organization, our corporation, all of the
4 City of Philadelphia make or show or
5 appear to the rest of the world that we
6 too can generate \$55 billion in profit.

7 (Applause.)

8 COUNCILMAN JOHNSON: Thank you,
9 Ms. Carolyn.

10 Go ahead, sir.

11 BISHOP NEWKIRK: My name is
12 Bishop Kermit Newkirk and I'm Pastor of
13 the Harold O. Davis Memorial Baptist
14 Church at 10th and the Boulevard in Logan
15 and I'm a member of POWER.

16 Councilman Johnson, thank you
17 for allowing us to have a conversation
18 with this Committee. It's important that
19 we do have our speech and our
20 conversation, because it's important that
21 we put our input in.

22 It is important for me to be
23 here for several reasons. First of all,
24 I grew up in City Hall. My mother was a
25 clerk in the office court, marriage

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 license, for 35 years, and she would
3 specifically make me come into City
4 Council and listen to all of the bills
5 that were going forth. So it's ironic
6 that I would be here today.

7 But also one of the anecdotal
8 things that I want to bring to the table
9 is this, that every summer when school
10 was out, my mother would force us to go
11 to Richmond, Virginia to stay the summer
12 because of the problems of violence in
13 the City of Philadelphia. We would stay
14 there all summer long until the last two
15 weeks of the summer, and inevitably she
16 would ship us then to Spotsylvania
17 County, Virginia, which is right outside
18 of Fredericksburg, because my cousin had
19 a farm. On her farm was adjacent to a
20 plantation, and every summer we would
21 have to go to that plantation and we
22 would hear stories of what was going on
23 in those plantations. We would see the
24 slave quarters. We would see the places
25 where the slaves ate. We would see even

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 the house where the master stayed and
3 lived. And all of that kept a vivid
4 picture in my mind of the plantation, and
5 they would continually enforce upon us
6 the fact that we don't want to go back to
7 those days any longer.

8 That was the old plantation.
9 Bullwhips kept people in line. Dogs kept
10 people in line. Generational poverty was
11 brought forth because of the old
12 plantation.

13 Well, now in 2013, there's a
14 new plantation coming to existence. It's
15 here in the City of Philadelphia, when
16 you have people who are working at jobs.
17 There's no bullwhips, there's no dogs,
18 there's no slave masters, but when people
19 can work on jobs that are making \$7.25
20 and can't take care of their families,
21 that's reminiscent of the old plantation.

22 Now, the problem is this: We
23 can do something about it. It doesn't
24 have to be that way. Philadelphia is
25 known for the City of Brotherly Love and

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 Sisterly Concern. We're known for the
3 Phillies and the Eagles and the Flyers.
4 We do not want to be known as the City
5 that has produced the new plantation,
6 where people work and cannot bring forth
7 a family living wage.

8 So I urge this City Council, I
9 urge the Mayor to make sure that in this
10 new Lease Agreement, that something is
11 done so that we won't be recognized as
12 the new plantation where generational
13 poverty continue to exist year in and
14 year out. We can do something different.
15 We can make a difference. We can make a
16 change. We can change the culture of
17 what has been going on down through the
18 years in the City of Philadelphia and
19 make a difference in the lives of people.
20 Every Philadelphian deserves this.

21 We urge you to help us, to help
22 our people to lead themselves and to
23 bring themselves out of poverty by
24 family-sustaining livable wages.

25 Thank you.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 (Standing ovation.)

3 COUNCILMAN JOHNSON: Go ahead,
4 sir.

5 FATHER WALSH: Good evening.

6 My name is Father Chris Walsh. I'm the
7 Pastor of St. Raymond of Penafort
8 Catholic Church in the Northwest section
9 of Mount Airy, and my congregation is
10 also a member of POWER.

11 Downstairs in the courtyard of
12 City Hall on the north side is a
13 beautiful bronze plaque, which has a
14 prayer that William Penn authored for the
15 City of Philadelphia. It was written in
16 1684, and I'd like to just quote a part
17 of that, in which William Penn wrote, Oh,
18 Lord, keep us from the evil that would
19 overwhelm our city.

20 I come before you as a citizen
21 of this city, a resident for many, many
22 years, and a pastor of many citizens of
23 this city. And I come because I'm
24 concerned about an evil that might
25 overwhelm our city. It's an evil of

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 greed. It's an evil of

3 self-centeredness. It's an evil of

4 selfishness. It's an evil that allows

5 the choice of some people who do not live

6 in the City take preference over the

7 choice of other people. It's an evil

8 that ignores one of the fundamental

9 principles of our great country and our

10 great city; that is, the common good.

11 And I ask you to help allow William

12 Penn's prayer be answered and to not let

13 this evil triumph.

14 I do not envy you in your role

15 as legislators. You have many, many

16 voices coming at you, and we can

17 certainly hear them today. But I come

18 before you to appeal to your conscience,

19 to appeal to the lessons that were taught

20 to you by your parents, to appeal to the

21 ideals that I know each of you hold in

22 your heart, and to appeal to the dream

23 that makes you want to serve this city so

24 that the dream of every American can be

25 realized. Make the choice for folks like

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 those you heard from today who want a job
3 that will allow them to escape the cycle
4 of poverty.

5 We're not asking you to simply
6 follow the rules. We're not asking you
7 to simply do what we say. We're asking
8 you to do what is right, to do what is
9 good, to uphold the oath that you swore
10 not only as a member of this City Council
11 but to uphold the ideals that you have as
12 human beings for your sisters and
13 brothers throughout the City.

14 Please, in the name of the
15 Lord, as William Penn prayed, do not let
16 evil overwhelm this city.

17 Thank you.

18 (Standing ovation.)

19 COUNCILMAN JOHNSON: Any
20 questions from members of the Committee?

21 (No response.)

22 COUNCILMAN JOHNSON: I would
23 like to bring up Patty Krasensk. Did I
24 pronounce that correctly? Krasensk.

25 Is there anyone else signed up

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 to testify?

3 Come on up to the front.

4 Please state your name for the record,
5 please.

6 (Witnesses approached witness
7 table.)

8 MS. GUEST: Susan Guest.

9 REVEREND JAMES: Cean James.

10 COUNCILMAN JOHNSON: Thank you,
11 Cean.

12 State your name for the record.

13 MS. KRASINSKI: Patty
14 Krasinski.

15 COUNCILMAN JOHNSON: You can
16 start.

17 MS. KRASINSKI: I'm happy to be
18 here with all of the POWER leaders. I'm
19 also a member of POWER. I live in
20 Tacony, in Council District No. 6, and
21 unlike many others, I am not a born and
22 raised Philadelphian. I moved to
23 Philadelphia about six years ago, and I
24 literally fell in love with the City.
25 But one of the things that I noticed

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 quickly that in the midst of this
3 vibrant, welcoming place, there was
4 intense poverty, and I started to ask
5 myself why.

6 The importance of fair wages
7 that we're talking about for the people
8 of Philadelphia that can actually support
9 their families on is a huge concern, and
10 it's one that we can do something about.
11 The Airport expansion and the leases that
12 are coming up for renewal are an
13 opportunity to strengthen the fight
14 against poverty.

15 Other airports around the
16 country have a proven track record of
17 doing this already. I see Philadelphia
18 as a progressive city, but I wonder why
19 it's behind the curve on this issue.
20 Today, Philadelphia can do what many
21 other cities around the country have
22 already done successfully. San Jose, Los
23 Angeles, San Francisco, Miami, Oakland,
24 St. Louis, Syracuse, Hartford, they've
25 already decided that airports should not

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 only benefit wealthy corporations, but
3 they should support the workers that
4 actually make them work.

5 (Applause.)

6 MS. KRASINSKI: These cities
7 have living wage policies, worker
8 retention policies, and labor peace
9 policies. In St. Louis, the minimum wage
10 policy at the airport is nearly \$16 an
11 hour. In Syracuse, it's over \$14 an
12 hour. Cities all across the country have
13 developed first-source hiring systems
14 that work. They're serious effective
15 approaches to job retention and
16 opportunities. They create real
17 pipelines of outreach and training and
18 employer reliance on first-source
19 systems. And they're held together by
20 binding commitments and dedicated
21 personnel.

22 Philadelphia is behind the
23 curve. POWER has spoken with workforce
24 development professionals at both Los
25 Angeles and San Francisco, and we learned

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 that first-source hiring is a win for the
3 communities with high unemployment, but
4 it's also a win for the businesses at the
5 airports. It's not just about the
6 employees. It's about the businesses as
7 well. It saves businesses money on
8 recruitment and training by delivering
9 pre-qualified workers right to their
10 doorstep.

11 These cities are not just in
12 California. They're in places that are
13 large and small in all parts of the
14 country, and they're cities no different
15 than Philadelphia. Philadelphia is
16 behind the times and should do what so
17 many other cities have already done.

18 Now, I know what it's like to
19 work for poverty wages, and I know what
20 it's like not to be able to pay the rent
21 and not to know where food is going to
22 come for my kids the next day. I've been
23 blessed, I'm not in that situation
24 anymore.

25 Now, we can pass this lease as

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 it is and say, Well, we've got two years
3 to work this out and fix these problems,
4 but I'm going to tell you, two years is
5 too long for people that can't feed their
6 families and can't pay their rent.

7 (Applause.)

8 MS. KRASINSKI: So how could we
9 tell these families that their lives and
10 well-being are any less important than
11 our own?

12 Please, this is our city's
13 opportunity to make it work for everyone.
14 I ask you, as you've heard others ask
15 you, to place an amendment on this lease
16 today that includes first-source hiring,
17 a living wage, and labor harmony.

18 Thank you.

19 (Applause.)

20 MS. GUEST: Thank you for
21 allowing me to speak today. My name is
22 Susan Guest. I'm a lifelong resident of
23 Philadelphia, formerly of North
24 Philadelphia until five or six and then
25 Northeast. And I would like to say to

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 everyone, I think it's great that the
3 Airport is going to renovate. I don't
4 know about how far along you want to add
5 to it, but I hope everyone does not make
6 a decision today. I know that everyone
7 does need a job with at least basic \$9 an
8 hour. It doesn't sound like a lot, but
9 there are major problems in our country.
10 OSHA needs to be looked at, the law.
11 OSHA needs to be researched. This book,
12 Jobs for Travel Lovers, has a lot of
13 information.

14 Amtrak, our Pennsylvania line,
15 is not being funded. So people aren't
16 traveling out of 30th Street. It's a
17 major problem in our State Senate, our
18 Senate, and here.

19 Our airport does need to be
20 renovated. If you look at -- Patty made
21 great suggestions about looking at other
22 cities. I see Pittsburgh may add also.
23 Norfolk has a beautiful airport. It's
24 not that large, and I believe a military
25 base there as well.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 I also was in flight attendant
3 school training. It didn't work out for
4 me. It wasn't something I wanted in the
5 end and I left, but I know US Air and all
6 the airlines are hurting after September
7 11th. They haven't rebounded. And with
8 train derailments, there's a problem.

9 We need jobs in Philadelphia in
10 hospitals. There's not enough hospitals.
11 I was a ward clerk at one for many years.

12 Fire Department cannot be on
13 brownout. They need more personnel,
14 good, young guys and girls that live in
15 Philadelphia, first and foremost.
16 Hospital personnel, LPNs, CNAs, nurses,
17 RNs, physicians that are local first.

18 That's where the jobs are. I
19 don't care what Temple wants to buy,
20 Boathouse Row. We need an airport. I
21 love to travel. We need a fully staffed
22 Amtrak and SEPTA. It shouldn't take me
23 two hours to get here from --

24 COUNCILMAN JOHNSON: Thank you,
25 ma'am. Can we keep it focused toward the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 Airport, please.

3 MS. GUEST: Well, I hope you do
4 look at the OSHA Act and look at the
5 federal government. There are many
6 federal government resources in this
7 book, that if everyone in City Council
8 gave the bookstores business, Robbins
9 Bookstore wouldn't have gone out.

10 COUNCILMAN JOHNSON: Yes,
11 ma'am.

12 MS. GUEST: Or the other one
13 over there. Maybe everyone could truck
14 up since you guys are all working and buy
15 the book or get it at the library.

16 There are federal and state
17 governmental resources here --

18 COUNCILMAN JOHNSON: Thank you
19 very much.

20 MS. GUEST: -- that need to be
21 evaluated, because we still have a war on
22 terror.

23 COUNCILMAN JOHNSON: Yes, we
24 do.

25 MS. GUEST: We have fire

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 departments and hospitals. And we're
3 losing schools now, more taxpayers.

4 COUNCILMAN JOHNSON: Thank you
5 very much for your testimony, ma'am.
6 Cean.

7 MS. GUEST: Please check out
8 Norfolk's airport. It's beautiful.

9 COUNCILMAN JOHNSON: Thank you
10 very much for your testimony.

11 MS. GUEST: Thank you.

12 REVEREND JAMES: Cean James,
13 Grace Christian Fellowship is the church
14 that I pastor in Southwest Philadelphia.
15 We're also a member of POWER.

16 My colleagues have done a
17 wonderful job, Mr. Johnson, so I don't
18 want to take any more of your time of
19 expressing the great need that exists in
20 this city. I just want to say one thing.
21 Many years ago President Lincoln had a
22 serious decision to make, and he did not
23 know exactly where he should go, if he
24 was willing to risk what would happen if
25 he made one decision versus the other,

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 and what he needed was a push. And
3 history tells us that Frederick Douglass
4 came to him and strongly urged him to be
5 courageous and to make the right
6 decision.

7 Sometimes you need a push.
8 Power will never, especially when power
9 comes from money, will never give it up
10 freely. And Frederick Douglass said to
11 him that those who profess that they want
12 change but are not willing to have a
13 fight, like those who are the sea without
14 its waters, if there is a struggle --
15 there must be a struggle in order for
16 there to be progress. And, Mr. Johnson,
17 we've come by here today to give you a
18 push. We want you and this Council and
19 your Committee to be courageous, and we
20 want to trust you that if you do that, we
21 are behind you.

22 I don't want you to think that
23 for one second that if you make a
24 courageous decision, that you will be
25 left out there on your own. But if you

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 stand up courageously and make the right
3 decision, the right decision for the
4 people of this city, there are millions
5 of us who are behind you, who are willing
6 to push you, who are willing to hold you
7 up. Moses stands on a mountain, and the
8 Word tells us that when Aaron and -- when
9 they lifted his hands up, that they won
10 the battle.

11 You don't have to fight this by
12 yourself. We are willing to lift you up.
13 We are willing to give you the help that
14 you need. We're asking you, for all of
15 the young people who have come and spoke
16 to us today who are struggling and
17 fighting in poverty, to be courageous, to
18 do the right thing, to stand up for the
19 young men and the young women of this
20 city, and if you do that, we will be
21 behind you. We're asking for
22 first-source hiring. We're asking for a
23 living wage. We're asking for labor
24 harmony, and we're asking for it to be
25 concretely embedded in the bill.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 My hair is nowhere near as good
3 as Frederick Douglass, but I'll do the
4 best I can to give you a push.

5 Thank you, sir. We appreciate
6 it.

7 (Standing ovation.)

8 COUNCILMAN JOHNSON: Thank you
9 for your testimony.

10 We adjourn now the public
11 hearing and now we'll go into the public
12 meeting.

13 I make a motion that Bill -- I
14 recognize Vice Chairman Councilman Bill
15 Greenlee.

16 COUNCILMAN GREENLEE: Thank
17 you, Mr. Chairman. I move that Bill
18 130452 be reported out of this Committee
19 with a favorable recommendation and that
20 the rules of Council be suspended to
21 allow for first reading at our next
22 session of Council.

23 (Duly seconded.)

24 COUNCILMAN JOHNSON: All those
25 in favor signify by saying aye.

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 (Aye.)

3 COUNCILMAN JOHNSON: The motion
4 is passed.

5 I'd like to also recognize for
6 the record that Committee member
7 Councilman Brian O'Neill is present.

8 I recognize Councilman Bill
9 Greenlee.

10 COUNCILMAN GREENLEE: Thank
11 you, Mr. Chairman. I move for approval
12 of the amendments that have been
13 distributed to the Committee on Bill No.
14 130455.

15 (Duly seconded.)

16 COUNCILMAN JOHNSON: Before we
17 call up the bill for the vote, I want to
18 give my colleagues on the Committee an
19 opportunity to make brief statements, and
20 I will as well myself.

21 Over the last several months,
22 my staff and I have been working in
23 partnership and advocating with the
24 various interest groups and really
25 looking at the various issues as it

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 relates to Philadelphia International
3 Airport when you talk about wages, when
4 you talk about workplace conditions, when
5 you talk about the expansion being an
6 inclusive process and making sure that
7 everyone has an opportunity to
8 participate in the project and how it
9 moves forward.

10 We have sat down with the
11 Administration and talked about the
12 concerns that individuals were bringing
13 to my attention, and out of that came a
14 memorandum of understanding that
15 addresses similar concerns. May not be
16 in the direct fashion as individuals may
17 have asked, but we wholeheartedly and
18 sincerely sat down and talked about how
19 do we make this economic engine and this
20 project support all parties.

21 Part of that MOU, memorandum of
22 understanding, was to create a workforce
23 advisory committee that will focus on
24 creating a workforce needs assessment as
25 it relates to the operation of the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 Airport and moving forward the Airport
3 expansion, making sure we're permitted,
4 there's equal opportunity plans to make
5 sure that anything that we do out in the
6 Airport includes minority participation.
7 The Administration agreed and made sure
8 that we partnered with Philadelphia
9 School District, specifically John
10 Bartram High School, to engage in a paid
11 internship program so our young people
12 can have the opportunity to participate
13 in a long-term -- in the pipeline, job
14 pipeline, as it relates to the
15 Philadelphia International Airport,
16 commitments to make sure that there's a
17 job portal where there are actual
18 promoted job fairs for 2013, '14, and
19 '15, to make sure that as the expansion
20 moves forward on the private side, that
21 everyone has an opportunity to
22 participate. And part of that memorandum
23 of understanding will be introduced as an
24 amendment primarily focusing on
25 addressing the issue of making sure

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 individuals have an opportunity to
3 participate, work, and make sure that the
4 workforce at the Philadelphia
5 International Airport is reflective of
6 not only the individuals who live in
7 Southwest Philadelphia but also the City
8 of Philadelphia as a whole.

9 We also began having a frank
10 conversation and a lot of back and forth
11 regarding the issue of labor harmony, and
12 of course I support any individual who
13 would like to organize on behalf of a
14 union the right to engage in collective
15 bargaining. I never shy away from -- my
16 grandmother being a lifelong member of
17 1199-C, as well as my dad being a member
18 of Laborers District Council 332. So I
19 recognize the importance of putting food
20 on the table with union wages. So
21 they're not minimized, that role, in this
22 process.

23 Part of the compromising
24 language that will be introduced in terms
25 of the amendment is the form of labor

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 harmony that will give individuals --
3 one, it recognizes our position as
4 Councilmembers on how important labor
5 harmony is and how important it is for
6 individuals to have that right to
7 organize without being retaliated
8 against.

9 The component that needs to be
10 probably addressed more than anything
11 else -- and I'll make a -- continue to
12 make a commitment, as was mentioned, that
13 I came out to an event and publicly
14 committed to be supportive of the
15 interest groups' agenda. One, I thought
16 it not robbery to show up to be
17 supportive. Although the fashion is and
18 how you come out to be supportive is
19 pretty much you're put on the spot. You
20 can't say yes or no. So obviously I
21 agree with the tenets and principles and
22 part of this process we have been
23 engaging in and investing our time in
24 trying to address those issues.

25 I want to follow up with my

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 Councilman, Wilson Goode, to get more
3 clarity on -- I do honestly believe,
4 quite frankly, if there is a law on the
5 books that says that the law of the land
6 is paying minimum wages across the board
7 and how it should be paid -- and I think
8 there's a legal technicality, that that
9 really needs to be cleared. Not here on
10 the City Council floor. It needs to be
11 cleared up overall, because I do think
12 it's important that as we move forward,
13 you can't be paying one group of
14 individuals a certain amount of wages and
15 another group another certain amount of
16 wages.

17 So I will continue beyond today
18 to aggressively address that issue. And
19 as I said here publicly, we deal with the
20 Airport not only at this particular time,
21 but they have to come back for a ten-year
22 lease extension. And not even on that
23 issue, a variety of different other
24 projects that they're asking for support
25 on, which gives us an opportunity to step

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 up as a Committee, as a Council to
3 address those issues.

4 Any other members?

5 COUNCILWOMAN BROWN: Thank you,
6 Mr. Chairman. We live and work in a
7 world where we have to listen to all
8 sides. We have to listen to all sides
9 carefully and make sure that we, with a
10 heart, as one of the eloquent speakers
11 spoke, hear -- not just listen but hear
12 what is being said. And I being a
13 product of a mother, 88-year-old mom
14 who's still living, former school teacher
15 of 25 years, I come from a union family,
16 a father who died at age 37, left to take
17 care of -- my mom being left to take care
18 of seven kids. He died at 37 as a
19 construction worker. So I get what this
20 means in many more ways than have been
21 spoken.

22 The only good news I hear and
23 have heard here this afternoon is that
24 this is a long-term stretch. It's really
25 going to be a marathon. But there's some

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 serious unresolved, deep concerns about
3 the short-term experience that I've heard
4 from so many of you, and it's the short
5 term that is on this table today.

6 Labor harmony does matter.
7 Fair wages do matter. And, yes, it is
8 important that we figure out a way to
9 capture in the way that has been so
10 eloquently articulated this afternoon we
11 demonstrate that in the action we're
12 about to take going forward.

13 So to the Administration and
14 specifically to the Law Department, I
15 will work with you and figure out how we
16 indeed apply clawback provisions for
17 subcontractors who don't honor up. I'm
18 sure there's a process, but having heard
19 this afternoon that there's nothing in
20 place currently, we need to really figure
21 that out as a government and what we do
22 with companies who mistreat, badly treat,
23 wrongly treat folks, period, who want to
24 take care of their families.

25 So that will be my one ask that

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.

2 I will work closely with the Chairman of
3 this Committee and the President of
4 Council to figure out how we include
5 clawback provisions going forward with
6 subcontractors who win the opportunity to
7 do business with the City of
8 Philadelphia.

9 Thank you, Mr. Chairman.

10 COUNCILMAN JOHNSON: Councilman
11 Henon.

12 COUNCILMAN HENON: Thank you,
13 Mr. Chairman.

14 So I sit here today having a
15 long hearing, and I just want to state
16 for the record something clear, that I
17 don't think this body has gone far enough
18 with the labor harmony agreement and some
19 of the protections that you've heard here
20 today in many of the testimonies. The
21 thought -- the simple thought of -- and
22 it's not simple, but the big thought of
23 losing investments to our airport is
24 frightening in itself. The capital
25 investment that the airlines and the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 passengers and the Administration has
3 planned and has approved will live to
4 fight another day. But I want to put the
5 Administration and the airlines on notice
6 that we're serious -- I mean, we are
7 serious as a legislative body -- about
8 the long-term agreement, about putting
9 some of these protections in and some of
10 these labor harmony agreements into our
11 next agreement.

12 As you'll see today, the
13 not-far-enough labor harmony and some of
14 the verbiage that is going to be
15 introduced as an amendment today is just
16 a start, and I appreciate the cooperation
17 of the Administration, the airlines to
18 agreeing to some of the language, but
19 that's just the first step on a
20 longer-term solution as we move forward.

21 As you can see, what comes out
22 of Committee today hopefully is the
23 legislative intent of this body and the
24 people we represent, and we hope that,
25 again, the Administration and that the

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 airlines take this serious, because we
3 are serious and we want to move forward
4 to be and continue to be a first-class
5 regional airport now, especially after
6 the merger.

7 So we look forward to working
8 with everybody for the longer-term goal
9 and putting Philadelphians back to work.

10 COUNCILMAN JOHNSON: It has
11 been moved and properly seconded that the
12 amendments to Bill No. 130455 be adopted.

13 All those in favor of the
14 motion signify by saying aye.

15 (Aye.)

16 COUNCILMAN JOHNSON: The motion
17 carries. The amendments to Bill 130455
18 have been adopted.

19 Councilman Greenlee.

20 COUNCILMAN GREENLEE: Thank
21 you, Mr. Chairman. I move that Bill No.
22 130455, as amended, be reported out of
23 this Committee with a favorable
24 recommendation and that the rules of
25 Council be suspended to allow for first

1 6/4/13 - TRANSPORTATION - BILL 130452, etc.
2 reading at our next session of Council.

3 (Duly seconded.)

4 COUNCILMAN JOHNSON: All those
5 in favor signify by saying aye.

6 (Aye.)

7 COUNCILMAN JOHNSON: All
8 opposed?

9 (No response.)

10 COUNCILMAN JOHNSON: The motion
11 carries.

12 That concludes the business of
13 the meeting on the Committee on
14 Transportation.

15 (Committee on Transportation
16 and Public Utilities concluded at 6:15
17 p.m.)

18 - - -

19

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this
transcript does not apply to any reproduction
of the same by any means, unless under the
direct control and/or supervision of the
certifying reporter.)

A				
Aaron 162:8	Act 159:4	108:10 139:3	78:3 84:5 90:3	68:17 79:8
abdicate 65:14	acting 57:25	165:11 166:7	100:21 168:21	82:25 84:10,21
abide 38:8 40:17	58:11 61:16	171:13 173:2,5	agreed 45:8 81:14	84:21 95:7,8
41:3,6 123:8	137:5	173:17,25	140:20,21 166:7	124:2 129:4,8
ability 4:25 8:8,17	action 138:9	admire 67:10	agreeing 173:18	129:11 158:5
21:8 25:20	140:3 171:11	adopt 111:10,12	agreement 7:21	aircraft 11:6,21
67:10	actions 30:3,14,15	adopted 174:12	8:4,4,7,21,23	airfield 12:4
able 3:25 4:13 5:9	31:4 33:5,8	174:18	9:2,8,23,25 10:3	21:23 22:7
15:19,21 18:14	61:20 87:15	adults 16:22	10:12,17,24	75:15
22:13 25:21	actively 9:19	119:14 139:16	11:23 12:15,21	airline 9:3 10:13
27:13 60:11	activities 10:10	advance 9:14	12:23 14:8,11	20:11 30:13,19
62:4 71:5 74:4	22:22 29:22	10:19 95:14	14:14,19 15:7	32:6 33:18
75:12,18 106:15	35:2 59:5	96:5 101:12	15:17 25:14	35:24 39:4,17
117:2 118:19	actual 21:13 37:8	advice 4:11	26:2 29:8 30:4	42:24 45:19
120:23 134:22	39:10 41:16	advisory 101:24	30:11 36:12,24	47:9 48:5 49:10
137:17,25	48:24 58:10	144:3 165:23	38:13,24 43:4,7	49:11 70:20
155:20	82:3,14 166:17	advocate 138:7	44:2,18,23 45:3	71:3 72:13
absence 25:25	ad 27:6	advocating 94:13	45:11,15,16,19	74:16 77:23
70:17	add 110:15 157:4	164:23	45:20,22 54:22	80:6 89:13
Absolutely 40:13	157:22	affect 78:23	55:11 57:6,9	104:6,18 142:24
abuse 66:3	added 4:24 54:13	afford 115:9,10	70:15,18,19,25	airlines 1:21 3:5
accept 41:20	79:21	117:5 119:21	71:8,11,13	6:19 7:22 8:2,15
83:24	addition 11:22	120:5,23	72:19 73:2	9:9 10:4,6 14:16
acceptable 79:10	139:6	AFL-CIO 92:18	74:15 75:3,10	19:13 29:10
access 139:9,13	additional 9:3	95:25 98:10	75:25 77:7,24	31:24 36:15,25
accommodate	10:22 79:21	100:14	78:12 79:15,20	37:5 44:2 45:11
11:6	104:22	afternoon 3:15,18	79:23,25 80:6	61:12 71:2,24
account 40:7	address 31:8 32:6	7:6 14:3,4 16:8	80:20 82:21	74:9 77:13 78:6
accountability	58:10 59:9,15	16:9 32:20,21	85:18 89:9,13	79:17 80:14,22
64:10,16	60:11 82:20	91:17 92:3 96:2	90:3 93:7 94:5	80:23 81:8
accountable	87:22 105:5	96:18 101:20	99:9 102:5	87:24 88:21
28:17,19 64:3	168:24 169:18	105:13 113:22	123:12 135:15	102:6,7 103:15
accounts 12:12	170:3	122:11 135:24	137:8 138:13	104:3 121:6
accurately 176:5	addressed 58:4	170:23 171:10	148:10 172:18	126:19 142:20
accusations 94:15	142:12 168:10	171:19	173:8,11	158:6 172:25
achieve 24:10	addresses 165:15	age 170:16	agreements 1:20	173:5,17 174:2
acknowledge 5:20	addressing 32:3	agencies 74:14	2:21 3:4 5:2	Airline-Airport
5:22 27:23	82:4,9 98:5	agency 87:13	6:17 89:2,6,22	26:2
acknowledged	166:25	agenda 101:13	89:23 90:14	airport 3:7 6:20
104:16	adequate 68:4	168:15	173:10	7:11,16,24 8:2,7
acquire 71:5	adhere 23:13	aggregate 24:17	agrees 84:8	8:8,15,19,22 9:4
75:13	adherence 59:4	aggressively	ahead 92:14	9:9,12 10:8,13
acquisition 20:13	adjacent 146:19	169:18	98:21 107:13	10:18 11:23
75:11	adjourn 163:10	ago 75:12 116:7	142:2 145:10	12:8,9,25 13:9
acrimonious	administration	136:6 152:23	149:3	16:16,18 17:22
94:14	7:13,24 13:6	160:21	air 9:10 65:12,16	18:2,25 19:8,11
	49:22 81:13,14	agree 54:7 62:20	66:16 67:21	21:19 22:7 23:3

23:15 25:21 27:2,4,8 28:2,9 29:17 30:13 31:18 33:20 35:10,24 57:25 58:6 60:17,23 61:10 62:4,6,7 62:12,13,15 66:15,19,21 67:21 68:15 71:22,25 72:7 73:16 74:8,19 80:15 81:19 82:11 89:8,11 90:12 93:10 96:12 99:9,10 99:18,20 101:7 101:24 102:8,11 102:19 103:17 103:19 104:11 104:21 105:2 110:4,11 112:6 114:2,5,8,16 115:11 116:14 116:14,21,23,25 117:9 118:6 120:18 121:9,22 122:5,5,20 123:12 125:20 125:23,23 126:11,17 129:19 130:18 132:4,11,21 133:6,14,21,24 134:7,11,25 135:18 137:7,12 137:22 138:16 142:7 153:11 154:10 157:3,19 157:23 158:20 159:2 160:8 165:3 166:2,2,6 166:15 167:5 169:20 172:23 174:5 airports 16:19 27:6,10 103:14	153:15,25 155:5 Airport's 9:5,13 9:18 10:5 11:2 Airport-Airline 7:20 8:3 70:17 102:4 airside 11:20 Airway 80:25 Airways 9:18 11:11 14:15,21 72:10,21 80:11 80:16,21 81:6 81:22 83:15 84:8,9,9 85:5 104:3 114:12 115:21,25 116:20 117:14 117:21 118:14 121:21,23 132:5 134:12 135:6 142:17,21 144:25 Airy 131:20 149:9 Air's 84:2,2 alike 103:15 allow 13:11 65:24 66:17 67:13,13 68:25 100:24 102:10 103:19 104:20 133:2 134:16 139:14 150:11 151:3 163:21 174:25 allowed 4:16 5:4 134:12 allowing 133:9 145:17 156:21 allows 150:4 alluded 72:6 amend 138:12 amended 52:13 56:10 174:22 amendment 123:12 126:10 135:14 140:5 141:8 156:15 166:24 167:25	173:15 amendments 164:12 174:12 174:17 amenities 103:8 America 114:10 American 14:16 14:22 65:19 69:4 95:8 104:2 142:19,23 150:24 amount 15:9 24:20 66:9 169:14,15 Amtrak 157:14 158:22 anchor 110:21 Andrew 3:12,16 6:4 and/or 20:18 30:6 64:8 176:22 anecdotal 146:7 Angeles 153:23 154:25 announced 14:22 annually 12:11 anomaly 95:5 answer 5:17 13:18 29:6 34:5 37:17,19 58:3 58:17,25 88:23 100:15 answered 150:12 anticipate 18:2,6 anticipated 10:16 19:20 anticipation 20:21 anybody 93:24 131:2 anymore 155:24 anyway 46:13 53:6 119:22 apart 5:10 apologize 96:4 apparently 143:2 144:12	appeal 126:9 150:18,19,20,22 appear 145:5 applause 28:22 34:3,18 37:21 40:18 43:16 45:17 47:6 50:6 52:9 53:22 57:15 58:14 60:8 62:17 65:5 67:5,18 69:7 85:2 86:11 97:7 97:10 100:6 101:17 106:20 116:12 121:15 123:17 124:24 125:13 126:2 129:9 131:5,14 132:16 133:15 134:20 136:21 138:3 141:4 144:9,19 145:7 154:5 156:7,19 applies 47:22 apply 34:10 47:14 88:4,24 99:22 116:11 171:16 176:20 appointed 144:3 appreciate 13:14 62:2 91:6 105:4 120:5 163:5 173:16 apprentice 106:23 apprenticeship 105:22 106:8 approach 91:23 approached 3:13 6:25 42:10 82:22 91:24 113:15 127:8 141:19 152:6 approaches 154:15 appropriate 32:4 32:11 38:14	80:19 approval 8:16 9:3 10:14 45:23 70:20 71:3,12 77:8 164:11 approve 12:21 45:20 56:16,20 approved 10:7 12:23 25:19,23 37:24 38:5 40:23 45:14,15 55:20 73:4 74:25 75:6 173:3 approves 55:11 90:15 approving 55:22 approximately 19:10,14 24:23 arbitrary 101:12 Arch 136:3 area 11:10 22:11 22:12,13 23:17 24:9 areas 22:4,15 76:18 81:16 97:3 argue 65:22 78:22 Arlene 108:2 Arthur 110:8 articulated 88:5 171:10 aside 139:18 asked 57:24 80:4 91:12 140:25 142:13 165:17 asking 4:21 71:11 83:15,16 84:12 84:12 91:12 93:24 114:2 129:23,24 141:2 151:5,6,7 162:14,21,22,23 162:24 169:24 assembly 140:21 assert 32:8 assessment 18:3,7
--	--	--	---	---

165:24	175:6	63:10 99:5	120:11,21 121:8	99:1 100:1,11
assist 98:10		battle 162:10	121:9,11,18,18	101:1,25 102:1
assistance 116:6	B	beautiful 130:13	124:21 130:20	103:1 104:1,20
116:16 125:8	B 22:10 76:17	149:13 157:23	beyond 115:20	105:1 106:1
associated 8:14	back 4:20 14:20	160:8	169:17	107:1 108:1
10:10 13:4	15:4 27:8 57:22	beauty 109:21	bid 76:21	109:1 110:1
asthma 115:6	63:2 73:9 77:22	bed 128:25	bids 24:3	111:1 112:1
ate 146:25	81:12,25 86:22	began 167:9	big 18:20 30:8	113:1 114:1
attach 80:19	89:17 96:20	beginning 17:10	114:9 172:22	115:1 116:1
84:17 138:10	100:9 105:14	begun 75:9	bill 1:16,19 2:10	117:1 118:1
attached 83:3,22	108:16,20	behalf 55:10 57:9	2:15,25 3:1,10	119:1,2,2 120:1
84:16	112:14 133:8,10	81:7 93:6	4:1,15 5:1,15	121:1 122:1
attachment 79:10	142:10 147:6	167:13	6:1,9,13,14 7:1	123:1 124:1
79:14	167:10 169:21	behaving 60:6	7:17 8:1 9:1	125:1 126:1
attempt 104:24	174:9	beings 151:12	10:1 11:1 12:1	127:1 128:1
attendant 114:16	backs 144:17	believe 20:16,22	13:1,12,24 14:1	129:1 130:1
118:7 158:2	bad 31:5 67:4	20:25 23:3	15:1 16:1 17:1	131:1 132:1
attendants 115:23	144:16	25:15 28:6 32:2	18:1 19:1 20:1	133:1 134:1
attended 109:6	badged 19:9	38:12 39:13,19	21:1 22:1 23:1	135:1 136:1
attention 30:7	badly 60:6 68:2,8	39:25 40:9	24:1 25:1 26:1	137:1 138:1,10
33:21 60:16	171:22	41:11 42:9	27:1 28:1 29:1	139:1 140:1
165:13	baggage 11:12	44:15 47:17,21	30:1 31:1 32:1	141:1 142:1
attract 111:20	62:15	50:25 51:4	33:1 34:1 35:1	143:1 144:1
attractive 102:21	balance 138:5	67:20 72:12	36:1 37:1 38:1	145:1 146:1
103:14	banks 74:14	73:7 74:19 80:5	38:20 39:1,11	147:1 148:1
at-large 73:18	Baptist 145:13	80:11 81:5 82:5	40:1 41:1 42:1	149:1 150:1
authored 149:14	barely 107:6	84:7 100:17,22	43:1,15,18,21	151:1 152:1
authority 55:7	117:18 120:13	125:24,24	44:1,13,23 45:1	153:1 154:1
authorization	bargain 101:2	136:20 157:24	45:8 46:1 47:1	155:1 156:1
20:11	bargaining 94:4	169:3	48:1 49:1,25	157:1 158:1
authorized 12:14	167:15	benchmark 20:6	50:1 51:1 52:1	159:1 160:1
27:2 55:13	Bartram 166:10	benchmarks	53:1 54:1 55:1	161:1 162:1,25
authorizing 1:16	base 103:12	19:22	56:1,10 57:1	163:1,13,14,17
1:19 2:16 3:2	157:25	benefit 73:17	58:1 59:1 60:1	164:1,8,13,17
6:15 7:18 102:2	based 30:2 81:23	89:18 100:2,3	61:1 62:1 63:1	165:1 166:1
automated 11:12	basic 115:10	120:10 154:2	64:1,20 65:1	167:1 168:1
11:19	157:7	benefits 36:8 39:3	66:1 67:1 68:1	169:1 170:1
available 24:9	basically 57:24	54:14 72:15	69:1 70:1 71:1	171:1 172:1
61:10 127:4	64:22 68:5	98:14 115:13	72:1 73:1 74:1	173:1 174:1,12
137:15	basis 20:20 27:6	119:18	75:1 76:1 77:1	174:17,21 175:1
Aviation 13:6	31:24 64:6	best 4:12 27:14	78:1 79:1 80:1	billion 10:15
aware 35:21	67:15 68:20	32:5 58:2,12	81:1 82:1 83:1	12:10 20:9,16
113:2	72:17	61:6 72:21	84:1 85:1 86:1	26:12,13 76:2
awful 107:5	Bass 1:11 5:21	83:19 85:4	87:1 88:1,9 89:1	78:7 145:6
111:21	57:18,19 58:15	100:23 163:4	90:1 91:1 92:1	billions 116:22
aye 163:25 164:2	59:18 60:9 61:3	better 73:16	93:1 94:1 95:1	140:12
174:14,15 175:5	62:10,18 63:6	102:14 120:10	96:1 97:1 98:1	bills 2:14 115:4

117:17 118:23 118:24 120:4 143:19 146:4 bind 84:10 85:7 85:11 binding 55:23 154:20 binds 79:16 Bishop 127:3,5,6 131:6,8,15 132:17 133:16 134:21 141:18 144:14 145:11 145:12 bit 69:15 74:18 95:5 black 90:16 131:21 blame 66:15,16 blessed 155:23 block 116:2 121:22 122:2 131:18,19 blocks 130:14 Blondell 1:14 2:11 16:5 99:6 105:11 blood 115:7 119:24 blow 83:23 84:3 86:16 board 21:19 22:14 101:24 169:6 Boathouse 158:20 Bobby 1:12 2:10 body 4:18 49:15 75:11 77:6,13 98:24 172:17 173:7,23 bold 140:3 boldly 136:19,23 bond 25:24 bonds 25:25 book 157:11 159:7,15 books 169:5	Bookstore 159:9 bookstores 159:8 born 131:17 152:21 borrow 26:5 bottom 122:25 Boulevard 145:14 bound 81:4 bounds 67:25 boyfriend 118:21 bracket 43:22 break 83:3 breaking 33:19 Brian 1:13 164:7 bridge 10:2 brief 63:8 91:13 164:19 briefly 3:20 63:7 105:20 bring 33:21 113:12 141:17 144:7 146:8 148:6,23 151:23 bringing 165:12 brings 142:9 British 80:24 Broad 132:24 138:20 broke 131:18 broken 20:24 brokering 144:16 bronze 149:13 brothel 95:12 Brotherly 147:25 brothers 129:21 151:13 brought 30:7 49:2 147:11 Brown 1:14 2:12 16:5,6,11 18:21 19:17 21:10 22:19 24:11 25:2,9 26:19 27:16 86:20,21 88:2,8,22 89:4 89:10,20 90:9 90:20 105:9,11	105:12,18 107:18 108:8,13 109:4 110:12,22 112:8 113:3 170:5 brownout 158:13 budget 4:15 107:13 116:9 build 74:19 142:23 building 22:9 66:2,25 72:3 86:7 92:13 94:18 105:24 106:11 129:22 Bullies 132:24 bullwhips 147:9 147:17 bullying 125:17 132:25 133:2 business 7:15 58:16,19 59:13 59:25 60:22 65:10 88:15 92:12 102:24 107:8 134:19 143:2,3 144:12 144:23 159:8 172:7 175:12 businesses 33:10 99:2 102:22 103:18 155:4,6 155:7 buy 158:19 159:14 B/C 11:10	Cameron 7:12 24:24 cancel 27:6 candidates 112:18 capability 11:6 capable 11:7 capacity 9:6 10:5 17:20 21:7 23:19 24:8 25:17 73:12,15 75:14 102:13 capital 8:12,16 9:4,12 10:7,15 10:22,23 11:8 13:2 73:25 76:6 111:7 172:24 capture 171:9 captured 21:14 car 11:15,17 22:12 76:15 card 67:14 69:3 cards 64:24 care 45:13 46:3,6 118:11,20,20 147:20 158:19 170:17,17 171:24 career 17:16 26:20 61:13 112:21 carefully 170:9 caregiver 115:14 Carolyn 141:17 141:24 142:4 145:9 carrier 9:18 11:11 carriers 9:10 80:24 84:10 85:7,11 carries 174:17 175:11 carrying 69:3 case 27:10 30:18 55:14 cases 66:7 cash 74:20	Catholic 149:8 cause 73:21 74:3 85:16 Cean 152:9,11 160:6,12 Center 94:14 106:12 107:10 109:17 128:8 century 39:2 98:13 99:22 126:10 129:4 CEO 142:20 143:6 144:5 CEOs 104:2 CEP 9:14 10:10 10:19 12:14,17 13:7 102:14,14 103:2,16,16,19 104:23 CEP's 104:24 certain 2:24 3:7 6:20 63:19 66:9 80:23 83:24 89:18 169:14,15 certainly 15:16 17:9 23:3 25:14 26:3,7 59:15 60:15 73:23 74:2 77:21 78:12 80:16 150:17 certainty 8:17 CERTIFICATE 176:2 certification 176:19 CERTIFY 176:3 certifying 176:23 Chair 1:10 19:22 69:14 Chairman 3:16 7:7 13:16 14:2 16:3,7 27:19 32:19 48:16 53:24 57:20 63:3 64:19 69:9 79:5 90:21
--	--	---	--	--

91:12 101:21,23 127:15,18 131:6 163:14,17 164:11 170:6 172:2,9,13 174:21 Chairman's 32:24 57:23 challenge 107:22 challenges 131:23 Chamber 130:5 Chambers 136:18 champion 78:22 140:22,23 championed 120:6 champions 140:24 chance 47:21 114:13 120:9 128:5,7 change 46:21 48:2 48:8,12,13,16 48:19 49:8,18 49:20 52:11 56:23 68:14 148:16,16 161:12 changed 39:23,25 40:8,12 46:25 79:23 136:15 changing 47:4,8 68:15,16 74:7 channels 32:4 charge 71:23 charges 8:10 69:21 70:22 charity 124:18 125:9 Charlotte 132:6 Charter 49:17,20 chastened 93:12 check 160:7 checkpoint 11:14 checkpoints 76:18 Chellie 7:12	Chief 7:9 child 119:14 132:22 children 128:25 138:21 139:15 children's 138:19 choice 123:24 150:5,7,25 chord 78:5 chose 14:13 Chris 141:18 149:6 Christ 131:10 Christian 160:13 church 122:12 123:3,4 124:11 131:9 136:4,7,8 140:22 145:14 149:8 160:13 Cindy 1:11 5:21 57:18 circle 57:22 131:10 circumstance 88:4 circumstances 108:17 112:17 cities 103:13 104:14 153:21 154:6,12 155:11 155:14,17 157:22 citizen 149:20 citizens 62:13 99:3 101:13 117:6 126:6,15 126:23 134:10 149:22 city 1:2,7,18,21 2:21 3:4,25 4:12 4:14,25 6:18 7:21 10:20 17:13 19:12,16 23:6 25:23 28:7 29:2,18,23 30:22 42:17,18 45:23 46:18	49:10 50:15 51:23 53:13,18 54:10 55:6,8,10 55:10,13,24 56:14 57:10 58:12 60:3,19 61:6 62:2,7,22 63:15 69:19 70:14 72:15 73:17,18 77:15 77:15,18 78:15 78:24 82:11,18 88:15 89:17 94:12 97:2 98:6 99:14,24 101:8 101:11 102:5,16 103:10 107:16 108:2 113:22 114:3,9,12 117:12,19,20 120:7 121:19 122:3 123:5,9 123:24 125:11 127:19,25 128:9 128:11,15,21,24 129:8 130:2,9 130:12 131:2,17 132:19 133:3,17 133:19,20,25 135:11,20,25 136:19 138:18 138:19,22 139:21,25 140:2 140:10,16,24 143:14,21,23 144:15,18 145:4 145:24 146:3,13 147:15,25 148:4 148:8,18 149:12 149:15,19,21,23 149:25 150:6,10 150:23 151:10 151:13,16 152:24 153:18 159:7 160:20 162:4,20 167:7 169:10 172:7	city's 64:13 156:12 clarify 42:14 81:10 clarity 169:3 classifications 35:13 clawback 88:3,7 88:23 89:2,7,22 89:24 171:16 172:5 clawbacks 89:15 clear 48:25 50:10 50:16 64:12 79:18 122:22 123:24 172:16 cleared 169:9,11 clearly 134:15 clerk 2:13,15 3:10 3:12 6:12,14,23 6:24 91:20 145:25 158:11 clients 124:20 clock 91:14 close 20:16 97:15 closed 136:8 closely 3:24 172:2 closer 20:23 closer-in 76:24 CNAs 158:16 coalition 130:18 code 38:9 39:20 39:22 41:4 45:4 50:19,23 51:5 59:23 136:11,11 139:16 cog 110:11 collaboration 72:10 collaborative 18:12 colleague 22:20 131:16 colleagues 13:17 142:23 160:16 164:18 collecting 107:6	collective 94:4 167:14 collectively 100:25 color 105:21 106:3 133:12 colorful 96:3 combined 10:11 104:17 come 32:12 62:7 63:2 77:7 89:14 91:6 106:9 109:2 119:25 120:4 123:10 130:12 143:22 146:3 149:20,23 150:17 152:3 155:22 161:17 162:15 168:18 169:21 170:15 comes 26:13 105:21 110:24 115:14 134:18 143:14 161:9 173:21 coming 4:9 18:6 61:10 62:14 110:3 112:25 147:14 150:16 153:12 commence 102:12 comment 62:3 106:22 comments 78:9 86:22 Commerce 1:20 3:2 6:16 7:19 55:15 102:3 130:6 commercial 25:22 Commissioner 1:16 2:17 commitment 24:25 25:8 68:13 80:12,21 80:22 81:5,6 82:4,8 85:15
---	--	--	--	--

94:18 109:20 168:12 commitments 4:9 4:22 17:5 94:20 154:20 166:16 committed 18:16 82:17 168:14 committee 1:3 2:5 5:19,24 7:8 13:17,23 71:13 72:6 73:6 78:10 80:4 101:22 105:8 131:7 133:16 135:25 138:9 144:3 145:18 151:20 161:19 163:18 164:6,13,18 165:23 170:2 172:3 173:22 174:23 175:13 175:15 committing 81:17 commodity 143:10 common 84:18,20 101:13 150:10 communication 121:10 communities 155:3 community 61:7 95:11 99:4,24 108:23 142:5 144:4,7 companies 65:2 67:4 99:13,20 101:11 171:22 company 31:12 65:25 67:3 70:6 115:7 125:18 competing 110:6 125:21 competition 12:19 competitive 4:6 103:13 105:3	137:23 competitively 3:25 5:6 competitiveness 9:15 complaint 31:14 complaints 31:16 31:25 complete 14:24 15:3 19:23 138:9 completed 26:6 76:10 completes 27:18 compliance 81:18 comply 46:15 component 63:23 64:11 168:9 components 134:22 compromising 167:23 concern 9:11 83:9 106:2 123:6 148:2 153:9 concerned 84:21 84:22 113:23 134:8 137:8 142:10 149:24 concerns 30:6 31:8 49:5 59:10 63:18 165:12,15 171:2 concessions 19:14 23:15 concluded 73:7 175:16 concludes 175:12 conclusion 104:19 conclusions 32:12 concourses 11:20 concretely 162:25 condition 39:18 conditions 2:24 3:8 6:21 28:11 31:21 54:21 63:24 64:4	72:20 121:19 138:21 165:4 conductive 64:5 conducting 59:12 conferences 31:20 congregation 149:9 connecting 104:13 conscience 150:18 consensus 10:4 consider 137:13 consideration 9:10 82:19 considered 78:11 consistent 24:8 45:4 50:18,22 59:13 144:22 consists 143:7 consolidated 11:17 76:15 constantly 15:22 constituted 61:19 constitutes 79:16 construction 13:8 20:15,18,25 22:17 34:10,11 34:15 35:2,7 63:19 73:22 75:2 76:5,14,22 92:13 93:11,16 94:6,10 103:5 107:24,25 108:5 109:2 111:9 112:7,18 170:19 consultation 40:10 consumers 31:6 contained 10:24 176:5 context 29:4 30:5 30:8 89:3 contingent 45:22 75:3 continually 33:19 147:5 continue 8:18	11:24 54:7 72:21 102:11 117:22 135:10 148:13 168:11 169:17 174:4 continued 109:12 continuing 61:14 contract 23:18,22 23:24 24:16,18 28:16 29:9 33:22 36:25 37:3,23 38:7 40:16 41:13 46:17,18 50:10 52:7 53:18 59:3 59:9 67:24 68:10,21,23 87:23 88:13 126:13 contracted 87:11 contracting 53:13 61:9 87:13 contractor 58:10 70:7 contractors 57:24 58:5 99:11 contracts 24:3,5 29:15 38:5 40:23 41:3 51:25 52:5,14 52:16,17,19 101:11 125:22 144:16 contractual 29:19 59:16 88:19,20 90:18 contrary 99:12 contribute 103:11 contributes 12:10 control 176:22 Convention 94:13 106:12 107:10 109:17 conversation 31:15 78:17,18 105:24 106:2 145:17,20	167:10 conversations 81:24 100:12 cooperation 173:16 copy 79:7 81:11 118:9 corporation 134:18 143:6,7 144:11 145:3 corporations 135:3 154:2 correct 34:17 36:20 40:2 44:25 45:21 47:2 51:17 54:15 56:12,21 88:25 176:8 correctly 87:5 151:24 cost 8:17 9:11 costs 8:14 20:13 20:15 93:12 Council 1:2 3:19 4:10 12:21 13:12 25:23 44:19,24 45:23 64:21 70:14 77:15,16,22 78:15,15,16,18 92:13 94:12 97:19 98:6,15 101:8 107:16 108:2 113:22 114:12 117:19 117:20 120:9 121:19 122:2,3 123:5 127:19 128:15,17,19 130:2,9 131:2 132:19 133:17 135:25 136:19 140:3,24 146:4 148:8 151:10 152:20 159:7 161:18 163:20 163:22 167:18
---	---	---	--	---

169:10 170:2 172:4 174:25 175:2 Councilman 1:10 1:11,12,12,13 1:13,14 2:2,6,9 2:10,10 3:9,24 5:18,22 6:3,7,11 6:22 7:3 13:20 13:24,25 14:5,6 14:14 15:8,15 15:24 16:4 17:11 22:20 27:20,23 28:23 29:7,21 31:9 32:15,17,18,22 32:23 33:13,23 34:2,4,5,9,14,19 35:5,11,15,18 36:3,7,17,21 37:6,12,17,18 37:23,25 38:6 38:15,19,22,25 39:7,9,15,16,21 39:22 40:3,13 40:19,22,25 41:10,15,22 42:6,12,20,22 43:5,6,10,13,14 43:17,20,21,25 44:4,7,10,12,17 44:22 45:2,6,7 45:13,18,22,24 46:4,7,9,11,14 46:20,24 47:3,7 47:12,16 48:4,7 48:11,15,18,21 49:7,8,19 50:4,7 50:11,17,21 51:3,8,9,14,18 51:20,24 52:3,4 52:8,10,21,25 53:9,14,21,23 54:2,6,16,17 55:3,4,18,25 56:4,5,13,15,19 56:22 57:3,7,11	57:16,17 63:5,9 63:15 64:17,18 65:6 67:6,19 69:8,10,11,12 69:13,16,25 70:18 71:10 72:5 73:19,24 74:3,23 75:24 77:5,10 78:14 79:2,2,4,14 80:10 81:9,10 81:23 82:23 83:14,16,20 84:11 85:3,10 85:20 86:3,12 86:18,19,23 88:8 90:22 91:2 91:22 92:2,8,14 92:19,23 93:4 95:20 98:12 100:21 101:18 105:7,10 113:5 113:10,17 120:6 127:2,6,10 128:3 131:25 135:24 136:25 140:20 141:12 141:15,21,25 145:8,16 149:3 151:19,22 152:10,15 158:24 159:10 159:18,23 160:4 160:9 163:8,14 163:16,24 164:3 164:7,8,10,16 169:2 172:10,10 172:12 174:10 174:16,19,20 175:4,7,10 Councilmanic 2:7 129:12 134:2 Councilmembers 168:4 Councilpeople's 112:14 Councilwoman	1:11,14 2:11 5:21 16:5,6,10 16:11,25 18:21 19:6,17 20:9 21:10 22:19 24:11 25:2,9 26:19 27:16 57:18,19 58:15 58:24 59:18 60:9,25 61:3 62:10,18 63:6 63:10 86:20,21 87:4 88:2,8,18 88:22 89:4,10 89:20 90:9,20 90:23 99:5,6 105:9,11,12,17 105:18 107:18 108:8,13 109:4 110:12,22 112:8 113:3,6 170:5 Councilwomen 143:12 Council's 114:3 117:13 count 20:21 counteract 98:16 98:24 counterparts 97:3 country 16:20 27:11 100:23 143:5 150:9 153:16,21 154:12 155:14 157:9 County 146:17 couple 4:8 75:12 109:25 coupled 73:2 courageous 161:5 161:19,24 162:17 courageously 162:2 course 65:9 103:6 142:5 167:12 court 145:25	courtyard 149:11 cousin 146:18 cover 119:21,23 119:24 coverage 126:17 covered 36:9 co-workers 116:4 117:24 crack 126:15 crafting 77:17 create 10:16 12:16 19:20 83:10 103:2 123:19 143:20 154:16 165:22 created 104:23 creating 129:18 134:24 165:24 credit 64:24 creditworthiness 8:11 crime 129:14 crisis 66:18 critical 10:22 11:24 72:8 104:17 112:6 critically 12:20 culture 148:16 current 12:22 19:7 22:23 31:10 86:25 87:2 currently 19:2,11 19:15 74:8 103:21 171:20 curse 96:6,7 cursing 96:8 curve 153:19 154:23 customer 115:24 121:9 cuts 116:9 cycle 151:3 D dad 167:17 daily 68:20	date 43:3,7 44:5 44:21 daughter 118:18 119:8 121:4 Davis 145:13 day 67:11 90:4,5 90:7 91:4 94:17 98:8 103:22 115:18 117:16 138:16 143:9 155:22 173:4 days 100:10 110:21 114:21 118:15 120:3,7 120:19 147:7 day-to-day 64:6 DBE 23:8,9,12,13 23:21 24:4,12 deal 15:20 20:14 21:8 32:13 33:2 34:6 73:10 79:19 83:4 84:4 85:13,13 86:16 88:11 95:5 169:19 dealing 70:4 deals 15:19 debate 106:2 debating 129:3 debt 70:24 decency 93:21 decent 67:3,3 decide 27:7 32:5 decided 4:11 46:12 108:10 153:25 decision 13:3 90:10 157:6 160:22,25 161:6 161:24 162:3,3 decisions 117:15 117:16 dedicated 154:20 deem 29:23 deemed 9:23 87:20 deep 97:5,16
--	--	---	--	---

136:9 171:2 deepen 106:15 defensive 129:11 defer 79:13 deferential 95:9 defining 89:21 definition 41:8 52:12 definitions 41:7 Delaware 102:17 delay 104:25 delays 73:21 74:3 Deliverance 140:22 delivering 155:8 delivery 1:17 2:18 2:22 demands 18:15 democracy 96:24 demonstrate 171:11 denomination 136:7 denying 101:9 department 36:13 36:19 37:2,16 37:24 38:4,11 40:6,11,24 41:11,25 42:5,7 42:15,19 46:2,5 47:18 49:14,21 50:25 51:7,22 55:12 63:16 68:5 79:13 80:9 84:25 88:3 90:15 129:7 139:2 158:12 171:14 departments 51:23 53:18 160:2 depend 102:22 dependable 115:17 depending 79:15 120:24 depends 61:24	Deputy 7:12,14 42:17 55:15 derailments 158:8 deregulation 4:3 deserve 116:4 117:7 122:7 136:20 138:23 deserves 70:10 148:20 design 11:18 20:17 21:18,20 22:3 76:20 designed 23:14 98:23 102:19 105:2 desirable 15:11 desire 9:14 69:2 desperately 93:8 detail 16:17 20:2 22:21 determined 4:12 49:22 133:4 detriment 85:17 developed 154:13 developing 22:2 development 7:15 17:7,24 81:16 81:20 154:24 devote 111:21 died 170:16,18 difference 41:5 53:5 63:22 133:18 148:15 148:19 different 22:4 35:12 74:12 81:15 128:23 129:24 130:16 148:14 155:14 169:23 differently 51:22 difficult 26:5 114:23 difficulty 84:15 dignity 100:18 122:7 123:7,14	126:7 direct 12:16 70:4 90:17 103:3 165:16 176:22 directives 8:6 directly 21:6 30:11,17 59:8 87:25 100:15 126:11 Director 1:20 3:2 6:15 7:12,14,19 55:14 102:3 131:11 disabled 115:16 138:15 disagree 32:8 43:12 45:5,8 78:4 84:24 disaster 140:9 discontinuation 88:13 discretionary 27:9 discuss 19:25 105:19 discussed 96:17 discussions 9:19 31:24 disgrace 130:11 disgruntled 64:2 dispute 61:21 disrespects 69:22 disrupt 135:9 distributed 164:13 district 2:7 17:11 127:14 129:13 131:3 152:20 166:9 167:18 districts 17:12 Division 42:18 Divisional 42:17 document 55:5,19 55:24 56:16,18 56:20 82:14 133:22 documents 66:8	dogs 147:9,17 doing 15:12 16:18 22:7 30:21 31:20 60:21 83:12 90:6 95:21 105:20 109:10 115:25 117:11 139:19 139:19 153:17 dollar 26:13 78:7 124:21 dollars 8:20 23:11 26:12 27:9,12 35:3 71:7 76:3 93:10 140:12 door 74:5 doorstep 155:10 Doug 104:2 130:21,25 Douglass 161:3 161:10 163:3 Downstairs 149:11 downtown 128:8 130:12 drafted 46:15 54:10 drawn 16:12 dream 150:22,24 Drexel 111:11 dropped 110:16 drugs 139:18 DSBE 23:5 due 116:8 Duly 163:23 164:15 175:3 duties 87:10 115:20 Dwayne 131:8	early 115:18 136:25 earn 117:3 earned 100:10 120:7 earning 118:12 easier 15:25 58:7 East 131:19 Eastwick 142:5 143:25 easy 60:13 117:12 117:14 120:12 eats 119:7 echo 96:12 economic 10:20 12:11 73:16 84:19 100:2,3 102:20 103:22 165:19 economy 12:8,12 103:18 112:5 effect 54:24 effective 43:3,7 44:3,5 49:16 54:23 108:25 154:14 effects 97:24 98:16 efficient 108:25 effort 112:11 efforts 109:10 eight 130:14 eight-figure 124:16 either 20:17 30:20 59:4 61:16 70:4 70:6 85:14 87:16,17,24 130:14 elaborate 63:8 elderly 115:16 electric 1:17 2:18 electrician 111:23 electricity 4:2,3,5 119:2 elements 73:12 75:21
---	--	---	--	---

eloquent 170:10 eloquently 86:22 96:17 171:10 else's 83:6,6,7 84:23 embedded 162:25 embrace 108:23 emotional 140:14 employed 126:12 126:12 employee 43:22 45:25 46:13 47:18,24 58:7 70:6 87:16 employees 19:9 28:20 30:15,21 31:4 33:9,17 34:16 39:4,17 40:2 42:25 43:20 47:5,10 47:11 56:7 58:4 59:6,10,24 61:16 64:2,25 65:4 66:3 70:4,5 99:18 155:6 employer 30:16 31:3,8 59:12 61:22,24 154:18 employers 60:6 64:22 100:4 employs 39:4,17 42:24 Empower 131:13 enable 10:18 11:23 enabling 10:9 ends 114:7,24 124:5,17 energy 1:17 2:19 2:22 111:22 enforce 35:6 90:13,19 94:7 147:5 enforceable 51:2 57:9 135:15 enforced 49:6 129:23	enforcement 49:5 engage 16:20 29:10,25 33:10 33:14 63:11 166:10 167:14 engaged 29:18 60:5,13 111:3 engaging 29:22 168:23 engine 102:20 128:22,23 165:19 engineer 128:8 engineers 93:14 enhance 17:10 enhanced 11:9 Enhancement 9:6 10:5 17:20 21:7 23:19 25:17 73:12,15 75:14 102:13 enhancements 12:5 enjoy 115:15 enlist 112:13 ensure 99:13 110:24 ensured 137:10 ensures 138:14,16 ensuring 16:14 enter 1:16,20 2:17 3:3 4:22,25 6:16 7:19 102:3 enterprise 111:21 enthusiastic 106:5 entire 10:20 12:18 54:19 142:21 entities 29:12,13 90:17 entitled 2:16,25 6:15 entity 28:18 53:12 53:17 59:2,8,16 61:7 62:2 enumerated 90:2 environment	28:20 64:5,8 envy 150:14 EOPs 84:18 Episcopalians 124:13 equal 67:15 166:4 equally 28:9 102:25 equals 19:24 20:6 20:6 escalator 12:3 escape 151:3 especially 109:25 119:7 129:12 133:11 161:8 174:5 essentially 54:10 74:9,13,17 125:11 estimate 20:23 evaluated 82:15 159:21 evening 149:5 event 168:13 everybody 70:10 78:23 91:13 110:18 128:18 174:8 ever-growing 103:20 evidence 176:4 evil 149:18,24,25 150:2,3,4,7,13 151:16 evolving 112:20 exact 44:21 50:4 54:12 exactly 14:17 39:7 53:21 57:7 109:8 160:23 example 33:17 38:16 80:24 81:3 90:2,8 examples 89:7 exceeded 23:16 107:14 exceeding 24:21	excited 103:24 142:7 exclusive 93:23 95:7 Excuse 42:6 execute 55:6,9,17 Executive 7:10 131:11 executives 124:15 exercise 4:7 exhibit 38:17,18 38:19,21,22 39:11 54:9,18 55:5 exist 134:17 136:15 148:13 existence 147:14 existing 9:8,22 11:24 54:22 79:20 102:11 exists 18:9 135:19 139:10 160:19 exorbitant 93:25 expand 69:15 expansion 28:2,3 28:4,6 66:20,22 68:16 72:7 94:14 129:20 137:12 142:8 153:11 165:5 166:3,19 expect 24:3 66:14 99:2 141:7 expectation 15:4 21:24 26:8 73:8 expectations 26:14 64:16 87:11 expected 12:16 87:7 expeditious 93:7 95:17 96:13 expeditiously 137:9 expend 85:16 expended 93:13 expending 35:3	35:10 expensive 120:2 experience 171:3 experienced 109:11 experiences 111:6 expire 8:23 expires 75:8 explain 34:21 explained 70:19 expressed 86:23 expressing 160:19 extend 49:23 54:11 55:7 99:8 extended 11:5 extends 8:22 extension 1:20 3:3 6:16 7:20 8:21 9:2,7,22,25 10:12,17,24,25 11:22 12:15,21 12:22,23 25:11 25:13 36:11 43:3 65:9 73:2 73:20 75:7 79:19 96:11 102:4,10 132:9 132:13 169:22 extensions 15:10 extent 85:15 extremely 107:11 109:15
F				
face 127:20 faced 111:24 facilities 1:18 2:20 5:3 facility 11:16,18 31:7,21 66:2,25 68:8 76:15 facing 131:24 fact 85:19 86:5 130:5 132:2 134:9 147:6 factor 89:21 fair 34:20 35:12				

35:12 38:2 65:19 116:18 118:12 153:6 171:7 fairly 99:16 fairs 61:8,12,13 143:24 166:18 faith 79:19 82:18 fall 14:25 18:3 22:2 familiar 36:8 38:16 46:8 50:14 families 67:8 98:17 116:17 117:5 131:21 137:16 147:20 153:9 156:6,9 171:24 family 117:17 118:13 119:3,7 120:21 148:7 170:15 family-sustaining 100:19 148:24 famine 107:8 far 79:8 80:13 82:22 85:22 106:9 118:15 157:4 172:17 farm 146:19,19 fashion 61:18 93:8 96:13 165:16 168:17 fast 25:10 father 149:5,6 170:16 fault 68:22,24 favor 163:25 174:13 175:5 favorable 163:19 174:23 fear 67:16 125:17 125:25 feast 107:8 February 14:21 44:16	fed 124:18 federal 13:5 23:7 23:10 26:8,18 26:25 27:12 31:14,17 97:14 97:17 159:5,6 159:16 feed 104:12 116:17 117:5,17 137:15 156:5 feeders 108:6 feel 58:18,22 59:2 61:4,22 65:24 120:19 121:2 fees 72:2 feet 11:4 108:16 108:21 fell 152:24 Fellowship 160:13 felt 30:22 festering 139:25 fever 66:18 fifth 143:4 fight 121:20 126:7 128:6,16 153:13 161:13 162:11 173:4 fighting 72:11 101:7 117:10 162:17 fight 100:14 figure 67:20 171:8,15,20 172:4 filed 7:24 31:13 32:2 69:21 filled 103:10 finance 5:11 7:13 financial 8:10 71:5 74:7,12,20 85:17 137:9,14 financing 8:12 find 81:25 114:23 130:19 131:25 findings 32:9 finish 83:21	finished 44:13 fire 66:3 158:12 159:25 fired 67:16 firm 110:18 firms 21:19 126:5 first 3:10 6:23 13:11 16:13,18 16:23 18:6 21:11,14,16 23:17,24 24:21 25:3 39:10,11 42:22 85:4 87:8 96:24 97:2 106:21 107:15 109:12 119:7 131:20 142:17 143:15 145:23 158:15,17 163:21 173:19 174:25 firsts 96:24 first-class 174:4 first-source 82:13 123:16 126:14 135:16 139:13 140:7 141:3 154:13,18 155:2 156:16 162:22 first-year 142:18 fiscal 2:23 4:17,20 4:23 23:15 25:12 five 39:25 40:11 40:12 47:5,10 48:3,8,10,12,14 48:16,19,20 49:9 76:13 90:3 90:6 114:25 156:24 fix 156:3 flag 80:24 flight 72:17 158:2 flights 11:8 90:4,5 90:7 104:10,13 float 25:24 floor 78:21	169:10 flyer 144:2 Flyers 148:3 flying 11:7 focus 165:23 focused 158:25 focusing 166:24 fold 125:19 folk 132:10 133:11 folks 62:24 67:9 87:22 110:8 150:25 171:23 follow 20:7 23:7 23:11 32:24 35:15,16,19 36:15 37:5,14 42:4 48:22 63:14 72:18 109:20 151:6 168:25 followed 41:14,16 41:18 following 20:8 35:17 followup 18:22 54:3 food 116:7,11 119:5,9 125:9 155:21 167:19 force 54:24 146:10 forces 135:3 forcing 83:5 foregoing 176:7 176:19 foremost 87:9 158:15 forget 141:6 form 55:11,21,23 70:24 167:25 former 170:14 formerly 156:23 forth 81:13 140:4 146:5 147:11 148:6 167:10 forums 61:9	forward 10:14,21 15:22 17:3,19 18:11,19 21:4,9 23:17,25 25:10 25:20 26:9,15 26:16 27:4,15 48:23 54:4 71:3 72:9 73:4 75:4 75:19,25 76:4 77:3 78:8,19 80:5,7 82:2 88:16 142:22 165:9 166:2,20 169:12 171:12 172:5 173:20 174:3,7 found 33:16 88:10 four 76:13 90:4 97:12 118:6,19 fourth 39:12 four-year 24:16 24:19 Francisco 153:23 154:25 frank 167:9 frankly 127:22 169:4 Frederick 161:3 161:10 163:3 Fredericksburg 146:18 free 61:4 freedom 100:25 freely 161:10 friend 130:6 131:15 friendly 105:23 friends 136:2 139:11 frightening 172:24 front 18:5 77:7 152:3 full 28:4 54:24 65:8 116:10 fully 158:21 176:5 full-time 119:15
--	--	--	---	--

fund 8:10	145:6	25:24 27:15	32:20,21 72:15	governed 8:3
fundamental	generating 20:21	68:17 70:13	79:18 82:18	government 26:8
150:8	104:22 116:21	71:3,18 72:23	86:6,7 92:3	31:14 116:6
funded 157:15	generational	74:11 75:19	95:25 101:20	119:22 159:5,6
funding 13:5	97:24 147:10	76:21 80:5,6	105:12 113:22	171:21
further 10:18	148:12	82:15 86:9,22	121:9,10,10	governmental
13:2	generations 98:22	90:4 92:14,25	122:10 126:15	159:17
future 2:23 4:13	gentlemen 91:3	93:3 115:19	126:21,22	governs 8:6
4:16 10:21	George 92:21	116:16 119:6	135:23 138:8	Grace 160:13
12:18 13:2	getting 21:17	128:25 132:6	139:9 143:2,21	graduation 98:3
18:11 140:4,18	23:23 30:23	141:25 145:10	144:8,23 149:5	graduations
	41:19,22 65:12	146:10,21 147:6	150:10 151:9	109:7
G	92:7 106:5	149:3 160:23	158:14 163:2	grandchildren
gains 101:4	116:2 120:13	163:11	170:22	114:25 115:2
Gale 6:24 7:6,9	Gillespie 91:20	goal 23:23 24:12	Goode 1:11 22:20	grandmother
14:4,6,12 15:13	92:3,6,11,11,21	24:17 174:8	27:24 32:17,18	167:16
16:9,24 19:5	93:2,5 96:3,6	goals 23:4,16	32:23 33:13,23	grant 13:5 26:25
20:8 21:16 23:2	105:15,16	24:10	34:4,9,14,19	27:9
24:14 25:4,13	106:18,21	God's 112:23	35:5,11,18 36:3	gratitude 115:25
26:24 29:5	107:19 108:9,15	goes 15:18 55:20	36:7,17,21 37:6	gray 112:22
30:10 31:23	109:19 110:14	95:13 124:3,14	37:12,18,25	great 28:6 36:3
32:20,21 33:4	111:2 112:12	going 14:17 17:2	38:6,15,19,22	103:14 112:18
33:16,25 34:8	girls 158:14	17:9 18:10,14	38:25 39:9,16	112:25 115:23
34:11,17,22	give 17:15 19:25	24:4 26:9 31:21	39:22 40:3,13	117:11 119:16
35:9,14,21 36:6	28:14 38:15	46:5 54:3 58:8	40:19,25 41:15	121:8 130:12
36:11,20,23	40:15 55:6	62:23,25 63:14	41:22 42:22	139:21 150:9,10
37:10,15,22	56:11 85:14,17	64:10 66:22,23	43:6,10,14,17	157:2,21 160:19
38:2,10,18,21	89:5,18 98:18	70:23 73:9 76:4	43:21 44:4,7,12	greater 16:17
38:23 39:6,13	115:18,23 123:5	76:12,19,23	44:17,22 45:2,7	20:2 22:21
39:19,24 40:9	123:13 128:4	77:25 81:12,25	45:13,18,24	greatly 105:4
40:22 41:10,17	161:9,17 162:13	86:8,9 88:16	46:7,11,20,24	greed 150:2
41:24 42:9	163:4 164:18	89:16,19 91:9	47:3,12,16 48:7	Greenlee 1:12
58:24 60:24	168:2	96:19 104:16	48:11,15,18	2:11 13:24,25
61:5 70:16	given 18:4 42:3	106:12 109:20	49:7,8,19 50:7	14:6 15:8,24
71:21 73:23	108:17 122:6	112:13 117:16	50:11,17,21	86:18 90:22
74:2 75:5 76:7	gives 8:7 10:12	119:9 121:2	51:3,9,14,18,24	91:2,22 92:2,8
77:19 79:12	21:8 46:18	125:19 127:22	52:4,8,10,21,25	92:14,19,23
87:4 88:5 90:11	54:10 169:25	127:23 130:25	53:9,14,21,23	93:4 120:6
102:10 137:7	giving 132:19	132:3 133:5	54:6,17 55:4,18	163:15,16 164:9
142:10,15,25	glad 129:20	143:19 146:5,22	55:25 56:5,15	164:10 174:19
game 125:18	136:17	148:17 155:21	56:19,22 57:3,7	174:20
garage 22:12	glaring 49:2	156:4 157:3	57:11,17 63:15	grew 127:25
76:16	global 9:16 72:17	170:25 171:12	77:10 88:9	128:2 145:24
gas 1:17 2:19 5:3	103:18 137:23	172:5 173:14	98:12 137:2	grievance 65:18
5:7,14 110:2	142:24 143:21	good 3:15,18 7:6	169:2	grievances 64:7
generally 31:5	glorious 136:5	14:3,4 16:8,9	gosh 125:18	groceries 137:25
generate 103:22	go 5:9 21:3 22:21	20:14 23:4	govern 123:9	grocery 138:2

ground 31:12 59:23 81:25	happens 57:4 70:12,12 71:19	124:14 127:24 138:12 150:22 170:10	holding 68:15 99:10	hundred 100:22 127:21
group 4:10 68:19 169:13,15	happy 5:16 115:21 152:17	heavily 27:11	home 120:5 132:23	hundreds 71:7
groups 164:24 168:15	hard 20:14 68:11 86:13 98:20 111:14,20 114:6 115:9 117:7 118:11 121:7,7 124:4,17 140:25	heavy 60:10,14	homeless 124:19	hungry 119:6,9 124:18 128:25
grow 16:16 17:16 72:22	hard-working 117:22 122:16	held 154:19	homelessness 98:3	hurdle 110:23,23 111:18
growth 12:19	harmony 79:9 82:5,9 85:21,22 86:2,5 123:15 126:16 134:24 135:17 140:7 141:6 156:17 162:24 167:11 168:2,5 171:6 172:18 173:10 173:13	Hello 118:3	honestly 169:3	hurdles 14:9
guaranteed 114:21 118:15		help 95:18 98:17 99:4 112:13,14 114:3,11 115:2 119:3 142:15 148:21,21 150:11 162:13	honor 86:25 87:3 171:17	hurting 158:6
guess 61:24 68:22 71:15		helped 107:15 115:22	honored 122:14 122:15,17	Hynicka 127:7 135:23 136:2,22 138:4 141:5
Guest 152:8,8 156:20,22 159:3 159:12,20,25 160:7,11		helpful 20:5 95:10	honoring 88:11	hype 125:24
guideposts 112:10		helping 115:16 120:10 121:24	hook 74:10	
gun 139:18		Henon 1:12 2:10 69:12,13 71:10 73:19,24 74:23 75:24 77:5 78:14 132:2 172:11,12	hope 10:2 14:8 15:6 69:17 93:6 95:16 105:5 108:23 112:19 139:17 140:18 157:5 159:3 173:24	I
guy 129:6		75:24 77:5 78:14 132:2 172:11,12	hopeful 78:5	idea 28:14 30:5 95:15 111:16
guys 158:14 159:14		hiding 125:6,15	hopefully 108:20 142:14 173:22	ideals 150:21 151:11
		high 17:14 98:2 115:6 155:3 166:10	Horton 103:25 104:15	identical 46:19
H		higher 59:22	Hospital 158:16	identified 76:8
hair 112:23 163:2		highly 87:20	hospitality 17:18 103:20	identify 92:4,24
half 26:11,12 64:23 78:7 97:17 116:7 119:23		high-impact 81:16	hospitals 158:10 158:10 160:2	ignorant 130:4
Hall 1:7 133:3 138:19 145:24 149:12		hills 109:16	hour 62:16 66:5 67:9 114:18,19 119:12 120:16 121:12 125:20 154:11,12 157:8	ignore 68:19
hallowed 133:3		hire 28:15	hours 4:8 158:23	ignores 150:8
halls 133:3		hiring 82:13 123:16 126:14 135:16 139:13 140:7 141:3 154:13 155:2 156:16 162:22	house 124:19 147:2	ignoring 66:12
hand 134:17		historically 29:16	household 136:12	immediate 99:23
handle 120:25		history 70:2 161:3	How's 97:10	immediately 69:22
handler 62:16		hit 24:18 107:14	hub 9:18 11:11	immense 109:24
handlers 31:12		hoc 27:6	huge 114:8 116:20 153:9	immoral 61:17
handling 11:12		hold 28:17,19 64:3 99:11 150:21 162:6	human 123:7 151:12	impact 9:21 30:2 72:23 99:23 100:15 103:23 140:13,13,14,14
hands 162:9			humbled 122:18	impacted 13:9 95:2
Hang 100:7,8				impacts 12:24
happen 25:10 66:17,22,24 73:20 133:12 135:5,8 160:24				implore 140:19
happening 20:4 60:17				importance 104:4 153:6 167:19
				important 12:20 13:8 65:10 66:19 72:4 73:4 96:23 102:20,25 108:14 109:9 130:24,24

137:14 145:18 145:20,22 156:10 168:4,5 169:12 171:8 importantly 8:13 40:14 imposed 53:17 imposing 53:12 impression 31:5 improve 11:21 17:22 102:15 improvements 9:4 10:8,22 11:21 73:25 inappropriate 87:21 incentive 89:9,12 90:3 include 10:25 46:12 103:4 172:4 included 4:10 10:11 11:8 28:10 101:8 includes 20:12 102:17 126:14 140:6,7,8 156:16 166:6 including 2:21 17:12 95:2 inclusion 94:21 inclusive 165:6 income 136:12 increase 11:3 increased 25:5,6 indicated 38:11 80:2 indirect 103:3 individual 27:5 167:12 individuals 28:8 102:22 143:9,15 165:12,16 167:2 167:6 168:2,6 169:14 industries 103:21 110:3,7 143:5	industry 94:6,11 107:3 110:2 112:19 inevitably 146:15 infection 139:25 informal 31:23 information 49:3 82:24 108:14 157:13 infrastructure 11:24 102:12 initial 11:18 107:16 initiate 107:15 initiatives 81:15 98:8,9 106:24 innocent 144:17 input 67:22 145:21 inserted 36:14 instance 26:22 institutions 137:19 instrumental 88:9 insurance 115:6 119:19 intense 153:4 intent 13:4 14:22 26:11,13 173:23 interest 16:14 72:21 97:9 164:24 168:15 interested 107:23 108:3,4 112:16 interfere 29:11 104:24 interfered 29:19 interference 69:18 international 3:6 6:20 7:11,23 12:7 29:17 60:22 62:6 80:15,18 101:24 102:8 104:13 114:2,4 120:18 165:2 166:15	167:5 internship 17:8 17:14 166:11 internships 17:6 interpret 51:10 51:15 interpretation 42:4 61:19 63:17 interpreted 49:14 interprets 51:7 interruptible 5:5 interruption 77:4 interruptions 135:2 intimidation 69:17 131:23 132:3,15 139:5 intriguing 131:25 introduced 166:23 167:24 173:15 inventory 18:8,8 investigate 32:11 investing 168:23 investment 172:25 investments 10:23 11:9 172:23 invite 144:6 invited 144:5 involved 9:19 58:23 ironic 146:5 irrelevant 48:17 issue 14:15 18:22 28:12 30:14 34:7 81:21 82:5 82:9,12 87:21 106:3 134:2,23 153:19 166:25 167:11 169:18 169:23 issued 13:5 26:10 27:2 issues 17:24 30:6	30:20 32:3 59:9 64:8 78:22 93:20 106:22 118:22 164:25 168:24 170:3 issuing 22:15 Iyanna 118:18 J J 1:13 James 1:13 7:13 152:9,9 160:12 160:12 January 14:20 Jarrett 113:14 122:11 jeopardy 13:7 25:20 Jersey 102:17 jettison 108:11 Jim 5:22 job 17:23 18:10 20:21 23:4 61:8 61:12 81:16 98:8 100:19 115:13,18 118:11 119:15 119:19 121:8,17 128:7 129:18 143:24 151:2 154:15 157:7 160:17 166:13 166:17,18 jobs 10:17 12:13 12:17 17:23 19:21,24 20:7 20:22,24,25 21:2,5 72:18 96:14 103:3,4,5 103:7,9 104:22 110:9 116:15 120:15 126:15 126:20,21,22,22 126:22 139:9,14 144:8 147:16,19 157:12 158:9,18 John 91:20	101:22 166:9 Johnson 1:10 2:2 2:6 3:9,16 5:18 6:3,7,11,22 7:3 7:7 13:20 16:4 27:20 28:23 29:21 31:9 32:15 42:6,12 48:21 54:2 57:16 63:5 69:10 79:2 81:9 95:20 101:18,21 105:7,10 113:5 113:10,17 127:2 127:6,10,18 128:3 135:24 140:20 141:12 141:15,21,25 145:8,16 149:3 151:19,22 152:10,15 158:24 159:10 159:18,23 160:4 160:9,17 161:16 163:8,24 164:3 164:16 172:10 174:10,16 175:4 175:7,10 Johnson's 34:5 join 65:20,23 100:25 Jones 3:24 138:18 Jose 153:22 Joseph 42:16 JR 1:11 July 43:8,11 44:3 44:6 45:12 46:21 54:23 June 1:8 8:24,25 justice 122:20 K K 1:12 keep 15:12 54:12 66:12 77:2,2 91:11 102:19 105:2 112:4
---	---	---	--	--

121:4 149:18 158:25 keeping 59:4 65:12 keeps 78:7 Kenney 1:13 5:22 63:9 64:17,18 65:6 67:6,19 69:8,11,16,25 72:5 82:23 83:16,20 84:11 85:10,20 86:3 86:12,23 100:21 Kenyatta 1:10 2:6 kept 139:12 147:3 147:9,9 Kerbel 113:14 122:10,12 123:18 124:8,25 125:14 126:3 Kermit 141:18 145:12 key 134:22 kidding 97:11 kids 155:22 170:18 kills 119:8 kind 16:20 64:9 66:14,17 69:23 81:5 86:4 93:24 109:21 111:11 111:13 kinds 51:7 knew 107:11 know 8:18 15:11 15:14 59:25 60:12 62:12,23 80:13 81:3 86:8 91:4 93:17 94:23,24 95:3 95:12 96:10 97:22,23 98:6 106:4 108:12,14 110:13 114:20 117:12 118:17 127:20 128:12 128:17 129:23	132:14,24 139:16 150:21 155:18,19,21 157:4,6 158:5 160:23 knowing 14:17 known 102:14 147:25 148:2,4 Krasensk 151:23 151:24 Krasinski 152:13 152:14,17 154:6 156:8 L L 176:14 labor 34:25 69:21 82:5,9 85:21,22 85:25 86:5 123:15 126:16 134:23 135:17 140:6 141:5,6 154:8 156:17 162:23 167:11 167:25 168:4 171:6 172:18 173:10,13 Laborers 167:18 land 20:12 22:11 75:10,13 169:5 landing 72:2 landlord 65:15 language 36:12 36:16,17 37:2,4 37:7,8,11,13 38:4,7,12 40:15 41:12 42:2,24 46:19,21 47:20 48:24 49:12 50:5 51:10,16 51:25 52:5 53:24 54:4,25 56:2,3 57:12 82:6 83:4,6,25 84:2,23 86:15 167:24 173:18 large 11:6 97:2	155:13 157:24 largely 8:2 70:24 largest 5:3 9:12 72:13 143:5 lastly 26:7 late 91:16 law 36:9,13,18,25 37:9,14,16,24 38:4,10 40:6,10 40:17,21,21,24 41:9,11,13,15 41:16,17,25,25 42:5,7,14,19 43:4,11 44:5,10 44:14,24 45:9 45:25 46:2,5,8 46:25 47:18 49:4,13,21 50:24 51:4,4,6 52:19,24 54:14 56:9 63:16 65:3 68:5 79:13 80:9 84:25 87:18 88:3 90:14 98:23 99:7,12 99:22 101:8 129:7 138:25 157:10 169:4,5 171:14 laws 50:15 51:7 LA's 125:20 lead 148:22 leaders 140:2,3 152:18 leadership 112:20 112:24 123:6 128:14 learn 17:16 learned 154:25 learning 111:22 lease 1:20 3:4 6:17 7:21 8:4,23 9:23 26:2 29:8 38:13,24 44:18 44:23 45:2 54:11,22 55:7,9 70:13,14,18	71:11,13,18,20 75:3,25 77:7,17 78:19 79:11,15 79:20,23,25 80:20 82:3,14 82:21 93:21 96:11 99:8 102:5 117:21 123:12 132:9,13 135:14 137:8 138:13 148:10 155:25 156:15 169:22 leased 1:18 2:20 leases 89:14 153:11 leave 117:22 132:7 137:19 138:8 leaving 32:5 led 138:19 left 11:2 115:3 123:21 158:5 161:25 170:16 170:17 legacy 139:21 legal 32:4 49:20 53:5,6 169:8 legally 135:15 legislation 36:10 39:24 45:3 47:19 49:15 50:22 51:2 53:25 54:20 83:3,8,22 84:16 84:17 105:6 140:5 141:9 legislative 173:7 173:23 legislators 150:15 legs 138:11 Lehigh 136:9,10 leisure 102:24 length 11:4 lengthy 41:8 lessee 49:9 lesser 71:15	lessons 150:19 letter 13:4 26:11 26:13 79:8 80:11,12,18 81:6,7,22 82:2,3 82:8 83:2,5,7 84:4,5,8,23,25 85:5,5,22 86:14 letterhead 83:9 84:3 86:15 let's 5:5 25:9 36:4 36:4 level 23:21 31:2 levels 83:24 96:14 library 159:15 license 146:2 licensed 70:7 life 15:25 24:17 112:17 120:14 129:14 139:21 lifelong 156:22 167:16 lift 60:10,14 98:17 99:4 100:23 162:12 lifted 162:9 light 58:21 limitation 15:15 limits 15:9 Lincoln 160:21 line 27:18 97:14 97:18 122:25 147:9,10 157:14 lines 19:12 lion's 80:16 listen 97:8 135:7 146:4 170:7,8 170:11 listening 117:25 122:8 literally 76:20 152:24 little 69:15 93:18 95:4 119:18 122:25 124:21 125:5 142:9 livable 148:24
---	--	---	---	---

live 15:21 67:11 97:13,16 99:15 113:24 117:2 118:4 120:14,15 120:21 122:25 143:24 150:5 152:19 158:14 167:6 170:6 173:3 lived 94:19 147:3 lives 102:15,15 130:20 148:19 156:9 living 36:8,12,16 37:3 54:14 59:22 67:7 70:9 77:11 98:13 114:13 116:3 117:4 118:12 122:2,6 123:15 124:23 126:8,11 131:9 135:17 138:7,14 140:8 141:8 148:7 154:7 156:17 162:23 170:14 Liz 91:21 92:6,16 95:21,24 lobbying 122:2 lobbyists 126:5 local 8:20 12:11 127:15 138:2 158:17 Logan 145:14 long 19:3 65:13 68:18 81:21 91:4 106:13,14 139:7,7 146:14 156:5 172:15 longer 15:6 65:4 88:14 116:8 133:5 134:16 136:16 147:7 longer-term 10:3 14:8,11 15:17 173:20 174:8 long-haul 11:7	long-term 73:10 166:13 170:24 173:8 look 21:12 39:8 82:16 106:16,19 112:24 121:3 126:19,20 157:20 159:4,4 174:7 looked 157:10 looking 19:2 29:6 36:24 81:18,21 82:12 120:20 141:7 142:22 157:21 164:25 looks 110:25 132:25 Lord 124:6,9 149:18 151:15 Los 153:22 154:24 losing 26:17 160:3 172:23 lot 15:17 62:24 65:11 67:8 77:6 91:15 94:15 105:25 107:4,5 109:23 111:21 120:23,25 121:25 157:8,12 167:10 lots 11:16 75:20 Louis 153:24 154:9 love 94:2,2 123:23 147:25 152:24 158:21 Lovers 157:12 low 98:2 119:17 Lower 142:6 low-wage 123:14 125:10 LPNs 158:16 lucky 128:9 Lufthansa 80:25 M	M 23:5 MacManiman 127:3,13,14 129:10 131:16 maddening 93:18 main 63:18 maintain 8:11 maintaining 9:15 major 104:14,25 108:6 157:9,17 majority 133:11 making 17:5 39:20 64:2,4 99:19 106:3 114:7,13 116:20 116:25 117:15 119:11 121:24 147:19 165:6 166:3,25 manage 75:18 management 7:15 17:25 23:20 24:15 75:17 123:25 126:4 Manager 92:12 managers 93:14 manner 59:13 69:23 manners 87:7 manufacturing 98:9 marathon 170:25 march 44:16,17 138:19 Marconi 91:18 Mark 1:14 2:9 6:24 7:3,9 13:21 27:22 42:7 79:3 84:14 85:8 88:5 90:10 market 4:6 25:24 137:23 marketplace 9:16 marriage 145:25 Martin-in-the-... 122:13 master 147:2	masters 147:18 matter 47:15 58:23 171:6,7 176:7 matters 78:2 Mayor 55:15 65:3 123:4 130:4 132:18 148:9 Mayor's 3:17 ma'am 158:25 159:11 160:5 MBE/WBE/DBE 22:25 McElroy 91:21 92:3,6,15,16 95:23,24 96:9 97:8 100:7 McKnight 113:13 113:20,21,24 116:13 meager 136:12 mean 33:15 36:22 48:25 65:11 79:17 83:5 84:24,25 86:3 86:12 88:6 97:19 173:6 meaningfully 97:25 means 36:23 37:12 41:7 104:11 118:17 133:14 170:20 176:21 meant 58:9 measures 17:2 mechanical 12:2 mechanism 8:12 median 136:11 medical 118:23 medication 115:10 119:25 medications 137:16 meds 119:23 meet 114:7,24 124:5,17	meeting 23:4 144:6 163:12 175:13 member 145:15 149:10 151:10 152:19 160:15 164:6 167:16,17 members 3:19 4:10 5:19,23 7:7 13:16,23 73:6 80:4 98:6 100:15 101:21 105:8 113:8 122:3 127:19 131:7 133:17 135:24 136:18 141:13 151:20 170:4 memorandum 81:17 165:14,21 166:22 Memorial 145:13 memorialize 86:4 men 162:19 mention 18:23 19:19 20:3 95:4 mentioned 84:14 168:12 mercy 124:7,10 merge 14:22 merger 9:19 14:15,23 15:3 72:12 73:6 77:13 142:19 174:6 messages 77:21 Messina 42:16,16 43:2,8,12,19,25 44:6,9,15,20,25 45:5,10,21 46:4 46:9,14,23 47:2 47:7,14 48:4,9 48:13,17 49:13 50:3,9,13,20,24 51:6,12,17,20 52:2,6,18,23 53:8,11,16
--	---	--	--	--

54:16 55:2,8,22 56:3,13,17,21 56:25 57:5,8 80:10 83:14,19 84:7 85:3,12,24 88:6,17,25 89:8 89:12,25 90:12 met 66:11,11 Methodist 136:4 136:7 Miami 153:23 MICHELE 176:14 middle 81:25 midst 28:5 153:2 military 157:24 million 9:4 10:7 10:11 13:4 20:16,19 25:16 72:25 74:24 75:6 76:3 93:9 94:13 103:22 109:23 130:22 142:19 millions 71:7 162:4 mind 147:4 minimized 167:21 minimum 24:20 39:2 66:10 129:18 154:9 169:6 minority 166:6 minute 29:25 31:19 miracle 128:14 mission 17:21 mistake 42:25 mistreat 171:22 mistreated 61:23 mistreatment 61:25 model 74:7,11,12 74:21 112:9 modifying 22:9 mom 118:20,22 170:13,17	moment 105:13 105:19 109:18 123:10 momentum 77:2 money 26:5,18 71:17 85:16 89:17 121:25 133:9 155:7 161:9 monies 26:25 35:9 73:3 monitor 34:12 35:2,4,6,22 month 71:18,18 75:8 115:4 118:24 119:2,20 months 75:16 100:9 164:21 moral 59:23 68:6 140:13 Moseley 141:17 141:24,24 142:3 142:4 144:10,20 Moses 162:7 mother 121:3 138:18 145:24 146:10 170:13 motion 163:13 164:3 174:14,16 175:10 MOU 82:10 83:7 165:21 Mount 131:19 149:9 mountain 162:7 move 10:14,21 15:22 17:19 18:11,19 21:9 23:17,25 25:20 26:16 27:4 48:23 54:4 72:8 73:4 74:4 76:4 95:16 120:11 131:21 163:17 164:11 169:12 173:20 174:3,21 moved 93:7	152:22 174:11 moves 75:25 165:9 166:20 moving 14:10 17:3 26:9,14 75:4,9 77:3 78:8 78:19 91:11 112:5 166:2 multi-level 11:17 76:16 multi-national 134:18 MURPHY 176:14 mutually 93:22 95:7 N name 2:5 6:12 7:4 7:9 42:13 95:21 101:19,22 113:18,20,23 118:3 127:11,13 131:7 136:2 141:22 145:11 149:6 151:14 152:4,12 156:21 names 91:19 natural 1:17 2:19 5:2,6 115:15 nature 107:7 115:14 near 140:4 163:2 nearly 26:11 154:10 necessarily 37:14 necessary 10:13 27:8 40:20 71:6 need 4:7 24:7 31:19 42:3 49:25 67:20 68:13 78:2 93:8 94:6 96:13 110:4 111:19 112:4 114:11,11 116:10 117:4,20 128:14,14,15,22 130:7,8 131:3	134:13 137:19 137:22 138:23 138:25 139:3,4 139:22 157:7,19 158:9,13,20,21 159:20 160:19 161:7 162:14 171:20 needed 18:11 40:15 75:21 137:3,3 161:2 needs 25:6 78:11 128:22 157:10 157:11 165:24 168:9 169:9,10 needy 126:15 negative 60:3 72:23 negotiate 15:20 65:18 67:14 73:10 77:24 negotiated 9:8 23:21 78:2,20 79:18 85:13,13 85:18 negotiating 15:18 negotiation 15:23 negotiations 9:17 15:5 81:12 neighborhood 112:2 131:22 136:13 137:18 neighborhoods 95:2 101:14 139:9 neighbors 102:18 137:24 network 139:10 never 114:17 120:13,16 143:25,25 144:4 161:8,9 167:15 nevertheless 82:7 new 11:11,13,16 11:20 17:8 24:2 24:3 52:11 76:18 89:13	102:17 104:6,17 105:24 106:12 108:10,13 147:14 148:5,10 148:12 Newkirk 141:18 145:11,12 news 170:22 night 129:2 Nikisha 113:13 118:4 Norfolk 157:23 Norfolk's 160:8 normal 65:9 normally 41:2 north 136:4 138:20 149:12 156:23 Northeast 134:6 156:25 Northwest 149:8 note 72:4 notes 176:6 notice 112:22 173:5 noticed 79:6 110:15 152:25 notices 118:25 not-far-enough 173:13 number 15:21 16:12 19:2,3,6,7 19:24 20:10,19 20:22 22:3 24:23 56:6 75:9 106:23,25 109:6 109:16 numbers 107:20 nurses 158:16 O O 145:13 Oakland 153:23 oath 151:9 objections 176:4 objective 111:3 obligate 2:21
---	---	--	--	--

obligated 23:7	operational 8:8	131:12	150:20	80:17 103:15
obligation 53:12	operations 8:18	OSHA 32:2,10	Parker 104:2,15	104:10 115:17
58:22 68:7	9:21 11:22	157:10,11 159:4	130:21,25	115:22 121:24
obligations 1:17	29:11 30:2	outcome 14:18,18	part 19:23 22:6	173:2
2:18 50:13 81:2	31:17 81:19	output 12:11	49:4 55:20 56:5	passing 88:9
obviously 19:13	opine 83:15,17	outreach 107:2	64:14 65:7 73:2	93:20
27:24 28:5	opinion 49:21	154:17	77:16 78:11	pastor 124:10
62:12 91:16	139:24	outset 136:25	81:12 82:3,13	131:9 136:3
168:20	opportunities	outside 138:18	88:11 99:14	145:12 149:7,22
occur 80:8	16:21 17:16	146:17	104:6 130:17	160:14
occurring 75:23	18:19 108:22	outstanding	143:4 149:16	Pat 91:20 92:11
octaves 110:17	134:24 154:16	103:17 111:5,6	165:21 166:22	92:24 96:12
October 73:8	opportunity 7:17	ovation 118:2	167:23 168:22	path 101:14
odd 63:18	13:15 17:15	122:9 126:25	participate 5:4	123:19
offered 119:19	60:19 61:8	135:22 141:11	61:12 139:20	pathways 139:8
offers 115:7	84:19 88:14	149:2 151:18	165:8 166:12,22	patience 91:8
office 3:17,23	96:15 98:19	163:7	167:3	patterns 109:21
23:20 55:11	104:12 105:5	overall 169:11	participation	Patty 151:23
75:17 145:25	106:16 107:4	overseer 134:12	22:22,25 23:9	152:13 157:20
officer 7:10 81:18	109:14 122:4	oversight 94:9,10	166:6	pavement 12:5
official 48:22,24	127:20 129:15	overwhelm	particular 14:9	pay 60:16 71:24
oh 92:7,15 125:18	129:16,17	149:19,25	22:6 49:23	93:25 115:4
149:17	133:18 139:14	151:16	58:18 80:18	116:15 117:6,17
Okay 15:25 21:10	153:13 156:13	owe 89:17	81:4 169:20	118:9,23 120:4
22:19 27:16	164:19 165:7	owned 1:18 2:20	particularly	121:11 122:5
32:15 36:6	166:4,12,21	owners 64:22	106:10	125:11,12,19
37:25 44:7 47:3	167:2 169:25	134:10	parties 9:24 15:20	129:4 137:16,17
50:17 88:2	172:6	Oxford 131:10	18:13 29:16	137:18,25
142:3	opposed 40:16	O'Neill 1:13	32:11 165:20	143:19 155:20
old 92:7 110:20	51:4 65:8 72:11	164:7	partner 144:24	156:6
147:8,11,21	175:8		partnered 166:8	paying 63:19 66:4
once 91:10 108:20	order 2:3 4:14	P	partners 74:16	70:22 74:10
108:20 144:4	8:10 26:5,6	page 19:18 39:12	77:23	125:4 169:6,13
Onetha 113:13,21	74:20 161:15	pages 39:10	partnership 29:2	payment 5:13
113:23	ordinance 1:16,19	paid 34:24 67:9	164:23	payments 2:22
one-on-one	7:18 63:16	112:3 120:3	parts 155:13	peace 141:6 154:8
100:12	102:2	166:10 169:7	party 30:19	peaceful 126:16
ongoing 9:17	organization	pair 47:19	pass 25:11 56:9,9	Penafort 149:7
14:14	58:19 59:6,21	panel 144:2	70:14 155:25	penalized 88:12
operate 28:24	87:17 145:3	paper 25:22	passed 4:15 25:14	Penn 149:14,17
30:9 71:24	organizations	paragraph 20:3	45:24 49:15	151:15
operates 74:8	30:16	39:12	52:20 64:20	Pennsylvania 1:7
operating 8:14	organize 66:4	parameters 8:9	65:2 98:14,23	4:4 111:10,14
51:22,23 53:17	69:2,2 101:4	parentheses 50:2	98:25 101:9	157:14
55:12 58:16	138:17,22,24	parenthetically	137:9 164:4	Penn's 150:12
operation 8:6	167:13 168:7	109:5	passenger 11:13	people 16:15,21
12:25 165:25	organized 65:17	parents 131:18	passengers 31:6	18:18 31:19

50:14 64:6 67:4 67:7 68:2,19 77:17 86:9 91:15 93:16 95:3 97:21 98:19 105:21 106:3,16,18 107:5 114:5 120:24 124:22 125:21 128:13 128:13,15 129:12 130:5,6 130:8,10,22 131:2 133:9,10 133:12 134:3,4 134:5 135:7 137:15 138:6 139:8 140:16 143:15,16 144:17 147:9,10 147:16,18 148:6 148:19,22 150:5 150:7 153:7 156:5 157:15 162:4,15 166:11 173:24 people's 83:25 130:20 people-mover 11:19 percent 19:10,15 23:21,23 24:12 24:17,19,20,22 24:25 25:7 64:23 95:18 97:16 99:18 100:22 104:9 107:17 111:19 128:24,25 perform 87:6,8 89:15 performing 87:10 period 8:24 20:4 65:13 75:7 103:7 171:23 permission 4:19 4:21 72:3	permitted 10:8 166:3 perpetuate 135:10 perpetuation 134:16 persevere 67:11 person 111:20 123:8 personnel 32:6 154:21 158:13 158:16 perspective 28:14 58:18 64:13 pertinent 8:5 pervasive 97:24 petrochemical 110:2,7 PGW 5:7,8,10,10 ph 110:18 PHA 108:6 109:7 109:13 112:9,15 112:15 phase 21:11,14 phases 21:16 phasing 76:5 PHA's 108:10 Philadelphia 1:2 1:7,21 3:5,6 6:18,19 7:10,22 7:23 9:21 12:7 18:24 19:7,13 19:15 29:3,17 29:24 38:8 45:4 48:6 50:15,18 50:23 51:5 58:2 58:13,20 60:20 60:22 62:4,5,8 69:19 72:16 77:18 80:15,17 82:11,18 88:15 92:12,17 95:25 96:12,23 98:4 99:3,9,19 101:6 101:23 102:6,8 103:11 104:4,5 104:16 110:5,10	110:25 113:25 113:25 114:4,9 117:6,9 118:5 120:7,17 121:13 122:13 125:11 127:16 128:9,11 129:13 130:8,10 130:13 132:7,10 132:11,21,23 133:6,7,14,19 133:20,21,24 134:6,9,11,17 134:25 135:7,18 135:20 140:17 143:11,23 145:4 146:13 147:15 147:24 148:18 149:15 152:23 153:8,17,20 154:22 155:15 155:15 156:23 156:24 158:9,15 160:14 165:2 166:8,15 167:4 167:7,8 172:8 Philadelphian 148:20 152:22 Philadelphians 97:13 117:23 131:12 174:9 Philadelphia's 104:8,9 Phillies 148:3 Philly 128:2 134:3 philosophies 144:23 physicians 158:17 piano 95:12 pick 116:19 picture 30:9 147:4 piece 36:10 54:19 79:9 83:7 pile 118:24 pipeline 16:15,20 166:13,14 pipelines 17:23	154:17 pitch 66:18 Pittsburgh 132:12 157:22 place 31:10,22 39:18 64:5 69:18,20 71:9 71:16 77:12 93:15 94:23 96:16 106:25 120:20,21 130:13 133:2 134:19 136:5 153:3 156:15 171:20 places 146:24 155:12 plan 125:3 planned 173:3 plans 84:19 166:4 plantation 133:7 134:13 146:20 146:21 147:4,8 147:12,14,21 148:5,12 plantations 146:23 plaque 149:13 play 77:16 104:5 125:17 player 95:12 playing 98:20,21 please 2:13 6:23 7:4 29:4 91:18 91:23 92:4,10 92:19,25,25 93:4 95:22 113:17 127:11 127:12 141:22 141:23 151:14 152:4,5 156:12 159:2 160:7 pleased 7:16 plumber 111:23 pocket 120:2 point 29:24 47:13 47:13,17 67:12	82:23 109:13 112:21 points 107:16 policies 154:7,8,9 policy 48:23 90:13,13 154:10 poor 127:25 128:13,13 130:5 130:6,7,9 133:10,11 poorest 128:24 population 28:7 Port 110:7 134:4 portal 166:17 position 12:18 41:12 42:14 168:3 positions 61:9 77:25 possibilities 142:8 possibility 84:15 possible 91:13 125:5 134:14 139:23 potential 9:20 109:24 144:24 potentially 12:25 83:23 poverty 97:4,5,13 97:14,16,18,23 98:5,17 100:24 114:7,10,24 115:12 116:15 117:24 123:19 128:24 134:16 135:10,19 136:10 147:10 148:13,23 151:4 153:4,14 155:19 162:17 power 54:11 116:2 123:19 131:11 138:23 145:15 149:10 152:18,19 154:23 160:15 161:8,8
--	---	---	---	--

powerful 128:10 PR 126:5 practice 87:2 practices 69:21 144:23 pray 123:6 prayed 151:15 prayer 149:14 150:12 prayers 123:10 prays 123:3,4 preference 15:14 15:16 150:6 preliminary 75:21 premier 142:24 143:20 prepare 3:24 presence 2:9 5:21 present 1:10 2:8 108:22 164:7 President 78:16 78:16,18 160:21 172:3 press 31:20 pressure 115:7 119:24 pretty 168:19 prevailing 34:24 66:10 70:8 prevent 14:10 previous 73:3 previously 10:6 25:19,23 74:25 75:6 pre-apprentices... 94:22 pre-qualified 155:9 price 4:8 prices 93:25 primarily 166:24 primary 11:3 PrimeFlight 31:11 67:15 118:6 121:6 principles 59:20	150:9 168:21 prior 25:11 private 28:25 30:3 64:21,25 166:20 private-sector 29:12 privilege 99:14 probably 63:17 168:10 problem 47:4,8 86:19 98:5 114:4 116:9,14 147:22 157:17 158:8 problems 97:25 108:19 111:13 146:12 156:3 157:9 procedures 65:18 87:19 proceed 14:13 17:3 20:11 71:6 92:5,10,20 proceeding 10:9 proceedings 176:4 process 21:24 28:10,15 82:16 104:21 106:6 135:6 165:6 167:22 168:22 171:18 Procurement 1:16 2:16 produce 143:10 produced 148:5 product 170:13 profess 161:11 professional 21:2 24:6 26:21 46:17 52:7 professionals 16:16 144:8 154:24 profile 26:3 profit 142:18	145:6 profits 116:21,25 program 9:6 10:6 11:14 17:4,8,10 17:20,25 18:20 21:7,15 23:13 23:19,20 24:15 25:22 73:13,15 75:14,17 77:3 78:7 102:13 108:7,11 109:3 111:7 112:25 166:11 programs 9:12 17:6,14 23:6,12 26:10 94:23 105:22 106:8 107:2 Program-related 25:17 progress 104:25 121:22 161:16 progressive 153:18 prohibited 64:21 project 8:16 19:23 21:11,17 27:25 75:20 93:6,11 94:19 104:25 106:11 107:10 165:8,20 projected 103:2 104:23 projects 8:12 10:15,16 11:25 12:14 13:2,8 18:4 19:20 20:12,18,19 21:3,6,13,17,21 21:22 22:5,18 23:9,10 25:15 25:18,18 26:6 26:15,16 27:5,5 70:21 71:4,8,16 76:6,19,24 79:21 80:7,8 93:9 102:12	169:24 prominent 104:6 promised 90:6 promoted 166:18 pronounce 151:24 properly 30:23 60:20 174:11 property 7:14 68:3 proposal 16:13 prosperity 101:15 protection 94:3 protections 96:16 101:10 172:19 173:9 protocols 87:2 proud 62:6,11,14 62:14,20 96:24 97:4 107:11 143:13,13 proven 153:16 provide 4:14 8:11 11:5 17:13 18:19 19:21 29:3 34:25 36:2 37:7,8 63:21 87:12 103:8,16 123:23 provided 33:6,12 36:13,18 37:2 37:10,13 82:8 provides 9:2 70:20 126:10 providing 30:24 30:25 123:14 143:21 provision 41:20 46:15 141:8 provisions 46:16 54:21 88:4,7,23 89:3,7,23,24 137:2 171:16 172:5 prudent 9:24 public 1:4 2:4,5 7:8 24:7 100:11	103:9,25 113:23 116:16 125:8 163:10,11 175:16 176:15 publicly 111:4 168:13 169:19 purchase 1:17 2:17 4:2,5,22 5:2,6,10,11 purchases 4:7,13 4:17 purpose 99:12 purposes 72:25 push 161:2,7,18 162:6 163:4 put 30:8 37:23 42:2 46:16 49:12,25 66:6 91:14 96:16 101:13 109:9 121:19 137:2,4 139:17,18 140:4 145:21 168:19 173:4 putting 52:14,15 52:17,19 167:19 173:8 174:9 p.m 1:8 175:17 Q Quakers 111:15 qualified 21:18 qualify 116:8 144:8 quarter 142:18 quarters 146:24 question 26:20 27:22 32:24 33:24 34:5 36:9 37:16,19 41:2,2 42:21,23 51:13 55:3,4 57:21,23 58:4,8,25 60:25 87:5 110:13 140:25 questioning 27:19 54:8
---	--	--	--	---

questions 5:17,20 5:24 13:18,22 16:12 62:25 77:6 90:24 91:6 105:8 113:7 136:25 141:13 142:12 151:20 quick 57:21 quickly 74:5 153:2 quite 74:18 127:22 169:4 quorum 2:8 quote 142:20 149:16 R radar 60:16 raise 26:3 67:8 114:17 118:8 raised 131:17 152:22 rate 5:5 97:5,5 rates 8:9 70:22 98:3 rating 74:14 Raymond 149:7 reach 15:16 58:7 reached 14:19 read 2:13 6:12 127:22 reading 13:12 87:5 163:21 175:2 ready 21:20 98:10 real 63:8 99:23 120:9 154:16 realities 136:14 reality 26:22,25 realization 111:24 realize 108:21 realized 150:25 really 14:16 53:3 58:4 60:6,10 66:11,23 67:19 82:17 91:15	112:3 115:13,15 138:6 164:24 169:9 170:24 171:20 rear-ends 130:19 reason 27:7 41:25 96:21,22 99:7 100:16 114:8 reasonable 8:9 reasons 14:9,12 100:13 145:23 rebounded 158:7 Rebuild 131:13 recall 12:9 105:22 107:17 132:22 receive 5:13 8:15 114:19,22 115:12 116:5 received 3:19 114:17 116:7 recognize 101:2 123:13 163:14 164:5,8 167:19 recognized 148:11 recognizes 168:3 recommendation 163:19 174:24 record 7:5 13:3 33:2 40:6 42:13 63:22 95:22 101:19 107:25 109:6,9 113:18 127:12 141:22 142:18 152:4,12 153:16 164:6 172:16 recover 8:13 recruitment 110:24 155:8 Rector 122:12 redesigned 11:9 redoing 76:16 reference 39:20 61:15 73:5 referenced 22:5 referring 39:14	54:18,19 refers 39:2 reflect 29:23 reflective 60:2 167:5 reflects 10:4 reformat 142:15 regard 33:24 35:19 42:23 regarding 54:4 63:15 82:8 104:3 167:11 regards 18:17 22:25 54:3 86:24 region 12:13,18 18:9 72:16 73:18 78:24 102:16,20 105:3 136:8 regional 103:18 174:5 regions 103:13 region's 10:20 12:8 103:20 regroup 74:6 regulation 71:23 regulations 22:24 23:8 33:20 59:5 59:11,14,19 87:19 94:8 regulatory 8:5 reinterprets 41:9 relate 17:17 23:5 related 21:6 relates 27:25 28:10 31:16 81:15 165:2,25 166:14 relationship 7:25 59:17 88:19,21 90:18 relationships 29:20 relative 8:16 release 18:2 24:2 releasing 22:2	relevant 53:3 reliance 154:18 religious 96:7 relinquished 27:3 relying 125:8 remain 54:23 137:20 remains 110:23 114:9 reminiscent 147:21 remiss 93:19 remove 45:25 74:11 removes 43:22 rendered 90:10 renegotiation 77:11 renewal 153:12 renovate 157:3 renovated 157:20 renovations 12:3 rent 137:17 155:20 156:6 rental 11:15,17 22:12 76:15 rentals 72:2,2 repairs 12:5 repay 121:25 repeatedly 17:21 replacement 11:15 replacements 12:3,4 report 34:23 35:16 reported 163:18 174:22 reporter 176:23 reports 34:25 represent 77:18 128:13 138:24 139:2,3,4 142:6 173:24 representatives 126:6 represented	30:23 60:21 representing 58:2 58:12,20 represents 19:6 29:8 reproduction 176:20 reps 132:9 requested 4:19 requesting 13:10 require 49:17 71:2 116:15 required 23:11 24:18 52:23 60:11 94:10 requirement 24:14 36:14 56:7 93:21 107:14 requirements 24:5 requiring 66:7 researched 157:11 reserve 62:25 reserves 8:10 74:20 resident 142:4 149:21 156:22 residents 18:25 19:7,16 73:17 94:25 99:19 103:10 142:6 resources 71:6 137:10,14 159:6 159:17 respect 16:25 17:6 29:14 33:5 33:8,25 117:4,8 121:14,18 122:7 123:7,13 126:7 respected 60:20 62:8 respectfully 91:11 respond 61:4 response 6:2,10 32:25 66:14
---	--	--	---	--

68:4 90:25 113:9 141:14 151:21 175:9 responses 124:12 responsibility 65:14 68:6 responsible 95:14 99:3 rest 145:5 restaurant 64:22 restroom 12:2 rests 66:20 result 62:8 80:3 results 32:14 retaliated 168:7 retention 154:8 154:15 return 8:15 70:21 Reverend 113:14 122:10,11 123:18 124:8,25 125:14 126:3 127:7 135:23 136:22 138:4 141:5 152:9 160:12 review 31:17 54:5 reviewed 40:23 71:19 Reynolds 1:14 2:11 16:5 86:20 105:11 RFPs 22:3,15 Richmond 134:4 146:11 rides 72:25 ridiculous 130:15 135:19 riding 65:11 right 15:5 17:10 39:9 51:11 53:7 54:5 62:10 65:21,23 67:22 69:4 74:5 76:8 92:8 96:25 97:5 97:12 98:17 111:3,9 123:22	133:22 138:18 138:24 139:4 141:2 146:17 151:8 155:9 161:5 162:2,3 162:18 167:14 168:6 rights 8:16 77:9 79:24 Right-27 11:2 ripe 106:6 risk 26:3,17 117:11 160:24 RNs 158:17 road 15:7 18:6 131:19 roadway 12:5 robbery 168:16 Robbins 159:8 Robin 127:7 136:2 role 61:25 64:13 64:15 77:16,20 117:13 150:14 167:21 roll 76:8 roof 12:3 room 1:7 12:2 65:8,22 rooms 15:23 root 98:5 roughly 20:24 Row 158:20 Royster 127:4,5,7 131:6,8,15 132:17 133:16 134:21 144:14 RPR-Notary 176:15 rules 13:11 22:23 23:8,12 33:19 35:15,19,22 59:5,11,14,19 94:7 98:20,21 151:6 163:20 174:24 run 23:6 26:17	29:18 36:4,4 116:23 124:18 128:10 144:11 running 144:13 runway 10:25 11:5 22:8 28:4 runways 11:3 R-I-P-E 106:7 S sacrifice 143:9 sad 65:7 sake 112:23 salaries 124:16 Saler 91:21 92:22 101:18,20,22 110:16,20 San 153:22,23 154:25 sanctity 94:4 sat 133:4 165:10 165:18 satisfaction 31:2 satisfy 18:15 save 97:9 saves 155:7 saw 143:25 saying 53:2,15 63:10 68:5 71:15 74:13 84:13 108:3 109:22 163:25 174:14 175:5 says 19:3 39:3,16 40:21 41:3,18 42:24 46:2 49:9 54:20 142:21 169:5 scale 106:10 scarce 27:13 scenario 71:22 schedule 107:13 scheduled 137:11 scheme 140:11 school 17:14 98:2 146:9 158:3 166:9,10 170:14	schools 160:3 scratch 48:19 screening 11:13 76:18 sea 161:13 second 1:20 3:3 6:16 7:20 10:12 39:12 83:11 85:6 102:4 161:23 seconded 163:23 164:15 174:11 175:3 Secretary/Trea... 92:17 95:24 section 39:14 149:8 sections 41:6 security 11:13,25 59:11 87:19 123:20 see 19:18 20:5 77:14 106:13 109:8 112:9,19 130:14 139:20 146:23,24,25 153:17 157:22 173:12,21 seeing 6:11 91:2 116:23 seeking 31:3 seen 26:22,24 58:21 118:8 143:16 SEIU 127:15 seize 105:13,19 109:18 selfishness 150:4 self-centeredness 150:3 self-sufficiency 123:20 self-sufficient 8:19 seminarian 136:14 Senate 157:17,18	sending 117:19 Senior 131:8 sense 19:25 62:3 135:19 139:17 140:15,18 sent 128:8 SEPTA 158:22 September 73:7 158:6 September/Oct... 15:2 serious 118:21 154:14 160:22 171:2 173:6,7 174:2,3 serve 10:2 103:19 131:10 150:23 service 21:2 34:15 35:8,20 63:20 70:25 72:17 80:14 115:24 121:10 143:10 143:22 services 22:3 24:6 30:24 31:2 33:5 33:8,11 46:18 48:6 52:7 87:12 103:8 servicing 3:6 6:19 102:7 serving 7:23 session 13:13 138:8 163:22 175:2 Sesso 110:17 set 8:8,23 65:2 sets 18:10 setting 140:9 seven 97:15 170:18 seven-figure 124:16 severely 13:9 share 80:16 116:24 142:14 shared 122:16 shareholders
---	---	---	--	---

143:8	simply 67:23	68:11 92:15	St 122:12 149:7	112:21,22,23
sharing 106:8	137:25 138:10	sort 58:22 59:23	153:24 154:9	state 7:4 14:7
shelter 125:10	151:5,7	sorts 96:25	stability 4:15	21:12 42:13
shine 62:4	sincerely 165:18	SOS 117:19	stadium 106:22	75:25 95:21
ship 110:9 146:16	single 46:16,17	sound 110:17	stadiums 105:25	101:19 109:5
shoes 121:20	47:9 48:5	157:8	109:10	113:18 141:22
short 171:4	sir 34:17 38:18	sounds 132:14,17	staff 164:22	152:4,12 157:17
shorter-term 9:22	92:9 145:10	south 110:9 128:2	staffed 158:21	159:16 172:15
14:13	149:4 163:5	Southwest 113:24	stage 140:9	stated 12:13
short-term 15:10	Sisterly 148:2	129:13 142:6	stakeholder 18:13	17:21 74:24
171:3	sisters 129:21	160:14 167:7	stakeholders	104:7 143:11,12
shot 118:12	151:12	space 72:2	143:7 144:6	143:24 144:14
show 40:5 43:14	sit 122:15 172:14	speak 13:15 16:17	stamps 116:8,11	statement 38:3
115:18 124:20	sitting 98:7	16:22 18:4	119:5,10	statements
144:10,25 145:4	124:22	22:22 24:22	stand 97:2 98:9	103:25 164:19
168:16	situation 31:11	56:14 73:11	114:12 128:16	States 9:13 81:2
shown 80:13	71:20 83:11	91:16 122:14,19	130:7,9 162:2	stating 127:11
shows 133:22	122:22 155:23	127:23 136:19	162:18	stationery 83:2
shut-off 118:25	six 78:6 114:16,18	156:21	standard 39:3	status 24:13
shy 140:19 167:15	152:23 156:24	SPEAKER 124:6	49:24 52:12	stay 68:17,18 91:5
sick 100:10	skill 112:2	124:9	98:14 99:11	120:5 146:11,13
118:22 120:3,4	skills 18:10	speakers 170:10	standards 34:25	stayed 147:2
120:7	121:11	speaking 99:25	35:6,17 70:9	stays 55:20
side 22:11 85:14	skip 96:18	114:10 128:19	90:2 99:22	steal 65:4
123:25 149:12	skirts 125:6	136:23	129:18,22	stenographic
166:20	slack 116:19	speaks 40:21	standing 117:10	176:6
sides 170:8,8	slave 146:24	specific 28:18	117:13 118:2	step 61:20 169:25
sign 29:15 56:11	147:18	140:10	122:9 126:25	173:19
56:16,17,20,23	slaves 146:25	specifically 23:14	130:2 135:22	stepped 31:18
57:2,4,13 66:6,8	small 140:13	63:10 98:15	141:11 149:2	stipulations 22:24
67:14 79:24	155:13	146:3 166:9	151:18 163:7	Stober 3:12,15,16
143:25	smaller 21:21	171:14	stands 162:7	5:25 6:5
signatory 55:13	soft 20:13 93:12	speech 127:21,23	stare 132:18	stockholders
signature 55:19	Solicitor 42:17	145:19	stared 131:22	124:2 126:4
signed 44:9 65:3	54:11 55:6,9	spell 40:20	start 21:20 24:2	stood 75:16
151:25	56:14	spells 41:5	48:3 52:16 75:2	stop 139:19
significant 12:24	Solicitor's 55:10	spin 72:14	75:13 76:10,21	144:21
24:4 27:25	solution 57:12	spirit 72:10	110:6 127:11,17	stoppages 86:9
significantly 9:20	129:2 130:19	spoke 98:12 132:2	128:23 142:2	135:2
26:4	173:20	162:15 170:11	152:16 173:16	stops 144:16
signify 163:25	somebody 59:3	spoken 154:23	started 52:14,15	store 138:2
174:14 175:5	61:15,21 84:22	170:21	52:18 75:22	stories 146:22
signs 57:13	128:4,5,6	spot 168:19	76:25 106:23	story 128:4
similar 5:2 128:4	somewhat 27:12	Spotsylvania	109:10 110:17	strategic 104:8
165:15	59:22	146:16	111:12 114:17	strategically
simple 90:7	son 114:25	Squilla 1:14 2:9	153:4	12:17
172:21,22	sorry 50:7 52:2	79:3,4 81:10,23	starting 107:9	Street 132:24

136:3 138:20 157:16 strengthen 153:13 stretch 76:12 124:21 170:24 strike 51:19 53:4 53:6,10,24 56:2 56:9 57:12 78:5 86:10 138:5 strong 103:17 strongly 161:4 struggle 118:10 118:18 161:14 161:15 struggling 119:16 162:16 stub 118:9 stuck 120:19 students 17:15 stuff 96:19 subcontract 68:25 70:5 subcontracted 30:18 31:12 33:18 35:25 59:2 87:16 subcontracting 29:13 33:7 subcontractor 30:12 33:6 47:20 63:25 64:3 65:15 87:9 87:14 subcontractors 28:16 33:3 34:6 41:20 47:23 49:16,24 56:8 58:5 63:13 65:25 68:9 77:9 86:24 87:3,6 88:10,20 93:22 99:10,21 122:5 125:7,16 126:12 171:17 172:6 subcontractor's 49:11	subcontracts 63:11 subject 70:8 submit 135:13 142:25 submitted 44:2,19 44:23 45:11 subs 67:2 subsequent 20:2 25:5,6 subsidize 125:9 substantive 82:7 subtenant 49:10 subtenants 49:17 56:8 99:21 successfully 153:22 suggestions 157:21 sum 60:18 summarize 3:21 summer 21:25 22:16 146:9,11 146:14,15,20 Sunday 123:3 supervision 176:22 supplies 1:17 2:19 2:23 supply 34:12 support 7:17 21:3 96:10 101:25 103:7,17 104:20 105:6 118:13 129:19 153:8 154:3 165:20 167:12 169:24 supporting 82:10 121:23 supportive 28:3 168:14,17,18 supports 5:8 34:13 sure 15:24,25 18:13 22:20 27:14 29:5 34:23 60:24	64:2,4 71:4 77:19 94:24 99:20 106:3 117:20 119:6 122:4 129:5 134:14 148:9 165:6 166:3,5,7 166:16,19,25 167:3 170:9 171:18 surface 11:16 survive 97:21 surviving 117:18 Susan 152:8 156:22 suspended 163:20 174:25 suspension 13:10 sustain 74:21 swore 151:9 Syracuse 153:24 154:11 system 11:12,19 systems 154:13,19 T table 3:14 7:2 15:5 42:11 71:17 73:9 77:23 78:3,21 91:25 113:16 127:9 137:2 141:20 146:8 152:7 167:20 171:5 tackle 97:25 Tacony 152:20 tactic 125:16 tactics 69:18 125:15 take 30:17 59:7 68:11 74:18 76:19 78:13 85:14,18 118:19 118:20 122:3,24 130:14 133:2 140:3 147:20	150:6 158:22 160:18 170:16 170:17 171:12 171:24 174:2 taken 31:10,22 41:11 78:10 82:19 176:6 takes 9:9 77:12 talk 28:11 76:13 128:20 134:23 142:11 165:3,4 165:5 talked 25:16 63:12 69:25 100:13 137:22 165:11,18 talking 27:24 65:16 74:6 77:10 97:20 99:6 100:3 137:5 140:11 153:7 tangible 135:14 tap 94:25 taught 150:19 tax 8:20 103:11 taxes 117:7 137:18 taxi 22:8 taxiway 11:20 21:22 75:15 taxpayers 116:18 160:3 teacher 170:14 team 17:25 24:15 75:17 121:10 142:21 technicality 169:8 teeth 138:11 tell 39:6 47:16 108:18 111:14 132:10 136:9,23 156:4,9 telling 66:5 68:16 tells 161:3 162:8 template 112:10 Temple 111:5	158:19 ten 77:12 82:20 tenant 30:13 35:24 tenants 67:2 87:24 tenets 168:21 ten-year 82:21 111:7 169:21 term 19:3 24:19 81:21 171:5 terminal 11:10 22:9 Terminals 22:10 76:17 terms 2:24 3:7 6:21 14:19 20:7 21:13 24:25 28:20 30:8 47:22 54:12,13 54:20 58:13,15 59:23 61:8 63:24 64:10,15 72:16 79:22 143:21 167:24 terrific 86:10 terror 159:22 testified 83:17,21 testify 6:8 7:17 37:20 92:25 152:2 testifying 100:10 testimonies 172:20 testimony 3:20 14:7 18:23 19:19 74:24 79:7 91:8 110:15 113:4,11 122:17 129:5 137:6,21 141:16 160:5,10 163:9 Texas 110:8 thank 6:3,5 13:20 13:25 16:2,3,6 16:24 27:17,21 32:16,18 57:16
---	---	---	--	---

57:19 63:4,5 64:18 69:10,13 78:25 79:4 90:21,22 91:7,7 95:19 101:16 105:16 113:3,4 113:5,10 117:25 122:8 124:10 126:24 127:18 131:4 135:21 141:10,15 142:3 145:8,16 148:25 151:17 152:10 156:18,20 158:24 159:18 160:4,9,11 163:5,8,16 164:10 170:5 172:9,12 174:20 thanks 69:8 123:5 themselves 58:11 they'd 68:18 thing 60:13 63:12 68:9 84:20 86:6 86:7 90:6 94:17 96:8 111:11 128:20 141:2 160:20 162:18 things 60:12 66:19 75:10 78:3,4 84:17 85:16,25 96:25 98:11 100:14 119:13 135:4 137:3 140:11 142:11,14 146:8 152:25 think 16:25 19:5 23:2 24:22 31:13 32:9 37:15,22 38:3 38:10 41:18,24 42:4 58:3,6,9 59:18 61:5,18 62:19,20 63:9 64:9,14 65:6,21 66:21,23,24	68:4,12 69:25 70:16 72:4,8,14 72:24 78:9 79:12 80:9 81:11 87:8 96:2 96:21 97:18 98:25 100:2 107:20 108:16 119:8 120:22 124:19 128:2 135:5,8 140:23 157:2 161:22 169:7,11 172:17 thinking 108:2 third 30:19 85:8 third-party 29:12 30:11 Thirty-nine 24:24 thought 119:11 120:14 168:15 172:21,21,22 thoughts 83:12 142:16 thousands 102:21 103:2 104:22 114:5 threatened 132:6 132:7 three 22:14 76:13 91:9,19 119:14 three-quarters 76:2 threshold 43:23 46:2,13 47:19 47:24 56:6 thrilled 109:7 thriving 125:23 thrown 94:16 ticketing 11:10 76:17 tie 96:20 tied 21:7 time 9:17 19:18 52:13 63:2 65:13 74:18 84:18 86:14 94:12 97:9	105:23 106:6,13 106:14 115:5 116:10 118:25 131:24 144:15 144:15,20 160:18 168:23 169:20 timeframe 15:2 timeframes 76:9 timeline 76:5 times 85:9 127:21 128:17 155:16 Tinicum 95:3 tip 66:6 tipped 64:25 66:9 tips 64:24 65:4 66:6 114:19,20 114:22 118:14 118:16 title 2:14 7:4 95:22 101:19 today 3:22 5:16 7:11 8:22 13:15 18:9 19:8 42:8 44:10 65:7 71:12 75:7 77:22 78:10 94:21 100:16 101:25 104:19 114:11,18 121:4 123:11 127:20 128:9 129:6 132:2 133:5,18 135:12 136:18 137:21 138:8 140:3 146:6 150:17 151:2 153:20 156:16 156:21 157:6 161:17 162:16 169:17 171:5 172:14,20 173:12,15,22 today's 72:24 told 143:3 tolerating 133:13 Tom 103:25	tomorrow 139:23 top 19:18 76:3 total 11:4 60:17 93:9 totally 83:8 touch 69:16 tough 117:15,15 tourism 17:18 103:21 Township 95:3 track 153:16 trade 145:2 trades 92:13 94:18 129:22 tradition 138:17 traditionally 29:16 train 18:18 158:8 trained 107:5 training 18:14 94:22 154:17 155:8 158:3 trampled 68:20 transcript 176:8 176:20 translate 58:8 transpiring 35:23 transportation 1:3 2:4 3:1,17 4:1 5:1,14 6:1 7:1,8 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1,17 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 26:21 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1,18 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1	55:1,16 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1 156:1 157:1 158:1 159:1 160:1 161:1 162:1
---	--	--	---	---

163:1 164:1 165:1 166:1 167:1 168:1 169:1 170:1 171:1 172:1 173:1 174:1 175:1,14,15 travel 102:23 157:12 158:21 traveling 103:9 157:16 treat 67:4 68:2 99:15 171:22,23 treated 68:8 117:3 treating 51:21 treatment 59:24 treaty 81:3 tremendous 104:12 140:17 140:18 tricks 145:2 tried 72:9 108:18 135:9 triumph 150:13 truck 159:13 true 47:22 52:22 53:2,2 100:20 176:7 trust 161:20 truth 123:10 try 47:24 73:10 74:11 77:2 91:10,14 121:21 trying 18:17 30:4 61:7 74:16 78:22 81:24 109:13 125:17 130:19 132:18 135:6 168:24 Tuesday 1:8 turn 27:8 63:8 107:9 129:14 Twenty-five 43:19 two 8:24 11:2 29:15 39:10	54:12 56:7 76:11 97:3 110:16 136:6 146:14 156:2,4 158:23 two-year 9:7 71:11,13 82:16 type 63:20 64:7 106:14 typically 29:10 33:9,14 Tyrrell 7:14 U ultimately 18:24 71:24 72:14,22 73:14 78:4 137:11 underneath 23:6 23:18 understand 14:24 34:20 40:14 51:13 83:8,13 84:20 104:7 128:5 understanding 81:17 86:14 89:5 98:4 165:14,22 166:23 understood 134:15 undertaking 21:20 underway 75:15 unemployment 95:18 107:6 155:3 unethical 61:17 unfair 67:17 69:20 98:19 115:11 unfamiliar 144:13 Unfortunately 107:3 108:9 UNIDENTIFIED	124:6,9 union 65:20,23 67:13 69:3 112:19 117:10 121:17 126:17 167:14,20 170:15 unions 65:17 94:19 100:25 107:2 128:11 union-supported 103:5 united 9:13 81:2 101:7 131:9 136:3,7 University 111:4 111:10,13 unmodified 54:24 unresolved 171:2 upgrades 11:25 12:2 uphold 151:9,11 upper 123:25 126:3 upstairs 95:13 urge 148:8,9,21 urged 161:4 use 1:18,20 2:19 3:3 6:17 7:21 8:3,6,20,22 9:23 25:21 26:2 27:14 29:8 38:3 38:6,13,23 54:22 62:13 70:14,17 72:3 79:15,20,22,25 80:20 96:15 102:5 user 62:5 Utilities 1:4 2:5 3:18 7:9 55:16 175:16 utilized 11:10 V vacation 120:3 valid 38:7 57:9	valleys 109:16 value 104:8 108:18 variety 81:14 169:23 various 94:25 164:24,25 varying 76:9 vendor 125:22 venture 32:7 venue 74:22 102:21 verbiage 83:10 173:14 Vernon 131:19 versus 63:16,20 70:5 160:25 vibrant 153:3 Vice 163:14 violating 59:11 violation 87:18,18 violence 98:2 146:12 Virginia 146:11 146:17 vision 110:5 visit 128:18 visitors 143:22 visits 128:20 vital 10:19 12:8 110:11 vitality 13:7 72:7 96:22 vivid 147:3 voice 110:16 voices 150:16 vote 126:9,13 130:25 164:17 voting 104:19 vulnerable 125:4 vyng 27:11 W W 1:11 23:5 wage 35:6 36:8,12 36:16 37:4 39:2 54:14 63:20	66:10,10 77:11 98:13 114:14 116:3 118:12 122:6 123:15 124:23 126:8,11 129:18 138:7,14 140:8 141:8 148:7 154:7,9 156:17 162:23 wages 28:12 33:24 34:7,24 35:23 70:9 114:7,24 115:12 116:15 117:3,4 119:17 120:10 121:18 122:3 135:17 148:24 153:6 155:19 165:3 167:20 169:6,14,16 171:7 wait 29:25 31:19 136:16 139:23 Walsh 141:18 149:5,6 want 5:20 22:13 27:13,22 30:7 32:23 40:5 53:19 57:22 58:21 60:4,18 61:3 62:3,11,13 62:21 65:24 67:25 68:3,17 69:4 73:14 74:5 77:2 83:12 85:6 86:4,5 91:16 92:22 93:2 95:10 105:13,19 107:24 108:2,5 117:3 118:11,19 120:11 121:7,8 121:9,13,16,17 122:23,24 123:22 124:2 125:2,3 126:19 126:20,21 132:20 143:13
--	---	--	---	--

146:8 147:6 148:4 150:23 151:2 157:4 160:18,20 161:11,18,20,22 164:17 168:25 171:23 172:15 173:4 174:3 wanted 48:25 50:15 63:7 81:10 132:13 158:4 wanting 66:4 84:9 wants 65:20 158:19 war 159:21 ward 158:11 wasn't 30:22 40:25 54:18 132:3 158:4 Water 131:9 waters 161:14 Watson 113:13 118:3 121:16 way 34:22 47:25 51:15 57:25 58:11 60:3 67:12,20 69:5 72:11 78:20 95:17 100:23 107:12 109:10 110:19 115:8 119:20 130:14 132:8,21 147:24 171:8,9 Wayne 127:3,14 131:16 ways 101:3 138:13 170:20 wealthy 124:2 126:4 154:2 week 118:10 weeks 75:12 146:15 welcome 105:14 143:16,17 welcoming 153:3	well-being 156:10 well-paid 124:15 went 127:21 136:13 West 118:4 134:3 we'll 18:2 48:2,3 91:14 106:15 111:16 163:11 we're 4:20 5:4,9 17:2,5 18:16 21:23 23:22 24:4 26:14 27:24 30:3 32:4 54:3 62:12 64:9 65:7 71:10 73:8 74:16 75:7 84:11,12 86:8 91:9 93:24 96:21,23 109:20 112:12 117:14 121:23 124:12 128:23 129:23 129:24 137:4,5 140:11 141:2,7 148:2 151:5,6,7 153:7 160:2,15 162:14,21,22,23 162:24 166:3 171:11 173:6 we've 4:24 17:20 20:10 70:19 72:9 76:7,25 95:8 107:4 111:5,6 125:8 136:18 156:2 161:17 whatnot 17:18 19:14 72:3 74:15 wheel 138:15 wheelchair 114:15 118:7 white 90:16 wholeheartedly 165:17 wholesale 4:6 wife 108:4 138:15	William 1:12 149:14,17 150:11 151:15 willing 59:21 83:24 160:24 161:12 162:5,6 162:12,13 Wilson 1:11 169:2 win 155:2,4 172:6 window 12:4 wish 111:9 witness 3:10,13 3:13 6:23,25 42:10,10 91:24 113:15 127:8 131:12 141:19 152:6 witnesses 6:25 91:10,24 113:15 127:8 141:19 152:6 woman 108:4 125:19 women 105:21 106:4,17 107:23 107:24,25 108:5 108:25 112:16 122:16 123:21 162:19 won 162:9 wonder 153:18 wonderful 160:17 Word 162:8 work 15:18 18:12 19:8 21:25 22:8 28:8,16 32:13 59:21 61:7 64:6 64:8 67:2 70:23 75:15,18,22 76:7,9 86:8 99:15 101:10 111:18,19,25 113:25 115:9 117:7 118:10 119:13,15 120:4 121:7,7 133:21 134:3,4,5,6	135:2,18 137:10 144:18 147:19 148:6 154:4,14 155:19 156:3,13 158:3 167:3 170:6 171:15 172:2 174:9 worked 3:23 61:11 120:17 worker 94:3 115:17 154:7 170:19 workers 34:10,12 34:15 35:7,8,13 35:20 63:19,20 69:22 77:8 100:4,17,23 101:3,6 115:12 116:16,18,22,24 117:9 120:8 122:6 123:14,21 125:4,10,12 126:11,18 133:20,23 135:4 136:20 138:22 154:3 155:9 workforce 17:7 17:24 18:3,8,15 18:22 19:10 81:20 154:23 165:22,24 167:4 working 4:9 17:9 17:24 19:11 21:23 22:11,13 23:22 24:12 28:25 30:12 31:20 33:10 64:4 68:7 70:3 82:17 93:16 98:20 107:7 111:25 114:6 116:10 118:5 121:18 130:16 130:18,22 138:21 142:22 147:16 159:14 164:22 174:7	workplace 28:11 28:20 63:24 165:4 works 24:7 28:15 129:7,8 world 72:13 74:14 110:25 143:17 143:18 145:5 170:7 worried 143:18 worrying 130:21 worst 114:9 wouldn't 17:7 86:4 159:9 wound 107:19 write 83:2 writing 137:4 written 3:20 90:14 149:15 wrong 40:6 43:24 45:3 137:24 wrongly 171:23 wrote 84:4,6,9 149:17 X X 19:24 Y Yeah 66:22 112:12 year 4:17,18,20 4:21,23,24 14:20,21,25 19:22,24 23:16 23:24 24:21 25:3,12 43:9,11 52:15,16,17 66:13,13,13 75:23 76:20 82:20 109:12 116:7 148:13,14 years 2:23 4:14 8:25 15:22 25:5 25:6 54:12 76:11,13 77:12 114:16,18 118:6 136:6,16 146:2
--	--	--	---	--

148:18 149:22 152:23 156:2,4 158:11 160:21 170:15 yield 72:12 young 16:15,21 16:22 18:18 136:13 139:15 158:14 162:15 162:19,19 166:11 youth 139:15 y'all 31:18	46:21 54:23 1,500-foot 10:25 1.156 20:15 10th 145:14 1099's 70:5 11th 158:7 1199-C 167:17 12 75:19 103:6 12th 44:17 136:8 136:10 12,000 11:4 13 97:15 107:17 130452 1:16 2:15 3:1,11 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1	104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1 156:1 157:1 158:1 159:1 160:1 161:1 162:1 163:1,18 164:1 165:1 166:1 167:1 168:1 169:1 170:1 171:1 172:1 173:1 174:1 175:1 130455 1:19 2:25 6:14 7:18 102:2 104:20 164:14 174:12,17,22 14 4:17 166:18 141,000 12:13 15 4:20 166:19 15-year 20:4 75:20 103:6 16 4:23 120:16 1684 149:16	1850s 133:8 19,000 19:9 19133 136:11 139:16 1970 131:18 1978 136:14 2 2 19:19,24 38:21 48:19 64:23 2nd 2:6 17:11 129:12 134:2 2,000 21:2 2010 3:23 4:16 2013 1:8 8:24 147:13 166:18 2015 8:25 21st 39:2 98:13 99:22 126:10 129:4 140:21 25 39:4,17 40:4 42:25 43:22 45:25 46:12 47:10,18,24 48:20 49:8 170:15 250 76:3 3 3:25 1:8 30 128:24 30th 8:24,25 157:16 32BJ 127:15 130:17 332 167:18 35 24:20,21 95:18 111:19 136:15 146:2 367 119:10 37 24:23 170:16 170:18 38 24:23 4 4 1:8 4,400 20:25 40 19:10,14 99:17	128:24 400 1:7 48.5 107:21 5 5.25 118:8 120:13 121:12 50 23:21,23 24:12 24:16,19 25:7 55 104:8 6 6 152:20 6,000 10:17 12:16 19:21 20:22 21:5 6,400 20:23 6/4/13 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1
Z zip 136:11,11 139:16 \$ \$1 114:22 \$1.156 10:14 20:9 \$10 125:19 \$129 119:9 \$14 12:10 154:11 \$14,000 136:12 \$140 119:20 \$15,000 130:23 \$16 154:10 \$2.87 66:5 \$250 10:7 74:23 75:5 \$26 103:22 \$466 13:4 \$5.5 130:22 \$55 142:18 145:6 \$7 62:16 114:18 114:19 \$7.25 147:19 \$734 9:3 25:16 72:25 \$850 94:13 \$9 120:16 157:7 \$900 20:16,19 1 1 19:22 38:21,22 54:9,18 1st 43:8,11 44:3,6				

97:1 98:1 99:1	93:9			
100:1 101:1	734 10:11			
102:1 103:1	785 109:22			
104:1 105:1				
106:1 107:1	8			
108:1 109:1	800 131:19			
110:1 111:1	88-year-old			
112:1 113:1	170:13			
114:1 115:1				
116:1 117:1	9			
118:1 119:1	9 11:2			
120:1 121:1				
122:1 123:1				
124:1 125:1				
126:1 127:1				
128:1 129:1				
130:1 131:1				
132:1 133:1				
134:1 135:1				
136:1 137:1				
138:1 139:1				
140:1 141:1				
142:1 143:1				
144:1 145:1				
146:1 147:1				
148:1 149:1				
150:1 151:1				
152:1 153:1				
154:1 155:1				
156:1 157:1				
158:1 159:1				
160:1 161:1				
162:1 163:1				
164:1 165:1				
166:1 167:1				
168:1 169:1				
170:1 171:1				
172:1 173:1				
174:1 175:1				
6:15 175:16				
60 104:9				
7				
7,800 18:24 19:5				
7.25 119:12				
130:23				
700-some-odd				