



## P-R-O-C-E-E-D-I-N-G-S

3:07 p.m.

1  
2  
3 CHAIRPERSON MILLER: Let's see, so we  
4 have a 3:00 Fact-Finding Hearing for We Work.  
5 Are they here?

6 MEMBER ALBERTI: I think they are in  
7 the hallway.

8 CHAIRPERSON MILLER: Oh.

9 MEMBER ALBERTI: Maybe not.

10 CHAIRPERSON MILLER: Who wants a five  
11 minute break? I do.

12 MEMBER SHORT: Yes.

13 CHAIRPERSON MILLER: Okay.

14 MEMBER SHORT: Five minute break.

15 CHAIRPERSON MILLER: Are you here for  
16 We Work? Okay. So we just completed a hearing  
17 and the Board is just going to take a five minute  
18 break and come back and we will begin your  
19 hearing.

20 MR. JACKSON: We can come up to the  
21 table?

22 CHAIRPERSON MILLER: Thank you. Sure

1 you can sit wherever. I mean, you will be coming  
2 forward to sit at these tables when you are  
3 ready.

4 (Whereupon, the above-entitled matter  
5 went off the record at 3:07 p.m. and resumed at  
6 3:25 p.m.)

7 CHAIRPERSON MILLER: Okay. We are  
8 back on the record. I'm going to call --

9 COURT REPORTER: Ms. Miller, if you  
10 could turn your mike on?

11 CHAIRPERSON MILLER: Right, right,  
12 right. Okay. We are back on the record and we  
13 are going to call the case of We Work for a Fact-  
14 Finding Hearing. We Work is located at 641 S  
15 Street, N.W., License No. 97412.

16 I see you have come to the table  
17 already and why don't we start off with  
18 introductions?

19 MR. JACKSON: My name is Jeff Jackson.  
20 I'm the Agent for the applicant.

21 CHAIRPERSON MILLER: You are the what?

22 MR. JACKSON: Agent for the applicant.

1                   CHAIRPERSON MILLER: Agent. Right,  
2 okay.

3                   MR. SAFDIE: Abraham Safdie, I'm in-  
4 house counsel for We Work.

5                   MR. PIERRE: My name is Carl Pierre.  
6 I run all D.C. operations for We Work.

7                   CHAIRPERSON MILLER: Okay. So this is  
8 what is called a Fact-Finding Hearing. And no  
9 one is put under oath. We got a letter from you  
10 with respect to asking us to consider changing  
11 your status. And we are here to hear about your  
12 business model and your proposals and have some  
13 give and take to explore what is going on here.

14                   Okay. So I think that it would be  
15 good to start off with one of you who may be  
16 prepared to talk about your business model and  
17 what you do and where you are coming from, why  
18 you think the license that you have is  
19 inappropriate and what your ideas are. And then  
20 we will give you some questions.

21                   MR. PIERRE: Sure. I can probably  
22 explain best as to what we do and who we are.

1           We are a sort of New York City-based  
2 start-up. What we do is we create shared office  
3 spaces for different entrepreneurs and small  
4 businesses to work within the same space without  
5 having to commit to a long lengthy commercial  
6 lease, so we have these glass offices that  
7 multiple companies share on multiple floors in  
8 any given building. We have three locations in  
9 D.C. so far.

10           We offer amenities like free coffee,  
11 free tea and we also have draft beer available,  
12 too, so that is usually used during the  
13 afternoons or evenings typically if people want  
14 to network, hang out, socialize, that sort of  
15 thing, but the majority of our members in the  
16 building are all small business owners,  
17 entrepreneurs, that sort of thing, that's the  
18 majority demographic of the building.

19           CHAIRPERSON MILLER: So the whole  
20 building is one type of entity, these small  
21 businesses?

22           MR. PIERRE: Yes. And the businesses

1 range from everything from nonprofits to NGOs to  
2 buying clothing, you know, everything you can  
3 possibly think of.

4 CHAIRPERSON MILLER: So how does it  
5 work with the alcohol part?

6 MR. PIERRE: So typically what we do  
7 is that we have everyone in the building's IDs,  
8 so we know everyone has a certain age. And  
9 typically the buildings won't attract anyone  
10 younger, because they are awfully small business  
11 owners who even have memberships to the building.

12 So basically, we unlock our kegs at  
13 11:00 and we shut them down between 6:00 and  
14 8:00. And typically, all of our keys are within  
15 eye-line sight of our front desk, so we know who  
16 goes up to grab a beer. For the most part, the  
17 kegs are just used for like, I guess, social  
18 lubricant during like working events and things  
19 like that within the building. So our Members  
20 get together. They talk about their products,  
21 their ideas, their businesses and they just kind  
22 of do it over a beer.

1                   CHAIRPERSON MILLER: So where are  
2 these kegs located?

3                   MR. PIERRE: Primarily in all our  
4 pantries or kitchens and all within, again,  
5 eyesight of each community management office.

6                   MR. JACKSON: I have some pictures if  
7 you all would like to see.

8                   MR. PIERRE: Yes.

9                   CHAIRPERSON MILLER: Sure. She will  
10 get them. These pantries, I mean, are these  
11 pantries like on a floor that is shared with lots  
12 of different offices or is it per office?

13                   MR. PIERRE: Oh, no, it's just one  
14 pantry.

15                   CHAIRPERSON MILLER: Okay.

16                   MR. PIERRE: Each floor has its own  
17 kitchen or pantry area and everyone just shares  
18 that kitchen. So everyone puts all the food in  
19 the same fridge, you know, the milk, coffee and  
20 everything is serviceable in that one area.

21                   CHAIRPERSON MILLER: So how many  
22 offices on a floor?

1 MR. PIERRE: It depends on the  
2 building. The building that we are talking,  
3 there is Wonderbread.

4 CHAIRPERSON MILLER: Okay.

5 MR. PIERRE: So we have roughly  
6 between 625 to 650 bodies there, people. The  
7 actual number of companies, I think, I believe is  
8 219 different companies. And these group sizes  
9 range, again, from offices as big as 30 people  
10 to, you know, just single entrepreneurs who use  
11 the space on a daily basis.

12 CHAIRPERSON MILLER: Okay. So there  
13 are a certain amount of offices on each floor or,  
14 you know --

15 MR. PIERRE: Yes. I would probably  
16 say --

17 CHAIRPERSON MILLER: -- different  
18 businesses on a floor?

19 MR. PIERRE: Yes.

20 CHAIRPERSON MILLER: How does that  
21 work?

22 MR. PIERRE: A certain amount of

1 offices per floor. As to the third floor which  
2 is where our actual kitchen pantry is located,  
3 that has 87 different offices on it. Again,  
4 these offices size-wise range.

5 CHAIRPERSON MILLER: Okay.

6 MR. PIERRE: Yes.

7 CHAIRPERSON MILLER: So there are 87  
8 different offices, but they may belong to -- it's  
9 not 87 different businesses, is it?

10 MR. PIERRE: No. Multiple businesses  
11 can get one group of offices together, so they  
12 can divvy up their team. Like you want your  
13 accounting team in one office and your marketing  
14 team in another office for sales calls and stuff  
15 like that, but yes, it depends on the group and  
16 organization and what their needs are.

17 CHAIRPERSON MILLER: Okay. So in this  
18 particular building, the Wonder building you --

19 MR. PIERRE: The Wonderbread Factory.  
20 Yes, so it's the old Wonderbread Factory.

21 CHAIRPERSON MILLER: The bread, right.

22 MR. PIERRE: Yes. So that building we

1 basically have it and we got the top two floors.

2 CHAIRPERSON MILLER: You have the top  
3 two floors.

4 MR. PIERRE: Yes.

5 CHAIRPERSON MILLER: Okay. Do you  
6 have events at any of these offices?

7 MR. PIERRE: Yes. So typically what  
8 we can do, we usually have community events. Our  
9 members request or give us an event request form  
10 and then have deposit and all the stuff that goes  
11 with it, so, yes. Any type of CoI if you're  
12 getting a caterer in or anything else like that,  
13 but typically, yes, we regulate the events. And  
14 the events are typically, again, significantly  
15 focused on a networking business anything with  
16 that kind of theme. Like it's not really just a  
17 party for the sake of having a party. It's  
18 usually based around like, you know, Latinos in  
19 business working in D.C. here or something like  
20 that.

21 CHAIRPERSON MILLER: Okay. And I'm  
22 not going to be the only one asking questions,

1 but --

2 MR. PIERRE: Oh, no, it's okay. Keep  
3 them coming, yes.

4 CHAIRPERSON MILLER: Okay. One of my  
5 burning questions is how is your operation  
6 regulated in these other cities with respect to  
7 alcohol, like New York City? Do you have a  
8 license? Do you have to have a license there in  
9 Los Angeles and what kind of license?

10 MR. SAFDIE: So the fact that there is  
11 no formal sale of liquor and the fact that, you  
12 know, we have certain safeguards regarding the  
13 age of the people who access the space, there is  
14 no licensure. You know, and we have our  
15 insurance coverage covers the, you know,  
16 incidental component, you know, of the, you know,  
17 business is this, so it's covered under our  
18 insurance.

19 CHAIRPERSON MILLER: So the letter  
20 references Los Angeles, Boston, San Francisco,  
21 Chicago, Miami, we will forget the London and  
22 Amsterdam. Okay. So in those cities at least

1 that you referenced in this letter, they don't  
2 require you to have a license?

3 MR. PIERRE: So the places that are  
4 open right now are basically Boston, New York,  
5 California and Seattle. So Seattle we actually--  
6 you know, we have memos actually from law firms,  
7 you know, in each of the cities, you know, today  
8 that, you know, we are not required to have to  
9 get a license.

10 Again, we are fully aware of the fact  
11 that each city has its own rules and regulations  
12 and though we are happy to go through the process  
13 and we are also -- we frankly acknowledge the  
14 fact that, you know, the laws are written, you  
15 know, for a certain types of establishments and  
16 perhaps didn't have what we do in mind.

17 And so, you know, we know that this  
18 might be an issue of first impression and so we  
19 are more than happy to talk about what it is that  
20 we do, but just, you know, in the grand scheme of  
21 things, you know, really what this is is a place  
22 of business, right? This is where small to

1 medium-sized businesses, business owners,  
2 entrepreneurs come together and it's not just  
3 about space.

4 It is one component of it, but it's  
5 the fact that you are in this together and so a  
6 lot of our small to medium-size business owners  
7 they are, you know, used to communicating with  
8 people over devices. And so in order to help  
9 them, you know, kind of breakdown some of the  
10 social walls, having something like a beer tap  
11 there we find is just useful for people to create  
12 bonds.

13 It is not even used a whole lot, but  
14 just the fact that it is there and people can  
15 avail themselves to it, it just makes a  
16 difference in bringing people together really as  
17 a community.

18 CHAIRPERSON MILLER: Okay. Are there  
19 any restrictions put on its use? Can somebody  
20 just go and drink and drink and drink, you know?

21 MR. PIERRE: Theoretically, you know,  
22 people, you know, can hang out around the tap,

1 but, you know, the fact that there is a community  
2 manager, a member of our team, you know, really  
3 right there, the fact that, you know, it's really  
4 the taps are really only unlocked during the  
5 business day when the rest of our members are  
6 around, you can't really get very far without  
7 someone making a comment or a community manager,  
8 one of our employees, seeing directly, because  
9 it's within the eyesight of our own employees.

10 CHAIRPERSON MILLER: So can you  
11 explain to me you have all these small businesses  
12 renting space, okay, but then on each floor there  
13 is also a community manager from your office? Is  
14 that right?

15 MR. PIERRE: So we have a central  
16 community management office that is within  
17 eyesight of the taps on that floor. You know,  
18 and then with respect to the other floors, we  
19 have -- we typically have a community manager  
20 that is circulating the floor. So there may not  
21 be an office, you know, within eyesight, but  
22 constantly circulating just that floor.

1 CHAIRPERSON MILLER: And what is the  
2 job of that community manager?

3 MR. PIERRE: Literally it is to  
4 literally manage the community. To make sure  
5 that whatever needs that they may have or  
6 complaints that they may have are addressed. So  
7 it could be this conference room that I booked is  
8 messy, please, have someone clean it up. The  
9 printer isn't working. Usually it's more  
10 complaints than, you know, otherwise, but that's  
11 typically what is being dealt with.

12 CHAIRPERSON MILLER: That's  
13 interesting, okay. There is one on each floor  
14 then?

15 MR. PIERRE: Yes.

16 MR. SAFDIE: Yes.

17 CHAIRPERSON MILLER: And what are the  
18 hours that the keg is available?

19 MR. PIERRE: So --

20 CHAIRPERSON MILLER: Business hours?  
21 You said 11:00 to something?

22 MR. PIERRE: 11:00 to 8:00, yes.

1 CHAIRPERSON MILLER: 11:00 to 8:00.

2 MR. PIERRE: Yes. But you know, if  
3 the community manager for instance on the  
4 circulating floor is going to leave at, let's  
5 say, 6:00, then we lock the keys at 6:00, yes.

6 CHAIRPERSON MILLER: Okay. I'm going  
7 to let some others ask questions now. Mr.  
8 Silverstein?

9 MEMBER SILVERSTEIN: Mr., is it,  
10 Safdie?

11 MR. SAFDIE: Safdie.

12 MEMBER SILVERSTEIN: S?

13 MR. SAFDIE: Yes. Safdie.

14 MEMBER SILVERSTEIN: Safdie. How does  
15 one become a member of this community?

16 MR. SAFDIE: So literally, I mean, one  
17 can sign up via the website. There is a tour  
18 that is typically taken. And then, you know, we  
19 find out what type of business, what their needs  
20 are and then, you know, there typically is, you  
21 know, some sort of background check and then they  
22 are typically allowed in, unless something comes

1 up.

2 MEMBER SILVERSTEIN: And do they pay  
3 rent?

4 MR. SAFDIE: There is a membership  
5 fee.

6 MEMBER SILVERSTEIN: There is a?

7 MR. SAFDIE: A membership fee.

8 MEMBER SILVERSTEIN: And it is?

9 MR. SAFDIE: It's not just about the  
10 space. So what else is offered is all the  
11 furniture, right? So there is desk, chair, lamp.

12 MEMBER SILVERSTEIN: It's an office  
13 share essentially.

14 MR. SAFDIE: Yes. And you know, the  
15 wifi connection, the printer, conference room  
16 hours.

17 MR. PIERRE: Facilities, yes.

18 MR. SAFDIE: And not just in that  
19 building, but if they want to use our conference  
20 room hours in London, right, or if they want, you  
21 know, to take conference room space, you know, in  
22 LA. So it's -- and you know, there is

1 connectivity among the 16,000 members that we  
2 have on our website. So it's all of those types  
3 of amenities in addition to real estate.

4 MEMBER SILVERSTEIN: And but there is,  
5 in fact, compensation that all members provide  
6 for these services, correct?

7 MR. SAFDIE: It's -- yes, there is a  
8 membership fee that is paid by the member  
9 company, yes.

10 MEMBER SILVERSTEIN: And our problem  
11 is that the law here may have some unintended  
12 consequences, but I'm not sure how we get around  
13 them. That "No person operating any premises or  
14 food, non-alcoholic beverages or entertainment  
15 are sold or provided for compensation or where  
16 facilities are especially provided and services  
17 rendered for the consumption of alcoholic  
18 beverages who does not possess a license under  
19 this title shall permit the consumption of  
20 alcoholic beverages on the premises."

21 It's not just this type of thing, but  
22 unlicensed parties elsewhere. How do we -- you

1 are, in fact, requiring a payment of service, a  
2 payment of cash for these folks to become a  
3 member here. How do we get around this?

4 MR. SAFDIE: So I would say that, for  
5 instance, if you think it's de minimis, you know,  
6 there is, you know, a suite of services that are  
7 being provided. And you know, we could have  
8 members that don't avail themselves at all to  
9 certain services and yet, they are still paying  
10 the full fee.

11 You know, it -- yes, I think that,  
12 again, it's just in the grand scheme of things.  
13 It's part of the services, but it's a fairly  
14 minimal part of the services.

15 MR. PIERRE: Yes. Right now, we  
16 currently don't serve alcohol in any of the  
17 buildings, of course, we're still using the  
18 facilities.

19 MEMBER SILVERSTEIN: Please speak up  
20 a little louder.

21 MR. PIERRE: Oh. Right now, we're not  
22 currently serving alcohol in any of our

1 buildings, but still -- in D.C., but we are still  
2 -- members are paying to be there. They are not  
3 there for just, you know, the alcohol  
4 consumption. They are there because it's a  
5 business. It's where their offices are located.  
6 It's, you know, a business tool.

7 MEMBER SILVERSTEIN: But, in fact,  
8 there is a compensation being paid to you and you  
9 would be then asking to serve alcohol without a  
10 license?

11 MR. JACKSON: No. That's why we  
12 applied for the CX. That's why we went and  
13 filled out the application for the CX License  
14 originally.

15 MEMBER SILVERSTEIN: Very well. Thank  
16 you.

17 MR. JACKSON: Okay.

18 CHAIRPERSON MILLER: Oh, before I go  
19 to Mr. Short, do you want to elaborate on that,  
20 why you applied for the CX?

21 MR. JACKSON: Because it's for members  
22 and guests. It's more like LivingSocial.

1 CHAIRPERSON MILLER: Yes.

2 MR. JACKSON: And from my experience  
3 in the Enforcement Division here, that would fall  
4 into a CX category, because it's only for the  
5 members and guests. It's really not open to the  
6 general public.

7 CHAIRPERSON MILLER: Right, okay. All  
8 right. Mr. Short? Thank you. Mr. Short?

9 MEMBER SHORT: Yes. Good afternoon,  
10 Mr. Safdie. I guess I never heard the real  
11 answer to the question out of Los Angeles,  
12 Boston, San Francisco, Chicago, Miami, London,  
13 Amsterdam, how many of those cities do your  
14 offices have a license in or the license is  
15 required?

16 MR. SAFDIE: As of today, none,  
17 because no license is required in California,  
18 Washington, Massachusetts and New York.

19 MEMBER SHORT: Well, I just have to  
20 ask this question. You are going to be  
21 compensated for the beer that you are allowing  
22 your clients to have, partake of, right?

1 MR. SAFDIE: (No audible answer).

2 MEMBER SHORT: You are going to be  
3 compensated? There is a fee that you charge them  
4 for the --

5 MR. SAFDIE: There is actually no  
6 implicit sale.

7 MEMBER SHORT: I understand that.

8 MR. SAFDIE: Yes.

9 MEMBER SHORT: So anybody else in  
10 Washington, D.C. who serves alcohol has to pay a  
11 tax. You are not going to be paying anything.  
12 You want to just serve alcohol. So why -- and  
13 one other question I want to ask you. I'm very  
14 familiar with your building there on 6th Street --  
15 on S Street, forgive me.

16 How many residents are on that block?  
17 Could anybody answer?

18 MR. PIERRE: On our actual physical  
19 block?

20 MEMBER SHORT: Yes.

21 MR. PIERRE: There is only one  
22 apartment building behind us. The one adjacent

1 to the Howard Theatre.

2 MEMBER SHORT: What about the dorm for  
3 Howard University?

4 MR. PIERRE: Oh there is dorms for  
5 Howard University on 6th and 7th, on 7th and S.

6 MEMBER SHORT: On 7th and S, isn't  
7 there a new building there?

8 MR. PIERRE: Yes. The UNC building,  
9 is that what you are talking about?

10 MEMBER SHORT: Excuse me?

11 MR. PIERRE: The United Negro College  
12 Fund building going just -

13 MEMBER SHORT: No, no, no. There is  
14 residences.

15 MR. PIERRE: Sir, I'm --

16 MEMBER SHORT: I've been in the city  
17 a long time, so I happen to know that block.

18 MR. JACKSON: Yes, sir. And  
19 dormitories they just put --

20 MEMBER SHORT: Right.

21 MR. JACKSON: -- across the street.

22 MEMBER SHORT: Okay. And I'll just

1 say this. I just really feel like anybody  
2 serving alcohol in the city should pay a tax to  
3 the city. They should get a license and so we  
4 can regulate it properly. If you don't have an  
5 ABC Licensed Manager there and, God forbid,  
6 somebody over-services themselves, what is your  
7 answer to that?

8 MR. JACKSON: Yes. Well, just a  
9 little background. I used to head the  
10 Enforcement Division for several years.

11 MEMBER SHORT: Yes.

12 MR. JACKSON: And that's why we  
13 applied for the CX License, so we are not here to  
14 say we don't need a license. We are here because  
15 we ask to be considered for a CX License. And  
16 then I was told that the letter went before the  
17 Board and they said to recommend a CT License.  
18 And so I was told to amend the application to  
19 reflect a CT.

20 MEMBER SHORT: Oh.

21 MR. JACKSON: So we are not asking not  
22 to have a license.

1 MEMBER SHORT: Okay.

2 MR. JACKSON: We are asking for  
3 permission to be granted a CX License.

4 MEMBER SHORT: Great. Now, if you  
5 worked in the District Government, then you know  
6 also that the Department of Consumer and  
7 Regulatory Affairs would have to give you a mixed  
8 use license, too, right, with your business?

9 Right now, what is your occupancy  
10 permit say? What is the use for the occupancy  
11 permit?

12 MR. JACKSON: The C of O?

13 MEMBER SHORT: Yes, what does your C  
14 of O say? What does it --

15 MR. JACKSON: I submitted that in the  
16 application. I believe it says office space.

17 MEMBER SHORT: So office space and a  
18 bar?

19 MR. JACKSON: I believe.

20 MEMBER SHORT: You're asking for a CX  
21 License.

22 MR. JACKSON: Yes.

1                   MEMBER SHORT: Office space. You are  
2 going to mix the two? Is that correct?

3                   MR. JACKSON: When you say mix the  
4 two?

5                   MEMBER SHORT: You are going to mix a  
6 CX, if you are granted, and also you have an  
7 office C of O. How did that work with DCRA?

8                   MR. JACKSON: (No audible answer).

9                   MEMBER SHORT: You work with our  
10 District Government --

11                   MR. JACKSON: Right. So when we went  
12 to DCRA, they gave a zoning certificate. So that  
13 wouldn't have any effect on it. That is just  
14 like LivingSocial.

15                   MEMBER SHORT: Did you tell them, at  
16 that time, you will be serving alcohol?

17                   MR. JACKSON: Yes. That's in the  
18 lease.

19                   MEMBER SHORT: Okay. The lease is  
20 different from a license from the city.

21                   MR. JACKSON: Yes.

22                   MEMBER SHORT: You lease from a

1 private person. You can only get your  
2 Certificate of Occupancy from the Department of  
3 Consumer and Regulatory Affairs.

4 MR. JACKSON: Correct.

5 MEMBER SHORT: So I think there is  
6 something in the code that deals with mixing  
7 occupancies. You might want to check on that.

8 MR. JACKSON: Okay.

9 MEMBER SILVERSTEIN: Can I?

10 CHAIRPERSON MILLER: Yes.

11 MEMBER SILVERSTEIN: There is only one  
12 question. I just want to follow-up on one thing  
13 that my colleague asked about. You do have  
14 permission in Seattle, Boston and New York to --  
15 and you are currently serving alcoholic beverages  
16 in those? Did you receive permission or did you  
17 get written permission or did people just say  
18 hey, it's fine with us or how did this take place  
19 in each of these?

20 MR. SAFDIE: Oh, we have memos from  
21 outside counsel that, you know, have examined the  
22 laws and said under these circumstances you are

1 not required to obtain a license. But we are not  
2 taking that position here.

3 MEMBER SILVERSTEIN: Outside counsel  
4 from those municipalities or from just attorneys  
5 that you hired?

6 MR. SAFDIE: No, no, no. Well, local  
7 outside counsel that we have hired that have  
8 written us formal legal opinions. You know, they  
9 are putting their law firm name on the line. And  
10 if, you know, there is any kind of liability, we  
11 can, you know, sue them.

12 MEMBER SILVERSTEIN: fine.

13 MR. SAFDIE: So it's not -- you know,  
14 these are private attorneys. They are not from  
15 the municipalities.

16 MEMBER SILVERSTEIN: Okay.

17 MR. SAFDIE: But, you know, law firm  
18 memos are, you know, serious things that you can  
19 rely upon.

20 MEMBER SILVERSTEIN: So in other  
21 words, local members of the bar, so to speak,  
22 took a look at the local ordinances and said you

1 should have no problem here. Go right ahead.

2 You did and you have had no problem.

3 MR. SAFDIE: Correct.

4 MEMBER SILVERSTEIN: Is that --

5 MR. SAFDIE: Correct.

6 MEMBER SILVERSTEIN: But you have not  
7 received explicit permission from any authorities  
8 because you have been told you don't need it?

9 MR. SAFDIE: Correct, correct.

10 MEMBER SILVERSTEIN: Very well.

11 MR. SAFDIE: But here we haven't, you  
12 know, been able to obtain such a law firm memo  
13 and so we are going through the process through  
14 this authority.

15 MEMBER SILVERSTEIN: One problem that  
16 we constantly have is one of unlicensed parties  
17 in various places. And we -- there is concern in  
18 any type of situation like this that you may  
19 approve one thing and it may end up opening a  
20 much bigger door for things that you weren't  
21 expecting and can cause real peace, order and  
22 quiet problems elsewhere.

1                   And so we do have to be careful,  
2                   because this is something new.

3                   MR. SAFDIE: Yes. I do want to  
4                   impress upon the full Board here that these  
5                   buildings are really a place of business. And if  
6                   there are anything untoward to happen, if there  
7                   were, you know, loud noises, if there was, God  
8                   forbid, someone who was inebriated and they are  
9                   going to cause damage to not just the physical  
10                  space that we have spent a lot of money on  
11                  building out and designing, but on our name,  
12                  because really at bottom we are a place of  
13                  business.

14                  We are here to help our members'  
15                  businesses, so it's in our best interest to  
16                  police that, but we fully understand your  
17                  concern.

18                  MEMBER SILVERSTEIN: Okay.

19                  CHAIRPERSON MILLER: Okay. Before I  
20                  go onto the other questions, I just want to  
21                  clarify for the record what we are talking about  
22                  here, because I was -- I don't see a date on this

1 letter, but there is a letter addressed to me and  
2 it says here that "We don't think ABC should  
3 require us to be licensed at all." Okay. That's  
4 part of this letter. So that --

5 MR. JACKSON: No, I don't know what  
6 happened. We didn't submit that.

7 CHAIRPERSON MILLER: Okay. Mr. Pierre  
8 did.

9 MR. PIERRE: Oh, yes.

10 CHAIRPERSON MILLER: So, okay.

11 MR. PIERRE: I may have written that  
12 letter.

13 MR. JACKSON: Oh, see, I wasn't aware.

14 MR. PIERRE: I may have written that  
15 letter before I got in contact with Jeff and  
16 talked, before he explained to me more about the  
17 laws.

18 CHAIRPERSON MILLER: Okay.

19 MR. PIERRE: Because at first, after  
20 talking to, you know, various people and ANC  
21 members and stuff like that, it seemed as if we  
22 fall into a gray area. You know, if an art

1 gallery can serve champagne for an event, and the  
2 fact that every one of our members are all IDed  
3 and carded, so every time we have a guest come  
4 into the building for consumption of alcohol,  
5 they have to present their ID at the front gate.

6 And we have multiple lock  
7 redundancies, so there is no way to actually  
8 enter physically the building without either  
9 having a key card or being a guest of a member.

10 And we always ask them at the front desk, because  
11 everyone gets checked in, carded and everything  
12 like that.

13 So everybody in the space that we know  
14 that is consuming alcohol or on the kegs, we know  
15 are at least 21. And because it's within  
16 eyesight, we can always regulate hey, this one is  
17 getting too crazy with the beer, which has never  
18 been an issue, which is why I couldn't understand  
19 why we would need a license to begin with. I  
20 mean, that's where I was coming from.

21 CHAIRPERSON MILLER: All right. So --

22 MR. JACKSON: Then they came to me.

1 CHAIRPERSON MILLER: Okay.

2 MR. JACKSON: And then that's when I  
3 said no, you need a license.

4 CHAIRPERSON MILLER: Okay. Well,  
5 whatever. I mean, I just wanted to let you all  
6 know that it's not like something --

7 MR. JACKSON: Of course. I apologize  
8 for the confusion.

9 CHAIRPERSON MILLER: -- that came --  
10 but, I mean, this is a different concept and so I  
11 think we should be open to looking at all  
12 options. And so I hear you, Mr. Jackson, that I  
13 wasn't focusing on that, that oh, should we focus  
14 on going back to the CX as opposed to a tavern?

15 MR. JACKSON: Because that was that  
16 letter.

17 CHAIRPERSON MILLER: Okay.

18 MR. PIERRE: I'm sorry. I apologize.

19 CHAIRPERSON MILLER: Is that what you  
20 are proposing?

21 MR. JACKSON: Yes, the CX.

22 CHAIRPERSON MILLER: The CX over a

1       tavern. And then we can -- I'm sorry. But just  
2       while we are on this, do you want to make a pitch  
3       as to why, while we are on that topic?

4               MR. JACKSON: Okay. The reason why I  
5       suggested the CX is because also they having some  
6       sort of events and they need to be regulated and  
7       monitored, the consumption of the alcohol and the  
8       dispense of the alcohol. And being that there  
9       was a fee involved, as far as the rental fee --

10              MR. SAFDIE: Yes.

11              MR. JACKSON: -- so I assumed that a  
12       CX should be applied for and that a licensed ABC  
13       Manager will be on duty, that the community staff  
14       will be Alcohol Awareness trained to make sure no  
15       backup drinks and over-service to intoxicated  
16       individuals. Even though it's an office setting.  
17       And just to regulate the dispersement of the  
18       alcohol.

19              CHAIRPERSON MILLER: So let me ask you  
20       all then before I move on, would you have an --  
21       under that concept you would need to have an ABC  
22       Manager --

1 MR. JACKSON: Right. That's my  
2 recommendation.

3 CHAIRPERSON MILLER: -- on duty. Does  
4 that work in this business at all?

5 MR. SAFDIE: Yes. We have our -- our  
6 employees are there anyway and so in order, you  
7 know, to -- if it helps matters and that's what  
8 the law requires to have those employees go  
9 through training, --

10 CHAIRPERSON MILLER: Right.

11 MR. SAFDIE: -- absolutely.

12 CHAIRPERSON MILLER: That's not a big  
13 deal.

14 MR. SAFDIE: Absolutely.

15 CHAIRPERSON MILLER: Is there somebody  
16 who serves food and drinks or what?

17 MR. SAFDIE: So the food is typically  
18 the members own food and we have food available,  
19 but, you know, no one is really serving, but, you  
20 know, the beer taps are just within eyesight of  
21 the community management office.

22 CHAIRPERSON MILLER: Okay.

1 MR. SAFDIE: Yes.

2 CHAIRPERSON MILLER: It's self-serve?

3 MR. SAFDIE: Yes.

4 CHAIRPERSON MILLER: Okay.

5 MR. SAFDIE: Yes.

6 CHAIRPERSON MILLER: Thank you. Okay.

7 Mr. Rodriguez?

8 MEMBER RODRIGUEZ: Yes. I rented a  
9 small business incubator many, many years ago.

10 Is this what we are talking about? It's a small  
11 business incubator?

12 MR. PIERRE: I probably wouldn't use  
13 the word incubator. It's mainly like --

14 MEMBER RODRIGUEZ: That's retro, I  
15 guess, incubator now, right?

16 MR. PIERRE: Yes, I think people  
17 pretty much incubate themselves, because even  
18 speaking from experience, a lot of the companies  
19 are coming to the space. They will start off  
20 with like one office space for like one person,  
21 but because of the interactions with other  
22 companies and the space, different feels, they

1 take -- typically grow quickly and get more  
2 clients, work together.

3 The synergy in the space is really  
4 what the appealing part of it is. I mean, it's  
5 just, honestly, really four walls and, you know,  
6 fast Internet. But at the end of the day, it's a  
7 community there that really makes the place  
8 appealing to everybody.

9 I have seen businesses literally fast-  
10 track to, you know, from one person to employing  
11 20. I have actually had one guy go from one  
12 office to a 16 person office within the amount of  
13 time that we have been open, which has only been  
14 less than a year for Wonderbread.

15 So the focus on this is really the  
16 alcohol is like one little tiny thing that we  
17 offer compared to the grand scheme of things,  
18 which is really a place to do business and grow  
19 your business in D.C., yes.

20 MEMBER RODRIGUEZ: Okay. Mr. Pierre,  
21 thank you. You are very good, by the way.

22 MR. PIERRE: Thanks.

1 MEMBER RODRIGUEZ: Break it out. So,  
2 Mr. Jackson?

3 MR. JACKSON: Yes.

4 MEMBER RODRIGUEZ: Yes, sir. Now, you  
5 have seen the need for a license and we are  
6 moving in the right direction here, Mr. Jackson.

7 MR. JACKSON: Yes, I have seen need  
8 for the license.

9 MEMBER RODRIGUEZ: Moving in the right  
10 direction. Now, so there is -- the facility is  
11 provided by a company, right?

12 MR. JACKSON: Right.

13 MEMBER RODRIGUEZ: And there is  
14 compensation for using the facility, right?

15 MR. JACKSON: Yes. As in the  
16 membership fees they pay monthly, yes.

17 MEMBER RODRIGUEZ: Right.

18 MR. JACKSON: Yes.

19 MEMBER RODRIGUEZ: And so I guess that  
20 we can agree that that liquor is not for free.  
21 Somebody has got to pay for that liquor. Who is  
22 paying for that liquor?

1 MR. JACKSON: By liquor do you mean  
2 beer, because we don't actually serve liquor.

3 MEMBER RODRIGUEZ: Well, the -- what  
4 liquor are you serving?

5 MR. PIERRE: Beer.

6 MR. JACKSON: Well, the beer that is  
7 being served, you are correct, it's being  
8 compensated. It's like a perk. To be a member,  
9 that's one of the perks.

10 MEMBER RODRIGUEZ: Right. Who is  
11 paying for the purchase of the perk or the social  
12 lubricant --

13 MR. JACKSON: The company does that.

14 MEMBER RODRIGUEZ: -- as I hear?

15 MR. PIERRE: We Work is.

16 MEMBER RODRIGUEZ: So you are paying  
17 for it?

18 MR. PIERRE: Yes.

19 MR. SAFDIE: Yes.

20 MR. PIERRE: We providing kegs.

21 MEMBER RODRIGUEZ: Right. And so, Mr.  
22 Jackson, you see there is a need for the license

1 in light of that?

2 MR. JACKSON: Correct.

3 MEMBER RODRIGUEZ: Okay. I don't have  
4 any more questions, Madam Chair.

5 CHAIRPERSON MILLER: Okay. Mr.  
6 Alberti?

7 MEMBER ALBERTI: Good afternoon,  
8 gentlemen. Okay. So first of all, Mr. Jackson?

9 MR. JACKSON: Yes.

10 MEMBER ALBERTI: You have agreed that  
11 it probably should be licensed in some form?

12 MR. JACKSON: Yes.

13 MEMBER ALBERTI: Okay. Mr. Pierre and  
14 Mr. Safdie who are really the owners here, I  
15 haven't heard you weigh in on that.

16 MR. PIERRE: I mean from my personal  
17 perspective, I want to be as compliant as humanly  
18 possible to whatever you guys --

19 MEMBER ALBERTI: Okay. So you are not  
20 arguing against that. All right. Great. Your  
21 membership levels, I mean, you've got one person.  
22 You went from one office to 16 offices. I mean,

1       how do you charge? How is the membership fee  
2       calculated?

3                   MR. SAFDIE: It's essentially by the  
4       size of the office. You know, on the assumption  
5       that, you know, the more individuals you have,  
6       you know, in the office, you know, the greater  
7       the space, the more conference room hours you are  
8       going to need, the more printouts you are going  
9       to need and so on and so forth.

10                   MEMBER ALBERTI: Okay. Okay. So it's  
11       not per individual on the company.

12                   MR. SAFDIE: No.

13                   MEMBER ALBERTI: It's just based to  
14       occupy?

15                   MR. SAFDIE: We have a gentleman right  
16       now who is an occupational therapist who rents  
17       out for one -- a four person office just for  
18       himself and he just bought himself a couch and  
19       kind of made it is own. So you can -- but he is  
20       paying the price of a four person office. So  
21       it's literally you are like buying the space or  
22       renting the space from us.

1 MEMBER ALBERTI: Okay.

2 MR. SAFDIE: Yes.

3 MEMBER ALBERTI: Okay. So the people  
4 who own the companies and their employees are  
5 every one of those individuals considered a  
6 member?

7 MR. PIERRE: Yes, registered members.

8 MEMBER ALBERTI: Okay. They are all.  
9 Okay.

10 MR. PIERRE: Yes.

11 MEMBER ALBERTI: Occupational  
12 therapist. I mean, my next question was going to  
13 clients. Tell me how clients are admitted.

14 MR. PIERRE: So basically, you have to  
15 register a guest prior before entering into a  
16 building and if we can't -- if he comes into the  
17 building randomly and you are not on a  
18 registration list and provide ID, then you can't  
19 be able allowed into the building.

20 MEMBER ALBERTI: So no one is allowed  
21 except guests of members?

22 MR. PIERRE: Exactly. And again, ID

1 is taken and scanned into our system.

2 MEMBER ALBERTI: Okay.

3 MR. PIERRE: It's a whole entire  
4 thing. We also have security cameras everywhere.  
5 I mean getting into the building is a process and  
6 which is why it's like --

7 MEMBER ALBERTI: And this may --

8 MR. PIERRE: -- only people we really  
9 know well.

10 MEMBER ALBERTI: -- sound funny, but,  
11 you know, the occupational therapist could serve  
12 a beer to his clients, right?

13 MR. PIERRE: Yes, I mean, if the  
14 client is 21 and we see him serving him, there is  
15 no issue with that.

16 MEMBER ALBERTI: Okay. Okay. Yes.

17 MR. PIERRE: Yes.

18 MEMBER ALBERTI: All right. So there  
19 was some mention of events. What do you envision  
20 events to be?

21 MR. JACKSON: Well, for example, two  
22 companies get together and they come up with a

1 new concept, a new invention and they have an  
2 event to celebrate that.

3 MEMBER ALBERTI: So would they --

4 MR. JACKSON: They wouldn't advertise  
5 the event --

6 MEMBER ALBERTI: -- invite --

7 MR. JACKSON: -- outside. It would  
8 just be an event for the members and the guests.

9 CHAIRPERSON MILLER: Oh.

10 MR. PIERRE: And there is a  
11 registration process to every event.

12 MEMBER ALBERTI: So but you would have  
13 -- but they would be allowed to invite guests?

14 MR. PIERRE: Exactly. But again, for  
15 the -- for any event there is an entire  
16 membership agreement form. There is a  
17 certificate of insurance that's involved too and  
18 deposit. And on top of that, we basically have  
19 to ensure -- there is a written agreement that  
20 there is somebody downstairs checking everybody  
21 who comes into the building.

22 MEMBER ALBERTI: Okay.

1 MR. PIERRE: So basically the  
2 liability we are placing some of it on the  
3 member, but we are also sharing it, too.

4 MEMBER ALBERTI: Okay.

5 MR. PIERRE: So everybody is  
6 registered and IDs are taken and everything just  
7 to get into the building for an event as well.

8 MEMBER ALBERTI: Okay. So you  
9 probably get the sense that we are leaning  
10 towards license of this in some way.

11 MR. PIERRE: Yes.

12 MEMBER ALBERTI: So I'm trying to  
13 figure out what kind of license.

14 MR. JACKSON: CX.

15 MEMBER ALBERTI: Well, you say CX.  
16 Before I go down my other line of questioning,  
17 what do you have against a CT?

18 MR. JACKSON: A CT is more of, in a  
19 better sense, a watering hole. It's a tavern  
20 where people come and sit down and make  
21 purchases --

22 MEMBER ALBERTI: Well, what's the

1 downside?

2 MR. JACKSON: -- in the general  
3 public.

4 MEMBER ALBERTI: Well, I don't care  
5 about that.

6 MR. JACKSON: Okay.

7 MEMBER ALBERTI: What's the downside  
8 for your company? What's the downside for this  
9 company?

10 MR. JACKSON: Well, a CX is basically  
11 for the members and the guests like a union hall,  
12 same thing.

13 MEMBER ALBERTI: No, that's a pub  
14 license, not a CX.

15 MR. JACKSON: But --

16 MEMBER ALBERTI: And maybe that's  
17 where you are going. A CX could be --

18 MR. JACKSON: Well --

19 MEMBER ALBERTI: -- well, I mean, the  
20 Verizon Center could be a CX.

21 MR. JACKSON: -- the CX, for example,  
22 is like LivingSocial.

1 MEMBER ALBERTI: What?

2 MR. JACKSON: LivingSocial had a CX.

3 MEMBER ALBERTI: I understand that.

4 But so okay. I'm just trying to get the  
5 terminology here between -- so maybe you and I  
6 are talking or thinking about the same thing.

7 MR. JACKSON: Okay.

8 MEMBER ALBERTI: I'm thinking you  
9 might see it as a CX, but we would also have, if  
10 I have this right we would, endorsement or a  
11 category that could possibly be characterized as  
12 a private club.

13 MR. JACKSON: Right. Exactly, right.

14 MEMBER ALBERTI: So that's what you  
15 are thinking.

16 MR. JACKSON: Right.

17 MEMBER ALBERTI: Okay. So we are on  
18 the same wavelength. And I'll read a club,  
19 meaning a private club --

20 MR. JACKSON: Exactly.

21 MEMBER ALBERTI: Members only means "A  
22 corporation duly organized and in good standing

1 under Chapter 14 of owning, leasing or occupying  
2 a building or important portion thereof at which  
3 the sale of alcohol beverages is incidental to  
4 and not the prime source of revenue from the  
5 operation of the building or portion thereof.  
6 The term club shall not include college or  
7 fraternity."

8 So and it would imply membership only,  
9 so I think we are talking about the same thing.

10 MR. JACKSON: Yes, sir.

11 MEMBER ALBERTI: Gotcha. Great.

12 Thank you.

13 CHAIRPERSON MILLER: Others? Mr.

14 Brooks?

15 MEMBER BROOKS: Yes. Thank you, Madam  
16 Chair. Just one question I have. Where do you  
17 buy your beer?

18 MR. PIERRE: So typically, we have had  
19 our maintenance guy just go to various liquor  
20 stores. I mean, our consumption isn't to the  
21 point where we are like burning through kegs, but  
22 literally they just go like oh, hey, can I get a

1 keg of -- we try to support like locals, like DC  
2 Brau. And the guy shows an ID, he is 21 and the  
3 guy just gives us -- you know, we purchase a keg.  
4 We have to bring it back. We give a deposit and  
5 bring the keg right back after it has been  
6 consumed.

7 MEMBER BROOKS: So you go to a local  
8 liquor store and buy a keg?

9 MR. PIERRE: Yes.

10 MEMBER BROOKS: Basically.

11 MR. SAFDIE: Well, as of today, we  
12 haven't -- I mean, we haven't bought ever since--

13 MEMBER BROOKS: Well, I assume you  
14 haven't.

15 MR. SAFDIE: Right.

16 MEMBER BROOKS: I hope you haven't  
17 anyway.

18 (Laughter)

19 MEMBER BROOKS: You didn't tell Mr.  
20 Jackson, did you?

21 MEMBER ALBERTI: So you understand you  
22 would have to buy from a wholesaler?

1 MR. PIERRE: Oh, of course, yes.

2 MEMBER ALBERTI: Yes.

3 MR. PIERRE: So that's the one thing--

4 MEMBER ALBERTI: Mr. Jackson can help  
5 you out there.

6 MR. PIERRE: -- he would welcome that.

7 MEMBER ALBERTI: All right. I gotcha.

8 MR. PIERRE: I mean the process to buy  
9 a keg and deliver it to a building.

10 MEMBER ALBERTI: Yes.

11 MR. PIERRE: So, yes.

12 MEMBER BROOKS: All right. Thank you,  
13 Madam Chair.

14 CHAIRPERSON MILLER: Okay. Yes, Mr.  
15 Rodriguez has another question.

16 MEMBER RODRIGUEZ: I have a question.

17 CHAIRPERSON MILLER: Yes.

18 MEMBER RODRIGUEZ: I'm looking at the  
19 picture that you shared with us and my impression  
20 is I see -- is this a bar here or a place where  
21 people get their drinks?

22 MR. PIERRE: Yes, that's like trash

1 cans. There is a sink. There is spoons and  
2 forks.

3 MEMBER RODRIGUEZ: Yes.

4 MR. PIERRE: Yes.

5 MR. JACKSON: And the tap right there.

6 MR. PIERRE: Yes, and the tap is like  
7 right there.

8 MEMBER RODRIGUEZ: So the beer is  
9 located here?

10 MR. PIERRE: Yes. And that's directly  
11 right in front of the front desk.

12 MEMBER RODRIGUEZ: Okay.

13 MR. PIERRE: It's very obvious if  
14 someone is having a beer.

15 MEMBER RODRIGUEZ: All right. And I  
16 did hear you mention minors, right, that you are  
17 very conscious of minors not drinking the liquor.

18 MR. PIERRE: Of what?

19 MEMBER RODRIGUEZ: Minors.

20 MR. PIERRE: Minors?

21 MEMBER RODRIGUEZ: People under --

22 MR. PIERRE: Oh, absolutely, yes, yes.

1 So like everyone who comes into the building has  
2 -- their IDs are scanned. Our front desk is  
3 there from, you know, whatever time period to  
4 know who is coming in, who is coming out.

5 MEMBER RODRIGUEZ: So this where a  
6 liquor manager would help with that, right?

7 MR. PIERRE: Yes.

8 MEMBER RODRIGUEZ: All right. Okay.  
9 Madam Chair, thank you.

10 CHAIRPERSON MILLER: Okay. Mr. Jones?

11 MEMBER JONES: Thank you, Madam Chair.  
12 I won't belabor this too much, I'll just put it  
13 this way. So if you get approved for the  
14 license, you realize that you may be subject to  
15 Investigators coming by to do regulatory  
16 inspections and what have you. And given that,  
17 I'll let Mr. Jackson speak to it, but I see some  
18 potential holes in terms of underage drinking and  
19 people passing beer.

20 I understand it's not your primary  
21 business model. It's incidental, but because  
22 it's not primary, it's not your primary focus

1 from prevention either. So just keep that in  
2 mind as you move forward with this process, if  
3 you move forward with this process. If you get  
4 caught, you are going to be subject to the same  
5 punitive issues that you would if you were a big  
6 time nightclub, right? So just keep that in  
7 perspective.

8 MR. PIERRE: Yes. We have internal  
9 security guards, too, who do walk-throughs after  
10 we leave the premises, too, so it's -- if  
11 somebody were intoxicated, it would be on so many  
12 different radars it would definitely catch our  
13 attention, so no problem.

14 MR. JACKSON: And it's not like I  
15 suggested that the alcohol consumption would be  
16 in that one area, so it's not like clients would  
17 be able to, you know, take it into the office and  
18 stuff. All the consumption would be right there  
19 for the majority of it.

20 MR. PIERRE: The beers are so people  
21 can talk to each other and hang out in that one  
22 area and just kind of like blow off some steam

1 from the day. So I mean, I would say almost  
2 solely all the drinking happens right in front of  
3 us, right in front of that one area.

4 MEMBER JONES: Fair enough. I just --  
5 word of caution, don't get -- don't put on  
6 blinders for what you consider to be the intended  
7 use of the space and believe that there would not  
8 be any other use of the space.

9 MR. PIERRE: Of course.

10 MEMBER JONES: That's all.

11 MR. PIERRE: Okay.

12 MEMBER JONES: Thank you, Madam Chair.

13 CHAIRPERSON MILLER: Mr. Brooks?

14 MEMBER BROOKS: I just want to be sure  
15 I understand what he is saying about the central  
16 area of meeting. So if I'm a client and -- well,  
17 not a client, a member of the membership and I  
18 invite two clients and we send out for pizza and  
19 we want to go into my office for a meeting, I can  
20 bring the beer in there, right?

21 MR. SAFDIE: Yes.

22 MR. PIERRE: I mean, typically we

1 don't frown upon it, especially if we see the  
2 member and the guest is registered and they are  
3 both 21.

4 MEMBER BROOKS: yes.

5 MR. PIERRE: And we see them grab the  
6 beer and there is only one tap, so I guess he can  
7 sneak beers from elsewhere.

8 MEMBER BROOKS: Sure.

9 MR. PIERRE: We know. We can keep  
10 track of consumption that way. I mean, if we see  
11 you guys kind of staggering towards the keg, we  
12 will probably be like hey, you know. If it's a  
13 meeting, that's probably one or two too many,  
14 there is a polite way to say it, but, I mean --

15 MEMBER BROOKS: So someone will step  
16 in and do that?

17 MR. PIERRE: Yes. I mean, we have  
18 never really -- I mean, again we are talking  
19 about --

20 MEMBER BROOKS: You have never had a  
21 problem with that.

22 MR. PIERRE: Yes. These are all

1 business owners and --

2 MEMBER BROOKS: I understand.

3 MR. PIERRE: -- it's a good amount of  
4 money to use the space for business. And to be  
5 drunk in front of the client, that sort of thing  
6 just really never happens. But if it were to  
7 happen, that's definitely --

8 (Laughter)

9 MR. PIERRE: -- addressed.

10 MEMBER BROOKS: Okay. Thank you.

11 MEMBER ALBERTI: Never say never.

12 MR. PIERRE: Yes, never say never.

13 Knock on wood.

14 CHAIRPERSON MILLER: Mr. Silverstein,  
15 you have another question?

16 MEMBER SILVERSTEIN: Yes. Very  
17 briefly, I want to get this clear in my mind as  
18 to what this is. This apparently is -- my  
19 experience with office sharing is 1250  
20 Connecticut Avenue, Connecticut and N. You go up  
21 to the second floor there above STK and there are  
22 probably about 30 offices on that floor, but

1 there is a central area when you get off the  
2 elevator where there is a receptionist who  
3 handles all of them.

4 There are a couple little rooms there  
5 that they can all use for conference and they all  
6 have their own individual offices that they may  
7 share some of the equipment, so that that way a  
8 small person who is just starting can have an  
9 office, can have all of the things that an  
10 established company could have at a rate that  
11 they can afford. Is that what your --

12 MR. PIERRE: Exactly, yes.

13 MEMBER SILVERSTEIN: The only  
14 difference here is that you are expanding it that  
15 you are having more of a social component to it  
16 and that you are providing refreshments, too.

17 MR. SAFDIE: This is maybe that 2.0,  
18 right? So there is a few critical differences  
19 and really the onus is on the community. So it  
20 on the one hand is doing the same thing in order  
21 to give a small or solo business owner the  
22 ability to have his or her own office. But

1 through design and programming, we want to make  
2 it more communal.

3 And so design meaning the walls are  
4 actually made out of glass. So even pointing to  
5 the fact of someone going back to their office  
6 with a beer, they may be going back to their  
7 office, but they can't hide the fact that they  
8 are drinking beer, because the walls are  
9 literally made out of glass.

10 MR. PIERRE: Everything is glass that  
11 we work with.

12 MR. SAFDIE: I mean, because, you  
13 know, from a design aesthetic perspective, the  
14 natural sunlight, but also it engenders  
15 community.

16 MEMBER SILVERSTEIN: Right.

17 MR. SAFDIE: You can see your  
18 neighbors. And the communal space, right, that  
19 pantry space, you know, is the -- kind of the  
20 secret sauce of people just bumping into each  
21 other. That serendipitous encounter, you know,  
22 that's where a lot of the magic happens.

1           And so a lot of the more traditional  
2 office spaces, they would lose money by not  
3 making that more office space, but we don't  
4 really make, you know, direct money off of that.  
5 Right? Like so we are carving out space on our  
6 floors and saying we are not making offices here.  
7 Instead this is just an area where a community  
8 can be created.

9           So it's those differences, you know,  
10 that we were trying to really bring people  
11 together.

12           MEMBER SILVERSTEIN: Gotcha.

13           MR. SAFDIE: Yes.

14           CHAIRPERSON MILLER: Mr. Short?

15           MEMBER SHORT: Yes. And may I guess  
16 you can see why you can get a lawyer to write a  
17 letter like you did in the other cities. We kind  
18 of stay right on top of the alcohol situation  
19 here. This is the nation's capital and --

20           MR. PIERRE: Yes.

21           MEMBER SHORT: -- a lot of things  
22 happen here, but now that I have heard more

1 information, I'm quite enlightened and thank you  
2 for your testimony.

3 MR. PIERRE: Yes.

4 MEMBER SHORT: Thank you, Madam Chair.

5 CHAIRPERSON MILLER: Okay.

6 MEMBER RODRIGUEZ: I don't mean to be  
7 facetious, but you want to check his ID? Okay.

8 CHAIRPERSON MILLER: I have a few just  
9 follow-up --

10 MR. JACKSON: And I just need to add  
11 I've been Board-approved to do Alcohol Awareness  
12 training.

13 MEMBER RODRIGUEZ: Okay.

14 CHAIRPERSON MILLER: I'm just curious,  
15 do you -- do the offices share personnel at all  
16 or just things like wifi --

17 MR. PIERRE: Things like --

18 CHAIRPERSON MILLER: -- in the areas?

19 MR. PIERRE: Yes. A lot of the  
20 services, so we have this big member network, so  
21 we will post on-line like hey, you know what, my  
22 website just crashed. I'm having some serious

1 web developer issues. Is there anybody in the  
2 building that is a web developer? And also it's  
3 almost like a Facebook of services a person who  
4 is in the building would reply well, yeah, I'll  
5 help you out then. I'll stop by your office at  
6 2:00 and troubleshoot with you.

7 That sort of thing happens all the  
8 time. I mean, being in the Wonderbread building,  
9 you can have a CPA, a public notary, an  
10 accountant, a lawyer, talk to different -- three  
11 different NGOs about like Sub-Saharan Africa  
12 issues.

13 I mean, there is so many things going  
14 on in that building that you really have to  
15 believe that's why we tried to build the  
16 community there. That's why it is so unique and  
17 that's why, you know, having the social aspect of  
18 it is so important, so you can get to know your  
19 neighbors and understand that all of the  
20 resources that you would want as a business you  
21 don't have to like look on-line. Just go up to  
22 your next door neighbor and knock on the door or

1 knock on their window really and be just like  
2 hey, we are having these issues. Can you help us  
3 out with this, that sort of thing.

4 CHAIRPERSON MILLER: I mean that  
5 sounds like a great concept. In all your other  
6 places, do they all have alcohol or just some not  
7 have alcohol?

8 MR. PIERRE: Every building that we  
9 have opened --

10 MR. JACKSON: We intend to.

11 CHAIRPERSON MILLER: Okay. Okay.

12 MR. JACKSON: It's beer. When we say  
13 alcohol, we are not, you know, doing shots or  
14 anything like that.

15 CHAIRPERSON MILLER: No. I am sorry.  
16 Is it just beer?

17 MR. PIERRE: It's just beer. It's  
18 solely beer.

19 CHAIRPERSON MILLER: Okay.

20 MR. SAFDIE: Yes.

21 MR. JACKSON: And we submitted  
22 applications for two other locations as well.

1 CHAIRPERSON MILLER: Two other?

2 MR. JACKSON: Yes, two other

3 locations.

4 CHAIRPERSON MILLER: Same concept?

5 MR. JACKSON: Chinatown.

6 CHAIRPERSON MILLER: Yes.

7 MR. JACKSON: And Dupont.

8 CHAIRPERSON MILLER: Okay. This

9 membership fee or something that we have been

10 talking about, is that just included in the rent

11 or is that separate from the rent?

12 MR. PIERRE: That is the rent. That  
13 is -- when I say membership fee, wifi, printing,  
14 use of conference rooms, it's all lumped into one  
15 sum that you pay.

16 CHAIRPERSON MILLER: Period.

17 MR. PIERRE: Period.

18 CHAIRPERSON MILLER: So nothing is  
19 identified, right, within that?

20 MR. PIERRE: Nothing, yes. It's just  
21 one lump payment.

22 CHAIRPERSON MILLER: So but it's more

1 than normal rent would be per se or --

2 MR. PIERRE: I would say it's even  
3 cheaper than -- I mean, it's like --

4 MR. SAFDIE: Well, on a per square  
5 foot basis --

6 CHAIRPERSON MILLER: Yes.

7 MR. SAFDIE: -- because, you know,  
8 there is other amenities that are involved, you  
9 know, it may be more expensive than just sheer  
10 square footage of space, yes.

11 CHAIRPERSON MILLER: Right. Okay. I  
12 don't know if you want to put on the record or  
13 anything, is there like a general price range of  
14 these offices?

15 MR. PIERRE: I mean in D.C. it ranges  
16 from \$325 a month to upwards of \$10. The most  
17 expensive office I can think of off the top of my  
18 head is \$10,400 a month, that's for like a  
19 massive 20 plus person room where it is huge,  
20 massive.

21 CHAIRPERSON MILLER: Okay.

22 MR. PIERRE: And it also differs by

1 neighbor because, you know --

2 CHAIRPERSON MILLER: Right, of course.

3 Right.

4 MR. PIERRE: -- different

5 neighborhoods. So, yes.

6 CHAIRPERSON MILLER: So do you store

7 kegs or anything or how does that work?

8 MR. PIERRE: Yes. We have a storage

9 room.

10 CHAIRPERSON MILLER: Yes.

11 MR. PIERRE: And we have key card

12 access to and that's where we keep all of our

13 tools, all of our, you know, work We Work T-

14 shirts and all of the things, anything. I mean,

15 cleaning -- I mean, everything is stored in

16 there, yes.

17 CHAIRPERSON MILLER: And it's locked?

18 MR. PIERRE: It's locked, yes.

19 CHAIRPERSON MILLER: Locked, okay.

20 MR. PIERRE: It's only access by us,

21 yes.

22 CHAIRPERSON MILLER: Okay.

1 MR. PIERRE: And at night when we lock  
2 up the kegs, we actually disconnect the kegs. We  
3 put an actual physical lock barring being able to  
4 pull on the kegs and we actually lock the actual  
5 fridge. It's about as locked up as locked up can  
6 get.

7 CHAIRPERSON MILLER: Okay. And how  
8 long have you been doing this?

9 MR. PIERRE: I mean, we were kind of--  
10 like I said, I was rather blissfully ignorant for  
11 a few months, but it wasn't until I think  
12 December when we were informed and the ABC Agents  
13 came in and stuff like that and informed us that  
14 this is illegal, unlawful.

15 CHAIRPERSON MILLER: Okay. I mean  
16 like We Work. How long has that been in the  
17 building?

18 MR. SAFDIE: It's been around since  
19 2010.

20 CHAIRPERSON MILLER: 6/2010?

21 MR. SAFDIE: Since 2010.

22 CHAIRPERSON MILLER: 2010, okay.

1 MR. SAFDIE: In New York and then  
2 California and slowly dominating the world.

3 CHAIRPERSON MILLER: Okay. So you  
4 never got like an advisory opinion or anything  
5 from the other cities?

6 MR. SAFDIE: No.

7 CHAIRPERSON MILLER: You just got an  
8 opinion from lawyers and they said this is okay  
9 because?

10 MR. SAFDIE: Right, right.

11 CHAIRPERSON MILLER: Okay.

12 MR. SAFDIE: And sometimes more than  
13 one attorney.

14 CHAIRPERSON MILLER: Right.

15 MR. SAFDIE: Yes.

16 CHAIRPERSON MILLER: Okay. All right.  
17 Any other questions? Yes, Mr. Rodriguez?

18 MEMBER RODRIGUEZ: So you have a  
19 liquor storage place, right? Question: Does any  
20 of this liquor go out of the office?

21 MR. PIERRE: What do you mean by out  
22 of the office?

1                   MEMBER RODRIGUEZ: You know, parties  
2 outside the office?

3                   MR. PIERRE: Oh, no, no, no, no.

4                   MEMBER RODRIGUEZ: It stays in the  
5 office, right?

6                   MR. PIERRE: Our employees -- yes,  
7 yes.

8                   MEMBER RODRIGUEZ: Thank you.

9                   MR. PIERRE: We have a camera in every  
10 single one of these rooms, too.

11                   MEMBER RODRIGUEZ: Okay. Thanks.

12                   MR. PIERRE: So we are very strict on  
13 that.

14                   MEMBER RODRIGUEZ: Just wanted to  
15 know.

16                   MR. PIERRE: Yes.

17                   MR. JACKSON: And the committee also  
18 makes sure that nothing leaves that security  
19 area.

20                   MEMBER RODRIGUEZ: Thanks, Mr.  
21 Jackson, appreciate it.

22                   CHAIRPERSON MILLER: I have one more

1 question, I guess. I thought that I heard  
2 reference to a membership agreement.

3 MR. PIERRE: Yes.

4 CHAIRPERSON MILLER: What is that?  
5 That's attached to the lease?

6 MR. PIERRE: Yes. So basically, it's  
7 not really much of a lease. I guess it's what  
8 the modern day lease that we use for leasing.  
9 Everything is month-to-month agreements.

10 CHAIRPERSON MILLER: Okay.

11 MR. PIERRE: You give 30 days notice  
12 to leave, which is why it's really popular to the  
13 -- you know, you don't have to be signing off on  
14 a five year lease to use the space. You can  
15 actually do everything from month-to-month. So  
16 the lease it's -- I mean, Abe helped craft that  
17 as you have probably seen the letter to it.

18 MR. SAFDIE: Yeah, it literally is a  
19 license to use your office for a certain period  
20 of time. Like Carl said, because we cater to  
21 small to medium-size businesses, we make it  
22 fairly easy just to terminate. There is no

1 personal guarantee. We don't check credit. You  
2 know, that is what maybe you would call the  
3 lease, that governs the usage of the space.

4 CHAIRPERSON MILLER: So it's month-to-  
5 month?

6 MR. SAFDIE: It's month-to-month.

7 CHAIRPERSON MILLER: Okay. So when  
8 someone signs that, they are signing off onto  
9 whatever terms there are with respect to using  
10 the space or whatever, right?

11 MR. SAFDIE: That's correct, yes.

12 CHAIRPERSON MILLER: Do we have a copy  
13 of that?

14 MR. SAFDIE: Yes, yes, I'll --

15 CHAIRPERSON MILLER: That would be  
16 great.

17 MR. SAFDIE: Yes.

18 CHAIRPERSON MILLER: Okay. All right.  
19 Any other questions? Okay. So we can get that  
20 pretty soon?

21 MR. SAFDIE: Yes.

22 MR. PIERRE: I can email it to you in

1 a few minutes.

2 CHAIRPERSON MILLER: To Martha Jenkins  
3 that would be good. All right.

4 MR. PIERRE: Okay.

5 CHAIRPERSON MILLER: Great. Anything  
6 else you want to say? All right. Speaking for  
7 myself, I found this really informative and I  
8 appreciate your coming down and we will take  
9 another look at this.

10 MR. PIERRE: All right. Okay. Thank  
11 you.

12 MR. SAFDIE: Appreciate it.

13 CHAIRPERSON MILLER: Okay. Thank you.

14 MR. PIERRE: Thank you.

15 MR. SAFDIE: Thank you.

16 CHAIRPERSON MILLER: We have a 4:00  
17 hearing. I just don't see everybody here yet.  
18 So we haven't forgotten, I just wanted to let you  
19 know.

20 (Whereupon, the Fact-Finding Hearing  
21 in the above-entitled matter was concluded at  
22 4:15 p.m.)

**A**

**\$10** 64:16  
**\$10,400** 64:18  
**\$325** 64:16  
**ABC** 24:5 31:2 34:12,21  
 66:12  
**Abe** 69:16  
**ability** 57:22  
**able** 29:12 42:19 53:17  
 66:3  
**above-entitled** 3:4  
 71:21  
**Abraham** 4:3  
**absolutely** 35:11,14  
 51:22  
**access** 11:13 65:12,20  
**accountant** 61:10  
**accounting** 9:13  
**acknowledge** 12:13  
**actual** 8:7 9:2 22:18  
 66:3,4  
**add** 60:10  
**addition** 18:3  
**addressed** 15:6 31:1  
 56:9  
**adjacent** 22:22  
**admitted** 42:13  
**advertise** 44:4  
**advisory** 67:4  
**aesthetic** 58:13  
**Affairs** 25:7 27:3  
**afford** 57:11  
**Africa** 61:11  
**afternoon** 21:9 40:7  
**afternoons** 5:13  
**age** 6:8 11:13  
**Agent** 3:20,22 4:1  
**Agents** 66:12  
**ago** 36:9  
**agree** 38:20  
**agreed** 40:10  
**agreement** 44:16,19  
 69:2  
**agreements** 69:9  
**ahead** 29:1  
**Alberti** 1:16 2:6,9 40:6,7  
 40:10,13,19 41:10,13  
 42:1,3,8,11,20 43:2,7  
 43:10,16,18 44:3,6,12  
 44:22 45:4,8,12,15,22  
 46:4,7,13,16,19 47:1  
 47:3,8,14,17,21 48:11  
 49:21 50:2,4,7,10  
 56:11  
**alcohol** 6:5 11:7 19:16  
 19:22 20:3,9 22:10,12  
 24:2 26:16 32:4,14  
 34:7,8,14,18 37:16

48:3 53:15 59:18  
 60:11 62:6,7,13  
**alcoholic** 1:2,12,12  
 18:17,20 27:15  
**allowed** 16:22 42:19,20  
 44:13  
**allowing** 21:21  
**amend** 24:18  
**amenities** 5:10 18:3  
 64:8  
**amount** 8:13,22 37:12  
 56:3  
**Amsterdam** 11:22  
 21:13  
**ANC** 31:20  
**ANC-1B** 1:7  
**Angeles** 11:9,20 21:11  
**answer** 21:11 22:1,17  
 24:7 26:8  
**anybody** 22:9,17 24:1  
 61:1  
**anyway** 35:6 49:17  
**apartment** 22:22  
**apologize** 33:7,18  
**apparently** 56:18  
**appealing** 37:4,8  
**applicant** 3:20,22  
**application** 1:9 20:13  
 24:18 25:16  
**applications** 62:22  
**applied** 20:12,20 24:13  
 34:12  
**appreciate** 68:21 71:8  
 71:12  
**approve** 29:19  
**approved** 52:13  
**area** 7:17,20 31:22  
 53:16,22 54:3,16 57:1  
 59:7 68:19  
**areas** 60:18  
**arguing** 40:20  
**art** 31:22  
**asked** 27:13  
**asking** 4:10 10:22 20:9  
 24:21 25:2,20  
**aspect** 61:17  
**assume** 49:13  
**assumed** 34:11  
**assumption** 41:4  
**attached** 69:5  
**attention** 53:13  
**attorney** 67:13  
**attorneys** 28:4,14  
**attract** 6:9  
**audible** 22:1 26:8  
**authorities** 29:7  
**authority** 29:14  
**avail** 13:15 19:8  
**available** 5:11 15:18

35:18  
**Avenue** 56:20  
**aware** 12:10 31:13  
**Awareness** 34:14 60:11  
**awfully** 6:10

**B**

**back** 2:18 3:8,12 33:14  
 49:4,5 58:5,6  
**background** 16:21 24:9  
**backup** 34:15  
**bar** 25:18 28:21 50:20  
**barring** 66:3  
**based** 10:18 41:13  
**basically** 6:12 10:1 12:4  
 42:14 44:18 45:1  
 46:10 49:10 69:6  
**basis** 8:11 64:5  
**beer** 5:11 6:16,22 13:10  
 21:21 32:17 35:20  
 39:2,5,6 43:12 48:17  
 51:8,14 52:19 54:20  
 55:6 58:6,8 62:12,16  
 62:17,18  
**beers** 53:20 55:7  
**belabor** 52:12  
**believe** 8:7 25:16,19  
 54:7 61:15  
**belong** 9:8  
**best** 4:22 30:15  
**better** 45:19  
**Beverage** 1:2,12,12  
**beverages** 18:14,18,20  
 27:15 48:3  
**big** 8:9 35:12 53:5  
 60:20  
**bliger** 29:20  
**blinders** 54:6  
**blissfully** 66:10  
**block** 22:16,19 23:17  
**blow** 53:22  
**Board** 1:2,12 2:17  
 24:17 30:4  
**Board-approved** 60:11  
**bodies** 8:6  
**bonds** 13:12  
**booked** 15:7  
**Boston** 11:20 12:4  
 21:12 27:14  
**bottom** 30:12  
**bought** 41:18 49:12  
**Brau** 49:2  
**bread** 9:21  
**break** 2:11,14,18 38:1  
**breakdown** 13:9  
**briefly** 56:17  
**bring** 49:4,5 54:20  
 59:10

**bringing** 13:16  
**Brooks** 1:17 48:14,15  
 49:7,10,13,16,19  
 50:12 54:13,14 55:4,8  
 55:15,20 56:2,10  
**build** 61:15  
**building** 1:13 5:8,16,18  
 5:20 6:11,19 8:2,2  
 9:18,18,22 17:19  
 22:14,22 23:7,8,12  
 30:11 32:4,8 42:16,17  
 42:19 43:5 44:21 45:7  
 48:2,5 50:9 52:1 61:2  
 61:4,8,14 62:8 66:17  
**building's** 6:7  
**buildings** 6:9 19:17  
 20:1 30:5  
**bumping** 58:20  
**burning** 11:5 48:21  
**business** 4:12,16 5:16  
 6:10 10:15,19 11:17  
 12:22 13:1,6 14:5  
 15:20 16:19 20:5,6  
 25:8 30:5,13 35:4  
 36:9,11 37:18,19  
 52:21 56:1,4 57:21  
 61:20  
**businesses** 5:4,21,22  
 6:21 8:18 9:9,10 13:1  
 14:11 30:15 37:9  
 69:21  
**buy** 48:17 49:8,22 50:8  
**buying** 6:2 41:21

**C**

**C** 25:12,13 26:7  
**calculated** 41:2  
**California** 12:5 21:17  
 67:2  
**call** 3:8,13 70:2  
**called** 4:8  
**calls** 9:14  
**camera** 68:9  
**cameras** 43:4  
**cans** 51:1  
**capital** 59:19  
**card** 32:9 65:11  
**carded** 32:3,11  
**care** 46:4  
**careful** 30:1  
**Carl** 4:5 69:20  
**carving** 59:5  
**case** 3:13  
**cash** 19:2  
**catch** 53:12  
**category** 21:4 47:11  
**cater** 69:20  
**caterer** 10:12

**caught** 53:4  
**cause** 29:21 30:9  
**caution** 54:5  
**celebrate** 44:2  
**Center** 46:20  
**central** 14:15 54:15  
 57:1  
**certain** 6:8 8:13,22  
 11:12 12:15 19:9  
 69:19  
**certificate** 26:12 27:2  
 44:17  
**chair** 17:11 40:4 48:16  
 50:13 52:9,11 54:12  
 60:4  
**Chairperson** 1:13,16  
 2:3,8,10,13,15,22 3:7  
 3:11,21 4:1,7 5:19 6:4  
 7:1,9,15,21 8:4,12,17  
 8:20 9:5,7,17,21 10:2  
 10:5,21 11:4,19 13:18  
 14:10 15:1,12,17,20  
 16:1,6 20:18 21:1,7  
 27:10 30:19 31:7,10  
 31:18 32:21 33:1,4,9  
 33:17,19,22 34:19  
 35:3,10,12,15,22 36:2  
 36:4,6 40:5 44:9  
 48:13 50:14,17 52:10  
 54:13 56:14 59:14  
 60:5,8,14,18 62:4,11  
 62:15,19 63:1,4,6,8  
 63:16,18,22 64:6,11  
 64:21 65:2,6,10,17,19  
 65:22 66:7,15,20,22  
 67:3,7,11,14,16 68:22  
 69:4,10 70:4,7,12,15  
 70:18 71:2,5,13,16  
**champagne** 32:1  
**changing** 4:10  
**Chapter** 48:1  
**characterized** 47:11  
**charge** 22:3 41:1  
**cheaper** 64:3  
**check** 16:21 27:7 60:7  
 70:1  
**checked** 32:11  
**checking** 44:20  
**Chicago** 11:21 21:12  
**Chinatown** 63:5  
**circulating** 14:20,22  
 16:4  
**circumstances** 27:22  
**cities** 11:6,22 12:7  
 21:13 59:17 67:5  
**city** 11:7 12:11 23:16  
 24:2,3 26:20  
**City-based** 5:1  
**clarify** 30:21

**clean** 15:8  
**cleaning** 65:15  
**clear** 56:17  
**client** 43:14 54:16,17  
 56:5  
**clients** 21:22 37:2  
 42:13,13 43:12 53:16  
 54:18  
**clothing** 6:2  
**club** 47:12,18,19 48:6  
**code** 27:6  
**coffee** 5:10 7:19  
**Col** 10:11  
**colleague** 27:13  
**college** 23:11 48:6  
**COLUMBIA** 1:1  
**come** 2:18,20 3:16 13:2  
 32:3 43:22 45:20  
**comes** 16:22 42:16  
 44:21 52:1  
**coming** 3:1 4:17 11:3  
 32:20 36:19 52:4,4,15  
 71:8  
**comment** 14:7  
**commercial** 5:5  
**commit** 5:5  
**committee** 68:17  
**communal** 58:2,18  
**communicating** 13:7  
**community** 7:5 10:8  
 13:17 14:1,7,13,16,19  
 15:2,4 16:3,15 34:13  
 35:21 37:7 57:19  
 58:15 59:7 61:16  
**companies** 5:7 8:7,8  
 36:18,22 42:4 43:22  
**company** 18:9 38:11  
 39:13 41:11 46:8,9  
 57:10  
**compared** 37:17  
**compensated** 21:21  
 22:3 39:8  
**compensation** 18:5,15  
 20:8 38:14  
**complaints** 15:6,10  
**completed** 2:16  
**compliant** 40:17  
**component** 11:16 13:4  
 57:15  
**concept** 33:10 34:21  
 44:1 62:5 63:4  
**concern** 29:17 30:17  
**concluded** 71:21  
**conference** 15:7 17:15  
 17:19,21 41:7 57:5  
 63:14  
**confusion** 33:8  
**Connecticut** 56:20,20  
**connection** 17:15

**connectivity** 18:1  
**conscious** 51:17  
**consequences** 18:12  
**consider** 4:10 54:6  
**considered** 24:15 42:5  
**constantly** 14:22 29:16  
**consumed** 49:6  
**Consumer** 25:6 27:3  
**consuming** 32:14  
**consumption** 18:17,19  
 20:4 32:4 34:7 48:20  
 53:15,18 55:10  
**contact** 31:15  
**Control** 1:2,12,12  
**copy** 70:12  
**corporation** 47:22  
**correct** 18:6 26:2 27:4  
 29:3,5,9,9 39:7 40:2  
 70:11  
**couch** 41:18  
**counsel** 4:4 27:21 28:3  
 28:7  
**couple** 57:4  
**course** 19:17 33:7 50:1  
 54:9 65:2  
**COURT** 3:9  
**coverage** 11:15  
**covered** 11:17  
**covers** 11:15  
**CPA** 61:9  
**craft** 69:16  
**crashed** 60:22  
**crazy** 32:17  
**create** 5:2 13:11  
**created** 59:8  
**credit** 70:1  
**critical** 57:18  
**CT** 1:7 24:17,19 45:17  
 45:18  
**curious** 60:14  
**currently** 19:16,22  
 27:15  
**CX** 20:12,13,20 21:4  
 24:13,15 25:3,20 26:6  
 33:14,21,22 34:5,12  
 45:14,15 46:10,14,17  
 46:20,21 47:2,9

---

**D**


---

**D.C** 1:13 4:6 5:9 10:19  
 20:1 22:10 37:19  
 64:15  
**daily** 8:11  
**damage** 30:9  
**date** 30:22  
**day** 14:5 37:6 54:1 69:8  
**days** 69:11  
**DC** 49:1

**DCRA** 26:7,12  
**de** 19:5  
**deal** 35:13  
**deals** 27:6  
**dealt** 15:11  
**December** 66:12  
**definitely** 53:12 56:7  
**deliver** 50:9  
**demographic** 5:18  
**Department** 25:6 27:2  
**depends** 8:1 9:15  
**deposit** 10:10 44:18  
 49:4  
**design** 58:1,3,13  
**designing** 30:11  
**desk** 6:15 17:11 32:10  
 51:11 52:2  
**developer** 61:1,2  
**devices** 13:8  
**difference** 13:16 57:14  
**differences** 57:18 59:9  
**different** 5:3 7:12 8:8  
 8:17 9:3,8,9 26:20  
 33:10 36:22 53:12  
 61:10,11 65:4  
**differs** 64:22  
**direct** 59:4  
**direction** 38:6,10  
**directly** 14:8 51:10  
**disconnect** 66:2  
**dispense** 34:8  
**dispersement** 34:17  
**District** 1:1 25:5 26:10  
**Division** 21:3 24:10  
**divvy** 9:12  
**doing** 57:20 62:13 66:8  
**dominating** 67:2  
**DONALD** 1:17  
**door** 29:20 61:22,22  
**dorm** 23:2  
**dormitories** 23:19  
**dorms** 23:4  
**downside** 46:1,7,8  
**downstairs** 44:20  
**draft** 5:11  
**drink** 13:20,20,20  
**drinking** 51:17 52:18  
 54:2 58:8  
**drinks** 34:15 35:16  
 50:21  
**drunk** 56:5  
**duly** 47:22  
**Dupont** 63:7  
**duty** 34:13 35:3

---

**E**

---

**easy** 69:22  
**effect** 26:13

**either** 32:8 53:1  
**elaborate** 20:19  
**elevator** 57:2  
**email** 70:22  
**employees** 14:8,9 35:6  
 35:8 42:4 68:6  
**employing** 37:10  
**encounter** 58:21  
**endorsement** 47:10  
**Enforcement** 21:3  
 24:10  
**engenders** 58:14  
**enlightened** 60:1  
**ensure** 44:19  
**enter** 32:8  
**entering** 42:15  
**entertainment** 18:14  
**entire** 43:3 44:15  
**entity** 5:20  
**entrepreneurs** 5:3,17  
 8:10 13:2  
**envision** 43:19  
**equipment** 57:7  
**especially** 18:16 55:1  
**essentially** 17:13 41:3  
**established** 57:10  
**establishments** 12:15  
**estate** 18:3  
**evenings** 5:13  
**event** 10:9 32:1 44:2,5  
 44:8,11,15 45:7  
**events** 6:18 10:6,8,13  
 10:14 34:6 43:19,20  
**everybody** 32:13 37:8  
 44:20 45:5 71:17  
**Exactly** 42:22 44:14  
 47:13,20 57:12  
**examined** 27:21  
**example** 43:21 46:21  
**Excuse** 23:10  
**expanding** 57:14  
**expecting** 29:21  
**expensive** 64:9,17  
**experience** 21:2 36:18  
 56:19  
**explain** 4:22 14:11  
**explained** 31:16  
**explicit** 29:7  
**explore** 4:13  
**eye-line** 6:15  
**eyesight** 7:5 14:9,17,21  
 32:16 35:20

---

**F**


---

**Facebook** 61:3  
**facetious** 60:7  
**facilities** 17:17 18:16  
 19:18

**facility** 38:10,14  
**fact** 3:13 11:10,11  
 12:10,14 13:5,14 14:1  
 14:3 18:5 19:1 20:7  
 32:2 58:5,7  
**Fact-Finding** 1:6 2:4  
 4:8 71:20  
**Factory** 9:19,20  
**Fair** 54:4  
**fairly** 19:13 69:22  
**fall** 21:3 31:22  
**familiar** 22:14  
**far** 5:9 14:6 34:9  
**fast** 37:6,9  
**February** 1:11  
**fee** 17:5,7 18:8 19:10  
 22:3 34:9,9 41:1 63:9  
 63:13  
**feel** 24:1  
**feels** 36:22  
**fees** 38:16  
**figure** 45:13  
**filled** 20:13  
**find** 13:11 16:19  
**Finding** 3:14  
**fine** 27:18 28:12  
**firm** 28:9,17 29:12  
**firms** 12:6  
**first** 12:18 31:19 40:8  
**five** 2:10,14,17 69:14  
**floor** 7:11,16,22 8:13,18  
 9:1,1 14:12,17,20,22  
 15:13 16:4 56:21,22  
**floors** 5:7 10:1,3 14:18  
 59:6  
**focus** 33:13 37:15  
 52:22  
**focused** 10:15  
**focusing** 33:13  
**folks** 19:2  
**follow-up** 27:12 60:9  
**food** 7:18 18:14 35:16  
 35:17,18,18  
**foot** 64:5  
**footage** 64:10  
**forbid** 24:5 30:8  
**forget** 11:21  
**forgive** 22:15  
**forgotten** 71:18  
**forks** 51:2  
**form** 10:9 40:11 44:16  
**formal** 11:11 28:8  
**forth** 41:9  
**forward** 3:2 53:2,3  
**found** 71:7  
**four** 37:5 41:17,20  
**Francisco** 11:20 21:12  
**frankly** 12:13  
**fraternity** 48:7

**free** 5:10,11 38:20  
**fridge** 7:19 66:5  
**front** 6:15 32:5,10 51:11  
 51:11 52:2 54:2,3  
 56:5  
**frown** 55:1  
**full** 19:10 30:4  
**fully** 12:10 30:16  
**Fund** 23:12  
**funny** 43:10  
**furniture** 17:11

---

**G**


---

**gallery** 32:1  
**gate** 32:5  
**general** 21:6 46:2 64:13  
**gentleman** 41:15  
**gentlemen** 40:8  
**getting** 10:12 32:17  
 43:5  
**give** 4:13,20 10:9 25:7  
 49:4 57:21 69:11  
**given** 5:8 52:16  
**gives** 49:3  
**glass** 5:6 58:4,9,10  
**go** 12:12 13:20 20:18  
 29:1 30:20 35:8 37:11  
 45:16 48:19,22 49:7  
 54:19 56:20 61:21  
 67:20  
**God** 24:5 30:7  
**goes** 6:16 10:10  
**going** 2:17 3:8,13 4:13  
 10:22 16:4,6 21:20  
 22:2,11 23:12 26:2,5  
 29:13 30:9 33:14 41:8  
 41:8 42:12 46:17 53:4  
 58:5,6 61:13  
**good** 4:15 21:9 37:21  
 40:7 47:22 56:3 71:3  
**gotcha** 48:11 50:7  
 59:12  
**Government** 25:5 26:10  
**governs** 70:3  
**grab** 6:16 55:5  
**grand** 12:20 19:12  
 37:17  
**granted** 25:3 26:6  
**gray** 31:22  
**great** 25:4 40:20 48:11  
 62:5 70:16 71:5  
**greater** 41:6  
**group** 8:8 9:11,15  
**grow** 37:1,18  
**guarantee** 70:1  
**guards** 53:9  
**guess** 6:17 21:10 36:15  
 38:19 55:6 59:15 69:1  
 69:7

**guest** 32:3,9 42:15 55:2  
**guests** 20:22 21:5  
 42:21 44:8,13 46:11  
**guy** 37:11 48:19 49:2,3  
**guys** 40:18 55:11

---

**H**


---

**hall** 46:11  
**hallway** 2:7  
**hand** 57:20  
**handles** 57:3  
**hang** 5:14 13:22 53:21  
**happen** 23:17 30:6 56:7  
 59:22  
**happened** 31:6  
**happens** 54:2 56:6  
 58:22 61:7  
**happy** 12:12,19  
**head** 24:9 64:18  
**hear** 4:11 33:12 39:14  
 51:16  
**heard** 21:10 40:15  
 59:22 69:1  
**hearing** 1:7,12 2:4,16  
 2:19 3:14 4:8 71:17  
 71:20  
**HECTOR** 1:18  
**help** 13:8 30:14 50:4  
 52:6 61:5 62:2  
**helped** 69:16  
**helps** 35:7  
**HERMAN** 1:17  
**hey** 27:18 32:16 48:22  
 55:12 60:21 62:2  
**hide** 58:7  
**hired** 28:5,7  
**hole** 45:19  
**holes** 52:18  
**honestly** 37:5  
**hope** 49:16  
**hours** 15:18,20 17:16  
 17:20 41:7  
**house** 4:4  
**Howard** 23:1,3,5  
**huge** 64:19  
**humanly** 40:17

---

**I**


---

**ID** 32:5 42:18,22 49:2  
 60:7  
**ideas** 4:19 6:21  
**IDed** 32:2  
**identified** 63:19  
**IDs** 6:7 45:6 52:2  
**ignorant** 66:10  
**illegal** 66:14  
**implicit** 22:6  
**imply** 48:8

**important** 48:2 61:18  
**impress** 30:4  
**impression** 12:18 50:19  
**inappropriate** 4:19  
**incidental** 11:16 48:3  
 52:21  
**include** 48:6  
**included** 63:10  
**incubate** 36:17  
**incubator** 36:9,11,13  
 36:15  
**individual** 41:11 57:6  
**individuals** 34:16 41:5  
 42:5  
**inebriated** 30:8  
**information** 60:1  
**informative** 71:7  
**informed** 66:12,13  
**inspections** 52:16  
**instance** 16:3 19:5  
**insurance** 11:15,18  
 44:17  
**intend** 62:10  
**intended** 54:6  
**interactions** 36:21  
**interest** 30:15  
**interesting** 15:13  
**internal** 53:8  
**Internet** 37:6  
**intoxicated** 34:15 53:11  
**introductions** 3:18  
**invention** 44:1  
**Investigators** 52:15  
**invite** 44:6,13 54:18  
**involved** 34:9 44:17  
 64:8  
**issue** 12:18 32:18 43:15  
**issues** 53:5 61:1,12  
 62:2

---

**J**


---

**Jackson** 2:20 3:19,19  
 3:22 7:6 20:11,17,21  
 21:2 23:18,21 24:8,12  
 24:21 25:2,12,15,19  
 25:22 26:3,8,11,17,21  
 27:4,8 31:5,13 32:22  
 33:2,7,12,15,21 34:4  
 34:11 35:1 38:2,3,6,7  
 38:12,15,18 39:1,6,13  
 39:22 40:2,8,9,12  
 43:21 44:4,7 45:14,18  
 46:2,6,10,15,18,21  
 47:2,7,13,16,20 48:10  
 49:20 50:4 51:5 52:17  
 53:14 60:10 62:10,12  
 62:21 63:2,5,7 68:17  
 68:21

**JAMES** 1:19  
**Jeff** 3:19 31:15  
**Jenkins** 71:2  
**job** 15:2  
**Jones** 1:17 52:10,11  
 54:4,10,12

---

**K**


---

**keep** 11:2 53:1,6 55:9  
 65:12  
**keg** 15:18 49:1,3,5,8  
 50:9 55:11  
**keys** 6:12,17 7:2 16:5  
 32:14 39:20 48:21  
 65:7 66:2,2,4  
**key** 32:9 65:11  
**keys** 6:14  
**kind** 6:21 10:16 11:9  
 13:9 28:10 41:19  
 45:13 53:22 55:11  
 58:19 59:17 66:9  
**kitchen** 7:17,18 9:2  
**kitchens** 7:4  
**knock** 56:13 61:22 62:1  
**know** 6:2,8,15 7:19 8:10  
 8:14 10:18 11:12,14  
 11:15,16,16 12:6,7,7  
 12:8,14,15,17,17,20  
 12:21 13:7,9,20,21,22  
 14:1,2,3,17,21 15:10  
 16:2,18,20,21 17:14  
 17:21,21,22 19:5,6,7  
 19:11 20:3,6 23:17  
 25:5 27:21 28:8,10,11  
 28:13,17,18 29:12  
 30:7 31:5,20,22 32:13  
 32:14 33:6 35:7,19,20  
 37:5,10 41:4,5,6,6  
 43:9,11 49:3 52:3,4  
 53:17 55:9,12 58:13  
 58:19,21 59:4,9 60:21  
 61:17,18 62:13 64:7,9  
 64:12 65:1,13 68:1,15  
 69:13 70:2 71:19

---

**L**


---

**LA** 17:22  
**lamp** 17:11  
**Latinos** 10:18  
**Laughter** 49:18 56:8  
**law** 12:6 18:11 28:9,17  
 29:12 35:8  
**laws** 12:14 27:22 31:17  
**lawyer** 59:16 61:10  
**lawyers** 67:8  
**leaning** 45:9  
**lease** 5:6 26:18,19,22  
 69:5,7,8,14,16 70:3

**leasing** 48:1 69:8  
**leave** 16:4 53:10 69:12  
**leaves** 68:18  
**legal** 28:8  
**lengthy** 5:5  
**let's** 2:3 16:4  
**letter** 4:9 11:19 12:1  
 24:16 31:1,1,4,12,15  
 33:16 59:17 69:17  
**levels** 40:21  
**liability** 28:10 45:2  
**license** 1:8,9 3:15 4:18  
 11:8,8,9 12:2,9 18:18  
 20:10,13 21:14,14,17  
 24:3,13,14,15,17,22  
 25:3,8,21 26:20 28:1  
 32:19 33:3 38:5,8  
 39:22 45:10,13 46:14  
 52:14 69:19  
**licensed** 24:5 31:3  
 34:12 40:11  
**licensure** 11:14  
**light** 40:1  
**line** 28:9 45:16  
**liquor** 11:11 38:20,21  
 38:22 39:1,2,4 48:19  
 49:8 51:17 52:6 67:19  
 67:20  
**list** 42:18  
**literally** 15:3,4 16:16  
 37:9 41:21 48:22 58:9  
 69:18  
**little** 19:20 24:9 37:16  
 57:4  
**LivingSocial** 20:22  
 26:14 46:22 47:2  
**LLC** 1:6  
**local** 28:6,21,22 49:7  
**locals** 49:1  
**located** 3:14 7:2 9:2  
 20:5 51:9  
**locations** 5:8 62:22  
 63:3  
**lock** 16:5 32:6 66:1,3,4  
**locked** 65:17,18,19  
 66:5,5  
**London** 11:21 17:20  
 21:12  
**long** 5:5 23:17 66:8,16  
**look** 28:22 61:21 71:9  
**looking** 33:11 50:18  
**Los** 11:9,20 21:11  
**lose** 59:2  
**lot** 13:6,13 30:10 36:18  
 58:22 59:1,21 60:19  
**lots** 7:11  
**loud** 30:7  
**louder** 19:20  
**lubricant** 6:18 39:12

**lump** 63:21  
**lumped** 63:14

---

**M**


---

**Madam** 40:4 48:15  
 50:13 52:9,11 54:12  
 60:4  
**magic** 58:22  
**maintenance** 48:19  
**majority** 5:15,18 53:19  
**making** 14:7 59:3,6  
**manage** 15:4  
**management** 7:5 14:16  
 35:21  
**manager** 14:2,7,13,19  
 15:2 16:3 24:5 34:13  
 34:22 52:6  
**marketing** 9:13  
**Martha** 71:2  
**Massachusetts** 21:18  
**massive** 64:19,20  
**matter** 1:5 3:4 71:21  
**matters** 35:7  
**mean** 3:1 7:10 16:16  
 32:20 33:5,10 37:4  
 39:1 40:16,21,22  
 42:12 43:5,13 46:19  
 48:20 49:12 50:8 54:1  
 54:22 55:10,14,17,18  
 58:12 60:6 61:8,13  
 62:4 64:3,15 65:14,15  
 66:9,15 67:21 69:16  
**meaning** 47:19 58:3  
**means** 47:21  
**medium-size** 13:6  
 69:21  
**medium-sized** 13:1  
**meeting** 1:3 54:16,19  
 55:13  
**member** 1:16,17,17,18  
 1:18,19 2:6,9,12,14  
 14:2 16:9,12,14,15  
 17:2,6,8,12 18:4,8,10  
 19:3,19 20:7,15 21:9  
 21:19 22:2,7,9,20  
 23:2,6,10,13,16,20,22  
 24:11,20 25:1,4,13,17  
 25:20 26:1,5,9,15,19  
 26:22 27:5,9,11 28:3  
 28:12,16,20 29:4,6,10  
 29:15 30:18 32:9 36:8  
 36:14 37:20 38:1,4,9  
 38:13,17,19 39:3,8,10  
 39:14,16,21 40:3,7,10  
 40:13,19 41:10,13  
 42:1,3,6,8,11,20 43:2  
 43:7,10,16,18 44:3,6  
 44:12,22 45:3,4,8,12  
 45:15,22 46:4,7,13,16

46:19 47:1,3,8,14,17  
 47:21 48:11,15 49:7  
 49:10,13,16,19,21  
 50:2,4,7,10,12,16,18  
 51:3,8,12,15,19,21  
 52:5,8,11 54:4,10,12  
 54:14,17 55:2,4,8,15  
 55:20 56:2,10,11,16  
 57:13 58:16 59:12,15  
 59:21 60:4,6,13,20  
 67:18 68:1,4,8,11,14  
 68:20  
**members** 5:15 6:19  
 10:9 14:5 18:1,5 19:8  
 20:2,21 21:5 28:21  
 30:14 31:21 32:2  
 35:18 42:7,21 44:8  
 46:11 47:21  
**membership** 17:4,7  
 18:8 38:16 40:21 41:1  
 44:16 48:8 54:17 63:9  
 63:13 69:2  
**memberships** 6:11  
**memo** 29:12  
**memos** 12:6 27:20  
 28:18  
**mention** 43:19 51:16  
**messy** 15:8  
**met** 1:12  
**Miami** 11:21 21:12  
**mike** 1:18 3:10  
**milk** 7:19  
**Miller** 1:14,16 2:3,8,10  
 2:13,15,22 3:7,9,11  
 3:21 4:1,7 5:19 6:4  
 7:1,9,15,21 8:4,12,17  
 8:20 9:5,7,17,21 10:2  
 10:5,21 11:4,19 13:18  
 14:10 15:1,12,17,20  
 16:1,6 20:18 21:1,7  
 27:10 30:19 31:7,10  
 31:18 32:21 33:1,4,9  
 33:17,19,22 34:19  
 35:3,10,12,15,22 36:2  
 36:4,6 40:5 44:9  
 48:13 50:14,17 52:10  
 54:13 56:14 59:14  
 60:5,8,14,18 62:4,11  
 62:15,19 63:1,4,6,8  
 63:16,18,22 64:6,11  
 64:21 65:2,6,10,17,19  
 65:22 66:7,15,20,22  
 67:3,7,11,14,16 68:22  
 69:4,10 70:4,7,12,15  
 70:18 71:2,5,13,16  
**mind** 12:16 53:2 56:17  
**minimal** 19:14  
**minimis** 19:5  
**minors** 51:16,17,19,20

**minute** 2:11,14,17  
**minutes** 71:1  
**mix** 26:2,3,5  
**mixed** 25:7  
**mixing** 27:6  
**model** 4:12,16 52:21  
**modern** 69:8  
**money** 30:10 56:4 59:2  
 59:4  
**monitored** 34:7  
**month** 64:16,18 70:5  
**month-to** 70:4  
**month-to-month** 69:9  
 69:15 70:6  
**monthly** 38:16  
**months** 66:11  
**move** 34:20 53:2,3  
**moving** 38:6,9  
**multiple** 5:7,7 9:10 32:6  
**municipalities** 28:4,15

---

### N

---

**N** 56:20  
**N.W** 1:13 3:15  
**name** 3:19 4:5 28:9  
 30:11  
**nation's** 59:19  
**natural** 58:14  
**need** 24:14 29:8 32:19  
 33:3 34:6,21 38:5,7  
 39:22 41:8,9 60:10  
**needs** 9:16 15:5 16:19  
**Negro** 23:11  
**neighbor** 61:22 65:1  
**neighborhoods** 65:5  
**neighbors** 58:18 61:19  
**network** 5:14 60:20  
**networking** 10:15  
**never** 21:10 32:17  
 55:18,20 56:6,11,11  
 56:12,12 67:4  
**new** 1:9 5:1 11:7 12:4  
 21:18 23:7 27:14 30:2  
 44:1,1 67:1  
**NGOs** 6:1 61:11  
**NICK** 1:16  
**night** 66:1  
**nightclub** 53:6  
**noises** 30:7  
**non-alcoholic** 18:14  
**nonprofits** 6:1  
**normal** 64:1  
**notary** 61:9  
**notice** 69:11  
**number** 8:7  
**NW** 1:7

---

### O

---

**O** 25:12,14 26:7  
**oath** 4:9  
**obtain** 28:1 29:12  
**obvious** 51:13  
**occupancies** 27:7  
**occupancy** 25:9,10  
 27:2  
**occupational** 41:16  
 42:11 43:11  
**occupy** 41:14  
**occupying** 48:1  
**offer** 5:10 37:17  
**offered** 17:10  
**office** 5:2 7:5,12 9:13  
 9:14 14:13,16,21  
 17:12 25:16,17 26:1,7  
 34:16 35:21 36:20  
 37:12,12 40:22 41:4,6  
 41:17,20 53:17 54:19  
 56:19 57:9,22 58:5,7  
 59:2,3 61:5 64:17  
 67:20,22 68:2,5 69:19  
**offices** 5:6 7:12,22 8:9  
 8:13 9:1,3,4,8,11 10:6  
 20:5 21:14 40:22  
 56:22 57:6 59:6 60:15  
 64:14  
**oh** 2:8 7:13 11:2 19:21  
 20:18 23:4 24:20  
 27:20 31:9,13 33:13  
 44:9 48:22 50:1 51:22  
 68:3  
**okay** 2:13,16 3:7,12 4:2  
 4:7,14 7:15 8:4,12 9:5  
 9:17 10:5,21 11:2,4  
 11:22 13:18 14:12  
 15:13 16:6 20:17 21:7  
 23:22 25:1 26:19 27:8  
 28:16 30:18,19 31:3,7  
 31:10,18 33:1,4,17  
 34:4 35:22 36:4,6  
 37:20 40:3,5,8,13,19  
 41:10,10 42:1,3,8,9  
 43:2,16,16 44:22 45:4  
 45:8 46:6 47:4,7,17  
 50:14 51:12 52:8,10  
 54:11 56:10 60:5,7,13  
 62:11,11,19 63:8  
 64:11,21 65:19,22  
 66:7,15,22 67:3,8,11  
 67:16 68:11 69:10  
 70:7,18,19 71:4,10,13  
**old** 9:20  
**on-line** 60:21 61:21  
**onus** 57:19  
**open** 12:4 21:5 33:11  
 37:13  
**opened** 62:9  
**opening** 29:19

**operating** 18:13  
**operation** 11:5 48:5  
**operations** 4:6  
**opinion** 67:4,8  
**opinions** 28:8  
**opposed** 33:14  
**options** 33:12  
**order** 13:8 29:21 35:6  
 57:20  
**ordinances** 28:22  
**organization** 9:16  
**organized** 47:22  
**originally** 20:14  
**outside** 27:21 28:3,7  
 44:7 68:2  
**over-service** 34:15  
**over-services** 24:6  
**owner** 57:21  
**owners** 5:16 6:11 13:1  
 13:6 40:14 56:1  
**owning** 48:1

---

### P

---

**P-R-O-C-E-E-D-I-N-G-S**  
 2:1  
**p.m** 2:2 3:5,6 71:22  
**paid** 18:8 20:8  
**pantries** 7:4,10,11  
**pantry** 7:14,17 9:2  
 58:19  
**part** 6:5,16 19:13,14  
 31:4 37:4  
**partake** 21:22  
**particular** 9:18  
**parties** 18:22 29:16  
 68:1  
**party** 10:17,17  
**passing** 52:19  
**pay** 17:2 22:10 24:2  
 38:16,21 63:15  
**paying** 19:9 20:2 22:11  
 38:22 39:11,16 41:20  
**payment** 19:1,2 63:21  
**peace** 29:21  
**people** 5:13 8:6,9 11:13  
 13:8,11,14,16,22  
 27:17 31:20 36:16  
 42:3 43:8 45:20 50:21  
 51:21 52:19 53:20  
 58:20 59:10  
**period** 52:3 63:16,17  
 69:19  
**perk** 39:8,11  
**perks** 39:9  
**permission** 25:3 27:14  
 27:16,17 29:7  
**permit** 18:19 25:10,11  
**person** 18:13 27:1  
 36:20 37:10,12 40:21

41:17,20 57:8 61:3  
64:19  
**personal** 40:16 70:1  
**personnel** 60:15  
**perspective** 40:17 53:7  
58:13  
**physical** 22:18 30:9  
66:3  
**physically** 32:8  
**picture** 50:19  
**pictures** 7:6  
**Pierre** 4:5,5,21 5:22 6:6  
7:3,8,13,16 8:1,5,15  
8:19,22 9:6,10,19,22  
10:4,7 11:2 12:3  
13:21 14:15 15:3,15  
15:19,22 16:2 17:17  
19:15,21 22:18,21  
23:4,8,11,15 31:7,9  
31:11,14,19 33:18  
36:12,16 37:20,22  
39:5,15,18,20 40:13  
40:16 42:7,10,14,22  
43:3,8,13,17 44:10,14  
45:1,5,11 48:18 49:9  
50:1,3,6,8,11,22 51:4  
51:6,10,13,18,20,22  
52:7 53:8,20 54:9,11  
54:22 55:5,9,17,22  
56:3,9,12 57:12 58:10  
59:20 60:3,17,19 62:8  
62:17 63:12,17,20  
64:2,15,22 65:4,8,11  
65:18,20 66:1,9 67:21  
68:3,6,9,12,16 69:3,6  
69:11 70:22 71:4,10  
71:14  
**pitch** 34:2  
**pizza** 54:18  
**place** 12:21 27:18 30:5  
30:12 37:7,18 50:20  
67:19  
**places** 12:3 29:17 62:6  
**placing** 45:2  
**please** 15:8 19:19  
**plus** 64:19  
**point** 48:21  
**pointing** 58:4  
**police** 30:16  
**polite** 55:14  
**popular** 69:12  
**portion** 48:2,5  
**position** 28:2  
**possess** 18:18  
**possible** 40:18  
**possibly** 6:3 47:11  
**post** 60:21  
**potential** 52:18  
**premises** 18:13,20

53:10  
**prepared** 4:16  
**present** 1:15 32:5  
**presiding** 1:14  
**pretty** 36:17 70:20  
**prevention** 53:1  
**price** 41:20 64:13  
**Primarily** 7:3  
**primary** 52:20,22,22  
**prime** 48:4  
**printer** 15:9 17:15  
**printing** 63:13  
**printouts** 41:8  
**prior** 42:15  
**private** 27:1 28:14  
47:12,19  
**probably** 4:21 8:15  
36:12 40:11 45:9  
55:12,13 56:22 69:17  
**problem** 18:10 29:1,2  
29:15 53:13 55:21  
**problems** 29:22  
**process** 12:12 29:13  
43:5 44:11 50:8 53:2  
53:3  
**products** 6:20  
**programming** 58:1  
**properly** 24:4  
**proposals** 4:12  
**proposing** 33:20  
**provide** 18:5 42:18  
**provided** 18:15,16 19:7  
38:11  
**providing** 39:20 57:16  
**pub** 46:13  
**public** 21:6 46:3 61:9  
pull 66:4  
**punitive** 53:5  
**purchase** 39:11 49:3  
**purchases** 45:21  
**put** 4:9 13:19 23:19  
52:12 54:5 64:12 66:3  
**puts** 7:18  
**putting** 28:9

---

### Q

---

**question** 21:11,20  
22:13 27:12 42:12  
48:16 50:15,16 56:15  
67:19 69:1  
**questioning** 45:16  
**questions** 4:20 10:22  
11:5 16:7 30:20 40:4  
67:17 70:19  
**quickly** 37:1  
**quiet** 29:22  
**quite** 60:1

---

### R

---

**radars** 53:12  
**randomly** 42:17  
**range** 6:1 8:9 9:4 64:13  
**ranges** 64:15  
**rate** 57:10  
**read** 47:18  
**ready** 3:3  
**real** 18:3 21:10 29:21  
**realize** 52:14  
**really** 10:16 12:21 13:16  
14:2,3,4,6 21:5 24:1  
30:5,12 35:19 37:3,5  
37:7,15,18 40:14 43:8  
55:18 56:6 57:19 59:4  
59:10 61:14 62:1 69:7  
69:12 71:7  
**reason** 34:4  
**receive** 27:16  
**received** 29:7  
**receptionist** 57:2  
**recommend** 24:17  
**recommendation** 35:2  
**record** 3:5,8,12 30:21  
64:12  
**redundancies** 32:7  
**Reeves** 1:13  
**reference** 69:2  
**referenced** 12:1  
**references** 11:20  
**reflect** 24:19  
**refreshments** 57:16  
**regarding** 11:12  
**register** 42:15  
**registered** 42:7 45:6  
55:2  
**registration** 42:18  
44:11  
**regulate** 10:13 24:4  
32:16 34:17  
**regulated** 11:6 34:6  
**regulations** 12:11  
**regulatory** 25:7 27:3  
52:15  
**rely** 28:19  
**rendered** 18:17  
**rent** 17:3 63:10,11,12  
64:1  
**rental** 34:9  
**rented** 36:8  
**renting** 14:12 41:22  
**rents** 41:16  
**reply** 61:4  
**REPORTER** 3:9  
**request** 10:9,9  
**require** 12:2 31:3  
**required** 12:8 21:15,17  
28:1

**requires** 35:8  
**requiring** 19:1  
**residences** 23:14  
**residents** 22:16  
**resources** 61:20  
**respect** 4:10 11:6 14:18  
70:9  
**rest** 14:5  
**restrictions** 13:19  
**resumed** 3:5  
**Retailer** 1:7  
**retro** 36:14  
**revenue** 48:4  
**right** 3:11,11,12 4:1  
9:21 12:4,22 14:3,14  
17:11,20 19:15,21  
21:7,8,22 23:20 25:8  
25:9 26:11 29:1 32:21  
35:1,10 36:15 38:6,9  
38:11,12,14,17 39:10  
39:21 40:20 41:15  
43:12,18 47:10,13,13  
47:16 49:5,15 50:7,12  
51:5,7,11,15,16 52:6  
52:8 53:6,18 54:2,3  
54:20 57:18 58:16,18  
59:5,18 63:19 64:11  
65:2,3 67:10,10,14,16  
67:19 68:5 70:10,18  
71:3,6,10  
**Rodriguez** 1:18 36:7,8  
36:14 37:20 38:1,4,9  
38:13,17,19 39:3,10  
39:14,16,21 40:3  
50:15,16,18 51:3,8,12  
51:15,19,21 52:5,8  
60:6,13 67:17,18 68:1  
68:4,8,11,14,20  
**room** 1:13 15:7 17:15  
17:20,21 41:7 64:19  
65:9  
**rooms** 57:4 63:14 68:10  
**roughly** 8:5  
**rules** 12:11  
**run** 4:6  
**Ruthanne** 1:14,16

---

### S

---

**S** 1:6,7 3:14 16:12 22:15  
23:5,6  
**Safdie** 4:3,3 11:10  
15:16 16:10,11,11,13  
16:13,14,16 17:4,7,9  
17:14,18 18:7 19:4  
21:10,16 22:1,5,8  
27:20 28:6,13,17 29:3  
29:5,9,11 30:3 34:10  
35:5,11,14,17 36:1,3  
36:5 39:19 40:14 41:3

41:12,15 42:2 49:11  
 49:15 54:21 57:17  
 58:12,17 59:13 62:20  
 64:4,7 66:18,21 67:1  
 67:6,10,12,15 69:18  
 70:6,11,14,17,21  
 71:12,15  
**safeguards** 11:12  
**sake** 10:17  
**sale** 11:11 22:6 48:3  
**sales** 9:14  
**San** 11:20 21:12  
**sauce** 58:20  
**saying** 54:15 59:6  
**says** 25:16 31:2  
**scanned** 43:1 52:2  
**scheme** 12:20 19:12  
 37:17  
**se** 64:1  
**Seattle** 12:5,5 27:14  
**second** 56:21  
**secret** 58:20  
**security** 43:4 53:9  
 68:18  
**see** 2:3 3:16 7:7 30:22  
 31:13 39:22 43:14  
 47:9 50:20 52:17 55:1  
 55:5,10 58:17 59:16  
 71:17  
**seeing** 14:8  
**seen** 37:9 38:5,7 69:17  
**self-serve** 36:2  
**send** 54:18  
**sense** 45:9,19  
**separate** 63:11  
**serendipitous** 58:21  
**serious** 28:18 60:22  
**serve** 19:16 20:9 22:12  
 32:1 39:2 43:11  
**served** 39:7  
**serves** 22:10 35:16  
**service** 19:1  
**serviceable** 7:20  
**services** 18:6,16 19:6,9  
 19:13,14 60:20 61:3  
**serving** 19:22 24:2  
 26:16 27:15 35:19  
 39:4 43:14  
**setting** 34:16  
**share** 5:7 17:13 57:7  
 60:15  
**shared** 5:2 7:11 50:19  
**shares** 7:17  
**sharing** 45:3 56:19  
**sheer** 64:9  
**shirts** 65:14  
**Short** 1:19 2:12,14  
 20:19 21:8,8,9,19  
 22:2,7,9,20 23:2,6,10

23:13,16,20,22 24:11  
 24:20 25:1,4,13,17,20  
 26:1,5,9,15,19,22  
 27:5 59:14,15,21 60:4  
**shots** 62:13  
**shows** 49:2  
**shut** 6:13  
**sight** 6:15  
**sign** 16:17  
**significantly** 10:14  
**signing** 69:13 70:8  
**signs** 70:8  
**Silverstein** 1:18 16:8,9  
 16:12,14 17:2,6,8,12  
 18:4,10 19:19 20:7,15  
 27:9,11 28:3,12,16,20  
 29:4,6,10,15 30:18  
 56:14,16 57:13 58:16  
 59:12  
**single** 8:10 68:10  
**sink** 51:1  
**sir** 23:15,18 38:4 48:10  
**sit** 3:1,2 45:20  
**situation** 29:18 59:18  
**size** 41:4  
**size-wise** 9:4  
**sizes** 8:8  
**slowly** 67:2  
**small** 5:3,16,20 6:10  
 12:22 13:6 14:11 36:9  
 36:10 57:8,21 69:21  
**sneak** 55:7  
**social** 6:17 13:10 39:11  
 57:15 61:17  
**socialize** 5:14  
**sold** 18:15  
**solely** 54:2 62:18  
**solo** 57:21  
**somebody** 13:19 24:6  
 35:15 38:21 44:20  
 53:11  
**soon** 70:20  
**sorry** 33:18 34:1 62:15  
**sort** 5:1,14,17 16:21  
 34:6 56:5 61:7 62:3  
**sound** 43:10  
**sounds** 62:5  
**source** 48:4  
**space** 5:4 8:11 11:13  
 13:3 14:12 17:10,21  
 25:16,17 26:1 30:10  
 32:13 36:19,20,22  
 37:3 41:7,21,22 54:7  
 54:8 56:4 58:18,19  
 59:3,5 64:10 69:14  
 70:3,10  
**spaces** 5:3 59:2  
**speak** 19:19 28:21  
 52:17

**speaking** 36:18 71:6  
**spent** 30:10  
**spoons** 51:1  
**square** 64:4,10  
**staff** 34:13  
**staggering** 55:11  
**standing** 47:22  
**start** 3:17 4:15 36:19  
**start-up** 5:2  
**starting** 57:8  
**status** 4:11  
**stay** 59:18  
**stays** 68:4  
**steam** 53:22  
**step** 55:15  
**STK** 56:21  
**stop** 61:5  
**storage** 65:8 67:19  
**store** 49:8 65:6  
**stored** 65:15  
**stores** 48:20  
**street** 1:6,7,13 3:15  
 22:14,15 23:21  
**strict** 68:12  
**stuff** 9:14 10:10 31:21  
 53:18 66:13  
**Sub-Saharan** 61:11  
**subject** 52:14 53:4  
**submit** 31:6  
**submitted** 25:15 62:21  
**sue** 28:11  
**suggested** 34:5 53:15  
**suite** 1:13 19:6  
**sum** 63:15  
**sunlight** 58:14  
**support** 49:1  
**sure** 2:22 4:21 7:9 15:4  
 18:12 34:14 54:14  
 55:8 68:18  
**synergy** 37:3  
**system** 43:1

---

**T**


---

**T** 65:13  
**t/a** 1:6  
**table** 2:21 3:16  
**tables** 3:2  
**take** 2:17 4:13 17:21  
 27:18 37:1 53:17 71:8  
**taken** 16:18 43:1 45:6  
**talk** 4:16 6:20 12:19  
 53:21 61:10  
**talked** 31:16  
**talking** 8:2 23:9 30:21  
 31:20 36:10 47:6 48:9  
 55:18 63:10  
**tap** 13:10,22 51:5,6  
 55:6  
**taps** 14:4,17 35:20  
**tavern** 33:14 34:1 45:19  
**tax** 22:11 24:2  
**tea** 5:11  
**team** 9:12,13,14 14:2  
**tell** 26:15 42:13 49:19  
**term** 48:6  
**terminate** 69:22  
**terminology** 47:5  
**terms** 52:18 70:9  
**testimony** 60:2  
**thank** 2:22 20:15 21:8  
 36:6 37:21 48:12,15  
 50:12 52:9,11 54:12  
 56:10 60:1,4 68:8  
 71:10,13,14,15  
**Thanks** 37:22 68:11,20  
**Theatre** 23:1  
**theme** 10:16  
**Theoretically** 13:21  
**therapist** 41:16 42:12  
 43:11  
**thereof** 48:2,5  
**thing** 5:15,17 18:21  
 27:12 29:19 37:16  
 43:4 46:12 47:6 48:9  
 50:3 56:5 57:20 61:7  
 62:3  
**things** 6:18 12:21 19:12  
 28:18 29:20 37:17  
 57:9 59:21 60:16,17  
 61:13 65:14  
**think** 2:6 4:14,18 6:3  
 8:7 19:5,11 27:5 31:2  
 33:11 36:16 48:9  
 64:17 66:11  
**thinking** 47:6,8,15  
**third** 9:1  
**thought** 69:1  
**three** 5:8 61:10  
**time** 23:17 26:16 32:3  
 37:13 52:3 53:6 61:8  
 69:20  
**tiny** 37:16  
**title** 18:19  
**today** 12:7 21:16 49:11  
**told** 24:16,18 29:8  
**tool** 20:6  
**tools** 65:13  
**top** 10:1,2 44:18 59:18  
 64:17  
**topic** 34:3  
**tour** 16:17  
**track** 37:10 55:10  
**traditional** 59:1  
**trained** 34:14  
**training** 35:9 60:12  
**trash** 50:22  
**tried** 61:15

**troubleshoot** 61:6  
**try** 49:1  
**trying** 45:12 47:4 59:10  
**turn** 3:10  
**two** 10:1,3 26:2,4 43:21  
 54:18 55:13 62:22  
 63:1,2  
**type** 5:20 10:11 16:19  
 18:21 29:18  
**types** 12:15 18:2  
**typically** 5:13 6:6,9,14  
 10:7,13,14 14:19  
 15:11 16:18,20,22  
 35:17 37:1 48:18  
 54:22

---

**U**


---

**UNC** 23:8  
**underage** 52:18  
**understand** 22:7 30:16  
 32:18 47:3 49:21  
 52:20 54:15 56:2  
 61:19  
**unintended** 18:11  
**union** 46:11  
**unique** 61:16  
**United** 23:11  
**University** 23:3,5  
**unlawful** 66:14  
**unlicensed** 18:22 29:16  
**unlock** 6:12  
**unlocked** 14:4  
**untoward** 30:6  
**upwards** 64:16  
**usage** 70:3  
**use** 8:10 13:19 17:19  
 25:8,10 36:12 54:7,8  
 56:4 57:5 63:14 69:8  
 69:14,19  
**useful** 13:11  
**usually** 5:12 10:8,18  
 15:9

---

**V**


---

**various** 29:17 31:20  
 48:19  
**Verizon** 46:20

---

**W**


---

**walk-throughs** 53:9  
**walls** 13:10 37:5 58:3,8  
**want** 5:13 9:12 17:19,20  
 20:19 22:12,13 27:7  
 27:12 30:3,20 34:2  
 40:17 54:14,19 56:17  
 58:1 60:7 61:20 64:12  
 71:6  
**wanted** 33:5 68:14

71:18  
**wants** 2:10  
**Washington** 1:13 21:18  
 22:10  
**wasn't** 31:13 33:13  
 66:11  
**watering** 45:19  
**wavelength** 47:18  
**way** 32:7 37:21 45:10  
 52:13 55:10,14 57:7  
**we're** 19:17,21  
**web** 61:1,2  
**website** 16:17 18:2  
 60:22  
**weigh** 40:15  
**welcome** 50:6  
**went** 3:5 20:12 24:16  
 26:11 40:22  
**weren't** 29:20  
**wholesaler** 49:22  
**wifi** 17:15 60:16 63:13  
**window** 62:1  
**Wonder** 9:18  
**Wonderbread** 8:3 9:19  
 9:20 37:14 61:8  
**wood** 56:13  
**word** 36:13 54:5  
**words** 28:21  
**work** 1:6 2:4,16 3:13,14  
 4:4,6 5:4 6:5 8:21  
 26:7,9 35:4 37:2  
 39:15 58:11 65:7,13  
 65:13 66:16  
**worked** 25:5  
**working** 6:18 10:19  
 15:9  
**world** 67:2  
**wouldn't** 26:13 36:12  
 44:4  
**write** 59:16  
**written** 12:14 27:17  
 28:8 31:11,14 44:19  
**WW** 1:6

---

**X**


---



---

**Y**


---

**yeah** 61:4 69:18  
**year** 37:14 69:14  
**years** 24:10 36:9  
**York** 5:1 11:7 12:4  
 21:18 27:14 67:1  
**younger** 6:10

---

**Z**


---

**zoning** 26:12

---

**0**


---



---

**1**


---

**11:00** 6:13 15:21,22  
 16:1  
**1250** 56:19  
**14** 48:1  
**14th** 1:13  
**16** 37:12 40:22  
**16,000** 18:1

---

**2**


---

**2.0** 57:17  
**2:00** 61:6  
**20** 37:11 64:19  
**2000** 1:13  
**20009** 1:13  
**2010** 66:19,21,22  
**2015** 1:11  
**21** 32:15 43:14 49:2  
 55:3  
**219** 8:8

---

**3**


---

**3:00** 2:4  
**3:07** 2:2 3:5  
**3:25** 3:6  
**30** 8:9 56:22 69:11

---

**4**


---

**4** 1:11  
**4:00** 71:16  
**4:15** 71:22  
**400S** 1:13

---

**5**


---



---

**6**


---

**6/2010** 66:20  
**6:00** 6:13 16:5,5  
**625** 8:6  
**641** 1:6,7 3:14  
**650** 8:6  
**6th** 22:14 23:5

---

**7**


---

**7th** 23:5,5,6

---

**8**


---

**8:00** 6:14 15:22 16:1  
**87** 9:3,7,9

---

**9**


---

**97412** 1:8 3:15