

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON COMMERCE AND ECONOMIC DEVELOPMENT

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, November 19, 2014
10:09 a.m.

PRESENT:

COUNCILMAN W. WILSON GOODE, JR. - CHAIR
COUNCILMAN MARK SQUILLA - VICE
COUNCILMAN CURTIS JONES, JR.
COUNCILWOMAN JANNIE L. BLACKWELL
COUNCILMAN KENYATTA JOHNSON
COUNCILWOMAN BLONDELL REYNOLDS BROWN

ALSO PRESENT:

COUNCILMAN JAMES KENNEY
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ

BILLS: 140829, 140860

Strehlow & Associates, Inc.

(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 - - -

2 COUNCILMAN GOODE: Good morning. This
3 hearing is called to order. This is a
4 Public Hearing of the Commerce and Economic
5 Development Committee on Bills No. 140829
6 and 140860.

7 My name is W. Wilson Goode, Jr, Chair of
8 the Committee. I note that a quorum is
9 present. To my left is Majority Leader
10 Curtis Jones. To my right is Councilwoman
11 Jannie Blackwell, and to her right is Vice
12 Chair of the Committee Councilman Mark
13 Squilla.

14 The title of Bill No. 140829: Amending
15 Section 18-201 of the Philadelphia Code,
16 entitled "Leases of the Airport Facilities,"
17 by requiring Ground Handling Service
18 providers under service contracts with air
19 carriers, including subcontractors providing
20 such services, who operate at Philadelphia
21 International Airport to secure labor peace
22 agreements to minimize the risk of service
23 disruptions and lost revenue to the City
24 generated from enplanements.

 Strehlow & Associates, Inc.

 (215) 504-4622

 Strehlow & Associates, Inc.

 (215) 504-4622

1 The title of Bill No. 140860:
2 Establishing a new chapter 17-2200 of the
3 Philadelphia Code, entitled "Labor Peace
4 Agreements For Hotel Workers Where The City
5 Has a Financial Interest," by requiring a
6 labor agreement to protect the City's
7 proprietary interest in hotel operations
8 which lease property from the City or are
9 financed with City assistance; all under
10 ceratin terms and conditions.

11 Our first witness today on Bill 829 will
12 be Bianca Augistine and also James Runckel.
13 That's our first panel.

14 (Panel approaches Witness Table.)

15 COUNCILMAN GOODE: Mr. Runckel?

16 MR. RUNCKEL: Good morning.

17 COUNCILMAN GOODE: Please identify
18 yourself for the record.

19 MR. RUNCKEL: Sure. I'm James Runckel
20 from Spear Wilderman. I'm counsel to SEIU
21 Local 32BJ as well as some other labor
22 organizations you're familiar with like the
23 AFS workers. I'm here today to basically
24 talk about the preemption argument. And I'm
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 not going to bore you with a lecture on
2 preemption law. But I know there was a
3 memorandum submitted by the City Law
4 Department on preemption.

5 So, I'm here to basically tell you that
6 based on the case law that exists, this
7 ordinance is fine. This ordinance is not
8 preempted by Federal Labor Law. The City
9 Solicitor's -- Deputy City Solicitor's
10 memorandum said it might be, it might not
11 be. Well, it's not. I'm just going to
12 briefly tell you -- tell you why.

13 The case cited most frequently by the
14 City Law Department is a case that precedes
15 the Supreme Court's case called Boston
16 Harbor. In Boston Harbor, the Supreme Court
17 was dealing with an agency for the Boston
18 government that was tasked with cleaning up
19 the Boston Harbor very quickly. And what
20 they mandated actually a collective
21 bargaining agreement with a ten-year no
22 strike clause to make sure that the Boston
23 Harbor was cleaned up in an efficient,
24 effective way with no disruptions.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 And what the Supreme Court says is that
2 that kind of deal was not preempted by a
3 case called Garmin by Federal Labor Law
4 because the agency had a proprietary
5 interest in ensuring that this was
6 accomplished without disruption because of
7 the revenue stream. So, there was no
8 preemption there. And that's the Supreme
9 Court. The US Supreme Court set that forth.

10 In this circuit, the Third Circuit Court
11 of Appeals, the circuit has set out a
12 two-pronged test in a case called Sage
13 Hospitality. And the question is, legally
14 does this ordinance meet that two-pronged
15 test? And the first test is, is it
16 proprietary in nature? You're protecting
17 your revenue stream just like any private
18 entity in the marketplace would versus
19 you're regulating Federal Labor Law, you're
20 intruding into Federal Labor Law in saying
21 what can and can't happen when that's
22 reserved to NLRA, the NLRB. That's the
23 first prong.

24 The second prong is, is the ordinance
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 strictly tailored to that proprietary
2 interest of protecting the revenue stream?
3 That's the test in this circuit. Other
4 cases, District Court cases cited in
5 California 15 years ago don't matter. This
6 is the Third Circuit and that's the test
7 that governs.

8 In this particular case, this ordinance
9 appears to me to be modeled on and tailored
10 on the very ordinance that was found not to
11 be preempted by Federal Labor Law and Sage
12 Hospitality. It is narrowly tailored to the
13 specific goal of not disrupting service at
14 the Airport.

15 So, it's important to remember a couple
16 things here. A labor peace agreement in
17 which this ordinance talks about and is
18 based upon is not a collective bargaining
19 agreement. It is not a card check
20 agreement. It is nothing like that. You
21 are not regulating the field of labor
22 relations here. What you are doing is
23 saying there needs to be a means to stop
24 disruption, strikes, picketing, boycotting,
Strehlow & Associates, Inc.

(215) 504-4622

1 things like that among contractors at the
2 Philadelphia Airport.

3 And so, the ordinance requires that
4 conduct be prohibited and requires that the
5 parties have a means to resolve the dispute
6 without those disruptions through binding
7 arbitration. That's all it says. That's
8 all your ordinance says. It's defined
9 narrowly. So, this could be the parties get
10 together and the parties find out, you know,
11 negotiate themselves away to represent
12 workers, come up with a grievance procedure
13 for discharged workers. It could be any
14 number of things.

15 The point is for preemption is that you
16 don't dictate what it is. You just tell the
17 parties get together and don't disrupt the
18 revenue flow. And that's all you do here.
19 So, you are not in the business here with
20 this ordinance of regulating labor relations
21 under Federal Labor Law.

22 This is an important proprietary issue
23 for the City it seems to me. There is a
24 serious stream of revenue that goes to the
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 City, the Authority and the City that is
2 utilization based. It's not just here's a
3 lease and here are the payment terms under
4 this lease. It's based on usage. It's
5 based on utilization. The Concession
6 Agreement, Parking, all sorts of concession
7 agreements there that you receive money
8 based on how many customers there are there,
9 how the airport is utilized.

10 If there are disruptions in that service
11 through a series of running strikes,
12 boycotting, picketing, those kind of issues,
13 people are going to be less likely to
14 utilize those concessionaires. They are
15 going to be less likely, frankly, to utilize
16 the Philadelphia International Airport.
17 They will try to go somewhere else if the
18 airport gets that reputation.

19 So, what this is under Boston Harbor and
20 under Sage Hospitality is you are just like
21 a private business would, you are protecting
22 that revenue stream. You are trying to make
23 sure that something that could compromise
24 severely that revenue stream doesn't occur.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 And that's the sole purpose of your
2 ordinance. You don't dictate what the
3 parties do once they get together. So,
4 that's the first prong of the Sage-Harbor
5 test.

6 The second is, is this ordinance
7 narrowly tailored, specifically tailored to
8 protect that proprietary interest. The
9 cases cited by the Solicitor's Office not
10 only are they old, but they go beyond that.
11 They regulate conduct. One of them -- and
12 one of them, contractors who had problems in
13 the private sector were barred from bidding
14 on -- from being awarded these kind of
15 contracts.

16 So, you were regulating conduct that
17 didn't relate to the government entity. You
18 were -- they were, not you were. They were
19 penalizing these contractors for how they
20 acted outside the governmental sphere. Or
21 they were going too far with the ordinances
22 they were passing and saying it is a
23 collective bargaining agreement and here is
24 what you're going to put in it. It is a
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 card check agreement and here's what you're
2 going to put in it. So, they were in the
3 business then of penalizing contractors or
4 regulating contractors.

5 In this case, you have narrowly and
6 specifically tailored your labor peace
7 amendment -- agreement to reflect the
8 proprietary interest that is permissible and
9 not preempted by Federal Labor Law. You
10 don't -- you're dealing with this site only.
11 You're not dealing with conduct of these
12 contractors outside the Philadelphia
13 Airport. You're not dealing with the
14 employees of these contractors outside the
15 Philadelphia Airport. And again, with the
16 narrow scope of the Labor Peace Agreement,
17 you're not saying what goes into -- into an
18 agreement that's ultimately reached by the
19 parties.

20 So, what you have done here
21 successfully, in my view we're very
22 confident about it, is that you have
23 narrowly tailored your ordinance to protect
24 your revenue stream and your proprietary
Strehlow & Associates, Inc.

(215) 504-4622

1 interest. So in our view, while the
2 Solicitor's Office waffled on whether this
3 could or couldn't be preempted, and they
4 couldn't say that it was, I'm here to tell
5 you in our belief we're very confident that
6 it's not preempted by Federal Labor Law and
7 it's completely permissible under the law.

8 COUNCILMAN GOODE: Thank you for your
9 testimony.

10 MR. RUNCKEL: You're welcome.

11 COUNCILMAN GOODE: Bianca Augistine.

12 MS. AUGISTINE: Yes.

13 COUNCILMAN GOODE: Thank you. State
14 your name for the record and please proceed
15 with your testimony.

16 MS. AUGISTINE: My name is Bianca
17 Augistine, and I am the Deputy Research
18 Director for SEIU Local 32BJ.

19 Good morning, Councilman Goode and the
20 Members of the Committee on Commerce and
21 Economic Development. Today I would
22 actually like to read a portion of the
23 submission that I was sent to all of you
24 earlier this week by our R.W. Mann, Jr. He
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 is an industry -- airline industry analyst
2 and aviation economist and a former airline
3 executive. He is commenting specifically on
4 the Labor Peace Agreement that we are
5 discussing today. I have extra copies for
6 any member of the Committee who did not
7 receive them earlier in the week. Also,
8 please let me know after.

9 (Reads testimony of R.W. Mann, Jr.)

10 Labor Peace Agreements refer to compacts
11 that are introduced with the intent to
12 minimize the risk of service disruptions and
13 lost revenue to contractors, to airports and
14 the air carriers employing them. I am going
15 to refer to them now going forward as LPAs.

16 LPAs modify national labor relations
17 board and national mediation board standards
18 for employer and union conduct in an
19 organizing campaign. Streamlining arduous
20 and legally complex NLRB and NNB electoral
21 procedures and requiring nonconfrontational
22 resolution of labor disputes thereby
23 ensuring service continuity.

24 The proposed Philadelphia International
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 Airport LPA ordinance is similar to
2 legislation presently in place or being
3 debated in jurisdictions in 18 states. LPAs
4 applicable to contractors and/or
5 concessionaires are in place at 13 large and
6 medium hub airports currently. These
7 include Seattle, San Francisco, Los Angeles,
8 Ontario, San Jose, Long Beach, Phoenix,
9 Chicago Midway, New York Laguardia, New York
10 Kennedy, Newark Liberty, Miami and Fort
11 Lauderdale Airport. And they are being
12 debated in numerous other airports and
13 jurisdictions including right here in
14 Philadelphia.

15 Only three states -- Tennessee,
16 Louisiana and Georgia -- ban the adoption of
17 LPA ordinances. Although in Georgia,
18 interestingly enough, Atlanta's Hartfield
19 Jackson International Airport which is the
20 largest airport in the country by
21 enplanements has a labor harmony agreements
22 in place.

23 The Airports Council International, the
24 preeminent airport management operations
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 lobbying group, takes no position on LPAs
2 and related matters, but they do offer a
3 template for adoption by airport
4 authorities. LPAs are also the subject of
5 institutional objections from the American
6 Legislative Exchange Coalition, commonly
7 referred to by their acronym ALEC which has
8 for more than a decade championed it's Labor
9 Peace Agreement Preemption Act.

10 The Airline Industry Lobbying Group,
11 which I'm sure has reached out to you,
12 Airlines for America and Member American
13 Airlines which in December 2013 merged with
14 US Airways, now the dominant carrier here at
15 Philadelphia Airport argue in a general
16 sense that less flexibility in the form of
17 additional requirements imposed on them or
18 their service contractors, including Labor
19 Peace Agreements imposed on ground handling
20 service providers could result in air
21 carriers reducing mainline and regional
22 feeder service at cities and in city-pair
23 markets feeding the cities at which such
24 requirements are imposed.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 A4A, Airlines for America and its
2 members take this position despite the fact
3 that LPAs tend to minimize the risk of
4 service disruptions and lost revenue to
5 contractors and to the air carriers
6 employing them.

7 Philadelphia International Airport is a
8 major hub as defined by the United States
9 Federal Aviation Agency. US Airways is the
10 dominant air carrier operating both domestic
11 and international hub out of Philadelphia
12 Airport. US Airways merged, closed their
13 merger with American Airlines on December 9,
14 2013. But well before full integration of
15 American and US Airways, American and US
16 Airways combined, operated as many as 486
17 daily mainline and regional flights and 142
18 markets out of Philadelphia.

19 In addition, their international flag
20 carrier code share partners in the one world
21 global alliance operated additional daily
22 flights and exchanged connecting traffic
23 with both American and US Airways in
24 numerous additional international markets.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 US Airways has stated that its Philadelphia
2 hub was profitable before the merger with US
3 Airways. It is undoubtedly more so now and
4 will be even more profitable post completion
5 of the American/US Airways integration.

6 Since the merger, American has reported
7 record quarterly and absolute profits and
8 net margins. American is forecast to earn a
9 record 4.1 billion in calendar year 2014,
10 and a record 5.3 billion in calendar year
11 2015. A specific consequence of the merger
12 and the eventual integration of flight
13 operations and a single airline operating
14 certificate schedule for the second quarter
15 of 2015. Flight activity and seat capacity
16 at Philadelphia International Airport are
17 likely to increase, not decrease as American
18 and US Airways combine networks, fleets,
19 workforces, systems, customer loyalty
20 programs and traffic.

21 Indeed, even prior to the merger, US
22 Airways had been investing heavily in
23 targeted facility upgrades designed to
24 accommodate increasing domestic and

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 international flight activity, passengers
2 and specialty cargo. The state of industry
3 consolidation, now only three dominant
4 carriers compared with the highly fragmented
5 industry a decade or more ago as well as the
6 combined American/US Airways competitive
7 positioning. They are now the number one
8 route network surpassing both United and
9 Delta. Is far different from the
10 fragmentation and desperation evidenced
11 during the US Airways bankruptcy era.

12 In that era, Philadelphia was the
13 beneficiary of the then bankrupt US Airways
14 decision to rationalize its network and
15 consolidate its hub activity from among
16 other airports, Pittsburgh and Baltimore.
17 And the company now merged with American has
18 continued to build on these decision to
19 Philadelphia's community's benefit.

20 The present day Philadelphia hub dynamic
21 is significantly different, better matching
22 supply of seats with air travel demand and
23 is thus far more structurally vital than the
24 more above demand and over supply state in
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 which Pittsburgh found itself during the old
2 US Airways bankruptcy era. Americans
3 Philadelphia airport passenger and cargo
4 markets and their feed are not portable or
5 substitutable by other cities given the
6 markets existing preference for Philadelphia
7 logistics and the limited facilities,
8 congestion, delays and slot restrictions at
9 American and US Airways airport to the north
10 and south of Philadelphia such as JFK and
11 Washington National.

12 In addition to slot and use restrictions
13 at DCA, American settlement with the US
14 Departments of Justice and Transportation
15 precludes additional American Airlines or US
16 Airways flight activity at DCA. Further,
17 DCA has flight distance perimeter rule
18 restrictions that preclude other than a few
19 exempt long haul operations.

20 Finally, DCA has insufficient slack
21 runaway or facilities capacity to absorb a
22 modest, let alone a whole sale transfer of
23 US Airways flights operated out of
24 Philadelphia International Airport. Apart
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 from slot restrictions, JFK has one of the
2 worst chronic flight delay problems in the
3 nation. And attempting to add either feeder
4 or main land operations of the magnitude of
5 US Airways Philadelphia hub, would drive the
6 airport and the surrounding New York
7 terminal area air space to grid lock.

8 American has attempted on several prior
9 occasions to expand and improve the
10 economics of its JFK hub, but has been
11 unable to do so in the face of the larger
12 scale and scope of Delta's and Jet Blues hub
13 and feed operations as well as the itinerant
14 operations of dozens of foreign flag
15 airlines. No carrier dominates JFK to the
16 extent US Airways benefits from its
17 dominance right here at Philadelphia
18 International Airport.

19 To conclude, Labor Peace Agreements
20 structured along the lines of the proposed
21 City of Philadelphia statute are widely and
22 increasingly deployed in jurisdictions
23 nationally and at airports reducing the risk
24 of service disruptions and lost revenue to
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 airports and air carriers utilizing these
2 firm services. Philadelphia Airport
3 management as well as American Airlines
4 group, US Airways unit, the dominant airline
5 at Philadelphia International Airport would
6 benefit from the minimization of risk of
7 work stoppages, interruption and risk to
8 revenue that go with the adoption of Labor
9 Peace Agreements which are highly unlikely
10 to result in reduction of flights or
11 enplanements.

12 The present consolidated profitable and
13 foreseeably financially improving state of
14 the airline industry creates an environment
15 for success that is completely unlike in the
16 near opposite of the fragmented and
17 financially unsound environment in which the
18 old US Airways was unable to compete and
19 ultimately reduce service at Pittsburgh and
20 Baltimore, consolidation from which
21 Philadelphia benefitted.

22 US Airways has no practical ability or
23 market opportunity to move or transfer
24 flights from what is today a profitable
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 Philadelphia hub to its next most proximate
2 hub airports JFK and DCA. There is
3 virtually no realistic probability that,
4 quote, Philadelphia can turn into another
5 Pittsburgh.

6 Thank you.

7 COUNCILMAN GOODE: Thank you. Thank you
8 for reading the testimony. Your testimony
9 is on behalf -- reading on behalf of Robert
10 Mann, who is a national industry expert,
11 host of clients and is published on the
12 issue. So, your testimony is that the bill
13 is legally valid and it's considered good
14 public policy in many places?

15 MS. AUGISTINE: Yes.

16 COUNCILMAN GOODE: And that's your
17 testimony as well, it's legally valid and
18 will withstand federal preemption?

19 MR. RUNCKEL: Yes. It does not violate
20 any federal preemption laws or any other
21 component of the NLRA.

22 MS. AUGISTINE: And unlikely to directly
23 impact US Airways' decision to reduce any
24 sort of service or flights from Philadelphia
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 is the other part of his argument.

2 COUNCILMAN GOODE: Let me note for the
3 record that Councilwoman Blondell Reynolds
4 Brown and Councilman Kenyatta Johnson,
5 members of the Committee are present, as
6 well.

7 Any questions from members of the
8 Committee from this panel?

9 Seeing none, thank you very much.

10 Next panel is Misha Williams and Anthony
11 Reynolds.

12 Good morning. Please state your name
13 for the record and proceed with your
14 testimony.

15 MS. WILLIAMS: Good morning. My name is
16 Misha Williams.

17 COUNCILMAN GOODE: Pull the mic closer.

18 MS. WILLIAMS: Good morning. My name is
19 Misha Williams, and I will be telling you my
20 testimony today.

21 Up until last week, I worked for
22 PrimeFlight at the Philadelphia,
23 Pennsylvania National Airport. I worked as
24 a line cue supervisor for nearly six months
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 at the airport. After having been outspoken
2 advocate for better treatment on the job, I
3 was terminated from my job.

4 COUNCILMAN GOODE: Ms. Williams, pull
5 the mic a little bit closer. Thank you.

6 MS. WILLIAMS: I was terminated from my
7 job just over a week ago. I have been
8 speaking out for a union for PrimeFlight
9 workers at the airport for the past year
10 because we need better wages and benefits
11 and a voice on the job.

12 A little over a month ago, 30 of my
13 coworkers and Councilman Kenyatta Johnson
14 went to PrimeFlight office to ask about the
15 1088 raise.

16 (Applause and crowd support)

17 MS. WILLIAMS: The vote is supported
18 this spring. Six months after the vote --
19 six months after the vote passed, the wages
20 hiked. We're yet to see a dime.

21 I was proud to lead a delegation to
22 PrimeFlight office although PrimeFlight
23 locked the doors and called the police on
24 us.

Strehlow & Associates, Inc.
(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 (Witness continues in tears.) My
2 coworkers and I remained committed to
3 getting our message across. Not long after
4 the delegation, my manager called me into
5 the office to deal with minor disagreements
6 with another PrimeFlight coworker. My
7 manager proceeded to tell me that she was
8 unhappy with me because I had been part of
9 the delegation for higher wages.

10 She accused me of trespassing and
11 proceeded to tell me that the wage increase
12 and a union would be a bad thing. Quickly,
13 it became clear that I had not been called
14 into the office because of disagreement with
15 my coworker. I had been called into the
16 office, bullied into withdrawing my support
17 for being treated -- for better treatment on
18 the job.

19 I stood my ground about what I had done
20 to stand up for higher wages and our need
21 for the union. Another week passed and
22 PrimeFlight terminated me claiming it was
23 over the disagreement for the coworker. I
24 feel that they targeted me because of the
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 work with the union. I do not think I would
2 have lost my job if I hadn't spoken up for
3 my rights.

4 This -- this is not fair. PrimeFlight
5 should not be able to treat us this way. I
6 liked my job and I want it back, but I want
7 it to be a good job where we can speak out
8 for better treatment without fear of being
9 fired for an unjust reason. That's why I
10 wanted to be here today. The bill will
11 provide a way for addressing problems on the
12 job before they become bigger. This could
13 make a huge difference in my life and the
14 lives of my coworkers.

15 We need your support. Thank you.

16 (Audience stands and applauds.)

17 COUNCILMAN GOODE: Thank you for your
18 testimony, Ms. Williams. I'm sorry that
19 happened to you. We're going to try to do
20 something about that today.

21 Mr. Reynolds.

22 MR. REYNOLDS: Yes. My name is Anthony
23 Reynolds. I'm a cabin cleaner working for
24 Prospect at the Philadelphia International
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 Airport. I work for the airport for nearly
2 a year and make 8.50 an hour with no
3 affordable benefits or sick days. I am part
4 of a cleaning crew called MEC, which is
5 Maximum Effort Cleaners.

6 After passengers have deplaned, my
7 coworkers and I clean the plane from top to
8 bottom. We clean the bathrooms, remove the
9 trash, wipe down tray tables, dig in the
10 seat cushions and underneath the seat. This
11 is not the first time that I have appeared
12 before you. About a month ago I was here
13 sharing my story about poor health and
14 safety conditions and the airport to leave
15 my coworkers and I exposed to potential
16 infectious diseases.

17 I spoke out a month ago because we want
18 change at the airport. We want to see
19 things improve for myself, my coworkers and
20 the passengers. How can we have a world
21 class city when we have an airport run by
22 subcontractors who will compromise the
23 health and safety of workers just to save a
24 buck.

Strehlow & Associates, Inc.
~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 (Applause)

2 MR. REYNOLDS: My job isn't glamorous,
3 but it doesn't have to be a low road job. I
4 am speaking out because we want to change
5 it, the airport. I want to make things
6 better.

7 I had held out hope that the 1088 wage
8 raise would have come through by now.
9 Instead, we face another holiday season on
10 poverty wages. I'm 51 years old and I have
11 five children. It absolutely kills me to
12 not be able to give them what they want this
13 time of year. My coworkers and I work hard
14 every day. Our Thanksgiving table should
15 not be empty, but I fear that they may be.

16 We fear that we will continue to
17 struggle every day not just holidays in the
18 foreseeable future until we change things at
19 PHL. My coworkers and I are at the point
20 where we have little to lose. We tried the
21 polite way. We passed out leaflets, held
22 meetings, had delegations to the boss and
23 rallies. Nothing has changed.

24 And some airport workers have even been
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 met with bullying, intimidation and coercion
2 from their employers. When the airport
3 subcontractors refused to listen to us and
4 refused to respond to our concerns, we may
5 be forced to take more drastic action in the
6 future. Our futures and our communities are
7 worth fighting for.

8 Thank you.

9 (Audience stands and applauds)

10 COUNCILMAN GOODE: Thank you for your
11 testimony, and thank you for standing up for
12 your rights.

13 Any questions and comments from the
14 committee? Councilman Squilla.

15 COUNCILMAN SQUILLA: Yeah, I just have a
16 comment. Thank you, Mr. Chairman.

17 I just want to say, Mr. Reynolds and
18 Ms. Williams, we appreciate your courage to
19 come in here and speak because it speaks
20 loudly to us here on the Committee and to
21 the City. And I think it's important to
22 hear all sides of this argument. So, I
23 thank you.

24 COUNCILMAN GOODE: Councilwoman Brown.
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: Yes. I
2 want to go on the record as well to say
3 thank you. I salute your -- your courage,
4 having a spine, if you will, to stand up,
5 speak up and speak out on what is a clear
6 obvious injustice and equity. At the
7 bottom of the -- at the end of the day, the
8 bottom line is you want what all of us want,
9 wages so that we can take care --
10 respectable wages so that we can take care
11 of our families.

12 Thank you for your testimony.

13 (Applause)

14 COUNCILMAN GOODE: Councilwoman
15 Blackwell.

16 COUNCILWOMAN BLACKWELL: Thank you. I
17 agree with all that has been said. We
18 understand that we are in a labor town. We
19 thank you for your testimony. And
20 certainly, we support the Chairman of this
21 Committee Councilman Goode who says we'll
22 deal with it. Thank you.

23 COUNCILMAN GOODE: Councilman Johnson.

24 COUNCILMAN JOHNSON: Thank you,
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 Mr. Chair. I just want to also just
2 acknowledge the courage of Mrs. Williams and
3 Mr. Reynolds for just offering their
4 testimony. And I did participate in a rally
5 and approached a couple companies, one
6 PrimeFlight in particular out at the airport
7 with some of the workers.

8 And I remember the police officer
9 approached me. And it was a pastor from
10 Power who was there. And, you know, I kind
11 of thought I was back on the corner of my
12 neighborhood at Point Breeze because I
13 hadn't been approached by a police officer
14 in a long time. But because I don't live
15 the way I used to live and I was standing on
16 principle, I was able to conduct myself in a
17 professional manner and express why we were
18 out there for a good cause.

19 And so, I just want to commend all the
20 individuals who were involved in making sure
21 that change does come about on, one,
22 regarding the wages out at the airport;
23 two -- speaking of wages, I remember sending
24 my staff a report that I received last month
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 on September 24th which showed that American
2 Airlines made a profit of 1.5 billion during
3 the second quarter of 2014.

4 And so, I will continuously advocate for
5 labor harmony from -- one, from the City's
6 perspective and making sure that all
7 contractors and subcontractors at
8 Philadelphia International Airport sign
9 labor peace agreements with organizations
10 representing or seeking to represent
11 employees. I've been working very
12 aggressively to help unite here reach they
13 goals and I will continue to work very
14 aggressively with Mr. Chairman Goode to make
15 sure that this is a policy across the board
16 whether it's hotel workers, whether baggage
17 handling workers and so forth.

18 If we're going to have a world class
19 city, a world class airport, you can't have
20 a world class airport without world class
21 paid workers.

22 (Applause)

23 COUNCILMAN JOHNSON: Because, you know,
24 ultimately, at the end of the day, the
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 airline workers are the backbone that make
2 the whole operation operate. No different
3 than us council people have staff that stand
4 behind us and make us do our job better. We
5 understand that to have a world class
6 airport takes world class paid workers. And
7 so, I'm here to be supportive of your
8 efforts.

9 And I always will say for the record,
10 I've been serving as Chairman of Public
11 Transportation and Public Utilities since I
12 became a councilperson. And so, you know,
13 early on I dealt with this process. And I
14 made a commitment that I would address some
15 issues that we didn't have a chance to
16 address early on when I served as Chairman
17 of Transportation and Public Utilities. And
18 that is making sure that as we move forward
19 those workers out at the airport are well
20 taken care of.

21 I just want to come and be supportive of
22 my colleagues legislation today for labor
23 harmony. Thank you.

24 COUNCILMAN GOODE: Thank you,
Strehlow & Associates, Inc.
~~(215) 504-4622~~

1 Councilman.

2 (Applause)

3 COUNCILMAN GOODE: Our next witness is
4 James Tyrrell, Deputy Director of Aviation.

5 Good morning. Please state your name
6 for the record and proceed with your
7 testimony.

8 MR. TYRRELL: James Tyrrell, Deputy
9 Director of Aviation at the airport.

10 Good afternoon, Mr. Chairman and Members
11 of the Committee on Commerce and Economic
12 Development. My name is James Tyrrell, the
13 Deputy Director of Aviation for Property
14 Management and Business Development for
15 Philadelphia International Airport. And I
16 appear before you to testify on Bill 140829.

17 Mr. Chairman, as you know, Philadelphia
18 International Airport is owned and operated
19 by the City of Philadelphia. The airport is
20 totally self supporting and uses no local
21 tax dollars. The airport relies primarily
22 on fees paid by airlines along with revenue
23 generated from other business activities
24 located at the airport to pay all costs
Strehlow & Associates, Inc.

(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 associated with the operations at the
2 airport. Those payments from airlines are
3 made pursuant to the terms of the Use and
4 Lease Agreement between the airport and each
5 of its major airlines.

6 Bill No. 140829 would require a new
7 airport Use and Lease Agreement to contain
8 provisions regarding how airlines could
9 contract for ground handling services. The
10 airlines would be contractually mandated to
11 require each ground handler to secure a
12 labor peace agreement with any union seeking
13 to represent the employees of that ground
14 handler.

15 Labor peace agreements bring with them
16 very real possibility of increased operating
17 costs. Those increased operating costs
18 would be absorbed by the airline contracting
19 for the services provided by the ground
20 handling companies. It is quite possible
21 that as a result of these increased
22 operating costs, there may be unintended
23 consequences that arise. The Use and Lease
24 Agreement now in effect at the airport will
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 expire June 30, 2015. The airport is
2 currently negotiating a new agreement that
3 would become effective July 1, 2015. As
4 part of that new Use and Lease Agreement,
5 the airport anticipates airline approval of
6 a significant amount of capital investment.
7 That capital investment will be funded by
8 the issuance of public debt secured by
9 bonds.

10 The Use and Lease Agreement obligates
11 the airlines to pay the airport for the debt
12 service associated with the projects the
13 airlines have approved. The airlines
14 provide security to bond holders and enable
15 airport to secure an advantageous rating on
16 their bonds. New Use and Lease Agreement
17 with the airlines effective July 1, 2015 are
18 also the vehicle by which airline
19 subcontractors will be required to comply
20 with Philadelphia 21st Century minimum wage
21 and benefits standard law.

22 Ground handling service providers will
23 be required to pay all of their employees at
24 least \$12 per hour.

 Strehlow & Associates, Inc.
 (215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 (Applause)

2 MR. TYRRELL: Airlines have indicated
3 that the combination of the living wage with
4 labor harmony requirements for contracted
5 services may increase their operating cost
6 to unprecedented levels.

7 There are several, several smaller
8 airlines that have recently initiated
9 service at Philadelphia International
10 Airport. Two of those airlines, Spirit and
11 Frontier, both low cost airlines, have
12 publicly announced increased service levels
13 at the airport beginning this spring. These
14 low cost airlines are greatly impacted by
15 increased operating costs and rely heavily
16 on contracted services provided by these
17 ground handling company. These low cost
18 airlines also offer competitive air fares
19 that make Philadelphia International the
20 airport of choice for so many travelers.

21 Increased operating costs may have a
22 direct impact on the level of service these
23 low cost airlines will provide to
24 Philadelphia International. Operating costs
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 influence whether these airlines will
2 continue to serve Philadelphia International
3 at existing levels, at increased levels in
4 the future or possibly at all. The
5 airport's hub carrier American Airlines
6 which includes the former US Airways is in
7 the process of implementing its merger and
8 planning its new operations right now.

9 American made a commitment in its merger
10 agreements to maintain its existing hub at
11 Philadelphia International Airport.

12 Operating costs at three of Americans nine
13 hubs -- Dallas/Fort Worth, Phoenix and
14 Charlotte -- are lower than those at
15 Philadelphia. Dallas/Fort Worth is the
16 largest American hub and Charlotte is the
17 lowest cost hub in American system.
18 Charlotte is also the lowest cost hub in the
19 world.

20 Costs in New York, Los Angeles, Chicago
21 and Miami are higher than costs in
22 Philadelphia, but they're also much larger
23 hubs where many more passengers fly and
24 generate higher per-passenger revenues

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 making the costs incurred at those airports
2 a little more palatable for the airlines.

3 Of the nine American hubs, only Los
4 Angeles now imposes a requirement for labor
5 peace agreements applicable to companies
6 providing ground handling services. New
7 York and Miami have labor peace agreement
8 requirements for retail concession
9 operators, but not for ground handling
10 service companies. Chicago, Dallas/Fort
11 Worth, Phoenix and Charlotte have no labor
12 peace requirements whatsoever.

13 This bill would add to the difficulties
14 for an airline to operate in Philadelphia
15 making it as challenging as Los Angeles in
16 that respect. However, Philadelphia
17 International would remain the American hub
18 with the fewest passengers paying fares
19 American can use to offset such costs and
20 make them palatable.

21 If the increased operating cost
22 resulting from labor peace requirements
23 becomes a major concern for airlines
24 operating at Philadelphia International,
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 this bill could result in airlines not
2 entering into a new use and lease agreement.
3 Instead, airlines could choose to use such
4 airport facilities as they may elect from
5 time to time upon paying a fee that the City
6 would set.

7 The decision would prove disastrous for
8 the airport for many reasons including the
9 undermining of the airport's bond rating,
10 significantly increasing the cost of
11 capital, limiting competition from low cost
12 air carriers who choose not to operate or
13 limit operations to Philadelphia. And last
14 but certainly not least, jeopardizing the
15 ability of the airlines to invest in future
16 capital improvements at Philadelphia
17 International.

18 I greatly appreciate the opportunity to
19 speak to you today about Bill No. 140829.
20 And I will be happy to answer any questions
21 you may have.

22 COUNCILMAN GOODE: Thank you for your
23 testimony, Mr. Tyrrell, for offering us the
24 standard testimony citing potential
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 unintended consequences which always tells
2 me that Administration doesn't like the
3 piece of legislation but can't prove it's
4 bad policy because it isn't.

5 (Applause)

6 COUNCILMAN GOODE: Let me refocus you
7 for a second. For the record, can you
8 describe work and morale at the airport?

9 MR. TYRRELL: I'm sorry, Councilman?

10 COUNCILMAN GOODE: Can you describe
11 worker morale at the airport?

12 MR. TYRRELL: From what I've seen, the
13 airport continues to be a very good place to
14 work. I've encountered --

15 COUNCILMAN GOODE: Let me ask you a
16 question. I wasn't really asking for
17 personal opinion.

18 MR. TYRRELL: Yes.

19 COUNCILMAN GOODE: I was asking, have
20 you surveyed airport workers about issues
21 related to wages, benefits and work rules?

22 MR. TYRRELL: We have not.

23 COUNCILMAN GOODE: So, how would you
24 know?

Strehlow & Associates, Inc.
(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 MR. TYRRELL: We have not done any.

2 COUNCILMAN GOODE: So, you don't know?

3 MR. TYRRELL: Correct.

4 COUNCILMAN GOODE: Airport workers might
5 be frustrated and pissed off. Is that fair
6 to say?

7 (Applause)

8 MR. TYRRELL: I'm sorry, Councilman. I
9 didn't hear the question.

10 COUNCILMAN GOODE: I said airport
11 workers might be frustrated and pissed off.
12 Is that fair to say?

13 MR. TYRRELL: It could be, yes.

14 COUNCILMAN GOODE: Is that good for
15 business?

16 MR. TYRRELL: Absolutely not.

17 COUNCILMAN GOODE: How could it be good
18 for business? How could it be good for
19 business?

20 MR. TYRRELL: It's not good for
21 business.

22 COUNCILMAN GOODE: Because it's cheap
23 labor. That's why it's good for business,
24 right?

Strehlow & Associates, Inc.
(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 (Applause)

2 COUNCILMAN GOODE: So, should the
3 workers take collective action?

4 MR. TYRRELL: It's not a question for me
5 to answer.

6 COUNCILMAN GOODE: Are they legally
7 entitled to take collective action?

8 MR. TYRRELL: I believe they are.

9 COUNCILMAN GOODE: Have there been
10 project labor agreements for the airport?

11 MR. TYRRELL: I believe there are.

12 COUNCILMAN GOODE: So, there are already
13 project labor agreements for the airport?

14 MR. TYRRELL: There have been project --

15 COUNCILMAN GOODE: So, who benefits from
16 those project labor agreements?

17 MR. TYRRELL: Typically, they are a
18 win-win for everybody.

19 COUNCILMAN GOODE: Which workers benefit
20 from those project labor agreements? Do
21 they include service workers?

22 MR. TYRRELL: I honestly don't know,
23 Councilman.

24 COUNCILMAN GOODE: The answer is no.
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 You know the answer.

2 The next question is, are there
3 different standards for different types of
4 workers at the airport?

5 (Audience responds: "Yes.")

6 MR. TYRRELL: I can't answer that
7 question.

8 COUNCILMAN GOODE: The answer is yes and
9 you know the answer to that question. There
10 is one rule for construction workers, other
11 rules for service workers in terms of who
12 gets taken care of.

13 Is that not true?

14 MR. TYRRELL: I don't know the answer to
15 that question.

16 COUNCILMAN GOODE: Of course you do.
17 Now I'll be a little bit more direct with
18 you.

19 Didn't Council already tell you to put
20 labor peace agreement in the next -- labor
21 peace agreements in the next lease
22 agreement?

23 MR. TYRRELL: I believe --

24 COUNCILMAN GOODE: Didn't Councilman
Strehlow & Associates, Inc.

(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 Johnson send a letter signed by a
2 overwhelming majority of Council telling you
3 this Council wants labor peace provisions in
4 the next lease agreement?

5 MR. TYRRELL: I believe the letter I
6 received had to do with the next concession
7 management agreement.

8 COUNCILMAN GOODE: Councilman Johnson
9 will be back with the letter. He sent it
10 last spring. A majority of us signed the
11 letter, but I also asked that question
12 during budget hearings. Were you here with
13 your boss then?

14 MR. TYRRELL: I was, Councilman.

15 COUNCILMAN GOODE: Okay. And he didn't
16 know about it then. The letter was sent to
17 Rina Cutler. We already sent a letter to
18 you telling you we want labor peace
19 provisions within the lease agreement.

20 Are you telling us no?

21 MR. TYRRELL: The letter that I saw,
22 Councilman, that was signed by all of
23 Council referenced the concession management
24 agreement.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN GOODE: Let me ask you a
2 better question. This is the key question
3 of the day.

4 Didn't US Airways already agree to labor
5 harmony provisions back in May 2013?

6 MR. TYRRELL: I believe I saw a letter
7 from US Airways indicating that they had
8 supported labor harmonies agreements --

9 COUNCILMAN GOODE: This is the letter
10 right here. It's signed. It's in all the
11 Committee members' packets. They've already
12 agreed to it. Why don't we just put it in
13 the lease? They've already agreed to it.
14 Totally contradicts your testimony. They
15 already agreed to it in writing, but you
16 came here and said it would be bad for the
17 City and bad for the airport and they
18 already agreed to it.

19 MR. TYRRELL: Councilman, I never said
20 it would be bad for the City or bad for the
21 airport.

22 (Audience replies: "Yes, you did. Yes,
23 you did.")

24 COUNCILMAN GOODE: I'm done. Any other
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 questions for Members of the Committee.

2 Councilwoman Brown.

3 COUNCILWOMAN REYNOLDS BROWN: Good
4 morning.

5 MR. TYRRELL: Good morning,
6 Councilwoman.

7 COUNCILWOMAN REYNOLDS BROWN: In
8 listening to your testimony, the one circle
9 I drew around your testimony was -- let me
10 find it -- last sentence in the second
11 paragraph.

12 "It is quite possible that as a result
13 of these anticipated increased operating
14 costs, there may be many unintended
15 consequences that arise."

16 And so my question is, and is somewhat
17 redundant but bears repeating, you tell us
18 what some of those unintended consequences
19 could be.

20 MR. TYRRELL: Some of those unintended
21 consequences could be less competition
22 offered to the airport from specifically low
23 cost air carriers that rely heavily on
24 contracted third-party services from the
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 ground handling companies. They also are
2 more directly impacted by increased
3 operating costs and some of the larger
4 carriers because they operate on such a
5 smaller margin.

6 So, one of the unintended consequences
7 could be less service offered to the airport
8 from those specific low cost carriers such
9 as a Spirit or a Frontier.

10 COUNCILWOMAN REYNOLDS BROWN: And so you
11 say "could be." Yet in testimony provided
12 by R.W. Mann and company, it states in their
13 paragraph -- "labor peace agreements are in
14 widespread use at airports."

15 So, we know that there are some
16 practices where already other cities have
17 figured it out. And yet, we're in a
18 circumstance here in Philadelphia where
19 there has been, some might argue, a
20 violation of what Council has already made
21 clear what we expect to see.

22 So, help me reconcile with that.

23 MR. TYRRELL: I'm not sure I understand
24 the question, Councilwoman.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: Well, we
2 have evidence that labor peace agreements
3 are real and do work in other cities. We
4 have a document that Councilman Goode,
5 Chairman of the Committee indicates and
6 Councilman Johnson is going to bring a copy
7 so that it's clear, more than a majority of
8 Members of Council including those at this
9 table believe, understand and fully support
10 labor peace agreements.

11 So, if it's clear where Council sits and
12 if we know that other cities have figured it
13 out, I'm at loss to understand why are we
14 still having this conversation?

15 (Applause)

16 MR. TYRRELL: Councilwoman, I was asked
17 to come and provide testimony in response to
18 the bill, and that's what I did.

19 COUNCILWOMAN REYNOLDS BROWN: So,
20 philosophically then, let's get a handle on
21 where you are.

22 MR. TYRRELL: If Council directs the
23 airport to include labor peace agreements in
24 the Use and Lease Agreement, which has to
Strehlow & Associates, Inc.

(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 come before you for approval just like the
2 Concession Management Agreement, it will
3 include that language in the Use and Lease
4 Agreement.

5 COUNCILWOMAN REYNOLDS BROWN: Philosophi
6 cally, where are you on this issue?

7 MR. TYRRELL: I have no preference one
8 way or another with respect to labor peace
9 agreements.

10 COUNCILWOMAN REYNOLDS BROWN: Where are
11 you with respect to respectable wages?

12 MR. TYRRELL: Absolutely, Councilwoman.

13 COUNCILWOMAN REYNOLDS BROWN: Thank you
14 for your testimony.

15 MR. TYRRELL: You're welcome.

16 COUNCILMAN GOODE: Before we go to
17 Councilman Jones, did you write your own
18 testimony?

19 MR. TYRRELL: Yes, Councilman.

20 COUNCILMAN GOODE: Okay. Councilman
21 Jones.

22 COUNCILMAN JONES: Thank you,
23 Mr. Chairman, for having these hearings
24 first of all.

 Strehlow & Associates, Inc.

 (215) 504-4622

 Strehlow & Associates, Inc.
 (215) 504-4622

1 I've been out to the airport not once,
2 not twice but six times over the last year
3 to see conditions and to talk to workers.
4 And to hear that because they talk to us,
5 there was retaliation really irks my nerves.
6 And that's number one.

7 Number two, on Good Morning American
8 today, they cited that the congestion at
9 airports was going to go up based over the
10 next ten years or next decade to
11 Thanksgiving Day Weekend travel.

12 Are you familiar with that?

13 MR. TYRRELL: Yes, Councilman.

14 COUNCILMAN JONES: You agree with that
15 prognostication that we are going to have
16 greater demand for people who carry people
17 on transports or baggage handlers or people
18 who take people in wheelchairs or people who
19 do those services that are at the airport?

20 MR. TYRRELL: That is the heaviest
21 travel holiday at the airport, yes.

22 COUNCILMAN JONES: And we are projected
23 to have those type of congestions every day.

24 Second thing, we are currently expanding
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 the airport to accommodate some of that new
2 demand.

3 MR. TYRRELL: That's correct,
4 Councilman.

5 COUNCILMAN JONES: And that -- how much
6 are we talking about putting in capital
7 improvements by way of that airport? What's
8 the expansion plan?

9 MR. TYRRELL: The Capacity Enhancement
10 Program is targeted to cost a little over \$6
11 billion over the next 15 to 20 years.

12 COUNCILMAN JONES: So, we're getting
13 ready to spend \$6 billion with a "b" -- I
14 will save that for last.

15 What was our current rating as an
16 airport by way of satisfaction, time delays,
17 things like that? What was the most recent?

18 MR. TYRRELL: I believe the most recent
19 airport had around the 75 percentile.

20 COUNCILMAN JONES: So, would you
21 consider that a good rating?

22 MR. TYRRELL: Better than it has been in
23 the past, yes.

24 COUNCILMAN JONES: And it's based on the
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 backs of the people that work at that
2 airport. So we -- if we're getting greater
3 demand, we're expanding on the capital side,
4 do you think that labor peace is something
5 we should plan for over the next decade?

6 MR. TYRRELL: We should probably plan
7 for labor peace, yes, Councilman.

8 COUNCILMAN JONES: Thank you,
9 Mr. Chairman.

10 COUNCILMAN GOODE: Any other questions
11 for this witness? Seeing none, thank you
12 very much.

13 MR. TYRRELL: Thank you.

14 COUNCILMAN GOODE: Our next panel is
15 Gabe Morgan, Danny Bauder, Earnie Bristow.
16 Let me note for the record also we have
17 written testimony from Fred Wright in the
18 form of a letter from AFSCME District
19 Council 47.

20 (Panel approaches Witness Table)

21 COUNCILMAN GOODE: Good morning,
22 gentleman. Please state your name for the
23 record and proceed with your testimony.

24 MR. BAUDER: Good morning, Mr. Chairman.
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 My name is Daniel Bauder. I'm representing
2 the Philadelphia Council AFL-CIO.

3 MS. BRISTOW: Good morning,
4 Mr. Chairman. My name is Earnie Bristow.
5 Here with 1199C.

6 MR. MORGAN: My name is Gabriel Morgan.
7 I'm the Pennsylvania Director of the Service
8 Employees International Union Local 32BJ.

9 COUNCILMAN GOODE: Whoever would like to
10 go first, please proceed.

11 MR. BAUDER: Mr. Chairman, Members of
12 the Committee. The City of Philadelphia has
13 a strong proprietary interest in protecting
14 the substantial revenues it receives from
15 the sufficient operations of the air carrier
16 transportation at the Philadelphia
17 International Airport and the volume of
18 passenger enplanements at the airport.

19 Pennsylvania's Bureau of Aviation
20 reported in a 2011 study that Philadelphia
21 International Airport had generated \$13.9
22 billion of economic output in the previous
23 year. The airport is already a tremendous
24 economic asset for our City and indeed the
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 entire region and is projected to grow
2 significantly. According to the Federal
3 Aviation Administration, Philadelphia
4 International Airport is projected to be
5 among the top three airports in terms of
6 passenger traffic growth moving up from the
7 18th to 12th position nationally in 2030.
8 Airport has the tenth largest airport
9 operations in the country and is projected
10 to remain so in coming decades.

11 The Philadelphia Council AFL-CIO
12 believes it is important that our air
13 carriers who lease airport terminal space
14 from the City retain only those ground
15 handling service contractors who have a
16 proper labor peace agreement in effect
17 ensuring the continuity of such services at
18 the airport effectively protects the City
19 against any loss of volume-based revenue the
20 City receives from the airport operations by
21 preventing labor disputes among these
22 employees.

23 The poor working conditions of
24 contractor employees who perform ground
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 handling services at the airport has
2 elevated the risk of strikes, boycotts and
3 other forms of service disruptions due to
4 labor disputes among these employees which
5 directly threatens the critical volume-based
6 revenues the City receives from efficient
7 operations at the airport.

8 The Philadelphia Council AFL-CIO urges
9 all Philadelphia City Council members to
10 support and vote for passage of Bill No.
11 140829. The Philadelphia Council AFL-CIO
12 will continue to support the efforts by City
13 officials to encourage fair resolution to
14 current labor disputes at the Philadelphia
15 International Airport and to grant airport
16 workers long term job security.

17 Thank you.

18 COUNCILMAN GOODE: Thank you for your
19 testimony. Ms. Bristow.

20 MS. BRISTOW: Yes, good morning. I
21 don't want to beat a dead horse here. Going
22 to pretty much piggyback a little bit.

23 There are major words here: Labor
24 peace. We are in the City of Brotherly Love
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 and Sisterly Affection; am I correct? And
2 what I've been getting from the testimonies
3 of the employees here is way beyond what I'm
4 hearing. You have a high turnover being
5 threatened, low salary and wages.

6 I'm a proud delegate for the hospital
7 workers and -- over ten years. And when you
8 have conditions where the salaries of
9 employees that are very low and can't get
10 the proper materials to work in an
11 environment where your health is in
12 jeopardy, there is concerns when you have to
13 go home to your family to say that you're
14 robbing Peter to pay Paul.

15 I believe I heard the Pope is coming.
16 Did I hear that? I think -- I'm sure the
17 airports in -- everywhere concerning the
18 Philadelphia area is going to be spotless.
19 And I'm sure that the workers that's going
20 to be at the airport around the time the
21 Pope comes, they are going to be the ones
22 that are made to make sure that the airports
23 are spotless.

24 It's a sin and a shame that we are
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 sitting here listening to human beings
2 saying don't be on welfare but yet making
3 \$8.50 an hour. You might as well not work
4 and go collect welfare because you get a
5 little bit more.

6 But the bottom line is we as union
7 members, we are here to support. I see
8 \$1.4 billion. I am sure the man that sat in
9 this seat before me, his suit probably was
10 more than what some of our workers over here
11 make in a year. It's just ridiculous. We
12 need to support one another. We need to
13 pass. We need to do all we can as support
14 the powers to be. We need to do all we can
15 to help out our workers to make better
16 salaries, not have to wear gloves where they
17 have -- clean a whole plane.

18 I just got off US Air. Went to Vegas
19 for a week, and I was treated very well
20 by -- very well by the employees there
21 walking through the airport. And to hear
22 that they have to succumb to the worse
23 conditions at \$8.50 an hour, barely able to
24 support your children in 2014 in a city

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 where we just opened up an ice skating rink
2 where your children can ice skate on the
3 news showing that we are so well put
4 together; but yet, coming to the City the
5 workers are being displaced, being treated
6 unfairly. It's just a sin. And somebody is
7 going to pay for that.

8 Thank you.

9 (Applause)

10 COUNCILMAN GOODE: Thank you for your
11 testimony. Mr. Morgan.

12 MR. MORGAN: In recent years, most
13 airlines had adopted the practice of
14 routinely contracting out many, if not most
15 of the jobs, to the lowest bidder since part
16 of the airline strategy to maximize profits
17 and minimize responsibility for what happens
18 to people providing services at the airport.
19 This low-bid contracting system has created
20 a race to the bottom in which contractors
21 make their profits and airlines make their
22 profits off of the backs of low wage
23 workers. In the case of Philadelphia, well
24 over 2,000 low wage workers who work the
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 Philadelphia Airport every day earning
2 poverty wages and benefits while providing
3 services for some of the wealthiest
4 corporations in the world at one of the
5 nation's leading airports.

6 These low wages and poor working
7 conditions have elevated the risk of strikes
8 and other worker disruptions at Philadelphia
9 Airport due to labor disputes that have not
10 been yet addressed.

11 Recently, unrest at the Philadelphia
12 International Airport has been mounted
13 following concerns raised by workers over
14 the adequacy of workplace protective
15 safeguards and potential exposure to
16 protect -- infectious diseases. Workers
17 publicly expressed these concerns at a press
18 conference at the airport in which some
19 members of Council attended on October 23,
20 2014.

21 Similarly airports around the country,
22 other workers have been coming together and
23 identifying the same problems, demanding a
24 change, demanding better working conditions,
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 a voice on the job. In fact, just this past
2 month, similar workers went on strike at
3 Laguardia. In order to ensure efficient
4 operations, we must have a mechanism for
5 resolving labor disputes amongst airline
6 contractor employees. A labor peace
7 agreement can provide that mechanism and
8 provide against service disruptions which
9 are assuredly coming if dramatic changes do
10 not happen at the airport.

11 A labor peace agreement simply requires
12 the company to meet with the labor union who
13 current represents or seeking to represent
14 the companies employees and ensure that an
15 agreement is in place which prohibits the
16 union and employees from engaging in strikes
17 or disrupting services. In exchange for
18 such an agreement, there is usually some
19 process of protocol for resolving labor
20 dispute. The terms of which would be up to
21 the company and the union to negotiate.

22 If the employees have no union or not
23 seeking a union, then labor peace
24 requirement has no effect. A labor peace

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 agreement is not a collective bargaining
2 agreement that prescribes wages and benefits
3 for the employees. It's not a card check
4 agreement which requires a company to
5 recognize and bargain with the union based
6 on the union producing union cards. A labor
7 peace agreement does not require any
8 employee to join or support a union.

9 You have heard that such agreements
10 exist around the country. They've been
11 successful. There are labor peace
12 agreements at major airports in Boston, Los
13 Angeles, Miami. The real purpose of such an
14 agreement for the City is to make sure that
15 at a place like this that's under -- that
16 brings so much into the City, that any
17 employer can guarantee there will not be
18 disruption.

19 So, you know, that's my written and
20 submitted testimony. I would actually just
21 like to say a couple things to address
22 things people have heard here today. The
23 gentleman that spoke before us earlier
24 talked about the unprecedented costs that
Strehlow & Associates, Inc.

(215) 504-4622

1 the airlines are afraid that they would face
2 and -- if a labor peace agreement, which has
3 no associated cost is passed, or when the
4 wage is finally implemented that was voted
5 on by the people of Philadelphia and passed
6 by this Council and supposedly supported by
7 the very Administration that sent this
8 gentleman in.

9 I think that the concern that they have
10 for unprecedented costs, though, in some
11 ways is valid. Because if you've been able
12 to exploit 3,000 people and keep them in
13 poverty for decades while you make billions
14 of dollars in profits, you might get upset
15 if something is going to happen that would
16 actually lead to those workers getting a
17 decent wage. You might feel like it's a
18 problem if those workers were given the
19 power, took the power in their own hands to
20 try and do something on their own behalf to
21 lift their family out of poverty.

22 You might think it's a problem if you
23 know that the working conditions at the
24 airport are terrible and that there are
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 thousands of very upset workers there who
2 are getting ready to take action, who want
3 to take action to make a change because its
4 corporation will not make a change. You
5 might think that it's a problem to empower
6 them.

7 We do not think that that is a problem.
8 We think that it's a solution. That the
9 problem with the Philadelphia Airport is not
10 the unintended consequences to the airlines.
11 The problem is the unintended consequence of
12 the airline's policy of keeping thousands of
13 people in poverty and it's unintended
14 consequences on the City of Philadelphia.

15 This legislation simply allows the City
16 to guarantee that there would not be
17 disruption at the airport. That's all it
18 does. There is no associated costs with
19 this legislation. Again, it's not a
20 collective bargaining agreement. But there
21 are going to be costs to the lack of such a
22 thing being placed right now. There are
23 costs that the City has already been bearing
24 in poverty, in workers frustration. And so,
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 I think -- the testimony I think that means
2 the most I think you guys have heard and
3 seen is really Anthony and Misha's
4 testimony. That's the experience that
5 people are having at the airport every day.
6 That's what's really happening to people.

7 So, the other thing I wanted to say and
8 inform Council of is that yesterday a large
9 group of those workers at PrimeFlight
10 decided that they are going to go on strike
11 at the airport tomorrow.

12 (Applause)

13 MR. MORGAN: They are doing that because
14 they have been illegally intimidated,
15 harassed for speaking up for their rights at
16 work. When they said we need training,
17 instead of getting training, they get
18 disciplined. When they said we need a voice
19 on the job, instead of people listening to
20 them, they've been threatened and harassed.

21 At a certain point, after you've been at
22 a facility that we have seen grow in revenue
23 by, I think, \$30 million in the City over
24 the past just three years. It's gone from
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 \$250 million in revenue to 290-some million
2 dollars in revenue. At a facility where you
3 are -- you know you are providing services
4 for the world's largest airline, the world's
5 wealthiest airline and you know that you are
6 living in poverty working full time with no
7 benefits, you know that this Council has
8 gone to bat for you, has passed legislation,
9 has sent letters, has demanded that the
10 airlines do the right thing, that the
11 Administration do the right thing, that the
12 people in the City have voted at the ballot
13 box for them to get a wage increase, all you
14 find as a result of all that work is you are
15 still in the same poverty, still being
16 treated in the same way. At a certain
17 point, you have to take action on your own.

18 And so tomorrow, workers of the airport
19 are going on strike to demand the treatment
20 that they deserve, to demand these
21 contractors follow the law. In fact, if
22 this ordinance existed -- if this ordinance
23 existed, they wouldn't have to do that. And
24 so, we will really urge you to pass this.

 Strehlow & Associates, Inc.

~~(215) 504-4622~~

 Strehlow & Associates, Inc.

 (215) 504-4622

1 We appreciate your support. Our union
2 appreciates your support. I know the
3 thousands of workers at the airport will
4 appreciate the support the Council has had
5 for them in their struggle. We hope that we
6 will see you out there with us tomorrow in
7 the picket line.

8 Thank you.

9 (Audience stands and applauds.)

10 COUNCILMAN GOODE: Thank you for your
11 testimony. Questions or comments from the
12 Committee?

13 COUNCILWOMAN REYNOLDS BROWN: A salute
14 to the leadership on this issue that in many
15 ways weakens or gut to think that other
16 cities have figured it out, and thank you
17 for providing the detail -- boston, Los
18 Angeles and Miami.

19 Might you have any insight as to how
20 long these labor peace agreements have been
21 in place? The role of your organization in
22 ensuring that this happen?

23 MR. MORGAN: Yes. For some places like
24 Los Angeles, they've been in place for a
Strehlow & Associates, Inc.

(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

1 long time. What's happening now is as
2 people are looking around, as the airlines
3 have potential subcontracted all their work
4 and turned what used to be good jobs into,
5 you know, poverty jobs. Once upon a time
6 working at the airport, pretty much people
7 thought it was a good job. Those jobs, as
8 the industry has changed, as the airlines
9 have consolidated, as they got richer, as
10 their profits have gone up and as they
11 subcontracted all the work, that is leading
12 to more and more disruptions at airports.
13 Workers who are in poverty at some point are
14 going to take action.

15 So what's happening now, is you are
16 seeing this has been more recently adopted
17 in most cities in Los Angeles as these
18 problems have continued to rise. So, it's
19 being considered, I think you heard this, in
20 15 states. You know, the logic for it is
21 the same as it is here. It's ultimately
22 it's in the City's interest to have an
23 airport that runs well, that doesn't have
24 labor disruption. But it's been in the
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 airline's interest to keep thousands of
2 people in poverty. At some point, the City
3 has to put its interest over everyone
4 else's.

5 COUNCILWOMAN REYNOLDS BROWN: And I
6 thank you for making the link, the connect
7 to Philadelphia has a 26 percent poverty
8 rate, yet we're not willing to -- at least
9 it has been demonstrated, we're not willing
10 to move the needle on something like labor
11 peace agreement which begins to move people
12 off that line. So, too often we don't see
13 how we're speaking with a forked tongue.
14 That we want to eliminate poverty, yet we're
15 not willing to do the right thing on a
16 matter like this.

17 MR. MORGAN: I would say in a City like
18 Philadelphia in a country like America where
19 a majority of folks now work in the service
20 sector, that is where the majority of the
21 jobs are in the United States of America and
22 that's where the majority of jobs are in
23 Philadelphia. The largest employers in the
24 world and in the United States are service
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 sector employees. Same employers that are
2 paying workers poverty wages at the airport,
3 most of them are, in fact, national or
4 multinational corporations. Even the
5 contractors are national and multinational
6 corporations.

7 And so, if you really are going to do
8 something about poverty in a city like
9 Philadelphia, if you do not empower workers
10 in the service sector to lift themselves out
11 of poverty, then you can not address poverty
12 in a City of Philadelphia. If the majority
13 of folks are going to work in an industry
14 where a majority of employers pay poverty
15 wages despite making billions, then you're
16 always going to have a problem.

17 The airport is an example where the City
18 has the ability because it's its airport to
19 try and show there are at least a set of
20 ground rules that work for the purposes of
21 taxpayers in the City and also enable
22 workers to pull themselves out of poverty.

23 COUNCILWOMAN REYNOLDS BROWN: Thank you
24 very much for your important testimony.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 Thank you all.

2 MR. BAUDER: Thank you.

3 (Applause)

4 COUNCILMAN GOODE: The next panel is
5 from POWER Reverend Gregory Holston and
6 Reverend Robin Hynicka.

7 Good morning, sir. Please state your
8 name for the record and proceed with your
9 testimony.

10 REVEREND HOLSTON: Reverend Gregory
11 Holston, Pastor of New Vision United
12 Methodist Church and co-chair of POWER's
13 Economic Dignity Team. I will be speaking
14 on behalf of POWER today.

15 Thank you for -- Council for this time
16 to be able to share some of our concerns and
17 some of our thoughts regarding this
18 legislation. POWER is Philadelphians
19 Organized to Witness, Empower and Rebuild.
20 POWER is a faith-based organization that
21 represents over 40 houses of faith,
22 approximately 35,000 individuals across the
23 City of Philadelphia who are fighting for a
24 city of opportunity that works for all.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 POWER believes we cannot be a city where
2 40 percent of our children go to bed hungry
3 every night. POWER believes we cannot
4 afford to be a city where 12.9 percent of
5 our population lives in poverty, which is
6 deep poverty which is less than \$5,500 per
7 year.

8 POWER believes that we can not afford to
9 be a city which has one of the highest
10 infant mortality rates in the nation. POWER
11 believes that even though we have a city
12 with some of the best educational
13 institutions in the world, we cannot afford
14 to have a public educational system which is
15 under attack and underfunded.

16 POWERs believe we cannot afford to have
17 overall poverty rate of 26.4 percent which
18 makes us of the highest level of poverty for
19 the top ten cities in the country. POWER
20 believes that for our city to truly prosper,
21 all of us must prosper together. POWER also
22 understands that while we must have moral
23 courage to make these kinds of changes, we
24 also must have the financial revenues to
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 make change possible. This is why today we
2 stand in support of this bill for labor
3 peace at our airport.

4 POWER knows and understands that this
5 City must protect its revenues that come
6 through the leases at the Philadelphia
7 International Airport. POWER knows these
8 revenues are critical for Philadelphia to
9 become the City of opportunity that works
10 for all and to avoid any disruption in the
11 revenue streams can cause devastating
12 affects on our City services and programs.

13 POWER believes that City of Philadelphia
14 has a strong proprietary interest in
15 protecting the substantial revenues it
16 receives from the efficient operation of air
17 carrier transportation at Philadelphia and
18 the volume of passengers enplaning at the
19 airport. Here are just some of the
20 statistics around the airport that shows the
21 City's strong, important and proprietary
22 interest.

23 According to Creating the Airport for
24 the Future, for our future, by Mark E.
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 Gallo, 27 carriers provide over 600 flights
2 to 125 cities daily at the airport. 59
3 international flights occur each day for 37
4 international destination. 55 percent of
5 the people that come there are origin or
6 destination traffic. There are
7 approximately 22,000 airport employees and
8 the airport supports over 141,000 jobs
9 through 200-plus employers.

10 The airport has an economic regional
11 impact of \$14 billion. And in 2012, the
12 airport had 30.3 million passengers, 443,000
13 flight operations and shipped almost 350,000
14 tons of cargo. The City receives millions
15 of dollars every year from the airport
16 leases. Therefore, the City clearly has a
17 proprietary interest at the airport.

18 And as stated in legislation, secondly,
19 POWER believes that the poor working
20 conditions of these contract employees who
21 perform ground handling service at the
22 airport has elevated the risk of strikes,
23 boycotts, and other forms of service
24 disruption as you have just heard here

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 today. Due to labor disputes among these
2 employers who directly -- which directly
3 threatens the critical volume-based revenues
4 that the City receives from the efficient
5 operation of the airport.

6 The National Employment Law Project
7 surveyed 200 ground handling service workers
8 in 2013. And many -- probably many of them
9 are here today, and found these disturbing
10 statistics. That most of the families
11 reported making less than \$16,000 a year in
12 income. That nearly a third -- excuse me,
13 nearly 75 percent of workers reported
14 trouble paying their bills. Almost a third
15 of workers missed work because they couldn't
16 afford the transportation costs just to go
17 to the airport or to leave the airport.

18 That more than one in five workers and
19 their families went hungry some time in last
20 year because they just couldn't afford
21 enough -- didn't have enough money to pay
22 for food. 44 percent of the survey workers
23 reported not being fully paid or at all for
24 time they worked before and after their

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 shift last year. Nearly 29 percent of the
2 workers reported not being paid time and a
3 half or not being paid at all for their
4 overtime work in the last year. 37 percent
5 of them reported that they were instructed
6 by their manager or supervisors to report
7 tips that they did not receive.

8 Of workers who work with equipment and
9 surfaces, containment with bloody or bodily
10 fluids, only 14 percent of them reported
11 they received training on how to protect
12 themselves or others from exposure. These
13 poor working conditions are the impetus for
14 some type of labor stoppage, some type of
15 labor action, as you have already heard, is
16 going to happen starting tomorrow. And this
17 City cannot afford to be able to -- for the
18 loss of revenues, the volume-based revenues
19 that the airport provides by these work
20 stoppages.

21 So it's clear, poor working conditions
22 lead to work stoppages, lead to block or
23 lost revenue for the City and for all those
24 involved. And just for the economic reasons
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 alone, and I want to emphasize that there
2 are a lot of the concerns we have as people
3 of faith about the moral concerns around the
4 treatment of workers. But for this piece of
5 legislation, our only concern is the
6 economic loss to the City and poor working
7 conditions equal work stoppages equal loss
8 revenue for the City.

9 And the City with all of its economic
10 problems, with all of its problems being
11 able to take care of so many of the issues
12 that are causing us not to be able to have a
13 City of opportunity that works for all, we
14 cannot afford to have poor wages, poor
15 conditions, poor working conditions at the
16 airport. No one in this City can afford
17 this any longer.

18 And I thank you for your time because
19 POWER is standing for a city of opportunity
20 that works for all.

21 (Applause)

22 COUNCILMAN GOODE: Thank you for your
23 testimony Reverend Holston.

24 The Committee on Appropriations will
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 begin immediately following this hearing.

2 We now move to our second bill which has a
3 little less testimony, 140860.

4 UNITE HERE: Curtis Carrington,
5 Anneathia Woods, Rosslyn Wuchinich.

6 Good morning. Please state your name
7 for the record and proceed with your
8 testimony.

9 MR. CARRINGTON: Good morning. My name
10 is Curtis Carrington.

11 My name is Curtis Carrington. I live at
12 812 Pleasant Road in Yaedon.

13 COUNCILMAN GOODE: Please pull the mic a
14 little bit closer.

15 MR. CARRINGTON: Okay. My name is
16 Curtis Carrington. I live at 812 Pleasant
17 Road in Yaedon. I have been a banquet
18 server at the Hyatt Penns Landing for 14
19 years. I am testifying on Bill 140860.

20 More than ten years ago the City decided
21 to help Keating build my hotel. The City
22 gave the hotel public land and gave the
23 hotel public assistance. The hotel agreed
24 to sign a labor peace agreement. Let me say
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 that again. My hotel got public assistance,
2 my hotel signed a labor peace agreement.
3 This happened 15 years ago. It can and
4 should happen again.

5 I have walked the picket line, marched
6 down Market Street and along Broad Street,
7 and I would do whatever it takes to continue
8 to provide for my family. Now there are
9 rumors that Keating may sell the hotel. If
10 the new owner brought in new management, we
11 may need to stand up and fight to preserve
12 what we have and keep our jobs.

13 But the hotel is still on City land.
14 The City still gets money each year from the
15 Hyatt lease. This ordinance will protect
16 the City. It would make sure that the
17 transition from Keating to a new owner would
18 be smooth and peaceful. Please pass this
19 ordinance.

20 Thank you.

21 COUNCILMAN GOODE: Thank you for your
22 testimony.

23 (Applause)

24 MS. WUCHINICH: Good morning. My name
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 is Rossyln Wuchinich. I'm the President of
2 UNITE HERE Local 274. UNITE HERE in
3 Philadelphia represents over 5,000 workers
4 in hotels, gaming and food service. I'm
5 here to testify in support of Bill No.
6 140860, an ordinance that will protect the
7 City's hospitality investments from labor
8 disputes.

9 This ordinance only applies in instances
10 when the City itself has an investment in a
11 hotel such as a TIF, a land lease, a loan or
12 a loan guarantee. The basic principle
13 behind this law is that where the City
14 invests in hotels, it should do everything
15 to make sure those hotels are successful.
16 By doing so, it protects the City's
17 investment. Fewer labor disputes can make
18 hotels more successful.

19 As you know, the DNC is currently
20 considering whether to come to Philadelphia.
21 The DNC requires labor peace for its
22 conventions including the hotels it stays at
23 during those conventions. Our union like
24 yourselves and many of your colleagues is --
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 has been willing to do its part to make
2 Philadelphia the next site of the DNC.

3 When the selection committee did a site
4 visit to the Radisson Blue Warwick on 17th
5 Street, we were without a contract and we
6 were in a dispute with management over our
7 new contract. Yet we assured both
8 management and Congressman Brady that there
9 would be no labor disputes during the visit.

10 We know that tourism is vital to our
11 local anybody. And from the time visitors
12 land at Philadelphia International Airport
13 until they arrive at one of our hotels, we
14 want to be partners in making their stay in
15 Philadelphia the best possible.

16 It is not only the DNC which wants
17 assurances of labor peace to book hotel
18 rooms in Philadelphia. Tom Muldoon from the
19 Convention Visitors Bureau told the
20 Philadelphia Inquirer in 2010 that
21 Philadelphia is losing out on up to
22 \$30 million in union convention business
23 and, therefore, union hotel stays.

24 AFL-CIO President Richard Trumka wrote
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 to you last year about the W Element Hotel
2 strongly urging you to require a labor peace
3 agreement at that hotel adding "labor peace
4 enhances the marketability of Philadelphia
5 as a meeting destination especially for
6 progressive groups such as ours."

7 Labor peace assurances would make
8 Philadelphia a more attractive choice for
9 large international union meetings as well
10 as meetings of large progressive
11 organizations and congregations. There may
12 be claims made that this law will deter
13 hotel development in Philadelphia. However,
14 many other cities and states have already
15 passed and implemented labor peace laws to
16 protect their investments. These laws have
17 not stopped hotel development in these
18 cities and states. The cities of
19 Pittsburgh, Baltimore, Washington DC, Miami,
20 Miami Dade County, Los Angeles and San
21 Francisco and the states of New York,
22 Maryland and Minnesota have all already put
23 this kind of law into place.

24 I urge you to pass this ordinance so
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 that we may ensure the best operations where
2 the City has a stake while creating an
3 environment of cooperation that will lead to
4 a more expansive and lucrative tourism
5 industry in Philadelphia.

6 Thank you.

7 COUNCILMAN GOODE: Thank you for your
8 testimony.

9 Mr. Bauder.

10 MR. BAUDER: Good morning once again.
11 Daniel P. Bauder, Philadelphia Council
12 AFL-CIO.

13 Visit Philadelphia reported recently
14 that nearly 3 million hotel room nights were
15 filled last year in Center City alone.
16 Travel for leisure and business generate
17 huge revenues for our city. And we believe
18 that there is still capacity for more
19 growth. We also believe that labor peace
20 agreements can play a key role in attracting
21 conventions, business meetings and even
22 individual leisure travel to our city.

23 The 57 national unions who are
24 affiliates of the AFL-CIO often consider
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 Philadelphia for national meetings. We have
2 a convenient location with a unique place in
3 our national history, great restaurants and
4 an expanded convention center. When the
5 City invests in a hotel, it should be
6 made -- make sure to invest in success.
7 Only invest in hotels with labor peace.

8 Let's work together to promote our world
9 class city. The Philadelphia Council
10 AFL-CIO urges you to pass Bill 140860.

11 Thank you.

12 COUNCILMAN GOODE: Thank you very much.

13 (Applause)

14 COUNCILMAN GOODE: Next witness is Duane
15 Bumb. Good morning.

16 MR. BUMB: Good morning, Chairman Goode
17 and Members of the Committee of Commerce and
18 Economic Development. My name is Duane
19 Bumb. I'm the Senior Deputy Director of
20 Commerce. I'm here to testify on Bill
21 140860, which was introduced by Councilman
22 Goode on October 30, 2014.

23 The bill would create a requirement that
24 hotel developers with certain types of
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 contractual relationships with the City or a
2 City-related agency must enter into a labor
3 peace agreement with a labor organization
4 regarding future hotel employees. The
5 hospitality industry is one of the largest
6 employment sectors in our economy supporting
7 over 52,000 jobs in the city. Reducing
8 labor uncertainty at hotels where we are
9 incentivizing the creation of hundreds of
10 new jobs is a worthwhile objective.

11 Our concern with the bill, however, is
12 its potential for unintended consequences,
13 although it is difficult to accurately
14 project the impact on future hotel projects,
15 we believe that the proposed legislation
16 will likely make it more difficulty for the
17 City to help businesses create jobs and
18 particularly jobs for the lowest skilled
19 workers.

20 The City provides economic incentives in
21 order to encourage a particular behavior
22 such as the development of a geographic are
23 or the traffic of retention of a particular
24 business. Our financial assistance is often
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 the last piece of funding necessary to close
2 a funding gap. When we create additional
3 requirements for the businesses that we are
4 trying to attract, effectively making the
5 funding gap even larger, we offset our
6 original efforts and often burden job
7 creation in the City of Philadelphia.

8 It has been the goal of this
9 Administration to make it easier to do
10 business in the City of Philadelphia in
11 order to increase our competitiveness both
12 regional and among other cities across the
13 country. The reason for this goal is not
14 for the sake of business itself, but for the
15 economic development, namely jobs, that it
16 brings to the city.

17 Our unemployment rate, though much
18 improved since its low point in 2008 is
19 still unacceptably high at 7.1 percent
20 trailing the rest of the state and the
21 country as a whole. While this is not
22 merely a statistic, in reality it represents
23 over 45,000 Philadelphia residents, people
24 who have not -- do not have but very much

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 want to have a job.

2 The legislation being considered today
3 would be viewed fairly or not as yet another
4 impediment to employing more Philadelphians.
5 It could also be further the City's -- it
6 could also further the City's reputation for
7 being unfriendly to business, a reputation
8 City Council and the Administration have
9 been working hard to reverse. While we have
10 streamlined certain business regulations,
11 have slowly reduced certain tax burdens, we
12 still do not have -- we still have to do
13 more to make Philadelphia a place of choice
14 for new and existing businesses.

15 In 2012, the Jobs Commission cited by
16 Council and jointly appointed by Council and
17 the Mayor issued a report that included 15
18 recommendations for job creation. A key
19 underlying theme contained in those
20 recommendations was the need to reduce the
21 burdens on businesses in Philadelphia. The
22 legislation being considered today would
23 appear to run counter to that series of
24 recommendations.

Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.

(215) 504-4622

1 The Administration and City Council have
2 successfully worked together to put in place
3 several pieces of legislation that
4 encouraged improved working conditions in
5 connection with new jobs. Most notably, the
6 Philadelphia 21st Century minimum wage
7 standards advanced by Councilman Goode
8 strengthens family sustaining wages when the
9 City provides financial assistance to the
10 employer. The recent increases in the
11 benefits provided by the Job Creation Tax
12 Credit Program also advanced by Councilman
13 Goode provides another example of the type
14 of legislation that can reward businesses
15 for creating good jobs for Philadelphians.

16 Today we live in an economic environment
17 in which the number of economic incentive
18 tools that we have is diminishing. Cuts in
19 state and federal funds both in the form of
20 grants and loan pools have left all cities
21 with very small number of programs to help
22 close funding gaps. As the number of new
23 requirements increase with such programs,
24 their effectiveness decreases running the
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 risk that programs are no longer capable of
2 incentivizing projects as they were
3 intended. The Administration's concern that
4 adding a requirement for collective
5 bargaining as posed by Bill No. 140860 would
6 diminish the job creating incentives already
7 in place.

8 Thank you for the opportunity to provide
9 testimony on this issue. I'd be happy to
10 respond to any questions.

11 COUNCILMAN GOODE: Thank you, Mr. Bumb,
12 for providing the standard "unintended
13 consequences" testimony. Did you write your
14 own testimony?

15 MR. BUMB: I did.

16 COUNCILMAN GOODE: Okay. You're aware
17 that I worked the Commerce Department and
18 that I was a member of the Jobs Commission?

19 MR. BUMB: Yes.

20 COUNCILMAN GOODE: But you chose to
21 lecture me on it anyway?

22 MR. BUMB: I did not.

23 COUNCILMAN GOODE: Okay. Does the
24 Administration support certain types of
Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 workers and not others?

2 MR. BUMB: I don't believe so.

3 COUNCILMAN GOODE: Does the
4 Administration support construction work on
5 hotels going to union workers?

6 MR. BUMB: We support construction work
7 on hotels.

8 COUNCILMAN GOODE: Do you support it
9 going to union workers?

10 MR. BUMB: Yes.

11 COUNCILMAN GOODE: Okay. Has that
12 stopped hotel development?

13 MR. BUMB: No.

14 COUNCILMAN GOODE: Is a labor peace
15 requirement really going to stop hotel
16 development?

17 MR. BUMB: No -- I don't know that.

18 COUNCILMAN GOODE: Can you give me an
19 example of anywhere across the country where
20 it has?

21 MR. BUMB: I cannot.

22 COUNCILMAN GOODE: Isn't it better to
23 establish a policy by ordinance to protect
24 the City rather than negotiate labor peace
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 on a project-by-project basis? Should we
2 just lay the rules out?

3 MR. BUMB: I'm not sure I understand the
4 question.

5 COUNCILMAN GOODE: Rather than negotiate
6 labor peace on a project-by-project basis,
7 shouldn't we just establish it as a City
8 policy by ordinance? Isn't that the smarter
9 way to do it?

10 MR. BUMB: It probably is more
11 consistent, yes.

12 COUNCILMAN GOODE: Wasn't that the whole
13 point of the Mayor's Executive Order on
14 project labor agreements?

15 MR. BUMB: I am not familiar with it.
16 I'm sorry.

17 COUNCILMAN GOODE: You're not familiar
18 with the Mayor's Executive Order on project
19 labor agreements?

20 MR. BUMB: Correct.

21 COUNCILMAN GOODE: For projects of
22 5 million or more, he set the exact same
23 system to make sure that there was labor
24 peace with construction workers. The
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 Administration does have two different
2 standards in terms of how they deal with
3 workers and who they want labor peace with.
4 You don't care about labor peace with
5 service workers. That's why there's going
6 to be a strike tomorrow.

7 Any questions or comments?

8 Thank you very much. With that we will
9 move from our Public Hearing into a Public
10 Meeting to consider Bill Nos. 140829 and
11 140860.

12 - - -

13 (Public Hearing ends and Public Meeting
14 commences.)

15 - - -

16 COUNCILMAN GOODE: Chair recognizes
17 Councilman Squilla, Vice Chair of the
18 Committee for a motion on Bill No. 140829.

19 COUNCILMAN SQUILLA: Thank you,
20 Mr. Chair. Move for Bill No. 140829 for a
21 vote with suspension of rules to be read on
22 first hearing of council.

23 COUNCILWOMAN REYNOLDS BROWN: Second.

24 COUNCILMAN GOODE: All in favor?
Strehlow & Associates, Inc.

~~(215) 504-4622~~

1 - - -

2 (Chorus of Ayes)

3 - - -

4 COUNCILMAN GOODE: Those opposed?

5 Bill No. 140829 is reported out of this
6 Committee with a favorable recommendation
7 with suspension of rules to allow as first
8 reading at our next Council session.

9 Chair now recognizes Councilman Squilla
10 again for a motion on the amendment to Bill
11 140860.

12 COUNCILMAN SQUILLA: I make a motion on
13 the amendment of Bill No. 140860 to be
14 adopted out of Committee with a suspension
15 of rules.

16 COUNCILWOMAN REYNOLDS BROWN: Second.

17 COUNCILMAN GOODE: All in favor?

18 - - -

19 (Chorus of Ayes)

20 - - -

21 COUNCILMAN GOODE: Those opposed?

22 The bill is amended.

23 Chair now recognizes Councilman Squilla
24 for a motion on the Bill 140860 as amended.
 Strehlow & Associates, Inc.

~~(215) 504-4622~~

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN SQUILLA: Make a motion for
2 Bill No. 140860 as amended out of Committee
3 with suspension of rules to be read at the
4 next hearing of Council.

5 COUNCILWOMAN REYNOLDS BROWN: Second.

6 COUNCILMAN GOODE: All in favor?

7 - - -

8 (Chorus of Ayes)

9 - - -

10 COUNCILMAN GOODE: Those opposed?

11 Bill No. 140860 as amended is reported
12 out of this Committee with a favorable
13 recommendation, suspension of the rules to
14 allow for first reading at our next Council
15 session.

16 This concludes our Public Meeting.
17 Thank you very much.

18 The Committee on Appropriations will
19 begin when we have a quorum. Thank you.

20 (Standing round of applause.)

21 (Public Meeting of Committee on Commerce
22 and Economic Development adjourned at 11:47
23 a.m.)

24

Strehlow & Associates, Inc.
(215) 504-4622

Strehlow & Associates, Inc.
(215) 504-4622

C E R T I F I C A T I O N

I, hereby certify that the
proceedings and evidence noted are
contained fully and accurately in the
stenographic notes taken by me in the
foregoing matter, and that this is a
correct transcript of the same.

ANGELA M. KING, RPR
Court Reporter - 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.)

Strehlow & Associates, Inc.

(215) 504-4622

A				
ability 20:22	adopted 58:13	62:2 63:20	18:3,9,24 19:6	15:9,12,15,16
39:15 69:18	67:16 92:14	68:11 77:24	19:18 20:2,5	15:23 16:1,3,5
able 25:5 27:12	adoption 13:16	agreements 2:22	22:23 23:1,9	16:18,22 17:6
30:16 57:23	14:3 20:8	3:4 8:7 12:10	26:1,1,14,18,21	17:11,13 18:2,9
62:11 70:16	advanced 87:7,12	13:21 14:19	27:5,24 28:2	18:16,23 19:5
75:17 76:11,12	advantageous	19:19 20:9 31:9	30:6,22 31:8,19	19:16 20:4,18
absolute 16:7	35:15	34:15 37:10	31:20 32:6,19	20:22 21:23
absolutely 27:11	advocate 23:2	38:5 42:10,13	33:9,15,18,19	37:6 45:4,7
41:16 49:12	31:4	42:16,20 43:21	33:21,24 34:2,4	ALEC 14:7
absorb 18:21	Affection 56:1	45:8 47:13 48:2	34:7,24 35:1,5	alliance 15:21
absorbed 34:18	affiliates 82:24	48:10,23 49:9	35:11,15 36:10	allow 92:7 93:14
accommodate	afford 71:4,8,13	61:9,12 66:20	36:13,20 37:11	allows 63:15
16:24 51:1	71:16 74:16,20	82:20 90:14,19	39:4,8 40:8,11	amended 92:22
accomplished 5:6	75:17 76:14,16	air 2:18 12:14	40:13,20 41:4	92:24 93:2,11
accurately 84:13	affordable 26:3	14:20 15:5,10	41:10 42:10,13	Amending 2:14
94:5	AFL-CIO 53:2	17:22 19:7 20:1	43:4 45:17,21	amendment 10:7
accused 24:10	54:11 55:8,11	36:18 39:12	46:22 47:7	92:10,13
acknowledge 30:2	80:24 82:12,24	46:23 53:15	48:23 50:1,19	America 14:12
acronym 14:7	83:10	54:12 57:18	50:21 51:1,7,16	15:1 68:18,21
Act 14:9	afraid 62:1	72:16	51:19 52:2	American 14:5,12
acted 9:20	AFS 3:23	airline 12:1,2	53:17,18,21,23	15:13,15,15,23
action 28:5 42:3,7	AFSCME 52:18	14:10 16:13	54:4,8,8,13,18	16:6,8,17 17:17
63:2,3 65:17	afternoon 33:10	20:4,14 32:1	54:20 55:1,7,15	18:9,13,15 19:8
67:14 75:15	agency 4:17 5:4	34:18 35:5,18	55:15 56:20	20:3 31:1 37:5,9
activities 33:23	15:9 84:2	38:14 58:16	57:21 58:18	37:16,17 38:3
activity 16:15	aggressively	60:5 65:4,5	59:1,9,12,18	38:17,19 50:7
17:1,15 18:16	31:12,14	airlines 14:12,13	60:10 62:24	Americans 18:2
add 19:3 38:13	ago 6:5 17:5 23:7	15:1,13 18:15	63:9,17 64:5,11	37:12
adding 81:3 88:4	23:12 26:12,17	19:15 20:3 31:2	65:18 66:3 67:6	American/US
addition 15:19	77:20 78:3	33:22 34:2,5,8	67:23 69:2,17	16:5 17:6
18:12	agree 29:17 45:4	34:10 35:11,13	69:18 72:3,7,19	amount 35:6
additional 14:17	50:14	35:13,17 36:2,8	72:20,23 73:2,7	analyst 12:1
15:21,24 18:15	agreed 45:12,13	36:10,11,14,18	73:8,10,12,15	and/or 13:4 94:18
85:2	45:15,18 77:23	36:23 37:1,5	73:17,22 74:5	ANGELA 94:11
address 32:14,16	agreement 3:6	38:2,23 39:1,3	74:17,17 75:19	Angeles 13:7
61:21 69:11	4:21 6:16,19,20	39:15 58:13,21	76:16 80:12	37:20 38:4,15
addressed 59:10	8:6 9:23 10:1,7	62:1 63:10	airports 12:13	61:13 66:18,24
addressing 25:11	10:16,18 12:4	65:10 67:2,8	13:6,12,23	67:17 81:20
adequacy 59:14	14:9 34:4,7,12	airline's 63:12	17:16 19:23	Anneathia 77:5
adjourned 93:22	34:24 35:2,4,10	68:1	20:1 21:2 38:1	announced 36:12
Administration	35:16 38:7 39:2	airport 2:16,21	47:14 50:9 54:5	answer 39:20
40:2 54:3 62:7	43:20,22 44:4,7	6:14 7:2 8:9,16	56:17,22 59:5	42:5,24 43:1,6,8
65:11 85:9 86:8	44:19,24 48:24	8:18 10:13,15	59:21 61:12	43:9,14
87:1 88:24 89:4	49:2,4 54:16	13:1,11,19,20	67:12	Anthony 22:10
91:1	60:7,11,15,18	13:24 14:3,15	airport's 37:5	25:22 64:3
Administration's	61:1,2,4,7,14	15:7,12 16:16	39:9	anticipated 46:13
			Airways 14:14	anticipates 35:5

anybody 80:11 anyway 88:21 Apart 18:24 Appeals 5:11 appear 33:16 86:23 appeared 26:11 appears 6:9 applauds 25:16 28:9 66:9 applause 23:16 27:1 29:13 31:22 33:2 36:1 40:5 41:7 42:1 48:15 58:9 64:12 70:3 76:21 78:23 83:13 93:20 applicable 13:4 38:5 applies 79:9 apply 94:16 appointed 86:16 appreciate 28:18 39:18 66:1,4 appreciates 66:2 approached 30:5 30:9,13 approaches 3:14 52:20 Appropriations 76:24 93:18 approval 35:5 49:1 approved 35:13 approximately 70:22 73:7 arbitration 7:7 arduous 12:19 area 19:7 56:18 argue 14:15 47:19 argument 3:24 22:1 28:22 arrive 80:13 asked 44:11 48:16 asking 40:16,19 asset 53:24	assistance 3:9 77:23 78:1 84:24 87:9 associated 34:1 35:12 62:3 63:18 Associates 1:23 2:24 3:24 4:24 5:24 6:24 7:24 8:24 9:24 10:24 11:24 12:24 13:24 14:24 15:24 16:24 17:24 18:24 19:24 20:24 21:24 22:24 23:24 24:24 25:24 26:24 27:24 28:24 29:24 30:24 31:24 32:24 33:24 34:24 35:24 36:24 37:24 38:24 39:24 40:24 41:24 42:24 43:24 44:24 45:24 46:24 47:24 48:24 49:24 50:24 51:24 52:24 53:24 54:24 55:24 56:24 57:24 58:24 59:24 60:24 61:24 62:24 63:24 64:24 65:24 66:24 67:24 68:24 69:24 70:24 71:24 72:24 73:24 74:24 75:24 76:24 77:24 78:24 79:24 80:24 81:24 82:24 83:24 84:24	85:24 86:24 87:24 88:24 89:24 90:24 91:24 92:24 93:24 94:23 assurances 80:17 81:7 assured 80:7 assuredly 60:9 Atlanta's 13:18 attack 71:15 attempted 19:8 attempting 19:3 attended 59:19 attract 85:4 attracting 82:20 attractive 81:8 Audience 25:16 28:9 43:5 45:22 66:9 Augustine 3:12 11:11,12,16,17 21:15,22 authorities 14:4 Authority 8:1 aviation 12:2 15:9 33:4,9,13 53:19 54:3 avoid 72:10 awarded 9:14 aware 88:16 Ayes 92:2,19 93:8 a.m 1:6 93:23 A4A 15:1	20:20 81:19 ban 13:16 bankrupt 17:13 bankruptcy 17:11 18:2 banquet 77:17 barely 57:23 bargain 61:5 bargaining 4:21 6:18 9:23 61:1 63:20 88:5 barred 9:13 based 4:6 6:18 8:2 8:4,5,8 50:9 51:24 61:5 basic 79:12 basically 3:23 4:5 basis 90:1,6 bat 65:8 bathrooms 26:8 Bauder 52:15,24 53:1,11 70:2 82:9,10,11 Beach 13:8 bearing 63:23 bears 46:17 beat 55:21 bed 71:2 beginning 36:13 begins 68:11 behalf 21:9,9 62:20 70:14 behavior 84:21 beings 57:1 belief 11:5 believe 42:8,11 43:23 44:5 45:6 48:9 51:18 56:15 71:16 82:17,19 84:15 89:2 believes 54:12 71:1,3,8,11,20 72:13 73:19 beneficiary 17:13 benefit 17:19 20:6 42:19	benefits 19:16 23:10 26:3 35:21 40:21 42:15 59:2 61:2 65:7 87:11 benefitted 20:21 best 71:12 80:15 82:1 better 17:21 23:2 23:10 24:17 25:8 27:6 32:4 45:2 51:22 57:15 59:24 89:22 beyond 9:10 56:3 Bianca 3:12 11:11 11:16 bidder 58:15 bidding 9:13 bigger 25:12 bill 2:14 3:1,11 21:12 25:10 33:16 34:6 38:13 39:1,19 48:18 55:10 72:2 77:2,19 79:5 83:10,20 83:23 84:11 88:5 91:10,18 91:20 92:5,10 92:13,22,24 93:2,11 billion 16:9,10 31:2 51:11,13 53:22 57:8 73:11 billions 62:13 69:15 bills 1:18 2:5 74:14 binding 7:6 bit 23:5 43:17 55:22 57:5 77:14 Blackwell 1:10 2:11 29:15,16 block 75:22
--	--	---	--	---

Blondell 1:11 22:3 bloody 75:9 Blue 80:4 Blues 19:12 board 12:17,17 31:15 bodily 75:9 bond 35:14 39:9 bonds 35:9,16 book 80:17 bore 4:1 boss 27:22 44:13 boston 4:15,16,17 4:19,22 8:19 61:12 66:17 bottom 26:8 29:7 29:8 57:6 58:20 box 65:13 boycotting 6:24 8:12 boycotts 55:2 73:23 Brady 80:8 Breeze 30:12 briefly 4:12 bring 34:15 48:6 brings 61:16 85:16 Bristow 52:15 53:3,4 55:19,20 Broad 78:6 Brotherly 55:24 brought 78:10 Brown 1:11 22:4 28:24 29:1 46:2 46:3,7 47:10 48:1,19 49:5,10 49:13 66:13 68:5 69:23 91:23 92:16 93:5 buck 26:24 budget 44:12 build 17:18 77:21 bullied 24:16 bullying 28:1	Bumb 83:15,16 83:19 88:11,15 88:19,22 89:2,6 89:10,13,17,21 90:3,10,15,20 burden 85:6 burdens 86:11,21 Bureau 53:19 80:19 business 7:19 8:21 10:3 33:14 33:23 41:15,18 41:19,21,23 80:22 82:16,21 84:24 85:10,14 86:7,10 businesses 84:17 85:3 86:14,21 87:14 C C 94:1,1 cabin 25:23 calendar 16:9,10 California 6:5 called 2:3 4:15 5:3,12 23:23 24:4,13,15 26:4 cally 49:6 campaign 12:19 capable 88:1 capacity 16:15 18:21 51:9 82:18 capital 35:6,7 39:11,16 51:6 52:3 card 6:19 10:1 61:3 cards 61:6 care 29:9,10 32:20 43:12 76:11 91:4 cargo 17:2 18:3 73:14 carrier 14:14 15:10,20 19:15	37:5 53:15 72:17 carriers 2:19 12:14 14:21 15:5 17:4 20:1 39:12 46:23 47:4,8 54:13 73:1 Carrington 77:4 77:9,10,11,15 77:16 carry 50:16 case 4:6,13,14,15 5:3,12 6:8 10:5 58:23 cases 6:4,4 9:9 cast 36:14 cause 30:18 72:11 causing 76:12 center 82:15 83:4 Century 35:20 87:6 ceratin 3:10 certain 64:21 65:16 83:24 86:10,11 88:24 certainly 29:20 39:14 certificate 16:14 certification 94:15 certify 94:3 certifying 94:19 Chair 1:9 2:7,12 30:1 91:16,17 91:20 92:9,23 Chairman 28:16 29:20 31:14 32:10,16 33:10 33:17 48:5 49:23 52:9,24 53:4,11 83:16 challenging 38:15 championed 14:8 chance 32:15 change 26:18 27:4 27:18 30:21	59:24 63:3,4 72:1 changed 27:23 67:8 changes 60:9 71:23 chapter 3:2 Charlotte 37:14 37:16,18 38:11 cheap 41:22 check 6:19 10:1 61:3 Chicago 13:9 37:20 38:10 children 27:11 57:24 58:2 71:2 choice 36:20 81:8 86:13 choose 39:3,12 Chorus 92:2,19 93:8 chose 88:20 chronic 19:2 Church 70:12 circle 46:8 circuit 5:10,10,11 6:3,6 circumstance 47:18 cited 4:13 6:4 9:9 50:8 86:15 cities 14:22,23 18:5 47:16 48:3 48:12 66:16 67:17 71:19 73:2 81:14,18 81:18 85:12 87:20 citing 39:24 city 1:1,5 2:23 3:4 3:8,9 4:3,8,9,14 7:23 8:1,1 19:21 26:21 28:21 31:19 33:19 39:5 45:17,20 53:12,24 54:14 54:18,20 55:6,9	55:12,24 57:24 58:4 61:14,16 63:14,15,23 64:23 65:12 68:2,17 69:8,12 69:17,21 70:23 70:24 71:1,4,9 71:11,20 72:5,9 72:12,13 73:14 73:16 74:4 75:17,23 76:6,8 76:9,13,16,19 77:20,21 78:13 78:14,16 79:10 79:13 82:2,15 82:17,22 83:5,9 84:1,7,17,20 85:7,10,16 86:8 87:1,9 89:24 90:7 City's 3:6 31:5 67:22 72:21 79:7,16 86:5,6 city-pair 14:22 City-related 84:2 claiming 24:22 claims 81:12 class 26:21 31:18 31:19,20,20 32:5,6 83:9 clause 4:22 clean 26:7,8 57:17 cleaned 4:23 cleaner 25:23 Cleaners 26:5 cleaning 4:18 26:4 clear 24:13 29:5 47:21 48:7,11 75:21 clearly 73:16 clients 21:11 close 85:1 87:22 closed 15:12 closer 22:17 23:5 77:14 Coalition 14:6
---	---	---	---	--

code 2:15 3:3 15:20 coercion 28:1 colleagues 32:22 79:24 collect 57:4 collective 4:20 6:18 9:23 42:3,7 61:1 63:20 88:4 combination 36:3 combine 16:18 combined 15:16 17:6 come 7:12 27:8 28:19 30:21 32:21 48:17 49:1 72:5 73:5 79:20 comes 56:21 coming 54:10 56:15 58:4 59:22 60:9 commences 91:14 commend 30:19 comment 28:16 commenting 12:3 comments 28:13 66:11 91:7 Commerce 1:2 2:4 11:20 33:11 83:17,20 88:17 93:21 Commission 86:15 88:18 commitment 32:14 37:9 committed 24:2 committee 1:2 2:5 2:8,12 11:20 12:6 22:5,8 28:14,20 29:21 33:11 45:11 46:1 48:5 53:12 66:12 76:24 80:3 83:17 91:18 92:6,14 93:2,12,18,21	commonly 14:6 communities 28:6 community's 17:19 compacts 12:10 companies 30:5 34:20 38:5,10 47:1 60:14 company 17:17 36:17 47:12 60:12,21 61:4 compared 17:4 compete 20:18 competition 39:11 46:21 competitive 17:6 36:18 competitiveness 85:11 completely 11:7 20:15 completion 16:4 complex 12:20 comply 35:19 component 21:21 compromise 8:23 26:22 concern 38:23 62:9 76:5 84:11 88:3 concerning 56:17 concerns 28:4 56:12 59:13,17 70:16 76:2,3 concession 8:5,6 38:8 44:6,23 49:2 concessionaires 8:14 13:5 conclude 19:19 concludes 93:16 conditions 3:10 26:14 50:3 54:23 56:8 57:23 59:7,24 62:23 73:20 75:13,21 76:7	76:15,15 87:4 conduct 7:4 9:11 9:16 10:11 12:18 30:16 conference 59:18 confident 10:22 11:5 congestion 18:8 50:8 congestions 50:23 congregations 81:11 Congressman 80:8 connect 68:6 connecting 15:22 connection 87:5 consequence 16:11 63:11 consequences 34:23 40:1 46:15,18,21 47:6 63:10,14 84:12 88:13 consider 51:21 82:24 91:10 considered 21:13 67:19 86:2,22 considering 79:20 consistent 90:11 consolidate 17:15 consolidated 20:12 67:9 consolidation 17:3 20:20 construction 43:10 89:4,6 90:24 contain 34:7 contained 86:19 94:5 containment 75:9 continue 27:16 31:13 37:2 55:12 78:7 continued 17:18 67:18	continues 24:1 40:13 continuity 12:23 54:17 continuously 31:4 contract 34:9 73:20 80:5,7 contracted 36:4 36:16 46:24 contracting 34:18 58:14,19 contractor 54:24 60:6 contractors 7:1 9:12,19 10:3,4 10:12,14 12:13 13:4 14:18 15:5 31:7 54:15 58:20 65:21 69:5 contracts 2:18 9:15 contractual 84:1 contractually 34:10 contradicts 45:14 control 94:18 convenient 83:2 convention 80:19 80:22 83:4 conventions 79:22,23 82:21 conversation 48:14 cooperation 82:3 copies 12:5 copy 48:6 corner 30:11 corporation 63:4 corporations 59:4 69:4,6 correct 41:3 51:3 56:1 90:20 94:8 cost 36:5,11,17,23 37:17,18 38:21 39:10,11 46:23 47:8 51:10 62:3	costs 33:24 34:17 34:17,22 36:15 36:21,24 37:12 37:20,21 38:1 38:19 46:14 47:3 61:24 62:10 63:18,21 63:23 74:16 council 1:1 13:23 32:3 43:19 44:2 44:3,23 47:20 48:8,11,22 52:19 53:2 54:11 55:8,9,11 59:19 62:6 64:8 65:7 66:4 70:15 82:11 83:9 86:8 86:16,16 87:1 91:22 92:8 93:4 93:14 Councilman 1:9,9 1:10,11,14 2:2 2:12 3:15,17 11:8,11,13,19 21:7,16 22:2,4 22:17 23:4,13 25:17 28:10,14 28:15,24 29:14 29:21,23,23,24 31:23 32:24 33:1,3 39:22 40:6,9,10,15,19 40:23 41:2,4,8 41:10,14,17,22 42:2,6,9,12,15 42:19,23,24 43:8,16,24,24 44:8,8,14,15,22 45:1,9,19,24 48:4,6 49:16,17 49:19,20,20,22 50:13,14,22 51:4,5,12,20,24 52:7,8,10,14,21 53:9 55:18 58:10 66:10 70:4 76:22
--	--	--	--	---

77:13 78:21 82:7 83:12,14 83:21 87:7,12 88:11,16,20,23 89:3,8,11,14,18 89:22 90:5,12 90:17,21 91:16 91:17,19,24 92:4,9,12,17,21 92:23 93:1,6,10 councilperson 32:12 Councilwoman 1:10,11,14 2:10 22:3 28:24 29:1 29:14,16 46:2,3 46:6,7 47:10,24 48:1,16,19 49:5 49:10,12,13 66:13 68:5 69:23 91:23 92:16 93:5 counsel 3:20 counter 86:23 country 13:20 54:9 59:21 61:10 68:18 71:19 85:13,21 89:19 County 81:20 couple 6:15 30:5 61:21 courage 28:18 29:3 30:2 71:23 course 43:16 Court 4:16 5:1,9 5:9,10 6:4 94:12 Court's 4:15 coworker 24:6,15 24:23 coworkers 23:13 24:2 25:14 26:7 26:15,19 27:13 27:19 co-chair 70:12 create 83:23 84:17 85:2	created 58:19 creates 20:14 creating 72:23 82:2 87:15 88:6 creation 84:9 85:7 86:18 87:11 Credit 87:12 crew 26:4 critical 55:5 72:8 74:3 crowd 23:16 cue 22:24 current 51:15 55:14 60:13 currently 13:6 35:2 50:24 79:19 Curtis 1:10 2:10 77:4,10,11,16 cushions 26:10 customer 16:19 customers 8:8 Cutler 44:17 Cuts 87:18 D D 1:14 Dade 81:20 daily 15:17,21 73:2 Dallas/Fort 37:13 37:15 38:10 Daniel 53:1 82:11 Danny 52:15 day 17:20 27:14 27:17 29:7 31:24 45:3 50:11,23 59:1 64:5 73:3 days 26:3 DC 81:19 DCA 18:13,16,17 18:20 21:2 dead 55:21 deal 5:2 24:5 29:22 91:2 dealing 4:17	10:10,11,13 dealt 32:13 debated 13:3,12 debt 35:8,11 decade 14:8 17:5 50:10 52:5 decades 54:10 62:13 December 14:13 15:13 decent 62:17 decided 64:10 77:20 decision 17:14,18 21:23 39:7 decrease 16:17 decreases 87:24 deep 71:6 defined 7:8 15:8 delay 19:2 delays 18:8 51:16 delegate 56:6 delegation 23:21 24:4,9 delegations 27:22 Delta 17:9 Delta's 19:12 demand 17:22,24 50:16 51:2 52:3 65:19,20 demand 65:9 demanding 59:23 59:24 demonstrated 68:9 Department 4:4 4:14 88:17 Departments 18:14 deplaned 26:6 deployed 19:22 Deputy 4:9 11:17 33:4,8,13 83:19 describe 40:8,10 deserve 65:20 designed 16:23 desperation 17:10	despite 15:2 69:15 destination 73:4,6 81:5 detail 66:17 deter 81:12 devastating 72:11 developers 83:24 development 1:2 2:5 11:21 33:12 33:14 81:13,17 83:18 84:22 85:15 89:12,16 93:22 dictate 7:16 9:2 difference 25:13 different 17:9,21 32:2 43:3,3 91:1 difficult 84:13 difficulties 38:13 difficulty 84:16 dig 26:9 Dignity 70:13 dime 23:20 diminish 88:6 diminishing 87:18 direct 36:22 43:17 94:18 directly 21:22 47:2 55:5 74:2,2 Director 11:18 33:4,9,13 53:7 83:19 directs 48:22 disagreement 24:14,23 disagreements 24:5 disastrous 39:7 discharged 7:13 disciplined 64:18 discussing 12:5 diseases 26:16 59:16 displaced 58:5 dispute 7:5 60:20 80:6	disputes 12:22 54:21 55:4,14 59:9 60:5 74:1 79:8,17 80:9 disrupt 7:17 disrupting 6:13 60:17 disruption 5:6 6:24 61:18 63:17 67:24 72:10 73:24 disruptions 2:23 4:24 7:6 8:10 12:12 15:4 19:24 55:3 59:8 60:8 67:12 distance 18:17 District 6:4 52:18 disturbing 74:9 DNC 79:19,21 80:2,16 document 48:4 doing 6:22 64:13 79:16 dollars 33:21 62:14 65:2 73:15 domestic 15:10 16:24 dominance 19:17 dominant 14:14 15:10 17:3 20:4 dominates 19:15 doors 23:23 dozens 19:14 dramatic 60:9 drastic 28:5 drew 46:9 drive 19:5 Duane 83:14,18 due 55:3 59:9 74:1 dynamic 17:20 E E 72:24 94:1 earlier 11:24 12:7
---	--	---	---	---

61:23 early 32:13,16 earn 16:8 Earnie 52:15 53:4 earning 59:1 easier 85:9 economic 1:2 2:4 11:21 33:11 53:22,24 70:13 73:10 75:24 76:6,9 83:18 84:20 85:15 87:16,17 93:22 economics 19:10 economist 12:2 economy 84:6 educational 71:12 71:14 effect 34:24 54:16 60:24 effective 4:24 35:3,17 effectively 54:18 85:4 effectiveness 87:24 efficient 4:23 55:6 60:3 72:16 74:4 Effort 26:5 efforts 32:8 55:12 85:6 either 19:3 elect 39:4 electoral 12:20 Element 81:1 elevated 55:2 59:7 73:22 eliminate 68:14 else's 68:4 emphasize 76:1 employee 61:8 employees 10:14 31:11 34:13 35:23 53:8 54:22,24 55:4 56:3,9 57:20 60:6,14,16,22	61:3 69:1 73:7 73:20 84:4 employer 12:18 61:17 87:10 employers 28:2 68:23 69:1,14 73:9 74:2 employing 12:14 15:6 86:4 employment 74:6 84:6 empower 63:5 69:9 70:19 empty 27:15 enable 35:14 69:21 encountered 40:14 encourage 55:13 84:21 encouraged 87:4 ends 91:13 engaging 60:16 Enhancement 51:9 enhances 81:4 enplanements 2:24 13:21 20:11 53:18 enplaning 72:18 ensure 60:3,14 82:1 ensuring 5:5 12:23 54:17 66:22 enter 84:2 entering 39:2 entire 54:1 entitled 2:16 3:3 42:7 entity 5:18 9:17 environment 20:14,17 56:11 82:3 87:16 equal 76:7,7 equipment 75:8 equity 29:6	era 17:11,12 18:2 especially 81:5 establish 89:23 90:7 Establishing 3:2 eventual 16:12 everybody 42:18 evidence 48:2 94:4 evidenced 17:10 exact 90:22 example 69:17 87:13 89:19 exchange 14:6 60:17 exchanged 15:22 excuse 74:12 executive 12:3 90:13,18 exempt 18:19 exist 61:10 existed 65:22,23 existing 18:6 37:3 37:10 86:14 exists 4:6 expand 19:9 expanded 83:4 expanding 50:24 52:3 expansion 51:8 expansive 82:4 expect 47:21 experience 64:4 expert 21:10 expire 35:1 exploit 62:12 exposed 26:15 exposure 59:15 75:12 express 30:17 expressed 59:17 extent 19:16 extra 12:5 F F 94:1 face 19:11 27:9	62:1 facilities 2:16 18:7,21 39:4 facility 16:23 64:22 65:2 fact 15:2 60:1 65:21 69:3 fair 25:4 41:5,12 55:13 fairly 86:3 faith 70:21 76:3 faith-based 70:20 familiar 3:22 50:12 90:15,17 families 29:11 74:10,19 family 56:13 62:21 78:8 87:8 far 9:21 17:9,23 fares 36:18 38:18 favor 91:24 92:17 93:6 favorable 92:6 93:12 fear 25:8 27:15,16 federal 4:8 5:3,19 5:20 6:11 7:21 10:9 11:6 15:9 21:18,20 54:2 87:19 fee 39:5 feed 18:4 19:13 feeder 14:22 19:3 feeding 14:23 feel 24:24 62:17 fees 33:22 Fewer 79:17 fewest 38:18 field 6:21 fight 78:11 fighting 28:7 70:23 figured 47:17 48:12 66:16 filled 82:15 finally 18:20 62:4 financed 3:9	financial 3:5 71:24 84:24 87:9 financially 20:13 20:17 find 7:10 46:10 65:14 fine 4:7 fired 25:9 firm 20:2 first 3:11,13 5:15 5:23 9:4 26:11 49:24 53:10 91:22 92:7 93:14 five 27:11 74:18 flag 15:19 19:14 fleets 16:18 flexibility 14:16 flight 16:12,15 17:1 18:16,17 19:2 73:13 flights 15:17,22 18:23 20:10,24 21:24 73:1,3 flow 7:18 fluids 75:10 fly 37:23 folks 68:19 69:13 follow 65:21 following 59:13 77:1 food 74:22 79:4 forced 28:5 forecast 16:8 foregoing 94:7,15 foreign 19:14 foreseeable 27:18 forked 68:13 form 14:16 52:18 87:19 former 12:2 37:6 forms 55:3 73:23 forseeably 20:13 Fort 13:10 forth 5:9 31:17 forward 12:15
---	---	--	--	--

32:18 found 6:10 18:1 74:9 fragmentation 17:10 fragmented 17:4 20:16 Francisco 13:7 81:21 frankly 8:15 Fred 52:17 frequently 4:13 Frontier 36:11 47:9 frustrated 41:5 41:11 frustration 63:24 full 15:14 65:6 fully 48:9 74:23 94:5 funded 35:7 funding 85:1,2,5 87:22 funds 87:19 further 18:16 86:5,6 future 27:18 28:6 37:4 39:15 72:24,24 84:4 84:14 futures 28:6	geographic 84:22 Georgia 13:16,17 getting 24:3 51:12 52:2 56:2 62:16 63:2 64:17 give 27:12 89:18 given 18:5 62:18 glamorous 27:2 global 15:21 gloves 57:16 go 8:17 9:10 20:8 29:2 49:16 50:9 53:10 56:13 57:4 64:10 71:2 74:16 goal 6:13 85:8,13 goals 31:13 goes 7:24 10:17 going 4:1,11 8:13 8:15 9:21,24 10:2 12:14,15 25:19 31:18 48:6 50:9,15 55:21 56:18,19 56:21 58:7 62:15 63:21 64:10 65:19 67:14 69:7,13 69:16 75:16 89:5,9,15 91:5 good 2:2 3:16 11:19 21:13 22:12,15,18 25:7 30:18 33:5 33:10 40:13 41:14,17,18,20 41:23 46:3,5 50:7 51:21 52:21,24 53:3 55:20 67:4,7 70:7 77:6,9 78:24 82:10 83:15,16 87:15 Goode 1:9 2:2,7 3:15,17 11:8,11 11:13,19 21:7 21:16 22:2,17	23:4 25:17 28:10,24 29:14 29:21,23 31:14 32:24 33:3 39:22 40:6,10 40:15,19,23 41:2,4,10,14,17 41:22 42:2,6,9 42:12,15,19,24 43:8,16,24 44:8 44:15 45:1,9,24 48:4 49:16,20 52:10,14,21 53:9 55:18 58:10 66:10 70:4 76:22 77:13 78:21 82:7 83:12,14 83:16,22 87:7 87:13 88:11,16 88:20,23 89:3,8 89:11,14,18,22 90:5,12,17,21 91:16,24 92:4 92:17,21 93:6 93:10 government 4:18 9:17 governmental 9:20 governs 6:7 grant 55:15 grants 87:20 great 83:3 greater 50:16 52:2 greatly 36:14 39:18 Gregory 70:5,10 grid 19:7 grievance 7:12 ground 2:17 14:19 24:19 34:9,11,13,19 35:22 36:17 38:6,9 47:1 54:14,24 69:20	73:21 74:7 group 14:1,10 20:4 64:9 groups 81:6 grow 54:1 64:22 growth 54:6 82:19 guarantee 61:17 63:16 79:12 gut 66:15 guys 64:2	H half 75:3 Hall 1:5 handle 48:20 handler 34:11,14 handlers 50:17 handling 2:17 14:19 31:17 34:9,20 35:22 36:17 38:6,9 47:1 54:15 55:1 73:21 74:7 hands 62:19 happen 5:21 60:10 62:15 66:22 75:16 78:4 happened 25:19 78:3 happening 64:6 67:1,15 happens 58:17 happy 39:20 88:9 harassed 64:15,20 Harbor 4:16,16 4:19,23 8:19 hard 27:13 86:9 harmonies 45:8 harmony 13:21 31:5 32:23 36:4 45:5 Hartfield 13:18 haul 18:19 health 26:13,23 56:11	hear 28:22 41:9 50:4 56:16 57:21 heard 56:15 61:9 61:22 64:2 67:19 73:24 75:15 hearing 2:3,4 56:4 77:1 91:9 91:13,22 93:4 hearings 44:12 49:23 heaviest 50:20 heavily 16:22 36:15 46:23 held 27:7,21 help 31:12 47:22 57:15 77:21 84:17 87:21 high 56:4 85:19 higher 24:9,20 37:21,24 highest 71:9,18 highly 17:4 20:9 hiked 23:20 history 83:3 holders 35:14 holiday 27:9 50:21 holidays 27:17 Holston 70:5,10 70:11 76:23 home 56:13 honestly 42:22 hope 27:7 66:5 horse 55:21 hospital 56:6 hospitality 5:13 6:12 8:20 79:7 84:5 host 21:11 hotel 3:4,7 31:16 77:21,22,23,23 78:1,2,9,13 79:11 80:17,23 81:1,3,13,17 82:14 83:5,24
---	---	---	---	---	---

84:4,14 89:12 89:15 hotels 79:4,14,15 79:18,22 80:13 83:7 84:8 89:5,7 hour 26:2 35:24 57:3,23 houses 70:21 hub 13:6 15:8,11 16:2 17:15,20 19:5,10,12 21:1 21:2 37:5,10,16 37:17,18 38:17 hubs 37:13,23 38:3 huge 25:13 82:17 human 57:1 hundreds 84:9 hungry 71:2 74:19 Hyatt 77:18 78:15 Hynicka 70:6	improve 19:9 26:19 improved 85:18 87:4 improvements 39:16 51:7 improving 20:13 incentive 87:17 incentives 84:20 88:6 incentivizing 84:9 88:2 include 13:7 42:21 48:23 49:3 included 86:17 includes 37:6 including 2:19 13:13 14:18 39:8 48:8 79:22 income 74:12 increase 16:17 24:11 36:5 65:13 85:11 87:23 increased 34:16 34:17,21 36:12 36:15,21 37:3 38:21 46:13 47:2 increases 87:10 increasing 16:24 39:10 increasingly 19:22 incurred 38:1 indicated 36:2 indicates 48:5 indicating 45:7 individual 82:22 individuals 30:20 70:22 industry 12:1,1 14:10 17:2,5 20:14 21:10 67:8 69:13 82:5 84:5	infant 71:10 infectious 26:16 59:16 influence 37:1 inform 64:8 initiated 36:8 injustice 29:6 Inquirer 80:20 insight 66:19 instances 79:9 institutional 14:5 institutions 71:13 instructed 75:5 insufficient 18:20 integration 15:14 16:5,12 intended 88:3 intent 12:11 interest 3:5,7 5:5 6:2 9:8 10:8 11:1 53:13 67:22 68:1,3 72:14,22 73:17 interestingly 13:18 international 2:21 8:16 12:24 13:19,23 15:7 15:11,19,24 16:16 17:1 18:24 19:18 20:5 25:24 31:8 33:15,18 36:9 36:19,24 37:2 37:11 38:17,24 39:17 53:8,17 53:21 54:4 55:15 59:12 72:7 73:3,4 80:12 81:9 interruption 20:7 intimidated 64:14 intimidation 28:1 introduced 12:11 83:21 intruding 5:20 invest 39:15 83:6	83:7 investing 16:22 investment 35:6,7 79:10,17 investments 79:7 81:16 invests 79:14 83:5 involved 30:20 75:24 irks 50:5 issuance 35:8 issue 7:22 21:12 49:6 66:14 88:9 issued 86:17 issues 8:12 32:15 40:20 76:11 itinerant 19:13	jointly 86:16 Jones 1:10 2:10 49:17,21,22 50:14,22 51:5 51:12,20,24 52:8 Jose 13:8 Jr 1:9,10 2:7 11:24 12:9 July 35:3,17 June 35:1 jurisdictions 13:3 13:13 19:22 Justice 18:14
I			J	K
ice 58:1,2 identify 3:17 identifying 59:23 illegally 64:14 immediately 77:1 impact 21:23 36:22 73:11 84:14 impacted 36:14 47:2 impediment 86:4 impetus 75:13 implemented 62:4 81:15 implementing 37:7 important 6:15 7:22 28:21 54:12 69:24 72:21 imposed 14:17,19 14:24 imposes 38:4			Jackson 13:19 James 1:14 3:12 3:19 33:4,8,12 Jannie 1:10 2:11 jeopardizing 39:14 jeopardy 56:12 Jet 19:12 JFK 18:10 19:1 19:10,15 21:2 job 23:2,3,7,11 24:18 25:2,6,7 25:12 27:2,3 32:4 55:16 60:1 64:19 67:7 85:6 86:1,18 87:11 88:6 jobs 58:15 67:4,5 67:7 68:21,22 73:8 78:12 84:7 84:10,17,18 85:15 86:15 87:5,15 88:18 Johnson 1:11 22:4 23:13 29:23,24 31:23 44:1,8 48:6 join 61:8	keep 62:12 68:1 78:12 keeping 63:12 Kennedy 13:10 KENNEY 1:14 Kenyatta 1:11 22:4 23:13 key 45:2 82:20 86:18 kills 27:11 kind 5:2 8:12 9:14 30:10 81:23 kinds 71:23 KING 94:11 know 4:2 7:10 12:8 30:10 31:23 32:12 33:17 40:24 41:2 42:22 43:1 43:9,14 44:16 47:15 48:12 61:19 62:23 65:3,5,7 66:2 67:5,20 79:19 80:10 89:17 knows 72:4,7
				L
				L 1:10 labor 2:21 3:3,6

3:21 4:8 5:3,19 5:20 6:11,16,21 7:20,21 10:6,9 10:16 11:6 12:4 12:10,16,22 13:21 14:8,18 19:19 20:8 29:18 31:5,9 32:22 34:12,15 36:4 38:4,7,11 38:22 41:23 42:10,13,16,20 43:20,20 44:3 44:18 45:4,8 47:13 48:2,10 48:23 49:8 52:4 52:7 54:16,21 55:4,14,23 59:9 60:5,6,11,12,19 60:23,24 61:6 61:11 62:2 66:20 67:24 68:10 72:2 74:1 75:14,15 77:24 78:2 79:7,17,21 80:9,17 81:2,3,7 81:15 82:19 83:7 84:2,3,8 89:14,24 90:6 90:14,19,23 91:3,4 lack 63:21 Laguardia 13:9 60:3 land 19:4 77:22 78:13 79:11 80:12 Landing 77:18 language 49:3 large 13:5 64:8 81:9,10 larger 19:11 37:22 47:3 54:8 85:5 largest 13:20 37:16 65:4 68:23 84:5	Lauderdale 13:11 law 4:2,3,6,8,14 5:3,19,20 6:11 7:21 10:9 11:6,7 35:21 65:21 74:6 79:13 81:12,23 laws 21:20 81:15 81:16 lay 90:2 lead 23:21 62:16 75:22,22 82:3 Leader 2:9 leadership 66:14 leading 59:5 67:11 leaflets 27:21 lease 3:8 8:3,4 34:4,7,23 35:4 35:10,16 39:2 43:21 44:4,19 45:13 48:24 49:3 54:13 78:15 79:11 leases 2:16 72:6 73:16 leave 26:14 74:17 lecture 4:1 88:21 left 2:9 87:20 legally 5:13 12:20 21:13,17 42:6 legislation 13:2 32:22 40:3 63:15,19 65:8 70:18 73:18 76:5 84:15 86:2 86:22 87:3,14 Legislative 14:6 leisure 82:16,22 letter 44:1,5,9,11 44:16,17,21 45:6,9 52:18 letters 65:9 let's 48:20 83:8 level 36:22 71:18 levels 36:6,12 37:3,3	Liberty 13:10 life 25:13 lift 62:21 69:10 liked 25:6 limit 39:13 limited 18:7 limiting 39:11 line 22:24 29:8 57:6 66:7 68:12 78:5 lines 19:20 link 68:6 listen 28:3 listening 46:8 57:1 64:19 little 23:5,12 27:20 38:2 43:17 51:10 55:22 57:5 77:3 77:14 live 30:14,15 77:11,16 87:16 lives 25:14 71:5 living 36:3 65:6 loan 79:11,12 87:20 lobbying 14:1,10 local 3:21 11:18 33:20 53:8 79:2 80:11 located 33:24 location 83:2 lock 19:7 locked 23:23 logic 67:20 logistics 18:7 long 13:8 18:19 24:3 30:14 55:16 66:20 67:1 longer 76:17 88:1 looking 67:2 Los 13:7 37:20 38:3,15 61:12 66:17,24 67:17 81:20 lose 27:20	losing 80:21 loss 48:13 54:19 75:18 76:6,7 lost 2:23 12:13 15:4 19:24 25:2 75:23 lot 76:2 loudly 28:20 Louisiana 13:16 Love 55:24 low 27:3 36:11,14 36:17,23 39:11 46:22 47:8 56:5 56:9 58:22,24 59:6 85:18 lower 37:14 lowest 37:17,18 58:15 84:18 low-bid 58:19 loyalty 16:19 LPA 13:1,17 LPAs 12:15,16 13:3 14:1,4 15:3 lucrative 82:4 M M 94:11 magnitude 19:4 main 19:4 mainline 14:21 15:17 maintain 37:10 major 15:8 34:5 38:23 55:23 61:12 majority 2:9 44:2 44:10 48:7 68:19,20,22 69:12,14 making 30:20 31:6 32:18 38:1 38:15 57:2 68:6 69:15 74:11 80:14 85:4 man 57:8 management 13:24 20:3	33:14 44:7,23 49:2 78:10 80:6 80:8 manager 24:4,7 75:6 mandated 4:20 34:10 Mann 11:24 12:9 21:10 47:12 manner 30:17 marched 78:5 margin 47:5 margins 16:8 MARIA 1:14 Mark 1:9 2:12 72:24 market 20:23 78:6 marketability 81:4 marketplace 5:18 markets 14:23 15:18,24 18:4,6 Maryland 81:22 matching 17:21 materials 56:10 matter 6:5 68:16 94:7 matters 14:2 maximize 58:16 Maximum 26:5 Mayor 86:17 Mayor's 90:13,18 means 6:23 7:5 64:1 94:17 MEC 26:4 mechanism 60:4 60:7 mediation 12:17 medium 13:6 meet 5:14 60:12 meeting 81:5 91:10,13 93:16 93:21 meetings 27:22 81:9,10 82:21 83:1
---	--	--	---	---

member 12:6 14:12 88:18 members 11:20 15:2 22:5,7 33:10 45:11 46:1 48:8 53:11 55:9 57:7 59:19 83:17 memorandum 4:3,10 merely 85:22 merged 14:13 15:12 17:17 merger 15:13 16:2,6,11,21 37:7,9 message 24:3 met 28:1 Methodist 70:12 Miami 13:10 37:21 38:7 61:13 66:18 81:19,20 mic 22:17 23:5 77:13 Midway 13:9 million 64:23 65:1,1 73:12 80:22 82:14 90:22 millions 73:14 minimization 20:6 minimize 2:22 12:12 15:3 58:17 minimum 35:20 87:6 Minnesota 81:22 minor 24:5 Misha 22:10,16 22:19 Misha's 64:3 missed 74:15 modeled 6:9 modest 18:22 modify 12:16	money 8:7 74:21 78:14 month 23:12 26:12,17 30:24 60:2 months 22:24 23:18,19 moral 71:22 76:3 morale 40:8,11 Morgan 52:15 53:6,6 58:11,12 64:13 66:23 68:17 morning 2:2 3:16 11:19 22:12,15 22:18 33:5 46:4 46:5 50:7 52:21 52:24 53:3 55:20 70:7 77:6 77:9 78:24 82:10 83:15,16 mortality 71:10 motion 91:18 92:10,12,24 93:1 mounted 59:12 move 20:23 32:18 68:10,11 77:2 91:9,20 moving 54:6 Muldoon 80:18 multinational 69:4,5	national 12:16,17 18:11 21:10 22:23 69:3,5 74:6 82:23 83:1 83:3 nationally 19:23 54:7 nation's 59:5 nature 5:16 near 20:16 nearly 22:24 26:1 74:12,13 75:1 82:14 necessary 85:1 need 23:10 24:20 25:15 57:12,12 57:13,14 64:16 64:18 78:11 86:20 needle 68:10 needs 6:23 negotiate 7:11 60:21 89:24 90:5 negotiating 35:2 neighborhood 30:12 nerves 50:5 net 16:8 network 17:8,14 networks 16:18 never 45:19 new 3:2 13:9,9 19:6 34:6 35:2,4 35:16 37:8,20 38:6 39:2 51:1 70:11 78:10,10 78:17 80:7 81:21 84:10 86:14 87:5,22 Newark 13:10 news 58:3 night 71:3 nights 82:14 nine 37:12 38:3 NLRA 5:22 21:21 NLRB 5:22 12:20	NNB 12:20 nonconfrontati... 12:21 north 18:9 Nos 91:10 notably 87:5 Notary 94:12 note 2:8 22:2 52:16 noted 94:4 notes 94:6 November 1:6 number 7:14 17:7 50:6,7 87:17,21 87:22 numerous 13:12 15:24	Ontario 13:8 opened 58:1 operate 2:20 32:2 38:14 39:12 47:4 operated 15:16,21 18:23 33:18 operating 15:10 16:13 34:16,17 34:22 36:5,15 36:21,24 37:12 38:21,24 46:13 47:3 operation 32:2 72:16 74:5 operations 3:7 13:24 16:13 18:19 19:4,13 19:14 34:1 37:8 39:13 53:15 54:9,20 55:7 60:4 73:13 82:1 operators 38:9 opinion 40:17 opportunity 20:23 39:18 70:24 72:9 76:13,19 88:8 opposed 92:4,21 93:10 opposite 20:16 order 2:3 60:3 84:21 85:11 90:13,18 ordinance 4:7,7 5:14,24 6:8,10 6:17 7:3,8,20 9:2,6 10:23 13:1 65:22,22 78:15 78:19 79:6,9 81:24 89:23 90:8 ordinances 9:21 13:17 organization 66:21 70:20 84:3
--	---	--	---	---

organizations 3:22 31:9 81:11 Organized 70:19 organizing 12:19 origin 73:5 original 85:6 output 53:22 outside 9:20 10:12,14 outspoken 23:1 overall 71:17 overtime 75:4 overwhelming 44:2 owned 33:18 owner 78:10,17	24:21 27:21 62:3,5 65:8 81:15 passenger 18:3 53:18 54:6 passengers 17:1 26:6,20 37:23 38:18 72:18 73:12 passing 9:22 pastor 30:9 70:11 Paul 56:14 pay 33:24 35:11 35:23 56:14 58:7 69:14 74:21 paying 38:18 39:5 69:2 74:14 payment 8:3 payments 34:2 peace 2:21 3:3 6:16 10:6,16 12:4,10 14:9,19 19:19 20:9 31:9 34:12,15 38:5,7 38:12,22 43:20 43:21 44:3,18 47:13 48:2,10 48:23 49:8 52:4 52:7 54:16 55:24 60:6,11 60:23,24 61:7 61:11 62:2 66:20 68:11 72:3 77:24 78:2 79:21 80:17 81:2,3,7,15 82:19 83:7 84:3 89:14,24 90:6 90:24 91:3,4 peaceful 78:18 penalizing 9:19 10:3 Penns 77:18 Pennsylvania 1:5 22:23 53:7 Pennsylvania's	53:19 people 8:13 32:3 50:16,16,17,18 50:18 52:1 58:18 61:22 62:5,12 63:13 64:5,6,19 65:12 67:2,6 68:2,11 73:5 76:2 85:23 percent 68:7 71:2 71:4,17 73:4 74:13,22 75:1,4 75:10 85:19 percentile 51:19 perform 54:24 73:21 perimeter 18:17 permissible 10:8 11:7 personal 40:17 perspective 31:6 per-passenger 37:24 Peter 56:14 Philadelphia 1:1 1:5 2:15,20 3:3 7:2 8:16 10:12 10:15 12:24 13:14 14:15 15:7,11,18 16:1 16:16 17:12,20 18:3,6,10,24 19:5,17,21 20:2 20:5,21 21:1,4 21:24 22:22 25:24 31:8 33:15,17,19 35:20 36:9,19 36:24 37:2,11 37:15,22 38:14 38:16,24 39:13 39:16 47:18 53:2,12,16,20 54:3,11 55:8,9 55:11,14 56:18 58:23 59:1,8,11 62:5 63:9,14	68:7,18,23 69:9 69:12 70:23 72:6,8,13,17 79:3,20 80:2,12 80:15,18,20,21 81:4,8,13 82:5 82:11,13 83:1,9 85:7,10,23 86:13,21 87:6 Philadelphians 70:18 86:4 87:15 Philadelphia's 17:19 Philosophi 49:5 philosophically 48:20 PHL 27:19 Phoenix 13:8 37:13 38:11 picket 66:7 78:5 picketing 6:24 8:12 piece 40:3 76:4 85:1 pieces 87:3 piggyback 55:22 pissed 41:5,11 Pittsburgh 17:16 18:1 20:19 21:5 81:19 place 13:2,5,22 40:13 60:15 61:15 66:21,24 81:23 83:2 86:13 87:2 88:7 placed 63:22 places 21:14 66:23 plan 51:8 52:5,6 plane 26:7 57:17 planning 37:8 play 82:20 Pleasant 77:12,16 please 3:17 11:14 12:8 22:12 33:5 52:22 53:10	70:7 77:6,13 78:18 point 7:15 27:19 30:12 64:21 65:17 67:13 68:2 85:18 90:13 police 23:23 30:8 30:13 policy 21:14 31:15 40:4 63:12 89:23 90:8 polite 27:21 pools 87:20 poor 26:13 54:23 59:6 73:19 75:13,21 76:6 76:14,14,15 Pope 56:15,21 population 71:5 portable 18:4 portion 11:22 posed 88:5 position 14:1 15:2 54:7 positioning 17:7 possibility 34:16 possible 34:20 46:12 72:1 80:15 possibly 37:4 post 16:4 potential 26:15 39:24 59:15 67:3 84:12 poverty 27:10 59:2 62:13,21 63:13,24 65:6 65:15 67:5,13 68:2,7,14 69:2,8 69:11,11,14,22 71:5,6,17,18 power 30:10 62:19,19 70:5 70:14,18,20 71:1,3,8,10,19
P				
P 82:11 packets 45:11 paid 31:21 32:6 33:22 74:23 75:2,3 palatable 38:2,20 panel 3:13,14 22:8,10 52:14 52:20 70:4 paragraph 46:11 47:13 Parking 8:6 part 22:1 24:8 26:3 35:4 58:15 80:1 participate 30:4 particular 6:8 30:6 84:21,23 particularly 84:18 parties 7:5,9,10 7:17 9:3 10:19 partners 15:20 80:14 pass 57:13 65:24 78:18 81:24 83:10 passage 55:10 passed 23:19				

71:21 72:4,7,13 73:19 76:19 powers 57:14 71:16 POWER's 70:12 practical 20:22 practice 58:13 practices 47:16 precedes 4:14 preclude 18:18 precludes 18:15 preeminent 13:24 preempted 4:8 5:2 6:11 10:9 11:3,6 preemption 3:24 4:2,4 5:8 7:15 14:9 21:18,20 preference 18:6 49:7 prescribes 61:2 present 1:8,13 2:9 17:20 20:12 22:5 presently 13:2 preserve 78:11 President 79:1 80:24 press 59:17 pretty 55:22 67:6 preventing 54:21 previous 53:22 primarily 33:21 PrimeFlight 22:22 23:8,14 23:22,22 24:6 24:22 25:4 30:6 64:9 principle 30:16 79:12 prior 16:21 19:8 private 5:17 8:21 9:13 probability 21:3 probably 52:6 57:9 74:8 90:10 problem 62:18,22	63:5,7,9,11 69:16 problems 9:12 19:2 25:11 59:23 67:18 76:10,10 procedure 7:12 procedures 12:21 proceed 11:14 22:13 33:6 52:23 53:10 70:8 77:7 proceeded 24:7 24:11 proceedings 94:4 process 32:13 37:7 60:19 producing 61:6 professional 30:17 profit 31:2 profitable 16:2,4 20:12,24 profits 16:7 58:16 58:21,22 62:14 67:10 prognostication 50:15 Program 51:10 87:12 programs 16:20 72:12 87:21,23 88:1 progressive 81:6 81:10 prohibited 7:4 prohibits 60:15 project 42:10,13 42:14,16,20 74:6 84:14 90:14,18 projected 50:22 54:1,4,9 projects 35:12 84:14 88:2 90:21 project-by-proj...	90:1,6 promote 83:8 prong 5:23,24 9:4 proper 54:16 56:10 property 3:8 33:13 proposed 12:24 19:20 84:15 proprietary 3:7 5:4,16 6:1 7:22 9:8 10:8,24 53:13 72:14,21 73:17 Prospect 25:24 prosper 71:20,21 protect 3:6 9:8 10:23 59:16 72:5 75:11 78:15 79:6 81:16 89:23 protecting 5:16 6:2 8:21 53:13 72:15 protective 59:14 protects 54:18 79:16 protocol 60:19 proud 23:21 56:6 prove 39:7 40:3 provide 25:11 35:14 36:23 48:17 60:7,8 73:1 78:8 88:8 provided 34:19 36:16 47:11 87:11 providers 2:18 14:20 35:22 provides 75:19 84:20 87:9,13 providing 2:19 38:6 58:18 59:2 65:3 66:17 88:12 provisions 34:8 44:3,19 45:5	proximate 21:1 public 2:4 21:14 32:10,11,17 35:8 71:14 77:22,23 78:1 91:9,9,13,13 93:16,21 94:12 publicly 36:12 59:17 published 21:11 pull 22:17 23:4 69:22 77:13 purpose 9:1 61:13 purposes 69:20 pursuant 34:3 put 9:24 10:2 43:19 45:12 58:3 68:3 81:22 87:2 putting 51:6 Q quarter 16:14 31:3 quarterly 16:7 question 5:13 40:16 41:9 42:4 43:2,7,9,15 44:11 45:2,2 46:16 47:24 90:4 questions 22:7 28:13 39:20 46:1 52:10 66:11 88:10 91:7 quickly 4:19 24:12 QUINONES-S... 1:14 quite 34:20 46:12 quorum 2:8 93:19 quote 21:4 R R 94:1 race 58:20 Radisson 80:4	rages 27:10 raise 23:15 27:8 raised 59:13 rallies 27:23 rally 30:4 rate 68:8 71:17 85:17 rates 71:10 rating 35:15 39:9 51:15,21 rationalize 17:14 reach 31:12 reached 10:18 14:11 read 11:22 91:21 93:3 reading 21:8,9 92:8 93:14 Reads 12:9 ready 51:13 63:2 real 34:16 48:3 61:13 realistic 21:3 reality 85:22 really 40:16 50:5 64:3,6 65:24 69:7 89:15 reason 25:9 85:13 reasons 39:8 75:24 Rebuild 70:19 receive 8:7 12:7 75:7 received 30:24 44:6 75:11 receives 53:14 54:20 55:6 72:16 73:14 74:4 recognize 61:5 recognizes 91:16 92:9,23 recommendation 92:6 93:13 recommendatio... 86:18,20,24 reconcile 47:22
---	--	---	--	---

record 3:18 11:14 16:7,9,10 22:3 22:13 29:2 32:9 33:6 40:7 52:16 52:23 70:8 77:7	53:20 74:11,13 74:23 75:2,5,10 82:13 92:5 93:11	responsibility 58:17	37:8 41:24 45:10 63:22 65:10,11 68:15	Sage-Harbor 9:4
reduce 20:19 21:23 86:20	reporter 94:12,19	rest 85:20	rights 25:3 28:12 64:15	sake 85:14
reduced 86:11	represent 7:11 31:10 34:13 60:13	restaurants 83:3	Rina 44:17	salaries 56:8 57:16
reducing 14:21 19:23 84:7	representing 31:10 53:1	restrictions 18:8 18:12,18 19:1	rink 58:1	salary 56:5
reduction 20:10	represents 60:13 70:21 79:3	result 14:20 20:10 34:21 39:1 46:12 65:14	rise 67:18	sale 18:22
redundant 46:17	reproduction 94:17	retail 38:8	risk 2:22 12:12 15:3 19:23 20:6 20:7 55:2 59:7 73:22 88:1	salute 29:3 66:13
refer 12:10,15	reputation 8:18 86:6,7	retain 54:14	road 27:3 77:12 77:17	San 13:7,8 81:20
referenced 44:23	require 34:6,11 61:7 81:2	retaliation 50:5	robbing 56:14	sat 57:8
referred 14:7	required 35:19,23	retention 84:23	Robert 21:9	satisfaction 51:16
reflect 10:7	requirement 38:4 60:24 83:23 88:4 89:15	revenue 2:23 5:7 5:17 6:2 7:18,24 8:22,24 10:24 12:13 15:4 19:24 20:8 33:22 54:19 64:22 65:1,2 72:11 75:23 76:8	Robin 70:6	save 26:23 51:14
refocus 40:6	requirements 14:17,24 36:4 38:8,12,22 85:3 87:23	revenues 37:24 53:14 55:6 71:24 72:5,8,15 74:3 75:18,18 82:17	role 66:21 82:20	saw 44:21 45:6
refused 28:3,4	requires 7:3,4 60:11 61:4 79:21	Reverend 70:5,6 70:10,10 76:23	room 1:5 82:14	saying 5:20 6:23 9:22 10:17 57:2
regarding 30:22 34:8 70:17 84:4	requiring 2:17 3:5 12:21	reverse 86:9	rooms 80:18	says 5:1 7:7,8 29:21
region 54:1	Research 11:17	reward 87:14	Rosslyn 77:5 79:1	scale 19:12
regional 14:21 15:17 73:10 85:12	reserved 5:22	Reynolds 1:11 22:3,11 25:21 25:22,23 27:2 28:17 29:1 30:3 46:3,7 47:10 48:1,19 49:5,10 49:13 66:13 68:5 69:23 91:23 92:16 93:5	round 93:20	schedule 16:14
regulate 9:11	resolution 12:22 55:13	reverse 86:9	route 17:8	scope 10:16 19:12
regulating 5:19 6:21 7:20 9:16 10:4	resolve 7:5	reverse 86:9	routinely 58:14	season 27:9
regulations 86:10	resolving 60:5,19	reverse 86:9	RPR 94:11	seat 16:15 26:10 26:10 57:9
relate 9:17	respect 38:16 49:8,11	reverse 86:9	rule 18:17 43:10 43:11 69:20 90:2 91:21 92:7,15 93:3,13	seats 17:22
related 14:2 40:21	respectable 29:10 49:11	reverse 86:9	rules 40:21 43:11 69:20 90:2 91:21 92:7,15 93:3,13	Seattle 13:7
relations 6:22 7:20 12:16	respond 28:4 88:10	reverse 86:9	rumors 78:9	second 5:24 9:6 16:14 31:3 40:7 46:10 50:24 77:2 91:23 92:16 93:5
relationships 84:1	responds 43:5	reverse 86:9	run 26:21 86:23	secondly 73:18
relies 33:21	response 48:17	reverse 86:9	runaway 18:21	Section 2:15
rely 36:15 46:23		reverse 86:9	Runckel 3:12,15 3:16,19,19 11:10 21:19	sector 9:13 68:20 69:1,10
remain 38:17 54:10		reverse 86:9	running 8:11 87:24	sectors 84:6
remained 24:2		reverse 86:9	runs 67:23	secure 2:21 34:11 35:15
remember 6:15 30:8,23		reverse 86:9	R.W 11:24 12:9 47:12	secured 35:8
remove 26:8		reverse 86:9		security 35:14 55:16
repeating 46:17		reverse 86:9	S	see 23:20 26:18 47:21 50:3 57:7 66:6 68:12
replies 45:22		reverse 86:9	safeguards 59:15	seeing 22:9 52:11 67:16
report 30:24 75:6 86:17		reverse 86:9	safety 26:14,23	seeking 31:10 34:12 60:13,23
reported 16:6		reverse 86:9	Sage 5:12 6:11 8:20	seen 40:12 64:3

64:22	shift 75:1	sort 21:24	52:22 70:7 77:6	33:24 34:24
SEIU 3:20 11:18	shipped 73:13	sorts 8:6	85:20 87:19	35:24 36:24
selection 80:3	show 69:19	south 18:10	stated 16:1 73:18	37:24 38:24
self 33:20	showed 31:1	space 19:7 54:13	states 13:3,15	39:24 40:24
sell 78:9	showing 58:3	speak 25:7 28:19	15:8 47:12	41:24 42:24
send 44:1	shows 72:20	29:5,5 39:19	67:20 68:21,24	43:24 44:24
sending 30:23	sick 26:3	speaking 23:8	81:14,18,21	45:24 46:24
Senior 83:19	side 52:3	27:4 30:23	statistic 85:22	47:24 48:24
sense 14:16	sides 28:22	64:15 68:13	statistics 72:20	49:24 50:24
sent 11:23 44:9,16	sign 31:8 77:24	70:13	74:10	51:24 52:24
44:17 62:7 65:9	signed 44:1,10,22	speaks 28:19	statute 19:21	53:24 54:24
sentence 46:10	45:10 78:2	Spear 3:20	stay 80:14	55:24 56:24
September 31:1	significant 35:6	specialty 17:2	stays 79:22 80:23	57:24 58:24
series 8:11 86:23	significantly	specific 6:13	stenographic 94:6	59:24 60:24
serious 7:24	17:21 39:10	16:11 47:8	stood 24:19	61:24 62:24
serve 37:2	54:2	specifically 9:7	stop 6:23 89:15	63:24 64:24
served 32:16	similar 13:1 60:2	10:6 12:3 46:22	stoppage 75:14	65:24 66:24
server 77:18	Similarly 59:21	spend 51:13	stoppages 20:7	67:24 68:24
service 2:17,18,22	simply 60:11	sphere 9:20	75:20,22 76:7	69:24 70:24
6:13 8:10 12:12	63:15	spine 29:4	stopped 81:17	71:24 72:24
12:23 14:18,20	sin 56:24 58:6	Spirit 36:10 47:9	89:12	73:24 74:24
14:22 15:4	single 16:13	spoke 26:17 61:23	story 26:13	75:24 76:24
19:24 20:19	sir 70:7	spoken 25:2	strategy 58:16	77:24 78:24
21:24 35:12,22	Sisterly 56:1	spotless 56:18,23	stream 5:7,17 6:2	79:24 80:24
36:9,12,22	site 10:10 80:2,3	spring 23:18	7:24 8:22,24	81:24 82:24
38:10 42:21	sits 48:11	36:13 44:10	10:24	83:24 84:24
43:11 47:7 53:7	sitting 57:1	Squilla 1:9 2:13	streamlined	85:24 86:24
54:15 55:3 60:8	six 22:24 23:18,19	28:14,15 91:17	86:10	87:24 88:24
68:19,24 69:10	50:2	91:19 92:9,12	Streamlining	89:24 90:24
73:21,23 74:7	skate 58:2	92:23 93:1	12:19	91:24 92:24
79:4 91:5	skating 58:1	staff 30:24 32:3	streams 72:11	93:24 94:23
services 2:20 20:2	skilled 84:18	stake 82:2	Street 78:6,6 80:5	strengthens 87:8
34:9,19 36:5,16	slack 18:20	stand 24:20 29:4	Strehlow 1:23	strictly 6:1
38:6 46:24	slot 18:8,12 19:1	32:3 72:2 78:11	2:24 3:24 4:24	strike 4:22 60:2
50:19 54:17	slowly 86:11	standard 35:21	5:24 6:24 7:24	64:10 65:19
55:1 58:18 59:3	small 87:21	39:24 88:12	8:24 9:24 10:24	91:6
60:17 65:3	smaller 36:7 47:5	standards 12:17	11:24 12:24	strikes 6:24 8:11
72:12	smarter 90:8	43:3 87:7 91:2	13:24 14:24	55:2 59:7 60:16
serving 32:10	smooth 78:18	standing 28:11	15:24 16:24	73:22
session 92:8 93:15	sole 9:1	30:15 76:19	17:24 18:24	strong 53:13
set 5:9,11 39:6	Solicitor's 4:9,9	93:20	19:24 20:24	72:14,21
69:19 90:22	9:9 11:2	stands 25:16 28:9	21:24 22:24	strongly 81:2
settlement 18:13	solution 63:8	66:9	23:24 24:24	structurally
severely 8:24	somebody 58:6	starting 75:16	25:24 26:24	17:23
shame 56:24	somewhat 46:16	state 11:13 17:2	27:24 28:24	structured 19:20
share 15:20 70:16	sorry 25:18 40:9	17:24 20:13	29:24 30:24	struggle 27:17
sharing 26:13	41:8 90:16	22:12 33:5	31:24 32:24	66:5

study 53:20	32:18 47:23	tell 4:5,12,12 7:16	28:8,10,11,16	65:6 67:1,5
subcontracted	56:16,19,22	11:4 24:7,11	28:23 29:3,12	70:15 74:19,24
67:3,11	57:8 61:14	43:19 46:17	29:16,19,22,24	75:2 76:18
subcontractors	78:16 79:15	telling 22:19 44:2	32:23,24 39:22	80:11
2:19 26:22 28:3	83:6 90:3,23	44:18,20	49:13,22 52:8	times 50:2
31:7 35:19	surfaces 75:9	tells 40:1	52:11,13 55:17	tips 75:7
subject 14:4	surpassing 17:8	template 14:3	55:18 58:8,10	title 2:14 3:1
submission 11:23	surrounding 19:6	ten 50:10 56:7	66:8,10,16 68:6	today 3:11,23
submitted 4:3	survey 74:22	71:19 77:20	69:23 70:1,2,15	11:21 12:5
61:20	surveyed 40:20	tend 15:3	76:18,22 78:20	20:24 22:20
substantial 53:14	74:7	Tennessee 13:15	78:21 82:6,7	25:10,20 32:22
72:15	suspension 91:21	tenth 54:8	83:11,12 88:8	39:19 50:8
substitutable 18:5	92:7,14 93:3,13	ten-year 4:21	88:11 91:8,19	61:22 70:14
success 20:15	sustaining 87:8	term 55:16	93:17,19	72:1 74:1,9 86:2
83:6	system 37:17	terminal 19:7	Thanksgiving	86:22 87:16
successful 61:11	58:19 71:14	54:13	27:14 50:11	told 80:19
79:15,18	90:23	terminated 23:3,6	theme 86:19	Tom 80:18
successfully 10:21	systems 16:19	24:22	thing 24:12 50:24	tomorrow 64:11
87:2		terms 3:10 8:3	63:22 64:7	65:18 66:6
succumb 57:22	T	34:3 43:11 54:5	65:10,11 68:15	75:16 91:6
sufficient 53:15	T 94:1,1	60:20 91:2	things 6:16 7:1,14	tongue 68:13
suit 57:9	table 3:14 27:14	terrible 62:24	26:19 27:5,18	tons 73:14
supervision 94:19	48:9 52:20	test 5:12,15,15 6:3	51:17 61:21,22	tools 87:18
supervisor 22:24	tables 26:9	6:6 9:5	think 25:1 28:21	top 26:7 54:5
supervisors 75:6	tailored 6:1,9,12	testify 33:16 79:5	52:4 56:16 62:9	71:19
supply 17:22,24	9:7,7 10:6,23	83:20	62:22 63:5,7,8	totally 33:20
support 23:16	take 15:2 28:5	testifying 77:19	64:1,1,2,23	45:14
24:16 25:15	29:9,10 42:3,7	testimonies 56:2	66:15 67:19	tourism 80:10
29:20 48:9	50:18 63:2,3	testimony 11:9,15	third 5:10 6:6	82:4
55:10,12 57:7	65:17 67:14	12:9 21:8,8,12	74:12,14	town 29:18
57:12,13,24	76:11	21:17 22:14,20	third-party 46:24	traffic 15:22
61:8 66:1,2,4	taken 32:20 43:12	25:18 28:11	thought 30:11	16:20 54:6 73:6
72:2 79:5 88:24	94:6	29:12,19 30:4	67:7	84:23
89:4,6,8	takes 14:1 32:6	33:7 39:23,24	thoughts 70:17	trailing 85:20
supported 23:17	78:7	45:14 46:8,9	thousands 63:1	training 64:16,17
45:8 62:6	talk 3:24 50:3,4	47:11 48:17	63:12 66:3 68:1	75:11
supporting 33:20	talked 61:24	49:14,18 52:17	threatened 56:5	transcript 94:8,16
84:6	talking 51:6	52:23 55:19	64:20	transfer 18:22
supportive 32:7	talks 6:17	58:11 61:20	threatens 55:5	20:23
32:21	targeted 16:23	64:1,4 66:11	74:3	transition 78:17
supports 73:8	24:24 51:10	69:24 70:9	three 13:15 17:3	transportation
supposedly 62:6	tasked 4:18	76:23 77:3,8	37:12 54:5	18:14 32:11,17
Supreme 4:15,16	tax 33:21 86:11	78:22 82:8 88:9	64:24	53:16 72:17
5:1,8,9	87:11	88:13,14	TIF 79:11	74:16
sure 3:19 4:22	taxpayers 69:21	thank 11:8,13	time 26:11 27:13	transports 50:17
8:23 14:11	Team 70:13	21:6,7,7 22:9	30:14 39:5,5	trash 26:9
30:20 31:6,15	tears 24:1	23:5 25:15,17	51:16 56:20	travel 17:22 50:11

50:21 82:16,22 travelers 36:20 tray 26:9 treat 25:5 treated 24:17 57:19 58:5 65:16 treatment 23:2 24:17 25:8 65:19 76:4 tremendous 53:23 trespassing 24:10 tried 27:20 trouble 74:14 true 43:13 truly 71:20 Trumka 80:24 try 8:17 25:19 62:20 69:19 trying 8:22 85:4 turn 21:4 turned 67:4 turnover 56:4 twice 50:2 two 30:23 36:10 50:7 91:1 two-pronged 5:12 5:14 type 50:23 75:14 75:14 87:13 types 43:3 83:24 88:24 Typically 42:17 Tyrrell 33:4,8,8 33:12 36:2 39:23 40:9,12 40:18,22 41:1,3 41:8,13,16,20 42:4,8,11,14,17 42:22 43:6,14 43:23 44:5,14 44:21 45:6,19 46:5,20 47:23 48:16,22 49:7 49:12,15,19 50:13,20 51:3,9	51:18,22 52:6 52:13 U ultimately 10:18 20:19 31:24 67:21 unable 19:11 20:18 unacceptably 85:19 uncertainty 84:8 underfunded 71:15 underlying 86:19 undermining 39:9 underneath 26:10 understand 29:18 32:5 47:23 48:9 48:13 90:3 understands 71:22 72:4 undoubtedly 16:3 unemployment 85:17 unfairly 58:6 unfriendly 86:7 unhappy 24:8 unintended 34:22 40:1 46:14,18 46:20 47:6 63:10,11,13 84:12 88:12 union 12:18 23:8 24:12,21 25:1 34:12 53:8 57:6 60:12,16,21,22 60:23 61:5,6,6,8 66:1 79:23 80:22,23 81:9 89:5,9 unions 82:23 unique 83:2 unit 20:4 unite 31:12 77:4 79:2,2	United 15:8 17:8 68:21,24 70:11 unjust 25:9 unprecedented 36:6 61:24 62:10 unrest 59:11 unsound 20:17 upgrades 16:23 upset 62:14 63:1 urge 65:24 81:24 urges 55:8 83:10 urging 81:2 usage 8:4 use 18:12 34:3,7 34:23 35:4,10 35:16 38:19 39:2,3 47:14 48:24 49:3 uses 33:20 usually 60:18 Utilities 32:11,17 utilization 8:2,5 utilize 8:14,15 utilized 8:9 utilizing 20:1 V valid 21:13,17 62:11 Vegas 57:18 vehicle 35:18 versus 5:18 Vice 1:9 2:11 91:17 view 10:21 11:1 viewed 86:3 violate 21:19 violation 47:20 virtually 21:3 Vision 70:11 visit 80:4,9 82:13 visitors 80:11,19 vital 17:23 80:10 voice 23:11 60:1 64:18 volume 53:17	72:18 volume-based 54:19 55:5 74:3 75:18 vote 23:17,18,19 55:10 91:21 voted 62:4 65:12 W W 1:9 2:7 81:1 waffled 11:2 wage 24:11 27:7 35:20 36:3 58:22,24 62:4 62:17 65:13 87:6 wages 23:10,19 24:9,20 29:9,10 30:22,23 40:21 49:11 56:5 59:2 59:6 61:2 69:2 69:15 76:14 87:8 walked 78:5 walking 57:21 want 25:6,6 26:17 26:18 27:4,5,12 28:17 29:2,8,8 30:1,19 32:21 44:18 55:21 63:2 68:14 76:1 80:14 86:1 91:3 wanted 25:10 64:7 wants 44:3 80:16 Warwick 80:4 Washington 18:11 81:19 wasn't 40:16 90:12 way 4:24 25:5,11 27:21 30:15 49:8 51:7,16 56:3 65:16 90:9 ways 62:11 66:15 weakens 66:15 wealthiest 59:3	65:5 wear 57:16 Wednesday 1:6 week 11:24 12:7 22:21 23:7 24:21 57:19 Weekend 50:11 welcome 11:10 49:15 welfare 57:2,4 went 23:14 57:18 60:2 74:19 we'll 29:21 we're 10:21 11:5 23:20 25:19 31:18 47:17 51:12 52:2,3 68:8,9,13,14 whatsoever 38:12 wheelchairs 50:18 widely 19:21 widespread 47:14 Wilderman 3:20 Williams 22:10 22:15,16,18,19 23:4,6,17 25:18 28:18 30:2 willing 68:8,9,15 80:1 Wilson 1:9 2:7 win-win 42:18 wipe 26:9 withdrawing 24:16 withstand 21:18 witness 3:11,14 24:1 33:3 52:11 52:20 70:19 83:14 Woods 77:5 words 55:23 work 20:7 25:1 26:1 27:13 31:13 40:8,14 40:21 48:3 52:1 56:10 57:3
---	---	---	---	--

58:24 64:16 65:14 67:3,11 68:19 69:13,20 74:15 75:4,8,19 75:22 76:7 83:8 89:4,6 worked 22:21,23 74:24 87:2 88:17 worker 40:11 59:8 workers 3:4,23 7:12,13 23:9 26:23 27:24 30:7 31:16,17 31:21 32:1,6,19 40:20 41:4,11 42:3,19,21 43:4 43:10,11 50:3 55:16 56:7,19 57:10,15 58:5 58:23,24 59:13 59:16,22 60:2 62:16,18 63:1 63:24 64:9 65:18 66:3 67:13 69:2,9,22 74:7,13,15,18 74:22 75:2,8 76:4 79:3 84:19 89:1,5,9 90:24 91:3,5 workforces 16:19 working 25:23 31:11 54:23 59:6,24 62:23 65:6 67:6 73:19 75:13,21 76:6 76:15 86:9 87:4 workplace 59:14 works 70:24 72:9 76:13,20 world 15:20 26:20 31:18,19,20,20 32:5,6 37:19 59:4 68:24 71:13 83:8	world's 65:4,4 worse 57:22 worst 19:2 worth 28:7 37:13 37:15 38:11 worthwhile 84:10 wouldn't 65:23 Wright 52:17 write 49:17 88:13 writing 45:15 written 52:17 61:19 wrote 80:24 Wuchinich 77:5 78:24 79:1 Y Yaedon 77:12,17 Yeah 28:15 year 16:9,10 23:9 26:2 27:13 50:2 53:23 57:11 71:7 73:15 74:11,20 75:1,4 78:14 81:1 82:15 years 6:5 27:10 50:10 51:11 56:7 58:12 64:24 77:19,20 78:3 yesterday 64:8 York 13:9,9 19:6 37:20 38:7 81:21 \$ \$1.4 57:8 \$12 35:24 \$13.9 53:21 \$14 73:11 \$16,000 74:11 \$250 65:1 \$30 64:23 80:22 \$5,500 71:6 \$6 51:10,13 \$8.50 57:3,23	1 1 35:3,17 1.5 31:2 10:09 1:6 1088 23:15 27:7 11:47 93:22 1199C 53:5 12th 54:7 12.9 71:4 125 73:2 13 13:5 14 75:10 77:18 140829 1:18 2:5 2:14 33:16 34:6 39:19 55:11 91:10,18,20 92:5 140860 1:18 2:6 3:1 77:3,19 79:6 83:10,21 88:5 91:11 92:11,13 92:24 93:2,11 141,000 73:8 142 15:17 15 6:5 51:11 67:20 78:3 86:17 17th 80:4 17-2200 3:2 18 13:3 18th 54:7 18-201 2:15 19 1:6 2 2,000 58:24 20 51:11 200 74:7 200-plus 73:9 2008 85:18 2010 80:20 2011 53:20 2012 73:11 86:15 2013 14:13 15:14 45:5 74:8 2014 1:6 16:9 31:3 57:24	59:20 83:22 2015 16:11,15 35:1,3,17 2030 54:7 21st 35:20 87:6 215 1:24 2:24 3:24 4:24 5:24 6:24 7:24 8:24 9:24 10:24 11:24 12:24 13:24 14:24 15:24 16:24 17:24 18:24 19:24 20:24 21:24 22:24 23:24 24:24 25:24 26:24 27:24 28:24 29:24 30:24 31:24 32:24 33:24 34:24 35:24 36:24 37:24 38:24 39:24 40:24 41:24 42:24 43:24 44:24 45:24 46:24 47:24 48:24 49:24 50:24 51:24 52:24 53:24 54:24 55:24 56:24 57:24 58:24 59:24 60:24 61:24 62:24 63:24 64:24 65:24 66:24 67:24 68:24 69:24 70:24 71:24 72:24 73:24 74:24 75:24 76:24 77:24 78:24 79:24 80:24 81:24 82:24 83:24 84:24 85:24 86:24	87:24 88:24 89:24 90:24 91:24 92:24 93:24 94:24 22,000 73:7 23 59:19 24th 31:1 26 68:7 26.4 71:17 27 73:1 274 79:2 29 75:1 290-some 65:1 3 3 82:14 3,000 62:12 30 23:12 35:1 83:22 30.3 73:12 32BJ 3:21 11:18 53:8 35,000 70:22 350,000 73:13 37 73:3 75:4 4 4.1 16:9 40 70:21 71:2 400 1:5 44 74:22 443,000 73:12 45,000 85:23 47 52:19 486 15:16 5 5 90:22 5,000 79:3 5.3 16:10 504-4622 1:24 2:24 3:24 4:24 5:24 6:24 7:24 8:24 9:24 10:24 11:24 12:24 13:24 14:24 15:24 16:24 17:24 18:24
---	---	---	--	---

19:24 20:24	7.1 85:19			
21:24 22:24	75 51:19 74:13			
23:24 24:24				
25:24 26:24	8			
27:24 28:24	8.50 26:2			
29:24 30:24	812 77:12,16			
31:24 32:24	829 3:11			
33:24 34:24				
35:24 36:24	9			
37:24 38:24	9 15:13			
39:24 40:24				
41:24 42:24				
43:24 44:24				
45:24 46:24				
47:24 48:24				
49:24 50:24				
51:24 52:24				
53:24 54:24				
55:24 56:24				
57:24 58:24				
59:24 60:24				
61:24 62:24				
63:24 64:24				
65:24 66:24				
67:24 68:24				
69:24 70:24				
71:24 72:24				
73:24 74:24				
75:24 76:24				
77:24 78:24				
79:24 80:24				
81:24 82:24				
83:24 84:24				
85:24 86:24				
87:24 88:24				
89:24 90:24				
91:24 92:24				
93:24 94:24				
51 27:10				
52,000 84:7				
55 73:4				
57 82:23				
59 73:2				
6				
600 73:1				
7				