

1 IN THE MATTER OF PETITION
 2 FOR REPRESENTATIVE ELECTION
 3 -----
 4 City of Minneapolis, Minnesota
 5 and
 6 Minnesota Public Employees Association, Roseville,
 7 Minnesota
 8 and
 9 American Federation of State, County and Municipal
 10 Employees, Council 5, South St. Paul, Minnesota
 11 and
 12 Minnesota Teamsters Public and Law Enforcement
 13 Employees Union, Local 320, Minneapolis, Minnesota
 14 -----
 15 BMS Case No. 14PRE0167
 16
 17
 18 The above-entitled matter came on for hearing
 19 before Stephen Befort, Labor Referee, taken on the
 20 20th day of November, 2013.
 21
 22
 23 TRANSCRIBED OFF OF CD BY:
 24 ANGELA D. SAURO, RPR
 25 COURT REPORTER

1 INDEX
 2 ERIC LEHTO PAGE
 3 Direct Examination by Mr. Corwin 20
 4 Cross-Examination by Mr. Fowler 79
 5 Redirect Examination by Mr. Corwin 106
 6 Recross-Examination by Mr. Fowler 118
 7 JOHN WESTMORELAND
 8 Direct Examination by Mr. Corwin 119
 9 Cross-Examination by Mr. Fowler 143
 10 Redirect Examination by Mr. Corwin 152
 11 Recross-Examination by Mr. Fowler 153
 12 JOYCE CARLSON
 13 Direct Examination by Mr. Corwin 155
 14 Cross-Examination by Mr. Fowler 160
 15 GARY CAYO
 16 Direct Examination by Mr. Fowler 171
 17 Cross-Examination by Mr. Corwin 198
 18 Cross-Examination by Mr. Fowler 206
 19 Redirect Examination by Mr. Beck 208
 20 Recross-Examination by Mr. Fowler 208
 21 Redirect Examination by Mr. Beck 212
 22
 23
 24
 25

1 APPEARANCES
 2 ON BEHALF OF AFSCME COUNCIL 5
 3 GREGG CORWIN
 4 ESQUIRE
 5 ASSOCIATES LAW OFFICE, PC
 6 508 East Parkdale Plaza Building
 7 1860 South Highway 100
 8 St. Louis Park, Minnesota 55416-1534
 9 ON BEHALF OF THE MINNESOTA PUBLIC EMPLOYEES
 10 ASSOCIATION:
 11 ROBERT FOWLER
 12 FOWLER LAW FIRM
 13 ESQUIRE
 14 3252 Rice Street
 15 Little Canada, Minnesota 55126
 16 ON BEHALF OF THE CITY OF MINNEAPOLIS:
 17 MIKE BLOOM
 18 ESQUIRE
 19 CITY OF MINNEAPOLIS
 20 City Hall, Room 210
 21 350 South Fifth Street
 22 Minneapolis, Minnesota 55415
 23 ON BEHALF OF TEAMSTERS LOCAL 320
 24 KEVIN BECK
 25 ESQUIRE
 26 223 East Little Canada Road
 27 Suite 200
 28 Little Canada, Minnesota 55117
 29
 30 ***
 31
 32
 33
 34
 35

1 REFEREE BEFORT: Good morning,
 2 everyone. This convenes a hearing in a matter of
 3 AFSCME Council 5 and MNPEA, Minnesota Public Employee
 4 Association, in which the City of Minneapolis and
 5 Teamsters Local 320 are also parties to this
 6 proceeding, and AFSCME Council 65 by prior motion has
 7 been permitted to appear and file an amicus brief if
 8 they so choose. AFSCME 65 will not be participating
 9 as a party today.
 10 The purpose of this hearing is to determine
 11 whether or not MNPEA, which will be the abbreviation
 12 for Minnesota Public Employees Association, satisfies
 13 the statutory requirements as an employee organization
 14 that is qualified to represent public employees in the
 15 State of Minnesota.
 16 An issue with regard to that question, of
 17 course a legal one that we will have to grapple with,
 18 is whether the governing statute is the Minnesota
 19 Public Employee Relations Act and/or, because it's
 20 possible I guess that both statutes would apply, the
 21 Minnesota Union Democracy Act definition of a
 22 qualifying labor organization.
 23 Today we're going to take testimony relevant
 24 to the question at issue.
 25 Let me first summarize a couple of the

1 beginning administrative matters. First of all, this
2 proceeding is being recorded by a recording instrument
3 provided by the Bureau of Medication Services. This
4 recording will be transcribed, but pursuant to Bureau
5 rules the cost of that transcription will be shared by
6 the parties.

7 The question is which parties are going to do
8 the sharing. MNPEA would do half, AFSCME Council 5
9 would do half. Is that acceptable?

10 MR. CORWIN: How do we -- how do
11 you -- what about the other parties, do the other
12 parties want a transcript?

13 REFEREE BEFORT: The City of
14 Minneapolis?

15 MR. CORWIN: Let's find out how many
16 parties want a transcript, first of all.

17 MR. BLOOM: Want and need are two
18 different things. I don't believe we are going to
19 need a transcript. Our position is that we should not
20 be (inaudible conversation).

21 REFEREE BEFORT: Kevin -- by the
22 way, since it's being recorded, and I don't think this
23 is a world-class recording apparatus, please speak up.

24 MR. BECK: I would agree with
25 Mr. Bloom, I would like to get (inaudible).

1 REFEREE BEFORT: Yes. In order to
2 clarify, in the mediation sessions, those proceedings
3 that are coded with a PN entail interest matters.
4 Those coded with PG involve mediations concerning
5 grievance matters.

6 Finally, we also had a discussion concerning
7 a third matter, which relates to the calling of Eliot
8 Seide, President -- is that his title, President of
9 AFSCME Council --

10 MR. CORWIN: Executive director.

11 REFEREE BEFORT: Executive Director
12 of AFSCME Council 5, who is unable, given the timing
13 and other matters, to be present today. Discussions
14 were had about how that will factor into the handling
15 of proceedings today since it is our hope that we can
16 finish today, although we may or may not be able to.

17 I have suggested that if we can finish
18 everything else today, that we look for a time in the
19 near future to schedule the examination and
20 cross-examination of Mr. Seide without waiting for the
21 back-up date, which is scheduled for January 9, 2014.

22 If we can't finish up the rest of the case
23 today, then postponing Mr. Seide's testimony until
24 that date is -- will be the back-up plan.

25 Any additional comments with regard to that?

1 REFEREE BEFORT: I think the two
2 principal parties should pay for the cost of the
3 transcript.

4 A second issue that was discussed prior to
5 going on the record is that the parties have agreed to
6 the introduction of Joint Exhibit Number 1. Joint
7 Exhibit Number 1 it provides a list of all elections,
8 all mediation cases, and all representation cases in
9 which MNPEA was a party; and the parties have
10 stipulated that this document can be received in
11 evidence in lieu of calling the individual mediators
12 who participated in the session.

13 So Joint Number 1 will be accepted into the
14 record. Any comments?

15 MR. FOWLER: Briefly, and just to be
16 clear, we went over the letter codes to those
17 beforehand, and they include both interest cases,
18 meaning contract, which discusses terms and conditions
19 of employment, and public grievances, which is
20 grievance matters, as well as voluntary requests from
21 the Commissioners -- excuse me, voluntary requests for
22 transfer status, new bargaining, and challenges. I
23 just want to make sure that all of those PREs, PCEs,
24 PN, PG and PTR are discussed as a record that that is
25 part of the agreement.

1 MR. FOWLER: Thank you, Referee
2 Befort. I just wanted to note it on the record that
3 MNPEA strongly objected to the -- since Mr. Seide is
4 Counsel 5 -- Council 5's witness and principal
5 witness, that the date of this hearing has been known
6 for a long time, and the record should reflect that
7 Mr. Seide was only available from 9:00 a.m. to 10:00
8 a.m. the date of the hearing.

9 I think that the delay is prejudicial to
10 MNPEA and to the employees of the City of Minneapolis,
11 who want to get on with their election; and so I just
12 wanted it noted for the record that MNPEA objected and
13 actually sought exclusion of the witness.

14 REFEREE BEFORT: Thank you.

15 MR. CORWIN: The response is that
16 the witness lists were not available until just
17 recently, and Mr. Seide was listed as a witness for
18 both parties. An emergency came up and necessitated
19 that he be out in Lino Lakes. He had to leave here by
20 9:00. We anticipated that we would be done with his
21 time in an hour or less, and this hearing now is
22 starting at 10:00 rather than 9:00.

23 Mr. Seide is an essential witness and is the
24 petitioning party, is the Executive Director of the
25 petitioning party, and this unavoidable delay was not

1 at his choosing. He was available to testify between
 2 9:00 and 10:00 and we would have completed his
 3 testimony well within those time limits, and therefore
 4 we believe it is appropriate to postpone his testimony
 5 to another day, especially in light of the fact that
 6 Counsel has required that cross-examination of any
 7 direct testimony be done on the same day.

8 REFERENCE BEFOR: I think we can
 9 proceed now to begin with opening statements, and let
 10 me suggest that with regard to opening statements and
 11 also witness examination that the following order
 12 amongst the parties be followed: Opening statement
 13 initially will be begin with AFSCME Council 5;
 14 Teamsters Local 320 can follow second, if they choose
 15 to make an opening statement; MNPEA would then go
 16 third; and the City of Minneapolis could go fourth;
 17 and, again, depending upon whether you want to make an
 18 opening statement, it is certainly not mandatory. Is
 19 that acceptable to everyone?

20 MR. CORWIN: Yes.

21 REFERENCE BEFOR: With that, AFSCME
 22 Counsel 5, take it away.

23 MR. CORWIN: Since brevity is the
 24 soul of wit, we prefer to make our argument through
 25 our witness's testimony, so I will be short.

1 requires no quorum, it's dominated by principals who
 2 receive a salary from MNPEA. Those are the only
 3 people that run meetings and make decisions and amend
 4 bylaws. Even though their bylaws refer to a
 5 constitution, we don't have one.

6 That they publicize private information about
 7 their members, their prospective members,
 8 confidentiality. That their primary business seems to
 9 be to cease and desist letters to people that they
 10 (inaudible) to sue them.

11 That they really have no formal structure,
 12 they don't follow their bylaws, they change their
 13 bylaws at will, don't have a constitution, don't run
 14 meetings properly, they have no quorum. They don't
 15 properly handle grievances or arbitrations, in our
 16 opinion, they post confidential information online
 17 about their members, and that their structure, as
 18 indicated by their bylaws, is that a portion of every
 19 member's dues are submitted directly to the law firm,
 20 and that it really is, if anything, characterized as a
 21 legal service plan, fee for service plan, and not an
 22 employee organization as anybody understands that to
 23 be.

24 We will provide evidence today of what an
 25 employee organization is. I don't think the statute

1 It is AFSCME Council 5's petition that MNPEA
 2 is not an employee organization, and is, in fact, a
 3 for-profit business which is, in fact, the adjunct of
 4 a law firm and really is a means for a law firm to
 5 collect fees and take clients to represent; and that
 6 if an examination is made of the bylaws will be the
 7 obvious thing, and basically is nothing more than an
 8 extension of the law firm who is not an employee
 9 organization under anyone's definition.

10 We have asked for their certificate to show
 11 that they are a nonprofit corporation, we received
 12 none, therefore we assume that they are a for-profit
 13 corporation.

14 They have no constitution. They have an
 15 organization structure that is dominated by the
 16 founders and staff of MNPEA. In fact, when we
 17 objected to the term office, terms of office in
 18 conjunction with the statutory requirements, they
 19 quickly moved to amend their bylaws, and at that
 20 so-called meeting, which was not called with proper
 21 notice under MNPEA's own bylaws, the only people
 22 present were the principals of MNPEA, and those four
 23 people voted to change the bylaws. It shows that
 24 MNPEA is not a democratic organization, that their
 25 members do not have rights of participation, that it

1 in question provides much guidance.

2 It is our position that this is a case of
 3 first impression. There hasn't been a case in the
 4 past which has defined what an employee organization
 5 is. There is no legislative history that we can find.
 6 There is really no definitional section which we can
 7 rely on, so we believe it is a case of first
 8 impression as to what an employee organization is, and
 9 therefore whether or not MNPEA is qualified to be
 10 certified as an exclusive representative in light of
 11 what we believe the proper definition should be.

12 Our purpose today is to create a sufficient
 13 factual record if this matter some day is reviewed by
 14 the Appellate Courts of the factual information as to
 15 why we believe MNPEA is not an employee organization,
 16 and how we believe an employee organization should be
 17 defined, is made available to a reviewing court so
 18 that there are no disputes as to the factual issues in
 19 that regard.

20 To establish what we consider to be the
 21 proper definition of an employee organization, we are
 22 going to present the testimony of Eric Lehto, who is
 23 the Chief of Staff for AFSCME Council 5, at some point
 24 Eliot Seide, who is the Executive Director, and then
 25 various business agents and employees who will testify

1 as to their experience both in terms of why they
2 believe AFSCME Council 5 is an employee organization
3 and their experience with MNPEA to contrast that as to
4 why they believe MNPEA is not an employee
5 organization.

6 With that, I will cease my opening statement
7 and provide the testimony as the proper substitute
8 thereto.

9 REFEREE BEFORT: Thank you. Kevin.

10 MR. BECK: Nothing from
11 Teamsters 620.

12 REFEREE BEFORT: Thank you very
13 much. MNPEA, you, of course, have the right to do it
14 now or do it later.

15 MR. FOWLER: Oh, I think I'll set
16 the tone now. Good morning, Referee Befort, and all
17 parties and representatives.

18 When I was thinking about this case it was
19 overwhelming that none of us in MNPEA really want to
20 be here today; but with that being said, we are here,
21 so we are going to take this opportunity to prove why
22 MNPEA is not only a labor organization, but that while
23 we look different than the traditional large unions,
24 why we are better set up going into the 21st Century,
25 why this is the best direct representation that an

1 any internal investigation stage very early on, that
2 includes assistance in filing grievances, it includes
3 steps 2, 3, 4 and all the way to arbitration if need
4 be.

5 To think that it is a bad thing that MNPEA
6 contracts, as it has a right to do, as every Union
7 employs lawyers, you will hear about why the
8 particular setup that we have is not only economical,
9 but prudent use of members' dues rather than the old
10 traditional ways.

11 MNPEA has sought innovative in every aspect
12 of its operations, and you will hear testimony that
13 MNPEA for as bright of an idea as this is, this all
14 can't be attributed to MNPEA creating it for the first
15 time. There are six other labor organizations in the
16 state that have been certified by the Commissioner
17 that use exactly the same setup. Another organization
18 has proven this model for 12 years, and we are going
19 to hear testimony about that. Mr. Golen consulted
20 with that person before forming this union.

21 So to think that this is a bad thing for
22 its members to be represented by two MIT-educated
23 lawyers is kind of strange.

24 So, anyway, so we are here to talk about
25 the many benefits the members receive under MNPEA, and

1 employee can get, why the principal officer, Mike
2 Golen, spent a considerable amount of time researching
3 in his 25 years experience as a labor representative
4 with the Teamsters that has substantial knowledge and
5 experience.

6 You will hear evidence about we are going to
7 bear our soul from MNPEA, we are going to let you know
8 how and why we came about and what our goals and
9 objectives were, and to -- so you will hear evidence
10 of what that process was.

11 It's been suggested that MNPEA is nothing but
12 a front for a law firm, and you will hear evidence
13 exactly who approached who to assist in this venture.

14 I find that it is ironic that a labor
15 organization such as AFSCME thinks that it's a bad
16 thing to have lawyers represent its members directly.
17 It is obvious to those who have been practicing in the
18 labor field that the employers use skilled and expert
19 attorneys like Frank Madden and the rest of his staff,
20 that are all very experienced attorneys, that Scott
21 Nepecks of the world, very experienced attorneys, they
22 are representing the employer's interest, so MNPEA
23 felt that it was as its primary, one of the primary
24 things that it should do for its employees is to have
25 a lawyer represent the members, and that includes at

1 so our soul will be beared.

2 As far as the legal questions at issue,
3 MNPEA views this hearing and authority granted under
4 179.231 as very limited in scope to the powers and
5 questions that are relevant for us to decided to.
6 Essentially we view this as a two-fold argument.
7 First, that MNPEA has somehow violated the Union
8 Democracy Act; and the second, that MNPEA is a
9 business or other entity, not an employee
10 organization.

11 Now, I will just state at the outset that
12 common layperson, every day usage people use the word
13 union. Technically the correct term for MNPEA is
14 employee organization. So if I use the word MNPEA
15 (sic) or if any of the witnesses do, that is a lay
16 term, and I just want to put that out from the
17 beginning. So if we interchange them, sobeit.

18 The correct thing we are under either the
19 definition of 179 or 179A is that we are an employee
20 organization. You will hear testimony that two of the
21 three board members of MNPEA are, in fact, public
22 employees. You will hear testimony that, as Joint 1
23 is already elicited, we have on numerous occasions
24 represented public employees that have been duly
25 certified by the Commissioner 36 to 28 times for

1 different bargaining units that we have undertaken the
2 work of negotiating contracts, negotiating terms and
3 conditions of employment, negotiating memorandums of
4 understanding, the things that are common in
5 representing a labor. Also, we represented individual
6 employees on grievances, so those are the things that
7 we believe are relevant.

8 MNPEA is not a for-profit business. We
9 will get into some of the details of that through
10 witness testimony. However, nothing under either
11 definition requires the labor union that only
12 represents public employees to be a nonprofit. That
13 is not required.

14 What is interesting is that MNPEA does use
15 a business type model, but for the efficiencies of its
16 members and for its dues collection and what we spend
17 that money on.

18 The next part about the Union Democracy
19 Act, you're going to hear testimony about -- well,
20 first of all, MNPEA you will hear testimony about when
21 it was found. Four years has not elapsed for there to
22 be a violation of the Union Democracy Act if
23 (inaudible). That is the Doctrine of Ripeness, so we
24 will talk a little bit about it.

25 Since MNPEA has answered this essentially

1 REFEREE BEFORT: I apologize, the
2 City of Minneapolis.

3 MR. BLOOM: Thank you, Mr. Befort.
4 (Inaudible).

5 REFEREE BEFORT: The City waives
6 opening argument. Thank you.

7 And with that now, with my apology, we can
8 move to calling our first witness.

9 MR. CORWIN: Our first witness will
10 be the Eric Lehto, the Chief of Staff for AFSCME
11 Council 5.

12 REFEREE BEFORT: Can I get you to
13 raise your right hand.

14 THE WITNESS: Absolutely.

15 REFEREE BEFORT: Do you swear to
16 tell the truth, the whole truth, and nothing but the
17 truth for this proceeding?

18 THE WITNESS: I do.

19 REFEREE BEFORT: Thank you very
20 much.

21
22 DIRECT EXAMINATION

23 BY MR. CORWIN:

24 Q Would you please state your name for the
25 record.

1 exact same objection on two prior occasions, and now
2 we are faced with a third, and then there has been two
3 or three subsequent to that, MNPEA was tired of
4 answering the same questions over and over and over,
5 so MNPEA decided, and it's clear from its posting,
6 that they would change the bylaws to reflect from
7 five- to four-year terms, and they did that prior to
8 the contravention of this hearing, and, in fact, prior
9 to the appointment of the labor (inaudible). So now
10 the issue as far as the bylaws go of the elections is
11 also moot, the mootness doctrine.

12 So although MNPEA may look different, I
13 now, despite the fact that I was not very pleased to
14 even be here today, I am looking forward to the
15 opportunity to showing everyone who is watching and
16 who may review this down the road what MNPEA is all
17 about, and the fact is that we believe and we are
18 proud of the fact that we have a different model setup
19 to adequately represent public employees going forward
20 in the 21st Century. Thank you.

21 REFEREE BEFORT: Thank you. With
22 that, I think we can move to --

23 MR. FOWLER: You forgot the City.

24 REFEREE BEFORT: Excuse me.

25 MR. FOWLER: The City.

1 A My name is Eric Lehto, L-E-H-T-O.

2 Q What is your present position?

3 A I am the Chief of Staff of AFSCME
4 Council 5.

5 Q And what is your job duty, what do your
6 job duties entail?

7 A My job duties are I am the -- I am in the
8 Number 2 staff position inside the Council, and the
9 specific areas that I oversee and supervise inside the
10 operation of Council 5 are mainly three-fold. I
11 supervise all the organizing staff and the organizing
12 program. The organizing director and the organizers
13 report to me.

14 Also, then a whole bevy of field
15 representatives or staff representatives and the three
16 field directors also report directly to me.

17 In addition to then, I also supervise and
18 oversee the education program that we have for the
19 Council.

20 Q And with respect to those job duties, can
21 you briefly explain to the Referee how AFSCME is
22 organized so we can understand what those duties are.

23 A AFSCME is -- you want me to go into the
24 organizational structure?

25 Q Yes.

1 A All right. AFSCME Council 5 is a 43 --
2 approximately 43,000 member union here in the State of
3 Minnesota. We are affiliated nationally with the
4 American Federation of State, County and Municipal
5 Employees, which is approximately a 1.6 million member
6 union across the country that has members in nearly
7 all 50 states.

8 Here in Minnesota we have a sister
9 Council, Council 65, which I am glad to see is also
10 here in the room, and we represent and we have as a
11 part of our organization approximately 127 autonomous,
12 independent local union.

13 Of those 127 local unions, they are
14 concentrated in two main geographic areas, in the Twin
15 Cities and also in the Duluth and Arrowhead Region.

16 In addition to, they are spread out across
17 the state, however, where we also represent all the
18 AFSCME members in State service, so we represent a
19 variety of approximately 19,000 State employees,
20 approximately 16 to 17,000 county employees, and then
21 the rest are made up of between private sector
22 workers, city employees, some school district
23 employees, and a variety of other institutions.

24 Of the 127 local unions we have, they make
25 up Council 5, and of that we have a 43-member

1 treasurer of the Council.

2 In addition to them, representatives that
3 are representative both of their industry and also
4 their geographic regions. The geographic regions and
5 the districts are determined -- and the sectors are
6 determined on a ratio basis of how many
7 representatives are determined with so many members in
8 their respective areas.

9 It is the intent of our governing
10 structure to be as broad and wide as possible and so
11 that we have as much of a diverse repetition on the
12 top governing board of the Council.

13 In between conventions the Executive Board
14 meets monthly, and that is the top governing body of
15 the organization. Those Executive Board meetings
16 typically rotate between our South St. Paul office and
17 Duluth. Where the majority of the meetings do happen
18 in South St. Paul. Those meetings are open to any
19 member who wishes to attend and where they can bear
20 witness to the proceedings of those, and even by the
21 graciousness of our president Judy Wahlberg many times
22 those members are even allowed to speak, and we do
23 have members that come to those Executive Board
24 meetings and raise issues from time to time.

25 So my job inside that structure in

1 Executive Board that is elected by those members every
2 other year at a convention that is typically held in
3 Bloomington. In the off years we have a convention in
4 Duluth, Minnesota, and at those conventions is where
5 the overall policies and the directions of the Council
6 are determined. The delegates from those locals that
7 attend those conventions are elected by the affiliated
8 bodies in the affiliated local unions where they are
9 allowed to have up to one delegate per I do believe
10 it's every 50 members they have inside their local
11 unions.

12 Those elections are conducted when a
13 process of where there is a 15-day notice that is
14 issued to all the members that there will be a
15 nomination meeting, and then a following -- usually a
16 following election then that will happen if there is a
17 contest typically in the previous month.

18 A similar process is also conducted in
19 terms of the election of local officers.

20 In going back to the conventions, at the
21 Bloomington convention, typically in our even years,
22 that is where we have elections for the entire
23 Executive Board. The entire Executive Board consists
24 of the chair officers, the president, the
25 vice president, the recording secretary, and also the

1 relationship to that is to oversee the contract
2 negotiations, the contract administration, grievance
3 handling, arbitration processes, organizing of new
4 members, the education of our existing members, and
5 the development of our internal structures and our own
6 internal leadership, and overall on that to try to
7 further the aims and the goals of the labor movement.

8 As the Council 5 Executive Board has
9 proffered and authorized and has been ratified by our
10 convention, the overall mission statement of the
11 Council is to not only have the enrichment and
12 betterment of the lives of our members, but also to
13 represent the entire working class, which is
14 ultimately the goal, as I see, for any labor union,
15 and also in particularly for ours to make sure that we
16 are not just representing solely our workers, but we
17 are actually advocating and trying to improve the
18 conditions of the entire working class.

19 Q First of all let's go to the organization
20 structure and the membership. Can you explain the
21 difference between the local Council and the
22 international and how each of them are organized and
23 what democratic procedures are assigned to each group.

24 A Absolutely. If you think of the
25 organizational structure of the whole entire union, it

1 models the organizational structure that we have in
 2 our governments where we have a federal government,
 3 state government and some sort of local municipality,
 4 whether it's a county or a city; and the union is
 5 structured in a very similar way where it starts at
 6 the cellular unit and basically is a local union,
 7 which is typically based around a particular employer.
 8 In this case we have Local 9 here which represents the
 9 City of Minneapolis, which has for since actually the
 10 '30s represented. It's Local Number 9 for a reason.
 11 It is the ninth local union that AFSCME International
 12 has chartered. It is one of the oldest in the country,
 13 and there has been a representational relationship
 14 either collective bargaining or direct
 15 representational piece in the City of Minneapolis for
 16 many years.

17 Those local unions have their own elected
 18 bodies, they have their own presidents, they have
 19 their own vice presidents, they have their own
 20 Executive Board, and they also have their own
 21 stewards.

22 Typically inside those autonomous units
 23 they are governed by the International constitution as
 24 well, which I will talk about in a minute, but each
 25 one of those bodies has their own constitution.

1 right to vote on the changes of any terms and
 2 conditions of their employment, i.e., their contract
 3 negotiations, and they have -- the members have the
 4 right to expect and demand a right to a vote and a
 5 final say over those changes in the conditions.

6 The great unique thing I would say about
 7 AFSCME as opposed to other organizations is that our
 8 constitution inshrines that at the highest level in
 9 the National Union, and that it also applies to the
 10 Council as well, so that there is a great amount of
 11 transparency and democratic principles that are
 12 instilled inside at the basic level inside the local
 13 union. That is something that is very unique to
 14 AFSCME that I am personally very proud of.

15 In terms of an overall philosophy, our
 16 union reflects the overall philosophy of the labor
 17 movement, which separates us quite distinctly from
 18 other organizations, even some that are here, that
 19 where we embrace and our intent on this is to involve
 20 a work -- a movement of all workers; and that our
 21 union is simply not just an organization, but we are
 22 actually a part of a broader movement to improve the
 23 lives of workers across this country.

24 So the interaction that the local union
 25 has to start off then is also then translated into the

1 Inside that constitution there are
 2 specific provisions that outline the democratic
 3 processes inside those locals, who the officers are
 4 going to be, what their duties are, they are defined
 5 there. Also the local unions actually get to set
 6 their dues rates, and they decide how dues are going
 7 to be paid.

8 They decide also when their meetings will
 9 happen, how often. They also define inside those
 10 constitutions if there is vacancies how they are
 11 filed, a variety of other means.

12 Inside AFSCME, since the local unions are
 13 also governed by the International Union, our National
 14 Union has a Members Bill of Rights, which is something
 15 that was unique to AFSCME, it was the first union
 16 actually to have and to guarantee those said rights,
 17 which include things like "open democratic processes"
 18 inside the local union where any member in good
 19 standing can run for office. Also, that any member in
 20 good standing can have access to the financial records
 21 of the local union. The -- any member in good
 22 standing has the right to free speech without
 23 retaliation or recrimination on voicing the concerns
 24 that they have about the operation of their union.

25 In addition to, it also guarantees them a

1 Council, which wherein the analogy we had before would
 2 be like the state level government or the intermediate
 3 level of government, a large part of the time and the
 4 resources that the AFSCME as a whole has are actually
 5 at the Council level. The Council is the organization
 6 in our organizational structure is the layer and the
 7 level that actually hires the vast majority of the
 8 staff. It is the one that works in conjunction with
 9 local unions to negotiate most contracts, the ones
 10 that -- it's a level that arbitrates any arbitrations
 11 or grievance resolutions that happen. Also, it's the
 12 Council in our instances are the ones that also
 13 organize new members.

14 The National Union unit also organizes new
 15 member in other states where there may not be a
 16 council or a council large enough to be able to assist
 17 in doing so, but even with both Council 5, and
 18 Council 65 that is here, receive support from the
 19 National Union in our efforts to organize and grow the
 20 overall movement.

21 In addition to, the Council also is the
 22 one that has educational programs where we look at
 23 instilling at the most basic level and at the
 24 sophomore level a certain level of expertise as best
 25 we can for stewards that are typically either elected

1 or appointed by elected officials in the case of their
2 absences or a variety of other democratic mechanisms
3 that are available where those stewards can try to
4 address and handle problems at the basic level and at
5 as low of a level as possible.

6 We have found through our experiences that
7 that is the best way to have harmonious labor
8 relations and also improve the working conditions most
9 effectively for our members is that when problems
10 arise, that they are dealt with as quickly as possible
11 and at the lowest level as possible and having the
12 decision-making for overall most decisions to preside
13 in those that it immediately effects.

14 Looking at and developing that requires a
15 certain amount of leadership development that requires
16 education and support and, for lack of a better term,
17 mentoring for a lot of people to be able to navigate
18 that dispute resolution process, and so we spend an
19 inordinate amount of time on training, you know,
20 leaders at a grassroot level, which is also I think
21 that is something that is very unique to AFSCME. It's
22 unique in Council 5 and 65 in terms of our efforts.
23 It sets us apart from a lot of other organizations and
24 where the most amount of time that we have is spent
25 actually on our members, and that a vast majority of

1 is the president of the national union, and the
2 secretary-treasurer, who are the top elected officers
3 of the union nationwide, and they are elected every
4 other -- every four years at a convention, at a
5 national convention where delegates of those
6 conventions are elected at the local level to attend
7 those conventions, and the president and the
8 secretary-treasurer are elected there.

9 And then also there is a legislative
10 branch, which is the international Executive Board,
11 where our union nationally is split up into geographic
12 regions, and representation from those regions are
13 determined on a per capita basis. Currently Minnesota
14 is in the North Central Region in our constitution,
15 which includes both Minnesota and the states of North
16 and South Dakota. There is an international
17 vice president that is elected there, and his name is
18 Eliot Seide, who happens to be the Executive Director
19 of AFSCME Council 5.

20 And there is then a 34-member board, and
21 then with the addition of the two principal officers,
22 the president and vice president, that make up the
23 legislative branch of the international union where
24 they are the governing board for the entire union, and
25 they typically meet quarterly in various places around

1 our time is spent developing and nurturing those
2 members.

3 And so the Council the overall structure
4 is an amalgamation that represents those 127 local
5 unions, and then we start with the national union
6 where the national union is then an amalgam of
7 1.6 million members across the country. Our national
8 union provides us both expertise in terms of areas
9 that we may not -- we may not have. Other times they
10 provide us training opportunities, staff availment
11 opportunities, organizational support in organizing
12 new units.

13 They provide us with expertise both in
14 terms of research. For example, we have a whole bevy
15 of labor economists that do public sector and
16 budgetary analysis that assist us in contract
17 negotiations, a variety of different services like
18 that.

19 And the national union's officers are also
20 elected. Where unlike many other unions, our national
21 union is structured similar to the way our federal
22 government is structured where we actually have three
23 branches inside our national union in terms of that
24 government.

25 Where we have the executive branch, which

1 the country.

2 Then additionally and uniquely to AFSCME
3 we also have a judicial branch where we have a
4 judicial panel, which the Executive Director of
5 Council 65, Steve Preble, is one of the members of the
6 Judicial Panel. Where there are potential internal
7 disputes inside the union are handled in an
8 independent body, that being the Judicial Panel, where
9 disputes around process -- election processes if they
10 are internal mechanisms and democratic processes have
11 not been properly filed, a member can file a complaint
12 to the Judicial Panel, and a hearing will be conducted
13 at that point, and the Judicial Panel will issue a
14 decision. That decision can be appealed to a panel
15 that happens at our international conventions, and
16 then can be further appealed to the board of our
17 overall convention.

18 So very similar to our overall federal
19 government structure, we have a judicial, legislative
20 and executive branch; and even inside the judicial
21 branch, which is an independent body, there is even
22 layers of appeals there.

23 Q Now would you explain internally with
24 respect to the staff, since you are the chief of
25 staff, how the AFSCME Council 5 is organized.

1 A Are you talking about like numbers of
 2 staff and things like that?
 3 Q And the jobs that what the staff members
 4 are, how the hierarchy goes.
 5 A All right. We have a variety of staff.
 6 Some that do a variety of functions from some as
 7 simple as being a receptionist, to also some dealing
 8 more technical in terms of accounting staff, and also
 9 membership staff that deal with databases.
 10 As you can imagine with 127 local unions
 11 and approximately 145 individual collective bargaining
 12 agreements, we have a variety of different complex
 13 membership needs, and much of our data is derived from
 14 employers, and different employers have varying levels
 15 of sophistication, I will say, where we range from
 16 small cities, for example, like we represent the City
 17 of Beaver Bay on the North Shore, which is a very
 18 small city, and we have a bargaining unit of five
 19 employees there, to our largest single employer, the
 20 State of Minnesota, which operates a very extensive
 21 membership database, or even the City of Minneapolis,
 22 which is a relatively large employer and has a,
 23 definitely just by the sheer size, as you can imagine,
 24 a much more sophisticated operation than a small city.
 25 And so we have members that -- and we have staff that

1 the City of Minneapolis, City of St. Paul, Hennepin
 2 County, Ramsey County as, you know, just purely
 3 illustrative examples. She supervises the field staff
 4 that work in that unit.
 5 I forgot to mention that John supervises
 6 seven staff. Joyce also supervises seven staff.
 7 And then the last work unit we have is
 8 supervised by Jo Pels, who is our State Field
 9 Director. She is also the chief negotiator for our
 10 State employee's contract. She supervises nine staff
 11 that are mainly -- that are all entirely field reps,
 12 and that she then also covers mainly the same employee
 13 groups that are covered outside of the Twin Cities,
 14 and also some of the major sections of State
 15 employment like she supervises all the reps that
 16 mainly cover like the POT units, the corrections
 17 units, the MNSCU units, and things like that where
 18 that she coordinates those efforts to make sure that
 19 our contract is administered and that we have
 20 effective contract negotiations in that sector.
 21 In addition to that, we have an organizing
 22 department of ten staff, including an organizing
 23 director, Jeff Sabin, where their main responsibility
 24 is to organize new members into either new collective
 25 bargaining units or creating currently non-represented

1 work to deal with that.
 2 We also have -- organizationally we are
 3 organized on the representational side into three main
 4 work units. We have a northern group that is based
 5 out our Duluth office. We also have an ancillary
 6 office in Brainerd and Bemidji that covers that
 7 territory. John Westmoreland is our northern field
 8 director where John supervises the staff that
 9 negotiate collective bargaining agreements that we
 10 have for local governments in private sector and
 11 nonprofits in the Duluth area, in addition to
 12 representing and providing the support for any state
 13 locals that cover in the northern Minnesota piece.
 14 Kind of the guideline that we have is Highway 94
 15 angling up towards Moorhead, where anything north of
 16 that is covered by Brother Westmoreland, including the
 17 City of St. Cloud.
 18 Then -- and based out of our South
 19 St. Paul office we have two main work units there.
 20 One is headed up by Joyce Carlson, who is our Metro
 21 Field Director. She supervises mainly the local
 22 government and the State government units that are
 23 mainly based in the Twin Cities, and also the local
 24 governments that are based here in the Twin Cities.
 25 So some of the major employers that we have are like

1 employees into a representative situation. We
 2 typically work and target industries that we are
 3 currently in existence, so our traditional
 4 jurisdiction has been public employment, and we have a
 5 geographic component of our representation where we
 6 mainly work in the Twin Cities metropolitan area and
 7 also in the Duluth metropolitan area, so we target
 8 public sector units there that are currently
 9 unrepresented and seek to organize them.
 10 In addition to, also we organize quite a
 11 bit in the private sector now. Actually, the vast
 12 majority of our organizing actually is in the private
 13 sector where we have become to notice with the decline
 14 of union density in the private sector that our
 15 contract negotiations in the public sector actually
 16 are really hindered by a lot of the environment that
 17 happens around in different competitors that we have
 18 in the private sector which by and large are operating
 19 non-union.
 20 So, for example, we have had a long-term
 21 campaign now and focus on organizing non-union
 22 long-term care facilities, nursing homes, assisted
 23 livings because we represent both in the public sector
 24 like the Ramsey County nursing home and also Hennepin
 25 County Medical Center, which is a public facility, but

1 also many of our former public facilities have been
 2 privatized, for example, with Regions Hospital. So we
 3 had -- so we have a footprint in that industry, and
 4 the best way that we have found for us to overall
 5 affect the atmospherics for our negotiations is to try
 6 to raise the standard of non-union competitors that we
 7 have in those industries that the employers use to try
 8 to lower our standards where we have found that many
 9 of our units that have been privatized, looking at the
 10 private sector non-union competition that they have
 11 are typically paid substantially less, have much worse
 12 health insurance and almost no pensions. So the only
 13 real way that we see to turn that ship around is to
 14 reach out to the hard work and organize those units
 15 and have those workers push and demand for higher
 16 wages and benefits.

17 So as an overall piece then, that has
 18 directly affected our bargaining in those other
 19 formerly public now privatized bargaining units
 20 because it creates more room so that the employers
 21 there are not solely competing on a wage basis and
 22 trying to lower the standards and competing on a basis
 23 of who can pay the workers less.

24 Where our attempt is to try to make it so
 25 that the workers collectively in those industries are

1 AFSCME?

2 A We also have a communications department
 3 where we have a three-person staff that makes sure
 4 that we're able to communicate both to the public on a
 5 public relations standpoint and make sure that we have
 6 our side of different public issues are reflected in
 7 both media stories; but also focusing on internal
 8 communications where we have an internal newsletter
 9 that comes out every other month. We have biweekly
 10 updates that come out in a publish called the Action
 11 Update.

12 In addition to, staffing and manning our
 13 own internal email list that we have of members, to be
 14 able to have that there is regular and constant
 15 communications on that.

16 Now recently with the advent of Facebook
 17 and other social media, we have actually hired a
 18 person to focus on social media in terms of making
 19 sure that the union's side and the union's story is
 20 being projected both in the social media sphere.

21 In addition to the communication staff, we
 22 also have a political department that makes sure
 23 that -- it's split into two sides, the legislative and
 24 a political side, and that we have staff that focus in
 25 on political elections to make sure that union

1 bargaining for higher wage and benefits en masse.

2 But also this affects our public sector
 3 negotiations as well in terms of we are currently in
 4 negotiations --

5 MR. FOWLER: Can I interpose an
 6 objection? I think this is a long narrative, and it
 7 seems to be non-responsive now as to the
 8 organizational question of the Local 5.

9 MR. CORWIN: I am going to proceed
 10 to present my case the way I want to, not the way
 11 Mr. Fowler --

12 MR. FOWLER: My objection is
 13 non-responsive.

14 MR. CORWIN: It is responsive
 15 though, it's how they organize.

16 REFEREE BEFORT: It's maybe more
 17 detail than I need.

18 BY MR. CORWIN:

19 Q All right. So what is a field
 20 representative -- pardon me. You said that you are
 21 organized, you said that you have a representation
 22 department, we have an education service, we have an
 23 organizing service.

24 A Yes, sir.

25 Q What other departments are there within

1 friendly politicians are elected; but then once they
 2 are elected, we have a bevy of lobbyists that work on
 3 a legislative program that furthers the advancement of
 4 public employment and public employees inside those
 5 spheres both at the Legislature and at city halls and
 6 also at county boards.

7 We also have an IT department that deals
 8 with the information technology infrastructure inside
 9 for the organization all the way from website support
 10 to maintaining the whole bevy of different complex
 11 daily basis that requires for us to effectively and
 12 adequately represent our members.

13 Q All right. Now, you testified that we
 14 employ under the field director representatives?

15 A Uh-huh.

16 Q What do they do?

17 A The field representative's duties,
 18 actually it could be changed to -- actually their
 19 title could be changed to internal organizer as well.
 20 But their main duties are the front line
 21 representatives of the employees in different
 22 bargaining units. The employee -- the field
 23 representatives are typically assigned, have an
 24 assignment where they work with different contracts
 25 and different bargaining units, and so they develop

1 and work with those local unions to make sure that
2 their leadership is fully trained, that their slates
3 are filled out, that they have proper -- they have a
4 proper number and amount of stewards, that those
5 stewards are properly trained to be able to handle and
6 tackle the issues that they have coming forward at
7 them.

8 The staff representatives or field
9 representatives also typically are the chief
10 negotiators in contract negotiations with public
11 employers and/or any of our private employers that we
12 represent.

13 In addition, they are the ones that
14 typically do arbitrations. That the -- they are the
15 ones that lead any effort -- most of the efforts at
16 high level grievance and arbitration -- and grievance
17 adjudication and contract enforcement and adjustment.

18 They are the ones that also work and
19 develop plans with the local unions to make sure that
20 we have fair share conversion, and also that lead
21 efforts in terms of internally organizing our
22 facilities to make sure that we have a union presence
23 on the shop floor.

24 Their jobs also are the ones to turn out
25 members where we have -- if we have a rally and/or

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 never to work in an iron mine, so after I graduated
2 from college I did the next best thing and I worked
3 for the union, and I worked as an organizer.

4 And the time I spent with the
5 Steelworkers, I spent four years working with the
6 Steelworkers and mainly organizing actually healthcare
7 workers and industrial workers in Northern Minnesota
8 and Duluth.

9 And after that I spent a short stint of
10 time where I was the education and research director
11 for the Minnesota AFL-CIO.

12 I spent then about a year time working for
13 as a national organizer or lead organizer with the
14 American Federation of Teachers. Most of the time I
15 spent there was in Kansas City and also in Vermont
16 organizing workers there.

17 The time I spent working for the
18 Steelworkers I actually worked for District 11, which
19 covered mainly the whole northwestern quadrant of the
20 lower 48, so I had a travel quite a bit there.

21 And then in 2002 I was hired by Council 96
22 in Duluth, and I was there hired as a field rep, and I
23 worked as a field rep there for about a year, and then
24 the former Executive Director there, Mary Thor, was
25 hired by the national AFL-CIO, and I was then promoted

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 event, they work with the local unions to make sure
2 that their locals have people at those events.

3 They are the ones also that help work
4 through with the different executive boards and
5 different local unions any problems that they may --
6 generally that they have with an employer, whether or
7 not it's a plan in action as a means for, you know,
8 dispute resolution, whether it's going through an
9 arbitration process, whether it's -- you know, whether
10 it's helping them develop a local union newsletters.

11 The staff representatives typically and
12 the field reps are the ones -- and/or the field reps
13 are the ones that typically are the frontline
14 representatives of councils with the local unions.

15 Q All right. What is your previous
16 experience in the labor movement?

17 A I started off my career in the labor
18 movement in 1990 -- actually 1996, actually I was a
19 member of the Teamsters union that was on strike at
20 UPS. When I was in college, I went to Macalester
21 College, when I went to pay the way by -- I paid my
22 way through Macalester by actually loading boxes.

23 Then after college I started a career, I
24 was hired by the Steelworkers, and I'm a son of the
25 Iron Range, I am the first male member of my family

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 to be the Executive Director of Council 96.

2 At that time then in 2000 -- at the end of
3 2004, in October of 2004 we were going through a
4 process of reorganization inside AFSCME in Minnesota,
5 and Council 96, along with Council 14 and Council 6,
6 Council 14 was a representative of the Twin Cities
7 local government employees, and Council 6 the State
8 employees, we all decided to merge together, and we
9 organized ourselves to make Council 5.

10 At that time I then became the organizing
11 director, which up until this last January was the
12 position that I held inside Council 5, and that -- and
13 then in January I became the Chief of Staff.

14 Q What is your educational background?

15 A I have a bachelor of arts degree from
16 Macalester College in economics and religious studies.

17 Q And are you -- you know the organization
18 known as MNPEA?

19 A I'm aware of them, yes.

20 Q And how did you become aware of them?

21 A I first became aware of them at a point
22 when they -- I noticed that they were raiding former
23 Teamsters Local 320 units, and watching them and
24 through the procedures that they had at the Bureau of
25 Mediation Services; and then I became aware of them

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 when they made an attempt to raid our City of Jordan
2 unit was the first time I became aware of them; and
3 have since watched them. We watched their progress
4 through that.

5 Q Okay. With respect to the issue of
6 employee organization, how are meetings run in AFSCME?

7 A All meetings of AFSCME when they are
8 actual official proceedings of the governing body,
9 whether it's a local union, the Council or the
10 International, are governed by Roberts Rules of Order,
11 and also then governed by our constitutions that
12 govern that respective body. They include a variety
13 of different things like quorum rules, motion
14 requirements and things like that.

15 Our constitutions if they are to be
16 amended are -- there are notification requirements in
17 those that are outlined in our constitutions, both the
18 International Council and locals, which at a minimum
19 will be the 15-day requirements; and then most local
20 constitutions require typically a two-month reading of
21 an amendment where it will be announced that this will
22 be discussed at this meeting, it will be read once,
23 and then read again at a following month's meeting,
24 and usually voted on at that point.

25 The intent of which is to allow a full and

1 levels and many different ways. Our grievance is
2 defined and contractually most absolutely we have a
3 legal obligation to do so and we fulfill that out.

4 However, we expand grievances out beyond
5 to mean not just solely for a contractual basis, we
6 also view it as a board societal basis. So, for
7 example, on pensions, we believe that there is some
8 long-standing historical grievances that we have in
9 public employment pensions, and since we are barred
10 from collectively bargaining over pensions in the
11 public sector, we have to deal with that
12 legislatively, which is the point that we have in
13 terms of why we have a political arm because there is
14 a whole variety of different issues that come up with
15 I would classify as grievances but are not contractual
16 that can only be addressed in a different venue.

17 Q So to the public sector you define
18 grievance different than in the private?

19 A I define it -- I define it more broadly as
20 opposed to solely contractual or not.

21 Q What kind of political grievances does
22 AFSCME represent its members on?

23 MR. FOWLER: Objection, relevance on
24 the public grievance.

25 MR. CORWIN: It is relevant because

1 wholesome discussion where that the changing of any of
2 the governing documents of any level of the union
3 should be taken very seriously and should be done with
4 extreme diligence and should be done with all members
5 and everyone with their eyes wide open.

6 Q And does each AFSCME Local Council and
7 International have a constitution?

8 A Yes.

9 Q Does each local have bylaws?

10 A Some have bylaws, some do not. Bylaws are
11 a subset of constitutions. Some locals do not have
12 bylaws, but they all have constitutions, which serves
13 as the fundamental governing documents.

14 Some locals decide to have some specific
15 policies that they quantify as bylaws for some
16 particular specific policies. Others have generally
17 job general resolutions and policies that dictate a
18 variety of different things like the expenditure of
19 funds for if there is a good and welfare request or
20 something like that, those are typically codified in a
21 bylaw, or many of the locals just do it as a formal
22 policy.

23 Q Does AFSCME represent members with respect
24 to grievances?

25 A Yes, absolutely. We do at many different

1 that is a distinction between us and MNPEA.

2 REFEREE BEFORT: I will permit it.

3 A Well, for example, when Governor Pawlenty
4 was a governor -- was the governor, he made many
5 attempts to eliminate public employee's rights to
6 collectively bargain over economics, both healthcare
7 and wages; and if we hadn't represented our members on
8 that, and that was a frontal attack on our
9 organization and our members, and if we hadn't
10 represented our members in terms of that grievance,
11 which I would define as public attack on our existence
12 as a definite grievance in a political arena, our
13 right to exist would have been eviscerated or our
14 right to effectively exist would have been
15 eviscerated.

16 In terms of making sure that our members
17 have a proper and effective and ability to retire in
18 dignity, that can only be done in a political sphere.
19 Since we are legally barred from negotiating pension
20 benefits, the only way that we can affect and make
21 sure that our members have an effective pension is --
22 an effective retirement is by advocating in a
23 political sphere, that being specifically legislation.

24 Another example of which would be
25 different rules. Minimum wage is a perfect example

1 for that, where our overall philosophy that if we
2 raise the floor for all workers across the state, it
3 makes it easier for us to raise the ceiling. So since
4 we can't collectively bargain immediately for the
5 Wal-Mart workers or the McDonald's workers, if we can
6 legislatively raise their wages and improve the
7 economic standing of all of those workers, that
8 greatly makes it easier for us to have -- to negotiate
9 higher wages because the overall tied of wages starts
10 rising.

11 So those types of grievances -- and it
12 goes back to our overall philosophy is that we do
13 represent our members effectively, but that in order
14 to do so wholesomely we have to look at the whole
15 working class.

16 BY MR. CORWIN:

17 Q What about grievances with respect to
18 employee benefits such as health plans?

19 A Yes, many times in the health plans now
20 where the nature of health insurance now we've proven
21 and it's seen that collective bargaining proves to be
22 a difficult venue to address the specific needs of
23 many employees that need it in terms of their health
24 employee coverage, their health plan structure and
25 things like that, and the best way that -- many ways

1 Thompson in previous legislation had proposed right to
2 work legislation. As we have seen in other states,
3 that effectively mitigates the ability of Unions to be
4 effective, and it's a strike right at the existence of
5 pure unions or unions and being able to fund ourselves
6 as an organization.

7 If the union is not involved in those
8 processes in terms of the political process, you're
9 not fully representing your members because you would
10 be essentially advocating to the forces that want to
11 destroy unions and giving them the ability to do so,
12 and it goes right into the point of where to argue
13 that you're not involved in politics or should not be
14 involved in politics actually is a guaranteed death
15 sentence for that organization.

16 Q What other legislative issues has the
17 union in effect filed grievances for through the
18 political process in the State Legislature in the last
19 few session?

20 A Oh, many. You know, just for example on
21 this, the union should have a play in terms of the way
22 the State budget is and the way expenditures happen in
23 the State of Minnesota. Actually, we have even --
24 we've even partnered with a variety of different
25 allies on this for things like a local government,

1 that we found to be able to address and make sure
2 there is adequate health insurance, health insurance
3 coverage, health -- the health care that our members
4 need has been through legislative processes.

5 In terms of whether it's requiring, for
6 example, that autism coverage be as a part of a
7 standard package of health plans are covered here in
8 Minnesota, to ensure that health insurance plans
9 cannot operate on a for-profit basis so that we are
10 not all billed for some profit motive by a health
11 insurance plan.

12 Overall legislative efforts that improve
13 the lives of our members directly to ensure that
14 moneys that are paid out both by employers and public
15 employees, and our private employees and employers as
16 well, are actually going towards healthcare; and the
17 only way that that market can be regulated is through
18 a political process. For an organization not to be
19 involved in having a seat in that field actually I
20 would say is derelict and negligent as a part in terms
21 of fully representing their members, in terms of
22 overall economic conditions of their members.

23 Q What about union security?

24 A Absolutely. If we're -- Senator
25 Drazkowski -- or Representative Drazkowski and Senator

1 hey, for like a large city like the City of
2 Minneapolis or Duluth, where I am originally from, on
3 that are highly dependent upon intergovernmental
4 transfers from the State of Minnesota to both local
5 governments; and as a union if we don't advocate for
6 the transfer of those funds, basically that is mainly
7 collected by income taxes that come back to the State
8 of -- or to those cities, there is going to be less
9 money on the table for us to negotiate for. That will
10 mean that there are smaller raises, there is less
11 money that can go towards health insurance, and unless
12 we are advocating and making sure that the overall
13 State budget is allocated in a sense that is the best
14 benefit for public employees, we are advocating a
15 whole new avenue that will allow our employers and the
16 opposition and actually the enemies of organized labor
17 to be able to dictate and define, and we would end up
18 losing in negotiations even before got to the table.

19 So that negotiation is not a technical
20 process. Negotiation actually is not a piece of
21 magic. Negotiation is about power, and it behooves
22 upon the union organization on that to try and set the
23 table in the best possible light for our members to
24 succeed in terms of having the best possible economic
25 outcome they can; and one of the most effective ways

1 that we have to be able to do that is by lobbying the
2 budget, making sure that there is funding available
3 for all our public employers across the State, and
4 also even our private sector employers because most of
5 our private sector employers are completely dependent
6 upon State transfer moneys.

7 For example, the nursing homes are
8 completely dependent upon Medicaid and Medicare
9 transfers that go into long-term care, and the ability
10 for us to negotiate wage increases for those employers
11 and actually then encumber them that that money must
12 be spent on the employees has had a direct economic
13 impact on our members, and to suggest that it doesn't
14 actually is really pure ignorance.

15 Q What other legislative events affect our
16 members such as pensions and health benefits,
17 et cetera?

18 A Well, even, yeah, I mean, you know, in
19 addition there has been a constant movement and attack
20 to try to have public employee pensions move away from
21 a defined benefit to a defined contribution plan. If
22 the union is not involved in defending the current
23 structure and defending the nature of a defined
24 benefit plan, all public employment would end up
25 transferring in terms of a retirement plan into

1 better and improve their working conditions.

2 Staffing ratios in health care facilities
3 is something that we lobby about consistently and
4 across the board, that ensures that they can cut down
5 on injury rates inside there for nurses aids, it cuts
6 down on that workers' comp.

7 On that, workers' comp is another perfect
8 example of that, you make sure that injured workers
9 have adequate care when they're injured just simply
10 doing their job on that and making sure that employers
11 have an obligation to those workers. Without that
12 such essential system and without us advocating for
13 it, those workers would be out on their own.

14 So, again, to have to fully represent your
15 members it would require simply much more than simply
16 contract negotiations, much more than simply grievance
17 arbitration. It requires a much more wholesome
18 representation than that.

19 Q You have worked in both the private and
20 public sector?

21 A Yes, I have.

22 Q Can you tell me why an employee
23 organization -- to be an employee organization in the
24 public sector is different than being in the private
25 sector.

1 essentially a glorified 401(k) situation, which we all
2 know is incredibly volatile and also would put the
3 buck -- make our members completely vulnerable to the
4 whims of the market, and that is an outcome that we
5 find completely unacceptable.

6 So to not advocate on behalf of making
7 sure that the pension system is adequately performed
8 is not truly representing your members, and it is
9 definitely not effectively representing your members.

10 In addition to that, simple things like
11 ensuring that the State of Minnesota states an OSHA
12 program, where not many states -- or not all states do
13 that. Many rely solely on the federal piece, which is
14 solely underfunded, to ensure that OSHA is a product
15 here, that we have adequate government oversight and
16 regulations over our safety.

17 Our corrections officers, for example, on
18 this type of deal who we work in some of the most
19 dangerous streets, you know, across the country
20 working inside the prisons, unless we had a regulatory
21 matrix that could supervise their working conditions,
22 there would be massive results in terms of potential
23 assaults and a variety of different things that can
24 happen where we can use regulatory agencies as a means
25 of force that the State of Minnesota didn't do, behave

1 A Well, in the public sector we elect our
2 bosses, you know, in that we actually get to vote as
3 citizens on that. Where we enjoy certain rights, we
4 are also restrained in certain ways where both the
5 employee -- the employees have a relationship with a
6 public entity, but also they have rights as citizens.

7 But also then on the instance if there is
8 an employment situation, for example, where so there
9 is even a potential criminal liability on that,
10 through a traditional employment investigation it is
11 different in the public sector than it is in the
12 private sector because you are potentially telling the
13 government about certain, you know, about certain
14 things that you're entitled to certain privacy rights
15 per the constitution.

16 So there -- in addition to, there is whole
17 sloths of legislation both at a state and a city and a
18 county level that deal specifically with public
19 employment that doesn't exist for the private sector.
20 Where fundamentally and what we do in the public
21 sector is that we're not widget factories, so that the
22 intent is not to make money in terms of the work that
23 we do. The intent is to provide a public service on
24 that that the society as a whole has deemed as
25 necessary, and it's for the benefit of the commons.

1 As opposed to working in an iron mine
2 where you're working in a product that you're going to
3 sell for profit, that is not the intent in the public
4 sector, so the nature of things are substantially
5 different.

6 In addition -- in addition to that, the
7 nature of the employment situation and the dynamics
8 and levers in which you can pull as a labor
9 organization are substantially different in the public
10 sector than they are in the private sector. The whole
11 political angle is one that is generally -- even
12 though the private sector is involved in politics,
13 it's not one that is typically as effective as it is
14 in the public sector. Excuse me.

15 Also the sure amount of regulation and
16 rules that there has to do with those employees in the
17 public sector are just more vast and expansive than
18 there is in terms of private sector legislation.

19 Q Can an organization be an employee
20 organization in the public sector without a political
21 function?

22 A I would argue no on this. The -- quite
23 simply on that, where it's -- what are you really
24 effectively going to do on that? I mean like you
25 really -- it really fundamentally makes no sense in

1 Every organization, even -- I would say even if the
2 Boy Scout troop that I was involved in when I was
3 growing up could be able to effectively pull that off.
4 To not have something like that really makes it say
5 are you even an organization, more or less an employee
6 organization.

7 Q Can an organization be an employee
8 organization in the public sector without a formal
9 training function?

10 A I would say no, simply put, because then
11 it goes back to the question of even if you are an
12 organization what are you actually doing. If you are
13 not actually engaging actual members and actually
14 engaging them to take control of their own work lives
15 and to instill what John L. Lewis called industrial
16 democracy or democracy at your workplace, what can you
17 really be.

18 Q Can an organization be an employee
19 organization in a public sector without having a
20 organization function?

21 A I would say not.

22 MR. FOWLER: Objection, the question
23 is vague, I don't know what he is asking.

24 BY MR. CORWIN:

25 Q To be engaged in a formal organizing

1 terms of the sphere of where -- the whole point of our
2 union, the way it was founded back in actually in
3 Madison, Wisconsin in the '30s, was a scenario where
4 it was fighting against political patronage where
5 public employees at the time, whether there be a
6 change in the governor and the governor would fire all
7 the previous public employees or the state employees
8 and bring in their range of cronies on that. The only
9 way that that situation was absolved and stopped was
10 by unionization, and the union through its means
11 pushed things like civil service reform, a whole
12 variety of things that the private sector doesn't have
13 to deal with, but that were instituted by public
14 employee unions and labor organizations as a means to
15 instill protections for those employees, and that was
16 all done in the public realm, so in order to be a true
17 employee organization to not be involved in politics I
18 think it can't really happen.

19 Q Can an organization be an employee
20 organization without having a formal communications
21 function?

22 A I don't think so on that. I don't know --
23 I don't know how can you even say that you're really
24 functionally an organization if there isn't some sort
25 of regular or longitudinal communication on that.

1 department?

2 A Organizing?

3 Q Organize workers?

4 REFEREE BEFORT: That is okay.

5 A I would say not. I mean unless if you're
6 not a part of a broader movement and seeking to be
7 part of a broader movement, what are you? I would say
8 definitely not an employee organization.

9 BY MR. CORWIN:

10 Q Now, can you exist as an employee
11 organization without union security?

12 A Yes, we could.

13 Q Okay. And what would be the difference?

14 A We do have unions in right-to-work states
15 that are open shops. The organizations I would say
16 are definitely not as strong and not as well -- and
17 not as well funded. In order to -- what attacks
18 immediately at that is the underpinning of the
19 finances of the union. Without -- you know, without
20 a -- if you're in an open shop situation, it's a
21 constant experiment of internal organization; and as
22 we have seen in other states, the overall effect that
23 it has had is the guaranteed effect is bad. The
24 workers in those states make less money.

25 Q Now, is union security in the public

1 sector determined by statute?
 2 A Yes.
 3 Q And was that a statute that AFSCME
 4 lobbied?
 5 A Absolutely. Absolutely.
 6 Q And can that statute be changed?
 7 A Absolutely it can be changed by an act of
 8 the Legislature and approved by the Governor.
 9 Q Has that been threatened?
 10 A Yes, many times. The Pawlenty
 11 administration made attempts to be able to do so.
 12 Most recently in 2011 Representative Drazkowski and
 13 Senator Thompson had introduced legislation that would
 14 do just that.
 15 Q And one of the exhibits that has been
 16 listed by MNPEA is from the National Right to Work
 17 Legal Foundation. Tell us about that.
 18 A The National Right to Work is an
 19 organization that is funded by corporations and also
 20 major financiers like the Koch brothers with the aim
 21 and intent of destroying labor organizations. They
 22 are an anathema and the exact opposite of everything
 23 that a labor -- the labor movement and a labor union
 24 stands for.
 25 Any employee organization could not call

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 BY MR. CORWIN:
 2 Q Does AFSCME use lawyers?
 3 A Yes. You.
 4 Q Okay. All right. And does AFSCME spend
 5 resources on employing lawyers to represent its
 6 members?
 7 A Much to your chagrin, Gregg, sometimes too
 8 much, you know.
 9 Q Is that a significant part of the AFSCME
 10 budget?
 11 A Yes.
 12 Q Do you think that it is necessary for
 13 AFSCME or any employee organization to employ lawyers
 14 in every step of the grievance procedure?
 15 A No. Actually, we have found that
 16 grievance resolution happens in many different ways.
 17 Actually, the most effective grievance resolutions we
 18 have seen actually have involved engaging the workers
 19 in direct action and having -- and having direct
 20 pressure put on the immediate supervisors on that to
 21 have them go towards the will of what the collective
 22 wants.
 23 Such tactics many times are restrained by
 24 attorney's ethics, and where business agents and/or
 25 field representatives, our staff, do not have such

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 it an employee organization and align themselves with
 2 the National Right to Work. In fact, by that -- in
 3 some of the instances where they have attacked us, you
 4 know, I view it as a badge of honor on that, and if I
 5 had enemies like that, I would consider it a good day.
 6 Q Now, one of the assertions in MNPEA's
 7 opening statement was that what differentiates them
 8 from AFSCME is that they provide legal representation
 9 to their members for grievances and, in fact, perform
 10 the duties of a business representative with a lawyer
 11 and somehow that is better. First of all the question
 12 is: What percentage of total resources expended
 13 Council 5 are for legal representation for members?
 14 A As a percentage of the total budget?
 15 Q Right, if you know.
 16 A Oh, well, the -- I would guess a little
 17 over --
 18 MR. FOWLER: Objection, he doesn't
 19 know.
 20 REFEREE BEFORT: Do you know?
 21 THE WITNESS: I do. We are in
 22 the -- in looking at it, it's going to vary at certain
 23 times. The legal representation that we have over our
 24 members is done by field reps, and that constitutes
 25 anywhere from 60 to 65 percent of our total budget.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 constraints. As I have told you many times, sometimes
 2 I refer to the J.D. as just dumb, you know, so the
 3 fact that they're an attorney doesn't mean that it's
 4 necessarily smart. It doesn't mean that it's
 5 necessarily correct. It doesn't mean that's
 6 necessarily even effective. The only thing that it
 7 real guarantees many times is that it's expensive.
 8 And so that in order to have the best
 9 piece for and the best result for our members actually
 10 as many times involving many of their co-workers
 11 because the strength of the union actually does not
 12 involve in terms of a contract, a contract is just one
 13 parameter of that. The strength of the union actually
 14 resides in the members, and the members engaging in
 15 any collective activity is far stronger than an any
 16 written document ever could be.
 17 Q Do you think lawyers provide any better
 18 quality representation?
 19 A No.
 20 Q Why?
 21 A Quite simply put, because many times
 22 lawyers are trained to think in terms of things that
 23 are legal. By definition of their training, they look
 24 at things to look for administrative hearings and
 25 procedures as such and to ignore the possibility of

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 engaging in protest, engaging in direct action, and
 2 engaging in things that are done via a collective
 3 response many times yield a much better outcome for
 4 those employees in terms of their immediate situation,
 5 but that also makes management more defensive to
 6 engage in the fight to begin with.

7 So not only are -- because fundamentally
 8 the point of a union is to fundamentally change the
 9 power dynamic inside that workplace. If all you are
 10 doing is calling a lawyer, your effectiveness is only
 11 going to be as good as that lawyer. If you are
 12 calling upon all your co-workers and engage in a
 13 conscious withdrawal of efficiency with that employer,
 14 that employer knows that they have to be responsive to
 15 those employee's needs regardless of who is there
 16 because, quite honestly, an employer -- an individual
 17 can come and go, but there is a collective culture of
 18 resistance that is instilled and developed inside that
 19 employer that is far better in the long-term than it
 20 ever could be for any one particular interest or any
 21 particular grievance.

22 Q Counsel for MNPEA in his opening statement
 23 asserted that MNPEA is an employee organization
 24 because it's staff has substantial knowledge and
 25 experience and relating that to the fact that they are

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 covered overall 19,000 employees, for decades, and
 2 that is still collective knowledge in terms that we
 3 have inside of our organization which is far more
 4 extensive I would say in terms intricacies and knowing
 5 the particulars or any particular contract than an
 6 attorney coming on the scene lately could ever hope to
 7 have.

8 Q Counsel asserted in his opening statement
 9 that MNPEA has lawyers who represent members directly
 10 and are skilled and expert in representing employee's
 11 interests. Does AFSCME have staff and lawyers that
 12 are skilled and expert in representing employee's
 13 interests?

14 A Oh, absolutely. As I explained before,
 15 most of our staff have had years, if not decades, of
 16 experience of negotiating contracts; and even the new
 17 staff that we have are directly mentored by those
 18 staff on that where we have in this state -- in the
 19 State of Minnesota we have had -- my home union,
 20 Local 66, has been in existence since 1919, and so the
 21 nearly century of experience that we have had
 22 collectively on that is something that cannot be
 23 matched.

24 Q Do you think the use of lawyers is, as
 25 Counsel asserted, an economical and prudent use of

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 paying an attorney to represent them plus their other
 2 staff. Does AFSCME have representation of people that
 3 have substantial knowledge and experience?

4 MR. FOWLER: I will stipulate that
 5 they do.

6 MR. CORWIN: I would (inaudible) he
 7 raised it in his opening statement.

8 REFEREE BEFORT: You can answer.

9 A Well, absolutely. Just in my time alone,
 10 in my -- I would say in my starting since 1998, I have
 11 personally overseen representational elections
 12 covering dozens of employers. I have negotiated
 13 dozens of contracts just in my own experience on that
 14 ranging from large to small, and I am sure, you know,
 15 many of which are much larger than anything that would
 16 be three or four times larger than the entire
 17 membership of MNPEA.

18 But even beyond that, then that is just
 19 me, we have many staff that have spent nearly decades
 20 negotiating large contracts with large public
 21 employers like the City of Minneapolis, like Hennepin
 22 County, like the State of Minnesota, for example.

23 So, in fact, I would say, you know, like
 24 one of my former colleagues Peter Better, you know,
 25 has negotiated the State employee contract, which

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 resources for an employee organization?

2 A No. Quite honestly, as I explained
 3 before, you know, different codes ethic that attorneys
 4 have in dealing strictly with the attorney prohibits
 5 different organizational tactics that can be engaged.
 6 For example, you know, going in behind the negotiator,
 7 which I know the City of Minneapolis knows we have
 8 done many times, and the lobbying the City Council
 9 and/or Mayor, you know, to change the terms and
 10 conditions behind the union negotiator, that would be
 11 considered unethical for an attorney to do.

12 So actually to have an attorney at the
 13 table representing an organization on that actually
 14 hinders and takes certain tactics off the table, which
 15 is actually to the detriment of those employees.

16 Q MNPEA in its openings statement asserted
 17 that it's not necessary to be an employee organization
 18 to be a nonprofit organization. That one could use a
 19 business model and be a for-profit organization. Do
 20 you believe that that is consistent with the
 21 definition of employee organization?

22 A That is exactly opposite of an employee
 23 organization. That is the definition of a business.

24 Q Now, AFSCME has asserted in its petition
 25 that it believes that MNPEA is not an employee

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 organization. Why?
 2 A Well, quite simply on that and it -- first
 3 of all, to look at the constitution, or actually I
 4 think it's actually bylaws that they have, there is
 5 literally no opportunity for there to be a democratic
 6 authorization of any specific action and/or policy
 7 inside the union. What the members have is an
 8 opportunity for a veto, which turns the whole concept
 9 of member involvement and engagement on its head.
 10 Where we have three guys and a lawyer making a
 11 decision and then the opportunity may exist for the
 12 entire organization to veto it, that is much more of a
 13 corporate structure and not an employee organization
 14 structure.
 15 As I described the difference in ours
 16 where there are regular meetings where expenditures
 17 and policies of those local unions and the Council
 18 must be voted on by the members themselves and
 19 approved on and checked in by the member themselves.
 20 Not in a retroactive basis or a veto basis, but on a
 21 proactive affirmative basis going forward, not
 22 retrospectively.
 23 The organization that we are talking about
 24 here in terms of MNPEA reminds me much more like a
 25 corporation where a CEO or a small group of leaders

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 decide whatever the hell they want to do and then they
 2 kind of have some sort of sham vote of shareholders,
 3 or even in this instance it doesn't even sound --
 4 their constitution or bylaws doesn't even allow that.
 5 You know, so in addition to there are
 6 quorum requirements that we have. In order for there
 7 to be effective decision-making, there is a base level
 8 of participation that must be necessary or for a
 9 decision to be made. Where they define it as a quorum
 10 as those who show up, I mean that is nothing but short
 11 of snake oil. I mean that means that only the people
 12 that, you know, that whoever through what gilded group
 13 they have can decide whatever they want to do can do
 14 whatever the hell they want.
 15 And then coupled with on that where the
 16 stated purpose is, you stated on this is, you know, is
 17 actually it sounds like to make money where we have an
 18 attorney that is embedded in a constitution on that
 19 where there is some sort of financial relationship,
 20 when the dues is bedded in with the attorney as some
 21 sort of income stream is indicative of a business
 22 model, not that of an employee organization.
 23 So to be simply put, it's not -- clearly
 24 where the interest of the organization that we are
 25 talking about here is to make money via an income

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 stream of dues and not actually to represent the
 2 employees themselves.
 3 Q How else does the structure of MNPEA as a
 4 public -- as an organization that seeks to represent
 5 public employees make it not an employee organization,
 6 in your estimation?
 7 A Well, in addition to the outright
 8 statements of open campaign materials and also on
 9 their website and different publications that they put
 10 out that as an organization they don't do politics.
 11 How can you fully represent your employees and adjust
 12 any grievances that you have on areas like pensions,
 13 which you cannot collectively bargaining, if you don't
 14 engage in the political arena. You're basically at
 15 that instance not fulfilling a basic requirement of
 16 being an employee organization and defending and
 17 seeking to adjust grievances and represent those
 18 employees by abandoning that arena en masse.
 19 Q Now, as an organization representing
 20 public employees, you also represent some private
 21 employees?
 22 A Absolutely.
 23 Q And you make the importance under the
 24 labor management reporting disclosure?
 25 A Absolutely.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Correct?
 2 A That is correct.
 3 Q What is the difference in transparency as
 4 an employee organization vis-a-vis MNPEA?
 5 A Where we have that open disclosure, we
 6 have to disclose our requirements to the Department of
 7 Labor, the business model that MNPEA has adopted they
 8 do not. So the decisions that can be made are done in
 9 the shadows. As I said before, since there is no
 10 quorum requirements, there is no reporting
 11 requirements, there is no constitutional provisions
 12 for member engagement inside the organization, things
 13 can all be decided by three guys and a lawyer.
 14 Q Is AFSCME a for-profit organization?
 15 A No.
 16 Q How is it organized?
 17 A I'm trying to remember, I think it's a
 18 501(c)(5) I do believe is what the organization is,
 19 which is a form of a nonprofit.
 20 Q Does it file tax returns as a nonprofit?
 21 A We are required to file 990s, which is a
 22 nonprofit disclosure; and also in addition to filing
 23 LM-2 reports with the Department of Labor via the
 24 Landrum-Griffin Act.
 25 Q Does AFSCME disclose financial information

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 to its members on its website?
 2 A On its website, I do not believe we do on
 3 our website, but we do on our regular meetings. On
 4 that we are all elected officers, and any members that
 5 show up can have access to financial statements. And
 6 also local unions can also have -- also produce their
 7 local union treasurers produce financial reports that
 8 happen at their meetings.
 9 Q Between AFSCME Council 5 and AFSCME
 10 International, what formalized training is available
 11 to our members in those organizations?
 12 A There is a whole bevy of trainings on
 13 that. The International Union also has an educational
 14 department, and the amount of training that they
 15 provide can range from taxable to strategic, in
 16 addition to dynamic to mundane. For example, the
 17 International Union provides basic treasurer training
 18 and financial accountability training to ensure that
 19 our money is properly handled as an organization, to
 20 doing strategic planning both with local councils and
 21 local unions to look down the road to figure -- to try
 22 to best plan as we can to reposition the union in its
 23 better strategic place on that.
 24 In addition to at the Council level we
 25 provide grievance handling steward training. We

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 think of ways to have collective responses to the
 2 employers and putting collective pressure on those as
 3 a means to rebalance power in the favor of the
 4 workers.
 5 Q Can you be an employee organization
 6 without that training?
 7 A I do not believe so. I mean all you are
 8 is a business then. You're looking at a fee for
 9 service operation. You're more akin to Allstate or
 10 Prudential as opposed to any employee organization.
 11 Q Can you be an employee organization
 12 without having all the support functions that AFSCME
 13 Council 5 provides?
 14 A I don't believe so. I mean how can you
 15 even have a simple communication system without that?
 16 How can you be an effective broader public
 17 communications piece to make sure that the interest of
 18 workers are advanced in the public arena in addition
 19 to having an internal communication mechanism without
 20 it?
 21 Q And is having a democratic organization
 22 necessary to be an employee organization?
 23 A I believe so on that.
 24 Q Why?
 25 A Well, one, I would argue the Labor Union

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 provide local union E-board training on how to
 2 effectively run local union meetings, for example,
 3 Roberts Rules of Order is one example. We do many
 4 seminars on labor history on that.
 5 We also have -- we do educational
 6 programming around labor art. Since we are a
 7 movement, that also means we have other culture
 8 implications like art, music and a whole variety of
 9 things. You know, unlike the business that we are
 10 talking about here, where we, you know, we actually
 11 engage in those areas, which is indicative of any
 12 movement.
 13 The training that we also offer in terms
 14 of contact training, in terms of developing
 15 globalization structures inside the local union, and
 16 also figuring out ways for the local union to develop
 17 strategies around direct action and putting direct
 18 pressure on its supervisors and managers as a means
 19 for essentially grievance adjustment and adjudication
 20 because, as I said before, if you're relying on
 21 arbitration and you're relying on grievance handling
 22 solely as your means for power, you have already lost
 23 half the game.
 24 So the thing about the way to change the
 25 power dynamics inside all these employers, we must

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Democracy Act requires it, but beyond that on that to
 2 truly be an employee organization if you're going to
 3 be an organization of the employees and for the
 4 employees and by the employees, how can you do that
 5 absent a democratic process or procedure? You simply
 6 can't.
 7 If your stated interest is to adjust and
 8 represent public employees, how can you do that
 9 without having them have an opportunity to decide what
 10 they want and how they want it on that. It's far
 11 different than having three guys and a lawyer, which
 12 is much closer to a corporate board, just making the
 13 decisions for everyone else as opposed to having a
 14 ground up organic opportunity to have the priorities
 15 of the members decide what they want determined by
 16 themselves.
 17 Q Are you familiar with the Labor Union
 18 Democracy Act?
 19 A Slightly.
 20 Q Okay. Have you read it?
 21 A I have.
 22 Q In your opinion, does MNPEA comply with
 23 that statute?
 24 A No, for a variety of different reasons.
 25 First and foremost on that, where the original bylaws

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 they had had basically it sounds like the appointment
2 by fiat of the three officers they have now for
3 five-year terms. On that the Labor Union Democracy
4 Act states specifically that it can only be done for
5 four years.

6 Secondly beyond that, that they appointed
7 themselves where there was no members and no broader
8 involvement of an organization to be able to establish
9 that leadership and basically those officers, it
10 simply wasn't done.

11 You know, even beyond that then, beyond
12 that the fact that now they have since changed their
13 constitution by fiat, where we have to do -- we have
14 to do notification requirements, we have to have many
15 times we have to second readings, and we have to have
16 an opportunity to have a forum for the broader debate
17 of the members on the change of those governing
18 documents. The fact that it can be done by fiat, by
19 three guys and a lawyer proves that there is zero
20 opportunity for internal democracy inside the
21 organization.

22 Q All right. So in conclusion, why did
23 AFSCME petition to have this hearing on termination as
24 to whether MNPEA is an employee organization?

25 A Well, quite honestly, because I view this

1 REFEREE BEFORT: Oh, no, I'm sorry.

2 You're right.

3 MR. BECK: No questions.

4 REFEREE BEFORT: No questions.

5 MR. FOWLER: I thought I would give

6 Mr. Beck the opportunity.

7

8 CROSS-EXAMINATION

9 BY MR. FOWLER:

10 Q Mr. Lehto, correct?

11 A Lehto, yeah.

12 Q Lehto, okay. So you had mentioned that
13 you first became aware of MNPEA when you noticed that
14 MNPEA started raidings Teamster groups?

15 A Uh-huh.

16 Q Tell me what -- what does raiding mean?

17 A Another union attempting to take away
18 representational rights from another union for
19 themselves.

20 Q Okay. Let me ask you a fundamental
21 question: At the end of the day isn't it the
22 employee's right under statute and choice under
23 statute as to who represents them?

24 A I do believe that is the correct
25 interpretation of PELRA.

1 as a group of individuals that decided to come up with
2 a business model, and they are not a part of my
3 movement, they are not a part of the labor movement.
4 They are not a part of improving the betterment of
5 public employees or workers as a whole. It's their
6 intent to make money for a law firm. I see this as a
7 front for a law firm, and I find that, quite honestly,
8 as offensive, and so that is why we wanted to
9 challenge their status.

10 MR. CORWIN: I have no further
11 questions.

12 REFEREE BEFORT: Why don't we take
13 five minutes.

14 MR. FOWLER: I was going to leave it
15 up to you.

16 REFEREE BEFORT: We have been going
17 on for a while here. The difficulty, of course, with
18 a group this large is 5 minutes usually turns into 15
19 and it's -- let's try and get back in 5.

20 (At this time there was a mostly
21 inaudible conversation on the recording
22 during the break when the recorder was
23 not turned off.)

24 REFEREE BEFORT: Your show.

25 MR. FOWLER: I think actually --

1 Q Okay. So let me ask: Have employees
2 chosen in the past to come to AFSCME from another
3 union?

4 A Yes.

5 Q Okay. So were you raiding them?

6 A It depends. We typically do not -- when
7 we get that approach, depending on the union, we
8 typically -- we may not -- may not act on it. With
9 other unions if they have attempted to raid us, we
10 will punch back, yeah.

11 Q And that leads to where I was going next.
12 In fact, you have made agreements with other unions,
13 such as Teamsters Local 320, to have a no raid
14 agreement where you have voluntarily agreed that you
15 will not represent another unit represented by the
16 union?

17 A That is correct.

18 Q That is somewhat anti-competitive, isn't
19 it?

20 A You may have that interpretation. I
21 wouldn't say it that way, but you can -- you are free
22 to have your opinion.

23 Q So in Jordan in particular, because I know
24 you mentioned that?

25 A Uh-huh.

1 Q Well, then you noticed that Jordan --
 2 A Uh-huh.
 3 Q -- MNPEA was raiding Jordan?
 4 A Uh-huh, uh-huh, yes.
 5 Q What, were there about six employees in
 6 that Jordan unit?
 7 A I think seven.
 8 Q Six or seven?
 9 A Uh-huh.
 10 Q All right. So when did -- wouldn't it
 11 have been the employee's choice and right under
 12 statute to say we don't want any organized union, we
 13 want to form our own association and do our
 14 representation ourselves?
 15 A Sure, that would have been their right.
 16 Q In fact, you're aware that throughout the
 17 State there is countless numbers of groups that have
 18 gone independent, correct?
 19 A Sure.
 20 Q And are they an employee organization?
 21 A I would -- it depends. I'm not going to
 22 answer at large. If you had a specific example, I
 23 certainly can answer it.
 24 Q You said you're from the Range, right?
 25 A Yes.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Because you were asked questions by
 2 Mr. Corwin, for example, that you can't possibly be a
 3 labor organization unless you have a communication
 4 department, do you remember that question?
 5 A Uh-huh.
 6 Q And you said yes, you absolutely need a
 7 communication department?
 8 A Uh-huh.
 9 Q Now, do you think it would be feasible for
 10 five employees to have a communication department?
 11 A Sure, one of those employees -- one of
 12 those members could be responsible for communicating
 13 with all the members, yeah, sure.
 14 Q In this day and age a website is a pretty
 15 valid method of communication, correct?
 16 A Yes and no.
 17 Q Could it be?
 18 A For some people, yes. I wouldn't say for
 19 everyone. It's -- if you want to debate
 20 effectiveness, we have found that websites are
 21 effective at some things, but they are not effective
 22 for many other things in terms of communication.
 23 Q Okay. You said a formal training function
 24 is a requirement of an employee organization?
 25 A Yes.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Where?
 2 A Me? I was born in Virginia, and my family
 3 is from Macklin.
 4 Q So right next door to the Virginia is the
 5 City of Hibbing, right?
 6 A Uh-huh.
 7 Q Are you aware if the Hibbing Police
 8 Department has gone independent?
 9 A We typically -- that is not in our
 10 jurisdiction, so I don't pay a lot of attention, but
 11 that is possible.
 12 Q So you have your reason to doubt that the
 13 Hibbing Police Department has formed its own
 14 independent federation?
 15 A I have no reason to confirm or deny it.
 16 Q My point is with asking you this is if a
 17 group chooses let's say to go independent, as you
 18 mentioned, Beaver Bay, five employees, let's talk
 19 about the situation, say the five employees of Beaver
 20 Bay said we don't not want AFSCME, we don't want
 21 MNPEA, and we want to represent ourselves, so could
 22 they form an employee organization, the five of them?
 23 A I do believe that is statutorily allowed,
 24 as long as it meets the definition of a labor -- or an
 25 employee organization.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q So, for example, a five-employee
 2 organization, would you expect them to have a training
 3 department?
 4 A Sure, mentoring happens all the time. A
 5 local union leader or a leader in that association
 6 could functionally train other members, yeah.
 7 Q You said an organizing department is a
 8 must?
 9 A Uh-huh.
 10 Q What if an employee organization
 11 deliberately decided that they were not going to
 12 expand, would that make them less of an employee
 13 organization?
 14 A If the question is less of, I would say
 15 most definitely.
 16 Q But they would still, as long as they meet
 17 the other statutory definitions, be an employee
 18 organization?
 19 A I would say that it makes it, you know,
 20 less than, and those are your words.
 21 Q You stated that you believe it's required
 22 for the union to have a political and legislative?
 23 A Uh-huh.
 24 Q Isn't it true that that is a philosophical
 25 choice, not a legal requirement?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Well, you're the lawyer, you'll have to --
 2 I can't make an opinion on the legal requirement.
 3 However, I would say you are certainly not
 4 representing the interests of your members and/or
 5 attempting to represent their interests in grievance
 6 settlements or adjustments if you don't.
 7 Q Don't you believe a public employee would
 8 have the right to say of their union we do not want
 9 you to engage in political lobbying or activities or
 10 telling us who to vote for?
 11 A Sure, and they do. That is the point of
 12 the pure share piece where they wouldn't be charged
 13 any political services.
 14 Q Let's say hypothetically that we had a
 15 group of employees in Southwest Minnesota, public
 16 employees, who were all die-hard Tea Party
 17 Republicans. Okay?
 18 A All right.
 19 Q And they said I can't stand what AFSCME
 20 stands for, I want to be represented by a conservative
 21 group who embraces right to work. Would that be
 22 allowable under the statutes?
 23 A Well, I do believe the statute allows them
 24 to have their freedom of expression and opinion. If
 25 that is their opinion, they are certainly entitled to

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 it.
 2 Q My point is ultimately it's a public
 3 employee's choice to belong to a union of their
 4 choosing, isn't it?
 5 A I do believe that is the point of the
 6 statute, they can choose to be involved in a union
 7 that they choose.
 8 Q All right. Let's get back to some
 9 specifics. You stated in your testimony that field
 10 reps do the arbitrations, correct?
 11 A Yes.
 12 Q How many of your field reps are licensed
 13 attorneys?
 14 A Currently I do not believe any of them
 15 are.
 16 Q Okay. You talked about in your opinion
 17 some of the downfalls of having an attorney represent
 18 members?
 19 A Uh-huh.
 20 Q Can you think of any advantages?
 21 A Any advantages? Well, if you feel that
 22 you have too much money in your treasury and you want
 23 to spend it down.
 24 Q Okay. I am game for some good sporting,
 25 so let me ask it this way: How many police groups

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 does AFSCME 5 represent?
 2 A None.
 3 Q None. How about corrections?
 4 A We represent Union 8 in the State
 5 corrections, we represent the St. Louis County
 6 corrections officers, and we also represent the
 7 Hennepin County corrections officers. We do represent
 8 a variety of different probation officers as well.
 9 But you asked simply about corrections,
 10 and that is who we represent in terms of corrections
 11 officers.
 12 Q Okay. Can you think of a situation where
 13 an employer would want to question an employee?
 14 A Sure.
 15 Q And, for example, in the way AFSCME works,
 16 as I understand it, is the employee who gets notice
 17 that the employer might want them, what do they do, do
 18 they call AFSCME's office, what is the protocol?
 19 A Typically the first point of contact would
 20 be a steward in the workplace.
 21 Q Okay. Does that employee -- let's say he
 22 talks to that steward, does he have a right to ask for
 23 the field representative to come out and represent
 24 him?
 25 A Depending on most instances, yeah, if the

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 situation calls for it, yes.
 2 Q Who makes that decision?
 3 A Who makes that decision?
 4 Q Yeah.
 5 A Typically it's a conversation between the
 6 steward and the field rep. In addition to, we have
 7 had instances where Mr. Corwin has been involved in
 8 different interrogations and questioning and different
 9 investigations.
 10 Q And that choice is made by who at the
 11 union bringing Mr. Corwin in?
 12 A Usually it's a collective decision usually
 13 between the steward, the field rep, and usually
 14 somebody in management like myself.
 15 Q Okay. Let me ask you it more simply: If
 16 I have I have serious -- if I am a public employee and
 17 I feel I have a serious issue going on at work and I
 18 want a union rep, can I demand to have a lawyer show
 19 up from AFSCME?
 20 A Yeah, you can make the demand, yeah. Now,
 21 whether or not it merits the attorney to show up is a
 22 whole different discussion that is much more complex.
 23 Q So the answer is I don't have an absolute
 24 right under your setup at AFSCME to have a lawyer
 25 present to represent me, correct?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Not for every instance.
 2 Q Let me talk about some of the advantages
 3 then. So let's say AFSCME sends the field rep, and
 4 you have already acknowledged that none of them are
 5 lawyers, right?
 6 A Uh-huh.
 7 Q Please answer out loud so we can take the
 8 recording.
 9 A Yes. I am sorry.
 10 Q So let's give you a situation where the
 11 field rep would come out to the employee and like
 12 usual he would meet with the employee before he gives
 13 a statement, right?
 14 A Yes.
 15 Q And the field rep who is not a lawyer just
 16 gets told by the client not only did I do it, I did it
 17 badly, and I am guilty, I did it.
 18 A Uh-huh. Yes.
 19 Q Do you know if that field rep can be
 20 subpoenaed in a later proceeding to tell the world
 21 about what that employee just said?
 22 A Well, it would depend on the
 23 circumstances. They may be subpoenaed in a variety of
 24 instances, but subpoena powers are very broad. Also,
 25 we don't have clients, we have members. I understand

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Under that --
 2 Q Yes or no?
 3 A Well, then I will have to answer no.
 4 Q It could not be advantageous?
 5 A Yes.
 6 Q Okay. You first started to say yes or
 7 no -- excuse me, you first started to say it depends
 8 on the situation?
 9 A Yes.
 10 Q Can you think of a situation where it
 11 would be advantageous?
 12 A To not have the attorney?
 13 Q To have the attorney.
 14 A To have the attorney? If there is a
 15 criminal proceeding, yes. However, at that point they
 16 are entitled to due process law and/or protections
 17 under the constitution, which are outside the scope of
 18 the contract. They are in a much deeper pool of
 19 problems than is immediate at hand, which at that
 20 point the attorney is going to be necessary, and also
 21 there would have to be Garrity warnings and a variety
 22 of other protections as well.
 23 So really, you know, considering that
 24 there are Garrity warnings and a variety of other
 25 protections which would narrow the scope of the

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 as a business you have clients.
 2 Q So the member tells the field agent I did
 3 it, I did it five times.
 4 A Uh-huh.
 5 Q And you get a subpoena, quite probably, in
 6 fact, that that field rep will have to testify as to
 7 the conversation, correct?
 8 A It could be them along with a lot of other
 9 people, that is possible.
 10 Q Let's substitute it another way: Let's
 11 say that Mr. Corwin was sent on the case instead of
 12 the field rep, the exact same scenario.
 13 A Yes.
 14 Q That person tells Mr. Corwin I did it, I
 15 did it badly, I did it five times, can Mr. Corwin be
 16 compelled to testify?
 17 A Under that instance, you would have -- I'm
 18 not a lawyer, and you would have to have the attorneys
 19 answer. I couldn't answer that question for you.
 20 Q Well, you're aware of the general concept
 21 of attorney-client privilege?
 22 A I am. I am well aware.
 23 Q So sending a lawyer, in fact, could be an
 24 advantageous situation for the employee's
 25 representation, correct?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 investigation to solely their immediate employment
 2 situation, I really don't see an advantage to having
 3 an attorney there.
 4 Q Let's say that same public employee, to be
 5 more specific, is driving a police squad car.
 6 A Okay.
 7 Q And he hits a pedestrian. You understand
 8 that there could be an issue of a criminal case, there
 9 could be an issue with a civil case, and, of course,
 10 an issue of a disciplinary case for violating policy,
 11 do you understand that?
 12 A Yes.
 13 Q And in those situations if a field agent
 14 who is not a lawyer is called to do exactly as you
 15 said, meet with the employee and give a statement to
 16 the employer, do you understand that in all three of
 17 those situations that that field rep could be
 18 subpoenaed and be forced to testify as to what that
 19 employee has told him?
 20 A If you say so. I'm not a lawyer. Overall
 21 on that, however, I would say, as I stated before, we
 22 don't represent any police officers, you know, in this
 23 instance, so this scenario that you are talking about
 24 would be something that would not apply to us.
 25 Q Okay. You did say you represent

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 corrections officers?
 2 A We do.
 3 Q So if that corrections officer had to do a
 4 transport, the situation could apply?
 5 A Sure. Sure. If there's -- as I said,
 6 also, if there was a criminal proceeding in that play,
 7 a Garrity warning would have to be applied and the
 8 scope of the conversation would be solely around their
 9 employment situation, which is fully under the realm
 10 of a field rep. If there is a criminal proceeding at
 11 that point, they could exercise both their Fifth
 12 Amendment rights and their local constitutional rights
 13 to have their protections.
 14 Q I don't want to get too far afield.
 15 Sufficeit to say, you're not a lawyer and you're not
 16 an expert on the application of Garrity?
 17 A You're absolutely right, I'm not, yeah.
 18 Q Do you have any firsthand knowledge of how
 19 MNPEA conducts its membership meetings?
 20 A I do not.
 21 Q Okay. Do you have any firsthand knowledge
 22 of whether -- well, let me back up. You had mentioned
 23 that AFSCME is not limited by the limitations of
 24 lawyer ethics to go and talk to Council members and
 25 otherwise demonstrate and do subversive type

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 activities, and I say that because I think that is the
 2 word you used, do you remember that testimony?
 3 A I remember that testimony. I don't
 4 remember the word subversive, but if you want to call
 5 it that, I understand as a business person you don't
 6 like it, yeah.
 7 Q So do you have any firsthand knowledge of
 8 whether or not MNPEA uses its lawyer and the three
 9 business agents in tandem as a team so that those
 10 people can conduct that activity?
 11 A I thought you conducted only
 12 investigations, I am sorry, I am confused.
 13 Q Please try to listen carefully to my
 14 question or we'll be here all day.
 15 A I did.
 16 Q No, no, my question was do you have any
 17 firsthand knowledge of whether or not MNPEA in tandem
 18 with its lawyer has its business agents and/or Board
 19 members do that activity?
 20 A I am confused, are you saying then that
 21 you do do politics?
 22 MR. FOWLER: Mr. Arbitrator, I am
 23 going to ask that you direct the witness to answer my
 24 simple question.
 25 REFEREE BEFORT: You should answer

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 his simple question.
 2 A Okay.
 3 BY MR. FOWLER:
 4 Q Do you have any firsthand knowledge of
 5 whether or not MNPEA works in tandem with its legal
 6 team and its field and Board member to engage in that
 7 kind of activity?
 8 A Since I just met you today, no.
 9 Q Now, you did testify as to what -- you
 10 must have read MNPEA's bylaws at some point?
 11 A Yes.
 12 Q Okay. Under MNPEA's bylaws is the lawyer
 13 part of the Board, yes or no?
 14 A I do believe no.
 15 Q Okay. So when you say that there is three
 16 guys and a lawyer making the decisions, under MNPEA's
 17 own bylaws does the lawyer have any decision-making
 18 function in MNPEA's organization?
 19 A From my recollection of my reading of the
 20 bylaws -- well, the original bylaws had you by name
 21 and your firm written into the process, so I would
 22 have to understand at some level. As I understand it,
 23 you're not an officer.
 24 Q So I am not a member of the Board?
 25 A You're not an officer.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q And if you remember the first version of
 2 MNPEA's bylaws, it more or less set out a fee
 3 structure arrangement for paying for the lawyer; is
 4 that right?
 5 A Amongst other things. Is this before the
 6 one that you changed by fiat or is this after?
 7 Q You know what, I am not going to make on
 8 objection, but keep in mind the fact finder is
 9 listening to you testify.
 10 REFEREE BEFORT: He did ask about
 11 the original.
 12 THE WITNESS: Yeah.
 13 BY MR. FOWLER:
 14 Q So please listen carefully to my
 15 questions.
 16 A Okay.
 17 Q In the original bylaws that were filed
 18 with the Bureau of Mediation Services, isn't it true
 19 that the only reference to Fowler Law Firm related to
 20 the amount of its fee structure and contract
 21 arrangement?
 22 A To the best of my recollection. I don't
 23 have it in front of me, but to the best of my
 24 recollection.
 25 Q Yes?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Yes.
 2 Q Okay. You mentioned a number of times,
 3 not only on direct, but you alluded to it on cross,
 4 that you feel attorneys are very expensive?
 5 A Yes.
 6 Q Do you think that if MNPEA can strike a
 7 bargain with a law firm that is economical, that it
 8 may be in the best interest of its members to hire
 9 said lawyer?
 10 A We have an attorney, you know, so there
 11 are roles for attorneys; but I do believe they are
 12 expensive.
 13 Q So let me ask you this: Wouldn't it be
 14 prudent for MNPEA to engage in a contractual
 15 arrangement that minimized its expense in the legal
 16 department?
 17 A It may.
 18 Q In fact, I am sure AFSCME, as you
 19 mentioned, hires lawyers like Mr. Corwin and
 20 presumably others. You try to get the best deal you
 21 can for your lawyers, right?
 22 A Absolutely.
 23 Q This is prudent, right?
 24 A Absolutely.
 25 Q It's kind of a business decision, isn't

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 REFEREE BEFORT: Yes.
 2 MR. FOWLER: As I quoted in my
 3 subpoena response in writing to everyone, what was
 4 ordered was a copy of a 501(c)(3) determination. My
 5 response was accurate, there is no responsive
 6 documentation with respect to a 501(c)(3).
 7 UNIDENTIFIED WOMAN: In the initial
 8 subpoena we asked for an IRS filing, and so I don't
 9 know how that got extrapolated into a 501(c)(3). That
 10 (inaudible).
 11 REFEREE BEFORT: It was a sloppy
 12 writing by the Referee. I only did ask for 501(c)(3).
 13 MR. CORWIN: Well, we would make a
 14 request that the Referee's order to be amended to
 15 provide us with any filing under 5 as well as 3.
 16 REFEREE BEFORT: Are you planning to
 17 put that in evidence today?
 18 MR. FOWLER: Not unless compelled
 19 to.
 20 REFEREE BEFORT: Well, I won't
 21 compel you to put it into evidence; but if you have
 22 the documentation with you, I would ask you to share
 23 it with --
 24 MR. FOWLER: Why don't I offer this,
 25 why don't I offer that you review it in camera since

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 it?
 2 A Yeah. It's an economic one.
 3 Q Do you have any firsthand knowledge if
 4 MNPEA is a 501(c)(5)?
 5 A I -- firsthand knowledge, I do not. I do
 6 believe that there has been investigations about that,
 7 but I don't know the results of those.
 8 Q So AFSCME is a 501(c)(5), correct?
 9 A Yes.
 10 Q So as you sit here today, you don't know
 11 if MNPEA has sought 501(c)(5) status?
 12 A Me personally, I think others may, but not
 13 me directly.
 14 Q Okay.
 15 MR. CORWIN: I am going to object,
 16 we asked for that document and it was not provided, so
 17 if Counsel is alluding that we do have it, then that
 18 is a violation of the subpoena that we served on them.
 19 REFEREE BEFORT: Um --
 20 MR. CORWIN: Because the response we
 21 got is they had no document.
 22 MR. FOWLER: I don't know if you
 23 want a response or not?
 24 REFEREE BEFORT: From you?
 25 MR. FOWLER: Yes.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 you're here.
 2 REFEREE BEFORT: Okay.
 3 MR. FOWLER: Our filings since I did
 4 bring them with me, and then you can determine what --
 5 if that is sufficient. Does that sound good?
 6 MR. CORWIN: I agree with an
 7 in camera review.
 8 REFEREE BEFORT: Okay.
 9 MR. FOWLER: I will make sure that
 10 (inaudible).
 11 BY MR. FOWLER:
 12 Q Now, you had mentioned in your direct
 13 testimony a bunch of things that AFSCME does, which,
 14 frankly, I think those are great things, like an
 15 educational arm, things of that nature. Do you also
 16 offer, for example, dental insurance?
 17 A We do.
 18 Q Health insurance?
 19 A Apparently we don't offer a (inaudible) or
 20 a public employee (inaudible) for health insurance,
 21 but we do for dental.
 22 Q So those are choices that AFSCME has made
 23 to offer its member, right?
 24 A Yes.
 25 Q One thing I didn't hear is do you offer

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 your members a prepaid legal plan?
 2 A Actually, we do, on the International
 3 level there is one, if local unions decide to
 4 participate, yes.
 5 Q Does AFSCME Council 5 choose to
 6 participate in that?
 7 A None have as of yet, but it is an option
 8 available.
 9 Q Do the members have the right to sign up
 10 for that plan?
 11 A Actually, even individually they do.
 12 Q But that is at their own expense, correct?
 13 A In some instances, yes. It could be
 14 structured where our local would pay that expense if
 15 they so choose.
 16 Q So I mean that is something even under
 17 AFSCME 5's choice of benefits, you could have the
 18 right to choose to buy your members a prepaid legal
 19 plan, right?
 20 A Yes.
 21 Q Do you have any firsthand knowledge of
 22 whether or not MNPEA has offered formal training to
 23 its members?
 24 A Since I just met you today, no.
 25 Q Do you have any firsthand knowledge of

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 whether or not MNPEA has a website?
 2 A I do believe they have a -- that MNPEA has
 3 a website, yes.
 4 Q Okay. You mentioned for about 20 minutes
 5 AFSCME's overall organizational structure, the local,
 6 state and federal, whatever level, national level?
 7 A Yes.
 8 Q It sounds very expensive to pay all those
 9 people such as your judiciary, you executive and all
 10 the people that work for AFSCME?
 11 MR. CORWIN: Objection as to the
 12 form. It's not a question. It's a statement.
 13 Counsel is testifying and he is not under oath.
 14 A There wasn't a question mark at the end of
 15 that statement.
 16 MR. FOWLER: I'll rephrase.
 17 BY MR. FOWLER:
 18 Q How much does AFSCME 5 spend in terms of
 19 salaries for all the people that it employs?
 20 A That it employs? Our total budget that we
 21 have, because we are substantially larger than MNPEA,
 22 I do believe it is approximately, depending on the
 23 year, between \$10 1/2 and \$11 million. Our overall
 24 staff salaries constitute probably around
 25 7 1/2 million or so.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q So about 80 percent of that?
 2 A Yeah, of the overall budget, yeah, 75 to
 3 80.
 4 Q Now, you said that you have a national
 5 affiliation with the National AFSCME, correct?
 6 A Yes.
 7 Q How much -- do you have a dues per capita
 8 that goes to that organization?
 9 A Yes.
 10 Q What is that, please?
 11 A If you will allow me a little latitude, I
 12 will fully explain our dues structure. Our minimum
 13 dues right now are actually a 38.64. Of which
 14 30 percent goes to the -- not 30 percent, about \$13
 15 goes to the national union, at a minimum around \$2.94
 16 will go to the local union, the remainder will go to
 17 the Council.
 18 Q Okay. So --
 19 A Our dues are right around where you guys
 20 are at.
 21 Q Right, our dues are -- you're aware that
 22 MNPEA's dues are \$39 a month?
 23 A Very well aware, yeah.
 24 Q So let me just kick it back to what your
 25 per capita is that you have to pay, so \$13 of that

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 38.54 goes to a national organization?
 2 A Yes.
 3 Q That is money then that is not available
 4 to the member at a local level for local sources?
 5 A No, that is not true. The national union
 6 provides many local services. Some of them -- many of
 7 the International money is spent on organizing
 8 support. We have organizers here helping out on these
 9 particular issues here involving, you know, MNPEA. We
 10 also have educational staff that comes from
 11 International that provides direct services to the
 12 local union on a local level. So, no, that is not an
 13 accurate statement.
 14 Q None of that money is used to directly
 15 represent the employee with respect to his or her
 16 particular grievance with the employer?
 17 A That is also not necessarily true. We
 18 also have representatives from the international union
 19 that from time to time will handle particular
 20 arbitrations and/or grievance arbitrations that
 21 happen, so, yes, that also can happen as well from the
 22 international level, so that is also not true.
 23 Q But it can happen?
 24 A Yes. It doesn't always, but it can, yes.
 25 Q You were asked why you filed this

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 petition, and I believe your answer was that this
 2 is -- MNPEA is not an employee organization, you're
 3 not part of my movement, you're a front for a law
 4 firm, do you remember that summary?
 5 A Yes.
 6 Q Isn't it true that if MNPEA is certified
 7 or found to be an employee organization and we are
 8 going to have an election with approximately 80
 9 Minneapolis dispatchers, right?
 10 A Yes.
 11 Q And you filed other similar challenges on
 12 other groups, correct?
 13 A Yes.
 14 Q So the Washington County group, the exempt
 15 group has about 225 members?
 16 A Around there, yeah.
 17 Q And the non-exempt group has about 450
 18 members?
 19 A Approximately.
 20 Q Okay. So yes or no, should MNPEA be found
 21 to be an employee organization, as I suspect we
 22 will --
 23 MR. CORWIN: Objection, Counsel is
 24 testifying, form of the question.
 25 REFEREE BEFORT: Yes, why don't you

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A That is correct, and I do believe it's
 2 offered to an employee of about -- by the last -- by
 3 the original constitution it was around \$10 a member
 4 or so. It's strangely similar to our international
 5 per cap.
 6 Q All right. And you testified that
 7 AFSCME's budget was 10.5 to 11 million, and by my
 8 estimation that turns out to be about \$256 a member,
 9 does that sound right?
 10 A A year, probably. That is approximately
 11 right, yeah.
 12 Q And based on your understanding of MNPEA's
 13 dues, their membership paid about \$468?
 14 A That sounds -- if your math is correct,
 15 then it sounds correct, yeah.
 16 Q So MNPEA members are being required to pay
 17 for a prepaid legal service through the Fowler fund --
 18 to the Fowler Law firm as a condition of their
 19 employment as part of their dues with no choice?
 20 MR. FOWLER: Objection.
 21 A Absolutely.
 22 MR. FOWLER: Before the witness
 23 answered, Mr. Corwin said as a condition of their
 24 employment. That is not accurate.
 25

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 rephrase that.
 2 MR. FOWLER: Okay, I will just
 3 strike that last part.
 4 BY MR. FOWLER:
 5 Q If MNPEA is found to be an employee
 6 organization, there will be elections on all of those
 7 groups, correct?
 8 A I do believe that is the procedure.
 9 Q And then take it a step further, if MNPEA
 10 prevails and gets a majority of those returning
 11 ballots, then AFSCME Council 5 stands to lose dues
 12 income from 80, plus 225, plus 450 members, correct.
 13 A Yes.
 14 Q It seems like a substantial motive?
 15 MR. CORWIN: Objection, form of the
 16 question, Counsel is testifying again. We can put him
 17 under oath and have him testify.
 18 MR. FOWLER: Withdrawn.
 19 REFEREE BEFORT: Thank you.
 20 MR. FOWLER: No further questions.
 21
 22 REDIRECT EXAMINATION
 23 BY MR. CORWIN:
 24 Q Mr. Lehto, you -- isn't it true that
 25 prepaid legal at MNPEA is not offered, it's required?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 MR. CORWIN: Well, they have to pay
 2 a fair share that is a required, which is 85 percent
 3 of the dues.
 4 REFEREE BEFORT: Well, why don't you
 5 restate your question.
 6 BY MR. CORWIN:
 7 Q Isn't it true, based on members of MNPEA,
 8 their whole fair or fair share are required without
 9 choice to pay \$10 a month of their dues to the Fowler
 10 Law Firm for legal services they may or may not want?
 11 A Absolutely. And it's funny, I bet the
 12 vast majority of --
 13 MR. FOWLER: Objection, asked and
 14 answered. He has answered your question. This is a
 15 narrative.
 16 REFEREE BEFORT: He can finish.
 17 BY MR. CORWIN:
 18 Q You can finish.
 19 A I was about to say that I would be willing
 20 to suspect that the vast majority of the members never
 21 use legal service.
 22 BY MR. CORWIN:
 23 Q Now with respect to your knowledge of how
 24 MNPEA's meetings are run, have you reviewed the
 25 minutes that we requested?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A I do believe that they have been
2 subpoenaed. I haven't had a chance to read them all
3 yet.
4 Q If I am a member, how would I obtain
5 AFSCME meeting minutes?
6 A You simply would have to request them.
7 Q Now, you were asked a question about a
8 hypothetical about if some unit were all two party
9 members and didn't want -- didn't agree with AFSCME's
10 "positions", is there a distinction between AFSCME's
11 political positions and its positions on (inaudible)
12 and about terms and conditions of employment?
13 A Um --
14 Q For example, is it a Tea Party issue
15 whether power is in existence?
16 A Well, I think the Tea Party wants to
17 eliminate power, so, yeah, to eliminate our right to
18 exist, but -- I'm not sure I understand.
19 Q You said there is a broad distinction
20 between political positions let's say on gay marriage
21 or other social issues, abortion, and its political
22 position on terms and conditions of employment or
23 statutes or political positions that affect its
24 members' terms and conditions of employment?
25 A Well, we do, we spend an inordinate amount

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 of time focusing on those that immediately affect our
2 members' interests, mainly because we work in the
3 public sector; and decisions that are made in the
4 political arena and that legislative arena directly
5 affect our members, as I mentioned before, pensions
6 and a variety as such; and in order to fully represent
7 the interests of our members you have to be involved
8 in that process.
9 Q Do you believe that a law degree
10 establishes your competence to represent members in
11 the collective bargaining process or organizing or in
12 representing members in arbitrations?
13 A It clearly does not. I have ran into many
14 an attorney that has proved that it definitely does
15 not.
16 Q And in your steward training and your
17 business agent training, you train them in issues such
18 as Tennison warnings, Garrity warnings and other
19 issues that have been raised by Counsel in his cross?
20 A Absolutely. That is a key component of
21 that to understand full legal rights and
22 representation in particular to the realm where they
23 cross into potential criminal proceedings, and that is
24 a key point of our trainings.
25 Q And are your stewards and business agents

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 trained with respect to respecting privileges of
2 communications with their members, are they trained in
3 that respect?
4 A Absolutely. In fact, most of the notes
5 that we have on this are many times shared with you
6 and as a part of attorney-client work product.
7 Q And, in fact, if you as a manager
8 determine that a member's legal rights are affected by
9 any investigation, grievance, the employment action or
10 anything else that affects their terms and conditions
11 of employment, what do you do?
12 A Well, if it's crossing into the potential
13 broader legal ramifications outside of the field
14 representatives, we consult with you almost
15 immediately.
16 Q And have you provided legal representation
17 to members at grievance meetings, at arbitrations, in
18 litigation, in various administrative proceedings as
19 part of your manager's duties?
20 A Absolutely, and, in fact, as a means for
21 to us fully and wholesomely represent our members.
22 Q And with respect to the years of
23 service -- let's put it this way: With respect to the
24 experience in the labor relations field, can you
25 explain the number of years of experience that your

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 business agents and field directors have?
2 A Collectively?
3 Q Collectively or individually.
4 A To add it all it up, it would have to come
5 into centuries.
6 Q And in many cases do your business agents
7 and representatives have experience that exceeds that
8 of lawyers that you come up against.
9 A Actually almost always it does. Most --
10 we have found in labor relations that many attorneys
11 are fresh out of the college and have no experience in
12 this realm.
13 Q So providing an attorney who has just
14 recently graduated law school to represent an employee
15 in a labor/management situation, how would you feel
16 about that?
17 A I would feel that we would be remised and
18 not fully representing our members and definitely not
19 representing them adequately.
20 Q And, in fact, have your business agents in
21 arbitrations and in administrative hearings and in
22 grievances prevailed over management side people who
23 are lawyers?
24 A Oh, yes, many times. In fact, that
25 happens on a regular basis.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q And Counsel mentioned Mr. Madden, have
2 your business agents vested Mr. Madden in
3 arbitrations?

4 A Oh, yes, many times. In fact, we just had
5 a 26-year-old organizer beat him.

6 Q And have you vested Mr. Leepeck?

7 A Oh, many times.

8 Q So have you found in your observation
9 whether or not, in fact, you felt your representative
10 had an advantage over the lawyer?

11 A Typically, yes, because to view
12 arbitration or labor relations as a whole as technical
13 process does your members a disservice because there
14 is a much broader dynamic that happens, and to think
15 that it's a technical process in a particular hearing
16 when really it's about power does your members a great
17 mis-service.

18 Q Are AFSCME members free to choose or not
19 choose to have a lawyer represent them?

20 A Mostly, yeah. I mean the -- if they want
21 to have an attorney, a lot of times they have an
22 attorney.

23 Q And to the extent that if they want to
24 have an attorney represent them on non-union matters,
25 that is their choice?

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 attorneys in total?

2 A Absolutely.

3 MR. CORWIN: I have no further
4 questions.

5 MR. FOWLER: Real briefly cross.

6 RECCROSS-EXAMINATION
7 BY MR. FOWLER:

8 Q Are you aware of the labor organization
9 Law Enforcement Labor Services?

10 A I'm aware of them, yes.

11 Q Any doubt in your mind that they are an
12 employee organization?

13 A I'd have to formally examine it, but
14 I'm -- as I said, I am aware of them. I am not aware
15 of much of their interworkings.

16 Q Okay. You're aware that they have been
17 around for about 25 years now?

18 A If you say so, yeah.

19 Q What is your experience? You said you
20 started doing -- graduating college I think around
21 '99, so have you been aware of LELS's existence since
22 at least then?

23 A I first became aware of LELS in 2003 when
24 they attempted to raid our St. Louis County jail unit.
25

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 A Absolutely.

2 Q With respect to union matters, if they
3 requested you to have a lawyer for whatever reason,
4 you will consider that request; is that correct?

5 A Absolutely, I have to.

6 Q All right. And isn't it true that most of
7 the time when you have either been requested to have
8 an attorney present by the member or by the steward or
9 by the field director or by your attorney, you have
10 done it?

11 A Yes.

12 Q In your experience as AFSCME Council -- in
13 AFSCME Council 5, has there ever been a situation
14 where your attorney, that is me, has recommended that
15 you have an attorney at any proceeding, negotiations,
16 arbitration or any other labor/management meeting that
17 you have said no to?

18 A Not to my knowledge.

19 Q And do you regularly consult with your
20 attorney on whether an attorney is necessary for a
21 particular situation?

22 A Yeah, you're pretty much on speed dial,
23 yeah.

24 Q And does your attorney have more
25 labor/management experience than all of MNPEA's

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q Okay. Are you aware if being a member of
2 LELS that their dues pays for membership in the
3 Minnesota Peace and Police Officers Organization?

4 A I don't know for certain, but that sounds
5 correct.

6 Q And as a part of that, their dues
7 automatically enrolls them in the MPPOA legal defense
8 plan?

9 A I can't speak with firsthand knowledge,
10 but if you say so.

11 Q And you have no reason to doubt me on
12 that, do you?

13 A Not much other than my general suspension,
14 but no.

15 Q Okay, fair enough. Do you know whether or
16 not any MNPEA member has ever been denied access to
17 the bylaws?

18 A MNPEA, not firsthand, no.

19 Q Do you have any firsthand knowledge of
20 MNPEA -- any MNPEA member who has been denied access
21 to or participation in the Board meetings?

22 A I have no direct knowledge.

23 Q You know, I want to wrap-up with you
24 because it's been a long time. Is there anything in
25 statute prohibiting a union from providing a prepaid

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 legal plan?
 2 A Not to my knowledge.
 3 Q Fair enough. And you were asked a
 4 question as it relates does Mr. Corwin in the labor
 5 area of law have more experience combined than MNPEA's
 6 lawyers, correct?
 7 A Uh-huh.
 8 Q And you said, yes, he does?
 9 A Uh-huh.
 10 Q You mentioned that sometimes cases
 11 involving public employees can be investigated
 12 criminally, right?
 13 A Uh-huh.
 14 Q Do you know how many criminal cases
 15 Mr. Corwin has tried ever or been involved in?
 16 A I am not much aware of Mr. Corwin's
 17 criminal experience. I am much more aware of his
 18 employment and labor experience.
 19 Q Would you agree with me, like I mentioned
 20 in my earlier testimony, that sometimes you can have
 21 multiple aspects of a situation that might affect an
 22 employee, for example, a criminal investigation, a
 23 civil lawsuit, and a disciplinary proceeding relating
 24 to the same incident?
 25 A That is possible.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q To your knowledge, does Mr. Corwin
 2 practice any criminal law?
 3 A I do not know if he does or not, I cannot
 4 state.
 5 MR. FOWLER: I have no further
 6 questions.
 7 REFEREE BEFORT: Gregg, anything
 8 further?
 9
 10 REDIRECT EXAMINATION
 11 BY MR. CORWIN:
 12 Q Do you recall me telling you that I served
 13 as the prosecutor for the City of Circle Pines in
 14 criminal prosecutions?
 15 A Actually I don't, but I believe it.
 16 Q That is fine.
 17 MR. CORWIN: I have no further
 18 questions.
 19 REFEREE BEFORT: Thank you. You're
 20 done.
 21 THE WITNESS: All right. Thank you.
 22 REFEREE BEFORT: Let's see, other
 23 than to say hello to (inaudible). Thanks.
 24 THE WITNESS: All right.
 25

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 (Whereupon, the proceedings were already
 2 in session when the recording resumed.)
 3
 4 (Testimony of Mr. John Westmoreland.)
 5 DIRECT EXAMINATION
 6 BY MR. CORWIN:
 7 Q What is the role of a steward in grievance
 8 administration and grievance handling?
 9 A The role of a steward covers the gamut.
 10 They have to be part of trying to sort out what, in
 11 fact, is the problem, is there an issue, what are the
 12 solutions beyond -- if there is a contract violation
 13 or not, what other issues have to be meted out of
 14 there. Is there an unfair labor practice involved, is
 15 there other things.
 16 They have at their resource the field rep,
 17 but they have to conduct the entire investigation.
 18 Once -- but -- and at some point they will interact
 19 with both their chief steward, who is also an elected
 20 individual, as well as the field rep assigned to that
 21 group.
 22 Q And then what -- how does the role of the
 23 field representative configure in there?
 24 A The field rep is the resource; and so at
 25 some point when a steward comes up with I have an

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 issue, they meet typically by that time with either
 2 the steward and chief steward or both and start
 3 sorting through the issue, what is the -- what is the
 4 grievance, is there, in fact, a grievance, and then
 5 where does that go.
 6 Typically stewards will carry them
 7 through, and it varies by local and experience, each
 8 of our locals have their own set of hierarchy, they
 9 are independent of each, as do bargaining units. They
 10 elect their own leaderships, stewards, et cetera. So
 11 based on their training, they may or may not feel
 12 comfortable with gathering the grievance through the
 13 initial steps internal, and they may. It just
 14 depends.
 15 Many of our stewards will take them right
 16 on through the third step and just apprise the staff
 17 rep of what is going on. They have been doing it
 18 quite a while, they know what -- they know what and
 19 how to do it.
 20 We've even had examples where -- at the
 21 point that it exceeds the internal, we do want -- the
 22 staff rep will typically be the one to do the
 23 arbitration. However, we have had examples in the
 24 past where stewards have actually done arbitrations as
 25 well, they were that in tuned and experienced to the

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 issue, and it was very acceptable and -- actually the
 2 person prevailed.
 3 Q All right. Let me ask you this --
 4 A Okay.
 5 Q With respect -- the stewards are workers
 6 who work in their particular area; is that correct?
 7 A Yes.
 8 Q And I assume that because of that they
 9 have knowledge of their particular employer and their
 10 job and the jobs of the members in their local?
 11 A If they are going to be a successful
 12 steward, they not only better know their work area and
 13 the employer, they better know their co-workers too
 14 because it's very hard to meet out the difference
 15 between a grievance and a gripe, between a concern
 16 and/or something much bigger than perhaps a grievance,
 17 and so their training and the work that we do with
 18 stewards is to build them into communicating and
 19 building a network around how they can work through
 20 stuff.
 21 Q So if there is a grievance in a particular
 22 work area, who is more knowledgeable about the working
 23 conditions, the employer, what is going on in that
 24 particular unit, the steward or an outside attorney or
 25 a field rep?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q How about an outside attorney?
 2 A I don't know how you could have any
 3 knowledge of it without being there because, again, in
 4 the particular facility it changes and it can vary
 5 from unit to unit, let alone cell hall to cell hall
 6 and shift to shift. It's a very -- it's an incredibly
 7 movable target that changes all the time.
 8 Q Okay. So in the units that you represent
 9 as field director up in Duluth, how many different
 10 kinds of jobs would you estimate employees hold under
 11 your jurisdiction?
 12 A I wouldn't even begin to venture a guess.
 13 Every job class -- take the Western Lake Superior
 14 Sanitary District, for instance, everybody from the
 15 janitor to the chemists all -- it's wall to wall, and
 16 there is multiple job classes there. In St. Louis
 17 County it is wall to wall in the basic unit. It is --
 18 it is everybody except for management pretty much
 19 throughout whether it's St. Louis County, the City,
 20 and in the private sector as well, we have everybody
 21 but -- we represent everybody but managers, and so the
 22 job classes range wildly.
 23 Q So when you have a grievance over a term
 24 or condition of employment in a particular work group,
 25 what kind of expertise do you have to have to

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Oh, the steward.
 2 Q And why is that?
 3 A Because they're on the ground. It is
 4 their environment as well. We strive to have stewards
 5 in every work area for that reason. They see all the
 6 ins and outs. In particular when you have got
 7 agencies where there is a lot of folks moving about,
 8 the train shifts all the time, and so if you're not
 9 there and seeing it, what was yesterday may not be the
 10 same issue tomorrow.
 11 Q So let's take your area, corrections, for
 12 example.
 13 A Okay.
 14 Q And let's say you have a particular
 15 grievance in the corrections area dealing with
 16 (inaudible) for example, of an inmate. A lot of times
 17 you may have a grievance because one of your members
 18 may have been lax in following the security posting.
 19 Okay?
 20 A Uh-huh.
 21 Q Who would you expect to have the most
 22 knowledge of the rules and requirements for a
 23 correctional institution and role of a correctional
 24 officer, the steward or the field rep?
 25 A The steward.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 competently process that grievance?
 2 A You need to have knowledge of the
 3 agreement, the actual day-to-day practices that go on
 4 there, what is, what isn't, what does the contract
 5 say. The steward has to be able to investigate and
 6 know the difference between is it night or is it day,
 7 what are we talking about here. Because acronyms are
 8 thrown all over the place, people aren't clear what
 9 the rules are, or that is a rule but maybe it's not
 10 enforced ever except for this time, or suddenly they
 11 made a change and we have to find out about it the
 12 hard way that, oh, the employer changed some term or
 13 condition of employment, now we are in a whole
 14 different area beyond the grievance, and so the
 15 steward's knowledge of the work area and the
 16 day-to-day goes on. To prevent unilateral changes
 17 or any type of implementation where there is a right
 18 to negotiate over, we have to know that; and the only
 19 person that is going to know that is the workers and
 20 the stewards, and imperative that the steward is a
 21 worker.
 22 Q How about the history of the organization
 23 in that area, what has happened in the past, does the
 24 steward have a better knowledge of that?
 25 A Absolutely. Absolutely. They have been

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 part of it. They have been part of fabric. They are
2 intertwined. You can't unweave that thread and keep
3 the tapestry whole.

4 Q What about the past practices?

5 A Past practices are an interesting
6 dialogue, and many times employers will try and
7 enforce that. Essentially a past practice is also a
8 moving target. If there is no agreement, if there is
9 no articulation, if it's not documented, it may be,
10 but it may be one that the employer thinks is there
11 and is not.

12 Q And who would have the best knowledge of
13 that?

14 A The leadership and the steward.

15 Q Who would have the best knowledge of what
16 went on in negotiations, in contract negotiations?

17 A Negotiating teams and the members. We are
18 pretty strict about doing not only do the proposals
19 all come from the members, but articulating out
20 play-by-play. Sometimes it gets a little lengthy
21 because some take longer than others, but negotiations
22 reports, reports back, folks going back to the work
23 site and explaining to workers what the proposals are
24 about. We review nothing secretly. Everything is
25 transparent, and that is crucial.

1 the point that they need that resource. It's not a
2 question of here's what you should do. It's what do
3 you need once we get the issues identified and what we
4 need to take care of.

5 Q And are those issues in which you think
6 that the Council's attorney would have any specialized
7 knowledge of, or would you expect that the Council's
8 attorney to have specialized knowledge of?

9 A Absolutely not.

10 Q Take the operation of a prison.

11 A Uh-huh.

12 Q What kind of knowledge would you expect
13 any attorney who hasn't worked in a prison to have
14 about how a prison operates?

15 A My experience has taught me anybody
16 outside of a prison tends to view it stereotypical and
17 has no ideal knowledge of what goes on in there, and
18 the -- although there is a policy manual thicker than
19 a book like this, policies are guidelines, and in real
20 life not all of it's real, and so there is no way
21 anybody outside would know. They are not -- they're
22 not there at 2:00 in the morning, they are not there
23 at 6:00 in the morning when folks are getting let out,
24 they are not there on a Sunday afternoon when folks
25 didn't get whatever and there is a problem.

1 Q So with respect to bargaining history,
2 past practices, histories of negotiations, knowledge
3 of contract terms, knowledge of particular employer
4 representatives, knowledge of the way things -- how
5 the job operates, what the job entails, who is in the
6 best position to have -- to be able to effectively
7 represent members on those issues?

8 A The stewards, the leadership that the
9 membership elects, and the membership themselves, and
10 they are a key component in this. Stewards aren't
11 much better off without the connect of the worker, and
12 it's imperative that they are there and part of.

13 Q So your testimony was when they need help
14 or a resource on particular issues, then they would go
15 to the field rep?

16 A They will escalate up. They will utilize
17 a field rep, they will utilize the other elected
18 loaders. Hopefully they're getting together and
19 comparing notes. It can't be a cowboy effect. There
20 is no one person, there is no single bullet, single
21 silver bullet that is going to fix anything. They
22 need to know what is going on, and they need to take
23 enough time to research, resource and know what they
24 need.

25 Typically the staff will get involved at

1 Q Now, is that why an employee organization
2 must have as a component of representation stewards?

3 A Yes.

4 Q Okay. And people who know the particular
5 operation and the particular job?

6 A Absolutely.

7 Q Or department?

8 A Absolutely. And, again, stewards are not
9 just stewards in the sense of they are there to file a
10 grievance. They are there to interact and expected to
11 interact and be part of a communication network. It's
12 got to be a free-flowing, multi-directional. If it's
13 one way -- if you're only putting information in or
14 only getting the problems out, you're not really
15 getting the truth of the matter. If it doesn't rise
16 to a grievance, then you know nothing.

17 Q As a union do we post grievance
18 information on Facebook?

19 A Absolutely not.

20 Q Why not?

21 A First of all, it's not public information
22 until it's been arbitrated; and, quite honestly, it's
23 nobody's business. The grievance is inclusive of the
24 bargaining unit. Will the bargaining unit find out
25 about it if a grievance is disposed of? Yes, they

1 will find the results. If it's arbitrated, they will
 2 see the award. Awards are posted by the Bureau,
 3 whether you go through FMCS or through BMS, but
 4 generally grievances, absolutely not, we would never.
 5 Q Do you send your members cease and desist
 6 letters?
 7 A I've never heard such a thing.
 8 Q With respect to MNPEA, what have you heard
 9 from members in Arrowhead -- why don't you explain
 10 Arrowhead Regional Corrections.
 11 A Arrowhead Regional Corrections is a
 12 five-county employer that represents Carlton, Lake,
 13 Cook, St. Louis and Koochiching Counties. They
 14 operate corrections to these counties. Their primary
 15 main office location is in the City of Duluth.
 16 They have both regional corrections
 17 officers at the Arrowhead Juvenile Center and
 18 Northeast Regional Correctional facility, and then
 19 they have probation officers and office support staff
 20 throughout. It is separate from say St. Louis County
 21 or Lake County, any of the counties they operate in.
 22 Arrowhead Regional Corrections was
 23 represented by us until last year. Both the -- there
 24 is an essential unit there and a basic unit. The
 25 basic unit -- I am sorry, the essential unit

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 decertified in September, and the basic unit on a
 2 decert -- on a representational election we lost that
 3 vote on November 7, 2012 by one vote.
 4 Q What have you heard about MNPEA?
 5 MR. FOWLER: Objection, hearsay.
 6 MR. CORWIN: It's not asserted for
 7 the truth of the matter.
 8 MR. FOWLER: No. Well, the
 9 statute -- this is a rare situation where the statute
 10 tells the Referee what exactly is competent evidence.
 11 MR. CORWIN: The statute doesn't
 12 apply. This not a -- the Rules of Evidence don't
 13 apply, the Rules of Procedure --
 14 REFEREE BEFORT: 932, is that what
 15 you're saying?
 16 MR. FOWLER: It's 179.231 talks
 17 about your appointment, and then the -- I will give
 18 you the exact citation. The statute is under 179.01
 19 under competent evidence, defining competent evidence
 20 says that, "Competent evidence means evidence
 21 admissible in a court of equity and such other
 22 evidence other than hearsay as is relevant and
 23 material to the issue and is of such character that it
 24 will be accepted by reasonable persons as worthy of
 25 belief." That section governs what 231 says for

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 competent evidence.
 2 REFEREE BEFORT: Is it 179.01 covers
 3 .231?
 4 MR. FOWLER: Yes, that is exactly
 5 right.
 6 MR. CORWIN: We disagree that this
 7 hearing is covered by that. I will withdraw the
 8 question and ask this question.
 9 BY MR. CORWIN:
 10 Q What do you know about what is happening
 11 in Arrowhead?
 12 A I can only speak to the basic unit because
 13 we are -- now that we are past here, we are
 14 challenging for representational rights presently. I
 15 have been working directly with my staff and
 16 organizers. We were able to procure over 30 percent
 17 cards, which we have filed with the Bureau, and in
 18 doing so and in having conversations from I Falls down
 19 to Carlton County, which is all the jurisdiction that
 20 Arrowhead Regional Corrections covers, I've been
 21 provided copies of emails, I've been provided direct
 22 statements from workers, and so I'm aware that there
 23 is a major concern over their collective bargaining
 24 agreement that they were asked to vote on as it had a
 25 multiple choice ballot, which is something I had never

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 seen before. I'm aware of employers giving multiple
 2 choices of two final offers, but they are subsequently
 3 voted on separate instances, not on the same ballot.
 4 I'm fully aware that a member that served
 5 on their bargaining team as a negotiator at the point
 6 that he objected to a recommendation was then told
 7 you've been -- you're not a member, you're a fair
 8 share or a fee payor and have been all along. After
 9 nine months I don't know how that conclusion comes to,
 10 but there has been -- from the perspectives of the
 11 people I spoke to, the concerns that they felt, quite
 12 frankly, was very easy to obtain cards to want to
 13 change representation because they were fed up. They
 14 were fed up with lack of information.
 15 REFEREE BEFORT: Can I step back for
 16 a minute?
 17 THE WITNESS: Yes.
 18 REFEREE BEFORT: You indicated that
 19 AFSCME lost the election in the basic unit by one
 20 vote?
 21 THE WITNESS: By one vote.
 22 REFEREE BEFORT: Who won the
 23 election in that unit?
 24 THE WITNESS: MNPEA.
 25 REFEREE BEFORT: MNPEA, okay. So

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 when you're talking about them, you're talking about
2 MNPEA?

3 THE WITNESS: Correct.

4 REFEREE BEFORT: Okay.

5 BY MR. CORWIN:

6 Q So have you come to a personal conclusion
7 yourself as to whether or not MNPEA is an experienced
8 negotiator, has negotiated competently with these
9 members?

10 A Well, being at -- I would have to say no,
11 and that is because at some point I have also seen a
12 letter issued by the employer's attorney making
13 recommendations on a vote and chastising the action of
14 our county bargaining units in their settlements and
15 tying it back to that.

16 I understand pattern bargaining, but to
17 either use or leverage a position based on something
18 somebody else did, that would suggest that everybody
19 would have settled with what the Teamsters settled
20 with first, and that has not been the case.

21 And, honestly, I don't know that
22 experience would justify only identifying one of the
23 three settlements -- three different settlements that
24 we reached with St. Louis County, all of them being
25 different, so I -- it doesn't make sense to me.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q And are your business agents trained in
2 (inaudible), as well as in Garrity and Tennesen
3 warnings?

4 A Yes, they are.

5 Q Now, in the public sector we're governed
6 by a statute called Public Employment Labor Relations
7 Act; is that correct?

8 A Yes.

9 Q And that's a statute, right?

10 A Yes, it is.

11 Q Are you aware of absent that statute, how
12 organizing public employees would be?

13 MR. FOWLER: Objection, calls for a
14 legal conclusion.

15 REFEREE BEFORT: You can answer
16 that, if you know.

17 A If you're looking for a legal conclusion,
18 I don't have one.

19 BY MR. CORWIN:

20 Q All right. What is your understanding?

21 A My understanding is it's -- it's nothing
22 but a peace tree and a class war. Power doesn't -- I
23 mean it gives rights, it gives process, it sets up
24 collective bargaining rights. However, AFSCME and
25 unions have represented workers and been in existence

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q One of the allegations that was made in
2 previous testimony was that you needed a legal
3 background to represent a corrections employee. Do
4 you agree with that?

5 A No.

6 Q Why?

7 A Because unlike licensed peace officers out
8 on the street, they are rarely going to come into the
9 situation of needing either the Tennesen or the
10 Garrity or anything like that. They will receive it,
11 but there will be no need for an attorney or
12 attorney-client privilege. It is no different than
13 any other grievance we deal with in the employment
14 setting.

15 In the scenario that that does take place,
16 there is provisions to deal with that; but because
17 it's inside of a facility, there is -- there is --
18 there has not been a scenario where an attorney would
19 have been necessary.

20 I've been doing this since 1985, and I
21 have not seen one time where I have needed to contact
22 an attorney to deal with the grievance inside of a
23 correctional facility or within -- within -- we do
24 have community corrections as well that we represent,
25 same thing.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 far longer than a piece of paper ever provided.

2 There is a laminated newspaper article in
3 the City of Duluth, Local 66 back in 1966, pre-PELRA,
4 sit down strikes. It's no different than the strikes
5 that took place in this country 100 years ago when
6 they didn't have rights. Laws were put in place to
7 bring some type of order, and it doesn't necessarily
8 benefit the workers.

9 My biggest issue with PELRA is that it has
10 to be sent to an arbitrator or through this type of a
11 setting or you need to go to an Administrative Law
12 Judge. In the private sector under the National Labor
13 Relations Act, some of the luxuries we enjoy is under
14 an unfair labor practice we have the right to strike.
15 Workers have the right to take that out and deal with
16 it to the extent that just because somebody says it's
17 right or wrong doesn't mean that that is what is
18 appropriate for the situation.

19 But PELRA does very clearly define what
20 the rules are primarily for representation and the
21 standards in which you negotiate.

22 Q All right. And PELRA is a statute that
23 can be changed (inaudible)?

24 A No, PELRA is as precarious as what just
25 happened two years ago in Wisconsin, and I was talking

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 with the CO recently, we have a corrections united
2 group that meets under our International, and I was in
3 Columbus, Ohio because the anniversary of the riots in
4 Ohio, we were there talking with the workers and
5 talking with the other leaders, and when you speak to
6 somebody that is either in Michigan or is in
7 Wisconsin, and Wisconsin in particular, Wisconsin CO,
8 go to bed tonight and somebody strikes a pen to a
9 piece of paper and tomorrow it's all gone, it's all
10 gone, and your grievances aren't going to fix it and
11 nothing is going to fix it.

12 Q Lawyers aren't going to fix it?

13 A Lawyers cannot fix it. The only way
14 you're going to fix it is to do what started all of
15 this in the first place, which is workers collectively
16 standing together and working through their issues,
17 supporting each other's issues. Workers built the
18 unions. The unions didn't build the workers. People
19 write laws. Laws don't make people.

20 Q Are organizations such as MNPEA or LELS a
21 wave of the future, as was asserted by Counsel in his
22 opening statement?

23 A You know, if it is, it will be the death
24 of the labor movement.

25 Q Why?

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 accustom to rely in the conduct of their serious
2 affairs."

3 REFEE BEFOR: Can you give me
4 that number, please.

5 MR. CORWIN: 5510.1910, Subpart 9,
6 entitled Rules of Evidence.

7 MR. FOWLER: May I respond briefly
8 to that citation?

9 REFEE BEFOR: Sure.

10 MR. FOWLER: At least when I was
11 taught statutory construction, statute overrode
12 administrative rules, and where it is clear that a
13 statute says hearsay is excluded. Under this type of
14 hearing, which you have been appointed by statute,
15 that governs over administrative rules, unless I
16 missed that day.

17 MR. CORWIN: Well, you might have.
18 The statute, in this case administrative rulemaking,
19 one of the things that has to be found before an
20 administrative rule can go in effect is that the rule
21 is not inconsistent with any statute. It's required
22 by any Administrative Law Judge will prove under the
23 APA any administrative rule.

24 The Bureau of Medication Services' rules, you
25 can take judicial notice of that, but they went

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 A We have spent a lot of time searching
2 through ways to, as density has declined, what went
3 wrong. We went from over 40 percent density in this
4 country down into single -- we are dipping dangerously
5 close to single digits. More states are losing
6 collective bargaining rights than are gaining.

7 Minnesota was the only state in this
8 country last year who expanded collective bargaining
9 rights, and that is in a battle against the right to
10 work folks at a national level. So you know what, a
11 few years back we put together what we called the 21st
12 Century program, which was designed to go away from
13 this service vendor model, if you will, and go back to
14 workers built the unions. The unions didn't build the
15 workers. And you cannot represent folks without
16 working with folks, talking to folks; and the power of
17 those workers is what gets this done, not a document
18 or a court of law.

19 Q Before I ask my last question I want to
20 cite to the rules of 5510.1910, Subpart 9, Rules of
21 Evidence which apply to the Bureau of Mediation
22 Services, which the administrative rule states, "The
23 Commissioner may admit all evidence which processes
24 probative value, including hearsay, if it is the type
25 of evidence upon which reasonable prudent persons are

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 through formal rule making, and a formal conclusion by
2 an Administrative Law Judge that their rules were not
3 inconsistent with any statute that they operate under,
4 and I do not believe that this particular rule is
5 inconsistent with a statute and therefore is
6 applicable.

7 BY MR. CORWIN:

8 Q So my question is what have you heard from
9 your correctional members about MNPEA?

10 MR. FOWLER: Objection. First of
11 all, you have to rule, Number 1, for this question;
12 and then secondly, I believe that Mr. Corwin and I
13 might agree on one point, that this is a case of first
14 impression, so I doubt that the mere passage of
15 administrative rules necessarily would have had a full
16 analysis of whether or not the statute, which it's in
17 black and white and I can read it, it's right there.
18 I think we need a ruling on the hearsay.

19 MR. BECK: If I may, it sounds like
20 a question of (inaudible).

21 BY MR. CORWIN:

22 Q To rephrase my question, what is the
23 reputation of MNPEA in the --

24 REFEE BEFOR: First in terms of
25 the objection, you know, I don't know what the rule

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 is, and I am hearing two different things here. But
 2 the safest course of action would be to steer away
 3 from hearsay, and that we generally don't want it. As
 4 Kevin has advised, reputation is an exception.
 5 MR. FOWLER: Actually, reputation
 6 for untruthfulness is the exception.
 7 MR. BECK: It's actually reputation
 8 of character, not necessary truthfulness.
 9 MR. FOWLER: Character as to what?
 10 MR. CORWIN: The character of MNPEA.
 11 MR. FOWLER: No, this is --
 12 MR. BECK: This is a rule that
 13 companies can be people, so I think the hearsay
 14 (inaudible).
 15 MR. CORWIN: And they certainly are
 16 a company, they are a business, so united would not
 17 apply to them, which means they are people.
 18 REFEREE BEFORT: What are you trying
 19 to get out that you haven't already gotten out?
 20 MR. CORWIN: The reputation.
 21 REFEREE BEFORT: We're pretty
 22 liberal with what John testified to.
 23 MR. CORWIN: That is my question,
 24 and you will have to rule, and my question is what is
 25 the reputation of MNPEA in the community.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 CROSS-EXAMINATION
 2 BY MR. FOWLER:
 3 Q When -- were you involved in the initial
 4 challenges to both the ARC basic and ARC corrections
 5 unit?
 6 A Yup.
 7 Q So if I understand my recollection
 8 correctly, AFSCME Council 5 raised a very similar
 9 objection to the Bureau of Medication Services that
 10 MNPEA was not a union at that time, do you recall
 11 making that letter?
 12 A Yes, I do. I did.
 13 Q In that case the Commissioner ordered the
 14 parties to submit written argument, correct?
 15 A Yes.
 16 Q And the Commissioner took those arguments
 17 and certified MNPEA as able to stand election,
 18 correct?
 19 A He did -- I don't know that he certified
 20 it. I certainly believe that he said there was no
 21 found -- no finding for it.
 22 Q Okay. And the election was allowed to
 23 proceed in the basic unit, correct?
 24 A Yes.
 25 Q And eventually the voters, the employees

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 MR. FOWLER: Community who?
 2 MR. CORWIN: In the community in the
 3 Arrowhead Regional Corrections.
 4 REFEREE BEFORT: I am going to allow
 5 you to ask that question. I am going to allow you to
 6 ask the next question after that. You can answer.
 7 A Based upon the people that I have talked
 8 to, they feel like they were -- having gone to MNPEA
 9 they have been screwed. They don't get their
 10 grievances resolved, and there is no transparency.
 11 It's top down, and incredibly frustrated. There is no
 12 mechanism for the ability to work through issues, and
 13 everything is driving out of an office in the Cities
 14 as opposed to what they had access to through us.
 15 Geographically our floor is -- or office is one floor
 16 beneath the main probation office in the City of
 17 Duluth and one block from the courthouse, and we have
 18 leadership and membership throughout all of St. Louis
 19 County and Lake County, Cook County, Carlton County,
 20 and so the access was different; and their negotiating
 21 team had the capacity to communicate where they did.
 22 Incredible sense of frustration and being deceived.
 23 MR. CORWIN: I have no further
 24 questions.
 25

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 voted by one to switch to MNPEA; is that correct?
 2 A Correct.
 3 Q And the Commissioner's office certified
 4 the ARC group as MNPEA as the exclusive
 5 representative, correct?
 6 A Yes.
 7 Q Now, obviously winning an election by one
 8 vote you're going to have people who were highly
 9 divided in that endeavour, correct?
 10 A Yup.
 11 Q So it's not shocking to me that at the
 12 earliest opportunity those who are unhappy with
 13 certification may ask to have another election.
 14 MR. CORWIN: Objection as to the
 15 form of the questions. The lawyer's personal
 16 reference is an improper question. It doesn't matter
 17 what is improper to him.
 18 REFEREE BEFORT: Well, I think it's
 19 the question is okay. If he says isn't it possible,
 20 the question is okay.
 21 BY MR. FOWLER:
 22 Q Isn't it possible that those who lost the
 23 election wanted to try again to switch back to AFSCME?
 24 A Certainly.
 25 Q And let's talk a little bit about the

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 corrections group, so the essential group. You
 2 testified that there is a decertification?
 3 A Yes.
 4 Q In fact, doesn't it -- isn't it true that
 5 what happened was the required number of corrections
 6 officers in the ARC submitted cards to have an
 7 election, correct?
 8 A Yes.
 9 Q And then at that point the Bureau issued
 10 its standard election order?
 11 A Uh-huh. Yes, they did.
 12 Q While that all was pending, AFSCME
 13 Council 5 released the group?
 14 A We released them after we spoke to
 15 every -- we spoke to pretty much every one of them.
 16 Q Okay.
 17 A And there was absolutely -- at that point
 18 we made it clear if that was their will, then there
 19 was no point in taking it to a vote, so we withdrew.
 20 Q Certainly you didn't make the objection in
 21 the essential case that MNPEA wasn't a real labor
 22 union, right?
 23 A I believe that is the one we filed that on
 24 initially.
 25 Q So --

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 exactly the same time?
 2 A No, no, no. No, no, no. At the point
 3 that we were concluding with the one, we began with
 4 the other. This was in the month of September.
 5 Q Okay.
 6 A Within days or -- within at least two
 7 weeks, if not days.
 8 Q And you did not file an objection as to
 9 the ARC basic unit?
 10 A At that point the Commissioner had already
 11 said there was insufficient evidence to rule that you
 12 were or were not, so he didn't know.
 13 Q So you didn't file a challenge?
 14 A No.
 15 Q Now, you don't have enough cards to file
 16 with the ARC essential unit today, do you?
 17 A We never tried. Their window is not open,
 18 so there is no point in gathering that.
 19 Q Do you have any evidence that they are
 20 unhappy?
 21 A Do I have any evidence? Again, I don't
 22 spend time trying to seek things. There is no window
 23 there. There is no point to having that dialogue
 24 without a window being open. The open window
 25 opportunity was for the basic unit. The essential had

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Because that was the first group to go,
 2 and that was the first group I -- so, yes, my
 3 objection was filed on that one.
 4 Q And again, so maybe we are talking about
 5 the timing (inaudible) something fast, but the
 6 Commissioner's office, as I mentioned, just to give
 7 proper order, ruled that MNPEA can stand for election,
 8 correct?
 9 MR. CORWIN: Objection, repetitive.
 10 MR. FOWLER: I am just trying to put
 11 it back in the proper time sequence for the next
 12 question.
 13 REFEREE BEFORT: Okay.
 14 BY MR. FOWLER:
 15 Q Yes?
 16 A Yes.
 17 Q Okay. And then after the Commissioner
 18 ruled, that is when AFSCME Council 5 released the
 19 group?
 20 A In the chain of events, yes.
 21 Q Okay. So a few months or a few weeks to
 22 months later there was another set of cards on the
 23 basic unit, correct?
 24 A It started right at the same time.
 25 Q Your recollection is they started at

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 arbitrated back in September and closed, and so there
 2 was -- there was no window.
 3 Q Well, certainly if you're -- you were
 4 asked the question what have you heard about that
 5 community's reputation and opinion of MNPEA. Have you
 6 heard one from the ARC essential?
 7 A Yes.
 8 Q And what is that?
 9 A It depends on who you ask. Those that are
 10 in -- that you have appointed to leadership roles are
 11 quite satisfied. Many, many others are not satisfied
 12 at all, they are very unhappy.
 13 Q And you have that from how many people?
 14 A From how many people?
 15 Q Yeah.
 16 A A cross-referencing of folks at the
 17 Juvenile Center and at the Northeast Regional
 18 Correctional Facility.
 19 Q How many people are we talking that
 20 discussed their frustration?
 21 A That I have either heard from or talked
 22 to?
 23 Q Right.
 24 A Which do you want?
 25 Q How many have you personally talked to

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 that have expressed frustration?
 2 A 20.
 3 Q Okay. Sure.
 4 MR. CORWIN: I object and ask that
 5 sure be stricken from the record. Counsel is
 6 testifying.
 7 REFEREE BEFORT: Yes, I will strike
 8 that.
 9 BY MR. FOWLER:
 10 Q So you were asked a couple of questions --
 11 I put this hard book in front of you here. Can you
 12 turn to Tab 13.
 13 A Sure.
 14 MR. CORWIN: Do you have a copy for
 15 us?
 16 MR. FOWLER: Yup, you already have
 17 it.
 18 BY MR. FOWLER:
 19 Q You were asked a question for public
 20 employees whether PELRA applies, and you said yes,
 21 right?
 22 A Yes.
 23 Q Okay. So in Tab 12 there is two sets of
 24 statutes in this tab, one is 179, one is 179A?
 25 A Correct.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Can you turn to the tab that is on the top
 2 here it says 179A.03.
 3 A Yup.
 4 Q You were asked -- you were asked a number
 5 of questions about the importance of stewards?
 6 A Uh-huh.
 7 Q Do you remember that?
 8 A Yes.
 9 Q And you thought that it was essential for
 10 an employee organization to have stewards, do you
 11 remember that?
 12 A Yeah.
 13 Q Can you turn to Page 2. There we go.
 14 A Okay.
 15 UNIDENTIFIED WOMAN: What page are
 16 you on?
 17 MR. FOWLER: Tab 12, Minnesota
 18 Statutes 170A.03, Page 2.
 19 UNIDENTIFIED WOMAN: What page of
 20 the exhibit are you on?
 21 MR. FOWLER: I didn't number the
 22 statute because they are already numbered. There are
 23 two statutes there, and you're in the second statute,
 24 179A.03, Page 2 of the statute.
 25

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 BY MR. FOWLER:
 2 Q So you talked about the essentiality of
 3 having stewards?
 4 A Uh-huh.
 5 Q And my question to you is under Minnesota
 6 Statutes 179A.03, Subdivision 6 --
 7 A Uh-huh.
 8 Q I believe it's highlighted in the book, is
 9 there any requirement that an employee organization
 10 under this law even have stewards?
 11 A No.
 12 Q Do you have any firsthand knowledge of
 13 whether or not MNPEA has stewards or not?
 14 A Firsthand knowledge, no.
 15 Q Okay. Are you aware of whether MNPEA has
 16 steward elections?
 17 A No.
 18 Q Are you aware of any information that
 19 MNPEA does not rely on information gathered from its
 20 stewards?
 21 A No.
 22 Q Mr. Westmoreland, I respect your long
 23 history of being involved in the movement, and so I
 24 mean no disrespect when I ask.
 25 A Uh-huh.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Isn't it true that everything you talked
 2 about the way AFSCME does business is the way that
 3 AFSCME chooses to do business, correct?
 4 A Yes.
 5 Q There is nothing in this statute, again
 6 which I have open for you, that indicates a certain
 7 way that a union must do business, is there?
 8 A No.
 9 MR. FOWLER: I don't have any
 10 further questions, Your Honor.
 11
 12 RECROSS-EXAMINATION
 13 BY MR. CORWIN:
 14 Q Mr. Westmoreland, in your opinion, what is
 15 the difference between an employee organization and a
 16 business?
 17 A Say that again.
 18 Q What is the difference between an employee
 19 organization and a business?
 20 A And a business?
 21 Q Right. Does AFSCME operate as a business
 22 or an employee organization?
 23 A We're an employee organization. We're
 24 more restricted and have to be scrutinized, if any
 25 business had to be subject to that they couldn't.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q So AFSCME is not run as a business?
 2 A Absolutely not. And, in fact, we have to
 3 go through all the riggers of being able to prove that
 4 we are not, that our moneys are spent -- there is no
 5 profit, that the moneys are spent in representation.
 6 We have to do the LM-2 forms, it's a federal form. We
 7 are also governed heavily by several other federal
 8 laws that don't come to top of mind now, but we have
 9 to go through a lot of different procedure to be able
 10 to exemplify exactly what we're doing with our
 11 representation, with the funds of our members,
 12 et cetera.
 13 Q And a business wouldn't have to file those
 14 LM-2s, would it?
 15 A No.
 16 MR. CORWIN: I have no further
 17 questions.
 18 MR. FOWLER: I have just one simple
 19 one.
 20
 21 RE CROSS-EXAMINATION
 22 BY MR. FOWLER:
 23 Q You were asked about operating like a
 24 business. Is a business an organization?
 25 MR. CORWIN: I am going to object as

1 calling for a legal conclusion.
 2 BY MR. FOWLER:
 3 Q Let me ask it a different way.
 4 A Okay.
 5 Q Do you think the company that is known as
 6 Coca-Cola is an organization?
 7 A They are a corporate business.
 8 Q But is it an organization that has, you
 9 know, shareholders, directors, things like that?
 10 A Defined by laws I guess. It depends on if
 11 they're -- if they're incorporated, if they file
 12 nonprofit statutes, it depends.
 13 Q Again I am not asking for your legal
 14 opinion, but is a business an organization?
 15 MR. CORWIN: Objection, asked and
 16 answered.
 17 MR. FOWLER: No, he never answered.
 18 REFEREE BEFORT: You can ask it,
 19 although there is a point where asking witnesses
 20 questions like this doesn't get us very far.
 21 A In my opinion, no.
 22 MR. FOWLER: Okay. I have no
 23 further questions for you.
 24 MR. CORWIN: I don't have anything
 25 further.

1 REFEREE BEFORT: Thank you very
 2 much.
 3 THE WITNESS: Thank you.
 4 MR. FOWLER: Can we take a short
 5 break?
 6 REFEREE BEFORT: Sure, we can take a
 7 short break.
 8 (At this time there was a mostly
 9 inaudible conversation on the recording
 10 during the break when the recorder was
 11 not turned off.)
 12 REFEREE BEFORT: Would you raise
 13 your right hand. Do you swear to tell the truth, the
 14 whole truth, and nothing but the truth in this
 15 proceeding?
 16 THE WITNESS: I do.
 17 REFEREE BEFORT: Thank you.
 18
 19 DIRECT EXAMINATION
 20 BY MR. CORWIN:
 21 Q Please state your name.
 22 A My name is Joyce Carlson.
 23 Q And what is your position with Council 5?
 24 A I am currently the Metro Field Director
 25 for Council 5.

1 Q How long have you been in that position?
 2 A Since December of 2010.
 3 Q What is your background in labor?
 4 A Well, I have been a union member since I
 5 was 16 years old, with the exception of one year when
 6 I was on layoff status. I have been with AFSCME since
 7 1986. I was a member, I was a local officer, a local
 8 president, I was an organizer, I was a volunteer
 9 organizer, I was a field rep, I worked lost time
 10 political, and I am now the Metro Field Director.
 11 Q What is your jurisdiction?
 12 A I have seven field reps who work for me,
 13 and we -- those folks work with locals who are both in
 14 the private sector and the public sector at state and
 15 local government.
 16 Q And did you have a role in setting up your
 17 local?
 18 A My local is actually a very old local. It
 19 goes back to -- it way precedes PELRA. It is -- some
 20 of its earliest records go back into the 1940s, but I
 21 was essential in my local as the local president to
 22 expanding membership in my local. I led a successful
 23 strike in my local, and we engaged in a ten-year
 24 battle to prevent being contracted out in my local.
 25 Q All right. You're not a lawyer; is that

1 correct?
 2 A I'm not a lawyer.
 3 Q What is your educational background?
 4 A I have a varied education. I was at the
 5 University of Minnesota, and I also had a couple of
 6 years at an art school, and I have been at a time
 7 George meeting, Grabler education program.
 8 Q And you handled arbitrations for AFSCME?
 9 A I have.
 10 Q Would it be fair to say that you've
 11 handled in the last two years at least 100
 12 arbitrations?
 13 A In the last two years AFSCME Council 5 has
 14 had 100 arbitrations -- has had 100 grievances that
 15 would proceed to arbitration. Some of them we have
 16 settled. But personally I would say, I have got to
 17 count them, but I would guess somewhere between 40 and
 18 50 arbitrations myself.
 19 Q And of those arbitrations that AFSCME has
 20 handled, how many of them were done by lawyers, AFSCME
 21 Council 5's lawyers?
 22 A Well, I had Ramsey County for a while,
 23 John Johnson was the --
 24 Q I meant AFSCME.
 25 A AFSCME with me, I can only think of one,

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Did you represent the employees in the
 2 Workhouse?
 3 A AFSCME Council 5 represents the employees
 4 in the Workhouse, 1719.
 5 Q Okay. Was there a decert petition filed
 6 in that unit?
 7 A There was.
 8 Q Were you approached by members of that
 9 unit with signed cards for MNPEA asking for their
 10 cards back?
 11 A Yeah, our folks who were working with the
 12 local members fighting the decert, they had 22 people
 13 ask them how to get the cards back. Those 22 folks
 14 drafted letters. AFSCME assisted them in mailing them
 15 to MNPEA. We were copied -- we copied the Bureau of
 16 Mediation, and those 22 folks did ask for the cards
 17 they signed back.
 18 Q Did they get them back?
 19 A Not to my knowledge. They didn't. They
 20 were used to file.
 21 Q Did MNPEA oppose giving the cards back?
 22 A They did. They questioned whether, in
 23 fact, those employees had asked for the cards back.
 24 Q Has there been an election in that unit?
 25 A There was no election in that unit.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 and that was because I needed to testify.
 2 Q And have you also done interest
 3 arbitrations?
 4 A I have not done an interest arbitration.
 5 Q Has AFSCME done interest arbitrations?
 6 A AFSCME has done interest arbitrations, and
 7 we utilize our resources to provide folks with what
 8 they need to do the interest arbitration.
 9 Q Have you used AFSCME's attorneys to handle
 10 interest arbitrations?
 11 A We will utilize the International staff to
 12 help us with it, but at AFSCME -- you know,
 13 arbitration was meant to be a layperson's process. It
 14 was meant to be -- to take things out of the court
 15 system. It has become legalized certainly, but we use
 16 lay people because we think the best people to speak
 17 on behalf of members are members. We use lawyers when
 18 we need lawyers.
 19 Q Have you raised any objections to MNPEA as
 20 an employee organization with the Bureau?
 21 A One of my former reps, she is no longer
 22 with AFSCME, raised an objection over the City of
 23 Jordan.
 24 Q That was formally raised with the Bureau?
 25 A It was in early 2012.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q What happened?
 2 A AFSCME prevailed by approximately a
 3 two-to-one margin.
 4 Q And that was over MNPEA?
 5 A It was.
 6 MR. CORWIN: I have no further
 7 questions.
 8
 9 CROSS-EXAMINATION
 10 BY MR. FOWLER:
 11 Q Good afternoon, Ms. Carlson.
 12 A Hello.
 13 Q Let me ask you: So in the City of Jordan
 14 were you employed at that time and aware of the
 15 representation election of the members in Jordan
 16 called for in early 2012?
 17 A I was employed at the time, and I was
 18 aware.
 19 Q And if I understand it correctly, AFSCME
 20 Council 5 had filed an objection in that election
 21 proceedings to state essentially that MNPEA wasn't a
 22 labor organization, violated the Union Democracy Act,
 23 things like that; is that right?
 24 A We filed an objection based on the MNPEA
 25 constitution, which, as I recall, the letter, I think

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 you have it tabbed in one of your books, that MNPEA's
2 constitution wasn't consistent with the Employee
3 (Inaudible) Act. There were references to the
4 National Labor Relations Act, and also to 179A, as I
5 recall.

6 Q And MNPEA -- the Commissioner asked both
7 sides to submit written documentation on that issue,
8 correct?

9 A And Dan Johnson who wrote on behalf of the
10 Commissioner asked for the further documentation.

11 Q And MNPEA provided that?

12 A I don't recall what MNPEA provided. I do
13 know that we responded as requested by the Bureau.

14 Q And if I am not mistaken, the Bureau
15 denied your objection and allowed MNPEA to go forward
16 with the City of Jordan election?

17 A Let's be a little more correct. It wasn't
18 a straight denial. What the local asked -- what the
19 AFSCME Council 5 asked for, Mr. Fowler, was a hearing
20 on the issue. The Commissioner declined to address
21 what we're addressing now today, a final.

22 What the Commissioner decided to do was
23 declare that there was no merit to it without ever
24 having a hearing or investigating the challenges to
25 MNPEA's legitimacy that AFSCME raised.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 if you turn to the letter, the letter headed BMS,
2 dated February 8th, do you recognize this letter?

3 A I believe this is the letter we just
4 talked about where the Bureau asked the parties to
5 provide specificity.

6 Q Right. And if you could turn to the first
7 page of that letter still, the Bureau asked you to in
8 order to evaluate how to process your objection, they
9 required more detailed information, correct?

10 A That is what the letter says.

11 Q If you turn past that document,
12 January 30, 2012, that was your original letter to the
13 Bureau, correct?

14 A It was a letter that was sent by
15 (inaudible).

16 Q Excuse me. When I say you, I meant on
17 behalf of AFSCME Council 5?

18 A Correct.

19 Q Is that right?

20 A This was a letter written on behalf of
21 AFSCME by (inaudible).

22 Q So the Commissioner on February 8th, by
23 the letter we just talked about, asked AFSCME for
24 additional information. And if you turn past the
25 January 30th letter that we just talked about, there

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q Okay. I have a book placed in front of
2 you.

3 A Sure.

4 Q Could you please turn to Tab 7.

5 A Tab 7.

6 Q So let me start with the first page here.
7 The first two pages are, would you agree with me, from
8 January 5, 2012 as the original maintenance and status
9 order in that case, correct?

10 A It is, to the best of my knowledge. I
11 would have to compare my files, and I don't have my
12 files with me.

13 Q Are you saying that this document is
14 not --

15 A I'm saying that this is what I recall it
16 looking like, but I don't have the AFSCME Council 5
17 files in front of me. I'm assuming it's the correct
18 one.

19 Q And the next three pages of that, once you
20 turn to the end of that the first two, the next three
21 pages constitute a document dated January 6th, a
22 representation unit determination order, correct?

23 A It is a representation of unit
24 determination order, correct.

25 Q Okay. And then after those three pages,

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 appears a letter dated February 16, 2012, correct?

2 A Uh-huh.

3 Q I am not trying to be difficult, but he is
4 recording the conversation, so if you could please
5 answer yes or no.

6 A Oh. Yes.

7 Q Thank you. Now, this four-paged document
8 was a documentation that AFSCME had provided in
9 response to the Commissioner's letter, correct?

10 A Yes.

11 Q And the next tab after that or the next
12 page after that appears to be a letter dated
13 February 2nd from the Fowler Law Firm, correct? Had
14 you ever seen this letter before?

15 A Yes.

16 Q After that on February 29th, on BMS
17 letterhead appears a letter five pages long?

18 A Yes, it's five pages long.

19 Q So on the last -- on Page 4 of this
20 letter, the second full paragraph beginning with the
21 petitioner.

22 A Uh-huh.

23 Q Do you see that?

24 A I do.

25 Q Can you read that into the record real

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 quick.
 2 A "The Petitioner, a newly incorporated
 3 organization, as of June 2011 has the required bylaws
 4 on file with the Commissioner of the Bureau of
 5 Mediation Services and currently represents other
 6 appropriate units of public employees in accordance
 7 with the Public Employment Labor Relations Act of 1971
 8 as amended."
 9 Q And then finally on the very bottom of
 10 this page, after hearing the written arguments in the
 11 two letters, the Bureau -- the Commissioner ruled
 12 under Item 3 that the Bureau can proceed with an
 13 election of among eligible employees in accordance
 14 with the mailed valid election order; is that correct?
 15 A It does say that.
 16 Q Then on the next document is the results
 17 of that election, correct?
 18 A Correct.
 19 Q Okay. Do you believe that public
 20 employees should have the right to choose their
 21 representation?
 22 A I believe that public employees do have
 23 the right to choose their representation. I believe
 24 that organizations that represent employees though
 25 should have the interest of the employees at heart,

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 and my personal opinion is that MNPEA does not.
 2 Q I understand that is your personal
 3 opinion.
 4 A Correct.
 5 Q So the City of Jordan, those employees,
 6 are you aware of whether MNPEA subsequently negotiated
 7 a contract for them?
 8 A I'm not.
 9 Q So you haven't been checking to see if the
 10 open window status is open to try to regain those
 11 employees?
 12 A Personally I did not.
 13 Q Has any of the Jordan employees contacted
 14 you asking to be represented by AFSCME again?
 15 A Personally to me, they have not.
 16 Q Are you aware of it at all?
 17 A Personally, I am not.
 18 Q Thank you.
 19 MR. FOWLER: I don't have any
 20 further questions for you.
 21 MR. CORWIN: I have no further
 22 questions.
 23 REFEREE BEFORT: Thank you.
 24 MR. CORWIN: Can we take a short
 25 break to determine who we need to call next?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 REFEREE BEFORT: Sure.
 2 (At this time there was a mostly
 3 inaudible conversation on the recording
 4 during the break when the recorder was
 5 not turned off.)
 6 REFEREE BEFORT: Whenever you're
 7 ready.
 8 MR. CORWIN: All right. We have
 9 decided not to call our last witness, in light of what
 10 has been said, to avoid repetition and (inaudible)
 11 serialized testimony. I feel that it would make the
 12 hearing run better if we allowed MNPEA to proceed.
 13 I can still cross their witnesses. If we run
 14 into an issue in the scope of the cross, then at that
 15 point, since I listed those witnesses, I can call them
 16 on rebuttal on cross under the rules.
 17 I think that makes more sense in the time
 18 that we have left rather than calling them for cross.
 19 REFEREE BEFORT: Okay. So basically
 20 you rest?
 21 MR. CORWIN: Basically we rest,
 22 subject to call of the three witnesses we listed,
 23 MNPEA witnesses for cross. They are on their witness
 24 list, so I assume they are going to be calling them.
 25 MR. FOWLER: Well, let me ask this:

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 So does that mean you're not planning to call
 2 Mr. Seide?
 3 MR. CORWIN: No, we already talked
 4 about Seide, we are coming back for him.
 5 MR. FOWLER: Well, I guess that
 6 is -- then they haven't rested is my point. If they
 7 have -- we have unfinished business of --
 8 MR. CORWIN: That is true.
 9 MR. FOWLER: -- Mr. Seide. If I am
 10 understanding it right, then their case-in-chief is
 11 over subject to Mr. Seide, right?
 12 MR. CORWIN: Subject to -- if there
 13 is an issue, if you raise an issue about the scope of
 14 the cross after your direct, then I would reserve the
 15 right to call them back. We normally don't run into
 16 that in these kind of hearings, we just cross and we
 17 don't play those games; but if there is an issue in
 18 the game, if there is an issue, I just want to reserve
 19 the right to call them back if for some reason there
 20 is an objection that my cross is really a redirect or
 21 something.
 22 MR. FOWLER: Right, but in terms
 23 Eliot Seide, you --
 24 MR. CORWIN: I still want to call
 25 him.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 MR. FOWLER: You still want to call
2 him, so you're not really resting. You're just --
3 MR. CORWIN: I am not, but I wanted
4 to keep the hearing going.
5 MR. FOWLER: I understand. Let me
6 say this then: If Mr. Seide had testified, I would
7 actually make a motion for a directed verdict at this
8 time; but since that hasn't happened, I am going to
9 forego making that motion because the hearing isn't
10 really over until he's had his case.
11 But I also would state that my witness list
12 only included Mr. Deal from the board, so --
13 MR. CORWIN: (Inaudible).
14 MR. FOWLER: I was going to say just
15 to be clear, that I only listed him because he needed
16 to be off work and get a subpoena. I do not plan on
17 calling any of MNPEA's board members, for the record.
18 And then I had two -- excuse me, three witnesses of
19 public employees, two public employees and one other
20 witness, and I believe that, depending on cross, I
21 believe my part will be brief. I think we might be
22 able to wrap-up the hearing today with that sort of
23 game plan. So if Ms. -- if the person from the Bureau
24 said we could stay a little bit longer, I think we
25 should maybe take advantage of that and try our

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 darndest to wrap it up.
2 MR. CORWIN: Now we've got a
3 complication. If you're not going to call --
4 REFEREE BEFORT: Golen.
5 MR. CORWIN: So you're not going to
6 call Perkins or Golen?
7 MR. FOWLER: No, and you rested.
8 MR. CORWIN: I have rested.
9 REFEREE BEFORT: No.
10 MR. FOWLER: I did indicate that you
11 had two witnesses left, and you said subject to cross.
12 REFEREE BEFORT: He was acting under
13 the assumption that you were going to call them. If
14 you are not, you have got to right to reconsider that.
15 MR. CORWIN: I will call them for
16 cross under the rules, so I have to go get them
17 (inaudible).
18 MR. FOWLER: Well, let me ask this:
19 We have witnesses under subpoena today, why wouldn't
20 we proceed with those who are under subpoena that are
21 not the principals, and perhaps we can do the
22 principals at the same time as we do Mr. Seide.
23 MR. CORWIN: That is what I
24 suggested.
25 MR. FOWLER: And so rather than

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 getting into Golen and the rest of the them right now,
2 I would propose that we get the people under subpoena
3 out of the way.
4 MR. CORWIN: That is what I wanted
5 to do because they are already here and they have been
6 inconvenienced.
7 REFEREE BEFORT: Kevin, I didn't ask
8 you whether you wanted to call anybody.
9 MR. BECK: I'm good.
10 REFEREE BEFORT: You're good.
11 (Pause in recording.)
12 THE WITNESS: Big room.
13 REFEREE BEFORT: Big room, yes. Do
14 you swear to tell the truth, the whole truth, and
15 nothing but the truth in this proceeding.
16 THE WITNESS: Yes, I do.
17 REFEREE BEFORT: Thank you.
18
19 DIRECT EXAMINATION
20 BY MR. FOWLER:
21 Q State your name, please, sir, for the
22 record.
23 A Gary Wayne Cayo, C-A-Y-O.
24 Q What is your current occupation?
25 A My current occupation, I am owner of a

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 private investigations, Cayo & Associates.
2 Q Okay. What did you do prior to owning
3 Cayo & Associates Investigations?
4 A I worked as a police officer. I worked 6
5 years in the City of Mound, and 25 years in the City
6 of Minnetonka.
7 Q Okay. At the City of Minnetonka what
8 ranks did you hold?
9 A I held the rank of patrol officer,
10 corporal and sergeant.
11 Q Did you retire in good standing as a
12 public employee?
13 A Yes.
14 Q When?
15 A May 30, 2010.
16 Q During that time as a public employee at
17 Minnetonka were you a union member?
18 A Yes, I was.
19 Q For which union?
20 A For both the patrol officers and the
21 sergeants.
22 Q Okay. Did you have -- what was the name
23 of your union?
24 A At the time when I started it was
25 Minnetonka Police Association.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q Okay. When did you start?
 2 A 1985.
 3 Q Okay. So your -- who was your employee
 4 organization speaking for in terms of contract
 5 negotiations and grievances at that time?
 6 A Mr. Corwin some of the time, and the other
 7 time it was Singer.
 8 Q Okay. You essentially formed your own
 9 independent employee organization?
 10 A We had our own association for many years.
 11 Q Okay. Did you have opportunity to switch
 12 from that employee representative to another?
 13 A I wouldn't call it an opportunity. What
 14 happened was the fear of litigation costs made the
 15 officers afraid that if we got into some type of
 16 litigation, even though we had a healthy account, that
 17 if we got into a lengthy litigation we would end up
 18 having to pay out of our own pockets to cover that
 19 litigation, and that created a lot of fear in the
 20 officers so they -- we spoke to several unions.
 21 Q Did you end up ditching your association
 22 and going somewhere else?
 23 A Yes, we split the -- our association was
 24 officers and sergeants together, so we split, and as
 25 it happens Teamsters 320 was the group we went with.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Do you know the gentleman sitting here in
 2 the black suit coat with the gray hair?
 3 A Very well.
 4 Q So how did you first get to meet
 5 Mr. Golen?
 6 A Mr. Golen at the time I was the union
 7 steward for the sergeants, and Mr. Golen was the
 8 executive for the patrol officers, and we got to know
 9 each other that way. We kidded back and forth about
 10 who got the better contact, the sergeants or the
 11 patrol officers.
 12 Q Okay. So tell me about -- do you belong
 13 to any other police organization?
 14 A Yes, I do.
 15 Q What are those?
 16 A The Minnesota Fraternal Order of Police, I
 17 am currently the state president and have been for 13
 18 years, 12 years, somewhere in there.
 19 Q And is the Fraternal Order of Police in
 20 Minnesota a labor union?
 21 A No.
 22 Q Is it nationally?
 23 A Nationally about 42 percent of the groups
 24 are union, yes.
 25 Q As a police officer and as a member of the

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Fraternal Order of Police, do you feel it was
 2 important to offer your members any benefits?
 3 A Yes, the Fraternal Order of Police, one of
 4 their good benefits is allowing benefits or making
 5 things better for the officers in their living
 6 conditions, their working conditions, and their life
 7 in general.
 8 Q Okay. What sort of benefits -- prior to
 9 2002, what sort of benefits did the FOP offer its
 10 members?
 11 A Well, we had an accident, death and
 12 disability. We also, of course, have at the national
 13 level and the state level we work with the
 14 legislatures. We also had a legal defense plan on the
 15 national level at the FOP for the officers to join.
 16 Q Did you ever create a -- well, tell me
 17 what happened with the history of that National Legal
 18 Plan as it is today.
 19 A Well, after I became president in 2001, I
 20 myself and the national trustee were having problems
 21 with your national plan. Every other -- it seemed
 22 like ever other week we ended up arguing with the
 23 provider at the national level for the Legal Defense
 24 Plan whether the officers were covered or not, and
 25 then the plan was more expensive than the local plan

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 so it was hard to sell to the officers here, and even
 2 though -- and at that time it had the same benefits as
 3 here, so it was hard to sell and it was more
 4 expensive.
 5 I went to the national and asked them if
 6 there was some room for communication and talking to
 7 changing their plan or doing something to their plan,
 8 and they refused to talk, so Chuck Schells and I, who
 9 was the national trustee at that time, decided that we
 10 would -- we -- we were introduced to you and your
 11 firm, at the time you were with another firm, and we
 12 met you and spoke and had many conversations with you,
 13 and finally we had asked you could you throw together
 14 some legal defense plan that we could use that would
 15 cover everybody for everything.
 16 I am almost -- you came back with what you
 17 came back with at the astonishing low price, and the
 18 plan was started.
 19 At about the first three years I think the
 20 FOP had to cover the administrative costs because the
 21 plan, of course, didn't make any money or make enough
 22 money to cover administrative costs.
 23 Q So you mentioned that I was with another
 24 firm. What firm was that firm that I was with?
 25 A Kelly & Fosset.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q When you met me did you also know that I
2 did special counsel work for Teamsters Local 320?
3 A Yes, we did.
4 Q So you were well aware of that?
5 A Well aware.
6 Q And at the time was Mr. Golen part of
7 Local 320?
8 A Yes, he was.
9 Q If I understand the history correct, the
10 plan went into effect 2003 in its implementation
11 anyway, and how many members roughly did you have at
12 first?
13 A Oh, about 3, a little less than 3 for a
14 long time, then it kept growing.
15 Q What happened in 2005?
16 A In 2005 the program took off and started
17 to pay for itself from the -- and people finally
18 started to believe -- we were told by many people,
19 most of them other unions, that this plan would never
20 work.
21 Q What else happened in 2005, did you change
22 your legal services provider?
23 A Oh, yes. In 2005 you split with your --
24 with Kelly & Fosset, and at that time the Board, we
25 have a state body that has 42 people on it that

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 represent people throughout the state, and they are
2 the ones that rule on everything. We don't have a
3 board of 14 people. It's 40 some from lodges
4 throughout the state. We met, and we were allowing
5 different firms to present their firm to us to see if
6 we wanted to give them a contract, and, of course, you
7 and your new firm presented a contract, and so did
8 Kelly & Fosset.
9 Q Who did the membership vote to continue
10 the plan?
11 A You did, almost unanimously I think.
12 Q So now it's 2005, let me back up a year.
13 Similar to your Minnetonka PD Association, did you
14 become aware of police officer members in the FOP
15 wanting to form their own associations?
16 A Yes, I did. In fact, I was an advocate of
17 that. I think the union is a thing of the past for
18 police officers. We're intelligent enough to bargain
19 for ourselves and work for ourselves. I did the
20 majority of the work in Minnetonka in the bargaining.
21 So what we thought was I thought I would
22 promote, and I was promoting with other guys,
23 associations becoming their own representatives. At
24 that time they were all concerned about, again, the
25 attorney's fees, and then we came up with a program

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 where, just like our legal defense plan, they paid a
2 certain amount and their legal fees were covered,
3 which makes the plan totally feasible then for the
4 associations to go back on their own.
5 Q To your knowledge, on or about 2004 to
6 2005 did the City of Hopkins patrol officers switch to
7 that?
8 A Yes, they did.
9 Q About the same time did the seven member
10 Glencoe Police Department also switch to that model?
11 A Yes, they did.
12 Q In 2008 also the Wright County deputies
13 did?
14 A Wright County deputies did the same thing,
15 they ended their union agreement and went with their
16 own association being serviced by you legally.
17 Q Okay. Now, as part of these associations
18 did they pay directly to their legal service provider
19 money for the labor coverage and for the FOP's legal
20 defense plan?
21 A No, they did not.
22 Q How did they do it?
23 A They paid separate for their union
24 coverage and they paid us for -- we had nothing to do
25 with the union money. We -- I wouldn't let that

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 happen. The FOP is never going to be a union as long
2 as my heart is beating in the state, and it's just too
3 much trouble. So we paid separately. They paid us at
4 our office for their 150, and they took care of the
5 union stuff with you, and I don't know what that was.
6 Q Are you familiar with a person named Jeff
7 Olson?
8 A Yes, I am.
9 Q Did he hold a board position on the FOP?
10 A Yes, he did. He was first vice president
11 when he left.
12 Q Was he also president of the Wright County
13 Deputies Association?
14 A Yes, he was.
15 Q So let's talk further, at some point
16 around the time did Moorhead Police Supervisors form
17 an independent association and utilize the FOP and
18 this independent association model?
19 A Yes, they did.
20 Q What about the City of Hibbing?
21 A The City of Hibbing later on in later
22 years, yes, they too voted to become part of this
23 group, a group of their own and use the advantages of
24 what they are able to do. What made it feasible is
25 they were able to buy our legal defense plan from us,

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 and that gave them coverage for part of their legal
2 stuff.

3 Then when they purchased the other plan,
4 that covered all of their legal fees or a good
5 majority of their legal fees, except for the
6 arbitration costs, of course, and that made it
7 feasible for small groups to become an association of
8 their own.

9 Also one group you didn't mention was the
10 Bloomington Police Department. The Bloomington Police
11 Department when they came and decided to be a group of
12 their own, their city manager gave them an extra
13 1 percent just for representing themselves. It's a
14 wave of the future. It's what the cities want.

15 Q Let me ask you: I don't do the City of
16 Bloomington's labor, do I?

17 A No, you don't.

18 Q So under that model the employees are free
19 to choose who they want to have happen?

20 A Yes, they are.

21 Q Now, we're missing, also about 2010 what
22 did Cottage Grove do?

23 A They also made the change.

24 Q And they do utilize both the FOP services
25 and the labor directly to the attorney, correct?

1 the members in a whole different way. That the
2 membership -- the members would have more of a say in
3 what goes on, they would have veto ability ultimately,
4 which I started to like because I wasn't real thrilled
5 at first about speaking with him about this because I
6 didn't want to get the programs mixed up.

7 Well, he advised me that he wanted to give
8 a low cost union effort, and I had thought about it,
9 and the reason I thought about it was I saw my idea of
10 unions trying to be all by themselves wasn't really
11 catching on. We got a few that did, but a lot of the
12 police officers, for lack of other reasons, wanting to
13 confront the administration or whatever, didn't want
14 to be their own union. They wanted somebody to
15 represent them in front of the chief and the city
16 manager or the County.

17 So he laid out his plan for me, told me
18 what they were going to offer the group, and that
19 largely they wanted to reduce the monthly payment for
20 the officers, and that he had thought that maybe he
21 looked at all the legal defense plans and far and
22 above ours was the best, and he thought that he could
23 help reduce costs for the monthly enrollment of the
24 officers.

25 We spoke in depth about how it was going

1 A Yes, they do.

2 Q All right. Now, what happened from 2005
3 until approximately the summer of 2011 in terms of the
4 FOP's legal defense plan membership numbers?

5 A Amazing growth, amazing growth. We are
6 well over 1,000 I think now.

7 Q And they started with roughly 300?

8 A Yeah. It wasn't even 3 I don't think.

9 Q So getting back to Mr. Golen.

10 A Uh-huh.

11 Q In 2011 did Mr. Golen approach you?

12 A Yes, he did.

13 Q What was the -- what was the crux of what
14 he was seeking from you?

15 A He wanted to --

16 MR. CORWIN: Objection, hearsay.

17 MR. FOWLER: It's actually not
18 hearsay because it's a party.

19 MR. CORWIN: It's not an admission
20 against interest.

21 REFEREE BEFORT: I will let you go
22 since he's here and you can cross-examine him.

23 A He wanted to speak about the possibility
24 of he first of all told me that he was looking at
25 forming a different type of union that would represent

1 to be controlled and that they were going to -- they
2 were going to represent the members, and I saw the
3 advantage of us getting into smaller cities where it's
4 hard to recruit because it's just five or six cops,
5 and the time numbers entered was kind of strained so
6 we agreed to allow the MNPEA group to use our legal
7 defense plan for their members.

8 This is something that we have to do here.
9 MR. CORWIN: Objection, lack of --
10 that is non-responsive.

11 REFEREE BEFORT: Yeah, that is not
12 responsive.

13 THE WITNESS: Okay.

14 REFEREE BEFORT: I sort of feel duty
15 bound to tell Carol Clifford that it's likely going to
16 be over 4:30. I am very hesitant about that because,
17 you know, her workday is done at 4:30, so it's
18 certainly an imposition on her. I don't imagine that
19 we are going to be through with both direct and cross
20 by 4:30.

21 MR. FOWLER: Not by 4 -- well, we
22 might. I am getting to the end of Mr. Cayo's direct.

23 REFEREE BEFORT: I would like to
24 just warn her that it might be a few minutes over.

25 (At this time there was a mostly

1 inaudible conversation on the recording
 2 during the break when the recorder was
 3 not turned off.)
 4 REFEREE BEFORT: Okay. Let's go
 5 back on the record. Thank you for letting me take the
 6 little break.
 7 BY MR. FOWLER:
 8 Q Mr. Cayo, are you familiar with another
 9 labor organization called Law Enforcement Labor
 10 Services?
 11 A Yes, I am.
 12 Q Are many of the FOP members of that labor
 13 union?
 14 A Yes, some of them are.
 15 Q Now, the way I understand it, the FOP
 16 doesn't give any preference to which labor union
 17 you're part of, right?
 18 A No.
 19 Q So do you know many officers who are
 20 members of LELS?
 21 A Yes, I do.
 22 Q Do you know the --
 23 A I was at one time.
 24 Q Where?
 25 A At the Metro Transit police.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Okay. So you were a member of LELS at one
 2 point even?
 3 A Yes, I was.
 4 Q So are you aware of another police
 5 organization called the Minnesota Peace and Police
 6 Officers Association?
 7 A Yes, I am.
 8 Q How many members do you think they have
 9 statewide.
 10 A They say they have 7,000.
 11 Q Okay. So what is your understanding if
 12 you're an LELS member of what their dues buys in terms
 13 of MPPOA membership?
 14 A Well, it buys the membership --
 15 MR. CORWIN: Objection, lack of
 16 foundation, calls for speculation.
 17 REFEREE BEFORT: Well, you should
 18 establish enough foundation so that he can say he
 19 knows.
 20 MR. FOWLER: He was an LELS member,
 21 he knows the police officers who -- I have already
 22 laid those two -- I have already asked those two
 23 pieces.
 24 MR. CORWIN: He was an LELS member
 25 in what year?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 THE WITNESS: 1995.
 2 MR. CORWIN: I don't really think
 3 what happened with LELS in 1995 (inaudible).
 4 MR. FOWLER: Well, let me ask him if
 5 he knows what LELS does with its dues as it relates to
 6 MPPOA?
 7 MR. CORWIN: In 1995?
 8 MR. FOWLER: No, today.
 9 MR. CORWIN: Calls for speculation,
 10 lack of foundation.
 11 REFEREE BEFORT: You can answer that
 12 and see what he knows and how he knows.
 13 BY MR. FOWLER:
 14 Q How do you know?
 15 A Just from talking to the other officers, I
 16 know that --
 17 MR. CORWIN: Objection, lack of
 18 foundation, based on hearsay, not of any personal
 19 knowledge.
 20 BY MR. FOWLER:
 21 Q Do you have personal knowledge of whether
 22 MPPOA offers a legal defense plan?
 23 A Yes, I do.
 24 Q As part of their membership?
 25 A Yes, they do.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 Q Do you know if LELS members have to pay
 2 separately for the MPPOA legal defense plan or not?
 3 MR. CORWIN: Objection, lack of
 4 foundation, calls for speculation.
 5 REFEREE BEFORT: Well --
 6 MR. CORWIN: He may know what it was
 7 in 1995. There is no evidence he knows now.
 8 BY MR. FOWLER:
 9 Q Well, let me ask you another foundation
 10 question: As president of the FOP isn't your job to
 11 know what the other police organizations that may be
 12 your competitors are up to?
 13 A Yup.
 14 Q Okay. Do you know if membership today in
 15 LELS automatically gets you membership in MPPOA and
 16 its legal?
 17 A Yes.
 18 Q Okay.
 19 MR. FOWLER: Is that sufficient
 20 foundation?
 21 MR. CORWIN: It's up to the referee.
 22 REFEREE BEFORT: I'll take it.
 23 BY MR. FOWLER:
 24 Q So is there any difference in what MNPEA
 25 does, in your mind, as far as it buying the FOP's

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 legal plan versus what LELS does by buying its members
2 the MPPOA?
3 A No.
4 Q It's basically the same setup?
5 MR. CORWIN: Objection, he's leading
6 the witness.
7 REFEREE BEFORT: Hold on. The first
8 question is is it essentially the same, I will let
9 stand. Why don't you ask the next question
10 differently.
11 MR. FOWLER: Sure. Why don't I move
12 on to another line of questioning.
13 REFEREE BEFORT: Okay.
14 BY MR. FOWLER:
15 Q In your opinion -- in your opinion, do you
16 have -- as a labor -- an employee organization
17 representing its members, does it have to engage in
18 political activity to be an effective union?
19 A No.
20 MR. CORWIN: Lack of foundation.
21 REFEREE BEFORT: Yeah, I think we
22 haven't established that he knows how most unions
23 work.
24 MR. CORWIN: He's never been a
25 member of a union.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 MR. FOWLER: (Inaudible) was a union
2 member.
3 (Inaudible conversation.)
4 MR. FOWLER: Mr. Arbitrator, I think
5 a 25-year-plus public employees that has been involved
6 in one, two or three labor unions would have enough
7 foundation to answer.
8 MR. CORWIN: I don't think so. I
9 don't think he has any foundation to answer that
10 question.
11 MR. FOWLER: Well, all of your
12 employee witnesses have answered that opinion. I
13 think I am entitled to ask his opinion.
14 REFEREE BEFORT: Do you have
15 knowledge about whether or not most unions engage in
16 political and lobbying activities?
17 THE WITNESS: Yes, I do.
18 REFEREE BEFORT: And how do you have
19 that knowledge?
20 THE WITNESS: Because I have worked
21 with many of them on legislation through the FOP. The
22 FOP is the only organization that has national
23 representation in the legislative group, so a lot of
24 unions that -- I have worked with the MPPOA in the
25 past legislation, and so we haven't done anything the

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 other groups, but made a big effort with everybody to
2 stop the collective bargaining that was challenged
3 this year.
4 BY MR. FOWLER:
5 Q In Ohio?
6 A In Ohio and here. We were close.
7 Q Let me ask you --
8 REFEREE BEFORT: So you can go
9 ahead.
10 MR. FOWLER: Okay.
11 BY MR. FOWLER:
12 Q So if a -- for example, if the Wright
13 County Deputies, having known WCDA president Jeff
14 Olson as your first vice president on your Board, if
15 the WCDA does not engage in political activities, does
16 it make it any less of an employee organization?
17 A No. What they do is Wright County
18 surcomes (sic) to the FOP to allow us to do it. That
19 is more or less what we figured out we have to do is
20 we all have to group together and have one voice. If
21 we all go to the Legislatures with different voices,
22 then they are going to be able to do what they want
23 because we're all going to have different ideas. But
24 if we all go to the Legislature and say this is what
25 the cops want, they either go against it and suffer

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 the consequences in the votes or they follow what we
2 ask them to do.
3 Q I am not sure -- do you have any
4 experience with getting legislation passed without
5 spending an inordinate amount of money on lobbyists?
6 A Yes.
7 Q Tell us about your experience in that
8 regard.
9 A We had a situation that was developed by
10 you, it came -- it came to fruition when we found out
11 that an officer -- there was a question as to whether
12 an officer had a right to have his union rep and an
13 attorney or just one or the other. At the time we
14 collaborated with our legislative committee, who
15 also -- and the Federation, who I have the chairman of
16 mine is also the Federation chair, got together, we
17 wrote the law, and got the law passed that the
18 officers can have both should they choose it.
19 Q How much money did you spend on that
20 endeavour?
21 A We didn't spend any.
22 Q Do you keep in contact with Mr. Golen on
23 the MNPEA Board to talk about administration of the
24 fees that are paid for the benefit of the FOP?
25 A All the time, yes.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q Okay. When Mr. Golen approached you doing
2 his diligence about how your experience has been with
3 the legal plan, did he ask you if it was feasible to
4 set up a union in some way?
5 MR. CORWIN: Objection, hearsay.
6 REFEREE BEFORT: Why don't you just
7 have Golen talk about that later.
8 MR. FOWLER: Well, it would just be
9 nice to have two witnesses confirm the same thing.
10 MR. CORWIN: Serialized testimony?
11 MR. FOWLER: I suspect Mr. Golen's
12 credibility may come into (inaudible), whereas
13 Mr. Cayo's would not.
14 MR. CORWIN: I would agree with his
15 credibility being (inaudible).
16 MR. FOWLER: So may I ask the
17 question?
18 REFEREE BEFORT: You can certainly
19 ask whether they discussed it.
20 BY MR. FOWLER:
21 Q Did you discuss the feasibility with
22 Mr. Golen of forming his new union with the same model
23 that the FOP's legal plan and labor?
24 A Yes, I did.
25 Q Can you think of any reason why providing

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 a legal defense or a prepaid legal plan to a
2 non-police officer would still be a good idea or not?
3 MR. CORWIN: Objection, lack of
4 foundation, calls for speculation.
5 REFEREE BEFORT: Please tell me that
6 question again, I am sorry.
7 MR. FOWLER: Sure. The question I
8 was asking is can you see any reason why a non-police
9 officer might also benefit from a prepaid legal plan.
10 REFEREE BEFORT: You can answer
11 that.
12 THE WITNESS: Yes, I could.
13 BY MR. FOWLER:
14 Q What are those reasons?
15 A Well, the regular citizens have the same
16 problems as a police officer. The expense of our plan
17 goes into more or less the citizen type of law. The
18 officer when he gets a DWI, the officer when he gets
19 in a domestic abuse, regular citizens have that happen
20 to them, and then also some as serious as sexual
21 assault charges. As we all know, that costs a person
22 \$50,000 at least in most cases to defend themselves.
23 This way they pay a small fee each year and they are
24 covered when those big things happen. This is why we
25 did this for police officers.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 BY MR. FOWLER:
2 Q Let me ask you: So has there been --
3 because of a person's status as a public employee, has
4 it been your experience as the FOP president for 12 to
5 13 years that it does frequently happen where a member
6 of the public will make a false charge against a
7 public employee?
8 MR. CORWIN: I am going to object,
9 this is speculation, I don't know what the relevance
10 is, and it's lack of foundation.
11 REFEREE BEFORT: What is the
12 relevance?
13 MR. FOWLER: The relevance is I
14 suspect that Mr. Corwin would argue that, well,
15 prepaid legal plans are great for police officers,
16 they have no application towards the rest of MNPEA's
17 member, and therefore it must not be a value, and I
18 would like to establish --
19 MR. CORWIN: If that is their
20 argument, we will go with that.
21 MR. FOWLER: I'm really not up for
22 jokes at this point. So if he is conceding
23 essentially that that is something he might do, then
24 it is relevant.
25 MR. CORWIN: I don't think this is

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 relevant. I think it's a waste of time.
2 MR. FOWLER: I don't think MNPEA's
3 benefits of its legal defense plan and prioritizing
4 that is in any way irrelevant, nor trivial. In fact,
5 it's a valuable benefit. If you're saying we are a
6 business and not serving our members, I want to show
7 exactly how we serve our members.
8 MR. CORWIN: Get a witness who has
9 some knowledge, not someone from MPPOA who is now a
10 private investigator, doesn't have a clue as to what
11 goes on in non-police employees.
12 REFEREE BEFORT: Okay. You can
13 proceed, but let's --
14 MR. FOWLER: I am going to wrap this
15 up as soon as I can.
16 REFEREE BEFORT: No problem.
17 BY MR. FOWLER:
18 Q Do you have -- for example, in the police
19 profession, do you have an alcohol abusive problem?
20 A Yes.
21 Q What about whether it's in the corrections
22 field, is there any less reason to think that that
23 isn't a societal problem?
24 A No.
25 Q How about for a secretary for that matter?

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 A They read the reports, they become a lot
2 times as emotionally involved as everybody else.
3 Q So these issues regarding a prepaid legal
4 defense plan, in your opinion, do they have
5 applicability to non-police officers?
6 A Yes, they do. They are allowing people to
7 have a defense. You get somebody even a police
8 officer who has a sexual assault charge, even if he is
9 not guilty he's going to pay \$50,000, that is pretty
10 devastating for your finances, probably for your whole
11 life. That is half a house payment.
12 Q Do you have any estimation about how many
13 officers under your tenure as president --
14 A Uh-huh.
15 Q -- under our legal plan have been falsely
16 accused of various crimes?
17 MR. CORWIN: Objection, relevance,
18 materiality.
19 REFEREE BEFORT: You can ask it.
20 A Yes, I do. I know at least -- at least
21 eight, ten.
22 BY MR. FOWLER:
23 Q Were those kind of serious cases?
24 A Yes.
25 Q What about if you include everything down

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 to your ordinary DWI?
2 A Oh, my God, there is hundreds.
3 MR. FOWLER: I have nothing further
4 for Mr. Cayo.
5
6 CROSS-EXAMINATION
7 BY MR. CORWIN:
8 Q Mr. Cayo, are you aware that MNPEA has
9 attempted to decertify LELS?
10 A No.
11 Q Are you aware that MNPEA has attempted to
12 decertify (inaudible)?
13 A No.
14 MR. FOWLER: I have a question, what
15 do you mean by decertify? That is not the correct
16 legal term. I don't think the witness understands.
17 MR. CORWIN: I am sorry, why don't
18 you tell me what it is.
19 MR. FOWLER: It's representation
20 election, if that is what you're getting at.
21 MR. CORWIN: Oh, I am sorry.
22 MR. FOWLER: You should tell the
23 witness so that he can make an informed answer with
24 the correct terminology.
25 MR. CORWIN: Well, if he knows what

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 he is talking about, most people would.
2 REFEREE BEFORT: Hold on, let's
3 bring it in check here.
4 MR. FOWLER: I just would ask you to
5 rephrase the question.
6 MR. CORWIN: I am not going to
7 rephrase it.
8 BY MR. CORWIN:
9 Q Do you know whether LELS -- whether MNPEA
10 has gone after LELS and attempted to decertify that
11 union as an exclusive representative?
12 A At certain locations, yes. When you said
13 decertify, I thought you meant decertify the whole
14 union altogether. Yes, they have.
15 Q All right. And have they attempted to
16 decertify units represented by Teamsters Local 320?
17 A Yes.
18 Q And have they, in fact, decertified the
19 Hennepin County Sheriffs Deputies Organization, an
20 independent police unit?
21 A I --
22 Q Who represents the Hennepin County
23 Sheriff's Department right now, the sheriff's
24 deputies?
25 A I don't know. I don't think it's MNPEA.

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q You don't?
2 A No. It's not that I -- I know they were
3 trying. I didn't know that it was done.
4 Q You weren't here when a dispatcher for
5 Hennepin County Sheriff's Department testified that
6 MNPEA is an exclusive representative?
7 A You know I wasn't in the room.
8 Q Do you know of other independent police
9 organizations that MNPEA has attempted to decertify as
10 exclusive representative of their units?
11 A Yes, there have been.
12 Q So MNPEA really doesn't believe in
13 independent police organizations, does it, it goes
14 after them; isn't that true?
15 A Just like how the unions go after MNPEA's,
16 is that true.
17 Q Would you answer my question.
18 A Yes.
19 Q I get to ask you the questions?
20 A Yes.
21 REFEREE BEFORT: I think you need to
22 answer the question.
23 BY MR. CORWIN:
24 Q And isn't it a fact that in other
25 jurisdictions members have a choice if they want to be

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 represented by the national FOP or the state FOP?
 2 A As far as what?
 3 Q As far as legal representation plans are
 4 concerned?
 5 A You mean the legal defense plan?
 6 Q Yes.
 7 A Yes, it is.
 8 Q And, in fact, it's the FOP that provides
 9 the lobbying services for independent businesses such
 10 as MNPEA; isn't that true?
 11 A We don't provide any for MNPEA. If we
 12 were to work together collaboratively on a situation,
 13 yes; but they work for the FOP.
 14 Q The FOP lobbies Legislature, doesn't it?
 15 A Yes, it does.
 16 Q It participants in political activities,
 17 doesn't it?
 18 A Yes, it does.
 19 Q And it does so on behalf of organizations
 20 such as MNPEA; isn't that true?
 21 A Not just MNPEA. LELS and MPPOA too.
 22 Q By doing that then MNPEA doesn't have to
 23 do it on its own, does it? In fact, you don't believe
 24 in that, you think there should be one voice; isn't
 25 that true?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Yes, I do believe.
 2 Q And you said that the days of the
 3 so-called independent police association are over; is
 4 that right?
 5 A They were.
 6 Q They were?
 7 A They were I said at the beginning, yes, as
 8 you are well aware of the Minnetonka Police
 9 Association.
 10 Q That's right, I represented your group.
 11 A Yes, I know you did.
 12 Q And isn't it true that you're not seeing
 13 those kind of associations springing up everywhere,
 14 are you?
 15 A Well, yes, we were just talking about the
 16 Wright County Sheriff's Office, they're the same group
 17 only they have changed a little bit because they had
 18 to because of all the litigation. The Wright County
 19 Sheriffs had to change from the way the Minnetonka
 20 Association was because Minnetonka wasn't covered. If
 21 we got in a big jam, we had to pay you lots of money
 22 because we didn't have a plan with you, right?
 23 Q That is correct.
 24 A And now we have these plans where you pay
 25 ahead of time, and whether you need them or not it's

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 taken care of. Just take like the State's \$290,000
 2 mediation with the State Patrol years and years ago,
 3 that was -- a good portion of that was the attorney's
 4 fees.
 5 Q I know about that.
 6 A Yeah, and that would have been affordable
 7 with that plan for a small organization. If
 8 Minnetonka got themselves in there, you well know we
 9 would have been pulling hundreds of thousands of
 10 dollars out of each member's pocket.
 11 Q So, in fact, you look on this as an
 12 insurance plan; is that right?
 13 A Yeah, I look on it as making sure that you
 14 live right and you end up with not that big drop
 15 something should happen to you.
 16 Q So you pay a fee to this legal service
 17 plan, and that is as insurance against lawsuits or
 18 judgments -- or not judgments?
 19 A Not judgments.
 20 Q Lawsuits?
 21 A Not even lawsuits.
 22 Q Legal representation?
 23 A A defense.
 24 Q Right, a defense, so you're paying a fee
 25 for a defense?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Yes.
 2 Q That is why you favor these types of
 3 organizations; is that correct?
 4 A Yes, because if you look at the FOP's
 5 plan, even our national has changed to come around and
 6 look at our plan and make more coverage of the
 7 officers because the officers need that coverage.
 8 They get in trouble when they are off duty because
 9 they are a cop, it happens all the time, and the other
 10 unions don't cover them. You have to -- you have to
 11 cover these people when they get in a situation. It's
 12 a different job.
 13 Q That is what you buy insurance for?
 14 A Right.
 15 Q That is what MMPOA is providing, is that
 16 right, insurance?
 17 A More or less, yeah. Not as good, but more
 18 or less.
 19 Q Now, are you aware of whether the
 20 individual who belongs to an FOP plan has any choice
 21 in what attorney he or she would you represented by?
 22 A No, that is the one restriction in our
 23 plan.
 24 Q So if I had a divorce, I might be
 25 represented by an attorney who never did a divorce?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A No. No, that is not true.
 2 Q All right. How do you know how the
 3 attorneys are picked?
 4 A Because mr. Fowler has a group of
 5 attorneys who have agreed to work the plan, in fact,
 6 and one attorney is a specialist in divorce because of
 7 you do cops you got to have that.
 8 Q For sure. Highest rated in any group?
 9 A Yes.
 10 Q And how many different specialties are
 11 represented, do you know?
 12 A Oh God, I think a good majority of them.
 13 We have had -- we got the DWI, we've got a lot of the
 14 criminal, we have got the divorces, the family stuff.
 15 Excellent family attorney.
 16 Q Is there an option about whether they can
 17 participate or not in MNPEA with a Minnesota FOP plan?
 18 A If they don't want to, yes, they don't
 19 have to if they don't want to, from what I understand.
 20 Q But they pay for it, right?
 21 A No, I think it's a fair share thing.
 22 Q Okay. So fair share people do not pay?
 23 A Right. Right.
 24 MR. CORWIN: I have no further
 25 questions.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 MR. BECK: Can I ask a question
 2 follow up to that line?
 3 REFEREE BEFORT: Yes.
 4
 5 CROSS-EXAMINATION
 6 BY MR. BECK:
 7 Q So, Mr. Cayo, you testified that
 8 (inaudible) member if they choose not to do the plan,
 9 they are on a fair share base; is that right?
 10 A Right.
 11 Q So it's your understanding that there is
 12 no possible way for a MNPEA full share member -- to be
 13 a full share member without also being a member of FOP
 14 (inaudible)?
 15 A Yeah, they're paying for it I guess if
 16 they want to be. If they totally don't want to be,
 17 they can pay the full share and not I guess, yeah.
 18 Q So --
 19 A I don't see any problem with it. If they
 20 don't want to belong to the FOP, they don't have to.
 21 Q So if they don't want to be in the FOP, a
 22 full share of the FOP dues?
 23 A No, if they --
 24 Q Full share of MNPEA dues, but not get the
 25 FOP coverage?

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 A Yes, they could -- that is what asked,
 2 yeah. I suppose they could do that.
 3 Q What if somebody wants to just not be a
 4 part of FOP, a MNPEA member, but also wants to be a
 5 fair share -- full share voting member of MNPEA, do
 6 they have to pay the --
 7 A You will have to ask the -- that is kind
 8 of too technical.
 9 Q I will ask you just two more questions.
 10 There have been some LELS members that are members of
 11 the FOP?
 12 A A lot of them, yes.
 13 Q And is there an FOP membership fee that
 14 FOP plans feel is different (inaudible)?
 15 A Yes.
 16 Q So it sounds like post-licensed LELS
 17 members are not required to be (inaudible)?
 18 A No.
 19 Q Do you know if Teamsters 320 if
 20 post-licensed members are required to be in an FOP?
 21 A No.
 22 Q Are MNPEA's post-licensed members required
 23 to be in a FOP?
 24 A No.
 25 Q But if they want to not be in an FOP,

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 they're fair share?
 2 A Yeah, I think so. I think that is how
 3 they work it. I'm -- I don't get that deep into their
 4 organization, that is their organization.
 5 Q Do you see their bylaws at all?
 6 A Yes, I have.
 7 Q And their bylaws post-licensed members are
 8 required to be members of the FOP?
 9 A Are they? I didn't look at them that
 10 close.
 11 Q If I told you that their bylaws, MNPEA's
 12 bylaws require all post-licensed members to be members
 13 of the Maternal Order of Police, you don't have any
 14 reason to dispute that?
 15 A No, I wouldn't.
 16 Q And all post-licensed members are required
 17 to be in the Minnesota FOP, do you know if that
 18 (inaudible)?
 19 A Again --
 20 Q If their bylaws -- if I told you MNPEA's
 21 bylaws require that all post-licensed members of MNPEA
 22 are required to be in the Minnesota FOP (inaudible),
 23 you wouldn't have any reason to dispute that?
 24 A No, I wouldn't.
 25 MR. BLOOM: Thanks. That's all I

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 have.
2
3 REDIRECT EXAMINATION
4 BY MR. FOWLER:
5 Q Just a couple of follow-ups. Mr. Corwin
6 had asked you a question characterizing your defense
7 plan as insurance, do you remember that line of
8 questioning?
9 A Yes.
10 Q In the actual contractual agreement that
11 provides your members benefits, it states that it is
12 prepaid legal services, correct?
13 MR. CORWIN: Objection, leading,
14 calls for a conclusion, lack of foundation.
15 BY MR. FOWLER:
16 Q Are you aware of the contract that you,
17 Mr. President of the FOP, have signed with the law
18 firms?
19 A Yeah.
20 Q Okay. So having read that document, how
21 is it spelled out and described the exact service that
22 a member gets, is it insurance or not?
23 A No, it isn't spelled out as insurance. I
24 was just letting the insurance part go just because --
25 let it go in here. I wasn't going to -- it's legal

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 services. It's not insurance. It's just, you know,
2 it's how do you define insurance.
3 Q You were asked a question by I think
4 essentially both Mr. Beck and Mr. Corwin about can you
5 choose the national plan. Now, has the FOP endorsed
6 one plan versus the other as their official endorsed
7 plan?
8 A The state?
9 Q Yes.
10 A Yes, the state has as our local
11 Minnesota -- our Minnesota legal defense plan can't
12 have the FOPs named.
13 Q And has your Board endorsed to its members
14 choosing one plan over the other as official policy?
15 A Yes, it has.
16 Q You were asked a question of whether --
17 well, let me ask you this: Do you know if MNPEA has
18 made any direct attempts to have a representation
19 election with the licensed deputy units?
20 A Again that question, please?
21 Q Let me make it as specific as I can: Are
22 you aware of MNPEA -- any effort by MNPEA to have a
23 representation election to switch the licensed patrol
24 deputies to MNPEA, are you aware of that or not?
25 A Anywhere?

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 Q At all.
2 A Yes.
3 Q Okay. In fact, did you attend a meeting
4 with the supervisors group?
5 A Yes, I did.
6 Q And so you answered Mr. Corwin's question
7 correctly that you are aware of some effort in that
8 regard?
9 A Correct.
10 MR. FOWLER: I don't have anything
11 further for Mr. Cayo.

12
13 RECROSS-EXAMINATION
14 BY MR. BECK:
15 Q Mr. Cayo, I just want to make sure I wrote
16 this down right, I think you testified that when you
17 were in Minnetonka you had an independent association
18 separate payments to the union and separate for the
19 FOP; is that right?
20 A At the time that I was at Minnetonka and
21 we were having the association there is no FOP.
22 Q So that was -- maybe that is (inaudible).
23 So you talked about Cottage Grove, Bloomington,
24 Hopkins, Glencoe, Wright County, Moorhead and Hibbing,
25 I think you testified that there are separate payments

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 for union services and separate payments for the FOP?
2 A Yes, sir.
3 Q Is that right?
4 A Yeah, each local lodge sets their dues,
5 which is anywhere from \$20 to \$30. You pay that dues
6 and then the legal defense plan comes --
7 Q Separate?
8 A -- separate.
9 MR. BECK: Okay, thank you.
10
11 REDIRECT EXAMINATION
12 BY MR. FOWLER:
13 Q Sorry, Mr. Beck did raise one more
14 question directly along those lines. Does the FOP
15 receive a check monthly from those five independent
16 groups for payments towards the FOP's legal plan?
17 A Yes, they do.
18 Q Likewise, does MNPEA write the FOP a check
19 every month just like those groups?
20 A Yes, they do.
21 REFEREE BEFORT: Are we done? Mike,
22 do you got anything? Thank you.
23 THE WITNESS: Thank you.
24 REFEREE BEFORT: You're excused.
25 Okay, let's just quickly sum up logistics for next

KIRBY A. KENNEDY & ASSOCIATES
(952) 922-1955

1 time. I will give this to the Bureau and ask them if
 2 they can transcribe it. There is going to be at least
 3 one, perhaps two gaps in this.
 4 Next meeting, next date, January 9th, same
 5 place, same time, 9:00. We will have Eliot Seide, and
 6 we will have David Deal, and who else?
 7 MR. CORWIN: And our --
 8 REFEREE BEFORT: Your two.
 9 MR. CORWIN: Perkins.
 10 REFEREE BEFORT: Perkins and Golen.
 11 MR. CORWIN: Yeah.
 12 REFEREE BEFORT: Is that all we're
 13 talking about?
 14 MR. FOWLER: I didn't get to one lay
 15 witness, and unfortunately it happens to be the
 16 Minneapolis employee, so I think what I will do is I
 17 will try to work in advance with Mr. Bloom to openly
 18 and transparently get any subpoena issues taken care
 19 of there, and so that that person hopefully --
 20 MR. BLOOM: The subpoenas carry over
 21 (inaudible).
 22 MR. FOWLER: I just want to give you
 23 every opportunity (inaudible).
 24 MR. BLOOM: Call me (inaudible).
 25 MR. FOWLER: So --

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 REFEREE BEFORT: What other
 2 logistical things?
 3 MR. FOWLER: I think now that we are
 4 in between, Mr. Corwin should have adequate time to
 5 review my book.
 6 MR. CORWIN: I will review his book,
 7 and I would ask that they review ours.
 8 MR. FOWLER: Yes. I still need to
 9 give you in camera the document.
 10 REFEREE BEFORT: That is right.
 11 When do we do that?
 12 MR. FOWLER: I will give it to you
 13 right now and you can talk to us by email later.
 14 REFEREE BEFORT: Okay, makes sense.
 15 With that, I think we will adjourn for today.
 16 MR. FOWLER: Well, I have one more
 17 thing.
 18 MR. BECK: (Inaudible) doing the
 19 transcription, transcribed testimony is done or the
 20 expectation.
 21 REFEREE BEFORT: That is my
 22 expectation. I will talk to Carol Clifford and find
 23 out exactly how they want to do that.
 24 MR. BECK: Thank you.
 25 MR. FOWLER: I have one last

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 request. It really would have been nice to get done
 2 today, but it wasn't possible. I would ask that all
 3 parties to the election proceeding that is on hold
 4 pending this, there is a two-month gap, I would ask
 5 that all parties refrain, as similar to your
 6 protective order, from campaigning or otherwise using
 7 this hearing to influence the 9-1-1 operators.
 8 What I am worried about is a substantial
 9 period of time for extra campaigning on the cloud of
 10 impropriety that MNPEA is under here. I think it's
 11 only given that enormous break in time. It would be
 12 one thing if it was next week, but we're talking
 13 January 9th, and a lot of logistical delays like
 14 Mr. Seide is not in our control, so I would ask that
 15 some order be crafted by you consistent with the Fair
 16 Election Practices to prohibit such activity.
 17 REFEREE BEFORT: There is a real
 18 problem though in terms of drawing the line between
 19 not using this hearing and making normal separate
 20 discussions about election issues. I don't know --
 21 MR. CORWIN: I don't think it's --
 22 REFEREE BEFORT: -- how you can do
 23 that.
 24 MR. CORWIN: I don't think you have
 25 jurisdiction.

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 MR. FOWLER: He's an extension of
 2 the Commissioner.
 3 MR. CORWIN: Well, I don't think the
 4 Commissioner has the power, and I don't think it's
 5 feasible because we are (inaudible) representative,
 6 virtually everything they do could be misinterpreted,
 7 and that is probably what will happen.
 8 MR. FOWLER: I have a comprised
 9 position, perhaps all the exhibits and documents are
 10 to be used by the parties for purposes of this hearing
 11 only pending then so it doesn't end up in campaign
 12 material, at least that.
 13 MR. CORWIN: These are public
 14 exhibits. They will be discoverable under the
 15 Government Data Practices Act, so that is impossible.
 16 I don't think the Bureau has jurisdiction.
 17 MR. FOWLER: I don't think they are
 18 discoverable by a hearing that hasn't been concluded.
 19 REFEREE BEFORT: I don't know.
 20 MR. CORWIN: They made submissions,
 21 your 300 or 400 pages that you submitted to the
 22 Bureau, I think that is public information. You can
 23 make at Data Practice request of the Bureau and get
 24 it.
 25 MR. FOWLER: But the case of the

KIRBY A. KENNEDY & ASSOCIATES
 (952) 922-1955

1 materials since Exhibit 1 hasn't been ruled upon, it's
 2 under your jurisdiction as the Referee right now, so I
 3 don't -- I think if a Data Practices request was made
 4 now, you have the case, you have to decide if it's
 5 public or not, and I would ask that these things be
 6 subject -- you gave us a protective order and the
 7 subpoena, I think that extension would apply while we
 8 have this enormous break.
 9 MR. CORWIN: I think -- I don't
 10 think (inaudible) authority of the Government Data
 11 Practices.
 12 MR. BLOOM: (Inaudible conversation)
 13 whether or not they he can evidence in a hearing is
 14 the issue.
 15 MR. FOWLER: I kind of agree with
 16 Mr. Bloom on that set. I also think that the exhibit
 17 is already part of the record in Exhibit 1. With that
 18 being said, the materials that are still in your
 19 possession and being ruled on, including these books,
 20 that are not part of that should be held between the
 21 attorneys and the parties and not disseminated.
 22 MR. CORWIN: They have already been
 23 disseminated in the other room, they have been
 24 disseminated for people who are still waiting, there
 25 is no way we can patrol (inaudible).

1 STATE OF MINNESOTA)
 2 COUNTY OF HENNEPIN)
 3
 4
 5 REPORTER'S CERTIFICATE
 6
 7 I, Angela D. Sauro, do hereby certify that
 8 the above and foregoing transcript, consisting of the
 9 preceding 218 pages is a correct transcript of my
 10 stenograph notes, and is a full, true and complete
 11 transcript of the proceedings to the best of my
 12 ability.
 13
 14 Dated December 11, 2013
 15
 16
 17
 18 Angela D. Sauro, RPR
 19 Court Reporter
 20
 21
 22
 23
 24
 25

1 MR. FOWLER: Well, I mean --
 2 MR. CORWIN: I mean the liability
 3 because people in the other room are members, have
 4 seen documents, it's already the cat's out of the bag,
 5 as far as I am concerned.
 6 REFEREE BEFORT: Yeah, I am
 7 uncomfortable being a Data Practices authority for the
 8 Bureau, particularly when I think it's just very, very
 9 difficult to enforce, so I am not going to go down
 10 that road.
 11 MR. FOWLER: Okay. Thank you.
 12 REFEREE BEFORT: Thank you.
 13 (At this time the recording ended.)
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

\$	1998 [1] 66/10	5510.1910 [2] 138/20 139/5
\$10 [3] 102/23 107/3 108/9	2	55117 [1] 2/21
\$11 [1] 102/23	20 [3] 3/3 102/4 149/2	55126 [1] 2/11
\$11 million [1] 102/23	200 [1] 2/20	55415 [1] 2/16
\$13 [2] 103/14 103/25	2000 [1] 44/2	55416-1534 [1] 2/5
\$2.94 [1] 103/15	2001 [1] 175/19	6
\$20 [1] 212/5	2002 [2] 43/21 175/9	60 [1] 62/25
\$256 [1] 107/8	2003 [2] 115/24 177/10	620 [1] 13/11
\$290,000 [1] 203/1	2004 [3] 44/3 44/3 179/5	65 [7] 4/6 4/8 21/9 28/18 29/22 32/5
\$30 [1] 212/5	2005 [7] 177/15 177/16 177/21 177/23	62/25
\$39 [1] 103/22	178/12 179/6 182/2	66 [2] 67/20 136/3
\$468 [1] 107/13	2008 [1] 179/12	6:00 [1] 127/23
\$50,000 [2] 194/22 197/9	2010 [3] 156/2 172/15 181/21	6th [1] 162/21
'	2011 [4] 61/12 165/3 182/3 182/11	7
'30s [2] 25/10 58/3	2012 [6] 130/3 158/25 160/16 162/8	7 1/2 million [1] 102/25
'99 [1] 115/22	163/12 164/1	7,000 [1] 186/10
.	2013 [2] 1/20 219/14	75 [1] 103/2
.231 [1] 131/3	2014 [1] 7/21	79 [1] 3/3
1	206 [1] 3/14	8
1 percent [1] 181/13	208 [1] 3/14	80 [3] 103/3 105/8 106/12
1,000 [1] 182/6	20th [1] 1/20	80 percent [1] 103/1
1.6 million [2] 21/5 30/7	210 [1] 2/15	85 [1] 108/2
1/2 [1] 102/23	211 [1] 3/15	8th [2] 163/2 163/22
10.5 [1] 107/7	212 [1] 3/15	9
100 [5] 2/5 136/5 157/11 157/14 157/14	218 [1] 219/9	9-1-1 [1] 215/7
106 [1] 3/4	21st [3] 13/24 18/20 138/11	932 [1] 130/14
10:00 [3] 8/7 8/22 9/2	22 [3] 159/12 159/13 159/16	94 [1] 34/14
11 [2] 43/18 219/14	223 [1] 2/20	96 [3] 43/21 44/1 44/5
11 million [1] 107/7	225 [2] 105/15 106/12	990s [1] 72/21
115 [1] 3/4	231 [1] 130/25	9:00 [5] 8/7 8/20 8/22 9/2 213/5
118 [1] 3/5	25 [3] 14/3 115/18 172/5	9th [2] 213/4 215/13
119 [1] 3/7	25-year-plus [1] 190/5	A
12 [5] 15/18 149/23 150/17 174/18	26-year-old [1] 113/5	a.m [2] 8/7 8/8
195/4	28 [1] 16/25	abandoning [1] 71/18
127 [5] 21/11 21/13 21/24 30/4 33/10	29th [1] 164/16	abbreviation [1] 4/11
13 [3] 149/12 174/17 195/5	2:00 [1] 127/22	ability [7] 48/17 51/3 51/11 53/9 142/12
14 [3] 44/5 44/6 178/3	2nd [1] 164/13	183/3 219/12
143 [1] 3/7	2s [1] 153/14	able [23] 7/16 28/16 29/17 39/4 39/14
145 [1] 33/11	3	41/5 50/1 51/5 52/17 53/1 59/3 61/11
14PRE0167 [1] 1/15	30 [2] 163/12 172/15	77/8 124/5 126/6 131/16 143/17 153/3
15 [1] 78/18	30 percent [3] 103/14 103/14 131/16	153/9 169/22 180/24 180/25 191/22
15-day [2] 22/13 45/19	300 [2] 182/7 216/21	abortion [1] 109/21
150 [1] 180/4	30th [1] 163/25	about [121] 5/11 7/14 11/6 11/17 13/18
152 [1] 3/8	320 [11] 1/11 2/18 4/5 9/14 44/23 80/13	14/6 14/8 15/7 15/19 15/24 17/18 17/19
153 [1] 3/8	173/25 177/2 177/7 199/16 207/19	17/20 17/24 18/17 25/24 26/24 27/6
1534 [1] 2/5	3252 [1] 2/10	33/1 43/12 43/23 49/17 50/23 52/21
155 [1] 3/10	34-member [1] 31/20	55/3 56/13 56/13 61/17 69/23 70/25
16 [3] 21/20 156/5 164/1	350 [1] 2/16	74/10 74/24 81/5 82/19 86/16 87/3 87/9
160 [1] 3/11	36 [1] 16/25	89/2 89/21 92/23 96/10 98/6 102/4
1660 [1] 2/5	38.54 [1] 104/1	103/1 103/14 105/15 105/17 107/2
17,000 [1] 21/20	38.64 [1] 103/13	107/8 107/13 108/19 109/7 109/8
170A.03 [1] 150/18	4	109/12 112/16 113/16 115/18 121/22
171 [1] 3/13	40 [2] 157/17 178/3	122/7 123/1 124/7 124/11 124/22 125/4
1719 [1] 159/4	40 percent [1] 138/3	125/18 125/24 127/14 128/25 130/4
179 [2] 16/19 149/24	400 [1] 216/21	130/17 131/10 133/1 133/1 140/9
179.01 [2] 130/18 131/2	401 [1] 54/1	144/25 146/4 148/4 150/5 151/2 152/2
179.231 [2] 16/4 130/16	42 [1] 177/25	153/23 163/4 163/23 163/25 168/4
179A [3] 16/19 149/24 161/4	42 percent [1] 174/23	168/13 174/9 174/12 174/23 176/19
179A.03 [3] 150/2 150/24 151/6	43 [1] 21/1	177/13 178/24 179/5 179/9 180/20
19,000 [2] 21/19 67/1	43,000 [1] 21/2	181/21 182/23 183/5 183/5 183/8 183/9
1919 [1] 67/20	43-member [1] 21/25	183/25 184/16 190/15 192/7 192/23
1940s [1] 156/20	450 [2] 105/17 106/12	193/2 193/7 196/21 196/25 197/12
1966 [1] 136/3	48 [1] 43/20	197/25 199/1 202/15 203/5 205/16
1971 [1] 165/7	4:30 [3] 184/16 184/17 184/20	210/4 211/23 213/13 215/8 215/20
198 [1] 3/13	5	above [3] 1/18 183/22 219/8
1985 [2] 134/20 173/2	5's [4] 8/4 10/1 101/17 157/21	above-entitled [1] 1/18
1986 [1] 156/7	50 [3] 21/7 22/10 157/18	absences [1] 29/2
1990 [1] 42/18	501 [8] 72/18 98/4 98/8 98/11 99/4 99/6	absent [2] 76/5 135/11
1995 [4] 187/1 187/3 187/7 188/7	99/9 99/12	absolute [1] 88/23
1996 [1] 42/18	508 [1] 2/4	

<p>A</p> <p>absolutely [33] 19/14 24/24 46/25 47/2 50/24 61/5 61/5 61/7 66/9 67/14 71/22 71/25 83/6 93/17 97/22 97/24 107/21 108/11 110/20 111/4 111/20 114/1 114/5 115/2 124/25 124/25 127/9 128/6 128/8 128/19 129/4 145/17 153/2</p> <p>absolved [1] 58/9</p> <p>abuse [1] 194/19</p> <p>abusive [1] 196/19</p> <p>acceptable [3] 5/9 9/19 121/1</p> <p>accepted [2] 6/13 130/24</p> <p>access [6] 26/20 73/5 116/16 116/20 142/14 142/20</p> <p>accident [1] 175/11</p> <p>accordance [2] 165/6 165/13</p> <p>account [1] 173/16</p> <p>accountability [1] 73/18</p> <p>accounting [1] 33/8</p> <p>accurate [3] 99/5 104/13 107/24</p> <p>accused [1] 197/16</p> <p>accustom [1] 139/1</p> <p>acknowledged [1] 89/4</p> <p>acronyms [1] 124/7</p> <p>across [8] 21/6 21/16 27/23 30/7 49/2 53/3 54/19 55/4</p> <p>act [18] 4/19 4/21 16/8 17/19 17/22 61/7 72/24 76/1 76/18 77/4 80/8 135/7 136/13 160/22 161/3 161/4 165/7 216/15</p> <p>acting [1] 170/12</p> <p>action [9] 39/10 42/7 63/19 65/1 69/6 74/17 111/9 133/13 141/2</p> <p>activities [5] 85/9 94/1 190/16 191/15 201/16</p> <p>activity [6] 64/15 94/10 94/19 95/7 189/18 215/16</p> <p>actual [4] 45/8 59/13 124/3 209/10</p> <p>actually [61] 8/13 24/17 25/9 26/5 26/16 27/22 28/4 28/7 29/25 30/22 36/11 36/12 36/15 39/17 40/18 40/18 42/18 42/18 42/22 43/6 43/18 50/16 50/19 51/14 51/23 52/16 52/20 53/11 53/14 56/2 58/2 59/12 59/13 59/13 63/15 63/17 63/18 64/9 64/11 64/13 68/12 68/13 68/15 69/3 69/4 70/17 71/1 74/10 78/25 101/2 101/11 103/13 112/9 118/15 120/24 121/1 141/5 141/7 156/18 169/7 182/17</p> <p>add [1] 112/4</p> <p>addition [24] 20/17 21/16 23/2 26/25 28/21 31/21 34/11 35/21 36/10 39/12 39/21 41/13 53/19 54/10 56/16 57/6 57/6 70/5 71/7 72/22 73/16 73/24 75/18 88/6</p> <p>additional [2] 7/25 163/24</p> <p>additionally [1] 32/2</p> <p>address [4] 29/4 49/22 50/1 161/20</p> <p>addressed [1] 47/16</p> <p>addressing [1] 161/21</p> <p>adequate [4] 50/2 54/15 55/9 214/4</p> <p>adequately [4] 18/19 40/12 54/7 112/19</p> <p>adjourn [1] 214/15</p> <p>adjudication [2] 41/17 74/19</p> <p>adjunct [1] 10/3</p> <p>adjust [3] 71/11 71/17 76/7</p> <p>adjustment [2] 41/17 74/19</p> <p>adjustments [1] 85/6</p> <p>administered [1] 35/19</p> <p>administration [5] 24/2 61/11 119/8 183/13 192/23</p> <p>administrative [16] 5/1 64/24 111/18 112/21 136/11 138/22 139/12 139/15</p>	<p>139/18 139/20 139/22 139/23 140/2 140/15 176/20 176/22</p> <p>admissible [1] 130/21</p> <p>admission [1] 182/19</p> <p>admit [1] 138/23</p> <p>adopted [1] 72/7</p> <p>advance [1] 213/17</p> <p>advanced [1] 75/18</p> <p>advancement [1] 40/3</p> <p>advantage [4] 92/2 113/10 169/25 184/3</p> <p>advantageous [3] 90/24 91/4 91/11</p> <p>advantages [4] 86/20 86/21 89/2 180/23</p> <p>advent [1] 39/16</p> <p>advised [2] 141/4 183/7</p> <p>advocate [3] 52/5 54/6 178/16</p> <p>advocating [6] 24/17 48/22 51/10 52/12 52/14 55/12</p> <p>affairs [1] 139/2</p> <p>affect [7] 37/5 48/20 53/15 109/23 110/1 110/5 117/21</p> <p>affected [2] 37/18 111/8</p> <p>affects [2] 38/2 111/10</p> <p>affiliated [3] 21/3 22/7 22/8</p> <p>affiliation [1] 103/5</p> <p>affirmative [1] 69/21</p> <p>affordable [1] 203/6</p> <p>afield [1] 93/14</p> <p>AFL [2] 43/11 43/25</p> <p>AFL-CIO [2] 43/11 43/25</p> <p>afraid [1] 173/15</p> <p>AFSCME [107] 2/2 4/3 4/6 4/8 5/8 7/9 7/12 9/13 9/21 10/1 12/23 13/2 14/15 19/10 20/3 20/21 20/23 21/1 21/18 25/11 26/12 26/15 27/7 27/14 28/4 29/21 31/19 32/2 32/25 39/1 44/4 45/6 45/7 46/6 46/23 47/22 61/3 62/8 63/2 63/4 63/9 63/13 66/2 67/11 68/24 72/14 72/25 73/9 73/9 75/12 77/23 80/2 82/20 85/19 87/1 87/15 88/19 88/24 89/3 93/23 97/18 98/8 100/13 100/22 101/5 101/17 102/10 102/18 103/5 106/11 109/5 113/18 114/12 114/13 132/19 135/24 143/8 144/23 145/12 146/18 152/2 152/3 152/21 153/1 156/6 157/8 157/13 157/19 157/20 157/24 157/25 158/5 158/6 158/12 158/22 159/3 159/14 160/2 160/19 161/19 161/25 162/16 163/17 163/21 163/23 164/8 166/14</p> <p>AFSCME's [6] 87/18 102/5 107/7 109/9 109/10 158/9</p> <p>after [18] 42/23 43/1 43/9 96/6 132/8 142/6 145/14 146/17 162/25 164/11 164/12 164/16 165/10 168/14 175/19 199/10 200/14 200/15</p> <p>afternoon [2] 127/24 160/11</p> <p>again [17] 9/17 45/23 55/14 106/16 123/3 128/8 144/23 146/4 147/21 152/5 152/17 154/13 166/14 178/24 194/6 208/19 210/20</p> <p>against [7] 58/4 112/8 138/9 182/20 191/25 195/6 203/17</p> <p>age [1] 83/14</p> <p>agencies [2] 54/24 122/7</p> <p>agent [3] 90/2 92/13 110/17</p> <p>agents [10] 12/25 63/24 94/9 94/18 110/25 112/1 112/6 112/20 113/2 135/1</p> <p>ago [3] 136/5 136/25 203/2</p> <p>agree [9] 5/24 100/6 109/9 117/19 134/4 140/13 162/7 193/14 217/15</p> <p>agreed [4] 6/5 80/14 184/6 205/5</p> <p>agreement [7] 6/25 80/14 124/3 125/8 131/24 179/15 209/10</p> <p>agreements [3] 33/12 34/9 80/12</p>	<p>ahead [2] 191/9 202/25</p> <p>aids [1] 55/5</p> <p>aim [1] 61/20</p> <p>aims [1] 24/7</p> <p>akin [1] 75/9</p> <p>alcohol [1] 196/19</p> <p>align [1] 62/1</p> <p>all [123] 5/1 5/16 6/7 6/8 6/8 6/23 13/16 14/20 15/3 15/13 17/20 18/16 20/11 21/1 21/7 21/17 22/14 24/19 27/20 33/5 35/11 35/15 38/19 40/9 40/13 42/15 44/8 45/7 46/4 46/12 49/2 49/7 50/10 53/3 53/24 54/1 54/12 58/6 58/16 62/11 63/4 65/9 65/12 69/3 72/13 73/4 74/25 75/7 75/12 77/22 81/10 83/13 84/4 85/16 85/18 86/8 92/16 94/14 102/8 102/9 102/19 106/6 107/6 109/2 109/8 112/4 114/6 114/25 118/21 118/24 121/3 122/5 122/8 123/7 123/15 124/8 125/19 127/20 128/21 131/19 132/8 133/24 135/20 136/22 137/9 137/9 137/14 138/23 140/11 142/18 145/12 148/12 153/3 156/25 166/16 167/8 178/24 181/4 182/2 182/24 183/10 183/21 190/11 191/20 191/21 191/23 191/24 192/25 194/21 199/15 202/18 204/9 205/2 208/5 208/12 208/16 208/21 208/25 211/1 213/12 215/2 215/5 216/9</p> <p>allegations [1] 134/1</p> <p>allies [1] 51/25</p> <p>allocated [1] 52/13</p> <p>allow [8] 45/25 52/15 70/4 103/11 142/4 142/5 184/6 191/18</p> <p>allowable [1] 85/22</p> <p>allowed [6] 22/9 23/22 82/23 143/22 161/15 167/12</p> <p>allowing [3] 175/4 178/4 197/6</p> <p>allows [1] 85/23</p> <p>Allstate [1] 75/9</p> <p>alluded [1] 97/3</p> <p>alluding [1] 98/17</p> <p>almost [5] 37/12 111/14 112/9 176/16 178/11</p> <p>alone [2] 66/9 123/5</p> <p>along [4] 44/5 90/8 132/8 212/14</p> <p>already [15] 16/23 74/22 89/4 119/1 141/19 147/10 149/16 150/22 168/3 171/5 186/21 186/22 217/17 217/22 218/4</p> <p>also [114] 4/5 7/6 9/11 17/5 18/11 20/14 20/16 20/17 21/9 21/15 21/17 22/18 22/25 23/3 24/12 24/15 25/20 26/5 26/8 26/9 26/13 26/19 26/25 27/9 27/25 28/11 28/12 28/14 28/21 29/8 29/20 30/19 31/9 32/3 33/7 33/8 34/2 34/5 34/23 35/6 35/9 35/12 35/14 36/7 36/10 36/24 37/1 38/2 39/2 39/7 39/22 40/6 40/7 41/9 41/18 41/20 41/24 42/3 43/15 45/11 47/6 53/4 54/2 56/4 56/6 56/7 57/15 61/19 65/5 71/8 71/20 72/22 73/6 73/6 73/6 73/13 74/5 74/7 74/13 74/16 87/6 89/24 91/20 93/6 100/15 104/10 104/17 104/18 104/21 104/22 119/19 125/7 133/11 153/7 157/5 158/2 161/4 169/11 175/12 175/14 177/1 179/10 179/12 180/12 181/9 181/21 181/23 192/15 192/16 194/9 194/20 206/13 207/4 217/16</p> <p>although [4] 7/16 18/12 127/18 154/19</p> <p>altogether [1] 199/14</p> <p>always [2] 104/24 112/9</p> <p>am [64] 18/14 20/3 20/7 21/9 27/14 38/9 42/25 52/2 66/14 86/24 88/16 89/9</p>
--	---	---

<p>A</p> <p>am... [51] 89/17 90/22 90/22 94/12 94/12 94/20 94/22 95/24 96/7 97/18 98/15 109/4 115/15 115/15 117/16 117/17 129/25 141/1 142/4 142/5 146/10 153/25 154/13 155/24 156/10 161/14 164/3 166/17 168/9 169/3 169/8 171/25 174/17 176/16 180/8 184/16 184/22 185/11 186/7 190/13 192/3 194/6 195/8 196/14 198/17 198/21 199/6 215/8 218/5 218/6 218/9</p> <p>amalgam [1] 30/6</p> <p>amalgamation [1] 30/4</p> <p>amazing [2] 182/5 182/5</p> <p>amend [2] 10/19 11/3</p> <p>amended [3] 45/16 99/14 165/8</p> <p>amendment [2] 45/21 93/12</p> <p>American [3] 1/8 21/4 43/14</p> <p>amicus [1] 4/7</p> <p>among [1] 165/13</p> <p>amongst [2] 9/12 96/5</p> <p>amount [12] 14/2 27/10 29/15 29/19 29/24 41/4 57/15 73/14 96/20 109/25 179/2 192/5</p> <p>analogy [1] 28/1</p> <p>analysis [2] 30/16 140/16</p> <p>anathema [1] 61/22</p> <p>ancillary [1] 34/5</p> <p>and/or [12] 4/19 41/11 41/25 42/12 63/24 68/9 69/6 85/4 91/16 94/18 104/20 121/16</p> <p>ANGELA [3] 1/23 219/7 219/18</p> <p>angle [1] 57/11</p> <p>angling [1] 34/15</p> <p>anniversary [1] 137/3</p> <p>announced [1] 45/21</p> <p>another [18] 9/5 15/17 48/24 55/7 79/17 79/18 80/2 80/15 90/10 144/13 146/22 173/12 176/11 176/23 185/8 186/4 188/9 189/12</p> <p>answer [21] 66/8 81/22 81/23 88/23 89/7 90/19 90/19 91/3 94/23 94/25 105/1 135/15 142/6 164/5 187/11 190/7 190/9 194/10 198/23 200/17 200/22</p> <p>answered [8] 17/25 107/23 108/14 108/14 154/16 154/17 190/12 211/6</p> <p>answering [1] 18/4</p> <p>anti [1] 80/18</p> <p>anti-competitive [1] 80/18</p> <p>anticipated [1] 8/20</p> <p>any [100] 6/14 7/25 9/6 15/1 16/15 23/18 24/14 26/18 26/19 26/21 27/1 28/10 34/12 41/11 41/15 42/5 46/1 46/2 61/25 63/13 64/15 64/15 64/17 65/20 65/20 67/5 69/6 71/12 73/4 74/11 75/10 81/12 85/13 86/14 86/20 86/21 92/22 93/18 93/21 94/7 94/16 95/4 95/17 98/3 99/15 101/21 101/25 111/9 114/15 114/16 115/12 116/16 116/19 116/20 118/2 123/2 124/17 127/6 127/13 129/21 134/13 139/21 139/22 139/23 140/3 147/19 147/21 151/9 151/12 151/18 152/9 152/24 158/19 166/13 166/19 169/17 174/13 175/2 176/21 185/16 187/18 188/24 190/9 191/16 192/3 192/21 193/25 194/8 196/4 196/22 197/12 201/11 204/20 205/8 206/19 208/13 208/23 210/18 210/22 213/18</p> <p>anybody [4] 11/22 127/15 127/21 171/8</p> <p>anyone's [1] 10/9</p> <p>anything [12] 11/20 34/15 66/15 111/10 116/24 118/7 126/21 134/10 154/24 190/25 211/10 212/22</p>	<p>anyway [2] 15/24 177/11</p> <p>anywhere [3] 62/25 210/25 212/5</p> <p>APA [1] 139/23</p> <p>apart [1] 29/23</p> <p>apologize [1] 19/1</p> <p>apology [1] 19/7</p> <p>apparatus [1] 5/23</p> <p>Apparently [1] 100/19</p> <p>appealed [2] 32/14 32/16</p> <p>appeals [1] 32/22</p> <p>appear [1] 4/7</p> <p>appears [3] 164/1 164/12 164/17</p> <p>Appellate [1] 12/14</p> <p>applicability [1] 197/5</p> <p>applicable [1] 140/6</p> <p>application [2] 93/16 195/16</p> <p>applied [1] 93/7</p> <p>applies [2] 27/9 149/20</p> <p>apply [8] 4/20 92/24 93/4 130/12 130/13 138/21 141/17 217/7</p> <p>appointed [4] 29/1 77/6 139/14 148/10</p> <p>appointment [3] 18/9 77/1 130/17</p> <p>apprise [1] 120/16</p> <p>approach [2] 80/7 182/11</p> <p>approached [3] 14/13 159/8 193/1</p> <p>appropriate [3] 9/4 136/18 165/6</p> <p>approved [2] 61/8 69/19</p> <p>approximately [12] 21/2 21/5 21/11 21/19 21/20 33/11 102/22 105/8 105/19 107/10 160/2 182/3</p> <p>arbitrated [3] 128/22 129/1 148/1</p> <p>arbitrates [1] 28/10</p> <p>arbitration [14] 15/3 24/3 41/16 42/9 55/17 74/21 113/12 114/16 120/23 157/15 158/4 158/8 158/13 181/6</p> <p>arbitrations [20] 11/15 28/10 41/14 86/10 104/20 104/20 110/12 111/17 112/21 113/3 120/24 157/8 157/12 157/14 157/18 157/19 158/3 158/5 158/6 158/10</p> <p>arbitrator [3] 94/22 136/10 190/4</p> <p>ARC [7] 143/4 143/4 144/4 145/6 147/9 147/16 148/6</p> <p>are [357]</p> <p>area [13] 34/11 36/6 36/7 117/5 121/6 121/12 121/22 122/5 122/11 122/15 124/14 124/15 124/23</p> <p>areas [6] 20/9 21/14 23/8 30/8 71/12 74/11</p> <p>aren't [4] 124/8 126/10 137/10 137/12</p> <p>arena [6] 48/12 71/14 71/18 75/18 110/4 110/4</p> <p>argue [4] 51/12 57/22 75/25 195/14</p> <p>arguing [1] 175/22</p> <p>argument [5] 9/24 16/6 19/6 143/14 195/20</p> <p>arguments [2] 143/16 165/10</p> <p>arise [1] 29/10</p> <p>arm [2] 47/13 100/15</p> <p>around [18] 25/7 31/25 32/9 36/17 37/13 74/6 74/17 93/8 102/24 103/15 103/19 105/16 107/3 115/18 115/21 121/19 180/16 204/5</p> <p>arrangement [3] 96/3 96/21 97/15</p> <p>Arrowhead [9] 21/15 129/9 129/10 129/11 129/17 129/22 131/11 131/20 142/3</p> <p>art [3] 74/6 74/8 157/6</p> <p>article [1] 136/2</p> <p>articulating [1] 125/19</p> <p>articulation [1] 125/9</p> <p>arts [1] 44/15</p> <p>as [273]</p> <p>ask [51] 79/20 80/1 86/25 87/22 88/15</p>	<p>94/23 96/10 97/13 99/12 99/22 121/3 131/8 138/19 142/5 142/6 144/13 148/9 149/4 151/24 154/3 154/18 159/13 159/16 160/13 167/25 170/18 171/7 181/15 187/4 188/9 189/9 190/13 191/7 192/2 193/3 193/16 193/19 195/2 197/19 199/4 200/19 206/1 207/7 207/9 210/17 213/1 214/7 215/2 215/4 215/14 217/5</p> <p>asked [32] 10/10 83/1 87/9 98/16 99/8 104/25 108/13 109/7 117/3 131/24 148/4 149/10 149/19 150/4 150/4 153/23 154/15 159/23 161/6 161/10 161/18 161/19 163/4 163/7 163/23 176/5 176/13 186/22 207/1 209/6 210/3 210/16</p> <p>asking [7] 59/23 82/16 154/13 154/19 159/9 166/14 194/8</p> <p>aspect [1] 15/11</p> <p>aspects [1] 117/21</p> <p>assault [2] 194/21 197/8</p> <p>assaults [1] 54/23</p> <p>asserted [7] 65/23 67/8 67/25 68/16 68/24 130/6 137/21</p> <p>assertions [1] 62/6</p> <p>assigned [3] 24/23 40/23 119/20</p> <p>assignment [1] 40/24</p> <p>assist [3] 14/13 28/16 30/16</p> <p>assistance [1] 15/2</p> <p>assisted [2] 36/22 159/14</p> <p>ASSOCIATES [3] 2/4 172/1 172/3</p> <p>association [22] 1/6 2/7 4/4 4/12 81/13 84/5 172/25 173/10 173/21 173/23 178/13 179/16 180/13 180/17 180/18 181/7 186/6 202/3 202/9 202/20 211/17 211/21</p> <p>associations [5] 178/15 178/23 179/4 179/17 202/13</p> <p>assume [3] 10/12 121/8 167/24</p> <p>assuming [1] 162/17</p> <p>assumption [1] 170/13</p> <p>astonishing [1] 176/17</p> <p>atmospherics [1] 37/5</p> <p>attack [3] 48/8 48/11 53/19</p> <p>attacked [1] 62/3</p> <p>attacks [1] 60/17</p> <p>attempt [2] 37/24 45/1</p> <p>attempted [7] 80/9 115/25 198/9 198/11 199/10 199/15 200/9</p> <p>attempting [2] 79/17 85/5</p> <p>attempts [3] 48/5 61/11 210/18</p> <p>attend [4] 22/7 23/19 31/6 211/3</p> <p>attention [1] 82/10</p> <p>attorney [46] 64/3 66/1 67/6 68/4 68/11 68/12 70/18 70/20 86/17 88/21 90/21 91/12 91/13 91/14 91/20 92/3 97/10 110/14 111/6 112/13 113/21 113/22 113/24 114/8 114/9 114/14 114/15 114/20 114/20 114/24 121/24 123/1 127/6 127/8 127/13 133/12 134/11 134/12 134/18 134/22 181/25 192/13 204/21 204/25 205/6 205/15</p> <p>attorney's [3] 63/24 178/25 203/3</p> <p>attorney-client [3] 90/21 111/6 134/12</p> <p>attorneys [14] 14/19 14/20 14/21 68/3 86/13 90/18 97/4 97/11 112/10 115/1 158/9 205/3 205/5 217/21</p> <p>attributed [1] 15/14</p> <p>authority [3] 16/3 217/10 218/7</p> <p>authorization [1] 69/6</p> <p>authorized [1] 24/9</p> <p>autism [1] 50/6</p> <p>automatically [2] 116/7 188/15</p> <p>autonomously [2] 21/11 25/22</p>
--	--	--

A
available [9] 8/7 8/16 9/1 12/17 29/3
53/2 73/10 101/8 104/3
availment [1] 30/10
avenue [1] 52/15
avoid [1] 167/10
award [1] 129/2
Awards [1] 129/2
aware [44] 44/19 44/20 44/21 44/25 45/2
79/13 81/16 82/7 90/20 90/22 103/21
103/23 115/9 115/11 115/15 115/15
115/17 115/22 115/24 116/1 117/16
117/17 131/22 132/1 132/4 135/11
151/15 151/18 160/14 160/18 166/6
166/16 177/4 177/5 178/14 186/4 198/8
198/11 202/8 204/19 209/16 210/22
210/24 211/7
away [5] 9/22 53/20 79/17 138/12 141/2

B
bachelor [1] 44/15
back [40] 7/21 7/24 22/20 49/12 52/7
58/2 59/11 78/19 80/10 86/8 93/22
103/24 125/22 125/22 132/15 133/15
136/3 138/11 138/13 144/23 146/11
148/1 156/19 156/20 159/10 159/13
159/17 159/18 159/21 159/23 168/4
168/15 168/19 174/9 176/16 176/17
178/12 179/4 182/9 185/5
back-up [2] 7/21 7/24
background [4] 44/14 134/3 156/3 157/3
bad [4] 14/15 15/5 15/21 60/23
badge [1] 62/4
badly [2] 89/17 90/15
bag [1] 218/4
ballot [2] 131/25 132/3
ballots [1] 106/11
bargain [4] 48/6 49/4 97/7 178/18
bargaining [29] 6/22 17/1 25/14 33/11
33/18 34/9 35/25 37/18 37/19 38/1
40/22 40/25 47/10 49/21 71/13 110/11
120/9 126/1 128/24 128/24 131/23
132/5 133/14 133/16 135/24 138/6
138/8 178/20 191/2
barred [2] 47/9 48/19
base [2] 70/7 206/9
based [12] 25/7 34/4 34/18 34/23 34/24
107/12 108/7 120/11 133/17 142/7
160/24 187/18
basic [16] 27/12 28/23 29/4 71/15 73/17
123/17 129/24 129/25 130/1 131/12
132/19 143/4 143/23 146/23 147/9
147/25
basically [9] 10/7 25/6 52/6 71/14 77/1
77/9 167/19 167/21 189/4
basis [12] 23/6 31/13 37/21 37/22 40/11
47/5 47/6 50/9 69/20 69/20 69/21
112/25
battle [2] 138/9 156/24
Bay [3] 33/17 82/18 82/20
be [238]
bear [2] 14/7 23/19
beared [1] 16/1
beat [1] 113/5
beating [1] 180/2
Beaver [3] 33/17 82/18 82/19
became [8] 44/10 44/13 44/21 44/25
45/2 79/13 115/24 175/19
because [68] 4/19 36/23 37/20 47/13
47/25 49/9 51/9 53/4 56/12 59/10 64/11
64/21 65/7 65/16 65/24 74/20 77/25
80/23 83/1 94/1 98/20 102/21 110/2
113/11 113/13 116/24 121/8 121/14

122/3 122/17 123/3 124/7 125/21
131/12 132/13 133/11 134/7 134/16
136/16 137/3 146/1 150/22 158/1
158/16 169/9 169/15 171/5 176/20
182/18 183/4 183/5 184/4 184/16
190/20 191/23 195/3 202/17 202/18
202/20 202/22 204/4 204/7 204/8 205/4
205/6 209/24 216/5 218/3
BECK [6] 2/19 3/14 3/15 79/6 210/4
212/13
become [7] 36/13 44/20 158/15 178/14
180/22 181/7 197/1
becoming [1] 178/23
bed [1] 137/8
bedded [1] 70/20
been [78] 4/7 8/5 12/3 14/11 14/17
15/16 16/24 18/2 24/9 25/13 32/11 36/4
37/1 37/9 48/13 48/14 50/4 53/19 61/9
61/15 67/20 78/16 81/11 81/15 88/7
98/6 109/1 110/19 114/7 114/13 115/17
115/22 116/16 116/20 116/24 117/15
120/17 122/18 124/25 125/1 128/22
131/15 131/20 131/21 132/7 132/8
132/10 133/20 134/18 134/19 134/20
135/25 139/14 142/9 156/1 156/4 156/6
157/6 159/24 166/9 167/10 171/5
174/17 189/24 190/5 193/2 195/2 195/4
197/15 200/11 203/6 203/9 207/10
215/1 216/18 217/1 217/22 217/23
before [17] 1/19 15/20 28/1 52/18 67/14
68/3 72/9 74/20 89/12 92/21 96/5
107/22 110/5 132/1 138/19 139/19
164/14
beforehand [1] 6/17
Befor [4] 1/19 8/2 13/16 19/3
began [1] 147/3
begin [4] 9/9 9/13 65/6 123/12
beginning [4] 5/1 16/17 164/20 202/7
behalf [10] 2/2 2/7 2/13 2/18 54/6
158/17 161/9 163/17 163/20 201/19
behave [1] 54/25
behind [2] 68/6 68/10
behooves [1] 52/21
being [26] 5/2 5/22 13/20 32/8 33/7
39/20 48/23 51/5 55/24 71/16 107/16
116/1 123/3 133/10 133/24 142/22
147/24 151/23 153/3 156/24 179/16
193/15 206/13 217/18 217/19 218/7
belief [1] 130/25
believe [50] 5/18 9/4 12/7 12/11 12/15
12/16 13/2 13/4 17/7 18/17 22/9 47/7
68/20 72/18 73/2 75/7 75/14 75/23
79/24 82/23 85/7 85/23 86/5 86/14
95/14 97/11 98/6 102/2 102/22 105/1
106/8 107/1 109/1 110/9 118/15 140/4
140/12 143/20 145/23 151/8 163/3
165/19 165/22 165/23 169/20 169/21
177/18 200/12 201/23 202/1
believes [1] 68/25
belive [1] 84/21
belong [3] 86/3 174/12 206/20
belongs [1] 204/20
Bemidji [1] 34/6
beneath [1] 142/16
benefit [8] 52/14 53/21 53/24 56/25
136/8 192/24 194/9 196/5
benefits [15] 15/25 37/16 38/1 48/20
49/18 53/16 101/17 175/2 175/4 175/4
175/8 175/9 176/2 196/3 209/11
best [23] 13/25 28/24 29/7 37/4 43/2
49/25 52/13 52/23 52/24 64/8 64/9
73/22 96/22 96/23 97/8 97/20 125/12
125/15 126/6 158/16 162/10 183/22
219/11

bet [1] 108/11
better [16] 13/24 29/16 55/1 62/11 64/17
65/3 65/19 66/24 73/23 121/12 121/13
124/24 126/11 167/12 174/10 175/5
betterment [2] 24/12 78/4
between [21] 9/1 21/21 23/13 23/16
24/21 48/1 73/9 88/5 88/13 102/23
109/10 109/20 121/15 121/15 124/6
152/15 152/18 157/17 214/4 215/18
217/20
bevy [5] 20/14 30/14 40/2 40/10 73/12
beyond [8] 47/4 66/18 76/1 77/6 77/11
77/11 119/12 124/14
big [6] 171/12 171/13 191/1 194/24
202/21 203/14
bigger [1] 121/16
biggest [1] 136/9
Bill [1] 26/14
billed [1] 50/10
bit [6] 17/24 36/11 43/20 144/25 169/24
202/17
biweekly [1] 39/9
black [2] 140/17 174/2
block [1] 142/17
BLOOM [4] 2/14 5/25 213/17 217/16
Bloomington [5] 22/3 22/21 181/10
181/10 211/23
Bloomington's [1] 181/16
BMS [4] 1/15 129/3 163/1 164/16
board [31] 16/21 22/1 22/23 22/23 23/12
23/13 23/15 23/23 24/8 25/20 31/10
31/20 31/24 32/16 47/6 55/4 74/1 76/12
94/18 95/6 95/13 95/24 116/21 169/12
169/17 177/24 178/3 180/9 191/14
192/23 210/13
boards [2] 40/6 42/4
bodies [3] 22/8 25/18 25/25
body [6] 23/14 32/8 32/21 45/8 45/12
177/25
book [6] 127/19 149/11 151/8 162/1
214/5 214/6
books [2] 161/1 217/19
born [1] 82/2
bosses [1] 56/2
both [35] 4/20 6/17 8/18 13/1 23/3 28/17
30/8 30/13 31/15 36/23 39/4 39/7 39/20
40/5 45/17 48/6 50/14 52/4 55/19 56/4
56/17 73/20 93/11 119/19 120/2 129/16
129/23 143/4 156/13 161/6 172/20
181/24 184/19 192/18 210/4
bottom [1] 165/9
bound [1] 184/15
boxes [1] 42/22
Boy [1] 59/2
Brainerd [1] 34/6
branch [6] 30/25 31/10 31/23 32/3 32/20
32/21
branches [1] 30/23
break [10] 78/22 155/5 155/7 155/10
166/25 167/4 185/2 185/6 215/11 217/8
brevity [1] 9/23
brief [2] 4/7 169/21
briefly [4] 6/15 20/21 115/5 139/7
bright [1] 15/13
bring [4] 58/8 100/4 136/7 199/3
bringing [1] 88/11
broad [3] 23/10 89/24 109/19
broader [8] 27/22 60/6 60/7 75/16 77/7
77/16 111/13 113/14
broadly [1] 47/19
Brother [1] 34/16
brothers [1] 61/20
buck [1] 54/3
budget [9] 51/22 52/13 53/2 62/14 62/25

<p>B</p> <p>budget... [4] 63/10 102/20 103/2 107/7</p> <p>budgetary [1] 30/16</p> <p>build [3] 121/18 137/18 138/14</p> <p>building [2] 2/4 121/19</p> <p>built [2] 137/17 138/14</p> <p>bullet [2] 126/20 126/21</p> <p>bunch [1] 100/13</p> <p>Bureau [27] 5/3 5/4 44/24 96/18 129/2 131/17 138/21 139/24 143/9 145/9 158/20 158/24 159/15 161/13 161/14 163/4 163/7 163/13 165/4 165/11 165/12 169/23 213/1 216/16 216/22 216/23 218/8</p> <p>business [45] 10/3 11/8 12/25 16/9 17/8 17/15 62/10 63/24 68/19 68/23 70/21 72/7 74/9 75/8 78/2 90/1 94/5 94/9 94/18 97/25 110/17 110/25 112/1 112/6 112/20 113/2 128/23 135/1 141/16 152/2 152/3 152/7 152/16 152/19 152/20 152/21 152/25 153/1 153/13 153/24 153/24 154/7 154/14 168/7 196/6</p> <p>businesses [1] 201/9</p> <p>but let's [1] 196/13</p> <p>buy [3] 101/18 180/25 204/13</p> <p>buying [2] 188/25 189/1</p> <p>buys [2] 186/12 186/14</p> <p>bylaw [1] 46/21</p> <p>bylaws [34] 10/6 10/19 10/21 10/23 11/4 11/4 11/12 11/13 11/18 18/6 18/10 46/9 46/10 46/10 46/12 46/15 69/4 70/4 76/25 95/10 95/12 95/17 95/20 95/20 96/2 96/17 116/17 165/3 208/5 208/7 208/11 208/12 208/20 208/21</p>	<p>165/12 166/24 167/13 167/15 170/21 182/22 186/18 187/11 191/8 192/18 193/18 193/25 194/8 194/10 196/12 196/15 197/19 198/23 205/16 206/1 206/17 210/4 210/21 213/2 214/13 215/22 216/22 217/13 217/25</p> <p>can't [12] 7/22 15/14 49/4 58/18 76/6 83/2 85/2 85/19 116/9 125/2 126/19 210/11</p> <p>Canada [3] 2/11 2/20 2/21</p> <p>cannot [6] 50/9 67/22 71/13 118/3 137/13 138/15</p> <p>cap [1] 107/5</p> <p>capacity [1] 142/21</p> <p>capita [3] 31/13 103/7 103/25</p> <p>car [1] 92/5</p> <p>cards [11] 131/17 132/12 145/6 146/22 147/15 159/9 159/10 159/13 159/16 159/21 159/23</p> <p>care [9] 36/22 50/3 53/9 55/2 55/9 127/4 180/4 203/1 213/18</p> <p>career [2] 42/17 42/23</p> <p>carefully [2] 94/13 96/14</p> <p>CARLSON [4] 3/9 34/20 155/22 160/11</p> <p>Carlton [3] 129/12 131/19 142/19</p> <p>Carol [2] 184/15 214/22</p> <p>carry [2] 120/6 213/20</p> <p>case [23] 1/15 7/22 12/2 12/3 12/7 13/18 25/8 29/1 38/10 90/11 92/8 92/9 92/10 133/20 139/18 140/13 143/13 145/21 162/9 168/10 169/10 216/25 217/4</p> <p>case-in-chief [1] 168/10</p> <p>cases [8] 6/8 6/8 6/17 112/6 117/10 117/14 194/22 197/23</p> <p>cat's [1] 218/4</p> <p>catching [1] 183/11</p> <p>CAYO [10] 3/12 171/23 172/1 172/3 185/8 198/4 198/8 206/7 211/11 211/15</p> <p>Cayo's [2] 184/22 193/13</p> <p>CD [1] 1/23</p> <p>cease [3] 11/9 13/6 129/5</p> <p>ceiling [1] 49/3</p> <p>cell [2] 123/5 123/5</p> <p>cellular [1] 25/6</p> <p>Center [3] 36/25 129/17 148/17</p> <p>Central [1] 31/14</p> <p>centuries [1] 112/5</p> <p>century [4] 13/24 18/20 67/21 138/12</p> <p>CEO [1] 69/25</p> <p>certain [13] 28/24 29/15 56/3 56/4 56/13 56/13 56/14 62/22 68/14 116/4 152/6 179/2 199/12</p> <p>certainly [12] 9/18 81/23 85/3 85/25 141/15 143/20 144/24 145/20 148/3 158/15 184/18 193/18</p> <p>certificate [2] 10/10 219/5</p> <p>certification [1] 144/13</p> <p>certified [7] 12/10 15/16 16/25 105/6 143/17 143/19 144/3</p> <p>certify [1] 219/7</p> <p>cetera [3] 53/17 120/10 153/12</p> <p>chagrin [1] 63/7</p> <p>chain [1] 146/20</p> <p>chair [2] 22/24 192/16</p> <p>chairman [1] 192/15</p> <p>challenge [2] 78/9 147/13</p> <p>challenged [1] 191/2</p> <p>challenges [4] 6/22 105/11 143/4 161/24</p> <p>challenging [1] 131/14</p> <p>chance [1] 109/2</p> <p>change [13] 10/23 11/12 18/6 58/6 65/8 68/9 74/24 77/17 124/11 132/13 177/21 181/23 202/19</p> <p>changed [10] 40/18 40/19 61/6 61/7</p>	<p>77/12 96/6 124/12 136/23 202/17 204/5</p> <p>changes [5] 27/1 27/5 123/4 123/7 124/16</p> <p>changing [2] 46/1 176/7</p> <p>character [4] 130/23 141/8 141/9 141/10</p> <p>characterized [1] 11/20</p> <p>characterizing [1] 209/6</p> <p>charge [2] 195/6 197/8</p> <p>charged [1] 85/12</p> <p>charges [1] 194/21</p> <p>charted [1] 25/12</p> <p>chastising [1] 133/13</p> <p>check [3] 199/3 212/15 212/18</p> <p>checked [1] 69/19</p> <p>checking [1] 166/9</p> <p>chemists [1] 123/15</p> <p>chief [11] 12/23 19/10 20/3 32/24 35/9 41/9 44/13 119/19 120/2 168/10 183/15</p> <p>choice [12] 79/22 81/11 84/25 86/3 88/10 101/17 107/19 108/9 113/25 131/25 200/25 204/20</p> <p>choices [2] 100/22 132/2</p> <p>choose [15] 4/8 9/14 86/6 86/7 101/5 101/15 101/18 113/18 113/19 165/20 165/23 181/19 192/18 206/8 210/5</p> <p>chooses [2] 82/17 152/3</p> <p>choosing [3] 9/1 86/4 210/14</p> <p>chosen [1] 80/2</p> <p>Chuck [1] 176/8</p> <p>CIO [2] 43/11 43/25</p> <p>Circle [1] 118/13</p> <p>circumstances [1] 89/23</p> <p>citation [2] 130/18 139/8</p> <p>cite [1] 138/20</p> <p>cities [11] 21/15 33/16 34/23 34/24 35/13 36/6 44/6 52/8 142/13 181/14 184/3</p> <p>citizen [1] 194/17</p> <p>citizens [4] 56/3 56/6 194/15 194/19</p> <p>city [51] 1/4 2/13 2/15 2/15 4/4 5/13 8/10 9/16 18/23 18/25 19/2 19/5 21/22 25/4 25/9 25/15 33/16 33/18 33/21 33/24 34/17 35/1 35/1 40/5 43/15 45/1 52/1 52/1 56/17 66/21 68/7 68/8 82/5 118/13 123/19 129/15 136/3 142/16 158/22 160/13 161/16 166/5 172/5 172/5 172/7 179/6 180/20 180/21 181/12 181/15 183/15</p> <p>civil [3] 58/11 92/9 117/23</p> <p>clarify [1] 7/2</p> <p>class [6] 5/23 24/13 24/18 49/15 123/13 135/22</p> <p>classes [2] 123/16 123/22</p> <p>classify [1] 47/15</p> <p>clear [6] 6/16 18/5 124/8 139/12 145/18 169/15</p> <p>clearly [3] 70/23 110/13 136/19</p> <p>client [4] 89/16 90/21 111/6 134/12</p> <p>clients [3] 10/5 89/25 90/1</p> <p>Clifford [2] 184/15 214/22</p> <p>close [3] 138/5 191/6 208/10</p> <p>closed [1] 148/1</p> <p>closer [1] 76/12</p> <p>cloud [2] 34/17 215/9</p> <p>clue [1] 196/10</p> <p>co [5] 64/10 65/12 121/13 137/1 137/7</p> <p>co-workers [3] 64/10 65/12 121/13</p> <p>coat [1] 174/2</p> <p>Coca [1] 154/6</p> <p>Coca-Cola [1] 154/6</p> <p>coded [2] 7/3 7/4</p> <p>codes [2] 6/16 68/3</p> <p>codified [1] 46/20</p> <p>Cola [1] 154/6</p>
<p>C</p> <p>C-A-Y-O [1] 171/23</p> <p>call [19] 61/25 87/18 94/4 166/25 167/9 167/15 167/22 168/1 168/15 168/19 168/24 169/1 170/3 170/6 170/13 170/15 171/8 173/13 213/24</p> <p>called [11] 10/20 10/20 39/10 59/15 92/14 135/6 138/11 160/16 185/9 186/5 202/3</p> <p>calling [9] 6/11 7/7 19/8 65/10 65/12 154/1 167/18 167/24 169/17</p> <p>calls [7] 88/1 135/13 186/16 187/9 188/4 194/4 209/14</p> <p>came [9] 1/18 8/18 14/8 176/16 176/17 178/25 181/11 192/10 192/10</p> <p>camera [3] 99/25 100/7 214/9</p> <p>campaign [3] 36/21 71/8 216/11</p> <p>campaigning [2] 215/6 215/9</p> <p>can [141] 6/10 7/15 7/17 9/8 9/14 12/5 12/6 14/1 18/22 19/7 19/12 20/20 20/22 23/19 24/20 26/19 26/20 28/25 29/3 32/11 32/14 32/16 33/10 33/23 37/23 38/5 47/16 48/18 48/20 49/5 50/17 52/11 52/25 54/23 54/24 55/4 55/22 57/8 57/19 58/19 58/23 59/7 59/16 59/18 60/10 61/6 61/7 65/17 66/8 68/5 70/13 70/13 71/11 72/8 72/13 73/5 73/6 73/15 73/22 75/5 75/11 75/14 75/16 76/4 76/8 77/4 77/18 80/21 81/23 86/6 86/20 87/12 88/18 88/20 89/7 89/19 90/15 91/10 94/10 97/6 97/21 100/4 104/21 104/23 104/24 106/16 108/16 108/18 111/24 117/11 117/20 121/19 123/4 131/12 132/15 135/15 136/23 139/3 139/20 139/25 140/17 141/13 142/6 146/7 149/11 150/1 150/13 154/18 155/4 155/6 157/25 164/25</p>	<p>CAYO's [2] 184/22 193/13</p> <p>CD [1] 1/23</p> <p>cease [3] 11/9 13/6 129/5</p> <p>ceiling [1] 49/3</p> <p>cell [2] 123/5 123/5</p> <p>cellular [1] 25/6</p> <p>Center [3] 36/25 129/17 148/17</p> <p>Central [1] 31/14</p> <p>centuries [1] 112/5</p> <p>century [4] 13/24 18/20 67/21 138/12</p> <p>CEO [1] 69/25</p> <p>certain [13] 28/24 29/15 56/3 56/4 56/13 56/13 56/14 62/22 68/14 116/4 152/6 179/2 199/12</p> <p>certainly [12] 9/18 81/23 85/3 85/25 141/15 143/20 144/24 145/20 148/3 158/15 184/18 193/18</p> <p>certificate [2] 10/10 219/5</p> <p>certification [1] 144/13</p> <p>certified [7] 12/10 15/16 16/25 105/6 143/17 143/19 144/3</p> <p>certify [1] 219/7</p> <p>cetera [3] 53/17 120/10 153/12</p> <p>chagrin [1] 63/7</p> <p>chain [1] 146/20</p> <p>chair [2] 22/24 192/16</p> <p>chairman [1] 192/15</p> <p>challenge [2] 78/9 147/13</p> <p>challenged [1] 191/2</p> <p>challenges [4] 6/22 105/11 143/4 161/24</p> <p>challenging [1] 131/14</p> <p>chance [1] 109/2</p> <p>change [13] 10/23 11/12 18/6 58/6 65/8 68/9 74/24 77/17 124/11 132/13 177/21 181/23 202/19</p> <p>changed [10] 40/18 40/19 61/6 61/7</p>	<p>civil [3] 58/11 92/9 117/23</p> <p>clarify [1] 7/2</p> <p>class [6] 5/23 24/13 24/18 49/15 123/13 135/22</p> <p>classes [2] 123/16 123/22</p> <p>classify [1] 47/15</p> <p>clear [6] 6/16 18/5 124/8 139/12 145/18 169/15</p> <p>clearly [3] 70/23 110/13 136/19</p> <p>client [4] 89/16 90/21 111/6 134/12</p> <p>clients [3] 10/5 89/25 90/1</p> <p>Clifford [2] 184/15 214/22</p> <p>close [3] 138/5 191/6 208/10</p> <p>closed [1] 148/1</p> <p>closer [1] 76/12</p> <p>cloud [2] 34/17 215/9</p> <p>clue [1] 196/10</p> <p>co [5] 64/10 65/12 121/13 137/1 137/7</p> <p>co-workers [3] 64/10 65/12 121/13</p> <p>coat [1] 174/2</p> <p>Coca [1] 154/6</p> <p>Coca-Cola [1] 154/6</p> <p>coded [2] 7/3 7/4</p> <p>codes [2] 6/16 68/3</p> <p>codified [1] 46/20</p> <p>Cola [1] 154/6</p>

<p>C</p> <p>collaborated [1] 192/14 collaboratively [1] 201/12 colleagues [1] 66/24 collect [1] 10/5 collected [1] 52/7 collection [1] 17/16 collective [19] 25/14 33/11 34/9 35/24 49/21 63/21 64/15 65/2 65/17 67/2 75/1 75/2 88/12 110/11 131/23 135/24 138/6 138/8 191/2 collectively [9] 37/25 47/10 48/6 49/4 67/22 71/13 112/2 112/3 137/15 college [7] 42/20 42/21 42/23 43/2 44/16 112/11 115/21 Columbus [1] 137/3 combined [1] 117/5 come [17] 23/23 39/10 47/14 52/7 65/17 78/1 80/2 87/23 89/11 112/4 112/8 125/19 133/6 134/8 153/8 193/12 204/5 comes [5] 39/9 104/10 119/25 132/9 212/6 comfortable [1] 120/12 coming [3] 41/6 67/6 168/4 comments [2] 6/14 7/25 Commissioner [16] 15/16 16/25 138/23 143/13 143/16 146/17 147/10 161/6 161/10 161/20 161/22 163/22 165/4 165/11 216/2 216/4 Commissioner's [3] 144/3 146/6 164/9 Commissioners [1] 6/21 committee [1] 192/14 common [2] 16/12 17/4 commons [1] 56/25 communicate [2] 39/4 142/21 communicating [2] 83/12 121/18 communication [11] 39/21 58/25 75/15 75/19 83/3 83/7 83/10 83/15 83/22 128/11 176/6 communications [6] 39/2 39/8 39/15 58/20 75/17 111/2 community [4] 134/24 141/25 142/1 142/2 community's [1] 148/5 comp [2] 55/6 55/7 companies [1] 141/13 company [2] 141/16 154/5 compare [1] 162/11 comparing [1] 126/19 compel [1] 99/21 compelled [2] 90/16 99/18 competence [1] 110/10 competent [5] 130/10 130/19 130/19 130/20 131/1 competently [2] 124/1 133/8 competing [2] 37/21 37/22 competition [1] 37/10 competitive [1] 80/18 competitors [3] 36/17 37/6 188/12 complaint [1] 32/11 complete [1] 219/10 completed [1] 9/2 completely [4] 53/5 53/8 54/3 54/5 complex [3] 33/12 40/10 88/22 complication [1] 170/3 comply [1] 76/22 component [4] 36/5 110/20 126/10 128/2 comprised [1] 216/8 conceding [1] 195/22 concentrated [1] 21/14 concept [2] 69/8 90/20 concern [2] 121/15 131/23</p>	<p>concerned [3] 178/24 201/4 218/5 concerning [2] 7/4 7/6 concerns [2] 26/23 132/11 concluded [1] 216/18 concluding [1] 147/3 conclusion [8] 77/22 132/9 133/6 135/14 135/17 140/1 154/1 209/14 condition [4] 107/18 107/23 123/24 124/13 conditions [17] 6/18 17/3 24/18 27/2 27/5 29/8 50/22 54/21 55/1 68/10 109/12 109/22 109/24 111/10 121/23 175/6 175/6 conduct [3] 94/10 119/17 139/1 conducted [4] 22/12 22/18 32/12 94/11 conducts [1] 93/19 confidential [1] 11/16 confidentiality [1] 11/8 configure [1] 119/23 confirm [2] 82/15 193/9 confront [1] 183/13 confused [2] 94/12 94/20 conjunction [2] 10/18 28/8 connect [1] 126/11 conscious [1] 65/13 consequences [1] 192/1 conservative [1] 85/20 consider [3] 12/20 62/5 114/4 considerable [1] 14/2 considered [1] 68/11 considering [1] 91/23 consistent [3] 68/20 161/2 215/15 consistently [1] 55/3 consisting [1] 219/8 consists [1] 22/23 constant [3] 39/14 53/19 60/21 constitute [2] 102/24 162/21 constitutes [1] 62/24 constitution [18] 10/14 11/5 11/13 25/23 25/25 26/1 27/8 31/14 46/7 56/15 69/3 70/4 70/18 77/13 91/17 107/3 160/25 161/2 constitutional [2] 72/11 93/12 constitutions [7] 26/10 45/11 45/15 45/17 45/20 46/11 46/12 constraints [1] 64/1 construction [1] 139/11 consult [2] 111/14 114/19 consulted [1] 15/19 contact [5] 74/14 87/19 134/21 174/10 192/22 contacted [1] 166/13 contest [1] 22/17 continue [1] 178/9 contract [27] 6/18 24/1 24/2 27/2 30/16 35/10 35/19 35/20 36/15 41/10 41/17 55/16 64/12 64/12 66/25 67/5 91/18 96/20 119/12 124/4 125/16 126/3 166/7 173/4 178/6 178/7 209/16 contracted [1] 156/24 contracts [7] 15/6 17/2 28/9 40/24 66/13 66/20 67/16 contractual [5] 47/5 47/15 47/20 97/14 209/10 contractually [1] 47/2 contrast [1] 13/3 contravention [1] 18/8 contribution [1] 53/21 control [2] 59/14 215/14 controlled [1] 184/1 convenes [1] 4/2 convention [7] 22/2 22/3 22/21 24/10 31/4 31/5 32/17 conventions [7] 22/4 22/7 22/20 23/13</p>	<p>31/6 31/7 32/15 conversation [11] 5/20 78/21 88/5 90/7 93/8 155/9 164/4 167/3 185/1 190/3 217/12 conversations [2] 131/18 176/12 conversion [1] 41/20 Cook [2] 129/13 142/19 coordinates [1] 35/18 cop [1] 204/9 copied [2] 159/15 159/15 copies [1] 131/21 cops [3] 184/4 191/25 205/7 copy [2] 99/4 149/14 corporal [1] 172/10 corporate [3] 69/13 76/12 154/7 corporation [3] 10/11 10/13 69/25 corporations [1] 61/19 correct [67] 16/13 16/18 64/5 72/1 72/2 79/10 79/24 80/17 81/18 83/15 86/10 88/25 90/7 90/25 98/8 101/12 103/5 105/12 106/7 106/12 107/1 107/14 107/15 114/4 116/5 117/6 121/6 133/3 135/7 143/14 143/18 143/23 144/1 144/2 144/5 144/9 145/7 146/8 146/23 149/25 152/3 157/1 161/8 161/17 162/9 162/17 162/22 162/24 163/9 163/13 163/18 164/1 164/9 164/13 165/14 165/17 165/18 166/4 177/9 181/25 198/15 198/24 202/23 204/3 209/12 211/9 219/9 correctional [6] 122/23 122/23 129/18 134/23 140/9 148/18 corrections [26] 35/16 54/17 87/3 87/5 87/6 87/7 87/9 87/10 93/1 93/3 122/11 122/15 129/10 129/11 129/14 129/16 129/22 131/20 134/3 134/24 137/1 142/3 143/4 145/1 145/5 196/21 correctly [3] 143/8 160/19 211/7 CORWIN [25] 2/3 3/3 3/4 3/5 3/7 3/8 3/10 3/13 83/2 88/7 88/11 90/11 90/14 90/15 97/19 107/23 117/4 117/15 118/1 140/12 173/6 195/14 209/5 210/4 214/4 Corwin's [2] 117/16 211/6 cost [3] 5/5 6/2 183/8 costs [6] 173/14 176/20 176/22 181/6 183/23 194/21 Cottage [2] 181/22 211/23 could [37] 9/16 40/18 40/19 54/21 59/3 60/12 61/25 64/16 65/20 67/6 68/18 82/21 83/12 83/17 84/6 90/8 90/23 91/4 92/8 92/9 92/17 93/4 93/11 101/13 101/17 123/2 162/4 163/6 164/4 169/24 176/13 176/14 183/22 194/12 207/1 207/2 216/6 couldn't [2] 90/19 152/25 council [78] 1/9 2/2 4/3 4/6 5/8 7/9 7/12 8/4 9/13 10/1 12/23 13/2 19/11 20/4 20/8 20/10 20/19 21/1 21/9 21/9 21/25 22/5 23/1 23/12 24/8 24/11 24/21 27/10 28/1 28/5 28/5 28/12 28/16 28/16 28/17 28/18 28/21 29/22 30/3 31/19 32/5 32/25 43/21 44/1 44/5 44/5 44/5 44/6 44/7 44/9 44/12 45/9 45/18 46/6 62/13 68/8 69/17 73/9 73/24 75/13 93/24 101/5 103/17 106/11 114/12 114/13 143/8 145/13 146/18 155/23 155/25 157/13 157/21 159/3 160/20 161/19 162/16 163/17 Council 5 [3] 19/11 20/4 145/13 Council 65 [1] 28/18 Council's [2] 127/6 127/7 councils [2] 42/14 73/20 counsel [15] 8/4 9/6 9/22 65/22 67/8 67/25 98/17 102/13 105/23 106/16</p>
--	---	--

<p>C</p> <p>counsel... [5] 110/19 113/1 137/21 149/5 177/2</p> <p>count [1] 157/17</p> <p>counties [3] 129/13 129/14 129/21</p> <p>countless [1] 81/17</p> <p>country [9] 21/6 25/12 27/23 30/7 32/1 54/19 136/5 138/4 138/8</p> <p>county [41] 1/8 21/4 21/20 25/4 35/2 35/2 36/24 36/25 40/6 56/18 66/22 87/5 87/7 105/14 115/25 123/17 123/19 129/12 129/20 129/21 131/19 133/14 133/24 142/19 142/19 142/19 142/19 157/22 179/12 179/14 180/12 183/16 191/13 191/17 199/19 199/22 200/5 202/16 202/18 211/24 219/2</p> <p>couple [4] 4/25 149/10 157/5 209/5</p> <p>coupled [1] 70/15</p> <p>course [9] 4/17 13/13 78/17 92/9 141/2 175/12 176/21 178/6 181/6</p> <p>court [6] 1/24 12/17 130/21 138/18 158/14 219/19</p> <p>courthouse [1] 142/17</p> <p>Courts [1] 12/14</p> <p>cover [8] 34/13 35/16 173/18 176/15 176/20 176/22 204/10 204/11</p> <p>coverage [9] 49/24 50/3 50/6 179/19 179/24 181/1 204/6 204/7 206/25</p> <p>covered [11] 34/16 35/13 43/19 50/7 67/1 131/7 175/24 179/2 181/4 194/24 202/20</p> <p>covering [1] 66/12</p> <p>covers [5] 34/6 35/12 119/9 131/2 131/20</p> <p>cowboy [1] 126/19</p> <p>crafted [1] 215/15</p> <p>create [2] 12/12 175/16</p> <p>created [1] 173/19</p> <p>creates [1] 37/20</p> <p>creating [2] 15/14 35/25</p> <p>credibility [2] 193/12 193/15</p> <p>crimes [1] 197/16</p> <p>criminal [12] 56/9 91/15 92/8 93/6 93/10 110/23 117/14 117/17 117/22 118/2 118/14 205/14</p> <p>criminally [1] 117/12</p> <p>cronies [1] 58/8</p> <p>cross [30] 3/3 3/7 3/11 3/13 3/14 7/20 9/6 79/8 97/3 110/19 110/23 115/5 143/1 148/16 160/9 167/13 167/14 167/16 167/18 167/23 168/14 168/16 168/20 169/20 170/11 170/16 182/22 184/19 198/6 206/5</p> <p>cross-examination [12] 3/3 3/7 3/11 3/13 3/14 7/20 9/6 79/8 143/1 160/9 198/6 206/5</p> <p>cross-examine [1] 182/22</p> <p>cross-referencing [1] 148/16</p> <p>crossing [1] 111/12</p> <p>crucial [1] 125/25</p> <p>crux [1] 182/13</p> <p>culture [2] 65/17 74/7</p> <p>current [3] 53/22 171/24 171/25</p> <p>currently [9] 31/13 35/25 36/3 36/8 38/3 86/14 155/24 165/5 174/17</p> <p>cut [1] 55/4</p> <p>cuts [1] 55/5</p>	<p>dangerous [1] 138/4</p> <p>darndest [1] 170/1</p> <p>data [6] 33/13 216/15 216/23 217/3 217/10 218/7</p> <p>database [1] 33/21</p> <p>databases [1] 33/9</p> <p>date [5] 7/21 7/24 8/5 8/8 213/4</p> <p>dated [5] 162/21 163/2 164/1 164/12 219/14</p> <p>David [1] 213/6</p> <p>day [17] 1/20 9/5 9/7 12/13 16/12 22/13 45/19 62/5 79/21 83/14 94/14 124/3 124/3 124/6 124/16 124/16 139/16</p> <p>day-to-day [2] 124/3 124/16</p> <p>days [3] 147/6 147/7 202/2</p> <p>deal [13] 33/9 34/1 47/11 54/18 56/18 58/13 97/20 134/13 134/16 134/22 136/15 169/12 213/6</p> <p>dealing [3] 33/7 68/4 122/15</p> <p>deals [1] 40/7</p> <p>dealt [1] 29/10</p> <p>death [3] 51/14 137/23 175/11</p> <p>debate [2] 77/16 83/19</p> <p>decades [3] 66/19 67/1 67/15</p> <p>deceived [1] 142/22</p> <p>December [2] 156/2 219/14</p> <p>decert [3] 130/2 159/5 159/12</p> <p>decertification [1] 145/2</p> <p>decertified [2] 130/1 199/18</p> <p>decertify [8] 198/9 198/12 198/15 199/10 199/13 199/13 199/16 200/9</p> <p>decide [9] 26/6 26/8 46/14 70/1 70/13 76/9 76/15 101/3 217/4</p> <p>decided [10] 16/5 18/5 44/8 72/13 78/1 84/11 161/22 167/9 176/9 181/11</p> <p>decision [11] 29/12 32/14 32/14 69/11 70/7 70/9 88/2 88/3 88/12 95/17 97/25</p> <p>decision-making [3] 29/12 70/7 95/17</p> <p>decisions [6] 11/3 29/12 72/8 76/13 95/16 110/3</p> <p>declare [1] 161/23</p> <p>decline [1] 36/13</p> <p>declined [2] 138/2 161/20</p> <p>deemed [1] 56/24</p> <p>deep [1] 208/3</p> <p>deeper [1] 91/18</p> <p>defend [1] 194/22</p> <p>defending [3] 53/22 53/23 71/16</p> <p>defense [23] 116/7 175/14 175/23 176/14 179/1 179/20 180/25 182/4 183/21 184/7 187/22 188/2 194/1 196/3 197/4 197/7 201/5 203/23 203/24 203/25 209/6 210/11 212/6</p> <p>defensive [1] 65/5</p> <p>define [9] 26/9 47/17 47/19 47/19 48/11 52/17 70/9 136/19 210/2</p> <p>defined [8] 12/4 12/17 26/4 47/2 53/21 53/21 53/23 154/10</p> <p>defining [1] 130/19</p> <p>definite [1] 48/12</p> <p>definitely [7] 33/23 54/9 60/8 60/16 84/15 110/14 112/18</p> <p>definition [10] 4/21 10/9 12/11 12/21 16/19 17/11 64/23 68/21 68/23 82/24</p> <p>definitional [1] 12/6</p> <p>definitions [1] 84/17</p> <p>degree [2] 44/15 110/9</p> <p>delay [2] 8/9 8/25</p> <p>delays [1] 215/13</p> <p>delegate [1] 22/9</p> <p>delegates [2] 22/6 31/5</p> <p>deliberately [1] 84/11</p> <p>demand [4] 27/4 37/15 88/18 88/20</p> <p>democracy [11] 4/21 16/8 17/18 17/22</p>	<p>59/16 59/16 76/1 76/1 77/3 77/20 160/22</p> <p>democratic [10] 10/24 24/23 26/2 26/17 27/11 29/2 32/10 69/5 75/21 76/5</p> <p>demonstrate [1] 93/25</p> <p>denial [1] 161/18</p> <p>denied [3] 116/16 116/20 161/15</p> <p>density [3] 36/14 138/2 138/3</p> <p>dental [2] 100/16 100/21</p> <p>deny [1] 82/15</p> <p>department [23] 35/22 38/22 39/2 39/22 40/7 60/1 72/6 72/23 73/14 82/8 82/13 83/4 83/7 83/10 84/3 84/7 97/16 128/7 179/10 181/10 181/11 199/23 200/5</p> <p>departments [1] 38/25</p> <p>depend [1] 89/22</p> <p>dependent [3] 52/3 53/5 53/8</p> <p>depending [5] 9/17 80/7 87/25 102/22 169/20</p> <p>depends [7] 80/6 81/21 91/7 120/14 148/9 154/10 154/12</p> <p>depth [1] 183/25</p> <p>deputies [7] 179/12 179/14 180/13 191/13 199/19 199/24 210/24</p> <p>deputy [1] 210/19</p> <p>derelict [1] 50/20</p> <p>derived [1] 33/13</p> <p>described [2] 69/15 209/21</p> <p>designed [1] 138/12</p> <p>desist [2] 11/9 129/5</p> <p>despite [1] 18/13</p> <p>destroy [1] 51/11</p> <p>destroying [1] 61/21</p> <p>detail [1] 38/17</p> <p>detailed [1] 163/9</p> <p>details [1] 17/9</p> <p>determination [3] 99/4 162/22 162/24</p> <p>determine [4] 4/10 100/4 111/8 166/25</p> <p>determined [7] 22/6 23/5 23/6 23/7 31/13 61/1 76/15</p> <p>detriment [1] 68/15</p> <p>devastating [1] 197/10</p> <p>develop [4] 40/25 41/19 42/10 74/16</p> <p>developed [2] 65/18 192/9</p> <p>developing [3] 29/14 30/1 74/14</p> <p>development [2] 24/5 29/15</p> <p>dial [1] 114/22</p> <p>dialogue [2] 125/6 147/23</p> <p>dictate [2] 46/17 52/17</p> <p>did [81] 18/7 43/2 44/20 77/22 81/10 89/16 89/16 89/17 90/2 90/3 90/14 90/15 90/15 92/25 94/15 95/9 96/10 99/12 100/3 133/18 142/21 143/12 143/19 145/11 147/8 156/16 159/1 159/16 159/18 159/21 159/22 166/12 170/10 172/2 172/8 172/11 172/22 173/1 173/11 173/21 174/4 175/9 175/16 177/1 177/2 177/3 177/11 177/21 178/7 178/9 178/11 178/13 178/16 178/19 179/6 179/8 179/9 179/11 179/13 179/14 179/18 179/21 179/22 180/9 180/10 180/16 180/19 181/22 182/11 182/12 183/11 192/19 193/3 193/21 193/24 194/25 202/11 204/25 211/3 211/5 212/13</p> <p>didn't [23] 54/25 100/25 109/9 109/9 127/25 136/6 137/18 138/14 145/20 147/12 147/13 150/21 159/19 171/7 176/21 181/9 183/6 183/13 192/21 200/3 202/22 208/9 213/14</p> <p>die [1] 85/16</p> <p>die-hard [1] 85/16</p> <p>difference [9] 24/21 60/13 69/15 72/3 121/14 124/6 152/15 152/18 188/24</p>
<p>D</p> <p>daily [1] 40/11</p> <p>Dakota [1] 31/16</p> <p>Dan [1] 161/9</p> <p>dangerous [1] 54/19</p>		

D
different [58] 5/18 13/23 17/1 18/12 18/18 30/17 33/12 33/14 36/17 39/6 40/10 40/21 40/24 40/25 42/4 42/5 45/13 46/18 46/25 47/1 47/14 47/16 47/18 48/25 51/24 54/23 55/24 56/11 57/5 57/9 63/16 68/3 68/5 71/9 76/11 76/24 87/8 88/8 88/8 88/22 123/9 124/14 133/23 133/25 134/12 136/4 141/1 142/20 153/9 154/3 178/5 182/25 183/1 191/21 191/23 204/12 205/10 207/14
differentiates [1] 62/7
differently [1] 189/10
difficult [3] 49/22 164/3 218/9
difficulty [1] 78/17
digits [1] 138/5
dignity [1] 48/18
diligence [2] 46/4 193/2
dipping [1] 138/4
direct [27] 3/3 3/7 3/10 3/13 9/7 13/25 19/22 25/14 53/12 63/19 63/19 65/1 74/17 74/17 94/23 97/3 100/12 104/11 116/22 119/5 131/21 155/19 168/14 171/19 184/19 184/22 210/18
directed [1] 169/7
directional [1] 128/12
directions [1] 22/5
directly [14] 11/19 14/16 20/16 37/18 50/13 67/9 67/17 98/13 104/14 110/4 131/15 179/18 181/25 212/14
director [20] 7/10 7/11 8/24 12/24 20/12 31/18 32/4 34/8 34/21 35/9 35/23 40/14 43/10 43/24 44/1 44/11 114/9 123/9 155/24 156/10
directors [3] 20/16 112/1 154/9
disability [1] 175/12
disagree [1] 131/6
disciplinary [2] 92/10 117/23
disclose [2] 72/6 72/25
disclosure [3] 71/24 72/5 72/22
discoverable [2] 216/14 216/18
discuss [1] 193/21
discussed [5] 6/4 6/24 45/22 148/20 193/19
discusses [1] 6/18
discussion [3] 7/6 46/1 88/22
discussions [2] 7/13 215/20
dispatcher [1] 200/4
dispatchers [1] 105/9
disposed [1] 128/25
dispute [4] 29/18 42/8 208/14 208/23
disputes [3] 12/18 32/7 32/9
disrespect [1] 151/24
disseminated [3] 217/21 217/23 217/24
disservice [1] 113/13
distinction [3] 48/1 109/10 109/19
distinctly [1] 27/17
district [3] 21/22 43/18 123/14
districts [1] 23/5
ditching [1] 173/21
diverse [1] 23/11
divided [1] 144/9
divorce [3] 204/24 204/25 205/6
divorces [1] 205/14
do [251]
doctrine [2] 17/23 18/11
document [12] 6/10 64/16 98/16 98/21 138/17 162/13 162/21 163/11 164/7 165/16 209/20 214/9
documentation [5] 99/6 99/22 161/7 161/10 164/8
documented [1] 125/9

documents [5] 46/2 46/13 77/18 216/9 218/4
does [60] 17/14 46/6 46/9 46/23 47/21 63/2 63/4 64/11 66/2 67/11 71/3 72/20 72/25 76/22 79/16 87/1 87/21 87/22 95/17 100/5 100/13 101/5 102/18 107/9 110/13 110/14 112/9 113/13 113/16 114/24 117/4 117/8 118/1 118/3 119/22 120/5 124/4 124/23 134/15 136/19 151/19 152/2 152/21 165/15 166/1 168/1 187/5 188/25 189/1 189/17 191/15 191/15 195/5 200/13 201/15 201/18 201/19 201/23 212/14 212/18
doesn't [26] 53/13 56/19 58/12 62/18 64/3 64/4 64/5 70/3 70/4 104/24 128/15 130/11 133/25 135/22 136/7 136/17 144/16 145/4 154/20 185/16 196/10 200/12 201/14 201/17 201/22 216/11
doing [15] 28/17 55/10 59/12 65/10 73/20 115/21 120/17 125/18 131/18 134/20 153/10 176/7 193/1 201/22 214/18
dollars [1] 203/10
domestic [1] 194/19
dominated [2] 10/15 11/1
don't [108] 5/18 5/22 11/5 11/12 11/13 11/13 11/14 11/25 52/5 58/22 58/22 58/23 59/23 71/10 71/13 75/14 78/12 81/12 82/10 82/20 82/20 85/6 85/7 88/23 89/25 92/2 92/22 93/14 94/3 94/5 96/22 98/7 98/10 98/22 99/8 99/24 99/25 100/19 105/25 108/4 116/4 118/15 123/2 129/9 130/12 132/9 133/21 135/18 137/19 140/25 141/3 142/9 143/19 147/15 147/21 152/9 153/8 154/24 161/12 162/11 162/16 166/19 168/15 168/17 178/2 180/5 181/15 181/17 182/8 184/18 187/2 189/9 189/11 190/8 190/9 193/6 195/9 195/25 196/2 198/16 198/17 199/25 199/25 200/1 201/11 201/23 204/10 205/18 205/18 205/19 206/16 206/19 206/20 206/20 206/21 208/3 208/13 211/10 215/20 215/21 215/24 216/3 216/4 216/16 216/17 216/19 217/3 217/9
done [28] 8/20 9/7 46/3 46/4 48/18 58/16 62/24 65/2 68/8 72/8 77/4 77/10 77/18 114/10 118/20 120/24 138/17 157/20 158/2 158/4 158/5 158/6 184/17 190/25 200/3 212/21 214/19 215/1
door [1] 82/4
doubt [4] 82/12 115/12 116/11 140/14
down [12] 18/16 55/4 55/6 73/21 86/23 131/18 136/4 138/4 142/11 197/25 211/16 218/9
downfalls [1] 86/17
dozens [2] 66/12 66/13
drafted [1] 159/14
drawing [1] 215/18
Drazkowski [3] 50/25 50/25 61/12
driving [2] 92/5 142/13
drop [1] 203/14
due [1] 91/16
dues [26] 11/19 15/9 17/16 26/6 26/6 70/20 71/1 103/7 103/12 103/13 103/19 103/21 103/22 106/11 107/13 107/19 108/3 108/9 116/2 116/6 186/12 187/5 206/22 206/24 212/4 212/5
dues are [1] 103/21
Duluth [13] 21/15 22/4 23/17 34/5 34/11 36/7 43/8 43/22 52/2 123/9 129/15 136/3 142/17
duly [1] 16/24

dumb [1] 64/2
during [5] 78/22 155/10 167/4 172/16 185/2
duties [9] 20/6 20/7 20/20 20/22 26/4 40/17 40/20 62/10 111/19
duty [3] 20/5 184/14 204/8
DWI [3] 194/18 198/1 205/13
dynamic [3] 65/9 73/16 113/14
dynamics [2] 57/7 74/25

E
E-board [1] 74/1
each [12] 24/22 24/23 25/24 46/6 46/9 120/7 120/9 137/17 174/9 194/23 203/10 212/4
earlier [1] 117/20
earliest [2] 144/12 156/20
early [3] 15/1 158/25 160/16
easier [2] 49/3 49/8
East [2] 2/4 2/20
easy [1] 132/12
economic [5] 49/7 50/22 52/24 53/12 98/2
economical [3] 15/8 67/25 97/7
economics [2] 44/16 48/6
economists [1] 30/15
educated [1] 15/22
education [7] 20/18 24/4 29/16 38/22 43/10 157/4 157/7
educational [7] 28/22 44/14 73/13 74/5 100/15 104/10 157/3
effect [6] 51/17 60/22 60/23 126/19 139/20 177/10
effective [14] 35/20 48/17 48/21 48/22 51/4 52/25 57/13 63/17 64/6 70/7 75/16 83/21 83/21 189/18
effectively [10] 29/9 40/11 48/14 49/13 51/3 54/9 57/24 59/3 74/2 126/6
effectiveness [2] 65/10 83/20
effects [1] 29/13
efficiencies [1] 17/15
efficiency [1] 65/13
effort [5] 41/15 183/8 191/1 210/22 211/7
efforts [6] 28/19 29/22 35/18 41/15 41/21 50/12
eight [1] 197/21
either [12] 16/18 17/10 25/14 28/25 35/24 114/7 120/1 133/17 134/9 137/6 148/21 191/25
elapsed [1] 17/21
elect [2] 56/1 120/10
elected [16] 22/1 22/7 25/17 28/25 29/1 30/20 31/2 31/3 31/6 31/8 31/17 40/1 40/2 73/4 119/19 126/17
election [31] 1/2 8/11 22/16 22/19 32/9 105/8 130/2 132/19 132/23 143/17 143/22 144/7 144/13 144/23 145/7 145/10 146/7 159/24 159/25 160/15 160/20 161/16 165/13 165/14 165/17 198/20 210/19 210/23 215/3 215/16 215/20
elections [8] 6/7 18/10 22/12 22/22 39/25 66/11 106/6 151/16
elects [1] 126/9
elicited [1] 16/23
eligible [1] 165/13
eliminate [3] 48/5 109/17 109/17
Eliot [5] 7/7 12/24 31/18 168/23 213/5
else [9] 7/18 71/3 76/13 111/10 133/18 173/22 177/21 197/2 213/6
email [2] 39/13 214/13
emails [1] 131/21
embedded [1] 70/18

E		
embrace [1] 27/19	engaged [3] 59/25 68/5 156/23	131/1 138/21 138/23 138/25 139/6
embraces [1] 85/21	engagement [2] 69/9 72/12	147/11 147/19 147/21 188/7 217/13
emergency [1] 8/18	engaging [7] 59/13 59/14 63/18 64/14	eviscerated [2] 48/13 48/15
emotionally [1] 197/2	65/1 65/1 65/2	exact [5] 18/1 61/22 90/12 130/18
employ [2] 40/14 63/13	enjoy [2] 56/3 136/13	209/21
employed [2] 160/14 160/17	enormous [2] 215/11 217/8	exactly [10] 14/13 15/17 68/22 92/14
employee [107] 4/3 4/13 4/19 10/2 10/8	enough [9] 28/16 116/15 117/3 126/23	130/10 131/4 147/1 153/10 196/7
11/22 11/25 12/4 12/8 12/15 12/16	147/15 176/21 178/18 186/18 190/6	214/23
12/21 13/2 13/4 14/1 16/9 16/14 16/19	enrichment [1] 24/11	examination [39] 3/3 3/3 3/4 3/4 3/5 3/7
35/12 40/22 45/6 49/18 49/24 53/20	enrollment [1] 183/23	3/7 3/8 3/8 3/10 3/11 3/13 3/13 3/14
55/22 55/23 56/5 57/19 58/14 58/17	enrolls [1] 116/7	3/14 3/15 3/15 7/19 7/20 9/6 9/11 10/6
58/19 59/5 59/7 59/18 60/8 60/10 61/25	ensure [4] 50/8 50/13 54/14 73/18	19/22 79/8 106/22 115/7 118/10 119/5
62/1 63/13 65/23 66/25 68/1 68/17	ensures [1] 55/4	143/1 152/12 153/21 155/19 160/9
68/21 68/22 68/25 69/13 70/22 71/5	ensuring [1] 54/11	171/19 198/6 206/5 209/3 211/13
71/16 72/4 75/5 75/10 75/11 75/22 76/2	entail [2] 7/3 20/6	212/11
77/24 81/20 82/22 82/25 83/24 84/1	entails [1] 126/5	examine [2] 115/14 182/22
84/10 84/12 84/17 85/7 87/13 87/16	entered [1] 184/5	example [30] 30/14 33/16 36/20 37/2
87/21 88/16 89/11 89/12 89/21 92/4	entire [9] 22/22 22/23 24/13 24/18 24/25	47/7 48/3 48/24 48/25 50/6 51/20 53/7
92/15 92/19 100/20 104/15 105/2 105/7	31/24 66/16 69/12 119/17	54/17 55/8 56/8 66/22 68/6 73/16 74/2
105/21 106/5 107/2 112/14 115/13	entirely [1] 35/11	74/3 81/22 83/2 84/1 87/15 100/16
117/22 128/1 134/3 150/10 151/9	entitled [6] 1/18 56/14 85/25 91/16	109/14 117/22 122/12 122/16 191/12
152/15 152/18 152/22 152/23 158/20	139/6 190/13	196/18
161/2 172/12 172/16 173/3 173/9	entity [2] 16/9 56/6	examples [3] 35/3 120/20 120/23
173/12 189/16 190/12 191/16 195/3	environment [2] 36/16 122/4	exceeds [2] 112/7 120/21
195/7 213/16	equity [1] 130/21	Excellent [1] 205/15
employee's [9] 35/10 48/5 65/15 67/10	ERIC [4] 3/2 12/22 19/10 20/1	except [3] 123/18 124/10 181/5
67/12 79/22 81/11 86/3 90/24	escalate [1] 126/16	exception [3] 141/4 141/6 156/5
employees [80] 1/6 1/9 1/11 2/7 4/12	especially [1] 9/5	excluded [1] 139/13
4/14 8/10 12/25 14/24 16/22 16/24 17/6	ESQUIRE [4] 2/3 2/10 2/14 2/19	exclusion [1] 8/13
17/12 18/19 21/5 21/19 21/20 21/22	essential [11] 8/23 55/12 129/24 129/25	exclusive [5] 12/10 144/4 199/11 200/6
21/23 33/19 36/1 40/4 40/21 44/7 44/8	145/1 145/21 147/16 147/25 148/6	200/10
49/23 50/15 50/15 52/14 53/12 56/5	150/9 156/21	excuse [6] 6/21 18/24 57/14 91/7 163/16
57/16 58/5 58/7 58/7 58/15 65/4 67/1	essentiality [1] 151/2	169/18
68/15 71/2 71/5 71/11 71/18 71/20	essentially [11] 16/6 17/25 51/10 54/1	excused [1] 212/24
71/21 76/3 76/4 76/4 76/8 78/5 80/1	74/19 125/7 160/21 173/8 189/8 195/23	executive [22] 7/10 7/11 8/24 12/24 22/1
81/5 82/18 82/19 83/10 83/11 85/15	210/4	22/23 22/23 23/13 23/15 23/23 24/8
85/16 117/11 123/10 135/12 143/25	establish [4] 12/20 77/8 186/18 195/18	25/20 30/25 31/10 31/18 32/4 32/20
149/20 159/1 159/3 159/23 165/6	established [1] 189/22	42/4 43/24 44/1 102/9 174/8
165/13 165/20 165/22 165/24 165/25	establishes [1] 110/10	exemplify [1] 153/10
166/5 166/11 166/13 169/19 169/19	estimate [1] 123/10	exempt [2] 105/14 105/17
181/18 190/5 196/11	estimation [3] 71/6 107/8 197/12	exercise [1] 93/11
employer [19] 25/7 33/19 33/22 42/6	et [3] 53/17 120/10 153/12	exhibit [6] 6/6 6/7 150/20 217/1 217/16
65/13 65/14 65/16 65/19 87/13 87/17	et cetera [3] 53/17 120/10 153/12	217/17
92/16 104/16 121/9 121/13 121/23	ethic [1] 68/3	exhibits [3] 61/15 216/9 216/14
124/12 125/10 126/3 129/12	ethics [2] 63/24 93/24	exist [6] 48/13 48/14 56/19 60/10 69/11
employer's [2] 14/22 133/12	evaluate [1] 163/8	109/18
employers [22] 14/18 33/14 33/14 34/25	even [43] 11/4 18/14 22/21 23/20 23/22	existence [7] 36/3 48/11 51/4 67/20
37/7 37/20 41/11 41/11 50/14 50/15	27/18 28/17 32/20 32/21 33/21 51/23	109/15 115/22 135/25
52/15 53/3 53/4 53/5 53/10 55/10 66/12	51/24 52/18 53/4 53/18 56/9 57/11	existing [1] 24/4
66/21 74/25 75/2 125/6 132/1	58/23 59/1 59/1 59/5 59/11 64/6 66/18	expand [2] 47/4 84/12
employing [1] 63/5	67/16 70/3 70/3 70/4 75/15 77/11	expanded [1] 138/8
employment [27] 6/19 17/3 27/2 35/15	101/11 101/16 120/20 123/12 151/10	expanding [1] 156/22
36/4 40/4 47/9 53/24 56/8 56/10 56/19	173/16 176/1 182/8 186/2 197/7 197/8	expansive [1] 194/16
57/7 92/1 93/9 107/19 107/24 109/12	203/21 204/5	expansive [1] 57/17
109/22 109/24 111/9 111/11 117/18	event [1] 42/1	expect [5] 27/4 84/2 122/21 127/7
123/24 124/13 134/13 135/6 165/7	events [3] 42/2 53/15 146/20	127/12
employs [3] 15/7 102/19 102/20	eventually [1] 143/25	expectation [2] 214/20 214/22
en [2] 38/1 71/18	ever [12] 64/16 65/20 67/6 114/13	expected [1] 128/10
encumber [1] 53/11	116/16 117/15 124/10 136/1 161/23	expended [1] 62/12
end [11] 44/2 52/17 53/24 79/21 102/14	164/14 175/16 175/22	expenditure [1] 46/18
162/20 173/17 173/21 184/22 203/14	every [19] 11/18 15/6 15/11 16/12 22/1	expenditures [2] 51/22 69/16
216/11	22/10 31/3 31/4 39/9 59/1 63/14 89/1	expense [3] 97/15 101/12 101/14
endeavour [2] 144/9 192/20	122/5 123/13 145/15 145/15 175/21	expensive [6] 64/7 97/4 97/12 102/8
ended [3] 175/22 179/15 218/13	212/19 213/23	175/25 176/4
endorsed [3] 210/5 210/6 210/13	everybody [8] 123/14 123/18 123/20	experience [27] 13/1 13/3 14/3 14/5
enemies [2] 52/16 62/5	123/21 133/18 176/15 191/1 197/2	42/16 65/25 66/3 66/13 67/16 67/21
enforce [2] 125/7 218/9	everyone [7] 4/2 9/19 18/15 46/5 76/13	111/24 111/25 112/7 112/11 114/12
enforced [1] 124/10	83/19 99/3	114/25 115/20 117/5 117/17 117/18
enforcement [4] 1/11 41/17 115/10	everything [9] 7/18 61/22 125/24 142/13	120/7 127/15 133/22 192/4 192/7 193/2
185/9	152/1 176/15 178/2 197/25 216/6	195/4
engage [10] 65/6 65/12 71/14 74/11	everywhere [1] 202/13	experienced [4] 14/20 14/21 120/25
85/9 95/6 97/14 189/17 190/15 191/15	evidence [24] 6/11 11/24 14/6 14/9	133/7
	14/12 99/17 99/21 130/10 130/12	experiences [1] 29/6
	130/19 130/19 130/20 130/20 130/22	experiment [1] 60/21

<p>E</p> <p>expert [4] 14/18 67/10 67/12 93/16 expertise [4] 28/24 30/8 30/13 123/25 explain [6] 20/21 24/20 32/23 103/12 111/25 129/9 explained [2] 67/14 68/2 explaining [1] 125/23 expressed [1] 149/1 expression [1] 85/24 extension [3] 10/8 216/1 217/7 extensive [2] 33/20 67/4 extent [2] 113/23 136/16 extra [2] 181/12 215/9 extrapolated [1] 99/9 extreme [1] 46/4 eyes [1] 46/5</p>	<p>field [54] 14/18 20/14 20/16 34/7 34/21 35/3 35/8 35/11 38/19 40/14 40/17 40/22 41/8 42/12 42/12 43/22 43/23 50/19 62/24 63/25 86/9 86/12 87/23 88/6 88/13 89/3 89/11 89/15 89/19 90/2 90/6 90/12 92/13 92/17 93/10 95/6 111/13 111/24 112/1 114/9 119/16 119/20 119/23 119/24 121/25 122/24 123/9 126/15 126/17 155/24 156/9 156/10 156/12 196/22 Fifth [2] 2/16 93/11 fight [1] 65/6 fighting [2] 58/4 159/12 figure [1] 73/21 figured [1] 191/19 figuring [1] 74/16 file [12] 4/7 32/11 72/20 72/21 128/9 147/8 147/13 147/15 153/13 154/11 159/20 165/4 filed [12] 26/11 32/11 51/17 96/17 104/25 105/11 131/17 145/23 146/3 159/5 160/20 160/24 files [3] 162/11 162/12 162/17 filing [4] 15/2 72/22 99/8 99/15 filings [1] 100/3 filled [1] 41/3 final [3] 27/5 132/2 161/21 finally [4] 7/6 165/9 176/13 177/17 finances [2] 60/19 197/10 financial [6] 26/20 70/19 72/25 73/5 73/7 73/18 financiers [1] 61/20 find [9] 5/15 12/5 14/14 54/5 78/7 124/11 128/24 129/1 214/22 finder [1] 96/8 finding [1] 143/21 fine [1] 118/16 finish [5] 7/16 7/17 7/22 108/16 108/18 fire [1] 58/6 firm [22] 2/9 10/4 10/4 10/8 11/19 14/12 78/6 78/7 95/21 96/19 97/7 105/4 107/18 108/10 164/13 176/11 176/11 176/24 176/24 176/24 178/5 178/7 firms [2] 178/5 209/18 first [44] 4/25 5/1 5/16 12/3 12/7 15/14 16/7 17/20 19/8 19/9 24/19 26/15 42/25 44/21 45/2 62/11 69/2 76/25 79/13 87/19 91/6 91/7 96/1 115/24 128/21 133/20 137/15 140/10 140/13 140/24 146/1 146/2 162/6 162/7 162/20 163/6 174/4 176/19 177/12 180/10 182/24 183/5 189/7 191/14 firsthand [14] 93/18 93/21 94/7 94/17 95/4 98/3 98/5 101/21 101/25 116/9 116/18 116/19 151/12 151/14 five [16] 18/7 33/18 77/3 78/13 82/18 82/19 82/22 83/10 84/1 90/3 90/15 129/12 164/17 164/18 184/4 212/15 five-county [1] 129/12 five-employee [1] 84/1 five-year [1] 77/3 fix [6] 126/21 137/10 137/11 137/12 137/13 137/14 floor [4] 41/23 49/2 142/15 142/15 flowing [1] 128/12 FMCS [1] 129/3 focus [3] 36/21 39/18 39/24 focusing [2] 39/7 110/1 fold [2] 16/6 20/10 folks [14] 122/7 125/22 127/23 127/24 138/10 138/15 138/16 138/16 148/16 156/13 158/7 159/11 159/13 159/16 follow [5] 9/14 11/12 192/1 206/2 209/5 follow-ups [1] 209/5</p>	<p>followed [1] 9/12 following [5] 9/11 22/15 22/16 45/23 122/18 footprint [1] 37/3 FOP [45] 175/9 175/15 176/20 178/14 180/1 180/9 180/17 181/24 185/12 185/15 188/10 190/21 190/22 191/18 192/24 195/4 201/1 201/1 201/8 201/13 201/14 204/20 205/17 206/13 206/20 206/21 206/22 206/25 207/4 207/11 207/13 207/14 207/20 207/23 207/25 208/8 208/17 208/22 209/17 210/5 211/19 211/21 212/1 212/14 212/18 FOP's [6] 179/19 182/4 188/25 193/23 204/4 212/16 FOPs [1] 210/12 for-profit [6] 10/3 10/12 17/8 50/9 68/19 72/14 force [1] 54/25 forced [1] 92/18 forces [1] 51/10 forego [1] 169/9 foregoing [1] 219/8 foremost [1] 76/25 forgot [2] 18/23 35/5 form [10] 72/19 81/13 82/22 102/12 105/24 106/15 144/15 153/6 178/15 180/16 formal [9] 11/11 46/21 58/20 59/8 59/25 83/23 101/22 140/1 140/1 formalized [1] 73/10 formally [2] 115/14 158/24 formed [2] 82/13 173/8 former [5] 37/1 43/24 44/22 66/24 158/21 formerly [1] 37/19 forming [3] 15/20 182/25 193/22 forms [1] 153/6 forth [1] 174/9 forum [1] 77/16 forward [5] 18/14 18/19 41/6 69/21 161/15 Fosset [3] 176/25 177/24 178/8 found [15] 17/21 29/6 37/4 37/8 50/1 63/15 83/20 105/7 105/20 106/5 112/10 113/8 139/19 143/21 192/10 foundation [14] 61/17 186/16 186/18 187/10 187/18 188/4 188/9 188/20 189/20 190/7 190/9 194/4 195/10 209/14 founded [1] 58/2 founders [1] 10/16 four [8] 10/22 17/21 18/7 31/4 43/5 66/16 77/5 164/7 four-paged [1] 164/7 four-year [1] 18/7 fourth [1] 9/16 FOWLER [18] 2/9 2/9 3/3 3/4 3/7 3/8 3/11 3/13 3/14 3/15 38/11 96/19 107/17 107/18 108/9 161/19 164/13 205/4 Frank [1] 14/19 frankly [2] 100/14 132/12 Fraternal [4] 174/16 174/19 175/1 175/3 free [5] 26/22 80/21 113/18 128/12 181/18 free-flowing [1] 128/12 freedom [1] 85/24 frequently [1] 195/5 fresh [1] 112/11 friendly [1] 40/1 front [9] 14/12 40/20 78/7 96/23 105/3 149/11 162/1 162/17 183/15 frontal [1] 48/8 frontline [1] 42/13</p>
<p>F</p> <p>fabric [1] 125/1 Facebook [2] 39/16 128/18 faced [1] 18/2 facilities [4] 36/22 37/1 41/22 55/2 facility [6] 36/25 123/4 129/18 134/17 134/23 148/18 fact [43] 9/5 10/2 10/3 10/16 16/21 18/8 18/13 18/17 18/18 62/2 62/9 64/3 65/25 66/23 77/12 77/18 80/12 81/16 90/6 90/23 96/8 97/18 111/4 111/7 111/20 112/20 112/24 113/4 113/9 119/11 120/4 145/4 153/2 159/23 178/16 196/4 199/18 200/24 201/8 201/23 203/11 205/5 211/3 factor [1] 7/14 factories [1] 56/21 factual [3] 12/13 12/14 12/18 fair [14] 41/20 108/2 108/8 108/8 116/15 117/3 132/7 157/10 205/21 205/22 206/9 207/5 208/1 215/15 Falls [1] 131/18 false [1] 195/6 falsely [1] 197/15 familiar [3] 76/17 180/6 185/8 family [4] 42/25 82/2 205/14 205/15 far [14] 16/2 18/10 64/15 65/19 67/3 76/10 93/14 136/1 154/20 183/21 188/25 201/2 201/3 218/5 fast [1] 146/5 favor [2] 75/3 204/2 fear [2] 173/14 173/19 feasibility [1] 193/21 feasible [6] 83/9 179/3 180/24 181/7 193/3 216/5 February [5] 163/2 163/22 164/1 164/13 164/16 February 16 [1] 164/1 February 2nd [1] 164/13 February 8th [2] 163/2 163/22 fed [2] 132/13 132/14 federal [7] 25/2 30/21 32/18 54/13 102/6 153/6 153/7 federation [6] 1/8 21/4 43/14 82/14 192/15 192/16 fee [9] 11/21 75/8 96/2 96/20 132/8 194/23 203/16 203/24 207/13 feel [11] 86/21 88/17 97/4 112/15 112/17 120/11 142/8 167/11 175/1 184/14 207/14 fees [7] 10/5 178/25 179/2 181/4 181/5 192/24 203/4 felt [3] 14/23 113/9 132/11 few [6] 51/19 138/11 146/21 146/21 183/11 184/24 fiat [4] 77/2 77/13 77/18 96/6</p>		

F
fruition [1] 192/10
frustrated [1] 142/11
frustration [3] 142/22 148/20 149/1
fulfill [1] 47/3
fulfilling [1] 71/15
full [11] 45/25 110/21 140/15 164/20
 206/12 206/13 206/17 206/22 206/24
 207/5 219/10
fully [11] 41/2 50/21 51/9 55/14 71/11
 93/9 103/12 110/6 111/21 112/18 132/4
function [6] 57/21 58/21 59/9 59/20
 83/23 95/18
functionally [2] 58/24 84/6
functions [2] 33/6 75/12
fund [2] 51/5 107/17
fundamental [2] 46/13 79/20
fundamentally [4] 56/20 57/25 65/7 65/8
funded [2] 60/17 61/19
funding [1] 53/2
funds [3] 46/19 52/6 153/11
funny [1] 108/11
further [22] 24/7 32/16 78/10 106/9
 106/20 115/3 118/5 118/8 118/17
 142/23 152/10 153/16 154/23 154/25
 160/6 161/10 166/20 166/21 180/15
 198/3 205/24 211/11
furtherers [1] 40/3
future [3] 7/19 137/21 181/14

G
gaining [1] 138/6
game [4] 74/23 86/24 168/18 169/23
games [1] 168/17
gamut [1] 119/9
gap [1] 215/4
gaps [1] 213/3
Garrity [7] 91/21 91/24 93/7 93/16
 110/18 134/10 135/2
GARY [2] 3/12 171/23
gathered [1] 151/19
gathering [2] 120/12 147/18
gave [3] 181/1 181/12 217/6
gay [1] 109/20
general [4] 46/17 90/20 116/13 175/7
generally [5] 42/6 46/16 57/11 129/4
 141/3
gentleman [1] 174/1
geographic [5] 21/14 23/4 23/4 31/11
 36/5
Geographically [1] 142/15
George [1] 157/7
get [37] 5/25 8/11 14/1 17/9 19/12 26/5
 56/2 78/19 80/7 86/8 90/5 93/14 97/20
 126/25 127/3 127/25 141/19 142/9
 154/20 159/13 159/18 169/16 170/16
 171/2 174/4 183/6 196/8 197/7 200/19
 204/8 204/11 206/24 208/3 213/14
 213/18 215/1 216/23
gets [9] 87/16 89/16 106/10 125/20
 138/17 188/15 194/18 194/18 209/22
getting [10] 126/18 127/23 128/14
 128/15 171/1 182/9 184/3 184/22 192/4
 198/20
gilded [1] 70/12
give [13] 79/5 89/10 92/15 130/17 139/3
 146/6 178/6 183/7 185/16 213/1 213/22
 214/9 214/12
given [2] 7/12 215/11
gives [3] 89/12 135/23 135/23
giving [3] 51/11 132/1 159/21
glad [1] 21/9
Glencoe [2] 179/10 211/24

globalization [1] 74/15
glorified [1] 54/1
go [41] 9/15 9/16 18/10 20/23 24/19
 52/11 53/9 63/21 65/17 82/17 93/24
 103/16 103/16 120/5 124/3 126/14
 129/3 136/11 137/8 138/12 138/13
 139/20 146/1 150/13 153/3 153/9
 156/20 161/15 170/16 179/4 182/21
 185/4 191/8 191/21 191/24 191/25
 195/20 200/15 209/24 209/25 218/9
goal [1] 24/14
goals [2] 14/8 24/7
God [2] 198/2 205/12
goes [14] 33/4 49/12 51/12 59/11 103/8
 103/14 103/15 104/1 127/17 156/19
 183/3 194/17 196/11 200/13
going [78] 4/23 5/7 5/18 6/5 12/22 13/21
 13/24 14/6 14/7 15/18 17/19 18/19
 22/20 26/4 26/6 38/9 42/8 44/3 50/16
 52/8 57/2 57/24 62/22 65/11 68/6 69/21
 76/2 78/14 78/16 80/11 81/21 84/11
 88/17 91/20 94/23 96/7 98/15 105/8
 120/17 121/11 121/23 124/19 125/22
 126/21 126/22 134/8 137/10 137/11
 137/12 137/14 142/4 142/5 144/8
 153/25 167/24 169/4 169/8 169/14
 170/3 170/5 170/13 173/22 180/1
 183/18 183/25 184/1 184/2 184/15
 184/19 191/22 191/23 195/8 196/14
 197/9 199/6 209/25 213/2 218/9
goings [1] 124/16
Golen [16] 14/2 15/19 170/4 170/6 171/1
 174/5 174/6 174/7 177/6 182/9 182/11
 192/22 193/1 193/7 193/22 213/10
Golen's [1] 193/11
gone [6] 81/18 82/8 137/9 137/10 142/8
 199/10
good [20] 4/1 13/16 26/18 26/20 26/21
 46/19 62/5 65/11 86/24 100/5 160/11
 171/9 171/10 172/11 175/4 181/4 194/2
 203/3 204/17 205/12
got [22] 52/18 98/21 99/9 122/6 128/12
 157/16 170/2 170/14 173/15 173/17
 174/8 174/10 183/11 192/16 192/17
 202/21 203/8 205/7 205/13 205/13
 205/14 212/22
gotten [1] 141/19
govern [1] 45/12
governed [6] 25/23 26/13 45/10 45/11
 135/5 153/7
governing [9] 4/18 23/9 23/12 23/14
 31/24 45/8 46/2 46/13 77/17
government [16] 25/2 25/3 28/2 28/3
 30/22 30/24 32/19 34/22 34/22 44/7
 51/25 54/15 56/13 156/15 216/15
 217/10
governments [4] 25/2 34/10 34/24 52/5
governor [6] 48/3 48/4 48/4 58/6 58/6
 61/8
governs [2] 130/25 139/15
Grabler [1] 157/7
graciousness [1] 23/21
graduated [2] 43/1 112/14
graduating [1] 115/21
granted [1] 16/3
grapple [1] 4/17
grassroot [1] 29/20
gray [1] 174/2
great [5] 27/6 27/10 100/14 113/16
 195/15
greatly [1] 49/8
GREGG [3] 2/3 63/7 118/7
grievance [44] 6/20 7/5 24/2 28/11
 41/16 41/16 47/1 47/18 47/24 48/10

48/12 55/16 63/14 63/16 63/17 65/21
 73/25 74/19 74/21 85/5 104/16 104/20
 111/9 111/17 119/7 119/8 120/4 120/4
 120/12 121/15 121/16 121/21 122/15
 122/17 123/23 124/1 124/14 128/10
 128/16 128/17 128/23 128/25 134/13
 134/22
grievances [21] 6/19 11/15 15/2 17/6
 46/24 47/4 47/8 47/15 47/21 49/11
 49/17 51/17 62/9 71/12 71/17 112/22
 129/4 137/10 142/10 157/14 173/5
Griffin [1] 72/24
gripe [1] 121/15
ground [2] 76/14 122/3
group [36] 24/23 34/4 69/25 70/12 78/1
 78/18 82/17 85/15 85/21 105/14 105/15
 105/17 119/21 123/24 137/2 144/4
 145/1 145/1 145/13 146/1 146/2 146/19
 173/25 180/23 180/23 181/9 181/11
 183/18 184/6 190/23 191/20 202/10
 202/16 205/4 205/8 211/4
groups [11] 35/13 79/14 81/17 86/25
 105/12 106/7 174/23 181/7 191/1
 212/16 212/19
Grove [2] 181/22 211/23
grow [1] 28/19
growing [2] 59/3 177/14
growth [2] 182/5 182/5
guarantee [1] 26/16
guaranteed [2] 51/14 60/23
guarantees [2] 26/25 64/7
guess [8] 4/20 62/16 123/12 154/10
 157/17 168/5 206/15 206/17
guess a [1] 62/16
guidance [1] 12/1
guideline [1] 34/14
guidelines [1] 127/19
guilty [2] 89/17 197/9
guys [7] 69/10 72/13 76/11 77/19 95/16
 103/19 178/22

H
had [74] 7/6 7/14 8/19 28/1 36/20 37/3
 43/20 44/24 51/1 53/12 54/20 60/23
 61/13 62/5 67/15 67/19 67/21 77/1 77/1
 79/12 81/22 85/14 88/7 93/3 93/22
 95/20 98/21 100/12 109/2 113/4 113/10
 120/20 120/23 131/24 131/25 140/15
 142/14 142/21 147/10 147/25 152/25
 157/5 157/14 157/14 157/22 159/12
 159/23 160/20 164/8 164/13 169/6
 169/10 169/18 170/11 173/10 173/16
 175/11 175/14 176/2 176/12 176/13
 176/20 179/24 183/8 183/20 192/9
 192/12 202/17 202/19 202/21 204/24
 205/13 209/6 211/17
hadn't [2] 48/7 48/9
hair [1] 174/2
half [4] 5/8 5/9 74/23 197/11
hall [3] 2/15 123/5 123/5
halls [1] 40/5
hand [3] 19/13 91/19 155/13
handle [5] 11/15 29/4 41/5 104/19 158/9
handled [5] 32/7 73/19 157/8 157/11
 157/20
handling [5] 7/14 24/3 73/25 74/21
 119/8
happen [18] 22/16 23/17 26/9 28/11
 51/22 54/24 58/18 73/8 104/21 104/21
 104/23 180/1 181/19 194/19 194/24
 195/5 203/15 216/7
happened [11] 124/23 136/25 145/5
 160/1 169/8 173/14 175/17 177/15
 177/21 182/2 187/3

<p>H</p> <p>happening [1] 131/10</p> <p>happens [10] 31/18 32/15 36/17 63/16 84/4 112/25 113/14 173/25 204/9 213/15</p> <p>hard [8] 37/14 85/16 121/14 124/12 149/11 176/1 176/3 184/4</p> <p>harmonious [1] 29/7</p> <p>has [112] 4/6 8/5 9/6 12/4 14/4 15/6 15/11 15/18 16/7 17/21 17/25 18/2 21/6 24/8 24/9 25/9 25/12 25/13 25/25 26/14 26/22 27/25 28/4 28/22 33/22 36/4 37/17 50/4 51/16 53/12 53/19 56/24 57/16 60/23 61/9 61/15 65/24 66/25 67/9 67/20 68/24 72/7 73/13 82/8 82/13 88/7 92/19 94/18 98/6 98/11 100/22 101/22 102/1 102/2 105/15 105/17 108/14 110/14 112/13 114/13 114/14 116/16 116/20 117/15 124/5 124/23 127/15 127/17 132/10 133/8 133/20 134/18 136/9 138/2 139/19 141/4 151/13 151/15 154/8 157/13 157/14 157/19 158/5 158/6 158/15 159/24 165/3 166/13 167/10 177/25 190/5 190/9 190/22 193/2 195/2 195/3 196/8 197/8 198/8 198/11 199/10 200/9 204/5 204/20 205/4 210/5 210/10 210/13 210/15 210/17 216/4 216/16</p> <p>hasn't [5] 12/3 127/13 169/8 216/18 217/1</p> <p>have [547]</p> <p>haven't [6] 109/2 141/19 166/9 168/6 189/22 190/25</p> <p>having [25] 29/11 50/19 52/24 58/20 59/19 63/19 63/19 75/12 75/19 75/21 76/9 76/11 76/13 86/17 92/2 131/18 142/8 147/23 151/3 161/24 173/18 175/20 191/13 209/20 211/21</p> <p>he [71] 8/19 8/19 9/1 48/4 59/23 62/18 66/6 87/21 87/22 89/12 89/12 92/7 96/10 102/13 108/14 108/16 117/8 118/3 132/6 143/19 143/19 143/20 144/19 147/12 154/17 164/3 169/15 170/12 177/8 180/9 180/10 180/10 180/11 180/12 180/14 182/12 182/14 182/15 182/23 182/24 182/24 183/7 183/7 183/17 183/20 183/20 183/22 183/22 186/18 186/18 186/20 186/21 186/24 187/5 187/12 187/12 188/6 188/7 189/22 190/9 193/3 194/18 194/18 195/22 195/23 197/8 198/23 198/25 199/1 204/21 217/13</p> <p>he's [6] 169/10 182/22 189/5 189/24 197/9 216/1</p> <p>head [1] 69/9</p> <p>headed [2] 34/20 163/1</p> <p>health [18] 37/12 49/18 49/19 49/20 49/23 49/24 50/2 50/2 50/3 50/3 50/7 50/8 50/10 52/11 53/16 55/2 100/18 100/20</p> <p>healthcare [3] 43/6 48/6 50/16</p> <p>healthy [1] 173/16</p> <p>hear [11] 14/6 14/9 14/12 15/7 15/12 15/19 16/20 16/22 17/19 17/20 100/25</p> <p>heard [7] 129/7 129/8 130/4 140/8 148/4 148/6 148/21</p> <p>hearing [26] 1/18 4/2 4/10 8/5 8/8 8/21 16/3 18/8 32/12 77/23 113/15 131/7 139/14 141/1 161/19 161/24 165/10 167/12 169/4 169/9 169/22 215/7 215/19 216/10 216/18 217/13</p> <p>hearings [3] 64/24 112/21 168/16</p> <p>hearsay [11] 130/5 130/22 138/24</p>	<p>139/13 140/18 141/3 141/13 182/16 182/18 187/18 193/5</p> <p>heart [2] 165/25 180/2</p> <p>heavily [1] 153/7</p> <p>held [4] 22/2 44/12 172/9 217/20</p> <p>hell [2] 70/1 70/14</p> <p>hello [2] 118/23 160/12</p> <p>help [4] 42/3 126/13 158/12 183/23</p> <p>helping [2] 42/10 104/8</p> <p>Hennepin [8] 35/1 36/24 66/21 87/7 199/19 199/22 200/5 219/2</p> <p>her [4] 104/15 184/17 184/18 184/24</p> <p>here [40] 8/19 13/20 13/20 15/24 18/14 21/2 21/8 21/10 25/8 27/18 28/18 34/24 50/7 54/15 69/24 70/25 74/10 78/17 94/14 98/10 100/1 104/8 104/9 124/7 131/13 141/1 149/11 150/2 162/6 171/5 174/1 176/1 176/3 182/22 184/8 191/6 199/3 200/4 209/25 215/10</p> <p>here's [1] 127/2</p> <p>heresy [1] 219/7</p> <p>hesitant [1] 184/16</p> <p>hey [1] 52/1</p> <p>Hibbing [6] 82/5 82/7 82/13 180/20 180/21 211/24</p> <p>hierarchy [2] 33/4 120/8</p> <p>high [1] 41/16</p> <p>higher [3] 37/15 38/1 49/9</p> <p>highest [2] 27/8 205/8</p> <p>highlighted [1] 151/8</p> <p>highly [2] 52/3 144/8</p> <p>Highway [2] 2/5 34/14</p> <p>him [13] 87/24 92/19 106/16 106/17 113/5 144/17 168/4 168/25 169/2 169/15 182/22 183/5 187/4</p> <p>hindered [1] 36/16</p> <p>hinders [1] 68/14</p> <p>hire [1] 97/8</p> <p>hired [5] 39/17 42/24 43/21 43/22 43/25</p> <p>hires [2] 28/7 97/19</p> <p>his [24] 7/8 8/20 9/1 9/2 9/4 14/3 14/19 31/17 65/22 66/7 67/8 95/1 104/15 110/19 117/17 137/21 169/10 183/17 190/13 192/12 193/2 193/14 193/22 214/6</p> <p>historical [1] 47/8</p> <p>histories [1] 126/2</p> <p>history [7] 12/5 74/4 124/22 126/1 151/23 175/17 177/9</p> <p>hits [1] 92/7</p> <p>hold [6] 123/10 172/8 180/9 189/7 199/2 215/3</p> <p>home [2] 36/24 67/19</p> <p>homes [2] 36/22 53/7</p> <p>honestly [6] 65/16 68/2 77/25 78/7 128/22 133/21</p> <p>honor [2] 62/4 152/10</p> <p>hope [2] 7/15 67/6</p> <p>hopefully [2] 126/18 213/19</p> <p>Hopkins [2] 179/6 211/24</p> <p>Hospital [1] 37/2</p> <p>hour [1] 8/21</p> <p>house [1] 197/11</p> <p>how [80] 5/10 5/10 5/15 7/14 12/16 14/8 20/21 23/6 24/22 26/6 26/9 26/10 32/25 33/4 38/15 44/20 45/6 58/23 71/3 71/11 72/16 74/1 75/14 75/16 76/4 76/8 76/10 86/12 86/25 87/3 93/18 99/9 102/18 103/7 108/23 109/4 112/15 117/14 119/22 120/19 121/19 123/1 123/2 123/9 124/22 126/4 127/14 132/9 135/11 148/13 148/14 148/19 148/25 156/1 157/20 159/13 163/8 174/4 177/11 179/22 183/25 186/8 187/12</p>	<p>187/14 189/22 190/18 192/19 193/2 196/7 196/25 197/12 200/15 205/2 205/2 205/10 208/2 209/20 210/2 214/23 215/22</p> <p>however [8] 17/10 21/17 47/4 85/3 91/15 92/21 120/23 135/24</p> <p>huh [30] 40/15 79/15 80/25 81/2 81/4 81/4 81/9 82/6 83/5 83/8 84/9 84/23 86/19 89/6 89/18 90/4 117/7 117/9 117/13 122/20 127/11 145/11 150/6 151/4 151/7 151/25 164/2 164/22 182/10 197/14</p> <p>hundreds [2] 198/2 203/9</p> <p>hypothetical [1] 109/8</p> <p>hypothetically [1] 85/14</p>
I		
<p>I'd [1] 115/14</p> <p>I'll [3] 13/15 102/16 188/22</p> <p>I'm [21] 42/24 44/19 72/17 79/1 81/21 90/17 92/20 93/17 109/18 115/11 115/15 131/22 132/1 132/4 157/2 162/15 162/17 166/8 171/9 195/21 208/3</p> <p>I've [4] 129/7 131/20 131/21 134/20</p> <p>i.e [1] 27/2</p> <p>idea [3] 15/13 183/9 194/2</p> <p>ideal [1] 127/17</p> <p>ideas [1] 191/23</p> <p>identified [1] 127/3</p> <p>identifying [1] 133/22</p> <p>ignorance [1] 53/14</p> <p>ignore [1] 64/25</p> <p>illustrative [1] 35/3</p> <p>imagine [3] 33/10 33/23 184/18</p> <p>immediate [4] 63/20 65/4 91/19 92/1</p> <p>immediately [5] 29/13 49/4 60/18 110/1 111/15</p> <p>impact [1] 53/13</p> <p>imperative [2] 124/20 126/12</p> <p>implementation [2] 124/17 177/10</p> <p>implications [1] 74/8</p> <p>importance [2] 71/23 150/5</p> <p>important [1] 175/2</p> <p>imposition [1] 184/18</p> <p>impossible [1] 216/15</p> <p>impression [3] 12/3 12/8 140/14</p> <p>improper [2] 144/16 144/17</p> <p>impropriety [1] 215/10</p> <p>improve [6] 24/17 27/22 29/8 49/6 50/12 55/1</p> <p>improving [1] 78/4</p> <p>in camera [1] 100/7</p> <p>inaudible [50] 5/20 5/25 11/10 17/23 18/9 19/4 66/6 78/21 99/10 100/10 100/19 100/20 109/11 118/23 122/16 135/2 136/23 140/20 141/14 146/5 155/9 161/3 163/15 163/21 167/3 167/10 169/13 170/17 185/1 187/3 190/1 190/3 193/12 193/15 198/12 206/8 206/14 207/14 207/17 208/18 208/22 211/22 213/21 213/23 213/24 214/18 216/5 217/10 217/12 217/25</p> <p>incident [1] 117/24</p> <p>include [4] 6/17 26/17 45/12 197/25</p> <p>included [1] 169/12</p> <p>includes [4] 14/25 15/2 15/2 31/15</p> <p>including [4] 34/16 35/22 138/24 217/19</p> <p>inclusive [1] 128/23</p> <p>income [4] 52/7 70/21 70/25 106/12</p> <p>inconsistent [3] 139/21 140/3 140/5</p> <p>inconvenienced [1] 171/6</p> <p>incorporated [2] 154/11 165/2</p> <p>increases [1] 53/10</p>		

I
Incredible [1] 142/22
incredibly [3] 54/2 123/6 142/11
independent [18] 21/12 32/8 32/21
81/18 82/8 82/14 82/17 120/9 173/9
180/17 180/18 199/20 200/8 200/13
201/9 202/3 211/17 212/15
indicate [1] 170/10
indicated [2] 11/18 132/18
indicates [1] 152/6
indicative [2] 70/21 74/11
individual [6] 6/11 17/5 33/11 65/16
119/20 204/20
individually [2] 101/11 112/3
individuals [1] 78/1
industrial [2] 43/7 59/15
industries [3] 36/2 37/7 37/25
industry [2] 23/3 37/3
influence [1] 215/7
information [14] 11/6 11/16 12/14 40/8
72/25 128/13 128/18 128/21 132/14
151/18 151/19 163/9 163/24 216/22
informed [1] 198/23
infrastructure [1] 40/8
initial [3] 99/7 120/13 143/3
initially [2] 9/13 145/24
injured [2] 55/8 55/9
injury [1] 55/5
inmate [1] 122/16
innovative [1] 15/11
inordinate [3] 29/19 109/25 192/5
ins [1] 122/6
inshrines [1] 27/8
inside [31] 20/8 20/9 22/10 23/25 25/22
26/1 26/3 26/9 26/12 26/18 27/12 27/12
30/23 32/7 32/20 40/4 40/8 44/4 44/12
54/20 55/5 65/9 65/18 67/3 69/7 72/12
74/15 74/25 77/20 134/17 134/22
instance [7] 56/7 70/3 71/15 89/1 90/17
92/23 123/14
instances [7] 28/12 62/3 87/25 88/7
89/24 101/13 132/3
instead [1] 90/11
instill [2] 58/15 59/15
instilled [2] 27/12 65/18
instilling [1] 28/23
instituted [1] 58/13
institution [1] 122/23
institutions [1] 21/23
instrument [1] 5/2
insufficient [1] 147/11
insurance [20] 37/12 49/20 50/2 50/2
50/8 50/11 52/11 100/16 100/18 100/20
203/12 203/17 204/13 204/16 209/7
209/22 209/23 209/24 210/1 210/2
intelligent [1] 178/18
intent [8] 23/9 27/19 45/25 56/22 56/23
57/3 61/21 78/6
interact [3] 119/18 128/10 128/11
interaction [1] 27/24
interchange [1] 16/17
interest [16] 6/17 7/3 14/22 65/20 70/24
75/17 76/7 97/8 158/2 158/4 158/5
158/6 158/8 158/10 165/25 182/20
interesting [2] 17/14 125/5
interests [6] 67/11 67/13 85/4 85/5
110/2 110/7
intergovernmental [1] 52/3
intermediate [1] 28/2
internal [14] 15/1 24/5 24/6 32/6 32/10
39/7 39/8 39/13 40/19 60/21 75/19
77/20 120/13 120/21
internally [2] 32/23 41/21

international [22] 24/22 25/11 25/23
26/13 31/10 31/16 31/23 32/15 45/10
45/18 46/7 73/10 73/13 73/17 101/2
104/7 104/11 104/18 104/22 107/4
137/2 158/11
interpose [1] 38/5
interpretation [2] 79/25 80/20
interrogations [1] 88/8
intertwined [1] 125/2
interworkings [1] 115/16
intricacies [1] 67/4
introduced [2] 61/13 176/10
introduction [1] 6/6
investigate [1] 124/5
investigated [1] 117/11
investigating [1] 161/24
investigation [6] 15/1 56/10 92/1 111/9
117/22 119/17
investigations [5] 88/9 94/12 98/6 172/1
172/3
investigator [1] 196/10
involve [3] 7/4 27/19 64/12
involved [19] 50/19 51/7 51/13 51/14
53/22 57/12 58/17 59/2 63/18 86/6 88/7
110/7 117/15 119/14 126/25 143/3
151/23 190/5 197/2
involvement [2] 69/9 77/8
involving [3] 64/10 104/9 117/11
iron [3] 42/25 43/1 57/1
ironic [1] 14/14
irrelevant [1] 196/4
IRS [1] 99/8
is [688]
isn't [26] 58/24 79/21 80/18 84/24 86/4
96/18 97/25 105/6 106/24 108/7 114/6
124/4 144/19 144/22 145/4 152/1 169/9
188/10 196/23 200/14 200/24 201/10
201/20 201/24 202/12 209/23
issue [27] 4/16 4/24 6/4 16/2 18/10
32/13 45/5 88/17 92/8 92/9 92/10
109/14 119/11 120/1 120/3 121/1
122/10 130/23 136/9 161/7 161/20
167/14 168/13 168/13 168/17 168/18
217/14
issued [3] 22/14 133/12 145/9
issues [21] 12/18 23/24 39/6 41/6 47/14
51/16 104/9 109/21 110/17 110/19
119/13 126/7 126/14 127/3 127/5
137/16 137/17 142/12 197/3 213/18
215/20
it [369]
it's [130] 4/19 5/22 11/1 14/11 14/15
18/5 22/10 25/4 25/10 28/10 28/11
29/21 38/15 38/16 39/23 42/7 42/8 42/9
42/10 45/9 49/21 50/5 51/4 56/25 57/13
57/23 60/20 62/22 64/3 64/4 64/7 65/24
68/17 69/4 70/23 72/17 76/10 78/5
78/19 83/19 84/21 86/2 88/5 88/12
97/25 98/2 102/12 102/12 106/25 107/1
107/4 108/11 111/12 113/15 113/16
116/24 121/14 123/6 123/6 123/15
123/19 124/9 125/9 126/12 127/1 127/2
127/20 128/11 128/12 128/21 128/22
128/22 129/1 130/6 130/16 134/17
135/21 135/21 136/4 136/16 137/9
137/9 139/21 140/16 140/17 141/7
142/11 144/11 144/18 151/8 153/6
162/17 164/18 178/3 178/12 180/2
181/13 181/14 182/17 182/18 182/19
184/3 184/4 184/15 184/17 188/21
189/4 195/10 196/1 196/5 196/21
198/19 199/25 200/2 201/8 202/25
204/11 205/21 206/11 209/25 210/1
210/1 210/2 215/10 215/21 216/4 217/1

217/4 218/4 218/8
Item [1] 165/12
its [46] 14/16 14/23 14/24 15/12 15/22
17/15 17/16 18/5 47/22 58/10 63/5
68/16 68/24 69/9 73/1 73/1 73/2 73/22
74/18 82/13 93/19 94/8 94/18 94/18
95/5 95/6 96/20 97/8 97/15 100/23
101/23 109/11 109/21 109/23 145/10
151/19 156/20 175/9 177/10 187/5
188/16 189/1 189/17 196/3 201/23
210/13
itself [1] 177/17

J
J.D [1] 64/2
jail [1] 115/25
jam [1] 202/21
janitor [1] 123/15
January [9] 7/21 44/11 44/13 162/8
162/21 163/12 163/25 213/4 215/13
January 30 [1] 163/12
January 30th [1] 163/25
January 6th [1] 162/21
January 9 [1] 7/21
January 9th [1] 213/4
Jeff [3] 35/23 180/6 191/13
Jo [1] 35/8
job [16] 20/5 20/6 20/7 20/20 23/25
46/17 55/10 121/10 123/13 123/16
123/22 126/5 126/5 128/5 188/10
204/12
jobs [4] 33/3 41/24 121/10 123/10
JOHN [8] 3/6 34/7 34/8 35/5 59/15 119/4
141/22 157/23
Johnson [2] 157/23 161/9
join [1] 175/15
Joint [4] 6/6 6/6 6/13 16/22
jokes [1] 195/22
Jordan [11] 45/1 80/23 81/1 81/3 81/6
158/23 160/13 160/15 161/16 166/5
166/13
JOYCE [4] 3/9 34/20 35/6 155/22
Judge [3] 136/12 139/22 140/2
judgments [3] 203/18 203/18 203/19
judicial [9] 32/3 32/4 32/6 32/8 32/12
32/13 32/19 32/20 139/25
judiciary [1] 102/9
Judy [1] 23/21
June [1] 165/3
June 2011 [1] 165/3
jurisdiction [8] 36/4 82/10 123/11
131/19 156/11 215/25 216/16 217/2
jurisdictions [1] 200/25
just [71] 6/15 6/23 8/2 8/11 8/16 16/11
16/16 24/16 27/21 33/23 35/2 46/21
47/5 51/20 55/9 57/17 61/14 64/2 64/12
66/9 66/13 66/18 76/12 89/15 89/21
95/8 101/24 103/24 106/2 112/13 113/4
120/13 120/16 128/9 136/16 136/24
146/6 146/10 153/18 163/3 163/23
163/25 168/16 168/18 169/2 169/14
179/1 180/2 181/13 184/4 184/24
187/15 192/13 193/6 193/8 199/4
200/15 201/21 202/15 203/1 207/3
207/9 209/5 209/24 209/24 210/1
211/15 212/19 212/25 213/22 218/8
justify [1] 133/22
Juvenile [2] 129/17 148/17

K
Kansas [1] 43/15
keep [4] 96/8 125/2 169/4 192/22
Kelly [3] 176/25 177/24 178/8
kept [1] 177/14

K
KEVIN [5] 2/19 5/21 13/9 141/4 171/7
key [3] 110/20 110/24 126/10
kick [1] 103/24
kidded [1] 174/9
kind [14] 15/23 34/14 47/21 70/2 95/7
97/25 123/25 127/12 168/16 184/5
197/23 202/13 207/7 217/15
kinds [1] 123/10
know [111] 14/7 29/19 35/2 42/7 42/9
44/17 51/20 53/18 54/2 54/19 56/2
56/13 58/22 58/23 59/23 60/19 62/4
62/15 62/19 62/20 63/8 64/2 66/14
66/23 66/24 68/3 68/6 68/7 68/9 70/5
70/12 70/16 74/9 74/10 77/11 80/23
84/19 89/19 91/23 92/22 96/7 97/10
98/7 98/10 98/22 99/9 104/9 116/4
116/15 116/23 117/14 118/3 120/18
120/18 121/12 121/13 123/2 124/6
124/18 124/19 126/22 126/23 127/21
128/4 128/16 131/10 132/9 133/21
135/16 137/23 138/10 140/25 140/25
143/19 147/12 154/9 158/12 161/13
174/1 174/8 177/1 180/5 184/17 185/19
185/22 187/14 187/16 188/1 188/6
188/11 188/14 194/21 195/9 197/20
199/9 199/25 200/2 200/3 200/7 200/8
202/11 203/5 203/8 205/2 205/11
207/19 208/17 210/1 210/17 215/20
216/19
knowing [1] 67/4
knowledgable [1] 121/22
knowledge [45] 14/4 65/24 66/3 67/2
93/18 93/21 94/7 94/17 95/4 98/3 98/5
101/21 101/25 108/23 114/18 116/9
116/19 116/22 117/2 118/1 121/9
122/22 123/3 124/2 124/15 124/24
125/12 125/15 126/2 126/3 126/4 127/7
127/8 127/12 127/17 151/12 151/14
159/19 162/10 179/5 187/19 187/21
190/15 190/19 196/9
known [4] 8/5 44/18 154/5 191/13
knows [10] 65/14 68/7 186/19 186/21
187/5 187/12 187/12 188/7 189/22
198/25
Koch [1] 61/20
Koochiching [1] 129/13

L
L-E-H-T-O [1] 20/1
labor [66] 1/19 4/22 13/22 14/3 14/14
14/18 15/15 17/5 17/11 18/9 24/7 24/14
27/16 29/7 30/15 42/16 42/17 52/16
57/8 58/14 61/21 61/23 61/23 61/23
71/24 72/7 72/23 74/4 74/6 75/25 76/17
77/3 78/3 82/24 83/3 111/24 112/10
112/15 113/12 114/16 114/25 115/9
115/10 117/4 117/18 119/14 135/6
136/12 136/14 137/24 145/21 156/3
160/22 161/4 165/7 174/20 179/19
181/16 181/25 185/9 185/9 185/12
185/16 189/16 190/6 193/23
labor/management [3] 112/15 114/16
114/25
lack [12] 29/16 132/14 183/12 184/9
186/15 187/10 187/17 188/3 189/20
194/3 195/10 209/14
laid [2] 183/17 186/22
Lake [4] 123/13 129/12 129/21 142/19
Lakes [1] 8/19
laminated [1] 136/2
Landrum [1] 72/24
Landrum-Griffin [1] 72/24

large [11] 13/23 28/3 28/16 33/22 36/18
52/1 66/14 66/20 66/20 78/18 81/22
largely [1] 183/19
larger [3] 66/15 66/16 102/21
largest [1] 33/19
last [13] 35/7 44/11 51/18 106/3 107/2
129/23 138/8 138/19 157/11 157/13
164/19 167/9 214/25
lately [1] 67/6
later [7] 13/14 89/20 146/22 180/21
180/21 193/7 214/13
latitude [1] 103/11
law [32] 1/11 2/4 2/9 10/4 10/4 10/8
11/19 14/12 78/6 78/7 91/16 96/19 97/7
105/3 107/18 108/10 110/9 112/14
115/10 117/5 118/2 136/11 138/18
139/22 140/2 151/10 164/13 185/9
192/17 192/17 194/17 209/17
laws [5] 136/6 137/19 137/19 153/8
154/10
lawsuit [1] 117/23
lawsuits [3] 203/17 203/20 203/21
lawyer [30] 14/25 62/10 65/10 65/11
69/10 72/13 76/11 77/19 85/1 88/18
88/24 89/15 90/18 90/23 92/14 92/20
93/15 93/24 94/8 94/18 95/12 95/16
95/17 96/3 97/9 113/10 113/19 114/3
156/25 157/2
lawyer's [1] 144/15
lawyers [23] 14/16 15/7 15/23 63/2 63/5
63/13 64/17 64/22 67/9 67/11 67/24
89/5 97/19 97/21 112/8 112/23 117/6
137/12 137/13 157/20 157/21 158/17
158/18
lax [1] 122/18
lay [3] 16/15 158/16 213/14
layer [1] 28/6
layers [1] 32/22
layoff [1] 156/6
layperson [1] 16/12
layperson's [1] 158/13
lead [3] 41/15 41/20 43/13
leader [2] 84/5 84/5
leaders [3] 29/20 69/25 137/5
leadership [8] 24/6 29/15 41/2 77/9
125/14 126/8 142/18 148/10
leaderships [1] 120/10
leading [2] 189/5 209/13
leads [1] 80/11
least [9] 115/23 139/10 147/6 157/11
194/22 197/20 197/20 213/2 216/12
leave [2] 8/19 78/14
led [1] 156/22
Leepeck [1] 113/6
left [3] 167/18 170/11 180/11
legal [69] 4/17 11/21 16/2 47/3 61/17
62/8 62/13 62/23 64/23 84/25 85/2 95/5
97/15 101/1 101/18 106/25 107/17
108/10 108/21 110/21 111/8 111/13
111/16 116/7 117/1 134/2 135/14
135/17 154/1 154/13 175/14 175/17
175/23 176/14 177/22 179/1 179/2
179/18 179/19 180/25 181/1 181/4
181/5 182/4 183/21 184/6 187/22 188/2
188/16 189/1 193/3 193/23 194/1 194/1
194/9 195/15 196/3 197/3 197/15
198/16 201/3 201/5 203/16 203/22
209/12 209/25 210/11 212/6 212/16
legalized [1] 158/15
legally [2] 48/19 179/16
legislation [9] 48/23 51/1 51/2 56/17
57/18 61/13 190/21 190/25 192/4
legislative [14] 12/5 31/9 31/23 32/19
39/23 40/3 50/4 50/12 51/16 53/15

84/22 110/4 190/23 192/14
legislatively [2] 47/12 49/6
Legislature [5] 40/5 51/18 61/8 191/24
201/14
legislatures [2] 175/14 191/21
legitimacy [1] 161/25
LEHTO [8] 3/2 12/22 19/10 20/1 79/10
79/11 79/12 106/24
LELS [19] 115/24 116/2 137/20 185/20
186/1 186/12 186/20 186/24 187/3
187/5 188/1 188/15 189/1 198/9 199/9
199/10 201/21 207/10 207/16
LELS's [1] 115/22
lengthy [2] 125/20 173/17
less [18] 8/21 37/11 37/23 52/8 52/10
59/5 60/24 84/12 84/14 84/20 96/2
177/13 191/16 191/19 194/17 196/22
204/17 204/18
let [32] 4/25 9/9 14/7 79/20 80/1 86/25
88/15 89/2 93/22 97/13 103/24 121/3
123/5 127/23 154/3 160/13 162/6
167/25 169/5 170/18 178/12 179/25
181/15 182/21 187/4 188/9 189/8 191/7
195/2 209/25 210/17 210/21
let's [25] 5/15 24/19 78/19 82/17 82/18
85/14 86/8 87/21 89/3 89/10 90/10
90/10 92/4 109/20 111/23 118/22
122/11 122/14 144/25 161/17 180/15
185/4 196/13 199/2 212/25
letter [21] 6/16 133/12 143/11 160/25
163/1 163/1 163/2 163/3 163/7 163/10
163/12 163/14 163/20 163/23 163/25
164/1 164/9 164/12 164/14 164/17
164/20
letterhead [1] 164/17
letters [4] 11/9 129/6 159/14 165/11
letting [2] 185/5 209/24
level [32] 27/8 27/12 28/2 28/3 28/5 28/7
28/10 28/23 28/24 28/24 29/4 29/5
29/11 29/20 31/6 41/16 46/2 56/18 70/7
73/24 95/22 101/3 102/6 102/6 104/4
104/12 104/22 138/10 175/13 175/13
175/15 175/23
levels [2] 33/14 47/1
leverage [1] 133/17
levers [1] 57/8
Lewis [1] 59/15
liability [2] 56/9 218/2
liberal [1] 141/22
licensed [11] 86/12 134/7 207/16 207/20
207/22 208/7 208/12 208/16 208/21
210/19 210/23
lieu [1] 6/11
life [3] 127/20 175/6 197/11
light [4] 9/5 12/10 52/23 167/9
like [62] 5/25 14/19 26/17 28/2 30/17
33/1 33/2 33/16 34/25 35/15 35/16
35/17 36/24 45/13 45/14 46/18 46/20
49/25 51/25 52/1 52/1 54/10 57/24
58/11 59/4 61/20 62/5 66/21 66/21
66/22 66/23 69/24 70/17 71/12 74/8
77/1 88/14 89/11 94/6 97/19 100/14
106/14 117/19 127/19 134/10 140/19
142/8 153/23 154/9 154/20 160/23
162/16 175/22 179/1 183/4 184/23
195/18 200/15 203/1 207/16 212/19
215/13
likely [1] 184/15
Likewise [1] 212/18
limitations [1] 93/23
limited [2] 16/4 93/23
limits [1] 9/3
line [5] 40/20 189/12 206/2 209/7
215/18

L
lines [1] 212/14
Lino [1] 8/19
Lino Lakes [1] 8/19
list [4] 6/7 39/13 167/24 169/11
listed [5] 8/17 61/16 167/15 167/22 169/15
listen [2] 94/13 96/14
listening [1] 96/9
lists [1] 8/16
literally [1] 69/5
litigation [6] 111/18 173/14 173/16 173/17 173/19 202/18
little [13] 2/11 2/20 2/21 17/24 62/16 103/11 125/20 144/25 161/17 169/24 177/13 185/6 202/17
live [1] 203/14
lives [4] 24/12 27/23 50/13 59/14
living [1] 175/5
livings [1] 36/23
LM [3] 72/23 153/6 153/14
LM-2 [2] 72/23 153/6
LM-2s [1] 153/14
loaders [1] 126/18
loading [1] 42/22
lobbied [1] 61/4
lobbies [1] 201/14
lobby [1] 55/3
lobbying [5] 53/1 68/8 85/9 190/16 201/9
lobbyists [2] 40/2 192/5
local [89] 1/11 2/18 4/5 9/14 21/12 21/13 21/24 22/8 22/10 22/19 24/21 25/3 25/6 25/8 25/10 25/11 25/17 26/5 26/12 26/18 26/21 27/12 27/24 28/9 30/4 31/6 33/10 34/10 34/21 34/23 38/8 41/1 41/19 42/1 42/5 42/10 42/14 44/7 44/23 45/9 45/19 46/6 46/9 51/25 52/4 67/20 69/17 73/6 73/7 73/20 73/21 74/1 74/2 74/15 74/16 80/13 84/5 93/12 101/3 101/14 102/5 103/16 104/4 104/4 104/6 104/12 104/12 120/7 121/10 136/3 156/7 156/7 156/15 156/17 156/18 156/18 156/21 156/21 156/22 156/23 156/24 159/12 161/18 175/25 177/2 177/7 199/16 210/10 212/4
Local 66 [1] 67/20
locals [10] 22/6 26/3 34/13 42/2 45/18 46/11 46/14 46/21 120/8 156/13
location [1] 129/15
locations [1] 199/12
lodge [1] 212/4
lodges [1] 178/3
logistical [2] 214/2 215/13
logistics [1] 212/25
long [16] 8/6 36/20 36/22 38/6 47/8 53/9 65/19 82/24 84/16 116/24 151/22 156/1 164/17 164/18 177/14 180/1
long-standing [1] 47/8
long-term [4] 36/20 36/22 53/9 65/19
longer [4] 125/21 136/1 158/21 169/24
longitudinal [1] 58/25
look [14] 7/18 13/23 18/12 28/22 49/14 64/23 64/24 69/3 73/21 203/11 203/13 204/4 204/6 208/9
looked [1] 183/21
looking [8] 18/14 29/14 37/9 62/22 75/8 135/17 162/16 182/24
lose [1] 106/11
losing [2] 52/18 138/5
lost [5] 74/22 130/2 132/19 144/22 156/9
lot [17] 29/17 29/23 36/16 82/10 90/8

113/21 122/7 122/16 138/1 153/9
173/19 183/11 190/23 197/1 205/13
207/12 215/13
lots [1] 202/21
loud [1] 89/7
Louis [9] 2/5 87/5 115/25 123/16 123/19 129/13 129/20 133/24 142/18
low [3] 29/5 176/17 183/8
lower [3] 37/8 37/22 43/20
lowest [1] 29/11
luxuries [1] 136/13
M
Macalester [3] 42/20 42/22 44/16
Macklin [1] 82/3
Madden [3] 14/19 113/1 113/2
made [23] 10/6 12/17 21/21 45/1 48/4 61/11 70/9 72/8 80/12 88/10 100/22 110/3 124/11 134/1 145/18 173/14 180/24 181/6 181/23 191/1 210/18 216/20 217/3
Madison [1] 58/3
magic [1] 52/21
mailed [1] 165/14
mailing [1] 159/14
main [7] 21/14 34/3 34/19 35/23 40/20 129/15 142/16
mainly [11] 20/10 34/21 34/23 35/11 35/12 35/16 36/6 43/6 43/19 52/6 110/2
maintaining [1] 40/10
maintenance [1] 162/8
major [4] 34/25 35/14 61/20 131/23
majority [10] 23/17 28/7 29/25 36/12 106/10 108/12 108/20 178/20 181/5 205/12
make [49] 6/23 9/15 9/17 9/24 11/3 21/24 24/15 31/22 35/18 37/24 39/5 39/25 41/1 41/19 41/22 42/1 44/9 48/20 50/1 54/3 55/8 56/22 60/24 70/17 70/25 71/5 71/23 75/17 78/6 84/12 85/2 88/20 96/7 99/13 100/9 133/25 137/19 145/20 167/11 169/7 176/21 176/21 191/16 195/6 198/23 204/6 210/21 211/15 216/23
makes [13] 39/3 39/22 49/3 49/8 57/25 59/4 65/5 84/19 88/2 88/3 167/17 179/3 214/14
making [19] 29/12 39/18 48/16 52/12 53/2 54/6 55/10 69/10 70/7 76/12 95/16 95/17 133/12 140/1 143/11 169/9 175/4 203/13 215/19
male [1] 42/25
management [8] 65/5 71/24 88/14 112/15 112/22 114/16 114/25 123/18
manager [3] 111/7 181/12 183/16
manager's [1] 111/19
managers [2] 74/18 123/21
mandatory [1] 9/18
manning [1] 39/12
manual [1] 127/18
many [66] 5/15 15/25 23/6 23/7 23/21 25/16 30/20 37/1 37/8 46/21 46/25 47/1 48/4 49/19 49/23 49/25 51/20 54/12 54/13 61/10 63/16 63/23 64/1 64/7 64/10 64/10 64/21 65/3 66/15 66/19 68/8 74/3 77/14 83/22 86/12 86/25 104/6 104/6 110/13 111/5 112/6 112/10 112/24 113/4 113/7 117/14 120/15 123/9 125/6 148/11 148/11 148/13 148/14 148/19 148/25 157/20 173/10 176/12 177/11 177/18 185/12 185/19 186/8 190/21 197/12 205/10
margin [1] 160/3
mark [1] 102/14

market [2] 50/17 54/4
marriage [1] 109/20
Mart [1] 49/5
Mary [1] 43/24
masse [2] 38/1 71/18
massive [1] 54/22
matched [1] 67/23
material [2] 130/23 216/12
materiality [1] 197/18
materials [3] 71/8 217/1 217/18
Maternal [1] 208/13
math [1] 107/14
matrix [1] 54/21
matter [9] 1/1 1/18 4/2 7/7 12/13 128/15 130/7 144/16 196/25
matters [7] 5/1 6/20 7/3 7/5 7/13 113/24 114/2
may [35] 7/16 7/16 18/12 18/16 28/15 30/9 30/9 42/5 69/11 80/8 80/8 80/20 89/23 97/8 97/17 98/12 108/10 108/10 120/11 120/11 120/13 122/9 122/17 122/18 125/9 125/10 138/23 139/7 140/19 144/13 172/15 188/6 188/11 193/12 193/16
May 30 [1] 172/15
may not [1] 80/8
maybe [6] 38/16 124/9 146/4 169/25 183/20 211/22
Mayor [1] 68/9
McDonald's [1] 49/5
me [71] 4/25 6/21 9/10 18/24 20/13 20/16 20/23 38/20 55/22 57/14 66/19 69/24 79/16 79/20 80/1 82/2 86/25 88/15 88/25 89/2 91/7 93/22 96/23 97/13 98/12 98/13 100/4 103/11 103/24 114/14 116/11 117/19 118/12 121/3 127/15 133/25 139/3 144/11 154/3 156/12 157/25 160/13 162/6 162/7 162/12 162/17 163/16 166/15 167/25 169/5 169/18 170/18 174/12 175/16 177/1 178/12 181/15 182/24 183/7 183/17 183/17 185/5 187/4 188/9 191/7 194/5 195/2 198/18 210/17 210/21 213/24
mean [23] 47/5 52/10 53/18 57/24 60/5 64/3 64/4 64/5 70/10 70/11 75/7 75/14 79/16 101/16 113/20 135/23 136/17 151/24 168/1 198/15 201/5 218/1 218/2
meaning [1] 6/18
means [14] 10/4 26/11 42/7 54/24 58/10 58/14 70/11 74/7 74/18 74/22 75/3 111/20 130/20 141/17
meant [5] 157/24 158/13 158/14 163/16 199/13
mechanism [2] 75/19 142/12
mechanisms [2] 29/2 32/10
media [4] 39/7 39/17 39/18 39/20
mediation [8] 6/8 7/2 44/25 96/18 138/21 159/16 165/5 203/2
mediations [1] 7/4
mediators [1] 6/11
Medicaid [1] 53/8
Medical [1] 36/25
Medicare [1] 53/8
Medication [3] 5/3 139/24 143/9
meet [7] 31/25 84/16 89/12 92/15 120/1 121/14 174/4
meeting [9] 10/20 22/15 45/22 45/23 109/5 114/16 157/7 211/3 213/4
meetings [17] 11/3 11/14 23/15 23/17 23/18 23/24 26/8 45/6 45/7 69/16 73/3 73/8 74/2 93/19 108/24 111/17 116/21
meets [3] 23/14 82/24 137/2
member [49] 21/2 21/5 21/25 23/19

M	213/6	months [3] 132/9 146/21 146/22	
member... [45] 26/18 26/19 26/21 28/15 31/20 32/11 42/19 42/25 69/9 69/19 72/12 90/2 95/6 95/24 100/23 104/4 107/3 107/8 109/4 114/8 116/1 116/16 116/20 132/4 132/7 156/4 156/7 172/17 174/25 179/9 186/1 186/12 186/20 186/24 189/25 190/2 195/5 195/17 206/8 206/12 206/13 206/13 207/4 207/5 209/22	Minnesota [48] 1/4 1/6 1/6 1/9 1/11 1/11 2/5 2/7 2/11 2/16 2/21 4/3 4/12 4/15 4/18 4/21 21/3 21/8 22/4 31/13 31/15 33/20 34/13 43/7 43/11 44/4 50/8 51/23 52/4 54/11 54/25 66/22 67/19 85/15 116/3 138/7 150/17 151/5 157/5 174/16 174/20 186/5 205/17 208/17 208/22 210/11 210/11 219/1	Moorhead [3] 34/15 180/16 211/24	
member's [3] 11/19 111/8 203/10	Minnetonka [12] 172/6 172/7 172/17 172/25 178/13 178/20 202/8 202/19 202/20 203/8 211/17 211/20	moot [1] 18/11	
members [151] 10/25 11/7 11/7 11/17 14/16 14/25 15/22 15/25 16/21 17/16 21/6 21/18 22/1 22/10 22/14 23/7 23/22 23/23 24/4 24/4 24/12 26/14 27/3 28/13 29/9 29/25 30/2 30/7 32/5 33/3 33/25 35/24 39/13 40/12 41/25 46/4 46/23 47/22 48/7 48/9 48/10 48/16 48/21 49/13 50/3 50/13 50/21 50/22 51/9 52/23 53/13 53/16 54/3 54/8 54/9 55/15 59/13 62/9 62/13 62/24 63/6 64/9 64/14 64/14 67/9 69/7 69/18 73/1 73/4 73/11 76/15 77/7 77/17 83/12 83/13 84/6 85/4 86/18 89/25 93/24 94/19 97/8 101/1 101/9 101/18 101/23 105/15 105/18 106/12 107/16 108/7 108/20 109/9 110/5 110/7 110/10 110/12 111/2 111/17 111/21 112/18 113/13 113/16 113/18 121/10 122/17 125/17 125/19 126/7 129/5 129/9 133/9 140/9 153/11 158/17 158/17 159/8 159/12 160/15 169/17 175/2 175/10 177/11 178/14 183/1 183/2 184/2 184/7 185/12 185/20 186/8 188/1 189/1 189/17 196/6 196/7 200/25 207/10 207/10 207/17 207/20 207/22 208/7 208/8 208/12 208/12 208/16 208/21 209/11 210/13 218/3	minute [2] 25/24 132/16	mootness [1] 18/11	
members' [3] 15/9 109/24 110/2	minutes [6] 78/13 78/18 102/4 108/25 109/5 184/24	more [40] 10/7 33/8 33/24 37/20 38/16 47/19 55/15 55/16 55/17 57/17 59/5 65/5 67/3 69/12 69/24 75/9 88/15 88/22 92/5 96/2 114/24 117/5 117/17 121/22 138/5 152/24 161/17 163/9 167/17 175/25 176/3 183/2 191/19 194/17 204/6 204/17 204/17 207/9 212/13 214/16	motion [4] 4/1 13/16 127/22 127/23
membership [21] 24/20 33/9 33/13 33/21 66/17 93/19 107/13 116/2 126/9 126/9 142/18 156/22 178/9 182/4 183/2 186/13 186/14 187/24 188/14 188/15 207/13	mis [1] 113/17	most [26] 28/9 28/23 29/8 29/12 29/24 41/15 43/14 45/19 47/2 52/25 53/4 54/18 61/12 63/17 67/15 84/15 87/25 111/4 112/9 114/6 122/21 177/19 189/22 190/15 194/22 199/1	motion [4] 4/6 45/13 169/7 169/9
memorandums [1] 17/3	mis-service [1] 113/17	mostly [5] 78/20 113/20 155/8 167/2 184/25	motive [2] 50/10 106/14
mention [2] 35/5 181/9	misinterpreted [1] 216/6	Mound [1] 172/5	Moving [2] 122/7 125/8
mentioned [14] 79/12 80/24 82/18 93/22 97/2 97/19 100/12 102/4 110/5 113/1 117/10 117/19 146/6 176/23	missed [1] 139/16	movable [1] 123/7	movement [18] 24/7 27/17 27/20 27/22 28/20 42/16 42/18 53/19 60/6 60/7 61/23 74/7 74/12 78/3 78/3 105/3 137/24 151/23
mentored [1] 67/17	missing [1] 181/21	move [4] 18/22 19/8 53/20 189/11	moved [1] 10/19
mentoring [2] 29/17 84/4	mission [1] 24/10	movement [18] 24/7 27/17 27/20 27/22 28/20 42/16 42/18 53/19 60/6 60/7 61/23 74/7 74/12 78/3 78/3 105/3 137/24 151/23	moving [2] 122/7 125/8
mere [1] 140/14	mistaken [1] 161/14	move [4] 18/22 19/8 53/20 189/11	MPPOA [10] 116/7 186/13 187/6 187/22 188/2 188/15 189/2 190/24 196/9 201/21
merge [1] 44/8	MIT [1] 15/22	move [4] 18/22 19/8 53/20 189/11	Mr [30] 3/3 3/3 3/4 3/4 3/5 3/7 3/7 3/8 3/8 3/10 3/11 3/13 3/13 3/14 3/14 3/15 3/15 7/20 7/23 8/3 8/7 8/17 8/23 19/3 79/6 119/4 168/11 169/6 170/22 184/22
merit [1] 161/23	MIT-educated [1] 15/22	move [4] 18/22 19/8 53/20 189/11	Mr. [59] 5/25 15/19 38/11 79/10 83/2 88/7 88/11 90/11 90/14 90/15 94/22 97/19 106/24 107/23 113/1 113/2 113/6 117/4 117/15 117/16 118/1 140/12 151/22 152/14 161/19 168/2 168/9 169/12 173/6 174/5 174/6 174/7 177/6 182/9 182/11 185/8 190/4 192/22 193/1 193/11 193/13 193/22 195/14 198/4 198/8 205/4 206/7 209/5 209/17 210/4 210/4 211/6 211/11 211/15 212/13 213/17 214/4 215/14 217/16
merits [1] 88/21	MIT-educated [1] 15/22	move [4] 18/22 19/8 53/20 189/11	Mr. Arbitrator [2] 94/22 190/4
met [5] 95/8 101/24 176/12 177/1 178/4	mitigates [1] 51/3	move [4] 18/22 19/8 53/20 189/11	Mr. Beck [2] 210/4 212/13
meted [1] 119/13	mixed [1] 183/6	move [4] 18/22 19/8 53/20 189/11	Mr. Bloom [3] 5/25 213/17 217/16
method [1] 83/15	MMPOA [1] 204/15	move [4] 18/22 19/8 53/20 189/11	Mr. Cayo [6] 185/8 198/4 198/8 206/7 211/11 211/15
Metro [4] 34/20 155/24 156/10 185/25	MNPEA [150] 4/3 4/11 5/8 6/9 8/3 8/10 8/12 9/15 10/1 10/16 10/22 10/24 11/2 12/9 12/15 13/3 13/4 13/13 13/19 13/22 14/7 14/11 14/22 15/5 15/11 15/13 15/14 15/25 16/3 16/7 16/8 16/13 16/14 16/21 17/8 17/14 17/20 17/25 18/3 18/5 18/12 18/16 44/18 48/1 61/16 65/22 65/23 66/17 67/9 68/16 68/25 69/24 71/3 72/4 72/7 76/22 77/24 79/13 79/14 81/3 82/21 93/19 94/8 94/17 95/5 97/6 97/14 98/4 98/11 101/22 102/1 102/2 102/21 104/9 105/2 105/6 105/20 106/5 106/9 106/25 107/16 108/7 116/16 116/18 116/20 116/20 129/8 130/4 132/24 132/25 133/2 133/7 137/20 140/9 140/23 141/10 141/25 142/8 143/10 143/17 144/1 144/4 145/21 146/7 148/5 151/13 151/15 151/19 158/19 159/9 159/15 159/21 160/4 160/21 160/24 161/6 161/11 161/12 161/15 166/1 166/6 167/12 167/23 184/6 188/24 192/23 198/8 198/11 199/9 199/25 200/6 200/9 200/12 201/10 201/11 201/20 201/21 201/22 205/17 206/12 206/24 207/4 207/5 208/21 210/17 210/22 210/22 210/24 212/18 215/10	move [4] 18/22 19/8 53/20 189/11	Mr. Cayo's [1] 193/13
metropolitan [2] 36/6 36/7	MNPEA's [21] 10/21 62/6 95/10 95/12 95/16 95/18 96/2 103/22 107/12 108/24 114/25 117/5 161/1 161/25 169/17 195/16 196/2 200/15 207/22 208/11 208/20	move [4] 18/22 19/8 53/20 189/11	Mr. Corwin [17] 83/2 88/7 88/11 90/11 90/14 90/15 97/19 107/23 117/4 117/15 118/1 140/12 173/6 195/14 209/5 210/4 214/4
Michigan [1] 137/6	MNSCU [1] 35/17	move [4] 18/22 19/8 53/20 189/11	Mr. Corwin's [2] 117/16 211/6
might [10] 87/17 117/21 139/17 140/13 169/21 184/22 184/24 194/9 195/23 204/24	model [12] 15/18 17/15 18/18 68/19 70/22 72/7 78/2 138/13 179/10 180/18 181/18 193/22	move [4] 18/22 19/8 53/20 189/11	Mr. Deal [1] 169/12
MIKE [3] 2/14 14/1 212/21	models [1] 25/1	move [4] 18/22 19/8 53/20 189/11	Mr. Fowler [3] 38/11 161/19 205/4
million [5] 21/5 30/7 102/23 102/25 107/7	money [21] 17/17 52/9 52/11 53/11 56/22 60/24 70/17 70/25 73/19 78/6 86/22 104/3 104/7 104/14 176/21 176/22 179/19 179/25 192/5 192/19 202/21	move [4] 18/22 19/8 53/20 189/11	Mr. Golen [10] 15/19 174/5 174/6 174/7 177/6 182/9 182/11 192/22 193/1 193/22
mind [4] 96/8 115/12 153/8 188/25	moneys [4] 50/14 53/6 153/4 153/5	move [4] 18/22 19/8 53/20 189/11	Mr. Golen's [1] 193/11
mine [3] 43/1 57/1 192/16	month [8] 22/17 39/9 45/20 103/22 108/9 147/4 212/19 215/4	move [4] 18/22 19/8 53/20 189/11	Mr. Leepeck [1] 113/6
minimized [1] 97/15	month's [1] 45/23	move [4] 18/22 19/8 53/20 189/11	Mr. Lehto [2] 79/10 106/24
minimum [4] 45/18 48/25 103/12 103/15	monthly [4] 23/14 183/19 183/23 212/15	move [4] 18/22 19/8 53/20 189/11	Mr. Madden [2] 113/1 113/2
Minneapolis [19] 1/4 1/11 2/13 2/15 2/16 4/4 5/14 8/10 9/16 19/2 25/9 25/15 33/21 35/1 52/2 66/21 68/7 105/9		move [4] 18/22 19/8 53/20 189/11	Mr. President [1] 209/17
		move [4] 18/22 19/8 53/20 189/11	Mr. Seide [3] 168/2 168/9 215/14
		move [4] 18/22 19/8 53/20 189/11	Mr. Westmoreland [2] 151/22 152/14
		move [4] 18/22 19/8 53/20 189/11	Ms [2] 160/11 169/23
		move [4] 18/22 19/8 53/20 189/11	much [35] 12/1 13/13 19/20 23/11 33/13

M
much... [30] 33/24 37/11 55/15 55/16 55/17 63/7 63/8 65/3 66/15 69/12 69/24 76/12 86/22 88/22 91/18 102/18 103/7 113/14 114/22 115/16 116/13 117/16 117/17 121/16 123/18 126/11 145/15 155/2 180/3 192/19
multi [1] 128/12
multi-directional [1] 128/12
multiple [4] 117/21 123/16 131/25 132/1
mundane [1] 73/16
Municipal [2] 1/8 21/4
municipality [1] 25/3
music [1] 74/8
must [9] 53/11 69/18 70/8 74/25 84/8 95/10 128/2 152/7 195/17
my [74] 13/6 19/7 20/1 20/7 23/25 38/10 38/12 42/17 42/21 42/25 66/9 66/10 66/10 66/13 66/24 67/19 78/2 82/2 143/7 146/2 151/5 154/21 155/22 156/18 156/21 156/22 156/23 156/24 158/21 159/19 162/10 162/11 162/11 166/1 168/6 168/20 169/11 169/21 171/25 180/2 183/9 198/2 200/17 214/5 214/21 219/9 219/11
myself [3] 88/14 157/18 175/20

N
name [8] 19/24 20/1 31/17 95/20 155/21 155/22 171/21 172/22
named [2] 180/6 210/12
narrative [2] 38/6 108/15
narrow [1] 91/25
national [38] 26/13 27/9 28/14 28/19 30/5 30/6 30/7 30/19 30/20 30/23 31/1 31/5 43/13 43/25 61/16 61/18 62/2 102/6 103/4 103/5 103/15 104/1 104/5 136/12 138/10 161/4 175/12 175/15 175/17 175/20 175/21 175/23 176/5 176/9 190/22 201/1 204/5 210/5
nationally [4] 21/3 31/11 174/22 174/23
nationwide [1] 31/3
nature [5] 49/20 53/23 57/4 57/7 100/15
navigate [1] 29/17
near [1] 7/19
nearly [3] 21/6 66/19 67/21
necessarily [6] 64/4 64/5 64/6 104/17 136/7 140/15
necessary [9] 56/25 63/12 68/17 70/8 75/22 91/20 114/20 134/19 141/8
necessitated [1] 8/18
need [25] 5/17 5/19 15/3 38/17 49/23 50/4 83/6 124/2 126/13 126/22 126/22 126/24 127/1 127/3 127/4 134/11 136/11 140/18 158/8 158/18 166/25 200/21 202/25 204/7 214/8
needed [4] 134/2 134/21 158/1 169/15
needing [1] 134/9
needs [3] 33/13 49/22 65/15
negligent [1] 50/20
negotiate [7] 28/9 34/9 49/8 52/9 53/10 124/18 136/21
negotiated [4] 66/12 66/25 133/8 166/6
negotiating [8] 17/2 17/2 17/3 48/19 66/20 67/16 125/17 142/20
negotiation [3] 52/19 52/20 52/21
negotiations [17] 24/2 27/3 30/17 35/20 36/15 37/5 38/3 38/4 41/10 52/18 55/16

114/15 125/16 125/16 125/21 126/2 173/5
negotiator [5] 35/9 68/6 68/10 132/5 133/8
negotiators [1] 41/10
Nepecks [1] 14/21
network [2] 121/19 128/11
never [11] 43/1 108/20 129/4 129/7 131/25 147/17 154/17 177/19 180/1 189/24 204/25
new [11] 6/22 24/3 28/13 28/14 30/12 35/24 35/24 52/15 67/16 178/7 193/22
newly [1] 165/2
newsletter [1] 39/8
newsletters [1] 42/10
newspaper [1] 136/2
next [17] 17/18 43/2 80/11 82/4 142/6 146/11 162/19 162/20 164/11 164/11 165/16 166/25 189/9 212/25 213/4 213/4 215/12
nice [2] 193/9 215/1
night [1] 124/6
nine [2] 35/10 132/9
ninth [1] 25/11
no [137] 1/15 10/14 11/1 11/11 11/14 12/5 12/6 12/18 37/12 57/22 57/25 59/10 63/15 64/19 68/2 69/5 72/9 72/10 72/11 72/15 76/24 77/7 77/7 78/10 79/1 79/3 79/4 80/13 82/15 83/16 91/2 91/3 91/7 94/16 94/16 95/8 95/13 95/14 98/21 99/5 101/24 104/5 104/12 105/20 106/20 107/19 112/11 114/17 115/3 116/11 116/14 116/18 116/22 118/5 118/17 125/8 125/9 126/20 126/20 127/17 127/20 130/8 133/10 134/5 134/11 134/12 136/4 136/24 141/11 142/10 142/11 142/23 143/20 143/21 145/19 147/2 147/2 147/2 147/2 147/2 147/2 147/14 147/18 147/22 147/23 148/2 151/11 151/14 151/17 151/21 151/24 152/8 153/4 153/15 153/16 154/17 154/21 154/22 158/21 159/25 160/6 161/23 164/5 166/21 168/3 170/7 170/9 174/21 179/21 181/17 185/18 187/8 188/7 189/3 189/19 191/17 195/16 196/16 196/24 198/10 198/13 200/2 204/22 205/1 205/1 205/21 205/24 206/12 206/23 207/18 207/21 207/24 208/15 208/24 209/23 211/21 217/25
nobody's [1] 128/23
nomination [1] 22/15
non [14] 35/25 36/19 36/21 37/6 37/10 38/7 38/13 105/17 113/24 184/10 194/2 194/8 196/11 197/5
non-exempt [1] 105/17
non-police [4] 194/2 194/8 196/11 197/5
non-represented [1] 35/25
non-responsive [3] 38/7 38/13 184/10
non-union [5] 36/19 36/21 37/6 37/10 113/24
none [7] 10/12 13/19 87/2 87/3 89/4 101/7 104/14
nonprofit [7] 10/11 17/12 68/18 72/19 72/20 72/22 154/12
nonprofits [1] 34/11
normal [1] 215/19
normally [1] 168/15
north [4] 31/14 31/15 33/17 34/15
Northeast [2] 129/18 148/17
northern [4] 34/4 34/7 34/13 43/7
northwestern [1] 43/19
not [283]
note [1] 8/2

noted [1] 8/12
notes [3] 111/4 126/19 219/10
nothing [15] 10/7 13/10 14/11 17/10 19/16 70/10 125/24 128/16 135/21 137/11 152/5 155/14 171/15 179/24 198/3
notice [5] 10/21 22/13 36/13 87/16 139/25
noticed [3] 44/22 79/13 81/1
notification [2] 45/16 77/14
November [2] 1/20 130/3
November 7 [1] 130/3
now [62] 8/21 9/9 13/14 13/16 16/11 18/1 18/9 18/13 19/7 32/23 36/11 36/21 37/19 38/7 39/16 40/13 49/19 49/20 60/10 60/25 62/6 68/24 71/19 77/2 77/12 83/9 88/20 95/9 100/12 103/4 103/13 108/23 109/7 115/18 124/13 128/1 131/13 135/5 144/7 147/15 153/8 156/10 161/21 164/7 170/2 171/1 178/12 179/17 181/21 182/2 182/6 185/15 188/7 196/9 199/23 202/24 204/19 210/5 214/3 214/13 217/2 217/4
number [13] 6/6 6/7 6/13 20/8 25/10 41/4 97/2 111/25 139/4 140/11 145/5 150/4 150/21
Number 9 [1] 25/10
numbered [1] 150/22
numbers [4] 33/1 81/17 182/4 184/5
numerous [1] 16/23
nurses [1] 55/5
nursing [3] 36/22 36/24 53/7
nurturing [1] 30/1

O
oath [2] 102/13 106/17
object [4] 98/15 149/4 153/25 195/8
objected [4] 8/3 8/12 10/17 132/6
objection [39] 18/1 38/6 38/12 47/23 59/22 62/18 96/8 102/11 105/23 106/15 107/20 108/13 130/5 135/13 140/10 140/25 143/9 144/14 145/20 146/3 146/9 147/8 154/15 158/22 160/20 160/24 161/15 163/8 168/20 182/16 184/9 186/15 187/17 188/3 189/5 193/5 194/3 197/17 209/13
objections [1] 158/19
objectives [1] 14/9
obligation [2] 47/3 55/11
observation [1] 113/8
obtain [2] 109/4 132/12
obvious [2] 10/7 14/17
obviously [1] 144/7
occasions [2] 16/23 18/1
occupation [2] 171/24 171/25
October [1] 44/3
off [14] 1/23 22/3 27/25 42/17 59/3 68/14 78/23 126/11 155/11 167/5 169/16 177/16 185/3 204/8
offensive [1] 78/8
offer [10] 74/13 99/24 99/25 100/16 100/19 100/23 100/25 175/2 175/9 183/18
offered [3] 101/22 106/25 107/2
offers [2] 132/2 187/22
office [18] 2/4 10/17 10/17 23/16 26/19 34/5 34/6 34/19 87/18 129/15 129/19 142/13 142/15 142/16 144/3 146/6 180/4 202/16
officer [18] 14/1 93/3 95/23 95/25 122/24 156/7 172/4 172/9 174/25 178/14 192/11 192/12 194/2 194/9 194/16 194/18 194/18 197/8
officers [47] 22/19 22/24 26/3 30/19

<p>O</p> <p>officers... [43] 31/2 31/21 54/17 73/4 77/2 77/9 87/6 87/7 87/8 87/11 92/22 93/1 116/3 129/17 129/19 134/7 145/6 172/20 173/15 173/20 173/24 174/8 174/11 175/5 175/15 175/24 176/1 178/18 179/6 183/12 183/20 183/24 185/19 186/6 186/21 187/15 192/18 194/25 195/15 197/5 197/13 204/7 official [3] 45/8 210/6 210/14 officials [1] 29/1 often [1] 26/9 oh [16] 13/15 51/20 62/16 67/14 79/1 112/24 113/4 113/7 122/1 124/12 164/6 177/13 177/23 198/2 198/21 205/12 Ohio [4] 137/3 137/4 191/5 191/6 oil [1] 70/11 okay [88] 45/5 60/4 60/13 63/4 76/20 79/12 79/20 80/1 80/5 83/23 85/17 86/16 86/24 87/12 87/21 88/15 91/6 92/6 92/25 93/21 95/2 95/12 95/15 96/16 97/2 98/14 100/2 100/8 102/4 103/18 105/20 106/2 115/17 116/1 116/15 121/4 122/13 122/19 123/8 128/4 132/25 133/4 143/22 144/19 144/20 145/16 146/13 146/17 146/21 147/5 149/3 149/23 150/14 151/15 154/4 154/22 159/5 162/1 162/25 165/19 167/19 172/2 172/7 172/22 173/1 173/3 173/8 173/11 174/12 175/8 179/17 184/13 185/4 186/1 186/11 188/14 188/18 189/13 191/10 193/1 196/12 205/22 209/20 211/3 212/9 212/25 214/14 218/11 old [4] 15/9 113/5 156/5 156/18 oldest [1] 25/12 Olson [2] 180/7 191/14 once [5] 40/1 45/22 119/18 127/3 162/19 one [79] 4/17 11/5 14/23 22/9 25/12 25/25 28/8 28/22 32/5 34/20 52/25 57/11 57/13 61/15 62/6 64/12 65/20 66/24 68/18 74/3 75/25 83/11 83/11 96/6 98/2 100/25 101/3 120/22 122/17 125/10 126/20 128/13 130/3 132/19 132/21 133/22 134/1 134/21 135/18 139/19 140/13 142/15 142/17 144/1 144/7 145/15 145/23 146/3 147/3 148/6 149/24 149/24 153/18 153/19 156/5 157/25 158/21 160/3 161/1 162/18 169/19 175/3 181/9 185/23 186/1 190/6 191/20 192/13 201/24 204/22 205/6 210/6 210/14 212/13 213/3 213/14 214/16 214/25 215/12 ones [10] 28/9 28/12 41/13 41/15 41/18 41/24 42/3 42/12 42/13 178/2 online [1] 11/16 only [39] 8/7 10/21 11/2 13/22 15/8 17/11 24/11 37/12 47/16 48/18 48/20 50/17 58/8 64/6 65/7 65/10 70/11 77/4 89/16 94/11 96/19 97/3 99/12 121/12 124/18 125/18 128/13 128/14 131/12 133/22 137/13 138/7 157/25 169/12 169/15 190/22 202/17 215/11 216/11 open [13] 23/18 26/17 46/5 60/15 60/20 71/8 72/5 147/17 147/24 147/24 152/6 166/10 166/10 opening [12] 9/9 9/10 9/12 9/15 9/18 13/6 19/6 62/7 65/22 66/7 67/8 137/22 openings [1] 68/16 openly [1] 213/17 operate [5] 50/9 129/14 129/21 140/3</p>	<p>152/1 operates [3] 33/20 126/5 127/14 operating [2] 36/18 153/23 operation [6] 20/10 26/24 33/24 75/9 127/10 128/5 operations [1] 15/12 operators [1] 215/7 opinion [18] 11/16 76/22 80/22 85/2 85/24 85/25 86/16 148/5 152/14 154/14 154/21 166/1 166/3 189/15 189/15 190/12 190/13 197/4 opportunities [2] 30/10 30/11 opportunity [15] 13/21 18/15 69/5 69/8 69/11 76/9 76/14 77/16 77/20 79/6 144/12 147/25 173/11 173/13 213/23 oppose [1] 159/21 opposed [6] 27/7 47/20 57/1 75/10 76/13 142/14 opposite [2] 61/22 68/22 opposition [1] 52/16 option [2] 101/7 205/16 order [27] 7/1 9/11 45/10 49/13 58/16 60/17 64/8 70/6 74/3 99/14 110/6 136/7 145/10 146/7 162/9 162/22 162/24 163/8 165/14 174/16 174/19 175/1 175/3 208/13 215/6 215/15 217/6 ordered [2] 99/4 143/13 ordinary [1] 198/1 organic [1] 76/14 organization [140] 4/13 4/22 10/2 10/9 10/15 10/24 11/22 11/25 12/4 12/8 12/15 12/16 12/21 13/2 13/5 13/22 14/15 15/17 16/10 16/14 16/20 21/11 23/15 24/19 27/21 28/5 40/9 44/17 45/6 48/9 50/18 51/6 51/15 52/22 55/23 55/23 57/9 57/19 57/20 58/17 58/19 58/20 58/24 59/1 59/5 59/6 59/7 59/8 59/12 59/18 59/19 59/20 60/8 60/11 60/21 61/19 61/25 62/1 63/13 65/23 67/3 68/1 68/13 68/17 68/18 68/19 68/21 68/23 69/1 69/12 69/13 69/23 70/22 70/24 71/4 71/5 71/10 71/16 71/19 72/4 72/12 72/14 72/18 73/19 75/5 75/10 75/11 75/21 75/22 76/2 76/3 77/8 77/21 77/24 81/20 82/22 82/25 83/3 83/24 84/2 84/10 84/13 84/18 95/18 103/8 104/1 105/2 105/7 105/21 106/6 115/9 115/13 116/3 124/22 128/1 150/10 151/9 152/15 152/19 152/22 152/23 153/24 154/6 154/8 154/14 158/20 160/22 165/3 173/4 173/9 174/13 185/9 186/5 189/16 190/22 191/16 199/19 203/7 208/4 208/4 organizational [8] 20/24 24/25 25/1 28/6 30/11 38/8 68/5 102/5 organizationally [1] 34/2 organizations [15] 15/15 27/7 27/18 29/23 58/14 60/15 61/21 73/11 137/20 165/24 188/11 200/9 200/13 201/19 204/3 organize [8] 28/13 28/19 35/24 36/9 36/10 37/14 38/15 60/3 organized [9] 20/22 24/22 32/25 34/3 38/21 44/9 52/16 72/16 81/12 organizer [7] 40/19 43/3 43/13 43/13 113/5 156/8 156/9 organizers [3] 20/12 104/8 131/16 organizes [1] 28/14 organizing [20] 20/11 20/11 20/12 24/3 30/11 35/21 35/22 36/12 36/21 38/23 41/21 43/6 43/16 44/10 59/25 60/2 84/7 104/7 110/11 135/12 original [7] 76/25 95/20 96/11 96/17 107/3 162/8 163/12</p>	<p>originally [1] 52/2 OSHA [2] 54/11 54/14 other [74] 5/11 5/11 7/13 15/15 16/9 21/23 22/2 26/11 27/7 27/18 28/15 29/2 29/23 30/9 30/20 31/4 37/18 38/25 39/9 39/17 51/2 51/16 53/15 60/22 66/1 74/7 80/9 80/12 83/22 84/6 84/17 90/8 91/22 91/24 96/5 105/11 105/12 109/21 110/18 114/16 116/13 118/22 119/13 119/15 126/17 130/21 130/22 134/13 137/5 147/4 153/7 165/5 169/19 173/6 174/9 174/13 175/21 175/22 177/19 178/22 181/3 183/12 187/15 188/11 191/1 192/13 200/8 200/24 204/9 210/6 210/14 214/1 217/23 218/3 other's [1] 137/17 others [5] 46/16 97/20 98/12 125/21 148/11 otherwise [2] 93/25 215/6 our [165] 5/19 7/15 9/24 9/25 11/15 12/2 12/12 14/7 14/8 16/1 19/8 19/9 21/11 22/21 23/9 23/16 23/21 24/4 24/5 24/5 24/9 24/12 24/16 25/2 26/13 27/7 27/15 27/19 27/20 28/6 28/12 28/19 29/6 29/9 29/22 29/25 30/1 30/7 30/20 30/21 30/23 31/11 31/14 32/15 32/16 32/18 33/13 33/19 34/5 34/7 34/18 34/20 35/8 35/9 35/19 36/3 36/5 36/12 36/14 37/1 37/5 37/8 37/9 37/18 37/24 38/2 39/6 39/12 40/12 41/11 41/21 45/1 45/11 45/15 45/17 47/1 48/7 48/8 48/9 48/10 48/11 48/12 48/13 48/16 48/21 49/1 49/12 49/13 50/3 50/13 50/15 52/15 52/23 53/3 53/4 53/5 53/13 53/15 54/3 54/16 54/17 56/1 58/1 62/23 62/25 63/25 64/9 67/3 67/15 72/6 73/3 73/3 73/11 73/19 81/13 81/13 82/9 100/3 101/14 102/20 102/23 103/12 103/12 103/19 103/21 107/4 109/17 110/1 110/5 110/7 110/24 111/21 112/18 115/25 120/8 120/15 133/14 137/2 142/15 153/4 153/10 153/11 158/7 159/11 167/9 169/25 173/10 173/18 173/23 179/1 180/4 180/25 184/6 192/14 194/16 196/6 196/7 197/15 204/5 204/6 204/22 210/10 210/11 213/7 215/14 ours [4] 24/15 69/15 183/22 214/7 ourselves [6] 44/9 51/5 81/14 82/21 178/19 178/19 out [49] 5/15 8/19 16/16 21/16 34/5 34/18 37/14 39/9 39/10 41/3 41/24 47/3 47/4 50/14 55/13 71/10 74/16 87/23 89/7 89/11 96/2 104/8 107/8 112/11 119/10 119/13 121/14 124/11 125/19 127/23 128/14 128/24 134/7 136/15 141/19 141/19 142/13 156/24 158/14 171/3 173/18 183/17 191/19 192/10 203/10 209/21 209/23 214/23 218/4 outcome [3] 52/25 54/4 65/3 outline [1] 26/2 outlined [1] 45/17 outright [1] 71/7 outs [1] 122/6 outset [1] 16/11 outside [7] 35/13 91/17 111/13 121/24 123/1 127/16 127/21 over [29] 6/16 18/4 18/4 18/4 27/5 47/10 48/6 54/16 62/17 62/23 112/22 113/10 123/23 124/8 124/18 131/16 131/23 138/3 139/15 158/22 160/4 168/11 169/10 182/6 184/16 184/24 202/3 210/14 213/20 overall [24] 22/5 24/6 24/10 27/15 27/16</p>
---	---	---

<p>O</p> <p>overall... [19] 28/20 29/12 30/3 32/17 32/18 37/4 37/17 49/1 49/9 49/12 50/12 50/22 52/12 60/22 67/1 92/20 102/5 102/23 103/2</p> <p>overrode [1] 139/11</p> <p>oversee [3] 20/9 20/18 24/1</p> <p>overseen [1] 66/11</p> <p>oversight [1] 54/15</p> <p>overwhelming [1] 13/19</p> <p>own [30] 10/21 24/5 25/17 25/18 25/19 25/19 25/20 25/25 39/13 55/13 59/14 66/13 81/13 82/13 95/17 101/12 120/8 120/10 173/8 173/10 173/18 178/15 178/23 179/4 179/16 180/23 181/8 181/12 183/14 201/23</p> <p>owner [1] 171/25</p> <p>owning [1] 172/2</p>	<p>Paul [5] 1/9 23/16 23/18 34/19 35/1</p> <p>Pause [1] 171/11</p> <p>Pawlenty [2] 48/3 61/10</p> <p>pay [24] 6/2 37/23 42/21 82/10 101/14 102/8 103/25 107/16 108/1 108/9 173/18 177/17 179/18 188/1 194/23 197/9 202/21 202/24 203/16 205/20 205/22 206/17 207/6 212/5</p> <p>paying [4] 66/1 96/3 203/24 206/15</p> <p>payment [2] 183/19 197/11</p> <p>payments [4] 211/18 211/25 212/1 212/16</p> <p>payor [1] 132/8</p> <p>pays [1] 116/2</p> <p>PC [1] 2/4</p> <p>PCEs [1] 6/23</p> <p>PD [1] 178/13</p> <p>peace [4] 116/3 134/7 135/22 186/5</p> <p>pedestrian [1] 92/7</p> <p>PELRA [8] 79/25 136/3 136/9 136/19 136/22 136/24 149/20 156/19</p>	<p>136/6 137/15 213/5</p> <p>placed [1] 162/1</p> <p>places [1] 31/25</p> <p>plan [70] 7/24 11/21 11/21 42/7 49/24 50/11 53/21 53/24 53/25 73/22 101/1 101/10 101/19 116/8 117/1 169/16 169/23 175/14 175/18 175/21 175/24 175/25 175/25 176/7 176/7 176/14 176/18 176/21 177/10 177/19 178/10 179/1 179/3 179/20 180/25 181/3 182/4 183/17 184/7 187/22 188/2 189/1 193/3 193/23 194/1 194/9 194/16 196/3 197/4 197/15 201/5 202/22 203/7 203/12 203/17 204/5 204/6 204/20 204/23 205/5 205/17 206/8 209/7 210/5 210/6 210/7 210/11 210/14 212/6 212/16</p> <p>planning [3] 73/20 99/16 168/1</p> <p>plans [10] 41/19 49/18 49/19 50/7 50/8 183/21 195/15 201/3 202/24 207/14</p> <p>play [5] 51/21 93/6 125/20 125/20 168/17</p> <p>play-by-play [1] 125/20</p> <p>Plaza [1] 2/4</p> <p>please [13] 5/23 19/24 89/7 94/13 96/14 103/10 139/4 155/21 162/4 164/4 171/21 194/5 210/20</p> <p>pleased [1] 18/13</p> <p>plus [4] 66/1 106/12 106/12 190/5</p> <p>PN [2] 6/24 7/3</p> <p>pocket [1] 203/10</p> <p>pockets [1] 173/18</p> <p>point [38] 12/23 32/13 44/21 45/24 47/12 51/12 58/1 65/8 82/16 85/11 86/2 86/5 87/19 91/15 91/20 93/11 95/10 110/24 119/18 119/25 120/21 127/1 132/5 133/11 140/13 145/9 145/17 145/19 147/2 147/10 147/18 147/23 154/19 167/15 168/6 180/15 186/2 195/22</p> <p>police [41] 82/7 82/13 86/25 92/5 92/22 116/3 172/4 172/25 174/13 174/16 174/19 174/25 175/1 175/3 178/14 178/18 179/10 180/16 181/10 181/10 183/12 185/25 186/4 186/5 186/21 188/11 194/2 194/8 194/16 194/25 195/15 196/11 196/18 197/5 197/7 199/20 200/8 200/13 202/3 202/8 208/13</p> <p>policies [6] 22/5 46/15 46/16 46/17 69/17 127/19</p> <p>policy [5] 46/22 69/6 92/10 127/18 210/14</p> <p>political [28] 39/22 39/24 39/25 47/13 47/21 48/12 48/18 48/23 50/18 51/8 51/18 57/11 57/20 58/4 71/14 84/22 85/9 85/13 109/11 109/20 109/21 109/23 110/4 156/10 189/18 190/16 191/15 201/16</p> <p>politicians [1] 40/1</p> <p>politics [6] 51/13 51/14 57/12 58/17 71/10 94/21</p> <p>pool [1] 91/18</p> <p>portion [2] 11/18 203/3</p> <p>position [12] 5/19 12/2 20/2 20/8 44/12 109/22 126/6 133/17 155/23 156/1 180/9 216/9</p> <p>positions [5] 109/10 109/11 109/11 109/20 109/23</p> <p>possession [1] 217/19</p> <p>possibility [2] 64/25 182/23</p> <p>possible [14] 4/20 23/10 29/5 29/10 29/11 52/23 52/24 82/11 90/9 117/25 144/19 144/22 206/12 215/2</p> <p>possibly [1] 83/2</p>
<p>P</p> <p>package [1] 50/7</p> <p>page [11] 3/2 150/13 150/15 150/18 150/19 150/24 162/6 163/7 164/12 164/19 165/10</p> <p>paged [1] 164/7</p> <p>pages [8] 162/7 162/19 162/21 162/25 164/17 164/18 216/21 219/9</p> <p>paid [11] 26/7 37/11 42/21 50/14 107/13 179/1 179/23 179/24 180/3 180/3 192/24</p> <p>panel [6] 32/4 32/6 32/8 32/12 32/13 32/14</p> <p>paper [2] 136/1 137/9</p> <p>paragraph [1] 164/20</p> <p>parameter [1] 64/13</p> <p>pardon [1] 38/20</p> <p>Park [1] 2/5</p> <p>Parkdale [1] 2/4</p> <p>part [36] 6/25 17/18 21/11 27/22 28/3 50/6 50/20 60/6 60/7 63/9 78/2 78/3 78/4 95/13 105/3 106/3 107/19 111/6 111/19 116/6 119/10 125/1 125/1 126/12 128/11 169/21 177/6 179/17 180/22 181/1 185/17 187/24 207/4 209/24 217/17 217/20</p> <p>participants [1] 201/16</p> <p>participate [3] 101/4 101/6 205/17</p> <p>participated [1] 6/12</p> <p>participating [1] 4/8</p> <p>participation [3] 10/25 70/8 116/21</p> <p>particular [27] 15/8 25/7 46/16 65/20 65/21 67/5 80/23 104/9 104/16 104/19 110/22 113/15 114/21 121/6 121/9 121/21 121/24 122/6 122/14 123/4 123/24 126/3 126/14 128/4 128/5 137/7 140/4</p> <p>particularly [2] 24/15 218/8</p> <p>particulars [1] 67/5</p> <p>parties [18] 4/5 5/6 5/7 5/11 5/12 5/16 6/2 6/5 6/9 8/18 9/12 13/17 143/14 163/4 215/3 215/5 216/10 217/21</p> <p>partnered [1] 51/24</p> <p>party [9] 4/9 6/9 8/24 8/25 85/16 109/8 109/14 109/16 182/18</p> <p>passage [1] 140/14</p> <p>passed [2] 192/4 192/17</p> <p>past [13] 12/4 80/2 120/24 124/23 125/4 125/5 125/7 126/2 131/13 163/11 163/24 178/17 190/25</p> <p>patrol [8] 172/9 172/20 174/8 174/11 179/6 203/2 210/23 217/25</p> <p>patronage [1] 58/4</p> <p>pattern [1] 133/16</p>	<p>Pels [1] 35/8</p> <p>pen [1] 137/8</p> <p>pending [3] 145/12 215/4 216/11</p> <p>pension [3] 48/19 48/21 54/7</p> <p>pension is [1] 48/21</p> <p>pensions [8] 37/12 47/7 47/9 47/10 53/16 53/20 71/12 110/5</p> <p>people [43] 10/21 10/23 11/3 11/9 16/12 29/17 42/2 66/2 70/11 83/18 90/9 94/10 102/9 102/10 102/19 112/22 124/8 128/4 132/11 137/18 137/19 141/13 141/17 142/7 144/8 148/13 148/14 148/19 158/16 158/16 159/12 171/2 177/17 177/18 177/25 178/1 178/3 197/6 199/1 204/11 205/22 217/24 218/3</p> <p>per [6] 22/9 31/13 56/15 103/7 103/25 107/5</p> <p>percent [9] 62/25 103/1 103/14 103/14 108/2 131/16 138/3 174/23 181/13</p> <p>percentage [2] 62/12 62/14</p> <p>perfect [2] 48/25 55/7</p> <p>perform [1] 62/9</p> <p>performed [1] 54/7</p> <p>perhaps [4] 121/16 170/21 213/3 216/9</p> <p>period [1] 215/9</p> <p>Perkins [3] 170/6 213/9 213/10</p> <p>permit [1] 48/2</p> <p>permitted [1] 4/7</p> <p>person [12] 15/20 39/3 39/18 90/14 94/5 121/2 124/19 126/20 169/23 180/6 194/21 213/19</p> <p>person's [1] 195/3</p> <p>personal [6] 133/6 144/15 166/1 166/2 187/18 187/21</p> <p>personally [8] 27/14 66/11 98/12 148/25 157/16 166/12 166/15 166/17</p> <p>persons [2] 130/24 138/25</p> <p>perspectives [1] 132/10</p> <p>Peter [1] 66/24</p> <p>petition [6] 1/1 10/1 68/24 77/23 105/1 159/5</p> <p>petitioner [2] 164/21 165/2</p> <p>petitioning [2] 8/24 8/25</p> <p>PG [2] 6/24 7/4</p> <p>philosophical [1] 84/24</p> <p>philosophy [4] 27/15 27/16 49/1 49/12</p> <p>picked [1] 205/3</p> <p>piece [10] 25/15 34/13 37/17 52/20 54/13 64/9 75/17 85/12 136/1 137/9</p> <p>pieces [1] 186/23</p> <p>Pines [1] 118/13</p> <p>place [7] 73/23 124/8 134/15 136/5</p>	<p>placed [1] 162/1</p> <p>places [1] 31/25</p> <p>plan [70] 7/24 11/21 11/21 42/7 49/24 50/11 53/21 53/24 53/25 73/22 101/1 101/10 101/19 116/8 117/1 169/16 169/23 175/14 175/18 175/21 175/24 175/25 175/25 176/7 176/7 176/14 176/18 176/21 177/10 177/19 178/10 179/1 179/3 179/20 180/25 181/3 182/4 183/17 184/7 187/22 188/2 189/1 193/3 193/23 194/1 194/9 194/16 196/3 197/4 197/15 201/5 202/22 203/7 203/12 203/17 204/5 204/6 204/20 204/23 205/5 205/17 206/8 209/7 210/5 210/6 210/7 210/11 210/14 212/6 212/16</p> <p>planning [3] 73/20 99/16 168/1</p> <p>plans [10] 41/19 49/18 49/19 50/7 50/8 183/21 195/15 201/3 202/24 207/14</p> <p>play [5] 51/21 93/6 125/20 125/20 168/17</p> <p>play-by-play [1] 125/20</p> <p>Plaza [1] 2/4</p> <p>please [13] 5/23 19/24 89/7 94/13 96/14 103/10 139/4 155/21 162/4 164/4 171/21 194/5 210/20</p> <p>pleased [1] 18/13</p> <p>plus [4] 66/1 106/12 106/12 190/5</p> <p>PN [2] 6/24 7/3</p> <p>pocket [1] 203/10</p> <p>pockets [1] 173/18</p> <p>point [38] 12/23 32/13 44/21 45/24 47/12 51/12 58/1 65/8 82/16 85/11 86/2 86/5 87/19 91/15 91/20 93/11 95/10 110/24 119/18 119/25 120/21 127/1 132/5 133/11 140/13 145/9 145/17 145/19 147/2 147/10 147/18 147/23 154/19 167/15 168/6 180/15 186/2 195/22</p> <p>police [41] 82/7 82/13 86/25 92/5 92/22 116/3 172/4 172/25 174/13 174/16 174/19 174/25 175/1 175/3 178/14 178/18 179/10 180/16 181/10 181/10 183/12 185/25 186/4 186/5 186/21 188/11 194/2 194/8 194/16 194/25 195/15 196/11 196/18 197/5 197/7 199/20 200/8 200/13 202/3 202/8 208/13</p> <p>policies [6] 22/5 46/15 46/16 46/17 69/17 127/19</p> <p>policy [5] 46/22 69/6 92/10 127/18 210/14</p> <p>political [28] 39/22 39/24 39/25 47/13 47/21 48/12 48/18 48/23 50/18 51/8 51/18 57/11 57/20 58/4 71/14 84/22 85/9 85/13 109/11 109/20 109/21 109/23 110/4 156/10 189/18 190/16 191/15 201/16</p> <p>politicians [1] 40/1</p> <p>politics [6] 51/13 51/14 57/12 58/17 71/10 94/21</p> <p>pool [1] 91/18</p> <p>portion [2] 11/18 203/3</p> <p>position [12] 5/19 12/2 20/2 20/8 44/12 109/22 126/6 133/17 155/23 156/1 180/9 216/9</p> <p>positions [5] 109/10 109/11 109/11 109/20 109/23</p> <p>possession [1] 217/19</p> <p>possibility [2] 64/25 182/23</p> <p>possible [14] 4/20 23/10 29/5 29/10 29/11 52/23 52/24 82/11 90/9 117/25 144/19 144/22 206/12 215/2</p> <p>possibly [1] 83/2</p>

<p>P</p> <p>post [9] 11/16 128/17 207/16 207/20 207/22 208/7 208/12 208/16 208/21</p> <p>post-licensed [7] 207/16 207/20 207/22 208/7 208/12 208/16 208/21</p> <p>posted [1] 129/2</p> <p>posting [2] 18/5 122/18</p> <p>postpone [1] 9/4</p> <p>postponing [1] 7/23</p> <p>POT [1] 35/16</p> <p>potential [5] 32/6 54/22 56/9 110/23 111/12</p> <p>potentially [1] 56/12</p> <p>power [11] 52/21 65/9 74/22 74/25 75/3 109/15 109/17 113/16 135/22 138/16 216/4</p> <p>powers [2] 16/4 89/24</p> <p>practice [5] 118/2 119/14 125/7 136/14 216/23</p> <p>practices [9] 124/3 125/4 125/5 126/2 215/16 216/15 217/3 217/11 218/7</p> <p>practicing [1] 14/17</p> <p>pre [1] 136/3</p> <p>pre-PELRA [1] 136/3</p> <p>Preble [1] 32/5</p> <p>precarious [1] 136/24</p> <p>precedes [1] 156/19</p> <p>preceding [1] 219/9</p> <p>prefer [1] 9/24</p> <p>preference [1] 185/16</p> <p>prejudicial [1] 8/9</p> <p>prepaid [10] 101/1 101/18 106/25 107/17 116/25 194/1 194/9 195/15 197/3 209/12</p> <p>PREs [1] 6/23</p> <p>presence [1] 41/22</p> <p>present [8] 7/13 10/22 12/22 20/2 38/10 88/25 114/8 178/5</p> <p>presented [1] 178/7</p> <p>presently [1] 131/14</p> <p>preside [1] 29/12</p> <p>president [22] 7/8 7/8 22/24 22/25 23/21 31/1 31/7 31/17 31/22 31/22 156/8 156/21 174/17 175/19 180/10 180/12 188/10 191/13 191/14 195/4 197/13 209/17</p> <p>presidents [2] 25/18 25/19</p> <p>pressure [3] 63/20 74/18 75/2</p> <p>presumably [1] 97/20</p> <p>pretty [7] 83/14 114/22 123/18 125/18 141/21 145/15 197/9</p> <p>prevailed [3] 112/22 121/2 160/2</p> <p>prevails [1] 106/10</p> <p>prevent [2] 124/16 156/24</p> <p>previous [5] 22/17 42/15 51/1 58/7 134/2</p> <p>price [1] 176/17</p> <p>primarily [1] 136/20</p> <p>primary [4] 11/8 14/23 14/23 129/14</p> <p>principal [4] 6/2 8/4 14/1 31/21</p> <p>principals [4] 10/22 11/1 170/21 170/22</p> <p>principles [1] 27/11</p> <p>prior [7] 4/6 6/4 18/1 18/7 18/8 172/2 175/8</p> <p>priorities [1] 76/14</p> <p>prioritizing [1] 196/3</p> <p>prison [4] 127/10 127/13 127/14 127/16</p> <p>prisons [1] 54/20</p> <p>privacy [1] 56/14</p> <p>private [27] 11/6 21/21 34/10 36/11 36/12 36/14 36/18 37/10 41/11 47/18 50/15 53/4 53/5 55/19 55/24 56/12 56/19 57/10 57/12 57/18 58/12 71/20</p>	<p>123/20 136/12 156/14 172/1 196/10</p> <p>privatized [3] 37/2 37/9 37/19</p> <p>privilege [2] 90/21 134/12</p> <p>privileges [1] 111/1</p> <p>proactive [1] 69/21</p> <p>probably [5] 90/5 102/24 107/10 197/10 216/7</p> <p>probation [3] 87/8 129/19 142/16</p> <p>probative [1] 138/24</p> <p>problem [7] 119/11 127/25 196/16 196/19 196/23 206/19 215/18</p> <p>problems [7] 29/4 29/9 42/5 91/19 128/14 175/20 194/16</p> <p>procedure [5] 63/14 76/5 106/8 130/13 153/9</p> <p>procedures [3] 24/23 44/24 64/25</p> <p>proceed [8] 9/9 38/9 143/23 157/15 165/12 167/12 170/20 196/13</p> <p>proceeding [12] 4/6 5/2 19/17 89/20 91/15 93/6 93/10 114/15 117/23 155/15 171/15 215/3</p> <p>proceedings [9] 7/2 7/15 23/20 45/8 110/23 111/18 119/1 160/21 219/11</p> <p>process [22] 14/10 22/13 22/18 29/18 32/9 42/9 44/4 50/18 51/8 51/18 52/20 76/5 91/16 95/21 110/8 110/11 113/13 113/15 124/1 135/23 158/13 163/8</p> <p>processes [8] 24/3 26/3 26/17 32/9 32/10 50/4 51/8 138/23</p> <p>procure [1] 131/16</p> <p>produce [2] 73/6 73/7</p> <p>product [3] 54/14 57/2 111/6</p> <p>profession [1] 196/19</p> <p>proffered [1] 24/9</p> <p>profit [9] 10/3 10/12 17/8 50/9 50/10 57/3 68/19 72/14 153/5</p> <p>program [8] 20/12 20/18 40/3 54/12 138/12 157/7 177/16 178/25</p> <p>programming [1] 74/6</p> <p>programs [2] 28/22 183/6</p> <p>progress [1] 45/3</p> <p>prohibit [1] 215/16</p> <p>prohibiting [1] 116/25</p> <p>prohibits [1] 68/4</p> <p>projected [1] 39/20</p> <p>promote [1] 178/22</p> <p>promoted [1] 43/25</p> <p>promoting [1] 178/22</p> <p>proper [9] 10/20 12/11 12/21 13/7 41/3 41/4 48/17 146/7 146/11</p> <p>properly [5] 11/14 11/15 32/11 41/5 73/19</p> <p>proposals [2] 125/18 125/23</p> <p>propose [1] 171/2</p> <p>proposed [1] 51/1</p> <p>prosecutors [1] 118/14</p> <p>prosecutor [1] 118/13</p> <p>prospective [1] 11/7</p> <p>protections [5] 58/15 91/16 91/22 91/25 93/13</p> <p>protective [2] 215/6 217/6</p> <p>protect [1] 65/1</p> <p>protocol [1] 87/18</p> <p>proud [2] 18/18 27/14</p> <p>prove [3] 13/21 139/22 153/3</p> <p>proved [1] 110/14</p> <p>proven [2] 15/18 49/20</p> <p>proves [2] 49/21 77/19</p> <p>provide [14] 11/24 13/7 30/10 30/13 56/23 62/8 64/17 73/15 73/25 74/1 99/15 158/7 163/5 201/11</p> <p>provided [9] 5/3 98/16 111/16 131/21 131/21 136/1 161/11 161/12 164/8</p> <p>provider [3] 175/23 177/22 179/18</p>	<p>provides [9] 7/7 12/1 30/8 73/17 75/13 104/6 104/11 201/8 209/11</p> <p>providing [5] 34/12 112/13 116/25 193/25 204/15</p> <p>provisions [3] 26/2 72/11 134/16</p> <p>prudent [5] 15/9 67/25 97/14 97/23 138/25</p> <p>Prudential [1] 75/10</p> <p>PTR [1] 6/24</p> <p>public [95] 1/6 1/11 2/7 4/3 4/12 4/14 4/19 6/19 16/21 16/24 17/12 18/19 30/15 36/4 36/8 36/15 36/23 36/25 37/1 37/19 38/2 39/4 39/5 39/6 40/4 40/4 41/10 47/9 47/11 47/17 47/24 48/5 48/11 50/14 52/14 53/3 53/20 53/24 55/20 55/24 56/1 56/6 56/11 56/18 56/20 56/23 57/3 57/9 57/14 57/17 57/20 58/5 58/7 58/13 58/16 59/8 59/19 60/25 66/20 71/4 71/5 71/20 75/16 75/18 76/8 78/5 85/7 85/15 86/2 88/16 92/4 100/20 110/3 117/11 128/21 135/5 135/6 135/12 149/19 156/14 165/6 165/7 165/19 165/22 169/19 169/19 172/12 172/16 190/5 195/3 195/6 195/7 216/13 216/22 217/5</p> <p>publications [1] 71/9</p> <p>publicize [1] 11/6</p> <p>publish [1] 39/10</p> <p>pull [2] 57/8 59/3</p> <p>pulling [1] 203/9</p> <p>punch [1] 80/10</p> <p>purchased [1] 181/3</p> <p>pure [3] 51/5 53/14 85/12</p> <p>purely [1] 35/2</p> <p>purpose [3] 4/10 12/12 70/16</p> <p>purposes [1] 216/10</p> <p>pursuant [1] 5/4</p> <p>push [1] 37/15</p> <p>pushed [1] 58/11</p> <p>put [15] 16/16 54/2 59/10 63/20 64/21 70/23 71/9 99/17 99/21 106/16 111/23 136/6 138/11 146/10 149/11</p> <p>putting [3] 74/17 75/2 128/13</p>
Q		
<p>quadrant [1] 43/19</p> <p>qualified [2] 4/14 12/9</p> <p>qualifying [1] 4/22</p> <p>quality [1] 64/18</p> <p>quantify [1] 46/15</p> <p>quarterly [1] 31/25</p> <p>question [63] 4/16 4/24 5/7 12/1 38/8 59/11 59/22 62/11 79/21 83/4 84/14 87/13 90/19 94/14 94/16 94/24 95/1 102/12 102/14 105/24 106/16 108/5 108/14 109/7 117/4 127/2 131/8 131/8 138/19 140/8 140/11 140/20 140/22 141/23 141/24 142/5 142/6 144/16 144/19 144/20 146/12 148/4 149/19 151/5 188/10 189/8 189/9 190/10 192/11 193/17 194/6 194/7 198/14 199/5 200/17 200/22 206/1 209/6 210/3 210/16 210/20 211/6 212/14</p> <p>questioned [1] 159/22</p> <p>questioning [3] 88/8 189/12 209/8</p> <p>questions [26] 16/2 16/5 18/4 78/11 79/3 79/4 83/1 96/15 106/20 115/4 118/6 118/18 142/24 144/15 149/10 150/5 152/10 153/17 154/20 154/23 160/7 166/20 166/22 200/19 205/25 207/9</p> <p>quick [1] 165/1</p> <p>quickly [3] 10/19 29/10 212/25</p> <p>quite [15] 27/17 36/10 43/20 57/22</p>		

Q	recorded [2] 5/2 5/22 recorder [4] 78/22 155/10 167/4 185/2 recording [13] 5/2 5/4 5/23 22/25 78/21 89/8 119/2 155/9 164/4 167/3 171/11 185/1 218/13 records [2] 26/20 156/20 recrimination [1] 26/23 Recross [7] 3/4 3/8 3/15 115/7 152/12 153/21 211/13 Recross-Examination [7] 3/4 3/8 3/15 115/7 152/12 153/21 211/13 recruit [1] 184/4 redirect [10] 3/4 3/5 3/8 3/14 3/15 106/22 118/10 168/20 209/3 212/11 reduce [2] 183/19 183/23 refer [2] 11/4 64/2 referee [8] 1/19 8/1 13/16 20/21 99/12 130/10 188/21 217/2 Referee's [1] 99/14 reference [2] 96/19 144/16 references [1] 161/3 referencing [1] 148/16 reflect [2] 8/6 18/6 reflected [1] 39/6 reflects [1] 27/16 reform [1] 58/11 refrain [1] 215/5 refused [1] 176/8 regain [1] 166/10 regard [6] 4/16 7/25 9/10 12/19 192/8 211/8 regarding [1] 197/3 regardless [1] 65/15 Region [2] 21/15 31/14 regional [8] 129/10 129/11 129/16 129/18 129/22 131/20 142/3 148/17 regions [5] 23/4 23/4 31/12 31/12 37/2 regular [7] 39/14 58/25 69/16 73/3 112/25 194/15 194/19 regularly [1] 114/19 regulated [1] 50/17 regulation [1] 57/15 regulations [1] 54/16 regulatory [2] 54/20 54/24 related [1] 96/19 relates [3] 7/7 117/4 187/5 relating [2] 65/25 117/23 relations [10] 4/19 29/8 39/5 111/24 112/10 113/12 135/6 136/13 161/4 165/7 relationship [4] 24/1 25/13 56/5 70/19 relatively [1] 33/22 released [3] 145/13 145/14 146/18 relevance [5] 47/23 195/9 195/12 195/13 197/17 relevant [7] 4/23 16/5 17/7 47/25 130/22 195/24 196/1 religious [1] 44/16 rely [4] 12/7 54/13 139/1 151/19 relying [2] 74/20 74/21 remainder [1] 103/16 remember [10] 72/17 83/4 94/2 94/3 94/4 96/1 105/4 150/7 150/11 209/7 reminds [1] 69/24 remised [1] 112/17 reorganization [1] 44/4 rep [24] 43/22 43/23 88/6 88/13 88/18 89/3 89/11 89/15 89/19 90/6 90/12 92/17 93/10 119/16 119/20 119/24 120/17 120/22 121/25 122/24 126/15 126/17 156/9 192/12 repetition [2] 23/11 167/10 repetitive [1] 146/9 rephrase [5] 102/16 106/1 140/22 199/5	199/7 report [2] 20/13 20/16 REPORTER [2] 1/24 219/19 REPORTER'S [1] 219/5 reporting [2] 71/24 72/10 reports [5] 72/23 73/7 125/22 125/22 197/1 reposition [1] 73/22 represent [59] 4/14 10/5 14/16 14/25 18/19 21/10 21/17 21/18 24/13 33/16 36/23 40/12 41/12 46/23 47/22 49/13 55/14 63/5 66/1 67/9 71/1 71/4 71/11 71/17 71/20 76/8 80/15 82/21 85/5 86/17 87/1 87/4 87/5 87/6 87/7 87/10 87/23 88/25 92/22 92/25 104/15 110/6 110/10 111/21 112/14 113/19 113/24 123/8 123/21 126/7 134/3 134/24 138/15 159/1 165/24 178/1 182/25 183/15 184/2 representation [31] 6/8 13/25 31/12 36/5 38/21 55/18 62/8 62/13 62/23 64/18 66/2 81/14 90/25 110/22 111/16 128/2 132/13 136/20 153/5 153/11 160/15 162/22 162/23 165/21 165/23 190/23 198/19 201/3 203/22 210/18 210/23 representational [7] 25/13 25/15 34/3 66/11 79/18 130/2 131/14 representative [19] 1/2 12/10 14/3 23/3 36/1 38/20 44/6 50/25 61/12 62/10 87/23 113/9 119/23 144/5 173/12 199/11 200/6 200/10 216/5 representative's [1] 40/17 representatives [18] 13/17 20/15 20/15 23/2 23/7 40/14 40/21 40/23 41/8 41/9 42/11 42/14 63/25 104/18 111/14 112/7 126/4 178/23 represented [18] 15/22 16/24 17/5 25/10 35/25 48/7 48/10 80/15 85/20 129/23 135/25 166/14 199/16 201/1 202/10 204/21 204/25 205/11 representing [18] 14/22 17/5 24/16 34/12 50/21 51/9 54/8 54/9 67/10 67/12 68/13 71/19 85/4 110/12 112/18 112/19 181/13 189/17 represents [8] 17/12 25/8 30/4 79/23 129/12 159/3 165/5 199/22 reps [9] 35/11 35/15 42/12 42/12 62/24 86/10 86/12 156/12 158/21 Republicans [1] 85/17 reputation [7] 140/23 141/4 141/5 141/7 141/20 141/25 148/5 request [7] 46/19 99/14 109/6 114/4 215/1 216/23 217/3 requested [4] 108/25 114/3 114/7 161/13 requests [2] 6/20 6/21 require [4] 45/20 55/15 208/12 208/21 required [18] 9/6 17/13 72/21 84/21 106/25 107/16 108/2 108/8 139/21 145/5 163/9 165/3 207/17 207/20 207/22 208/8 208/16 208/22 requirement [5] 71/15 83/24 84/25 85/2 151/9 requirements [11] 4/13 10/18 45/14 45/16 45/19 70/6 72/6 72/10 72/11 77/14 122/22 requires [7] 11/1 17/11 29/14 29/15 40/11 55/17 76/1 requiring [1] 50/5 research [3] 30/14 43/10 126/23 researching [1] 14/2 reserve [2] 168/14 168/18 resides [1] 64/14 resistance [1] 65/18
R		
raid [4] 45/1 80/9 80/13 115/25 raiding [4] 44/22 79/16 80/5 81/3 raidings [1] 79/14 raise [9] 19/13 23/24 37/6 49/2 49/3 49/6 155/12 168/13 212/13 raised [7] 66/7 110/19 143/8 158/19 158/22 158/24 161/25 raises [1] 52/10 rally [1] 41/25 ramifications [1] 111/13 Ramsey [3] 35/2 36/24 157/22 ran [1] 110/13 range [6] 33/15 42/25 58/8 73/15 81/24 123/22 ranging [1] 66/14 rank [1] 172/9 ranks [1] 172/8 rare [1] 130/9 rarely [1] 134/8 rated [1] 205/8 rates [2] 26/6 55/5 rather [4] 8/22 15/9 167/18 170/25 ratified [1] 24/9 ratio [1] 23/6 ratios [1] 55/2 reach [1] 37/14 reached [1] 133/24 read [9] 45/22 45/23 76/20 95/10 109/2 140/17 164/25 197/1 209/20 reading [2] 45/20 95/19 readings [1] 77/15 ready [1] 167/7 real [9] 37/13 64/7 115/5 127/19 127/20 145/21 164/25 183/4 215/17 really [26] 10/4 11/11 11/20 12/6 13/19 36/16 53/14 57/23 57/25 57/25 58/18 58/23 59/4 59/17 91/23 92/2 113/16 128/14 168/20 169/2 169/10 183/10 187/2 195/21 200/12 215/1 realm [4] 58/16 93/9 110/22 112/12 reason [13] 25/10 82/12 82/15 114/3 116/11 122/5 168/19 183/9 193/25 194/8 196/22 208/14 208/23 reasonable [2] 130/24 138/25 reasons [3] 76/24 183/12 194/14 rebalance [1] 75/3 rebuttal [1] 167/16 recall [6] 118/12 143/10 160/25 161/5 161/12 162/15 receive [5] 11/2 15/25 28/18 134/10 212/15 received [2] 6/10 10/11 recently [5] 8/17 39/16 61/12 112/14 137/1 receptionist [1] 33/7 recognize [1] 163/2 recollection [5] 95/19 96/22 96/24 143/7 146/25 recommendation [1] 132/6 recommendations [1] 133/13 recommended [1] 114/14 reconsider [1] 170/14 record [14] 6/5 6/14 6/24 8/2 8/6 8/12 12/13 19/25 149/5 164/25 169/17 171/22 185/5 217/17		

R	138/6 138/9 riots [1] 137/3 Ripeness [1] 17/23 rise [1] 128/15 rising [1] 49/10 road [4] 2/20 18/16 73/21 218/10 ROBERT [1] 2/9 Roberts [2] 45/10 74/3 role [5] 119/7 119/9 119/22 122/23 156/16 roles [2] 97/11 148/10 room [9] 2/15 21/10 37/20 171/12 171/13 176/6 200/7 217/23 218/3 Roseville [1] 1/6 rotate [1] 23/16 roughly [2] 177/11 182/7 RPR [2] 1/23 219/18 rule [13] 124/9 138/22 139/20 139/20 139/23 140/1 140/4 140/11 140/25 141/12 141/24 147/11 178/2 ruled [5] 146/7 146/18 165/11 217/1 217/19 rulemaking [1] 139/18 rules [21] 5/5 45/10 45/13 48/25 57/16 74/3 122/22 124/9 130/12 130/13 136/20 138/20 138/20 139/6 139/12 139/15 139/24 140/2 140/15 167/16 170/16 ruling [1] 140/18 run [10] 11/3 11/13 26/19 45/6 74/2 108/24 153/1 167/12 167/13 168/15	Schells [1] 176/8 school [3] 21/22 112/14 157/6 scope [6] 16/4 91/17 91/25 93/8 167/14 168/13 Scott [1] 14/20 Scout [1] 59/2 screwed [1] 142/9 scrutinized [1] 152/24 searching [1] 138/1 seat [1] 50/19 second [6] 6/4 9/14 16/8 77/15 150/23 164/20 secondly [2] 77/6 140/12 secretary [4] 22/25 31/2 31/8 196/25 secretary-treasurer [2] 31/2 31/8 secretly [1] 125/24 section [2] 12/6 130/25 sections [1] 35/14 sector [43] 21/21 30/15 34/10 35/20 36/8 36/11 36/13 36/14 36/15 36/18 36/23 37/10 38/2 47/11 47/17 53/4 53/5 55/20 55/24 55/25 56/1 56/11 56/12 56/19 56/21 57/4 57/10 57/10 57/12 57/14 57/17 57/18 57/20 58/12 59/8 59/19 61/1 110/3 123/20 135/5 136/12 156/14 156/14 sectors [1] 23/5 security [4] 50/23 60/11 60/25 122/18 see [15] 21/9 24/14 37/13 78/6 92/2 118/22 122/5 129/2 164/23 166/9 178/5 187/12 194/8 206/19 208/5 seeing [2] 122/9 202/12 seek [2] 36/9 147/22 seeking [3] 60/6 71/17 182/14 seeks [1] 71/4 seemed [1] 175/21 seems [3] 11/8 38/7 106/14 seen [9] 49/21 51/2 60/22 63/18 132/1 133/11 134/21 164/14 218/4 Seide [17] 7/8 7/20 8/3 8/7 8/17 8/23 12/24 31/18 168/2 168/4 168/9 168/11 168/23 169/6 170/22 213/5 215/14 Seide's [1] 7/23 sell [3] 57/3 176/1 176/3 seminars [1] 74/4 Senator [3] 50/24 50/25 61/13 send [1] 129/5 sending [1] 90/23 sends [1] 89/3 sense [7] 52/13 57/25 128/9 133/25 142/22 167/17 214/14 sent [3] 90/11 136/10 163/14 sentence [1] 51/15 separate [10] 129/20 132/3 179/23 211/18 211/18 211/25 212/1 212/7 212/8 215/19 separately [2] 180/3 188/2 separates [1] 27/17 September [3] 130/1 147/4 148/1 sequence [1] 146/11 sergeant [1] 172/10 sergeants [4] 172/21 173/24 174/7 174/10 serialized [2] 167/11 193/10 serious [5] 88/16 88/17 139/1 194/20 197/23 seriously [1] 46/3 serve [1] 196/7 served [3] 98/18 118/12 132/4 serves [1] 46/12 service [16] 11/21 11/21 21/18 38/22 38/23 56/23 58/11 75/9 107/17 108/21 111/23 113/17 138/13 179/18 203/16 209/21
resolution [3] 29/18 42/8 63/16 resolutions [3] 28/11 46/17 63/17 resolved [1] 142/10 resource [5] 119/16 119/24 126/14 126/23 127/1 resources [5] 28/4 62/12 63/5 68/1 158/7 respect [17] 20/20 32/24 45/5 46/23 49/17 99/6 104/15 108/23 111/1 111/3 111/22 111/23 114/2 121/5 126/1 129/8 151/22 respecting [1] 111/1 respective [2] 23/8 45/12 respond [1] 139/7 responded [1] 161/13 response [7] 8/15 65/3 98/20 98/23 99/3 99/5 164/9 responses [1] 75/1 responsibility [1] 35/23 responsible [1] 83/12 responsive [7] 38/7 38/13 38/14 65/14 99/5 184/10 184/12 rest [7] 7/22 14/19 21/21 167/20 167/21 171/1 195/16 restate [1] 108/5 rested [3] 168/6 170/7 170/8 resting [1] 169/2 restrained [2] 56/4 63/23 restricted [1] 152/24 restriction [1] 204/22 result [1] 64/9 results [4] 54/22 98/7 129/1 165/16 resumed [1] 119/2 retaliation [1] 26/23 retire [2] 48/17 172/11 retirement [2] 48/22 53/25 retroactive [1] 69/20 retrospectively [1] 69/22 returning [1] 106/10 returns [1] 72/20 review [7] 18/16 99/25 100/7 125/24 214/5 214/6 214/7 reviewed [2] 12/13 108/24 reviewing [1] 12/17 Rice [1] 2/10 riggers [1] 153/3 right [117] 13/13 15/6 19/13 21/1 26/22 27/1 27/4 27/4 33/5 38/19 40/13 42/15 48/13 48/14 51/1 51/4 51/12 60/14 61/16 61/18 62/2 62/15 63/4 77/22 79/2 79/22 81/10 81/11 81/15 81/24 82/4 82/5 85/8 85/18 85/21 86/8 87/22 88/24 89/5 89/13 93/17 96/4 97/21 97/23 100/23 101/9 101/18 101/19 103/13 103/19 103/21 105/9 107/6 107/9 107/11 109/17 114/6 117/12 118/21 118/24 120/15 121/3 124/17 131/5 135/9 135/20 136/14 136/15 136/17 136/22 138/9 140/17 145/22 146/24 148/23 149/21 152/21 155/13 156/25 160/23 163/6 163/19 165/20 165/23 167/8 168/10 168/11 168/15 168/19 168/22 170/14 171/1 182/2 185/17 192/12 199/15 199/23 202/4 202/10 202/22 203/12 203/14 203/24 204/14 204/16 205/2 205/20 205/23 205/23 206/9 206/10 211/16 211/19 212/3 214/10 214/13 217/2 right-to-work [1] 60/14 rights [18] 10/25 26/14 26/16 48/5 56/3 56/6 56/14 79/18 93/12 93/12 110/21 111/8 131/14 135/23 135/24 136/6	Sabin [1] 35/23 safest [1] 141/2 safety [1] 54/16 said [33] 13/20 26/16 38/20 38/21 72/9 74/20 81/24 82/20 83/6 83/23 84/7 85/19 89/21 92/15 93/5 97/9 103/4 107/23 109/19 114/17 115/15 115/20 117/8 143/20 147/11 149/20 167/10 169/24 170/11 199/12 202/2 202/7 217/18 salaries [2] 102/19 102/24 salary [1] 11/2 same [25] 9/7 15/17 18/1 18/4 35/12 90/12 92/4 117/24 122/10 132/3 134/25 146/24 147/1 170/22 176/2 179/9 179/14 189/4 189/8 193/9 193/22 194/15 202/16 213/4 213/5 Sanitary [1] 123/14 satisfied [2] 148/11 148/11 satisfies [1] 4/12 SAURO [3] 1/23 219/7 219/18 saw [2] 183/9 184/2 say [57] 27/5 27/6 33/15 50/20 58/23 59/1 59/4 59/10 59/21 60/5 60/7 60/15 66/10 66/23 67/4 80/21 81/12 82/17 82/19 83/18 84/14 84/19 85/3 85/8 85/14 87/21 89/3 90/11 91/6 91/7 92/4 92/20 92/21 92/25 93/15 94/1 95/15 108/19 109/20 115/19 116/10 118/23 122/14 124/5 129/20 133/10 152/17 157/10 157/16 163/16 165/15 169/6 169/14 183/2 186/10 186/18 191/24 saying [5] 94/20 130/15 162/13 162/15 196/5 says [7] 130/20 130/25 136/16 139/13 144/19 150/2 163/10 scenario [5] 58/3 90/12 92/23 134/15 134/18 scene [1] 67/6 schedule [1] 7/19 scheduled [1] 7/21	

S	Singer [1] 173/7 single [5] 33/19 126/20 126/20 138/4 138/5 sir [3] 38/24 171/21 212/2 sister [1] 21/8 sit [2] 98/10 136/4 site [1] 125/23 sitting [1] 174/1 situation [27] 36/1 54/1 56/8 57/7 58/9 60/20 65/4 82/19 87/12 88/1 89/10 90/24 91/8 91/10 92/2 93/4 93/9 112/15 114/13 114/21 117/21 130/9 134/9 136/18 192/9 201/12 204/11 situations [2] 92/13 92/17 six [4] 15/15 81/5 81/8 184/4 size [1] 33/23 skilled [3] 14/18 67/10 67/12 slates [1] 41/2 Slightly [1] 76/19 sloppy [1] 99/11 sloths [1] 56/17 small [8] 33/16 33/18 33/24 66/14 69/25 181/7 194/23 203/7 smaller [2] 52/10 184/3 smart [1] 64/4 snake [1] 70/11 so [253] So the [1] 166/5 So there [1] 56/16 so-called [2] 10/20 202/3 sobeif [1] 16/17 social [4] 39/17 39/18 39/20 109/21 societal [2] 47/6 196/23 society [1] 56/24 solely [9] 24/16 37/21 47/5 47/20 54/13 54/14 74/22 92/1 93/8 solutions [1] 119/12 some [60] 12/13 12/23 17/9 21/22 25/3 27/18 33/6 33/6 33/7 34/25 35/14 46/10 46/10 46/11 46/14 46/14 46/15 47/7 50/10 54/18 58/24 62/3 70/2 70/19 70/20 71/20 83/18 83/21 86/8 86/17 86/24 89/2 95/10 95/22 101/13 104/6 109/8 119/18 119/25 124/12 125/21 133/11 136/7 136/13 156/19 157/15 168/19 173/6 173/15 176/6 176/14 178/3 180/15 185/14 193/4 194/20 196/9 207/10 211/7 215/15 somebody [8] 88/14 133/18 136/16 137/6 137/8 183/14 197/7 207/3 somehow [2] 16/7 62/11 someone [1] 196/9 something [18] 26/14 27/13 29/21 46/20 55/3 59/4 67/22 92/24 101/16 121/16 131/25 133/17 146/5 168/21 176/7 184/8 195/23 203/15 sometimes [5] 63/7 64/1 117/10 117/20 125/20 somewhat [1] 80/18 somewhere [3] 157/17 173/22 174/18 son [1] 42/24 soon [1] 196/15 sophisticated [1] 33/24 sophistication [1] 33/15 sophomore [1] 28/24 sorry [8] 79/1 89/9 94/12 129/25 194/6 198/17 198/21 212/13 sort [10] 25/3 58/24 70/2 70/19 70/21 119/10 169/22 175/8 175/9 184/14 sorting [1] 120/3 sought [3] 8/13 15/11 98/11 soul [3] 9/24 14/7 16/1 sound [3] 70/3 100/5 107/9 sound good [1] 100/5	sounds [8] 70/17 77/1 102/8 107/14 107/15 116/4 140/19 207/16 sources [1] 104/4 South [7] 1/9 2/5 2/16 23/16 23/18 31/16 34/18 Southwest [1] 85/15 speak [7] 5/23 23/22 116/9 131/12 137/5 158/16 182/23 speaking [2] 173/4 183/5 special [1] 177/2 specialist [1] 205/6 specialized [2] 127/6 127/8 specialties [1] 205/10 specific [9] 20/9 26/2 46/14 46/16 49/22 69/6 81/22 92/5 210/21 specifically [3] 48/23 56/18 77/4 specificity [1] 163/5 specifics [1] 86/9 speculation [5] 186/16 187/9 188/4 194/4 195/9 speech [1] 26/22 speed [1] 114/22 spelled [2] 209/21 209/23 spend [9] 17/16 29/18 63/4 86/23 102/18 109/25 147/22 192/19 192/21 spending [1] 192/5 spent [15] 14/2 29/24 30/1 43/4 43/5 43/9 43/12 43/15 43/17 53/12 66/19 104/7 138/1 153/4 153/5 sphere [4] 39/20 48/18 48/23 58/1 spheres [1] 40/5 split [5] 31/11 39/23 173/23 173/24 177/23 spoke [6] 132/11 145/14 145/15 173/20 176/12 183/25 sporting [1] 86/24 spread [1] 21/16 springing [1] 202/13 squad [1] 92/5 St [10] 1/9 2/5 23/18 35/1 87/5 123/16 123/19 129/13 129/20 133/24 St. [5] 23/16 34/17 34/19 115/25 142/18 St. Cloud [1] 34/17 St. Louis [2] 115/25 142/18 St. Paul [2] 23/16 34/19 staff [46] 10/16 12/23 14/19 19/10 20/3 20/8 20/11 20/15 28/8 30/10 32/24 32/25 33/2 33/3 33/5 33/8 33/9 33/25 34/8 35/3 35/6 35/6 35/10 35/22 39/3 39/21 39/24 41/8 42/11 44/13 63/25 65/24 66/2 66/19 67/11 67/15 67/17 67/18 102/24 104/10 120/16 120/22 126/25 129/19 131/15 158/11 staffing [2] 39/12 55/2 stage [1] 15/1 stand [4] 85/19 143/17 146/7 189/9 standard [3] 37/6 50/7 145/10 standards [3] 37/8 37/22 136/21 standing [7] 26/19 26/20 26/22 47/8 49/7 137/16 172/11 standpoint [1] 39/5 stands [3] 61/24 85/20 106/11 start [5] 27/25 30/5 120/2 162/6 173/1 started [15] 42/17 42/23 79/14 91/6 91/7 115/21 137/14 146/24 146/25 172/24 176/18 177/16 177/18 182/7 183/4 starting [2] 8/22 66/10 starts [2] 25/5 49/9 state [57] 1/8 4/15 15/16 16/11 19/24 21/2 21/4 21/17 21/18 21/19 25/3 28/2 33/20 34/12 34/22 35/8 35/10 35/14 44/7 49/2 51/18 51/22 51/23 52/4 52/7 52/13 53/3 53/6 54/11 54/25 56/17 58/7 66/22 66/25 67/18 67/19 81/17 87/4
----------	--	--

S
state... [19] 102/6 118/4 138/7 155/21 156/14 160/21 169/11 171/21 174/17 175/13 177/25 178/1 178/4 180/2 201/1 203/2 210/8 210/10 219/1
State's [1] 203/1
stated [6] 70/16 70/16 76/7 84/21 86/9 92/21
statement [16] 9/12 9/15 9/18 13/6 24/10 62/7 65/22 66/7 67/8 68/16 89/13 92/15 102/12 102/15 104/13 137/22
statements [5] 9/9 9/10 71/8 73/5 131/22
states [14] 21/7 28/15 31/15 51/2 54/11 54/12 54/12 60/14 60/22 60/24 77/4 138/5 138/22 209/11
statewide [1] 186/9
status [7] 6/22 78/9 98/11 156/6 162/8 166/10 195/3
statute [32] 4/18 11/25 61/1 61/3 61/6 76/23 79/22 79/23 81/12 85/23 86/6 116/25 130/9 130/9 130/11 130/18 135/6 135/9 135/11 136/22 139/11 139/13 139/14 139/18 139/21 140/3 140/5 140/16 150/22 150/23 150/24 152/5
statutes [8] 4/20 85/22 109/23 149/24 150/18 150/23 151/6 154/12
statutorily [1] 82/23
statutory [4] 4/13 10/18 84/17 139/11
stay [1] 169/24
Steelworkers [4] 42/24 43/5 43/6 43/18
steer [1] 141/2
stenograph [1] 219/10
step [4] 63/14 106/9 120/16 132/15
Stephen [1] 1/19
steps [2] 15/3 120/13
stereotypical [1] 127/16
Steve [1] 32/5
steward [24] 73/25 87/20 87/22 88/6 88/13 110/16 114/8 119/7 119/9 119/19 119/25 120/2 120/2 121/12 121/24 122/1 122/24 122/25 124/5 124/20 124/24 125/14 151/16 174/7
steward's [1] 124/15
stewards [25] 25/21 28/25 29/3 41/4 41/5 110/25 120/6 120/10 120/15 120/24 121/5 121/18 122/4 124/20 126/8 126/10 128/2 128/8 128/9 150/5 150/10 151/3 151/10 151/13 151/20
still [10] 67/2 84/16 163/7 167/13 168/24 169/1 194/2 214/8 217/18 217/24
stint [1] 43/9
stipulate [1] 66/4
stipulated [1] 6/10
stop [1] 191/2
stopped [1] 58/9
stories [1] 39/7
story [1] 39/19
straight [1] 161/18
strained [1] 184/5
strange [1] 15/23
strangely [1] 107/4
strategic [3] 73/15 73/20 73/23
strategies [1] 74/17
stream [2] 70/21 71/1
street [3] 2/10 2/16 134/8
streets [1] 54/19
strength [2] 64/11 64/13
stricken [1] 149/5
strict [1] 125/18
strictly [1] 68/4

strike [7] 42/19 51/4 97/6 106/3 136/14 149/7 156/23
strikes [3] 136/4 136/4 137/8
strive [1] 122/4
strong [1] 60/16
stronger [1] 64/15
strongly [1] 8/3
structure [21] 10/15 11/11 11/17 20/24 23/10 23/25 24/20 24/25 25/1 28/6 30/3 32/19 49/24 53/23 69/13 69/14 71/3 96/3 96/20 102/5 103/12
structured [4] 25/5 30/21 30/22 101/14
structures [2] 24/5 74/15
studies [1] 44/16
stuff [4] 121/20 180/5 181/2 205/14
Subdivision [1] 151/6
subject [6] 152/25 167/22 168/11 168/12 170/11 217/6
submissions [1] 216/20
submit [2] 143/14 161/7
submitted [3] 11/19 145/6 216/21
Subpart [2] 138/20 139/5
subpoena [11] 89/24 90/5 98/18 99/3 99/8 169/16 170/19 170/20 171/2 213/18 217/7
subpoenaed [4] 89/20 89/23 92/18 109/2
subpoenas [1] 213/20
subsequent [1] 18/3
subsequently [2] 132/2 166/6
subset [1] 46/11
substantial [5] 14/4 65/24 66/3 106/14 215/8
substantially [4] 37/11 57/4 57/9 102/21
substitute [2] 13/7 90/10
subversive [2] 93/25 94/4
succeed [1] 52/24
successful [2] 121/11 156/22
such [18] 14/15 49/18 53/16 55/12 63/23 63/25 64/25 80/13 102/9 110/6 110/17 129/7 130/21 130/23 137/20 201/9 201/20 215/16
suddenly [1] 124/10
sue [1] 11/10
suffer [1] 191/25
Sufficient [1] 93/15
sufficient [3] 12/12 100/5 188/19
suggest [3] 9/10 53/13 133/18
suggested [3] 7/17 14/11 170/24
suit [1] 174/2
Suite [1] 2/20
sum [1] 212/25
summarize [1] 4/25
summary [1] 105/4
summer [1] 182/3
Sunday [1] 127/24
Superior [1] 123/13
supervise [4] 20/9 20/11 20/17 54/21
supervised [1] 35/8
supervises [7] 34/8 34/21 35/3 35/5 35/6 35/10 35/15
supervisors [4] 63/20 74/18 180/16 211/4
support [8] 28/18 29/16 30/11 34/12 40/9 75/12 104/8 129/19
supporting [1] 137/17
suppose [1] 207/2
surcomes [1] 191/18
sure [48] 6/23 24/15 35/18 39/3 39/5 39/19 39/22 39/25 41/1 41/19 41/22 42/1 48/16 48/21 50/1 52/12 53/2 54/7 55/8 55/10 57/15 66/14 75/17 81/15 81/19 83/11 83/13 84/4 85/11 87/14 93/5 93/5 97/18 100/9 109/18 139/9

149/3 149/5 149/13 155/6 162/3 167/1 189/11 192/3 194/7 203/13 205/8 211/15
suspect [4] 105/21 108/20 193/11 195/14
suspension [1] 116/13
swear [3] 19/15 155/13 171/14
switch [6] 144/1 144/23 173/11 179/6 179/10 210/23
system [4] 54/7 55/12 75/15 158/15

T
tab [8] 149/12 149/23 149/24 150/1 150/17 162/4 162/5 164/11
tabbed [1] 161/1
table [5] 52/9 52/18 52/23 68/13 68/14
tackle [1] 41/6
tactics [3] 63/23 68/5 68/14
take [27] 4/23 9/22 10/5 13/21 59/14 78/12 79/17 89/7 106/9 120/15 122/11 123/13 125/21 126/22 127/4 127/10 134/15 136/15 139/25 155/4 155/6 158/14 166/24 169/25 185/5 188/22 203/1
taken [4] 1/19 46/3 203/1 213/18
takes [1] 68/14
taking [1] 145/19
talk [13] 15/24 17/24 25/24 82/18 89/2 93/24 144/25 176/8 180/15 192/23 193/7 214/13 214/22
talked [11] 86/16 142/7 148/21 148/25 151/2 152/1 163/4 163/23 163/25 168/3 211/23
talking [20] 33/1 69/23 70/25 74/10 92/23 124/7 133/1 133/1 136/25 137/4 137/5 138/16 146/4 148/19 176/6 187/15 199/1 202/15 213/13 215/12
talks [2] 87/22 130/16
tandem [3] 94/9 94/17 95/5
tapestry [1] 125/3
target [4] 36/2 36/7 123/7 125/8
taught [2] 127/15 139/11
tax [1] 72/20
taxable [1] 73/15
taxes [1] 52/7
Tea [3] 85/16 109/14 109/16
Teachers [1] 43/14
team [4] 94/9 95/6 132/5 142/21
teams [1] 125/17
Teamster [1] 79/14
Teamsters [14] 1/11 2/18 4/5 9/14 13/11 14/4 42/19 44/23 80/13 133/19 173/25 177/2 199/16 207/19
Teamsters 620 [1] 13/11
technical [5] 33/8 52/19 113/12 113/15 207/8
Technically [1] 16/13
technology [1] 40/8
tell [14] 19/16 55/22 61/17 79/16 89/20 155/13 171/14 174/12 175/16 184/15 192/7 194/5 198/18 198/22
telling [3] 56/12 85/10 118/12
tells [3] 90/2 90/14 130/10
ten [3] 35/22 156/23 197/21
ten-year [1] 156/23
tends [1] 127/16
Tennessen [2] 134/9 135/2
Tennison [1] 110/18
tenure [1] 197/13
term [11] 10/17 16/13 16/16 29/16 36/20 36/22 53/9 65/19 123/23 124/12 198/16
termination [1] 77/23
terminology [1] 198/24
terms [55] 6/18 10/17 13/1 17/2 18/7

T
terms... [50] 22/19 27/1 27/15 29/22
30/8 30/14 30/23 33/8 38/3 39/18 41/21
47/13 48/10 48/16 49/23 50/5 50/20
50/21 51/8 51/21 52/24 53/25 54/22
56/22 57/18 58/1 64/12 64/22 65/4 67/2
67/4 68/9 69/24 74/13 74/14 77/3 83/22
87/10 102/18 109/12 109/22 109/24
111/10 126/3 140/24 168/22 173/4
182/3 186/12 215/18
territory [1] 34/7
testified [9] 40/13 107/6 141/22 145/2
169/6 200/5 206/7 211/16 211/25
testify [9] 9/1 12/25 90/6 90/16 92/18
95/9 96/9 106/17 158/1
testifying [4] 102/13 105/24 106/16
149/6
testimony [26] 4/23 7/23 9/3 9/4 9/7
9/25 12/22 13/7 15/12 15/19 16/20
16/22 17/10 17/19 17/20 86/9 94/2 94/3
100/13 117/20 119/4 126/13 134/2
167/11 193/10 214/19
th [1] 58/7
than [39] 8/22 10/7 13/23 15/9 33/24
38/17 47/18 55/15 55/16 55/18 55/24
56/11 57/10 57/17 64/15 65/19 66/15
66/16 67/5 76/11 84/20 91/19 102/21
114/25 116/13 117/5 118/23 121/16
125/21 127/18 130/22 134/12 136/1
136/4 138/6 167/18 170/25 175/25
177/13
thank [26] 8/1 8/14 13/9 13/12 18/20
18/21 19/3 19/6 19/19 106/19 118/19
118/21 155/1 155/3 155/17 164/7
166/18 166/23 171/17 185/5 212/9
212/22 212/23 214/24 218/11 218/12
Thanks [2] 118/23 208/25
that [1189]
that's [4] 64/5 135/9 202/10 208/25
their [156] 8/11 10/10 10/19 10/24 11/4
11/7 11/7 11/8 11/12 11/12 11/17 11/17
11/18 13/1 13/3 22/10 23/3 23/4 23/8
25/17 25/18 25/19 25/19 25/20 25/25
26/4 26/6 26/8 26/24 27/2 27/2 29/1
35/23 40/18 40/20 41/2 41/2 41/24 42/2
45/3 46/5 49/6 49/23 49/24 50/21 50/22
54/21 55/1 55/10 55/13 58/8 59/14 62/9
64/10 64/23 65/4 66/1 70/4 71/9 73/6
73/8 77/12 78/5 78/9 81/15 85/5 85/8
85/24 85/25 86/3 92/1 93/8 93/11 93/12
93/13 101/12 107/13 107/18 107/19
107/23 108/8 108/9 111/2 111/10
113/25 115/16 116/2 116/6 119/16
119/19 120/8 120/10 120/11 121/6
121/9 121/9 121/10 121/12 121/13
121/17 122/4 129/14 131/23 132/5
133/14 137/16 139/1 140/2 142/9
142/20 145/18 147/17 148/20 159/9
165/20 165/23 167/13 167/23 168/10
175/4 175/5 175/6 175/6 176/7 176/7
178/5 178/15 178/23 179/2 179/4
179/15 179/15 179/18 179/23 180/4
180/23 181/1 181/4 181/5 181/8 181/12
181/12 183/14 184/7 186/12 187/24
195/19 200/10 208/3 208/4 208/5 208/7
208/11 208/20 210/6 212/4
them [86] 11/10 16/17 23/2 24/22 26/25
36/9 41/7 42/10 44/19 44/20 44/21
44/23 44/25 45/2 45/3 51/11 53/11
59/14 62/7 63/21 66/1 76/9 79/23 80/5
82/22 84/2 84/12 85/23 86/14 87/17
89/4 90/8 98/18 100/4 104/6 109/2
109/6 110/17 112/19 113/19 113/24

115/11 115/15 116/7 120/6 120/15
121/18 133/1 133/24 141/17 145/14
145/15 157/15 157/17 157/20 159/13
159/14 159/14 159/18 166/7 167/15
167/18 167/24 168/15 168/19 170/13
170/15 170/16 171/1 176/5 177/19
178/6 181/1 181/12 183/15 185/14
190/21 192/2 194/20 200/14 202/25
204/10 205/12 207/12 208/9 213/1
themselves [12] 62/1 69/18 69/19 71/2
76/16 77/7 79/19 126/9 181/13 183/10
194/22 203/8
then [86] 7/23 9/15 12/24 18/2 20/14
20/17 21/20 22/15 22/16 27/25 27/25
30/5 30/6 31/9 31/20 31/21 32/2 32/16
34/18 35/7 35/12 37/17 40/1 42/23
43/12 43/21 43/23 43/25 44/2 44/10
44/13 44/25 45/11 45/19 45/23 53/11
56/7 59/10 66/18 69/11 70/1 70/15 75/8
77/11 81/1 89/3 91/3 94/20 98/17 100/4
104/3 106/9 106/11 107/15 115/23
119/22 120/4 126/14 128/16 129/18
130/17 132/6 140/12 145/9 145/18
146/17 162/25 165/9 165/16 167/14
168/6 168/10 168/14 169/6 169/18
175/25 177/14 178/25 179/3 181/3
191/22 194/20 195/23 201/22 212/6
216/11
there [196] 12/3 12/5 12/6 12/18 15/15
17/21 18/2 22/13 22/14 22/16 25/13
26/1 26/5 26/10 27/10 28/15 31/8 31/9
31/16 31/17 31/20 32/6 32/21 32/22
33/19 34/19 36/8 37/21 38/25 39/14
43/15 43/16 43/20 43/22 43/23 43/24
45/16 46/19 47/7 47/13 50/2 52/8 52/10
52/10 53/2 53/19 54/22 55/5 56/7 56/8
56/16 56/16 57/16 57/18 58/5 58/24
65/15 65/17 69/4 69/5 69/16 70/5 70/6
70/7 70/19 72/9 72/10 72/11 73/12 77/7
77/19 78/20 81/5 81/17 91/14 91/21
91/24 92/3 92/8 92/8 93/6 93/10 95/15
97/10 98/6 99/5 101/3 102/14 105/16
106/6 109/10 109/19 113/13 114/13
116/24 119/11 119/12 119/14 119/14
119/15 119/23 120/4 121/21 122/7
122/9 123/3 123/16 123/16 124/4
124/17 125/8 125/8 125/10 126/12
126/19 126/20 127/17 127/18 127/20
127/22 127/22 127/24 127/25 128/9
128/10 129/23 129/24 131/22 132/10
134/11 134/16 134/17 134/17 134/18
136/2 137/4 140/17 142/10 142/11
143/20 145/2 145/17 145/18 146/22
147/11 147/18 147/22 147/23 147/23
148/1 148/2 149/23 150/13 150/22
150/23 151/9 152/5 152/7 153/4 154/19
155/8 159/5 159/7 159/24 159/25 161/3
161/23 163/25 167/2 168/12 168/17
168/18 168/19 174/18 176/6 184/25
188/7 188/24 192/11 195/2 196/22
198/2 200/11 201/24 203/8 205/16
206/11 207/10 207/13 211/21 211/25
213/2 213/19 215/4 215/17 217/24
there's [1] 93/5
therefore [5] 9/3 10/12 12/9 140/5
195/17
thereto [1] 13/8
these [13] 74/25 104/8 129/14 133/8
168/16 179/17 197/3 202/24 204/2
204/11 216/13 217/5 217/19
they [327]
they may [1] 42/5
they're [10] 55/9 64/3 122/3 126/18
127/21 154/11 154/11 202/16 206/15

208/1
thicker [1] 127/18
thing [18] 10/7 14/16 15/5 15/21 16/18
27/6 43/2 64/6 74/24 100/25 129/7
134/25 178/17 179/14 193/9 205/21
214/17 215/12
things [41] 5/18 14/24 17/4 17/6 26/17
33/2 35/17 45/13 45/14 46/18 49/25
51/25 54/10 54/23 56/14 57/4 58/11
58/12 64/22 64/24 65/2 72/12 74/9
83/21 83/22 96/5 100/13 100/14 100/15
119/15 126/4 139/19 141/1 147/22
154/9 158/14 160/23 175/5 194/24
214/2 217/5
think [90] 5/22 6/1 8/9 9/8 11/25 13/15
15/5 15/21 18/22 24/24 29/20 38/6
58/18 58/22 63/12 64/17 64/22 67/24
69/4 72/17 75/1 78/25 81/7 83/9 86/20
87/12 91/10 94/1 97/6 98/12 100/14
109/16 113/14 115/21 127/5 140/18
141/13 144/18 154/5 157/25 158/16
160/25 167/17 169/21 169/24 176/19
178/11 178/17 182/6 182/8 186/8 187/2
189/21 190/4 190/8 190/9 190/13
193/25 195/25 196/1 196/2 196/22
198/16 199/25 200/21 201/24 205/12
205/21 208/2 208/2 210/3 211/16
211/25 213/16 214/3 214/15 215/10
215/21 215/24 216/3 216/4 216/16
216/17 216/22 217/3 217/7 217/9
217/10 217/16 218/8
thinking [1] 13/18
thinks [2] 14/15 125/10
third [4] 7/7 9/16 18/2 120/16
this [136] 4/2 4/5 4/10 5/1 5/3 5/22 6/10
8/5 8/21 8/25 12/2 12/13 13/18 13/21
13/25 14/13 15/13 15/13 15/18 15/20
15/21 16/3 16/6 17/25 18/8 18/16 19/17
25/8 27/19 27/23 38/2 38/6 44/11 45/21
45/22 51/21 51/25 54/18 57/22 67/18
70/3 70/16 77/23 77/25 78/6 78/18
78/20 82/16 83/14 86/25 92/22 92/23
96/5 96/6 97/13 97/23 99/24 104/25
105/1 108/14 111/5 111/23 112/12
121/3 124/10 126/10 127/19 130/9
130/12 131/6 131/8 134/20 136/5
136/10 137/15 138/3 138/7 138/13
138/17 139/13 139/18 140/4 140/11
140/13 141/11 141/12 147/4 149/11
149/24 151/10 152/5 154/20 155/8
155/14 162/13 162/15 163/2 163/3
163/20 164/7 164/14 164/19 165/10
167/2 167/25 169/6 169/7 170/18
171/15 177/19 180/18 180/22 183/5
184/8 184/25 191/3 191/24 194/23
194/24 194/25 195/9 195/22 195/25
196/14 203/11 203/16 210/17 211/16
213/1 213/3 215/4 215/7 215/19 216/10
217/8 218/13
Thompson [2] 51/1 61/13
Thor [1] 43/24
those [113] 6/16 6/23 7/2 7/4 9/3 10/22
11/2 14/17 17/6 20/20 20/22 21/13 22/1
22/4 22/6 22/7 22/12 23/15 23/18 23/20
23/22 23/23 25/17 25/22 25/25 26/3
26/9 26/16 27/5 29/3 29/13 30/1 30/4
31/5 31/7 31/12 35/18 37/7 37/14 37/15
37/18 37/25 40/4 41/1 41/4 42/2 45/17
46/20 49/7 49/11 51/7 52/6 52/8 53/10
55/11 55/13 57/16 58/15 60/24 65/4
65/15 67/17 68/15 69/17 70/10 71/17
73/11 74/11 75/2 77/9 77/17 83/11
83/12 84/20 92/13 92/17 94/9 98/7
100/14 100/22 102/8 106/6 106/10

T
those... [30] 110/1 126/7 127/5 138/17 143/16 144/12 144/22 148/9 153/13 156/13 157/19 159/13 159/16 159/23 162/25 166/5 166/10 167/15 168/17 170/20 174/15 186/22 186/22 194/14 194/24 197/23 202/13 212/14 212/15 212/19
those two [1] 186/22
though [7] 11/4 38/15 57/12 165/24 173/16 176/2 215/18
thought [10] 79/5 94/11 150/9 178/21 178/21 183/8 183/9 183/20 183/22 199/13
thousands [1] 203/9
thread [1] 125/2
threatened [1] 61/9
three [25] 16/21 18/3 20/10 20/15 30/22 34/3 39/3 66/16 69/10 72/13 76/11 77/2 77/19 92/16 94/8 95/15 133/23 133/23 162/19 162/20 162/25 167/22 169/18 176/19 190/6
three-fold [1] 20/10
three-person [1] 39/3
thrilled [1] 183/4
through [33] 9/24 17/9 29/6 42/4 42/8 42/22 44/3 44/24 45/4 50/4 50/17 51/17 56/10 58/10 70/12 107/17 120/3 120/7 120/12 120/16 121/19 129/3 129/3 136/10 137/16 138/2 140/1 142/12 142/14 153/3 153/9 184/19 190/21
throughout [6] 81/16 123/19 129/20 142/18 178/1 178/4
throw [1] 176/13
thrown [1] 124/8
tied [1] 49/9
time [80] 7/18 8/6 8/21 9/3 14/2 15/15 23/24 23/24 28/3 29/19 29/24 30/1 43/4 43/10 43/12 43/14 43/17 44/2 44/10 45/2 58/5 66/9 78/20 84/4 104/19 104/19 110/1 114/7 116/24 120/1 122/8 123/7 124/10 126/23 134/21 138/1 143/10 146/11 146/24 147/1 147/22 155/8 156/9 157/6 160/14 160/17 167/2 167/17 169/8 170/22 172/16 172/24 173/5 173/6 173/7 174/6 176/2 176/9 176/11 177/6 177/14 177/24 178/24 179/9 180/16 184/5 184/25 185/23 192/13 192/25 196/1 202/25 204/9 211/20 213/1 213/5 214/4 215/9 215/11 218/13
times [26] 16/25 23/21 30/9 49/19 61/10 62/23 63/23 64/1 64/7 64/10 64/21 65/3 66/16 68/8 77/15 90/3 90/15 97/2 111/5 112/24 113/4 113/7 113/21 122/16 125/6 197/2
timing [2] 7/12 146/5
tired [1] 18/3
title [2] 7/8 40/19
to the [2] 8/3 103/14
today [24] 4/9 4/23 7/13 7/15 7/16 7/18 7/23 11/24 12/12 13/20 18/14 95/8 98/10 99/17 101/24 147/16 161/21 169/22 170/19 175/18 187/8 188/14 214/15 215/2
together [9] 44/8 126/18 137/16 138/11 173/24 176/13 191/20 192/16 201/12
told [9] 64/1 89/16 92/19 132/6 177/18 182/24 183/17 208/11 208/20
tomorrow [2] 122/10 137/9
tone [1] 13/16
tonight [1] 137/8
too [8] 63/7 86/22 93/14 121/13 180/2

180/22 201/21 207/8
took [4] 136/5 143/16 177/16 180/4
top [6] 23/12 23/14 31/2 142/11 150/1 153/8
forwards [1] 195/16
total [5] 62/12 62/14 62/25 102/20 115/1
totally [2] 179/3 206/16
towards [5] 34/15 50/16 52/11 63/21 212/16
traditional [4] 13/23 15/10 36/3 56/10
train [3] 84/6 110/17 122/8
trained [6] 41/2 41/5 64/22 111/1 111/2 135/1
training [20] 29/19 30/10 59/9 64/23 73/10 73/14 73/17 73/18 73/25 74/1 74/13 74/14 75/6 83/23 84/2 101/22 110/16 110/17 120/11 121/17
trainings [2] 73/12 110/24
transcribe [1] 213/2
transcribed [3] 1/23 5/4 214/19
transcript [7] 5/12 5/16 5/19 6/3 219/8 219/9 219/11
transcription [2] 5/5 214/19
transfer [3] 6/22 52/6 53/6
transferring [1] 53/25
transfers [2] 52/4 53/9
Transit [1] 185/25
translated [1] 27/25
transparency [3] 27/11 72/3 142/10
transparent [1] 125/25
transparently [1] 213/18
transport [1] 93/4
travel [1] 43/20
treasurer [4] 23/1 31/2 31/8 73/17
treasurers [1] 73/7
treasury [1] 86/22
tree [1] 135/22
tried [2] 117/15 147/17
trivial [1] 196/4
troop [1] 59/2
trouble [2] 180/3 204/8
true [21] 58/16 84/24 96/18 104/5 104/17 104/22 105/6 106/24 108/7 114/6 145/4 152/1 168/8 200/14 200/16 201/10 201/20 201/25 202/12 205/1 219/10
truly [2] 54/8 76/2
trustee [2] 175/20 176/9
truth [11] 19/16 19/16 19/17 128/15 130/7 155/13 155/14 155/14 171/14 171/14 171/15
truthfulness [1] 141/8
try [16] 24/6 29/3 37/5 37/7 37/24 52/22 53/20 73/21 78/19 94/13 97/20 125/6 144/23 166/10 169/25 213/17
trying [10] 24/17 37/22 72/17 119/10 141/18 146/10 147/22 164/3 183/10 200/3
tuned [1] 120/25
turn [11] 37/13 41/24 149/12 150/1 150/13 162/4 162/20 163/1 163/6 163/11 163/24
turned [4] 78/23 155/11 167/5 185/3
turns [3] 69/8 78/18 107/8
Twin [6] 21/14 34/23 34/24 35/13 36/6 44/6
two [36] 5/17 6/1 15/22 16/6 16/20 18/1 18/2 21/14 31/21 34/19 39/23 45/20 109/8 132/2 136/25 141/1 147/6 149/23 150/23 157/11 157/13 160/3 162/7 162/20 165/11 169/18 169/19 170/11 186/22 186/22 190/6 193/9 207/9 213/3 213/8 215/4
two-fold [1] 16/6

two-month [2] 45/20 215/4
two-to-one [1] 160/3
tying [1] 133/15
type [11] 17/15 54/18 93/25 124/17 136/7 136/10 138/24 139/13 173/15 182/25 194/17
types [2] 49/11 204/2
typically [28] 22/2 22/17 22/21 23/16 25/7 25/22 28/25 31/25 36/2 37/11 40/23 41/9 41/14 42/11 42/13 45/20 46/20 57/13 80/6 80/8 82/9 87/19 88/5 113/11 120/1 120/6 120/22 126/25

U
uh [30] 40/15 79/15 80/25 81/2 81/4 81/4 81/9 82/6 83/5 83/8 84/9 84/23 86/19 89/6 89/18 90/4 117/7 117/9 117/13 122/20 127/11 145/11 150/6 151/4 151/7 151/25 164/2 164/22 182/10 197/14
uh-huh [30] 40/15 79/15 80/25 81/2 81/4 81/4 81/9 82/6 83/5 83/8 84/9 84/23 86/19 89/6 89/18 90/4 117/7 117/9 117/13 122/20 127/11 145/11 150/6 151/4 151/7 151/25 164/2 164/22 182/10 197/14
ultimately [3] 24/14 86/2 183/3
Um [2] 98/19 109/13
unable [1] 7/12
unacceptable [1] 54/5
unanimously [1] 178/11
unavoidable [1] 8/25
uncomfortable [1] 218/7
under [47] 10/9 10/21 15/25 16/3 16/18 17/10 40/14 71/23 79/22 79/22 81/11 85/22 88/24 90/17 91/1 91/17 93/9 95/12 95/16 99/15 101/16 102/13 106/17 123/10 130/18 130/19 136/12 136/13 137/2 139/13 139/22 140/3 151/5 151/10 165/12 167/16 170/12 170/16 170/19 170/20 171/2 181/18 197/13 197/15 215/10 216/14 217/2
underfunded [1] 54/14
underpinning [1] 60/18
understand [19] 20/22 87/16 89/25 92/7 92/11 92/16 94/5 95/22 95/22 109/18 110/21 133/16 143/7 160/19 166/2 169/5 177/9 185/15 205/19
understanding [7] 17/4 107/12 135/20 135/21 168/10 186/11 206/11
understands [2] 11/22 198/16
undertaken [1] 17/1
unethical [1] 68/11
unfair [2] 119/14 136/14
unfinished [1] 168/7
unfortunately [1] 213/15
unhappy [3] 144/12 147/20 148/12
unilateral [1] 124/16
union [137] 1/11 4/21 15/6 15/20 16/7 16/13 17/11 17/18 17/22 21/2 21/6 21/12 24/14 24/25 25/4 25/6 25/11 26/13 26/14 26/15 26/18 26/21 26/24 27/9 27/13 27/16 27/21 27/24 28/19 30/5 30/6 30/8 30/21 30/23 31/1 31/3 31/11 31/23 31/24 32/7 36/14 36/19 36/21 37/6 37/10 39/25 41/22 42/10 42/19 43/3 45/9 46/2 50/23 51/7 51/17 51/21 52/5 52/22 53/22 58/2 58/10 60/11 60/19 60/25 61/23 64/11 64/13 65/8 67/19 68/10 69/7 73/7 73/13 73/17 73/22 74/1 74/2 74/15 74/16 75/25 76/17 77/3 79/17 79/18 80/3 80/7 80/16 81/12 84/5 84/22 85/8 86/3 86/6 87/4 88/11 88/18 103/15 103/16 104/5

U
union... [38] 104/12 104/18 113/24 114/2 116/25 128/17 143/10 145/22 152/7 156/4 160/22 172/17 172/19 172/23 174/6 174/20 174/24 178/17 179/15 179/23 179/25 180/1 180/5 182/25 183/8 183/14 185/13 185/16 189/18 189/25 190/1 192/12 193/4 193/22 199/11 199/14 211/18 212/1
union's [3] 30/19 39/19 39/19
unionization [1] 58/10
unions [43] 13/23 21/13 21/24 22/8 22/11 25/17 26/5 26/12 28/9 30/5 30/20 33/10 41/1 41/19 42/1 42/5 42/14 51/3 51/5 51/5 51/11 58/14 60/14 69/17 73/6 73/21 80/9 80/12 101/3 135/25 137/18 137/18 138/14 138/14 173/20 177/19 183/10 189/22 190/6 190/15 190/24 200/15 204/10
Unionunit [1] 28/14
unique [5] 26/15 27/6 27/13 29/21 29/22
uniquely [1] 32/2
unit [36] 25/6 33/18 35/4 35/7 45/2 80/15 81/6 109/8 115/25 121/24 123/5 123/5 123/17 128/24 128/24 129/24 129/24 129/25 129/25 130/1 131/12 132/19 132/23 143/5 143/23 146/23 147/9 147/16 147/25 159/6 159/9 159/24 159/25 162/22 162/23 199/20
united [2] 137/1 141/16
units [24] 17/1 25/22 30/12 34/4 34/19 34/22 35/16 35/17 35/17 35/25 36/8 37/9 37/14 37/19 40/22 40/25 44/23 120/9 123/8 133/14 165/6 199/16 200/10 210/19
University [1] 157/5
unless [6] 52/11 54/20 60/5 83/3 99/18 139/15
unlike [3] 30/20 74/9 134/7
unrepresented [1] 36/9
until [7] 7/23 8/16 44/11 128/22 129/23 169/10 182/3
untruthfulness [1] 141/6
unweave [1] 125/2
up [55] 5/23 7/21 7/22 7/24 8/18 13/24 21/21 21/25 22/9 31/11 31/22 34/15 34/20 44/11 47/14 52/17 53/24 59/3 70/10 73/5 76/14 78/1 78/15 88/19 88/21 93/22 101/9 112/4 112/8 116/23 119/25 123/9 126/16 132/13 132/14 135/23 156/16 169/22 170/1 173/17 173/21 175/22 178/12 178/25 183/6 188/12 188/21 193/4 195/21 196/15 202/13 203/14 206/2 212/25 216/11
Update [1] 39/11
updates [1] 39/10
upon [9] 9/17 52/3 52/22 53/6 53/8 65/12 138/25 142/7 217/1
ups [2] 42/20 209/5
us [37] 13/19 16/5 27/17 29/23 30/8 30/10 30/13 30/16 37/4 40/11 48/1 49/3 49/8 52/9 53/10 55/12 61/17 62/3 80/9 85/10 92/24 99/15 111/21 129/23 142/14 149/15 154/20 158/12 178/5 179/24 180/3 180/25 184/3 191/18 192/7 214/13 217/6
usage [1] 16/12
use [19] 14/18 15/9 15/17 16/12 16/14 17/14 37/7 54/24 63/2 67/24 67/25 68/18 108/21 133/17 158/15 158/17 176/14 180/23 184/6
used [5] 94/2 104/14 158/9 159/20 216/10

uses [1] 94/8
using [2] 215/6 215/19
usual [1] 89/12
usually [6] 22/15 45/24 78/18 88/12 88/12 88/13
utilize [6] 126/16 126/17 158/7 158/11 180/17 181/24
V
vacancies [1] 26/10
vague [1] 59/23
valid [2] 83/15 165/14
valuable [1] 196/5
value [2] 138/24 195/17
varied [1] 157/4
varies [1] 120/7
variety [21] 21/19 21/23 26/11 29/2 30/17 33/5 33/6 33/12 45/12 46/18 47/14 51/24 54/23 58/12 74/8 76/24 87/8 89/23 91/21 91/24 110/6
various [4] 12/25 31/25 111/18 197/16
vary [2] 62/22 123/4
varying [1] 33/14
vast [6] 28/7 29/25 36/11 57/17 108/12 108/20
vendor [1] 138/13
venture [2] 14/13 123/12
venue [2] 47/16 49/22
verdict [1] 169/7
Vermont [1] 43/15
version [1] 96/1
versus [2] 189/1 210/6
very [34] 13/12 14/20 14/21 15/1 16/4 18/13 19/19 25/5 27/13 27/14 29/21 32/18 33/17 33/20 46/3 89/24 97/4 102/8 103/23 121/1 121/14 123/6 132/12 136/19 143/8 148/12 154/20 155/1 156/18 165/9 174/3 184/16 218/8 218/8
vested [2] 113/2 113/6
veto [4] 69/8 69/12 69/20 183/3
via [3] 65/2 70/25 72/23
vice [6] 22/25 25/19 31/17 31/22 180/10 191/14
vice president [4] 22/25 31/17 180/10 191/14
view [6] 16/6 47/6 62/4 77/25 113/11 127/16
views [1] 16/3
violated [2] 16/7 160/22
violating [1] 92/10
violation [3] 17/22 98/18 119/12
Virginia [2] 82/2 82/4
virtually [1] 216/6
vis [2] 72/4 72/4
vis-a-vis [1] 72/4
voice [2] 191/20 201/24
voices [1] 191/21
voicing [1] 26/23
volatile [1] 54/2
voluntarily [1] 80/14
voluntary [2] 6/20 6/21
volunteer [1] 156/8
vote [14] 27/1 27/4 56/2 70/2 85/10 130/3 130/3 131/24 132/20 132/21 133/13 144/8 145/19 178/9
voted [6] 10/23 45/24 69/18 132/3 144/1 180/22
voters [1] 143/25
votes [1] 192/1
voting [1] 207/5
vulnerable [1] 54/3

W
wage [4] 37/21 38/1 48/25 53/10
wages [5] 37/16 48/7 49/6 49/9 49/9
Wahlberg [1] 23/21
waiting [2] 7/20 217/24
waives [1] 19/5
Wal [1] 49/5
Wal-Mart [1] 49/5
wall [4] 123/15 123/15 123/17 123/17
want [63] 5/12 5/16 5/17 6/23 8/11 9/17 13/19 16/16 20/23 38/10 51/10 70/1 70/13 70/14 76/10 76/10 76/15 81/12 81/13 82/20 82/20 82/21 83/19 85/8 85/20 86/22 87/13 87/17 88/18 93/14 94/4 98/23 108/10 109/9 113/20 113/23 116/23 120/21 132/12 138/19 141/3 148/24 168/18 168/24 169/1 181/14 181/19 183/6 183/13 191/22 191/25 196/6 200/25 205/18 205/19 206/16 206/16 206/20 206/21 207/25 211/15 213/22 214/23
wanted [13] 8/2 8/12 78/8 144/23 169/3 171/4 171/8 178/6 182/15 182/23 183/7 183/14 183/19
wanting [2] 178/15 183/12
wants [4] 63/22 109/16 207/3 207/4
war [1] 135/22
warn [1] 184/24
warning [1] 93/7
warnings [5] 91/21 91/24 110/18 110/18 135/3
was [191] 6/4 6/9 8/7 8/17 8/25 9/1 10/20 13/18 13/18 14/10 14/23 17/21 18/3 18/13 26/15 26/15 42/18 42/19 42/20 42/24 43/10 43/15 43/21 43/22 43/24 43/25 44/6 44/11 45/2 48/4 48/4 48/8 58/2 58/3 58/4 58/9 58/9 58/15 59/2 59/2 61/3 62/7 77/7 78/14 78/20 78/22 80/11 81/3 82/2 90/11 93/6 94/16 98/16 99/3 99/4 99/5 99/11 105/1 107/3 107/7 108/19 121/1 122/9 126/13 129/22 132/6 132/12 134/1 134/2 136/25 137/2 137/21 138/7 138/12 139/10 142/20 143/10 143/20 143/22 145/5 145/12 145/17 145/18 145/19 146/1 146/2 146/3 146/22 147/4 147/11 147/25 148/2 148/2 150/9 155/8 155/10 156/5 156/6 156/7 156/7 156/8 156/8 156/9 156/21 157/4 157/23 158/1 158/13 158/14 158/24 158/25 159/5 159/7 159/25 160/4 160/5 160/17 160/17 161/19 161/22 161/23 163/12 163/14 163/14 163/20 164/8 167/2 167/4 169/14 170/12 172/18 172/22 172/24 173/3 173/7 173/14 173/23 173/25 174/6 174/7 175/1 175/25 176/1 176/3 176/3 176/6 176/9 176/18 176/23 176/24 176/24 177/6 177/8 178/16 178/21 178/22 180/5 180/10 180/12 180/14 181/9 182/13 182/13 182/14 182/24 183/9 183/22 183/25 184/5 184/25 185/2 185/23 186/3 186/20 186/24 188/6 190/1 191/2 192/9 192/11 193/3 194/8 200/3 202/20 203/3 203/3 209/24 211/20 211/22 215/12 217/3
Washington [1] 105/14
wasn't [13] 77/10 102/14 145/21 160/21 161/2 161/17 182/8 183/4 183/10 200/7 202/20 209/25 215/2
waste [1] 196/1
watched [2] 45/3 45/3
watching [2] 18/15 44/23
wave [2] 137/21 181/14

W
way [45] 5/22 15/3 25/5 29/7 30/21 37/4 37/13 38/10 38/10 40/9 42/21 42/22 48/20 49/25 50/17 51/21 51/22 58/2 58/9 74/24 80/21 86/25 87/15 90/10 111/23 124/12 126/4 127/20 128/13 137/13 152/2 152/2 152/7 154/3 156/19 171/3 174/9 183/1 185/15 193/4 194/23 196/4 202/19 206/12 217/25
way through [1] 42/22
Wayne [1] 171/23
ways [9] 15/10 47/1 49/25 52/25 56/4 63/16 74/16 75/1 138/2
WCDA [2] 191/13 191/15
we [470]
we'll [1] 94/14
we're [15] 4/23 39/4 50/24 56/21 135/5 141/21 152/23 152/23 153/10 161/21 178/18 181/21 191/23 213/12 215/12
we've [5] 49/20 51/24 120/20 170/2 205/13
website [8] 40/9 71/9 73/1 73/2 73/3 83/14 102/1 102/3
websites [1] 83/20
week [2] 175/22 215/12
weeks [2] 146/21 147/7
welfare [1] 46/19
well [84] 6/20 9/3 17/19 25/24 27/10 38/3 40/19 48/3 50/16 53/18 56/1 60/16 60/17 62/16 66/9 69/2 71/7 75/25 77/25 81/1 85/1 85/23 86/21 87/8 89/22 90/20 90/22 91/3 91/22 93/22 95/20 99/13 99/15 99/20 103/23 104/21 108/1 108/4 109/16 109/25 111/12 119/20 120/25 122/4 123/20 130/8 133/10 134/24 135/2 139/17 144/18 145/18 148/3 156/4 157/22 167/25 168/5 170/18 174/3 175/11 175/16 175/19 177/4 177/5 182/6 183/7 184/21 186/14 186/17 187/4 188/5 188/9 190/11 193/8 194/15 195/14 198/25 202/8 202/15 203/8 210/17 214/16 216/3 218/1
went [11] 6/16 42/20 42/21 125/16 138/2 138/3 139/25 173/25 176/5 177/10 179/15
were [73] 7/14 8/16 10/22 14/9 44/3 44/22 58/13 80/5 81/5 83/1 84/11 85/16 96/17 104/25 109/7 109/8 117/3 119/1 120/25 131/16 131/24 132/13 132/14 136/6 137/4 140/2 142/8 143/3 144/8 147/3 147/12 147/12 148/3 149/10 149/19 150/4 150/4 153/23 157/20 159/8 159/11 159/15 159/20 160/14 161/3 170/13 172/17 175/20 175/24 176/10 176/11 177/4 177/18 178/4 178/24 179/2 180/25 183/18 184/1 184/2 186/1 191/6 197/23 200/2 201/12 202/5 202/6 202/7 202/15 210/3 210/16 211/17 211/21
weren't [1] 200/4
Western [1] 123/13
WESTMORELAND [6] 3/6 34/7 34/16 119/4 151/22 152/14
what [206] 5/11 11/24 12/4 12/8 12/11 12/20 14/8 14/10 17/14 17/16 18/16 20/2 20/5 20/5 20/22 24/23 26/4 33/3 38/19 38/25 40/16 42/15 44/14 47/21 49/17 50/23 51/16 53/15 56/20 57/23 59/12 59/15 59/16 59/23 60/7 60/13 60/17 62/7 62/12 63/21 69/7 70/12 72/3 72/18 73/10 76/9 76/15 79/16 79/16 81/5 84/10 85/19 87/17 87/18 89/21 92/18 95/9 96/7 99/3 100/4 103/10

103/24 111/11 115/20 119/7 119/10 119/11 119/13 119/22 120/3 120/3 120/17 120/18 120/18 121/23 122/9 123/25 124/4 124/4 124/4 124/7 124/8 124/23 125/4 125/15 125/23 126/5 126/22 126/23 127/2 127/2 127/3 127/12 127/17 129/8 130/4 130/10 130/14 130/25 131/10 131/10 133/19 135/20 136/17 136/19 136/24 137/14 138/2 138/10 138/11 138/17 140/8 140/22 140/25 141/9 141/18 141/22 141/24 142/14 144/17 145/5 148/4 148/8 150/15 150/19 152/14 152/18 153/10 155/23 156/3 156/11 157/3 158/7 160/1 161/12 161/18 161/18 161/21 161/22 162/15 163/10 167/9 170/23 171/4 171/24 172/2 172/7 172/22 173/13 174/15 175/8 175/9 175/17 176/16 176/24 177/15 177/21 178/21 180/5 180/20 180/24 180/24 181/14 181/21 182/2 182/13 182/13 182/13 183/3 183/18 186/11 186/12 186/25 187/3 187/5 187/12 188/6 188/11 188/24 189/1 191/17 191/19 191/22 191/24 192/1 194/14 195/9 195/11 196/10 196/21 197/25 198/14 198/18 198/20 198/25 201/2 204/13 204/15 204/21 205/19 207/1 207/3 213/16 214/1 215/8 216/7
whatever [7] 70/1 70/13 70/14 102/6 114/3 127/25 183/13
when [62] 10/16 13/18 17/20 22/12 26/8 29/9 42/20 42/21 44/22 45/1 45/7 48/3 55/9 59/2 70/20 78/22 79/13 80/6 81/10 95/15 113/16 114/7 115/24 119/2 119/25 122/6 123/23 126/13 127/23 127/24 133/1 136/5 137/5 139/10 143/3 146/18 151/24 155/10 156/5 158/17 163/16 167/4 172/14 172/24 173/1 177/1 180/11 181/3 181/11 185/2 192/10 193/1 194/18 194/18 194/24 199/12 200/4 204/8 204/11 211/16 214/11 218/8
Whenever [1] 167/6
where [102] 21/17 22/4 22/8 22/13 22/22 23/17 23/19 25/2 25/5 26/18 27/19 28/15 28/22 29/3 29/24 30/6 30/20 30/22 30/25 31/5 31/11 31/23 32/3 32/6 32/8 33/15 34/8 34/15 35/17 35/23 36/5 36/13 37/8 37/24 39/3 39/8 40/24 41/25 43/10 45/21 46/1 49/1 49/20 51/12 52/2 54/12 54/24 56/3 56/4 56/8 56/20 57/2 57/23 58/1 58/3 58/4 62/3 63/24 67/18 69/10 69/16 69/16 69/25 70/9 70/15 70/17 70/19 70/24 72/5 74/10 76/25 77/7 77/13 80/11 80/14 82/1 85/12 87/12 88/7 89/10 91/10 101/14 103/19 110/22 114/14 120/5 120/20 120/24 122/7 124/17 130/9 134/18 134/21 139/12 142/21 154/19 163/4 179/1 184/3 185/24 195/5 202/24
whereas [1] 193/12
wherein [1] 28/1
Whereupon [1] 119/1
whether [47] 4/11 4/18 9/17 12/9 25/4 42/6 42/8 42/9 42/9 45/9 50/5 58/5 77/24 88/21 93/22 94/8 94/17 95/5 101/22 102/1 109/15 113/9 114/20 116/15 123/19 129/3 133/7 140/16 149/20 151/13 151/15 159/22 166/6 171/8 175/24 187/21 190/15 192/11 193/19 196/21 199/9 199/9 202/25 204/19 205/16 210/16 217/13
which [85] 4/4 4/11 5/7 6/9 6/18 6/19 7/7

7/21 10/3 10/20 12/4 12/6 21/5 21/9 24/13 25/7 25/8 25/9 25/24 26/14 26/17 27/17 28/1 29/20 30/25 31/10 31/15 32/4 32/21 33/17 33/20 33/22 36/18 36/25 43/18 44/11 45/18 45/25 46/12 47/12 48/11 48/24 54/1 54/13 57/8 66/15 66/25 67/3 68/7 68/14 69/8 71/13 72/19 72/21 74/11 76/11 91/17 91/19 91/25 93/9 100/13 103/13 108/2 127/5 131/17 131/19 131/25 136/21 137/15 138/12 138/21 138/22 138/23 138/25 139/14 140/16 141/17 148/24 152/6 160/25 172/19 179/3 183/4 185/16 212/5
while [6] 13/22 78/17 120/18 145/12 157/22 217/7
whims [1] 54/4
white [1] 140/17
who [78] 6/12 7/12 8/11 10/8 11/1 12/22 12/24 12/25 14/13 14/13 14/17 18/15 18/16 23/19 26/3 31/2 31/18 34/20 35/8 37/23 54/18 65/15 67/9 70/10 79/23 85/10 85/16 85/21 87/10 87/16 88/2 88/3 88/10 89/15 92/14 112/13 112/22 116/20 119/19 121/6 121/22 122/21 125/12 125/15 126/5 127/13 128/4 132/22 138/8 142/1 144/8 144/12 144/22 148/9 156/12 156/13 159/11 161/9 166/25 170/20 173/3 174/10 176/8 178/9 181/19 185/19 186/21 192/14 192/15 196/8 196/9 197/8 199/22 204/20 204/25 205/5 213/6 217/24
whoever [1] 70/12
whole [29] 19/16 20/14 24/25 28/4 30/14 40/10 43/19 47/14 49/14 52/15 56/16 56/24 57/10 58/1 58/11 69/8 73/12 74/8 78/5 88/22 108/8 113/12 124/13 125/3 155/14 171/14 183/1 197/10 199/13
wholesome [2] 46/1 55/17
wholesomely [2] 49/14 111/21
why [37] 12/15 13/1 13/4 13/21 13/24 13/25 14/1 14/8 15/7 47/13 55/22 64/20 69/1 75/24 77/22 78/8 78/12 99/24 99/25 104/25 105/25 108/4 122/2 128/1 128/20 129/9 134/6 137/25 170/19 189/9 189/11 193/6 193/25 194/8 194/24 198/17 204/2
wide [2] 23/10 46/5
widget [1] 56/21
wildly [1] 123/22
will [100] 4/8 4/11 4/17 5/4 5/5 6/13 7/14 7/24 9/13 9/25 10/6 11/13 11/24 12/25 13/6 14/6 14/9 14/12 15/7 15/12 16/1 16/11 16/20 16/22 17/9 17/20 17/24 19/9 22/14 22/16 25/24 26/8 32/12 32/13 33/15 45/19 45/21 45/21 45/22 48/2 52/9 52/15 63/21 66/4 80/10 80/15 90/6 91/3 100/9 103/11 103/12 103/16 103/16 104/19 105/22 106/2 106/6 114/4 119/18 120/6 120/15 120/22 125/6 126/16 126/16 126/17 126/25 128/24 129/1 129/1 130/17 130/24 131/7 134/10 134/11 137/23 138/13 139/22 141/24 149/7 158/11 169/21 170/15 182/21 189/8 195/6 195/20 207/7 207/9 213/1 213/5 213/6 213/16 213/17 214/6 214/12 214/15 214/22 216/7 216/14
willing [1] 108/19
window [6] 147/17 147/22 147/24 147/24 148/2 166/10
winning [1] 144/7
Wisconsin [5] 58/3 136/25 137/7 137/7

W
Wisconsin... [1] 137/7
wishes [1] 23/19
wit [1] 9/24
withdraw [1] 131/7
withdrawal [1] 65/13
Withdrawn [1] 106/18
withdrew [1] 145/19
within [6] 9/3 38/25 134/23 134/23 147/6 147/6
without [24] 7/20 26/22 55/11 55/12 57/20 58/20 59/8 59/19 60/11 60/19 60/19 75/6 75/12 75/15 75/19 76/9 108/8 123/3 126/11 138/15 147/24 161/23 192/4 206/13
witness [22] 8/4 8/5 8/13 8/16 8/17 8/23 9/11 17/10 19/8 19/9 23/20 94/23 107/22 167/9 167/23 169/11 169/20 189/6 196/8 198/16 198/23 213/15
witnesses [1] 9/25
witnesses [11] 16/15 154/19 167/13 167/15 167/22 167/23 169/18 170/11 170/19 190/12 193/9
won [1] 132/22
won't [1] 99/20
word [4] 16/12 16/14 94/2 94/4
words [1] 84/20
work [55] 17/2 27/20 34/1 34/4 34/19 35/4 35/7 36/2 36/6 37/14 40/2 40/24 41/1 41/18 42/1 42/3 43/1 51/2 54/18 56/22 59/14 60/14 61/16 61/18 62/2 85/21 88/17 102/10 110/2 111/6 121/6 121/12 121/17 121/19 121/22 122/5 123/24 124/15 125/22 138/10 142/12 156/12 156/13 169/16 175/13 177/2 177/20 178/19 178/20 189/23 201/12 201/13 205/5 208/3 213/17
workday [1] 184/17
worked [11] 43/2 43/3 43/18 43/23 55/19 127/13 156/9 172/4 172/4 190/20 190/24
worker [2] 124/21 126/11
workers [40] 21/22 24/16 27/20 27/23 37/15 37/23 37/25 43/7 43/7 43/16 49/2 49/5 49/5 49/7 55/8 55/11 55/13 60/3 60/24 63/18 64/10 65/12 75/4 75/18 78/5 121/5 121/13 124/19 125/23 131/22 135/25 136/8 136/15 137/4 137/15 137/17 137/18 138/14 138/15 138/17
workers' [2] 55/6 55/7
Workhouse [2] 159/2 159/4
working [18] 24/13 24/18 29/8 43/5 43/12 43/17 49/15 54/20 54/21 55/1 57/1 57/2 121/22 131/15 137/16 138/16 159/11 175/6
workplace [3] 59/16 65/9 87/20
works [3] 28/8 87/15 95/5
world [3] 5/23 14/21 89/20
world-class [1] 5/23
worried [1] 215/8
worse [1] 37/11
worthy [1] 130/24
would [146] 4/20 5/8 5/9 5/24 5/25 8/20 9/2 9/15 18/6 19/24 27/6 28/1 32/23 47/15 48/11 48/13 48/14 48/24 50/20 51/9 52/17 53/24 54/2 54/22 55/13 55/15 57/22 58/6 59/1 59/10 59/21 60/5 60/7 60/13 60/15 61/13 62/5 62/16 66/6 66/10 66/15 66/23 67/4 68/10 75/25 79/5 81/15 81/21 83/9 84/2 84/12 84/14 84/16 84/19 85/3 85/7 85/21 87/13 87/19 89/11 89/12 89/22 90/17 90/18

91/11 91/21 91/25 92/21 92/24 92/24 93/7 93/8 95/21 99/13 99/22 101/14 108/19 109/4 109/6 112/4 112/15 112/17 112/17 117/19 122/21 123/10 125/12 125/15 126/14 127/6 127/7 127/12 127/21 129/4 133/10 133/18 133/19 133/22 134/18 135/12 140/15 141/2 141/16 153/14 155/12 157/10 157/15 157/16 157/17 162/7 162/11 167/11 168/14 169/6 169/11 171/2 173/17 176/10 176/14 177/19 178/21 182/25 183/2 183/3 184/23 190/6 193/8 193/13 193/14 194/2 195/14 195/18 199/1 199/4 200/17 203/6 203/9 204/21 214/7 215/1 215/2 215/4 215/11 215/14 217/5 217/7
wouldn't [13] 80/21 81/10 83/18 85/12 97/13 123/12 153/13 170/19 173/13 179/25 208/15 208/23 208/24
wrap [4] 116/23 169/22 170/1 196/14
wrap-up [2] 116/23 169/22
Wright [8] 179/12 179/14 180/12 191/12 191/17 202/16 202/18 211/24
write [2] 137/19 212/18
writing [2] 99/3 99/12
written [6] 64/16 95/21 143/14 161/7 163/20 165/10
wrong [2] 136/17 138/3
wrote [3] 161/9 192/17 211/15

Y
yeah [41] 53/18 79/11 80/10 83/13 84/6 87/25 88/4 88/20 88/20 93/17 94/6 96/12 98/2 103/2 103/2 103/23 105/16 107/11 107/15 109/17 113/20 114/22 114/23 115/19 148/15 150/12 159/11 182/8 184/11 189/21 203/6 203/13 204/17 206/15 206/17 207/2 208/2 209/19 212/4 213/11 218/6
year [17] 18/7 22/2 43/12 43/23 77/3 102/23 107/10 113/5 129/23 138/8 156/5 156/23 178/12 186/25 190/5 191/3 194/23
years [30] 14/3 15/18 17/21 22/3 22/21 25/16 31/4 43/5 67/15 77/5 111/22 111/25 115/18 136/5 136/25 138/11 156/5 157/6 157/11 157/13 172/5 172/5 173/10 174/18 174/18 176/19 180/22 195/5 203/2 203/2
yes [168] 7/1 9/20 20/25 38/24 44/19 46/8 46/25 49/19 55/21 60/12 61/2 61/10 63/3 63/11 80/4 81/4 81/25 83/6 83/16 83/18 83/25 86/11 88/1 89/9 89/14 89/18 90/13 91/2 91/5 91/6 91/9 91/15 92/12 95/11 95/13 96/25 97/1 97/5 98/9 98/25 99/1 100/24 101/4 101/13 101/20 102/3 102/7 103/6 103/9 104/2 104/21 104/24 104/24 105/5 105/10 105/13 105/20 105/25 106/13 112/24 113/4 113/11 114/11 115/11 117/8 121/7 128/3 128/25 131/4 132/17 135/4 135/8 135/10 143/12 143/15 143/24 144/6 145/3 145/8 145/11 146/2 146/15 146/16 146/20 148/7 149/7 149/20 149/22 150/8 152/4 164/5 164/6 164/10 164/15 164/18 171/13 171/16 172/13 172/18 173/23 174/14 174/24 175/3 177/3 177/8 177/23 178/16 179/8 179/11 180/8 180/10 180/14 180/19 180/22 181/20 182/1 182/12 185/11 185/14 185/21 186/3 186/7 187/23 187/25 188/17 190/17 192/6 192/25 193/24 194/12 196/20 197/6 197/20 197/24 199/12 199/14 199/17 200/11

200/18 200/20 201/6 201/7 201/13 201/15 201/18 202/1 202/7 202/11 202/15 204/1 204/4 205/9 205/18 206/3 207/1 207/12 207/15 208/6 209/9 210/9 210/10 210/15 211/2 211/5 212/2 212/17 212/20 214/8
yesterday [1] 122/9
yet [2] 101/7 109/3
yield [1] 65/3
you [634]
you'll [1] 85/1
you're [60] 17/19 51/8 51/13 56/14 57/2 57/2 58/23 60/5 60/20 71/14 74/20 74/21 75/8 75/9 76/2 79/2 81/16 81/24 85/1 90/20 93/15 93/15 93/17 95/23 95/25 100/1 103/21 105/2 105/3 114/22 115/17 118/19 122/8 128/13 128/14 130/15 132/7 132/7 133/1 133/1 135/17 137/14 144/8 148/3 150/23 156/25 167/6 168/1 169/2 169/2 170/3 170/5 171/10 185/17 186/12 196/5 198/20 202/12 203/24 212/24
you've [2] 132/7 157/10
your [134] 19/13 19/24 20/2 20/5 20/5 42/15 44/14 51/9 54/8 54/9 55/14 59/16 63/7 65/10 65/12 71/6 71/11 74/22 76/7 76/22 78/24 80/22 82/12 84/20 85/4 86/9 86/12 86/16 86/22 88/24 95/21 97/21 100/12 101/1 101/18 102/9 103/24 105/1 107/12 107/14 108/5 108/14 108/23 110/10 110/16 110/16 110/25 111/19 111/25 112/6 112/20 113/2 113/8 113/9 113/13 113/16 114/9 114/12 114/14 114/19 114/24 115/12 115/20 118/1 122/11 122/17 123/11 126/13 129/5 130/17 135/1 135/20 137/10 140/9 146/25 151/22 152/10 152/14 154/13 155/13 155/21 155/23 156/3 156/11 156/16 157/3 161/1 161/15 163/8 163/12 166/2 168/14 171/21 171/24 172/23 173/3 173/3 173/8 173/21 175/2 175/21 176/10 177/22 177/23 178/7 178/13 179/5 186/11 188/10 188/12 188/25 189/15 189/15 190/11 191/14 191/14 192/7 193/2 195/4 197/4 197/10 197/10 197/13 198/1 202/10 206/11 209/6 209/11 210/13 213/8 215/5 216/21 217/2 217/18
yourself [1] 133/7
Yup [5] 143/6 144/10 149/16 150/3 188/13

Z
zero [1] 77/19