



# Roadmap to Prosperity for Houston Airports and the People who Make Air Travel Possible

How Airlines Profit from a Rugged System at the Expense of Houston Workers, Taxpayers, and Passengers and What City Leaders Can Do About It

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# INTRODUCTION

No matter where we are from or the color of our skin, everyone who works hard should be able to make ends meet, spend time with loved ones, and go to the doctor when they are sick. But contracted airport workers at the City of Houston's major airports are working longer hours for lower wages because greedy airlines like United have rigged the rules against them.

George Bush Intercontinental Airport (IAH) serves as a gateway for visitors to our vibrant and fast-growing city. United Airlines has 77 percent market share at IAH and depends on airport workers and our taxpayer-funded airport to make their billions in profits, but the thousands of airport service workers who make the airport run are struggling to make ends meet. <sup>1</sup>A recent survey of more than 300 contracted service workers, including skycaps, wheelchair attendants and cabin cleaners found that 43 percent of those surveyed are paid the federal minimum wage of \$7.25 an hour, and 96 percent make less than \$11 an hour. Ninety-four percent of the workers surveyed say they do not make enough to support themselves and their families.

It doesn't have to be this way. At dozens of the nation's top airports, including those in Denver, Chicago, Newark, and Los Angeles, mayors and other elected officials have stood with airport workers in recent years to create policies that raise wages, improve jobs standards, and allow workers the right to join together in a union. By speaking out and taking action, 140,000 airport workers nationwide have won raises and other life-changing benefits, 30,000 have won a union with the Service Employees International Union (SEIU), and 114,000 have won a path to \$15 an hour.

IAH is the second largest U.S. hub for United Airlines, yet it is the *only* United hub in the country that has not established a path to \$15 an hour for airport employees.<sup>2</sup> In fact, the current minimum wage at IAH – \$7.25 an hour – is less than half of that set by most of the six other hubs. United, which has received \$216 million in subsidies from the City of Houston since 2011,<sup>3</sup> must lead the way and agree to the same wages and benefits offered to workers at the other major airports where it operates.

Today in Houston, baggage handlers, wheelchair attendants, cabin cleaners and other airport workers are coming together from all walks of life to urge elected officials to stand with us and call on airlines and their contractors to pay all airport workers at Bush and Hobby airports at least \$15 an hour and respect workers' right to form a union – just like they have at other major airports across the country.

## Wage Standards at United's U.S. Hubs

Airport	Airport Minimum Wage
Newark (EWR)	\$19.00 by 2023
San Francisco (SFO)	\$17.66 now
Los Angeles (LAX)	\$17 by 2021
Denver (DEN)	\$15 by 2021
Chicago (ORD)	\$14.10 now with scheduled increases*
Washington (IAD)	\$12.75 now with scheduled increases
Houston (IAH)	\$7.25 now

Source: Various Sources<sup>4</sup>

\* Through their union contract many workers will make at least \$15 an hour ahead of the policy schedule

# SURVEY SHOWS HOUSTON'S CONTRACTED AIRPORT WORKERS ARE BEING LEFT BEHIND

Airport jobs used to be good union jobs, but over the last few decades airlines have increasingly outsourced frontline passenger service positions to low-road contractors, gutting pay, job quality and union rights. Airlines created this system of outsourcing to further increase profits by lowering wages for a larger number of workers. While the median wage for workers employed directly by airlines has increased slightly in recent decades, the median wage for contract workers, already lower than that of airline workers, has been driven down by the airlines.<sup>5</sup>

Now, new survey results show that United's business practices in Houston are the worst kind of this low-wage, irresponsible contracting. Below is a summary of key results from a survey of more than 300 subcontracted workers at IAH, including skycaps, wheelchair attendants and cabin cleaners.<sup>6</sup>

## FINDING: Contracted Airport Service Workers at IAH are Exceptionally Underpaid

Forty-three percent of those surveyed are paid the federal minimum wage of \$7.25 an hour and nearly all – 96 percent – are paid less than \$11 an hour. Ninety-four percent of those surveyed report not making enough to support themselves and their families.

By comparison, a recent study from the United Way of Texas found that even a single adult on a "survival budget" – one that covers only the most basic necessities – needs at least \$11.34 to get by in Harris County.<sup>7</sup> A "stability budget," allowing for modest additions like home internet service and savings, would require at least \$18.82 an hour.<sup>8</sup>

### Living Wage by Family Status in Harris County, as of 2016

	Survival Budget	Stability Budget
Single Adult	\$11.34	\$18.82
Married Couple	\$16.06	\$31.26
1 Adult, 1 School-Aged Child	\$16.65	\$33.88
1 Adult, 1 Infant	\$20.00	\$37.34
2 Adults, 2 School-Aged Children	\$24.27	\$49.03
2 Adults, 1 Infant, 1 Pre-Schooler	\$30.70	\$56.02

Source: United Way of Texas<sup>9</sup>

Roughly half of those surveyed report having to work two or more jobs to get by and 89 percent report never having received a raise.

## FINDING: Workforce Turnover is High, Leading to Increased Security Risk

Among those surveyed, 77 percent have been employed for less than two years. Only 7 percent have been employed more than five years.

Creating a more stable workforce at Houston's airports is critical for our city. The connection between low wages and high turnover among airport service workers has been well documented. After the San Francisco International Airport mandated increased wages and better training for ground-based workers in 2000, turnover was found to have dropped dramatically: by a third overall and by 80 percent in the most affected occupations.<sup>10</sup> Worker performance also improved, with employers reporting reductions in absenteeism, fewer disciplinary issues and fewer problems with equipment maintenance.<sup>11</sup>

The relationship between high turnover and increased security risks is also well documented. A study of turnover at the Sea-Tac Airport conducted by the Port of Seattle in 2014 found that newer workers were much more likely to receive citations for security violations than workers with a tenure of a year or longer.<sup>12</sup>

"I have worked for Huntleigh at IAH for over a year and make \$9 an hour as a baggage handler. Throughout my time working at the airport, I have seen workers come and go. Some new hires don't even make a week because of the high workload. While at work I'm required to move at least 300 bags a day most of them exceed the weight limit. On top of the grueling physical labor, I have to walk a mile just to get from the employees parking lot to the airport. Walking a mile in Houston's heat and humidity is excruciating, even unbearable during the summer months. Then when my eight-hour shift is over, it's too late to catch the bus back to my car, and I have to walk to my car at 1 a.m.

"We're often understaffed, so I can understand why new hires don't stick around which just makes understaffing more of a problem. The low pay, grueling physical labor and poor conditions is not worth it, and they seek other opportunities with a high wage."

**– Leo Tello, Baggage Handler, Huntleigh**



## **FINDING: Many Are Denied Paid Sick Leave and Affordable Health Benefits**

Seventy percent of those surveyed report being denied paid sick leave and personal days off and more than a quarter of workers report being punished or retaliated against for taking a vacation day or calling in sick.

As campaigns to require employers to provide paid sick time in cities like Dallas, San Antonio and Austin have shown, the benefits of paid sick time are numerous, for individual workers and families as well as for public health. Paid sick time allows workers to care for themselves and their families without fear of sacrificing critical income or losing their job, promotes safe and healthy work environments, reduces workplace injuries, promotes preventative care, and reduces health care costs.<sup>13</sup>

While most employees do receive some health benefits, 57 percent say they can't afford to use them. A fifth of those surveyed receive no health benefits at all.



"The cost of living in Houston is so expensive and wages are so low. I can't afford to pay for health insurance at my job. It's been a struggle to pay out of pocket for doctor's visits and medicine. Somehow on \$9 an hour, I make too much to qualify for Medicaid even though I can't even afford my own place, and my son and I share a room at my uncle's house. My son has ADHD, and I can't afford his medication. He's due for his shots and he can't get them. When I work full-time, I should afford to care for my son's medical condition."

**–Le'Shika Frederick, Wheelchair Attendant, ABM**

## FINDING: Alarming Issues with Understaffing, Poor Training, Equipment & Workplace Conditions

Results from the survey suggest that the airlines and their contractors may be cutting corners at the expense of our safety. The workers surveyed report struggles with what they see as inadequate staffing levels, run down equipment, a lack resources and insufficient training.

**Understaffing.** A full 84 percent of those surveyed report not having enough staff on hand to do their jobs well. The shortages lead to errors, delays and safety hazards for passengers, particularly within baggage handling and wheelchair services.

- 53 percent of baggage handlers report seeing delays for passengers as a result of inadequate staffing.
- 37 percent report passengers receiving the wrong bags.
- 24 percent of wheelchair attendants have had to operate more than one wheelchair at the same time.
- 78 percent have had to push a wheelchair and luggage at the same time.
- 62 percent have seen passengers wait longer than 20 minutes for a wheelchair.

The dangers of improper or untrained wheelchair handling were evident in September 2016, when United Airlines employees and the employees of one of its contractors seriously injured a disabled woman while carrying her to her seat during a layover at IAH.<sup>14</sup> According to a lawsuit subsequently filed by the passenger, she left the airport with an injured neck and a torn rotator cuff in her right shoulder. Her wheelchair was also somehow crushed by the airline. The passenger won the suit in 2019 and was awarded \$3.8 million.<sup>15</sup> The *Houston Press* began its article on the incident with the line: “Another day, another scandal for United Airlines.”<sup>16</sup>

**Lack of Safe Equipment.** Contractors also cut corners when it comes to equipment and supplies, forcing workers to make do without the tools they need to do their jobs and exposing them – and sometimes passengers – to health risks and injury.

- 25 percent of workers surveyed report not having the right equipment to do their jobs, or having equipment that is old or in poor condition.
- 45 percent of wheelchair attendants surveyed struggle with broken or malfunctioning wheelchairs.
- 40 percent of cabin cleaners surveyed say they lack the proper protective equipment to work around human fecal matter.



“No one who cleans the airplanes is part of a union. Cabin cleaners are responsible for making sure passengers fly in safe and sanitary conditions. They handle fecal matter, vomit, human fluids, dirty diapers, used syringes and more so that passengers can fly in safe and sanitary conditions. Our jobs are critical. More than \$15 an hour, we need a voice on the job. We need a union. Workers are being fired for little to no reason. Some of us have families or our parents that we’re taking care of, and we can’t afford to get fired over a mistake. A union will protect our rights and keep the peace between workers and our employers. “

– Joan Spence, Cabin Cleaner, G2



**Lack of Emergency Response Training.** Nearly half of respondents – 47 percent – say they do not feel prepared to react appropriately in a crisis. Though frontline workers such as wheelchair attendants, cabin cleaners and baggage handlers play a critical role in maintaining safety and security in the airport, most have received minimal, if any training. Half of those surveyed have received no training at all in any of the following preparedness areas:

- safety protocol for airport evacuations and other high-risk scenarios
- how to use safety equipment
- how to identify unsafe equipment and procedures

Sixty-eight percent have received no first aid or CPR training. For those who have received training in any of these areas, the average time spent in training is around four hours per area. In the wake of Hurricane Harvey, as the City of Houston strives to ensure that future disasters will be met with sound policy and skilled respondents, preparedness training should be a priority at the airport.

## AIRLINES OUTSOURCE GOOD UNION JOBS TO THE LOWEST BIDDER

The state of IAH today shows that the airlines' rigged system is working. The survey results summarized above are the result of a decades-long strategy by airlines like United of outsourcing frontline passenger service positions to low-road contractors, gutting pay, job quality and union rights. Between 2002 and 2018, the percentage of workers in the air transportation industry who are employed directly by airlines dropped from 79 percent to 68 percent, while the percentage of workers employed by contractors rose accordingly, from 21 percent to 32 percent.<sup>17</sup> Airlines created this system to drive down wages for a larger number of workers. While the median wage for some airline workers increased slightly over that period, the median wage for contract workers, already lower than that of airline workers, was pushed down.<sup>18</sup>

Airlines are particularly outsourcing and holding down wages for the jobs done primarily by people of color. In fact, the majority of contracted airport workers across the country are people of color and immigrants. According to figures from the Bureau of Labor Statistics, 86 percent of janitors in air transportation are employed by contractors, rather than by airlines directly.<sup>19</sup> For the job classifications that cover the work of baggage handlers and passenger service assistants, 96 percent and 97 percent of those jobs respectively are now outsourced. What's more, when airlines create pressure for contractors to skimp on wages, benefits, and safety standards, they create a downward spiral that has decreased wages for contracted and direct employees alike. The inflation-adjusted median wage for contracted janitors, baggage handlers and skycaps barely budged between 2002 and 2018, and the median wage for passenger service assistance declined. Airlines also reduced wages for direct employees in these categories. In inflation-adjusted terms, airlines reduced wages for directly employed baggage handlers by more than half – from \$27.18 an hour in 2002 to \$12.79 an hour in 2018.

In outsourcing these jobs to the lowest bidder, airlines not only drive down wages and benefits for workers but also lower efficiency and safety standards, while deflecting liability for the risk inherent in these critical positions. Often, these contracts are awarded through a process of aggressive bidding that, in forcing candidates to quote the lowest price possible, results in understaffing, inadequate training for workers, low morale and high turnover. If the level of service declines as a result of these practices, the airlines can claim it is out of their hands.

In Denver, United's outsourcing of below-wing baggage service to Simplicity Ground Services (a subsidiary of UK-based Menzies Aviation) in 2014 resulted in so many problems, so tarnishing the airport's reputation with travelers, that the CEO of the airport was forced to personally intervene.<sup>20</sup> Passengers reported waiting for their bags for hours at the airport before being told to go home, then waiting for days to have them delivered. Bags were misfiled, piled up on the tarmac, or were lost. The *Denver Post* described the baggage claim area as "utter chaos."<sup>21</sup> According to one United employee quoted at the time: "Simplicity has only about 20 percent of the people they need to do the work. They can't get anyone to come work for \$8 an hour, so that's why they're short-staffed." At present, there is no workforce policy at IAH to avoid such issues.

## AIRLINE INDUSTRY PROFITS ON THE BACKS OF TAXPAYERS

United has received \$216 million in subsidies from the City of Houston to fund large capital improvements that benefit only United, all since United's merger with Continental in 2011, according to a 2018 study by UNITE HERE.<sup>22</sup> In addition, IAH is the only U.S. airport at which United entirely controls three terminals – B, C and E – which allows it to keep millions of dollars of concessions revenue annually that would otherwise go to the City. As a result of these concessions deals, concessions revenue for the city per enplaned passenger at IAH is roughly half that at the Dallas-Fort Worth International Airport.<sup>23</sup>

United Airlines needs IAH operationally as well as financially. The company underscored the importance of its mid-continent hubs – Houston, Denver and Chicago – in a January 2018 presentation to investors, identifying IAH in particular for its southern tier transcontinental traffic and its access to Latin America.<sup>24</sup> It characterized these hubs as “growth opportunities” that are “not yet fulfilling their potential,” and thus worthy of additional attention. And indeed, after “rebanking” its flights at IAH around the same time, streamlining the manner in which connections occur, United saw a 10 to 20 percent increase in passenger revenue at the airport.<sup>25</sup> United's chief commercial officer, Andrew Nocella, told investors at the time: “That is exactly what we were hoping to see.”<sup>26</sup>

Historically, public investment in the aviation sector was based on a social contract that expected airlines to serve public interests and respect community values, upholding key principles such as safety, affordability, support for communities, healthy competition and good jobs.<sup>27</sup> Houston's airports and their airlines have benefitted greatly over the years from just this sort of public investment. However, the airlines and their contractors have undermined this social contract by replacing family-sustaining careers with low wage jobs.<sup>28</sup>

In 2018, despite rising fuel costs and the widespread grounding of Boeing jets, the U.S. airline industry saw its 10th consecutive year of pre-tax profit, and its sixth consecutive year of post-tax profit.<sup>29</sup> United Airlines, which has 11 percent market share nationwide, saw \$2.1 billion in net profit in 2018.<sup>30</sup> In the second quarter of 2019, United announced its best-ever second quarter revenue, marking a 54 percent jump in earnings for the quarter,<sup>31</sup> and raised its 2019 profit forecast.<sup>32</sup> This rise in profitability follows on the heels of a two-year period of concerted cost-cutting, from 2013 to 2015, in which United outsourced approximately 2,300 jobs to low-bidding contractors, setting the stage for a race to the bottom.<sup>33</sup>

United and the other airlines have achieved these profits thanks in large part to the American taxpayer, benefiting from billions in state and federal subsidies. United, Delta and American all paid no cash federal income tax at all in 2015, despite a combined \$19 billion in profits.<sup>34</sup> The US airline industry receives an estimated \$13 billion in annual taxpayer subsidies.<sup>35</sup> Among U.S. airlines, United is one of the biggest beneficiaries of taxpayer support nationwide. One 2015 analysis found that United has received a total of \$44.4 billion in public support, most of it since 2000, including tax exemptions on jet fuel, bankruptcy relief that allowed the company to dump its debts, and a free pass to renege on pensions promised to workers who earned them.<sup>36</sup>

## UNITED AND OTHER AIRLINES ARE LEAVING HOUSTON BEHIND

It doesn't have to be this way. At dozens of the nation's top airports, including those in Denver, Chicago, Newark and Los Angeles, mayors and other local elected officials have stood with airport workers in recent years to pass policies that raise wages, improve jobs standards, and allow workers the right to join together in a union. By speaking out and taking action, 140,000 airport workers nationwide have won raises and other life-changing benefits, 30,000 have won a union with SEIU, and 114,000 have won a path to \$15.

In June 2017, the U.S. Conference of Mayors recognized the need to take action to raise standards at our nation's airports.<sup>37</sup> Its resolution urged all airlines to hire responsible union contractors and ensure that contracted airport workers are paid a living wage with benefits and the freedom to form a union, and urged cities to advocate for airports to be engines of prosperity that provide family-sustaining jobs and boost the economy in their communities.



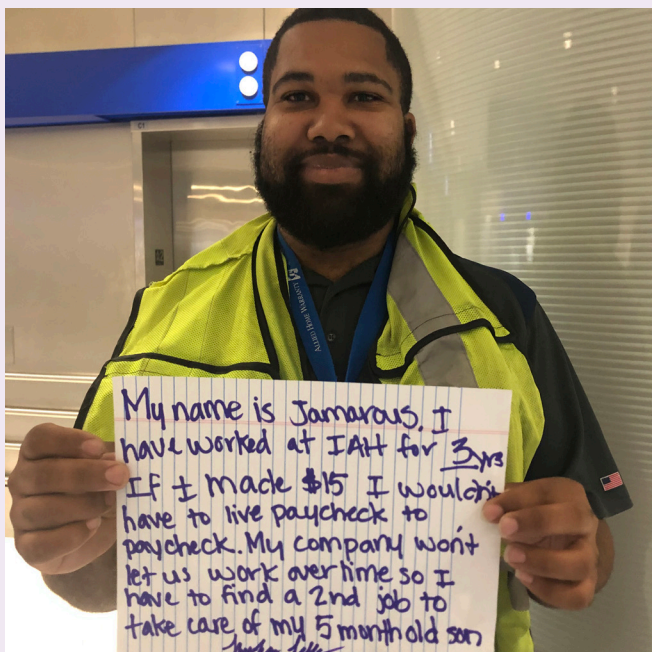
## Minimum and Living Wage Requirements for Large Airports<sup>38</sup>

Airport(s)	Current Wage Required	Law or Policy
San Francisco (concessionaires, city contractors, lessees)	\$17.66 + free individual health care	San Francisco Minimum Compensation Ordinance, San Francisco Health Care Accountability Ordinance
Los Angeles	\$15.25 + \$5.34 benefits (\$20.59 total)	Living Wage Ordinance
Miami	\$13.23 + \$3.17 benefits (\$16.40 total)	Miami-Dade Living Wage Ordinance, Amended July 24, 2018
Seattle	\$16.09	Employment Standards Ordinance
Chicago (ORD and MDW: concessionaires, city contractors)	\$14.10	Executive Order 2014-1
Boston	\$14.00	Board Resolution
Washington DC (DCA, IAD)	\$12.15	Airport Workers Wage Program

Note: Includes only contractor- or airport-only policies, not statewide or citywide requirements.

Policy makers have chosen to invest in our nation's aviation sector through tax subsidies because they recognize the critical public interests inherent in the sector. Increasingly, however, airlines are rigging the rules to maximize profits and undercut worker wages and standards, inflicting strain among individual workers and their communities and creating safety and security risks at the airport. It is now incumbent on present-day elected officials and others responsible for overseeing our nation's airports to ensure that the social contract is upheld.

Raising the minimum wage to \$15 an hour at Bush and Hobby airports will increase total estimated aggregate earnings among affected workers by \$82.5 million, generating 1,000 new jobs in the Houston area and \$168 million in induced sales, according to a 2017 analysis by the Economic Roundtable.<sup>39</sup> What's more, it will raise \$8.5 million in state and local taxes, and allow for significant reductions in public assistance payments at a time when Houston remains hobbled by recovery and flood mitigation efforts in the wake of Hurricane Harvey.<sup>40</sup>



***Jamarcus Taylor has worked at IAH for three years and lives paycheck to paycheck. He says that \$15 an hour would mean he wouldn't have to find a second job to take care of his 5-month-old son.***

Because airlines continue to take public money and rely on public infrastructure while reaping large profits, they have a responsibility to ensure that they are paying their fair share in wages so the Houston workers who generate those profits can support their families. With a minimum wage of at least \$15 an hour and the right to form a union, working people are able to provide for their families, turnover is reduced, the level of security and service improves, and sales and tax revenues go up across the region. Houston's airports should boost communities, not bring them down.

Houston city leaders, as landlord of Bush and Hobby airports, must hold airlines and their contractors accountable to raise these standards, just as elected leaders have in other cities across the country:

- In 2019, an ordinance unanimously passed by the Denver City Council secured a \$15 an hour minimum wage for more than 6,000 baggage handlers, catering workers, cabin cleaners, wheelchair attendants and others at Denver International Airport.<sup>41</sup>
- In 2017, the Los Angeles City Council voted unanimously to raise wages for 10,000 Los Angeles International Airport workers to a minimum of \$17 an hour with health insurance by July 2021 and to require fully-paid emergency response training.<sup>42</sup> If workers are not provided with health insurance, the wage is currently \$20.59.
- In 2018, the Port Authority of New York and New Jersey voted unanimously to raise wages for 40,000 airport service workers at JFK, LaGuardia and Newark airports to \$19 an hour by 2023 – the highest minimum wage in the country.<sup>43</sup>

The impact of these increases is rippling through local communities today, raising living standards and reducing reliance on public assistance. The same change is possible in Houston. Aren't the people of Houston worth it?

## A GREAT CITY DESERVES GREAT AIRPORTS

There is no good reason for airlines such as United to treat Houston like a second-class city. On track to surpass Chicago as the nation's third largest city in the coming years,<sup>44</sup> Houston is consistently ranked among the best large cities in the U.S.<sup>45</sup> Our downtown is thriving, our public transit is expanding.<sup>46</sup> We have basketball, football and baseball teams, and the Houston Astros won the World Series in 2017.<sup>47</sup> Our city's airports, accordingly, are rising in stature. IAH, itself, is the 15th largest airport in the U.S. in terms of passenger traffic and came in 12th in the *Wall Street Journal's* 2018 U.S. Airport Rankings.<sup>48</sup> The airport broke records for passenger traffic in 2018, with 43.8 million domestic and international passengers, up 8 percent from the year before.<sup>49</sup>

It is time for Houston to join the ranks of other major U.S. cities and recognize that all airport workers perform vital operational and security functions and should be valued accordingly. Houston city leaders must ensure that airlines and their contractors pay all airport workers—no exceptions—at least \$15 an hour and respect workers' right to form a union. As the largest airline at IAH, United must lead the way and agree to the same wages and benefits offered to workers at the other major airports where it operates. Only then will IAH become the world-class airport it aims to be.

## RECOMMENDATIONS

In other cities, public officials, workers and their unions have collaborated to address low-road contracting with effective policy solutions. Officials and workers at dozens of major airports in cities like Denver, Los Angeles, San Francisco, Philadelphia, and Miami have taken proactive steps to uphold the social contract with airlines and promote good jobs, stable operations, quality performance, and strong safety and security standards.

Houstonians – whether white, Black, or brown, newcomer or native-born – deserve the same high standards that other major airports enjoy. To address the serious issues at Houston airports today, City officials should enact the following policy recommendations already in place at these other airports:

**Minimum Wage of at Least \$15 an Hour.** Low wages and poor benefits increase turnover. High turnover results in a workforce that is less trained, less experienced and less prepared to provide quality passenger service or react in a crisis. Workers who must endure long hours at multiple jobs in order to earn a living wage have been proven to be less attentive, which in an airport can lead to compromised passenger service and public safety. All airport workers should be able to make ends meet and provide for their families. When stakeholders such as airport workers and their unions, airlines, and contractors work together to improve pay and training standards, turnover goes down and security improves. A living wage isn't just good for business, it's the right thing to do. Houstonians work in one of the busiest airports in the country and the second-busiest U.S. hub for United. And given Houstonians are still struggling to rebuild two years after Harvey, paying workers a living wage is the No. 1 way to reinvigorate our communities and create a Houston that works for everyone. That's why we need a \$15 an hour minimum wage for ALL workers, regardless of whether they are classified as tipped workers.

**Right to a Union.** Airlines and airport employers must respect workers' fundamental right to organize into a union. Labor disputes between workers and their employers can be disruptive to airport operations. Labor harmony provisions can ensure workers and their employers provide quality passenger service in times of discord, particularly during when workers are attempting to organize into a union and the early stages of collective bargaining.

**Responsible Contractor.** Only responsible contractors who pay workers a living wage and respect their right to a union should be awarded airport contracts, whether they be municipal or airline contractors and subcontractors. Hiring responsible contractors ensures that the airport creates parity across the airport and establishes a reliable baseline for everyone rather than creating an incentive for contractors to lower standards in order to compete for work. When contractors are responsible, they pay workers a living wage and create a pathway to form a union, working conditions improve, it lowers the turnover rate, and can improve training standards.

**Worker Retention.** A reliable skilled, stable, and qualified workforce is essential for providing the level of quality service expected from a world class airport. Procedures should be put in place that ensures continuity of trained and experienced workers when airlines switch from one contractor to another.

**Emergency Response Training.** Houston's airport workers face the potential for crisis on a daily basis, whether in the form of a security breach, an active shooter, a natural disaster, or a medical emergency. They must be adequately trained to respond when such crises occur. In addition, passenger service workers whose jobs require them to assist passengers with accessibility needs should receive adequate training on how to assist them and ensure their safety during airport emergencies.

United and the other airlines operating at Bush and Hobby are extremely profitable companies that receive substantial public financial support. Houston city leaders must ensure that they and their contractors uphold the social contract and provide the good union jobs this community needs, paying at least \$15 an hour, and respecting workers' right to form a union.



## Endnotes

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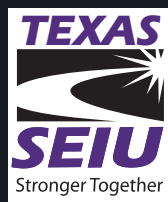
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