

DISTRICT OF COLUMBIA

+ + + + +

ALCOHOLIC BEVERAGE CONTROL BOARD

+ + + + +

HEARING

p-----»

IN THE MATTER OF: :
:

Case# 13-251-00097 and 00097(a):

Perculus, Inc. :

t/a The Reef : Summary

2442 18th Street NW : Suspension

License #60475 : Hearing

Retailer CT :

Chief of Police Closure :

August 10, 2013 :

:

p-----¼

August 16, 2013

The Alcoholic Beverage Control Board met in the Alcoholic Beverage Control Hearing Room, 2000 14th Street, N.W., Suite 400S, Washington, D.C. 20009. Ruthanne Miller, Chairperson, presiding.

PRESENT

RUTHANNE MILLER, Chairperson

NICK ALBERTI, Member

MIKE SILVERSTEIN, Member

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

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

1:07 p.m.

CHAIRPERSON MILLER: Good

afternoon. Welcome to the Alcoholic Beverage Control Board. Today is August 16. My name is Ruthanne Miller and I'm the Chairperson. To my right is Mr. Alberti and to my left is Mr. Mike Silverstein, Members. A quorum consist of three so we have three for the conduct of business today.

Today's business is a summary suspension hearing involving The Reef, a Retailer's Class CT located at 2446 18th Street, N.W. Case No. 13-251-00097 and Case No. 13-251-00097(a).

At issue is a serious physical confrontation that occurred on August 10, 2013, that resulted in the assault of two patrons by the respondent's security personnel. One of the patrons was stabbed by that employee.

As a result of this incident, the

1 Chief of Police Cathy Lanier closed the
2 establishment pursuant to her authority under
3 D.C. Official Code 25-827. Chief Lanier
4 submitted a letter to ABRA dated August 10,
5 2013 seeking revocation of the establishment's
6 ABC license.

7 The Board voted 5-0 on August 14,
8 2013 to continue the suspension of the
9 establishment's license. The Respondent
10 requested a hearing on August 15, 2013 under
11 D.C. Official Code 25-826(c).

12 Today the Board will be hearing
13 testimony from the Office of the Attorney
14 General, the Respondent and respective
15 witnesses. The purpose of the hearing is so
16 that the Board can determine under D.C. Code
17 25-826 whether the operations of the
18 Respondent present an imminent danger to the
19 health and safety of the public.

20 The Board will be announcing its
21 decision at the conclusion of today's hearing.
22 The Board ask that the parties discuss the

1 facts and issues related to the incident,
2 those being contained in the Summary
3 Suspension Notice dated August 14, 2013.

4 The Board is only interested in
5 hearing about those matters that can be used
6 to establish whether the establishment is an
7 imminent danger to the health and safety of
8 the public.

9 The Board will begin this case by
10 hearing the opening statements from the
11 Government represented by the Assistant
12 Attorney General Fernando Rivero, followed by
13 the opening statement of Brian Harrison on
14 behalf of the Respondent.

15 Before we start with opening
16 statements, I'll ask if there are any
17 procedural matters that the parties would like
18 to bring to the Board's attention.

19 MR. RIVERO: Actually, there are.

20 CHAIRPERSON MILLER: First may I
21 have introductions of the parties.

22 MR. RIVERO: Fernando Rivero for

1 the District of Columbia.

2 CHAIRPERSON MILLER: Okay.

3 MR. HARRISON: Brian Harrison,
4 owner/operator of The Reef.

5 CHAIRPERSON MILLER: All right.
6 Thank you.

7 Mr. Rivero.

8 MR. RIVERO: The first item I
9 would like to bring to the Board's attention
10 is that there might be a miscommunication that
11 has taken place.

12 CHAIRPERSON MILLER: Okay.

13 MR. RIVERO: That miscommunication
14 is as follows. I had represented that the
15 Government would be prepared to bring an offer
16 in compromise to the Board for consideration
17 but not that we would be prepared to move
18 forward with an actual hearing. The licensee
19 requested a hearing two days ago.

20 MEMBER SILVERSTEIN: I'm sorry?

21 MR. RIVERO: The licensee
22 requested a hearing two days ago and the

1 licensee called me on the same day that the
2 request was made. We then scheduled a meeting
3 which took place the next day, yesterday, at
4 my soonest opportunity.

5 We spent a couple of hours
6 yesterday negotiating a plan whereby we could
7 meet the legal standard of imminent danger.
8 That plan has been ironed out, copies of which
9 are ready to be presented to the Board and we
10 can move with that kind of presentation.

11 We are ready, however, to decide
12 on a hearing date for evidence if that should
13 become necessary. Given the time table of the
14 events that I have just described, perhaps the
15 Board might understand why the Government does
16 not actually have the time to prepare the
17 witnesses for that hearing.

18 CHAIRPERSON MILLER: Okay.

19 MR. RIVERO: It was the licensee's
20 intent as communicated to the Government to
21 first attempt to present a plan to the Board
22 because there is no contesting of the facts

1 that would address the situation at hand.

2 With that preface, I am ready to
3 describe the offer in compromise that the
4 parties are willing to present to the Board at
5 this time. I have actual copies that the
6 Board can use to follow along.

7 CHAIRPERSON MILLER: Yes. That
8 would be great. Okay. That's fine. That
9 process is fine.

10 MEMBER ALBERTI: I'd like to know,
11 Mr. Harrison, what has been presented to the
12 Board by Mr. Rivero, is that consistent with
13 your understanding?

14 MR. HARRISON: Absolutely. I
15 think they addressed the issues of safety that
16 are necessary. When this plan is put in place
17 there will be no issues with safety or
18 training or any of the things that led to the
19 events that evening.

20 MEMBER ALBERTI: Okay. Thank you.
21 Just in terms of the timeline in agreement to
22 hearings, how you are viewing the hearings.

1 MR. HARRISON: That's fine with
2 me.

3 MEMBER ALBERTI: Thank you.

4 MR. HARRISON: Thank you. The
5 timeline is correct, sir.

6 MEMBER ALBERTI: Thank you very
7 much.

8 CHAIRPERSON MILLER: Okay. Mr.
9 Rivero, you're going to go through it and
10 explain it?

11 MR. RIVERO: Yes.

12 CHAIRPERSON MILLER: Okay. And
13 then if Board members have questions, we'll
14 ask after.

15 MR. RIVERO: At the outset what I
16 would like to establishment very clearly on
17 the record is that the legal standard for this
18 proceeding is imminent danger. The statute
19 defines that not in the provision that relates
20 directly to the Board action but in language
21 a few provisions away that relates to the
22 conduct of the Chief of Police when exercising

1 the same power.

2 There is nothing that can be done
3 to protect the public short of keeping the
4 establishment closed. Because I believe there
5 is something that can be done, namely what I'm
6 about to present to you, I am here today.

7 We begin first with the first
8 provision that indicates that, "The Reef will
9 conduct and complete training of security
10 employees prior to resuming operations for all
11 existing security personnel to include
12 procedures described in this agreement.

13 No security employee shall begin
14 employment without training. All future
15 security personnel shall received security
16 training at the time of hire. Refresher
17 security training shall be provided twice a
18 year."

19 This provision relates to the
20 facts of this case as follows:

21 Clearly what we have here in the
22 two instances that are described in the notice

1 are employees who are not doing their job
2 properly. In fact, they are causing harm to
3 the public. We see this as a training issue
4 and that's the relevance of the first
5 provision.

6 The second provision states, "The
7 licensee agrees to document the training of
8 security employees and to document their
9 employment status. The licensee also agrees
10 to document the subject matter of any training
11 other employees receive."

12 The first sentence relates
13 directly to the facts of this case. It will
14 make it easier for law enforcement to identify
15 employees who do wrong action.

16 In fact, the case here revealed
17 that one of the employees had a criminal
18 background that made it unsuitable for him to
19 be in that particular position and so it would
20 be presumably easier to track down folks when
21 you have a file with their documentation and
22 anyone can just come in and look at it.

1 The second sentence is more
2 prophylactic in nature to indicate that, for
3 instance, bartenders who receive TIPS
4 training, not necessarily related to security,
5 but that training will also be documented as
6 well for ease of reference for law
7 enforcement.

8 MEMBER ALBERTI: Can we ask
9 questions now or at the end?

10 CHAIRPERSON MILLER: I would
11 suggest waiting because I think some of them
12 might relate to each other.

13 MR. RIVERO: Okay, fine.

14 The licensee will conduct criminal
15 background checks on employees before hiring
16 including current employees. We have a
17 situation -- this relates to the facts of this
18 case.

19 We have a situation where the
20 employee who committed the assault actually
21 had a conviction for a crime of violence. Had
22 a criminal background check been conducted,

1 this would have come to light and obviously I
2 don't think it would have been appropriate to
3 have hired the person at that point.

4 This was not known because the
5 normal conduct was not to conduct criminal
6 background checks and that will change with
7 this licensee going forward.

8 By the way, also just because the
9 current employees didn't commit any act
10 doesn't mean that they get to escape the
11 background check. Current employees will also
12 have their backgrounds checked as well.

13 The fourth provision reads,
14 "Licensee agrees to provide training to
15 security employees."

16 And it list a host of matters
17 here: procedures for checking patron
18 identification, procedures for preventing
19 alcohol consumption by minors; prevention of
20 intoxication of patrons; detailed procedures
21 how security personnel are to handle violent
22 altercations including appropriate methods for

1 detaining and controlling aggressive patrons;
2 the use of force, and I would underscore that;
3 procedure for preserving a crime scene; and
4 the proper protocol for drafting and
5 maintaining incident logs.

6 All of these requirements are
7 directly related to the facts of this case.
8 Namely, the licensee does not have a formal
9 security plan on file with the agency. We
10 believe that a formal security plan will go a
11 long ways to ensuring that security is done in
12 conformance with the law.

13 The requirements that you see
14 listed in paragraph 4 are actually the legal
15 requirements in Title 25 so this is the
16 minimum that is required of a security plan
17 under D.C. Code 25-403.

18 The subsequent page at the top of
19 the page, in addition to the topics I've just
20 described, the licensee agrees to incorporate
21 training on how to aid an injured or ill
22 patron inside the establishment including

1 calling for outside medical services.

2 Licensee will provide training on
3 situations where it's necessary to contact MPD
4 such as violent incidents inside the
5 establishment, or when a patron needs or
6 requests medical attention. This training
7 will include instruction on appropriate times
8 to call 911.

9 This provision is also directly
10 related to the facts of this case. The report
11 indicates that the head of security noticed a
12 patron that was injured and bleeding and moved
13 that patron to outside of the establishment
14 and sought police assistance.

15 It is unclear whether such actions
16 in the first place would have been what the
17 standard practice would be. Perhaps it would
18 have been safer to not move some of those
19 injured and bleeding, to go outside and get
20 assistance and to call MPD.

21 I think what showed here was a
22 question of training. This is a question of

1 training so a specific paragraph here
2 addresses those actions that are included in
3 the report.

4 The next provision, "The licensee
5 receives electronic devices to detect false
6 IDs presented by patrons. The electronic ID
7 scanners will be used in conjunction with the
8 full manual ID checking procedures contained
9 in the licensee's security plan."

10 Now, this provision is
11 prophylactic because we actually don't have
12 any facts relating to minors posing a problem
13 in this particular case. It is, in fact, the
14 standing practice of the licensee to do what
15 is described here.

16 All we're doing is codifying it,
17 if you will, and making it a requirement but
18 this is already the licensee's standard
19 practice from my understanding.

20 The next provision says, "The
21 licensee agrees to provide training on the use
22 of ID detecting devices to include the use of

1 manual ID review techniques in addition to the
2 ID detecting devices." This provision simply
3 says teaching will be provided on the subject
4 matter of paragraph 6. That's what it says.

5 The next provision reads, "The
6 licensee will file a security plan with the
7 Board," and they will address a host of things
8 in the security plan. First, the placement
9 and number of security cameras including an
10 appended diagram of the camera locations.

11 Then security cameras shall
12 maintain footage for at least 30 days. Then
13 video recording shall be made available to law
14 enforcement, including ABRA, no later than 48
15 hours after the request. Then security
16 cameras shall be operational. That means a
17 statement saying, "I've got cameras and I'm
18 going to maintain them in operating
19 condition."

20 Then a detailed description of the
21 placement of security employees in the
22 establishment. Then procedures for checking

1 patron identification, procedures for
2 preventing alcohol consumption by minors,
3 prevention of intoxication of patrons, a
4 detailed description of how security personnel
5 are to handle violent altercations in the
6 establishment including appropriate methods
7 for detaining and controlling aggressive
8 patrons.

9 Procedures for preserving a crime
10 scene and proper protocol for drafting and
11 maintaining incident logs. These are the
12 elements that under the latest version of the
13 law needs to be included in the security plan.

14 The paragraph on the first page,
15 paragraph 4, simply relates to the training
16 that needs to be provided. What we have here
17 is our actual written statements in a security
18 plan in accordance with the minimum
19 requirements of law that need to be filed with
20 the Board. That's what paragraph 8 concerns.

21 Obviously this paragraph is
22 directly related to the facts of this case, as

1 I said, because there was no formal security
2 plan in place. The licensee had something
3 called a security protocol and I had reviewed
4 that and I had my own concerns about that.

5 While it contains some language
6 and some instruction that I thought was
7 adequate, there were some areas that were not
8 adequate and this paragraph 8 reflects
9 bringing the security plan to the level in
10 accordance with the law.

11 The next provision indicates, "The
12 licensee agrees to escort violent aggressors
13 to MPD reimbursable detail officers posted on
14 18th Street. Now, in the facts of this case
15 the aggressor was actually an employee who
16 happened not to leave the premises.

17 It also happened to be the case
18 for my review of the report that it wasn't
19 clear until sometime after the police started
20 interviewing folks that we had someone who was
21 immediately an aggressor that was identified.

22 There may be situations where an

1 aggressor is immediately identifiable and in
2 those situations this paragraph would apply.
3 This paragraph would apply to take folks who
4 are immediately identified outside.

5 Now, the situation with 18th
6 Street is that on Fridays and Saturdays there
7 are police all over the place. The report
8 indicates that within sight of leaving the
9 establishment the head of security was able to
10 hail someone, a police officer, to 18th
11 Street.

12 There is a detail that operates --
13 I'm sure the Board is aware of this. There is
14 a detail that operates the full length of the
15 street. We are satisfied that there will be
16 sufficient police should someone need to hail
17 an officer.

18 The following provision indicates
19 that the licensee agrees to maintain an
20 incident log and retain log records of
21 incidents for a minimum of one year. This
22 will be the licensee's obligation to do so.

1 There is no formal requirement. There has been
2 a practice that incident logs are kept but
3 there is no formal requirement and I'm placing
4 it in this document as a formal requirement.

5 Next, the placement of security
6 cameras shall at a minimum include cameras in
7 areas of all floors that hold patrons and on
8 the stairway. This language is directly
9 related to the facts of this case.

10 The report of the most recent
11 incident indicates that there weren't actually
12 any cameras in -- the establishment has three
13 floors and there's this one long stairway that
14 goes all the way up with landings on the
15 second floor and landings on the third floor.
16 There are actually no cameras along that
17 hallway to capture anything so we want to make
18 sure that cameras exist there.

19 Also the report indicated that
20 there was a camera on the second floor that
21 was pointing to an area of the landing that
22 might have captured some footage had it been

1 turned on.

2 I'd like to be able to have
3 cameras everywhere so that we don't have to
4 rely solely on that particular placement of
5 the camera, that we can, in fact, rely on
6 cameras in the stairways to do that.

7 I also understand that even though
8 the report doesn't make it very clear because
9 it never mentions substantially a first floor,
10 the establishment does have a first floor and
11 I, too, want to include that first floor and
12 make sure we have a camera on every floor.

13 That's what this provision is
14 meant to address. The licensee will report to
15 you later that additional cameras have been
16 purchased which would stand to reason because
17 there are no cameras in the hallway so you
18 obviously need to get more cameras.

19 The next provision is, "The
20 security plan will address what disciplinary
21 actions will apply for violations of the
22 plan." No formal security plan in place so

1 now there is one. This is not actually a
2 legal requirement. It's something that I
3 myself am requiring.

4 It's actually an adaptation of
5 some language I saw in their current security
6 protocol. I saw that there were some warnings
7 against bad conduct. I didn't think they were
8 clear enough. I didn't think they were
9 sufficient so I want a particular section that
10 will simply address disciplinary action.

11 This will be a document that each
12 security employee reads and signs off on so
13 there will be a section that says, "You can be
14 disciplined in this fashion." Physical assault
15 or rude behavior or whatever the case may be.

16 You're late, you don't call in and
17 nobody knows where you are. All those
18 situations will be addressed in one particular
19 section and that's the meaning of this
20 provision.

21 "The licensee agrees then that
22 security employees shall remain inside the

1 premises while on duty, shall not consume
2 alcohol on the premises while on duty, and
3 shall not carry weapons." This provision is
4 directly related to the facts of this case.

5 One of the facts that was revealed
6 in the investigation is that the employee
7 basically admitted that he had been consuming
8 alcohol. Obviously not something that you
9 want to see.

10 There is some evidentiary question
11 as to how the employee became intoxicated. I
12 learned through working with the licensee that
13 some security employees could leave and go
14 across the street to get cigarettes, for
15 instance. Well, Adams Morgan, as the Board
16 knows, is lined with liquor-licensed
17 establishments.

18 Going across the street to get
19 cigarettes could be going across the street to
20 get cigarettes and a little drink. Right? My
21 goal is to keep security employees at their
22 jobs from the moment they clock in until the

1 moment they clock out.

2 Obviously all provisions are to be
3 read reasonably so if someone has an emergency
4 or needs to leave or what have you, that's to
5 be dealt with with the employer and that's not
6 really the intent of this provision.

7 Nor is it the intent of this
8 provision that employees can't actually stand
9 physically on the sidewalk and control the
10 line or check IDs. Just because you see the
11 language "inside the premises," I obviously
12 mean at their post doing their job.

13 And, of course, the security
14 protocol that I have reviewed did allow
15 security employees, for instance, on down
16 times, on nights when it was slow, they could
17 sit and read books or phone calls used to a
18 minimum.

19 I did not think that was
20 appropriate and I have ensure that all such
21 language is stricken. If your job is a
22 security employee, you are going to be in

1 there and you are going to do that job. Being
2 on the phone or reading a book distracts you
3 from your job whether it's a busy night or not
4 a busy night. You are not watching where you
5 should be watching.

6 All language in the current
7 document for employees that allows these kind
8 of breaks is being eliminated. If they get
9 bored or if they find employment intolerable,
10 they can just get another job. Security
11 employees are just meant to do precisely that.

12 So that's No. 14, security
13 employees agree not to engage in any regular
14 activity that distracts them from their
15 duties. That includes cleaning. They have
16 barbacks and the current document that I have
17 reviewed also places partial responsibility on
18 security employees to clean.

19 I felt the time that is devoted to
20 that activity could be time in keeping the
21 establishment safe. Now security employees
22 will do nothing but that and the cleaning duty

1 is made very clear that it will be the duty of
2 the barbacks whose job it is to do that.

3 I'm now on the third page. We
4 have a requirement for filing the security
5 plan by a certain period of time. What you
6 see before you we actually had some
7 discussions just prior to the hearing. We
8 have an agreement that we can just initial it
9 that the licensee is able to provide this
10 information by Monday 5:00 p.m.

11 The information that you see here
12 contained will be filed by Monday 5:00 p.m.
13 What do I mean by that? I mean the security
14 plan that is required to be filed,
15 documentation that the training has taken
16 place because under the terms of this
17 agreement, you don't open until you actually
18 have the training.

19 The subject matter that was
20 covered in the training, documentation of who
21 provided the training, and the actual security
22 plan itself. In the security plan you've got

1 the requirement for the camera diagraming and
2 the like that will be appended to the security
3 plan.

4 In the event that the Board when
5 the Board receives materials on or before that
6 time -- of course, they could file it at noon
7 on Monday, for instance, and that's fine --
8 does not meet with the Board's approval, we
9 consulted our schedules and that was in part
10 one of the reasons why we decided just to have
11 this presentation today is I actually have
12 other hearings.

13 We consulted our schedules and we
14 will be available on Wednesday morning for a
15 hearing, evidentiary hearing, should that be
16 necessary. We left that line on paragraph 16
17 blank because I have to consult my schedule.
18 The communication that I had first to the
19 Board was that today was just to do this.

20 And, finally, this matter will be
21 referred to our office for a show cause
22 review. As I have indicated to the Board

1 before, I do not believe it is appropriate to
2 find the licensee in this proceeding because
3 really the only concern in this proceeding is
4 public safety, the imminent danger standard
5 but that is not the standard in the show cause
6 proceeding and we can properly review the
7 matter under a different standard at that
8 time.

9 That concludes my presentation. I
10 am happy to answer any questions.

11 CHAIRPERSON MILLER: Okay. Thank
12 you.

13 Is there anything else you want to
14 add, Mr. Harrison, before we go to Board
15 questions?

16 MR. HARRISON: I would like to add
17 that although there has been a recent incident
18 that's terrible, for The Reef the safety of
19 our client base has always been hugely
20 important to us with regard to make sure
21 things don't leave the roof and make sure that
22 people are posted at stairs so people can come

1 up and down the stairs in a safe way.

2 I think the provisions of his
3 agreement are reasonable. It's now customary
4 to do police record checks on employees. I've
5 been in this business a long time and never
6 really worked anywhere where that was the
7 case.

8 I can see where that requirement
9 would have removed any opportunity for the
10 incident to have happened. I would gladly do
11 that in the future to make sure to prevent any
12 situations in the future similar to this.

13 I think the things that he has
14 proposed are reasonable. We are capable of
15 accomplishment them. I went and purchased the
16 cameras last night to cover the stairs. I
17 will be able to provide a drafting of the
18 document in a way that can address every
19 single thing in his document.

20 I believe I can have a
21 professional security individual train my
22 people on Monday and document that training

1 with the credentials of that individual so
2 you'll see that on Monday in hopes that I can
3 resume operations at our earliest possible
4 convenience. That's really all that I have to
5 say.

6 CHAIRPERSON MILLER: Okay.

7 MR. HARRISON: Thank you very
8 much.

9 CHAIRPERSON MILLER: Okay. All
10 right.

11 Why don't we start with some Board
12 questions. Who would like to start?

13 Go ahead, Mr. Alberti.

14 MEMBER ALBERTI: Let's start with
15 the easy one. You mentioned as one of the
16 items that security staff will be trained on
17 is maintaining the crime scene. I think it's
18 important. You may intend here but it's not
19 specifically stated the training of other
20 employees.

21 Not necessarily all employees but
22 at least supervisors and managers on duty be

1 trained on how to maintain a crime scene
2 because they are as responsible, I think, as
3 our the security staff.

4 MR. HARRISON: It would all be
5 included in the document. I've had two
6 training sessions with the entire staff with
7 regard to crime scene maintenance already.

8 When that became a requirement and
9 I found out that was a requirement, I think,
10 about a month-and-a-half ago, I had meetings
11 at that point and subsequent training sessions
12 at the end of the night so I had the
13 opportunity to talk to my entire staff about
14 how to maintain a crime scene.

15 MEMBER ALBERTI: So we'll see
16 documentation?

17 MR. HARRISON: Absolutely, sir.
18 That will be in the document as well.

19 MEMBER ALBERTI: Thank you. I
20 think -- if I heard you correctly, you said
21 you'll be documenting who will be doing the
22 training and their credentials on Monday?

1 MR. HARRISON: Yes, sir. I have
2 one individual I spoke to this morning and
3 another person I'm meeting this afternoon.
4 Both of them are in the business of training
5 security and have been in security.

6 The training will be handled by an
7 out-of-house person to make sure that it's of
8 the standard that you guys can agree to with
9 regard to the adherence of what we expect from
10 this document.

11 MEMBER ALBERTI: Great. Now, with
12 respect to doing criminal background checks,
13 it's great but I think you need to document
14 what your standards are. When would you not
15 hire somebody?

16 MR. HARRISON: That was described
17 when we met but that wasn't clear in the
18 document unfortunately. Yesterday when we met
19 we talked about criminal background checks
20 will be conducted by all security members.

21 I'm not certain the wording of
22 that was included in this document. Any crime

1 of violence would preclude an individual from
2 being able to be a member of our security
3 staff and that's what we had discussed and
4 agreed upon yesterday.

5 MR. RIVERO: I need to add
6 something about that because we did, in fact,
7 explicitly discuss this. There is a reason
8 why the agreement does not contain explicit
9 language to that effect and the reason is as
10 follows.

11 We have to be very careful about
12 how we prohibit people from seeking employment
13 where they have gone through the criminal
14 justice system and supposedly paid their dues
15 to society. On the other hand, if people
16 cannot be trusted for certain functions, then
17 we need to strike the proper balance. The
18 licensee and I do have the understanding that
19 persons who have committed a -- have been
20 convicted of crimes of violence are not
21 appropriate persons to be security employees.

22 But that does not mean that they

1 are not appropriate persons to be hired in any
2 capacity of the establishment and I want to
3 make sure I go into those areas. Maybe they
4 could be a cook or wash dishes or something to
5 that effect. I just want to make sure the
6 Board has that full discussion.

7 MEMBER ALBERTI: That's great if
8 that's what the criteria on the standard said,
9 that they would not be placed in the role of
10 security personnel. At least tell us what Mr.
11 Harrison's standards are.

12 MR. RIVERO: Okay.

13 MEMBER ALBERTI: I understand that
14 you can hire someone to do dishes and it
15 doesn't affect their job. Okay. I wouldn't
16 expect them to be in the role of a manager who
17 has responsibility for making --

18 MR. RIVERO: Correct.

19 MEMBER ALBERTI: Lastly, when --
20 well, it's customary for the Board to ask our
21 investigative staff to go out and review the
22 placement of cameras. Will you have a monitor

1 that would allow them to see what is visible
2 from each camera?

3 Okay. I think that is something
4 we would want, just to send out an
5 investigator to review the placement and
6 what's visible, actually see what's visible in
7 the establishment, that there are no major
8 blind spots. We understand that it's
9 sometimes difficult to get every nook and
10 cranny.

11 MR. RIVERO: Right. I would refer
12 the licensee to ABRA to coordinate with the
13 investigators to set up a time to go and
14 inspect the operation of the cameras, that
15 they all work.

16 MEMBER ALBERTI: And they
17 typically do that very quickly in terms of
18 opening.

19 MR. HARRISON: At sometime today
20 can I schedule that to happen? I would like
21 to provide to you Monday everything that we
22 are hoping to achieve in this document, the

1 plans, the maps, the placement security,
2 placement of the cameras and everything else,
3 the training.

4 I would like to be able to
5 document that and provide you with all of that
6 documentation on Monday. Is it possible that
7 today we can schedule an ABRA investigator to
8 come by on that day, on Monday?

9 MEMBER ALBERTI: If you know when
10 you are going to be ready, then I would
11 certainly contact their general counsel and
12 she will assist you in making an appointment.

13 MR. HARRISON: Who is the general
14 counsel?

15 MEMBER ALBERTI: Martha Jenkins.
16 She will assist you.

17 MR. HARRISON: Thank you very
18 much.

19 MEMBER ALBERTI: That's it. Thank
20 you.

21 CHAIRPERSON MILLER: Mr.
22 Silverstein.

1 MEMBER SILVERSTEIN: Thank you,
2 gentlemen. As you said, Mr. Rivero, the
3 standard here is imminent danger. We are
4 tasked to determine that nothing could be done
5 to protect the public short of keeping the
6 establishment closed. There certainly was
7 imminent danger at that time.

8 A security guard with a criminal
9 record on probation for armed robbery gets a
10 patron in a headlock, stabs them repeatedly.
11 The security guard was impaired and virtually
12 admits he'd been drinking. There was a
13 previous event but he had a great record
14 before that. The previous event gives us a
15 pattern that is required in the Rumors
16 Decision.

17 The question is what can we do to
18 ensure before we allow the place to open that
19 there's no longer imminent danger.
20 Now, if you find other cases of people on your
21 staff with criminal records, what are you
22 going to do?

1 MR. HARRISON: I will not allow
2 them to work in the category of security.
3 We'll have to hire other people to perform
4 that function.

5 MEMBER SILVERSTEIN: Okay. So any
6 crime of violence would preclude them from
7 being hired as a security officer also means
8 continuing as a security officer.

9 MR. HARRISON: Also, sir, the head
10 of security that we have right now is relieved
11 of those responsibilities. It was her job to
12 train people for our security team. She is no
13 longer in that position.

14 Both the events that we've had in
15 the last six or seven months, or whatever it
16 was, have unfortunately happened under her
17 administration. We had a different head of
18 security who had been with us for many years
19 and he moved onto another place. I relieved
20 the individual who was guilty of the first
21 incident.

22 The security person that we had, I

1 believe, in May, that person was terminated
2 and I'll be removing the position of head of
3 security and training from the person who now
4 has it and be giving that responsibility to
5 somebody else to make sure we adequately train
6 everybody from this day forward.

7 MEMBER SILVERSTEIN: As far as all
8 of the items that we passed on, we will be
9 getting those on Monday is your expectation?
10 The place will remain closed until we as a
11 Board sign off that we are comfortable that
12 what has been done removes the imminent danger
13 standard. Correct?

14 MR. HARRISON: That's my
15 understanding.

16 MEMBER SILVERSTEIN: And we will
17 be receiving those documents and assurance
18 from our staff that these steps have been
19 completed. We will have to sign off on that
20 before it's reopened. Correct?

21 MR. HARRISON: That's my
22 understanding, sir.

1 MEMBER SILVERSTEIN: And if it's
2 not done by Monday, then the plan is to
3 possibly move to an evidentiary hearing on
4 Wednesday.

5 MR. RIVERO: That's correct.
6 There is a provision in the law that says it's
7 the licensee's right to ask for a hearing
8 because we basically shoot first and ask
9 questions later when we shut an establishment
10 right away and due process requires hearing
11 and an opportunity to explain oneself, but
12 that is a right that the licensee can waive.
13 The licensee has agreed with me to waive it
14 with respect to today's hearing so that we can
15 present this to you.

16 The licensee is not waiving
17 entirely the right to an evidentiary hearing
18 and we have agreed that if the Board believes
19 that the documents that have been received do
20 not satisfy the Board's concerns and that the
21 suspension is to remain, the licensee then is
22 entitled to present evidence to persuade you

1 otherwise to an evidentiary hearing.

2 It's my job to prove that still an
3 imminent danger remains. That has to be done
4 through an evidentiary hearing. We agree that
5 Wednesday would be the morning where both
6 sides are available for that opportunity.

7 MEMBER SILVERSTEIN: Mr. Harrison,
8 you have waived that right for now. Moving on
9 is a good faith effort to move forward on
10 this.

11 MR. HARRISON: Yes, sir.

12 MR. RIVERO: Correct. We believe
13 that if this plan is implemented, then there
14 wouldn't be any real imminent danger and there
15 wouldn't be any need to convene an evidentiary
16 hearing.

17 MEMBER SILVERSTEIN: Thank you for
18 that. Public safety is far more important
19 than process.

20 MR. HARRISON: Absolutely, sir.

21 MEMBER SILVERSTEIN: I have no
22 further questions.

1 CHAIRPERSON MILLER: Okay. I have
2 a few questions. Basically I see the main
3 problem here is the personnel. The cameras
4 are secondary but it will be good to get that
5 in place. It captures what happens. What we
6 want to do is prevent bad things from
7 happening.

8 This isn't just one isolated event
9 from what I understand. There was a previous
10 incident with a security person also
11 assaulting a patron. That hasn't come to us
12 in any proceeding yet but I understand that
13 did occur. My question, first of all, that
14 security employee, did that person have a
15 criminal record or is it just an act of
16 violence by the employee?

17 MR. HARRISON: The situation is
18 actually more complex than the employee
19 assaulting two individuals. I don't know if
20 you would like me to give a brief description
21 of what happened.

22 CHAIRPERSON MILLER: No. My

1 concern is I don't know if just checking
2 criminal background is sufficient for
3 preventing violent employees in your
4 establishment. That is kind of why I'm
5 wondering. In this case we've heard that this
6 employee had a criminal background. Did the
7 other employee?

8 MR. HARRISON: I'm not aware. I
9 terminated the employee. I'm not aware of any
10 criminal record.

11 CHAIRPERSON MILLER: But you don't
12 know?

13 MR. HARRISON: I don't know.

14 CHAIRPERSON MILLER: And this
15 employee? What's happened with this one?

16 MR. HARRISON: The most recent
17 event he was incarcerated.

18 CHAIRPERSON MILLER: Was he
19 terminated?

20 MR. HARRISON: He's terminated.
21 Absolutely.

22 CHAIRPERSON MILLER: Terminated

1 also. I think the one thing we haven't
2 discussed other than criminal background is
3 employee hiring practices. I mean, I'm
4 wondering if there is enough of -- what are
5 the standards for hiring security personnel
6 that you have? Do you have standards?

7 MR. HARRISON: Yes, absolutely.
8 My current head of security, the one who I am
9 relieving of her responsibility, has been in
10 charge of hiring and training the staff. That
11 hiring process will now be handled by me with
12 my 20-plus years in this industry of being
13 able to hire good and quality staff members
14 which has been demonstrated through the
15 history of my business.

16 We are a very thoughtful and
17 friendly and conscientious business and that
18 is represented through the behavior of my
19 staff and what we've been able to do over the
20 last 11, almost 12 years now. I'll be hiring,
21 personally interviewing and hiring every
22 individual who we hire for security and, for

1 that matter, every individual who will be
2 working in my establishment.

3 It's been separated into
4 departments up until now with those
5 responsibilities being delegated to someone
6 else but I shall now resume my
7 responsibilities as hiring manager for the
8 positions of security.

9 CHAIRPERSON MILLER: So you didn't
10 hire either of those employees?

11 MR. HARRISON: No.

12 CHAIRPERSON MILLER: Do you have
13 criteria for hiring security personnel?

14 MR. HARRISON: Yes, absolutely.

15 CHAIRPERSON MILLER: Is it written
16 criteria?

17 MR. HARRISON: No. It's not a
18 written criteria. Does the person seem smart,
19 sharp, aware, punctual, clean, well spoken.
20 It's that type of criteria for hiring. I can
21 add a set of criteria for hiring a security
22 individual and place that in the document that

1 I'll be presenting to you with regard to the
2 security plan and I'll try to be as specific
3 as possible with regard to what I feel are the
4 most important aspects of those criteria.

5 If you would like to add or remove
6 or whatever from that proposed document, I
7 would gladly hear whatever your suggestions
8 would be --

9 CHAIRPERSON MILLER: Okay.

10 MR. HARRISON: -- with regard to
11 acting most responsibly and hiring the right
12 people for this job in the future.

13 CHAIRPERSON MILLER: I assume you
14 check references?

15 MR. HARRISON: Yes, we do. We
16 have in the past. I don't have that
17 information with regard to whether or not we
18 checked this individual's references or not
19 but it has been our practice to check
20 references for all of our employees, previous
21 references.

22 CHAIRPERSON MILLER: Okay. I'm

1 just kind of going down this road a little bit
2 because it just kind of shocked me there were
3 two violent employees. I know your
4 establishment doesn't have a history of a bad
5 record or anything.

6 Also like the number of
7 references, like three references or some kind
8 of standards, I think, in place I would think
9 would be a good idea.

10 Mr. Rivero, do you know who Mr.
11 Harrison is considering for the training?

12 MR. RIVERO: I do not. I left
13 that up to the licensee. As you know, I can't
14 actually make referrals. I did indicate to
15 him that there are a number of attorneys who
16 practice before the Board and they have
17 dealings with professionals who deal with
18 security that he could make inquiries but I am
19 prevented from doing too much in that area as
20 the Board will understand.

21 CHAIRPERSON MILLER: I just hear
22 that he's going to go this weekend to get

1 somebody to train everybody and do all this
2 documentation. I guess as long as you can show
3 the Board that this is somebody who is a valid
4 trainer in this area. I would hate to see you
5 go get training by somebody and then it's not
6 reputable or something. I don't know who you
7 have in mind at all. You haven't said
8 anything.

9 MR. HARRISON: I don't have that
10 individual yet.

11 MR. RIVERO: He did raise a few
12 candidates and my response was, "Here are the
13 things that I would expect to see in a
14 security professional."

15 CHAIRPERSON MILLER: Okay.

16 MR. RIVERO: I did make a few
17 suggestions of what that person would look
18 like but that's as far as I could go.

19 CHAIRPERSON MILLER: Okay.

20 MEMBER SILVERSTEIN: If I may just
21 for a moment.

22 CHAIRPERSON MILLER: Okay.

1 MEMBER SILVERSTEIN: Thank you,
2 Mr. Rivero. There are a number of people who
3 we work with closely and I don't think that we
4 should be in any case of saying who or even
5 suggesting who because it would look a bit
6 untoward. There are many good candidates and
7 we wish you well but we don't want to steer
8 you.

9 MR. HARRISON: I appreciate that.
10 I am very capable of finding an individual
11 with the credentials that I'm certain you guys
12 will accept.

13 CHAIRPERSON MILLER: Okay. What
14 is an appended diagram?

15 MR. RIVERO: It's just a diagram
16 showing the locations of the cameras and they
17 will just be stuck to the plan. It will be
18 made part of the plan at the end so you'll see
19 a diagram that shows all the locations of the
20 cameras.

21 CHAIRPERSON MILLER: Okay.

22 MR. HARRISON: It was my intention

1 to just basically draw each floor and put the
2 placement and the angles of each camera for
3 that. Will that be acceptable for you guys?

4 MR. RIVERO: It will suffice for
5 the Government.

6 CHAIRPERSON MILLER: That sounds
7 about right. We'll talk about it but that
8 sounds right.

9 MEMBER ALBERTI: What you describe
10 sounds sufficient. We'll determine that once
11 we see it.

12 MR. HARRISON: Thank you, sir.

13 CHAIRPERSON MILLER: Mr. Rivero, I
14 just want to ask you this first. Is it always
15 appropriate to escort a violent aggressor to
16 MPD or is it sometimes they get a call for
17 help for the police to come in, like they
18 can't always take the aggressor out?

19 MR. RIVERO: Right. Each
20 provision here is suppose to be interpreted
21 reasonable under the particular circumstances.
22 Certainly the provision means you don't allow

1 aggressors to remain on your premises under
2 whatever circumstances.

3 You have two aggressors the
4 standard practice would be to separate the
5 parties and not to put them both out on the
6 street when you eject them at the same time
7 because you're simply moving the fight
8 outside.

9 When you have two parties like
10 that, you would separate one. The meaning of
11 the provision is that the other aggressor
12 doesn't get to remain and have fun in the
13 premises for the rest of the night. If you
14 have aggressors, they are not to be on your
15 premises so they are to be escorted out.

16 Whether the police make a separate
17 judgment as to, "Well, these people weren't as
18 aggressive or we're not going to do anything,"
19 that's MPD judgment. The intent of the
20 provision is if you have aggressors and you
21 have a fight, you escort one party and other
22 aggressors don't get to remain. They all get

1 to be put out.

2 You don't have to make those
3 interpretations as to what to do with these
4 folks. Let MPD decide were they sufficiently
5 aggressive, not aggressive, what was the
6 nature of the conduct. That should be their
7 judgment, not yours.

8 Certainly I don't want to have a
9 situation where you have aggressors who stay
10 there afterwards because who knows if that is
11 the end of their aggression. They could be
12 aggressive again and other incidents could
13 take place.

14 CHAIRPERSON MILLER: My impression
15 is reimbursable detail doesn't come into an
16 establishment for the most part.

17 MR. RIVERO: That's correct.

18 CHAIRPERSON MILLER: I just wonder
19 if in some cases maybe is so violent and
20 everybody just has to leave and leave that
21 person in there the police would come in.

22 MR. RIVERO: Reimbursable can go

1 in in instances where there's a police report
2 of anyone who is injured or an assault taking
3 place. Regardless of whether they are
4 reimbursable detail or not, whatever their
5 status is, they can go inside at that point.

6 CHAIRPERSON MILLER: Okay. Thank
7 you.

8 MR. RIVERO: But there are some
9 fights that don't rise to the level of an
10 injury and in those situations MPD generally
11 stays outside.

12 CHAIRPERSON MILLER: Right.

13 MR. RIVERO: Then this provision
14 kicks in. Let's put them out and bring them
15 to MPD and let MPD make the judgment about
16 what to do with those folks.

17 CHAIRPERSON MILLER: Okay.

18 MR. RIVERO: That's the sense of
19 this provision. I hope that answers the
20 question.

21 CHAIRPERSON MILLER: Right. Okay.
22 So it's reasonable in that there is a

1 different emergency.

2 MR. RIVERO: Folks can go inside.
3 The MPD can go inside.

4 CHAIRPERSON MILLER: Okay. I
5 guess I want to ask Mr. Harrison about No. 14
6 where Mr. Rivero has put in the provision
7 about security employees not participating in
8 cleaning, reading, or use of cell phones even
9 if it's a quiet night. I'm wondering what
10 would they do if it's really quiet?

11 MR. HARRISON: They are to sit and
12 observe or stand and observe the actions and
13 activities of the establishment and everything
14 within the bounds of the establishment. In
15 most cases we have more than one security
16 person on board so what we do is rotate them
17 to provide them -- to prevent them from
18 becoming mind-numbingly exhausted, tired,
19 bored, or otherwise.

20 CHAIRPERSON MILLER: Right.

21 MR. HARRISON: Because that could
22 be as much an enemy to attention span as

1 reading a book or something else. There's
2 only one day a week where we only have one
3 security member on board because of the
4 rooftop and I believe that's Sunday. If that
5 person is locate outside, the activities of
6 18th Street should be enough to make them pay
7 attention to what they're doing.

8 Most frequently the person on the
9 landing, that's stuck on the landing at the
10 top of the stairs, stuck on the landing
11 without any visual or any type of stimulus.

12 It's been in the past where like
13 if we have nobody in the place and you're
14 stuck on the landing, like sometimes on a
15 Thursday we won't get busy until later, we
16 have to bring them on board.

17 If you want to bring a book, then
18 as long as we're not busy or we don't have any
19 activity, that's fine. I'm going to strike
20 that from my document and make sure there is
21 no opportunity for them to read a book or be
22 distracted by an electronic device. That will

1 be in the security plan.

2 CHAIRPERSON MILLER: Do you agree?
3 Do you think this is helpful for public safety
4 or did you just agree to the provision because
5 Mr. Rivero put it in?

6 MR. HARRISON: Personally I
7 completely agree. I worked security for a
8 very long time and I've never worked in an
9 establishment that allowed for the reading of
10 books or otherwise.

11 That's outside the scope of what I
12 think was -- I'm paying them to be there so
13 unless they are learning a foreign language or
14 something that benefits me, there's no reason
15 for anything other than paying attention to
16 their surroundings and making sure that people
17 are safe and fine.

18 Cell phones have always been
19 discouraged. It says in my security protocol
20 in that document that cell phone use is --
21 there is none unless it's an emergency. I
22 will just strike whatever language that keeps

1 them from being completely engaged in the
2 process from the security point of view.

3 CHAIRPERSON MILLER: Okay. How
4 many security employees do you have?

5 MR. HARRISON: Since we've been
6 closed for 10 days I found out that I've had
7 several people quit so right now I can't
8 really say how many I have on board.
9 Traditionally I have nine staff members on the
10 schedule. On a Friday night we have five in
11 operation. On Saturday we have six in
12 operation. I have reduced that by one as of
13 last weekend. I can't answer that question
14 right now.

15 CHAIRPERSON MILLER: Okay. This
16 weekend you plan to train all of your
17 current --

18 MR. HARRISON: I'm hoping to train
19 all my current staff members and no staff
20 member will be able to work without
21 professional training by a well-credentialed
22 individual that I will provide for you guys

1 that person's information.

2 CHAIRPERSON MILLER: Okay. So for
3 those who don't get trained this weekend, they
4 will have training another time before they
5 start working.

6 MR. HARRISON: Before their very
7 first shift it has to be documented that they
8 will be trained by the individual. I will
9 provide you the credentials of whoever I may
10 be using on Monday when I give you that
11 information.

12 CHAIRPERSON MILLER: Okay. What
13 we've done in the past also is asked licensees
14 to have the employees sign off that they've
15 had that training.

16 MR. HARRISON: Absolutely.

17 CHAIRPERSON MILLER: They get a
18 certificate or some proof of the training of
19 this individual.

20 We'll get back to you on this,
21 too, but with respect to the evidentiary
22 hearing sometimes it's the case that the Board

1 reviews all the documents and everything and
2 then only has like some follow-up questions or
3 some follow-up details that they want as
4 opposed to a full-blown evidentiary hearing.
5 I just want to let you know that might be a
6 possibility.

7 And before we go and talk, we
8 don't know the Board's availability. The
9 Board is on recess. Is there another time
10 that you're available for a hearing other than
11 Wednesday?

12 MR. RIVERO: If the Board will
13 give us an indulgence, we can provide that
14 information right now. Brief indulgence,
15 please.

16 CHAIRPERSON MILLER: Okay.

17 MR. RIVERO: We have available a
18 morning time slot on Wednesday anytime from,
19 you know, 9:00, 10:00 a.m. to about 1:00 p.m.
20 We have that time slot available. The prior
21 day, Tuesday, August 20th we also have
22 availability and that would be in the

1 afternoon sometime between 1:00 and 4:00 or
2 5:00 or so.

3 That afternoon time block is also
4 available. Those are the two time blocks that
5 we have available. I'm currently in hearings
6 the rest of the week and I'm unable to
7 participate.

8 CHAIRPERSON MILLER: Okay. Just
9 for information purposes, if we have any
10 additional requirements or questions Monday,
11 would you be available or no?

12 MR. RIVERO: My preference would
13 be to set, if that's going to be the case, an
14 actual hearing or I don't mind communicating
15 by email if the other party is copied on the
16 email as well. Otherwise, the preference
17 would be to set a date either of those time
18 blocks that we have provided.

19 CHAIRPERSON MILLER: Okay.

20 MR. RIVERO: I understand that
21 there's no sense now of the Board quorum but
22 it would be our preference to go ahead and set

1 a date during any of those time frames that we
2 described as soon as it becomes apparent that
3 there's a Board quorum and then we are
4 immediately notified because I would like to
5 begin work immediately in preparation for the
6 hearing.

7 CHAIRPERSON MILLER: Okay.

8 Are there any questions right now?

9 Okay.

10 MEMBER ALBERTI: This is a follow-
11 up to Ms. Miller's comment about validating
12 who was trained and what they were trained.
13 I think what I would like to see, and the
14 Board generally likes to see, is a list of all
15 the security employees that you have as well
16 as whatever your certificate -- whatever
17 you're going to get from the professional
18 trainer that validates that they have been
19 trained.

20 Proof that they were in attendance
21 at training and however you want to document
22 that. As well as a list from you of your

1 entire security staff.

2 MR. HARRISON: Yes, sir.

3 MEMBER ALBERTI: And I guess their
4 position if you have various positions in
5 security. I don't know if you do but, if you
6 do, then you could list their positions.
7 Certainly the supervisor for security would be
8 one of them. Lastly, I think in the report
9 there is some question of who knew how to
10 operate the cameras.

11 MR. HARRISON: Yes, sir.

12 MEMBER ALBERTI: I think it's
13 important that whenever you are in operation
14 that there is someone available who knows how
15 to operate the cameras.

16 MR. HARRISON: Yes, sir.

17 MEMBER ALBERTI: Even if they
18 can't download footage, at the very least they
19 can allow law enforcement or ABRA to view
20 footage for that evening.

21 MR. HARRISON: I'll make sure that
22 it will be in the security plan and that all

1 MOD's will be instructed in the use of the
2 cameras and the camera system.

3 MEMBER ALBERTI: Great. That's
4 it. Thank you.

5 CHAIRPERSON MILLER: I have one
6 other thought. I mean, I don't know how other
7 Board members feel about this but just because
8 this case involves the security personnel and
9 it's happened more than once with more than
10 one person, and you can let me know if this
11 goes into privacy too much, but Mr. Alberti
12 was talking about the list of employees and
13 the positions and I'm thinking maybe we ought
14 to know their qualifications and maybe their
15 resume or something.

16 You can give me feedback on that.
17 I'm not saying for now that is what we're
18 asking for but that's what I'm thinking about
19 if you have an opinion on that.

20 MR. RIVERO: I do.

21 CHAIRPERSON MILLER: Okay. I'd
22 like to hear it.

1 MR. RIVERO: The plan actually
2 requires that a file be kept on each employee
3 and an application and that application be
4 made available for ABRA or MPD inspection if
5 necessary.

6 CHAIRPERSON MILLER: Okay.

7 MR. RIVERO: I don't believe there
8 will be anything wrong with providing the
9 application itself to show what the
10 qualifications are. Of course, subject to the
11 redaction of any information for which there
12 is no need during this proceeding.

13 Sensitive information like Social
14 Security numbers and the like are not really
15 of a concern to the Board. Perhaps what prior
16 jobs a person held would be relevant and
17 reasonable to expect if the licensee just
18 wants to create a document listing the
19 background and previous jobs on that person.

20
21 Just to point out that the plan
22 does contemplate that information being made

1 available to ABRA or MPD, again, is subject to
2 the protections of privacy that the law
3 provides because you all don't have a need for
4 Social Security numbers.

5 CHAIRPERSON MILLER: No. No.
6 It's just a concern of mine like why there
7 were two employees on your staff that were so
8 violent.

9 MR. HARRISON: I appreciate the
10 concern. I don't really have an answer to
11 that. I'm sorry. Actually, if you would like
12 to restate the question, I was listening to
13 him and kind of got lost in what you'd asked.
14 I'm sorry. What was the question? Excuse me.

15 CHAIRPERSON MILLER: I'm putting
16 it in exploratory form because I want to
17 review it with my Board members to what
18 extent, you know, we want to be asking for
19 this information. Because two of your
20 employees have shown violence and hurt people,
21 I was wondering if it would go further than
22 just their names and positions and want to

1 know their qualifications and their resume.

2 MR. HARRISON: In the past, and
3 it's been my experience, generally security is
4 an entry-level job in the restaurant industry.
5 Most frequently people with significant
6 security experience are working at the museums
7 and not in bars and restaurants until 3:00 in
8 the morning.

9 I appreciate the point of view
10 that you have with regard to we've had two
11 violent employees in the past. I firmly
12 believe that if I'm involved in the hiring
13 process of anyone that we bring on board in
14 the future that I will be able to discern
15 whether or not they will have any tendencies
16 that would be negative, violent, or otherwise.

17 The fact that I've had somebody
18 else doing the hiring in this period of time
19 leaves huge holes with regard to my
20 understanding of what that process was when
21 they were brought on board.

22 CHAIRPERSON MILLER: Okay. She's

1 still with you, correct?

2 MR. HARRISON: Yeah. I'm going to
3 remove her from head of security. She's a
4 very capable college student. I'm going to
5 put her back into just the ranks of everyday
6 security but she'll be relieved of any
7 responsibilities with regard to training or
8 hiring and firing anybody within the team.

9 CHAIRPERSON MILLER: Okay. I'm
10 not saying this is something the Board is
11 going to go too far on but I would say to you
12 if it were me in your position especially to
13 talk with her and try to figure out how is it
14 that she ended up hiring two violent people.
15 What happened there?

16 MR. HARRISON: I will have that
17 dialogue without a doubt.

18 MR. RIVERO: Now, the Government
19 actually is satisfied that I personally
20 wouldn't need the information that is the
21 subject of this question because my first
22 concern really is just a training question.

1 By placing the requirement of training I am
2 not so much concerned about whether someone
3 has insufficient experience because that point
4 of training is to close that gap.

5 CHAIRPERSON MILLER: Okay.

6 MR. RIVERO: Therefore, I have
7 less need to see someone's past experience
8 with employment because I think the training
9 requirement gets at what my problem is.

10 CHAIRPERSON MILLER: Right.

11 MR. RIVERO: That's my personal
12 take on this question.

13 CHAIRPERSON MILLER: That's a good
14 point. It's not that we're going to second
15 guess. It's also informative to know that
16 there is a file, though, if investigators want
17 to look at it or whatever, that contains that
18 information.

19 MR. RIVERO: Yes.

20 CHAIRPERSON MILLER: Okay. All
21 right.

22 Other questions?

1 MEMBER ALBERTI: No. I think your
2 last statement answered my question.

3 CHAIRPERSON MILLER: Okay.

4 What we're going to do is recess
5 and take a close look at the proposed OSD in
6 light of all the questions and answers and
7 then we'll get back to you today. I think you
8 should -- you know, we'll be at least a half
9 an hour or so. What do you think? I would say
10 go. I would say hang around. Stay around.

11 MR. RIVERO: Yes, fine. We're
12 happy to stay around, particularly because I
13 have an interest in setting a date for -- a
14 control date for a hearing so that I know that
15 I need to prepare. Particularly if we have a
16 hearing on Tuesday, that basically gives me
17 Monday to prepare.

18 CHAIRPERSON MILLER: Okay.

19 MR. RIVERO: I would like to leave
20 here with that date in mind. We have already
21 agreed. It's not on your paper but we've
22 already agreed that 5:00 p.m. on Monday is the

1 deadline to submit everything for your review.
2 It says a different time on there but we will
3 scratch it out and initial that change. It's
4 5:00 p.m. on Monday, the deadline by which you
5 will receive everything for your
6 consideration.

7 CHAIRPERSON MILLER: You want to
8 open Monday night?

9 MR. HARRISON: No.

10 CHAIRPERSON MILLER: Good.

11 MR. HARRISON: I'm sorry. Excuse
12 me, sir.

13 MEMBER ALBERTI: I will just say
14 the clock for our review starts ticking when
15 you submit it.

16 MR. RIVERO: Correct.

17 MEMBER ALBERTI: If you submit it
18 at 12:00 noon on Monday, the clock starts
19 ticking for us so we will set ourselves some
20 standards as to when we get back to you. Our
21 point is the sooner you get it in but if you
22 miss the 5:00 p.m. deadline on Monday, the

1 hearing date may have to go off the table and
2 we won't start our review until we get the
3 material.

4 MR. RIVERO: Right.

5 MEMBER ALBERTI: I'm not so
6 worried about the deadline date as your
7 responsibility to get us those things.

8 MR. RIVERO: Correct.

9 MEMBER ALBERTI: It's in your
10 interest.

11 MR. HARRISON: I appreciate that,
12 sir.

13 MR. RIVERO: 5:00 p.m. is drop-
14 dead deadline but if he wants to turn it in by
15 noon, I have no issues with that.

16 CHAIRPERSON MILLER: Okay. I just
17 want to clarify before we go review the OIC
18 that you've also agreed to provide
19 certificates of training for all the employees
20 who take the training and standards for
21 hiring.

22 MR. HARRISON: Yes, ma'am.

1 CHAIRPERSON MILLER: Okay.

2 Anything else right now? All
3 right. We're go in recess and see you in a
4 little while.

5 MR. RIVERO: Thank you.

6 (Whereupon, at 2:10 p.m. off the
7 record until 3:24 p.m.)

8 CHAIRPERSON MILLER: All right.
9 We're back on the record in The Reef case.
10 Basically we think it's a good proposed offer
11 in compromise and we would just recommend a
12 few changes and make sure that you would agree
13 to them before we vote on it.

14 The first one is very minor and
15 it's just a clarification of No. 3 that there
16 would be a criminal background check on
17 current employees before the establishment
18 reopens. I think it may be intended in there
19 but if you could just clarify it a little
20 more, current employees before reopening, even
21 if you think it's redundant.

22 No. 2, that the licensee will

1 provide a list of security employees and their
2 positions. That was discussed earlier. No.
3 3, with respect to the training. No. 4, that
4 there be a documentation of each employee who
5 was trained in whatever manner you want to
6 provide it.

7 Then one other addition that we
8 talked about earlier was that in a security
9 agreement there would be discussion of the
10 standards or the criteria for hiring security
11 personnel.

12 No. 6. This wasn't discussed out
13 here but we would like you to strike the word
14 "electronic" before devices and just put in
15 "ID checking devices."

16 There are multiple tools that can
17 be used for ID checking. I think our agency
18 is not of the view that the electronic devices
19 are necessarily the best devices to use so we
20 don't think you should be boxed into using
21 electronic devices.

22 MEMBER ALBERTI: By that, when

1 we're talking about devices, we're talking
2 about checking against the book of IDs that
3 you have for the state, using black lights,
4 using magnifying glasses to look at the
5 microprinting..

6 MR. HARRISON: One of the
7 investigators came out while we were in recess
8 and we bought the ID checker, the one that
9 they recommended. It's got a black light and
10 a white light.

11 MEMBER ALBERTI: So things like
12 that. I just want to make sure that it's
13 clear what we're talking about.

14
15 MR. HARRISON: Yes, sir.

16 MEMBER ALBERTI: Okay.

17 CHAIRPERSON MILLER: Okay. The
18 last item is the item that we spent the most
19 time on and that is No. 16 where I think you
20 had requested a hearing for Wednesday.

21 MR. RIVERO: Or Tuesday.

22 CHAIRPERSON MILLER: This is the

1 dilemma. I think that you all suggested
2 responding to all the ideas in this offer in
3 compromise providing all the details for
4 security, plan, etc. by Monday at 3:00 p.m.
5 We anticipate that -- no, you said 5:00 p.m.
6 Okay. Monday 5:00 p.m.

7 The Board needs time to review all
8 those materials and often the Board will in
9 these scenarios review the materials and find
10 that, oh, there's a couple things missing or,
11 you know, you need to do a little bit of this.

12 For there to be a hearing by
13 Wednesday morning wouldn't really provide the
14 Board sufficient time necessarily. I don't
15 know. You could come in and it could be great
16 and there might be no back and forth. But
17 it's often the case that we found that there's
18 been some back and forth.

19 We anticipate that process
20 wouldn't be complete by Wednesday morning. If
21 you wanted to take a chance that, oh, okay, we
22 put it in on Monday and then maybe the Board

1 will have reviewed it by Tuesday. Twenty-four
2 hours would be Tuesday 5:00 p.m. and the
3 hearing would be -- you're asking for
4 Wednesday morning.

5 We're not saying take that off the
6 table if that's what you want but normally it
7 would be like, okay, you provide the materials
8 and most of it is probably going to be great.

9 Maybe all of it will meet the
10 requirements but if there's some give and
11 take, that means the Board has a question or
12 asked for a little more material and then you
13 need time to respond. Then the Board can then
14 decide, you know.

15 That's the problem with the
16 calendar. If you provide things earlier, you
17 know. If it's possible to provide things by
18 Monday at noon or whatever, it might all be
19 resolved before Wednesday if everything goes
20 smoothly.

21 MR. RIVERO: This is the
22 Government's position in that situation.

1 CHAIRPERSON MILLER: Okay.

2 MR. RIVERO: We understand what
3 the concerns are. It's the Government's
4 position that a hearing date ultimately needs
5 to be scheduled and that --

6 CHAIRPERSON MILLER: Could you say
7 that again, Mr. Silverstein?

8 MR. RIVERO: That a hearing date
9 does need to be scheduled. If the licensee
10 request a hearing under Title 25, the license
11 must get one. We understand we need an
12 evidentiary hearing by that. We don't mean
13 this kind of status hearing. That means a
14 hearing must be scheduled period.

15 I have indicated that there is a
16 waiver but not a blanket waiver meaning that
17 he could waive his right for a couple of days
18 but, if he's requested a hearing, I have to
19 put on a case.

20 I believe that we should schedule
21 a hearing, let's say Wednesday just as an
22 example, and if by the time of the hearing the

1 Board in this given take that we're describing
2 hasn't reached a full conclusion, then the
3 Government would interpret that as simply not
4 an approval of the OIC and we'll move forward
5 with a hearing at the appointed time.

6 MEMBER ALBERTI: Can I just
7 restate what was just said here and maybe it
8 will help. If we have a solution from you,
9 Mr. Harrison, by 3:00 p.m. on Monday we will
10 commit to responding to you by 6:00 p.m. on
11 Tuesday.

12 If you don't, if you miss that
13 3:00 p.m. deadline, we will commit to
14 responding to you within 48 hours. If there
15 is any back and forth, each round we will
16 commit to a 48-hour turnaround. We will do
17 our best to be more prompt than that but we
18 can't commit to anything else than that. It
19 really depends on when you make your
20 submissions.

21 That's the guidelines that we're
22 going on. Given that, and there's no

1 guarantees here, do you still want to schedule
2 a hearing for Wednesday or should we schedule
3 a hearing for sometime in the future?

4 Really in some ways you are in the
5 driver's seat as to when you want to have that
6 drop-dead date to have a hearing. Mr. Rivero
7 can speak more to that if he likes. I mean,
8 you really are entitled to a hearing within a
9 reasonable time.

10 MR. RIVERO: Actually, I believe
11 the statute has an actual time frame during
12 which this hearing must be scheduled. We've
13 been saying that's waivable --

14 MEMBER ALBERTI: Scheduled or
15 held, Mr. Rivero?

16 MR. RIVERO: -- out to, you know,
17 a time where obviously if the statute
18 guarantees --

19 MEMBER ALBERTI: Mr. Rivero,
20 scheduled or held?

21 MR. RIVERO: Held.

22 MEMBER ALBERTI: Okay. Mr.

1 Rivero, that's why I'm saying Mr. Harrison is
2 kind of in the driver's seat as to when we
3 have a definite time frame. If this
4 discussion and dialogue of back and forth
5 review on what you're submitting goes past
6 some date, you are entitled to a hearing and
7 I think you're in the driver's seat as to when
8 that hearing is.

9 MR. RIVERO: Right. I agree with
10 that statement.

11 MEMBER ALBERTI: Okay.

12 MR. RIVERO: Also the Government
13 is not necessarily standing on the sidewalk
14 either.

15 MEMBER ALBERTI: I understand.

16 MR. RIVERO: Because the
17 Government has to be able to plan for a
18 hearing and witnesses and I have other court
19 appearances.

20 MEMBER ALBERTI: Right. The
21 assumption here is -- well, the only
22 assumption I'm making is that the earliest it

1 would be held would be Wednesday based on the
2 representations that have been given.

3 CHAIRPERSON MILLER: Yes, go
4 ahead.

5 MR. HARRISON: I have a question.
6 I have no doubt that I can install the
7 cameras, do the police record checks, and
8 generate this document over the weekend, have
9 it done by 9:00 a.m. on Monday. I have no
10 doubt about that whatsoever. My only
11 reservation or question is because it involves
12 somebody else is getting the outside training
13 for my security staff in this period of time.

14 CHAIRPERSON MILLER: Okay.

15 MR. HARRISON: If you would
16 entertain the thought or the notion of using
17 -- I found a company while you were in recess,
18 Prestige Event Management. They said they are
19 certified. They work in this town under a
20 certified security company.

21 If I were to use their security
22 and provide them with our security plan that

1 you guys would review and either approve or
2 whatever, if I made them sign off on that
3 security plan but use their security people,
4 would I -- could I be given the opportunity to
5 operate until such time when I have a
6 credentialed security person train my staff
7 and have an ABRA investigator come out and
8 make sure that's been the case? Would you
9 entertain that as a thought?

10 CHAIRPERSON MILLER: Do you have
11 an opinion, Mr. Rivero?

12 MR. RIVERO: I do. The
13 Government's agreement is quite clear that the
14 persons who are performing security cannot
15 work until they receive training on the plan.
16 Right now I think he indicated that he has
17 maybe three or four employees who have quit so
18 this agreement relates to those people.

19 Those people can't work without
20 the training. If there is a company that is
21 representing itself to say we have ready made,
22 ready-to-order security personnel, the

1 Government's position is that those persons
2 can be used so long as the training of that
3 personnel comports with the requirements of
4 this agreement.

5 If sufficient documentation can be
6 produced that, yes, I have a company; yes, I
7 have these five people who are ready to work;
8 yes, all of their training comports with this
9 document that I'm holding up in my hand, then
10 I don't have a problem with that because at
11 the end of the day, it's the same result.

12 We have security employees whether
13 they are rented from a company or whether they
14 are employed in a direct employee
15 relationship. The important thing is that
16 they have this knowledge in their heads and
17 they are performing their jobs. I don't take
18 a serious position but only so long as
19 whatever company is hired can make these
20 representations.

21 MEMBER ALBERTI: I will answer
22 that. What we are looking for in terms of

1 documentation of security employees, I think,
2 is some information on the credentials of who
3 is doing the training. Is that outside of
4 what your vision was here?

5 MR. RIVERO: No. Please bear in
6 mind that the Government is of the view that
7 not every single detail has to be part of the
8 agreement.

9 MEMBER ALBERTI: All right. I
10 want to make that clear to everyone. That's
11 why I'm stating this.

12 MR. RIVERO: That's correct.

13 MEMBER ALBERTI: I'm not going to
14 give you an answer on the company that you
15 just mentioned here but hopefully you would
16 provide us with whatever they are providing to
17 you to give you confidence that they are
18 reputable and capable. Then we'll look at
19 that also.

20 MR. HARRISON: Yes, sir. We'll
21 make sure they have certification that is
22 available for this type of position that they

1 have and maintain whether it's by this company
2 or some other company.

3 MEMBER ALBERTI: We assume you
4 would not enter into a contract until you are
5 satisfied that they are reputable and
6 certified.

7 MR. RIVERO: So if this
8 information that is being discussed now is
9 made part of the package that is submitted
10 Monday, for instance, I absolutely have no
11 problem with that.

12 MEMBER ALBERTI: There is no
13 guarantee. The question really is I
14 understand this is very iffy. There are no
15 guarantees here so it's your decision whether
16 given the uncertainties of what we talked
17 about in timing, whether you want to walk in
18 on Wednesday's hearing --

19 MR. HARRISON: I can be flexible.

20 MEMBER ALBERTI: -- or you want to
21 be flexible and walk in and discuss a later
22 hearing. In terms of the date of the hearing

1 in some ways you really are in the driver's
2 seat I would say.

3 MR. HARRISON: I appreciate that.
4 I would rather demonstrate flexibility with
5 regard to scheduling because ultimately the
6 goal here is to provide for public safety. I
7 cannot debate the merits of what happened on
8 that evening and cannot present any
9 information that would paint a better picture
10 of what has happened than what we are already
11 aware of. For me everything in this situation
12 is how do we move forward to provide for my
13 continued operation at its earliest point.

14 I think the best thing that we can
15 do is to ensure public safety, do what we can
16 to make sure that the individuals are doing
17 security in my place have adequate
18 credentials, have been researched, have been
19 taught everything that's in our security plan,
20 and can follow through with our mandate until
21 such time that a professional, who you guys
22 have approved the credentials of, has had the

1 opportunity to certify and document the
2 certification of all my on-staff security
3 people.

4 For whatever period of time is
5 necessary for that to happen I would maintain
6 the employment of an outside security company
7 which would allow me to operate.

8 I would rather be flexible and not
9 demand a hearing date because the hearing is
10 one outcome for me and I don't see a positive
11 one. I appreciate and recognize the
12 willingness of the Government to work with us
13 to help provide for greater public safety and
14 that is ultimately the goal.

15 If I wind up opening later in the
16 week next week as the result of a process
17 where we've given each other -- we polished a
18 document, then I would rather go through that
19 period than face revocation of my license as
20 a result of what may happen in an evidentiary
21 hearing.

22 CHAIRPERSON MILLER: All right.

1 MR. HARRISON: Did that answer
2 your question?

3 CHAIRPERSON MILLER: I think this
4 process makes the most sense that you started
5 where you are presenting all the improvements
6 you plan to make and the Board will evaluate
7 them and then give you any feedback with
8 respect to if any need to be improved or more
9 details.

10 That can take a few days so that's
11 why I said if you've got this Wednesday
12 hearing, it doesn't make a lot of sense unless
13 that's something you're pushing as your right
14 to have a hearing.

15 MR. HARRISON: I appreciate that.
16 Thank you.

17 CHAIRPERSON MILLER: I also will
18 say I don't think by not having a Wednesday,
19 unless you want to waive your right totally,
20 that if this process doesn't work that you
21 can't request a hearing but it would be
22 later.

1 MR. HARRISON: I understand.

2 CHAIRPERSON MILLER: You don't?

3 MEMBER ALBERTI: My personal
4 opinion?

5 CHAIRPERSON MILLER: Unless you
6 want to waive your right totally.

7 What is your opinion?

8 MEMBER ALBERTI: My personal
9 opinion is that if Mr. Harrison is waiving the
10 hearing for Wednesday, that we go ahead and
11 schedule a hearing for sometime later in the
12 week. Unless you want to prolong it longer
13 than that. You can tell me what your desire
14 is but I think -- let me put it this way.

15 That we set a hearing. That we
16 leave this hearing today with a hearing date
17 scheduled so that everybody knows that if
18 something goes awry with this mission, there
19 is a guarantee of a hearing.

20 MEMBER SILVERSTEIN: There is a
21 guarantee that we're not going to string you
22 along either.

1 MR. HARRISON: I'm sorry to be so
2 lay in this situation here but if I request a
3 hearing, this process that we have here, the
4 things we've done today, would still be in the
5 process of the hearing and it wouldn't -- I
6 mean, basically it's not just the hearing is
7 am I guilty of what happened on that evening.
8 It becomes a situation where we try to resolve
9 our issues together?

10 MEMBER ALBERTI: If we have a
11 hearing, the Board -- the decisions coming out
12 of that hearing would be what is required of
13 you before you open.

14 MR. HARRISON: I understand.

15 MEMBER ALBERTI: All right. That
16 is the nature of that hearing.

17 MR. HARRISON: Okay.

18 MEMBER ALBERTI: Not innocent or
19 guilt on any charges. It's what would it take
20 for you to open to satisfy the Board's concern
21 about imminent danger.

22 MR. HARRISON: I understand.

1 MEMBER ALBERTI: That's what this
2 process is about is satisfying the Board that
3 we are comfortable that there is no further
4 threat or imminent danger to the public. This
5 whole process will continue. Our hope is that
6 everything would resolve itself before a
7 hearing.

8 MR. HARRISON: I'm confident of
9 that.

10 CHAIRPERSON MILLER: Okay. The
11 hearing is almost for the same purpose but it
12 would be a hearing, an evidentiary hearing of
13 what happened that night and all that and then
14 what needs to be done so that you don't
15 present an imminent danger to the public
16 anymore.

17 In general this is the most
18 productive route that you're taking right now.
19 You're looking at the solutions right now. We
20 don't have to get into all that right now as
21 long as this is working.

22 MEMBER SILVERSTEIN: I think we're

1 ready to go.

2 CHAIRPERSON MILLER: Okay. You
3 don't have to have a hearing. It's up to you.
4 If you want to put it on the calendar, we can.
5 Sometimes you have to prepare for hearings,
6 too.

7 MR. HARRISON: I appreciate that.

8 CHAIRPERSON MILLER: It's up to
9 you.

10 MR. HARRISON: Mr. Rivero, you're
11 not available on Thursday or Friday of this
12 week I heard you say earlier? What I don't
13 want to do is push it past the weekend.

14 CHAIRPERSON MILLER: Okay.

15 MR. HARRISON: That would be
16 critical to the survival of my license.

17 CHAIRPERSON MILLER: Exactly.

18 MEMBER ALBERTI: That is your
19 right to demand.

20 MR. RIVERO: So we're looking at
21 next week?

22 CHAIRPERSON MILLER: No. He said

1 he didn't want to push it to next week.

2 MR. HARRISON: I would like to
3 have it on Thursday. If I could pick a date
4 and that would be fine, I would like to pick
5 Thursday if it would be possible.

6 MR. RIVERO: I have a hearing on
7 Thursday from 10:00 to noon so I could
8 possibly do maybe a 3:00.

9 MEMBER ALBERTI: On Thursday?

10 MEMBER SILVERSTEIN: I'm good with
11 that.

12 CHAIRPERSON MILLER: Okay.

13 MR. RIVERO: I'm hoping that my
14 morning hearing will be concluded by then.

15 CHAIRPERSON MILLER: All right.
16 We are going to tentative schedule it for
17 3:00. Our general counsel will double check
18 but we think Thursday at 3:00 will work.
19 Hopefully there won't be a hearing because I
20 think this is the way. The way you're doing
21 it should resolve it by Thursday at 3:00. The
22 sooner you get everything to the Board, the

1 sooner we can evaluate it and get back to you.

2 MR. HARRISON: It may be ambitious
3 but I would like to get everything to Ms.
4 Jenkins by Saturday evening with regard to the
5 plan, the security plan, and things of that
6 nature.

7 CHAIRPERSON MILLER: Great. Okay.

8 MR. HARRISON: The camera
9 installation should be done by Sunday. The
10 timeline for everything except for the staff
11 training. The staff training is the only
12 thing that there may be an issue with. I
13 found out that doing police record checks are
14 very quick to do. They are done on the
15 internet. It should not be a problem to do
16 that as well. Thank you very much. I
17 appreciate the flexibility.

18 CHAIRPERSON MILLER: Okay. And
19 the things that the Board needs to evaluate,
20 you can get that to us before you actually do
21 some of the checks or whatever. Do you know
22 what I'm saying?

1 MR. HARRISON: Absolutely.

2 CHAIRPERSON MILLER: That's what
3 we need the time to do to look over the
4 security plan and things like that.

5 MR. HARRISON: Absolutely. I
6 mean, I can provide for you guys basically a
7 rough document that we can polish. We can
8 provide for you guys the document with the
9 understanding that it will be in all
10 likelihood changed.

11 CHAIRPERSON MILLER: If you do
12 anything early, it should still be the
13 finished part. If you don't have all parts,
14 fine, but whatever you give us should be
15 finished so that when we review it --

16 MR. HARRISON: I understand.

17 CHAIRPERSON MILLER: Okay. Good.

18 MEMBER ALBERTI: Can I make a
19 comment?

20 CHAIRPERSON MILLER: Yes.

21 MEMBER ALBERTI: The Board is
22 going to work quickly. All right? This is

1 for you and Mr. Rivero. The reason it sounds
2 so complicated is that we want a guarantee
3 that the Board has sufficient time to review.

4 We also don't want to set up false
5 expectations for you or the OAG. I know it
6 sounds complicated but those are our goals is
7 not create a false expectation where you say,
8 "Oh, I gave it to you. I expect the Board to
9 turn around in four hours."

10 MR. HARRISON: I understand, sir.

11 CHAIRPERSON MILLER: Okay. All
12 right. I think we've said everything we need
13 to say and we can vote on this offer in
14 compromise as we've orally described it. Is
15 that all right with you all? As amended by
16 the Board in this session.

17 MR. RIVERO: What the Board has
18 amended is to strike the word "electronic"
19 from this document.

20 CHAIRPERSON MILLER: Right.

21 MR. RIVERO: The Board has asked
22 for additional information that doesn't

1 necessarily have to be written into the
2 document unless that's what the Board's intent
3 is, in which case that would have to happen.
4 We would need a document to reflect an
5 amendment of what the Board is saying.

6 Otherwise, if the Board has orally
7 made a request for information, the Board can
8 incorporate that in consent but I just don't
9 have the ability right here with my laptop and
10 the document to rewrite and add that. So the
11 Board has made an oral request for additional
12 information.

13 The licensee has consented. We
14 have no problem. The Board has this document
15 in front of it which we will strike the word
16 "electronic" and this would be up for a vote.

17 MEMBER ALBERTI: With the
18 understanding that where it says
19 "documentation of training," what we're
20 requiring for documentation of training is the
21 list of employees, the list of confirmation
22 that there has been training done.

1 MR. RIVERO: Right.

2 MEMBER ALBERTI: Was there
3 anything else, Ms. Miller?

4 CHAIRPERSON MILLER: Hiring
5 criteria. You agree to do it?

6 MR. HARRISON: Yes, ma'am.

7 CHAIRPERSON MILLER: Okay.

8 MEMBER ALBERTI: Right. With the
9 security plan our understanding is that the
10 security plan --

11 CHAIRPERSON MILLER: Okay. We're
12 saying to you -- okay. I understand what
13 you're saying. It's hard to change the
14 document right now but you know what our
15 expectations are when you're going to be
16 providing the information to us in order for
17 us to sign off on the reopening of the
18 restaurant. We're going to look for those
19 things.

20 MR. RIVERO: So what I would
21 request is to vote on this document as amended
22 and the record of this hearing reflects the

1 additional request for information that the
2 licensee has agreed to provide. The
3 Government has no objection to that. At least
4 we have a very formal decision making process
5 today that will provide clarity for the
6 parties moving forward.

7 CHAIRPERSON MILLER: Okay.

8 MR. RIVERO: That would be my
9 request at this time.

10 CHAIRPERSON MILLER: All right.
11 Then the other thing is No. 16 is blank. It's
12 for the date and time.

13 MR. RIVERO: Right. Thursday at
14 3:00 I think we said?

15 CHAIRPERSON MILLER: 3:00 p.m.

16 MEMBER ALBERTI: 3:00 p.m. That's
17 reflected in the record of this hearing.

18 CHAIRPERSON MILLER: You can type
19 that in or write it in because it's blank.

20 All right. Anything else? Then I
21 would move that we approve this offer in
22 compromise for The Reef.

1 MEMBER ALBERTI: As amended.

2 CHAIRPERSON MILLER: As amended.

3 Yes.

4 MEMBER SILVERSTEIN: I second.

5 CHAIRPERSON MILLER: Any other
6 comments? All those in favor say aye.

7 BOARD MEMBERS: Aye.

8 CHAIRPERSON MILLER: All those
9 opposed? Those abstaining? Motion passes.
10 Okay. It's been approved.

11 MR. HARRISON: Thank you, Board
12 members. I appreciate your time.

13 CHAIRPERSON MILLER: Thank you
14 very much.

15 MR. HARRISON: Martha, can I get a
16 copy of this agreement? I don't have a copy
17 of the thing you guys have.

18 MR. RIVERO: I have it now. I'll
19 provide it in a moment because we have to sign
20 it.

21 MR. HARRISON: Thank you very
22 much.

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

CHAIRPERSON MILLER: This hearing
is adjourned.
(Whereupon, at 3:51 p.m. the
hearing was adjourned.)

black 74:3,9	brought 66:21	54:15	96:11,20 98:4,7	Closure 1:12
blank 27:17 99:11 99:19	business 2:10,11 29:5 32:4 44:15 44:17	category 38:2	98:11 99:7,10,15 99:18 100:2,5,8 100:13 101:1	Code 3:3,11,16 13:17
blanket 77:16	busy 25:3,4 55:15 55:18	Cathy 3:1	chance 75:21	codifying 15:16
bleeding 14:12,19		cause 27:21 28:5	change 12:6 70:3 98:13	college 67:4
blind 35:8	C	causing 10:2	changed 95:10	Columbia 1:1 5:1
block 60:3	calendar 76:16 92:4	cell 54:8 56:18,20	changes 72:12	come 10:22 12:1 28:22 36:8 42:11 50:17 52:15,21 75:15 82:7
blocks 60:4,18	call 14:8,20 22:16 50:16	certain 26:5 32:21 33:16 49:11	charge 44:10	comfortable 39:11 91:3
board 1:3,17 2:5 3:7,12,16,20,22 4:4,9 5:16 6:9,15 6:21 7:4,6,12 8:13 8:20 16:7 17:20 19:13 23:15 27:4 27:5,19,22 28:14 30:11 34:6,20 39:11 40:18 47:16 47:20 48:3 54:16 55:3,16 57:8 58:22 59:9,12 60:21 61:3,14 63:7 64:15 65:17 66:13,21 67:10 75:7,8,14,22 76:11,13 78:1 88:6 90:11 91:2 93:22 94:19 95:21 96:3,8,16,17,21 97:5,6,7,11,14 100:7,11	called 6:1 18:3	charges 90:19	coming 90:11	
Board's 4:18 5:9 27:8 40:20 59:8 90:20 97:2	calling 14:1	certificate 58:18 61:16	check 11:22 12:11 24:10 46:14,19 72:16 93:17	comment 61:11 95:19
book 25:2 55:1,17 55:21 74:2	calls 24:17	certificated 84:21 87:2	checked 12:12 46:18	comments 100:6
books 24:17 56:10	camera 16:10 20:20 21:5,12 27:1 35:2 50:2 63:2 94:8	certified 81:19,20 85:6	checker 74:8	commit 12:9 78:10 78:13,16,18
bored 25:9 54:19	cameras 16:9,11,16 16:17 20:6,6,12 20:16,18 21:3,6 21:15,17,18 29:16 34:22 35:14 36:2 42:3 49:16,20 62:10,15 63:2 81:7	certify 87:1	checking 12:17 15:8 16:22 43:1 73:15,17 74:2	committed 11:20 33:19
bought 74:8	candidates 48:12 49:6	Chairperson 1:18 1:21 2:3,6 4:20 5:2,5,12 6:18 7:7 8:8,12 11:10 28:11 30:6,9 36:21 42:1,22 43:11,14,18,22 45:9,12,15 46:9 46:13,22 47:21 48:15,19,22 49:13 49:21 50:6,13 52:14,18 53:6,12 53:17,21 54:4,20 56:2 57:3,15 58:2 58:12,17 59:16 60:8,19 61:7 63:5 63:21 64:6 65:5 65:15 66:22 67:9 68:5,10,13,20 69:3,18 70:7,10 71:16 72:1,8 74:17,22 77:1,6 81:3,14 82:10 87:22 88:3,17 89:2,5 91:10 92:2 92:8,14,17,22 93:12,15 94:7,18 95:2,11,17,20	checks 11:15 12:6 29:4 32:12,19 81:7 94:13,21	communicated 6:20
bounds 54:14	capable 29:14 49:10 67:4 84:18		Chief 1:12 3:1,3 8:22	communicating 60:14
boxed 73:20	capacity 34:2		Chief 1:12 3:1,3 8:22	communication 27:18
breaks 25:8	capture 20:17		cigarettes 23:14,19 23:20	company 81:17,20 82:20 83:6,13,19 84:14 85:1,2 87:6
Brian 4:13 5:3	captured 20:22		circumstances 50:21 51:2	complete 9:9 75:20
brief 42:20 59:14	captures 42:5		clarification 72:15	completed 39:19
bring 4:18 5:9,15 53:14 55:16,17 66:13	careful 33:11		clarify 71:17 72:19	completely 56:7 57:1
bringing 18:9	carry 23:3		Class 2:13	complex 42:18
	case 1:9 2:14,14 4:9 9:20 10:13,16 11:18 13:7 14:10 15:13 17:22 18:14 18:17 20:9 22:15 23:4 29:7 43:5 49:4 58:22 60:13 63:8 72:9 75:17 77:19 82:8 97:3		clean 25:18 45:19	complicated 96:2,6
	cases 37:20 52:19		cleaning 25:15,22 54:8	comports 83:3,8
			clear 18:19 21:8 22:8 26:1 32:17 74:13 82:13 84:10	compromise 5:16 7:3 72:11 75:3 96:14 99:22
			clearly 8:16 9:21	concern 28:3 43:1 64:15 65:6,10 67:22 90:20
			client 28:19	concerned 68:2
			clock 23:22 24:1 70:14,18	concerns 17:20 18:4 40:20 77:3
			close 68:4 69:5	concluded 93:14
			closed 3:1 9:4 37:6 39:10 57:6	concludes 28:9
			closely 49:3	

conclusion 3:21 78:2	conviction 11:21	34:20	17:4 42:20	distracts 25:2,14
condition 16:19	cook 34:4		desire 89:13	District 1:1 5:1
conduct 2:10 8:22 9:9 11:14 12:5,5 22:7 52:6	coordinate 35:12	D	detail 18:13 19:12 19:14 52:15 53:4 84:7	document 10:7,8 10:10 20:4 22:11 25:7,16 29:18,19 29:22 31:5,18 32:10,13,18,22 35:22 36:5 45:22 46:6 55:20 56:20 61:21 64:18 81:8 83:9 87:1,18 95:7 95:8 96:19 97:2,4 97:10,14 98:14,21
conducted 11:22 32:20	copied 60:15	danger 3:18 4:7 6:7 8:18 28:4 37:3,7 37:19 39:12 41:3 41:14 90:21 91:4 91:15	detailed 12:20 16:20 17:4	documentation 10:21 26:15,20 31:16 36:6 48:2 73:4 83:5 84:1 97:19,20
confidence 84:17	copies 6:8 7:5	date 6:12 60:17 61:1 69:13,14,20 71:1,6 77:4,8 79:6 80:6 85:22 87:9 89:16 93:3 99:12	details 59:3 75:3 88:9	documented 11:5 58:7
confident 91:8	copy 100:16,16	dated 3:4 4:3	detaining 13:1 17:7	documenting 31:21
confirmation 97:21	correct 8:5 34:18 39:13,20 40:5 41:12 52:17 67:1 70:16 71:8 84:12	day 6:1,3 36:8 39:6 55:2 59:21 83:11	detect 15:5	documents 39:17 40:19 59:1
conformance 13:12	correctly 31:20	days 5:19,22 16:12 57:6 77:17 88:10	detecting 15:22 16:2	doing 10:1 15:16 24:12 31:21 32:12 47:19 55:7 66:18 84:3 86:16 93:20 94:13
confrontation 2:17	counsel 36:11,14 93:17	dead 71:14	determine 3:16 37:4 50:10	double 93:17
conjunction 15:7	couple 6:5 75:10 77:17	deadline 70:1,4,22 71:6,14 78:13	device 55:22	doubt 67:17 81:6 81:10
conscientious 44:17	course 24:13 27:6 64:10	deal 47:17	devices 15:5,22 16:2 73:14,15,18 73:19,21 74:1	download 62:18
consent 97:8	court 80:18	dealings 47:17	devoted 25:19	drafting 13:4 17:10 29:17
consented 97:13	cover 29:16	dealt 24:5	dialogue 16:10 49:14,15,19	draw 50:1
consideration 5:16 70:6	covered 26:20	debate 86:7	diagram 16:10	drink 23:20
considering 47:11	cranny 35:10	decide 6:11 52:4 76:14	diagraming 27:1	drinking 37:12
consist 2:9	create 64:18 96:7	decided 27:10	dialogue 67:17 80:4	driver's 79:5 80:2,7 86:1
consistent 7:12	credentials 30:1 31:22 49:11 58:9 84:2 86:18,22	decision 3:21 37:16 85:15 99:4	differ 28:7 38:17 54:1 70:2	drop 71:13
consult 27:17	crime 11:21 13:3 17:9 30:17 31:1,7 31:14 32:22 38:6	decisions 90:11	difficult 35:9	drop-dead 79:6
consulted 27:9,13	crimes 33:20	defines 8:19	dilemma 75:1	due 40:10
consume 23:1	criminal 10:17 11:14,22 12:5 32:12,19 33:13 37:8,21 42:15 43:2,6,10 44:2 72:16	definite 80:3	direct 83:14	dues 33:14
consuming 23:7	criteria 34:8 45:13 45:16,18,20,21 46:4 73:10 98:5	delegated 45:5	directly 8:20 10:13 13:7 14:9 17:22 20:8 23:4	duties 25:15
consumption 12:19 17:2	critical 92:16	demand 87:9 92:19	discern 66:14	duty 23:1,2 25:22 26:1 30:22
contact 14:3 36:11	CT 1:12 2:13	demonstrate 86:4	disciplinary 21:20 22:10	D.C 1:18 3:3,11,16
contain 33:8	current 11:16 12:9 12:11 22:5 25:6 25:16 44:8 57:17 57:19 72:17,20	demonstrated 44:14	disciplined 22:14	
contained 4:2 15:8 26:12	currently 60:5	departments 45:4	discouraged 56:19	
contains 18:5 68:17	customary 29:3	depends 78:19	discuss 3:22 33:7 85:21	
contemplate 64:22		describe 7:3 50:9	discussed 33:3 44:2 73:2,12 85:8	
contesting 6:22		described 6:14 9:12,22 13:20 15:15 32:16 61:2 96:14	discussion 34:6 73:9 80:4	
continue 3:8 91:5		describing 78:1	discussions 26:7	
continued 86:13		description 16:20	dishes 34:4,14	
continuing 38:8			distracted 55:22	
contract 85:4				
control 1:3,16,17 2:5 24:9 69:14				
controlling 13:1 17:7				
convene 41:15				
convenience 30:4				
convicted 33:20				

13:17	10:9 25:9 33:12 68:8 87:6	48:1 52:20 89:17	felt 25:19	20:22 62:18,20
E	ended 67:14	everyday 67:5	Fernando 4:12,22	force 13:2
earlier 73:2,8 76:16 92:12	enemy 54:22	evidence 6:12 40:22	fight 51:7,21	foreign 56:13
earliest 30:3 80:22 86:13	enforcement 10:14 11:7 16:14 62:19	evidentiary 23:10 27:15 40:3,17 41:1,4,15 58:21 59:4 77:12 87:20 91:12	figh ts 53:9	form 65:16
early 95:12	engage 25:13	excusing 8:22	figure 67:13	formal 13:8,10 18:1 20:1,3,4 21:22 99:4
ease 11:6	engaged 57:1	Excuse 65:14 70:11	file 10:21 13:9 16:6 27:6 64:2 68:16	forth 75:16,18 78:15 80:4
easier 10:14,20	ensure 24:20 37:18 86:15	Exactly 92:17	filed 17:19 26:12 26:14	forward 5:18 12:7 39:6 41:9 78:4 86:12 99:6
easy 30:15	ensuring 13:11	example 77:22	filing 26:4	found 31:9 57:6 75:17 81:17 94:13
effect 33:9 34:5	enter 85:4	exercising 8:22	finally 27:20	four 82:17 96:9
effort 41:9	entertain 81:16 82:9	exhausted 54:18	find 25:9 28:2 37:20 75:9	fourth 12:13
either 45:10 60:17 80:14 82:1 89:22	entire 31:6,13 62:1	exist 20:18	finding 49:10	frame 79:11 80:3
eject 51:6	entirely 40:17	existing 9:11	fine 7:8,9 8:1 11:13 27:7 55:19 56:17 69:11 93:4 95:14	frames 61:1
electronic 15:5,6 55:22 73:14,18,21 96:18 97:16	entitled 40:22 79:8 80:6	expect 32:9 34:16 48:13 64:17 96:8	finished 95:13,15	frequently 55:8 66:5
elements 17:12	entry-level 66:4	expectation 39:9 96:7	firing 67:8	Friday 57:10 92:11
eliminated 25:8	escape 12:10	expectations 96:5 98:15	firmly 66:11	Fridays 19:6
email 60:15,16	escort 18:12 50:15 51:21	experience 66:3,6 68:3,7	first 4:20 5:8 6:21 9:7,7 10:4,12 14:16 16:8 17:14 21:9,10,11 27:18 38:20 40:8 42:13 50:14 58:7 67:21 72:14	friendly 44:17
emergency 24:3 54:1 56:21	escorted 51:15	explain 8:10 40:11	five 57:10 83:7	front 97:15
employed 83:14	especially 67:12	explicit 33:8	flexibility 86:4 94:17	full 15:8 19:14 34:6 78:2
employee 2:21 9:13 11:20 18:15 22:12 23:6,11 24:22 42:14,16,18 43:6 43:7,9,15 44:3 64:2 73:4 83:14	establish 4:6	explicitly 33:7	flexible 85:19,21 87:8	full-blown 59:4
employees 9:10 10:1,8,11,15,17 11:15,16 12:9,11 12:15 16:21 22:22 23:13,21 24:8,15 25:7,11,13,18,21 29:4 30:20,21 33:21 43:3 45:10 46:20 47:3 54:7 57:4 58:14 61:15 63:12 65:7,20 66:11 71:19 72:17 72:20 73:1 82:17 83:12 84:1 97:21	establishment 3:2 4:6 8:16 9:4 13:22 14:5,13 16:22 17:6 19:9 20:12 21:10 25:21 34:2 35:7 37:6 40:9 43:4 45:2 47:4 52:16 54:13 54:14 56:9 72:17	exploratory 65:16	folk s 10:20 18:20 19:3 52:4 53:16 54:2	fun 51:12
employment 9:14	establishments 23:17	extent 65:18	floor 20:15,15,20 21:9,10,11,12 50:1	function 38:4
	establishment's 3:5 3:9	F	floors 20:7,13	functions 33:16
	evaluate 88:6 94:1 94:19	face 87:19	folks 10:20 18:20 19:3 52:4 53:16 54:2	further 41:22 65:21 91:3
	evening 7:19 62:20 86:8 90:7 94:4	fact 10:2,16 15:13 21:5 33:6 66:17	follow 7:6 61:10 86:20	future 9:14 29:11 29:12 46:12 66:14 79:3
	event 27:4 37:13,14 42:8 43:17 81:18	facts 4:1 6:22 9:20 10:13 11:17 13:7 14:10 15:12 17:22 18:14 20:9 23:4,5	followed 4:12	G
	events 6:14 7:19 38:14	faith 41:9	following 19:18	gap 68:4
	everybody 39:6	false 15:5 96:4,7	follows 5:14 9:20 33:10	general 3:14 4:12 36:11,13 91:17 93:17
		far 39:7 41:18 48:18 67:11	follow-up 59:2,3	generally 53:10 61:14 66:3
		fashion 22:14	footage 16:12	generate 81:8
		favor 100:6		gentlemen 37:2
		feedback 63:16 88:7		getting 39:9 81:12
		feel 46:3 63:7		give 42:20 58:10

59:13 63:16 76:10 84:14,17 88:7 95:14 given 6:13 78:1,22 81:2 82:4 85:16 87:17 gives 37:14 69:16 giving 39:4 gladly 29:10 46:7 glasses 74:4 go 8:9 13:10 14:19 23:13 28:14 30:13 34:3,21 35:13 47:22 48:5,18 52:22 53:5 54:2,3 59:7 60:22 65:21 67:11 69:10 71:1 71:17 72:3 81:3 87:18 89:10 92:1 goal 23:21 86:6 87:14 goals 96:6 goes 20:14 63:11 76:19 80:5 89:18 going 8:9 12:7 16:18 23:18,19 24:22 25:1 36:10 37:22 47:1,22 51:18 55:19 60:13 61:17 67:2,4,11 68:14 69:4 76:8 78:22 84:13 89:21 93:16 95:22 98:15 98:18 good 2:3 41:9 42:4 44:13 47:9 49:6 68:13 70:10 72:10 93:10 95:17 Government 4:11 5:15 6:15,20 50:5 67:18 78:3 80:12 80:17 84:6 87:12 99:3 Government's 76:22 77:3 82:13 83:1 great 7:8 32:11,13	34:7 37:13 63:3 75:15 76:8 94:7 greater 87:13 guarantee 85:13 89:19,21 96:2 guarantees 79:1,18 85:15 guard 37:8,11 guess 48:2 54:5 62:3 68:15 guidelines 78:21 guilt 90:19 guilty 38:20 90:7 guys 32:8 49:11 50:3 57:22 82:1 86:21 95:6,8 100:17 <hr/> H <hr/> hail 19:10,16 half 69:8 hallway 20:17 21:17 hand 7:1 33:15 83:9 handle 12:21 17:5 handled 32:6 44:11 hang 69:10 happen 35:20 87:5 87:20 97:3 happened 18:16,17 29:10 38:16 42:21 43:15 63:9 67:15 86:7,10 90:7 91:13 happening 42:7 happens 42:5 happy 28:10 69:12 hard 98:13 harm 10:2 Harrison 4:13 5:3 5:3 7:11,14 8:1,4 28:14,16 30:7 31:4,17 32:1,16 35:19 36:13,17 38:1,9 39:14,21 41:7,11,20 42:17	43:8,13,16,20 44:7 45:11,14,17 46:10,15 47:11 48:9 49:9,22 50:12 54:5,11,21 56:6 57:5,18 58:6 58:16 62:2,11,16 62:21 65:9 66:2 67:2,16 70:9,11 71:11,22 74:6,15 78:9 80:1 81:5,15 84:20 85:19 86:3 88:1,15 89:1,9 90:1,14,17,22 91:8 92:7,10,15 93:2 94:2,8 95:1,5 95:16 96:10 98:6 100:11,15,21 Harrison's 34:11 hate 48:4 head 14:11 19:9 38:9,17 39:2 44:8 67:3 headlock 37:10 heads 83:16 health 3:19 4:7 hear 46:7 47:21 63:22 heard 31:20 43:5 92:12 hearing 1:5,11,17 2:12 3:10,12,15 3:21 4:5,10 5:18 5:19,22 6:12,17 26:7 27:15,15 40:3,7,10,14,17 41:1,4,16 58:22 59:4,10 60:14 61:6 69:14,16 71:1 74:20 75:12 76:3 77:4,8,10,12 77:13,14,18,21,22 78:5 79:2,3,6,8,12 80:6,8,18 85:18 85:22,22 87:9,9 87:21 88:12,14,21 89:10,11,15,16,16	89:19 90:3,5,6,11 90:12,16 91:7,11 91:12,12 92:3 93:6,14,19 98:22 99:17 101:1,4 hearings 7:22,22 27:12 60:5 92:5 held 64:16 79:15,20 79:21 81:1 help 50:17 78:8 87:13 helpful 56:3 hire 9:16 32:15 34:14 38:3 44:13 44:22 45:10 hired 12:3 34:1 38:7 83:19 hiring 11:15 44:3,5 44:10,11,20,21 45:7,13,20,21 46:11 66:12,18 67:8,14 71:21 73:10 98:4 history 44:15 47:4 hold 20:7 holding 83:9 holes 66:19 hope 53:19 91:5 hopefully 84:15 93:19 hopes 30:2 hoping 35:22 57:18 93:13 host 12:16 16:7 hour 69:9 hours 6:5 16:15 76:2 78:14 96:9 huge 66:19 hugely 28:19 hurt 65:20 <hr/> I <hr/> ID 15:6,8,22 16:1,2 73:15,17 74:8 idea 47:9 ideas 75:2 identifiable 19:1	identification 12:18 17:1 identified 18:21 19:4 identify 10:14 IDs 15:6 24:10 74:2 iffy 85:14 ill 13:21 immediately 18:21 19:1,4 61:4,5 imminent 3:18 4:7 6:7 8:18 28:4 37:3,7,19 39:12 41:3,14 90:21 91:4,15 impaired 37:11 implemented 41:13 important 28:20 30:18 41:18 46:4 62:13 83:15 impression 52:14 improved 88:8 improvements 88:5 incarcerated 43:17 incident 2:22 4:1 13:5 17:11 19:20 20:2,11 28:17 29:10 38:21 42:10 incidents 14:4 19:21 52:12 include 9:11 14:7 15:22 20:6 21:11 included 15:2 17:13 31:5 32:22 includes 25:15 including 11:16 12:22 13:22 16:9 16:14 17:6 incorporate 13:20 97:8 indicate 11:2 47:14 indicated 20:19 27:22 77:15 82:16 indicates 9:8 14:11 18:11 19:8,18 20:11 individual 29:21
---	---	--	---	--

30:1 32:2 33:1 38:20 44:22 45:1 45:22 48:10 49:10 57:22 58:8,19 individuals 42:19 86:16 individual's 46:18 indulgence 59:13 59:14 industry 44:12 66:4 information 26:10 26:11 46:17 58:1 58:11 59:14 60:9 64:11,13,22 65:19 67:20 68:18 84:2 85:8 86:9 96:22 97:7,12 98:16 99:1 informative 68:15 initial 26:8 70:3 injured 13:21 14:12,19 53:2 injury 53:10 innocent 90:18 inquiries 47:18 inside 13:22 14:4 22:22 24:11 53:5 54:2,3 inspect 35:14 inspection 64:4 install 81:6 installation 94:9 instance 11:3 23:15 24:15 27:7 85:10 instances 9:22 53:1 instructed 63:1 instruction 14:7 18:6 insufficient 68:3 intend 30:18 intended 72:18 intent 6:20 24:6,7 51:19 97:2 intention 49:22 interest 69:13 71:10	interested 4:4 internet 94:15 interpret 78:3 interpretations 52:3 interpreted 50:20 interviewing 18:20 44:21 intolerable 25:9 intoxicated 23:11 intoxication 12:20 17:3 introductions 4:21 investigation 23:6 investigative 34:21 investigator 35:5 36:7 82:7 investigators 35:13 68:16 74:7 involved 66:12 involves 63:8 81:11 involving 2:12 ironed 6:8 isolated 42:8 issue 2:16 10:3 94:12 issues 4:1 7:15,17 71:15 90:9 item 5:8 74:18,18 items 30:16 39:8	kept 20:2 64:2 kicks 53:14 kind 6:10 25:7 43:4 47:1,2,7 65:13 77:13 80:2 knew 62:9 know 7:10 36:9 42:19 43:1,12,13 47:3,10,13 48:6 59:5,8,19 62:5 63:6,10,14 65:18 66:1 68:15 69:8 69:14 75:11,15 76:14,17 79:16 94:21 96:5 98:14 knowledge 83:16 known 12:4 knows 22:17 23:16 52:10 62:14 89:17	legal 6:7 8:17 13:14 22:2 length 19:14 letter 3:4 let's 30:14 53:14 77:21 level 18:9 53:9 license 1:11 3:6,9 77:10 87:19 92:16 licensee 5:18,21 6:1 10:7,9 11:14 12:7 12:14 13:8,20 14:2 15:4,14,21 16:6 18:2,12 19:19 21:14 22:21 23:12 26:9 28:2 33:18 35:12 40:12 40:13,16,21 47:13 64:17 72:22 77:9 97:13 99:2 licensees 58:13 licensee's 6:19 15:9 15:18 19:22 40:7 light 12:1 69:6 74:9 74:10 lights 74:3 likelihood 95:10 likes 61:14 79:7 line 24:10 27:16 lined 23:16 liquor-licensed 23:16 list 12:16 61:14,22 62:6 63:12 73:1 97:21,21 listed 13:14 listening 65:12 listing 64:18 little 23:20 47:1 72:4,19 75:11 76:12 locate 55:5 located 2:13 locations 16:10 49:16,19 log 19:20,20 logs 13:5 17:11	20:2 long 13:11 20:13 29:5 48:2 55:18 56:8 83:2,18 91:21 longer 37:19 38:13 89:12 look 10:22 48:17 49:5 68:17 69:5 74:4 84:18 95:3 98:18 looking 83:22 91:19 92:20 lost 65:13 lot 88:12	
M					
				magnifying 74:4 main 42:2 maintain 16:12,18 19:19 31:1,14 85:1 87:5 maintaining 13:5 17:11 30:17 maintenance 31:7 major 35:7 making 15:17 34:17 36:12 56:16 80:22 99:4 Management 81:18 manager 34:16 45:7 managers 30:22 mandate 86:20 manner 73:5 manual 15:8 16:1 maps 36:1 Martha 36:15 100:15 material 71:3 76:12 materials 27:5 75:8 75:9 76:7 matter 1:8 10:10 16:4 26:19 27:20 28:7 45:1 matters 4:5,17	
	J	L			
	Jenkins 36:15 94:4 job 10:1 24:12,21 25:1,3,10 26:2 34:15 38:11 41:2 46:12 66:4 jobs 23:22 64:16,19 83:17 judgment 51:17,19 52:7 53:15 justice 33:14	landing 20:21 55:9 55:9,10,14 landings 20:14,15 language 8:20 18:5 20:8 22:5 24:11 24:21 25:6 33:9 56:13,22 Lanier 3:1,3 laptop 97:9 Lastly 34:19 62:8 late 22:16 latest 17:12 law 10:14 11:6 13:12 16:13 17:13 17:19 18:10 40:6 62:19 65:2 lay 90:2 learned 23:12 learning 56:13 leave 18:16 23:13 24:4 28:21 52:20 52:20 69:19 89:16 leaves 66:19 leaving 19:8 led 7:18 left 2:7 27:16 47:12			
	K				
	keep 23:21 keeping 9:3 25:20 37:5 keeps 56:22				

12:16	methods 12:22	miscommunicati...	necessary 6:13	occur 42:13
ma'am 71:22 98:6	17:6	5:10,13	7:16 14:3 27:16	occurred 2:17
mean 12:10 24:12	microprinting 74:5	missing 75:10	64:5 87:5	offer 5:15 7:3 72:10
26:13,13 33:22	Mike 1:22 2:8	mission 89:18	need 17:19 19:16	75:2 96:13 99:21
44:3 63:6 77:12	Miller 1:18,21 2:3	MOD's 63:1	21:18 32:13 33:5	office 3:13 27:21
79:7 90:6 95:6	2:6 4:20 5:2,5,12	moment 23:22 24:1	33:17 41:15 64:12	officer 19:10,17
meaning 22:19	6:18 7:7 8:8,12	48:21 100:19	65:3 67:20 68:7	38:7,8
51:10 77:16	11:10 28:11 30:6	Monday 26:10,12	69:15 75:11 76:13	officers 18:13
means 16:16 38:7	30:9 36:21 42:1	27:7 29:22 30:2	77:9,11 88:8 95:3	Official 3:3,11
50:22 76:11 77:13	42:22 43:11,14,18	31:22 35:21 36:6	96:12 97:4	oh 75:10,21 96:8
meant 21:14 25:11	43:22 45:9,12,15	36:8 39:9 40:2	needs 14:5 17:13	OIC 71:17 78:4
medical 14:1,6	46:9,13,22 47:21	58:10 60:10 69:17	17:16 24:4 75:7	okay 5:2,12 6:18
meet 6:7 27:8 76:9	48:15,19,22 49:13	69:22 70:4,8,18	77:4 91:14 94:19	7:8,20 8:8,12
meeting 6:2 32:3	49:21 50:6,13	70:22 75:4,6,22	negative 66:16	11:13 28:11 30:6
meetings 31:10	52:14,18 53:6,12	76:18 78:9 81:9	negotiating 6:6	30:9 34:12,15
member 1:21,22	53:17,21 54:4,20	85:10	never 21:9 29:5	35:3 38:5 42:1
5:20 7:10,20 8:3,6	56:2 57:3,15 58:2	monitor 34:22	56:8	46:9,22 48:15,19
11:8 30:14 31:15	58:12,17 59:16	months 38:15	NICK 1:21	48:22 49:13,21
31:19 32:11 33:2	60:8,19 61:7 63:5	month-and-a-half	night 25:3,4 29:16	53:6,17,21 54:4
34:7,13,19 35:16	63:21 64:6 65:5	31:10	31:12 51:13 54:9	57:3,15 58:2,12
36:9,15,19 37:1	65:15 66:22 67:9	Morgan 23:15	57:10 70:8 91:13	59:16 60:8,19
38:5 39:7,16 40:1	68:5,10,13,20	morning 27:14	nights 24:16	61:7,9 63:21 64:6
41:7,17,21 48:20	69:3,18 70:7,10	32:2 41:5 59:18	nine 57:9	66:22 67:9 68:5
49:1 50:9 55:3	71:16 72:1,8	66:8 75:13,20	nook 35:9	68:20 69:3,18
57:20 61:10 62:3	74:17,22 77:1,6	76:4 93:14	noon 27:6 70:18	71:16 72:1 74:16
62:12,17 63:3	81:3,14 82:10	Motion 100:9	71:15 76:18 93:7	74:17 75:6,21
69:1 70:13,17	87:22 88:3,17	move 5:17 6:10	normal 12:5	76:7 77:1 79:22
71:5,9 73:22	89:2,5 91:10 92:2	14:18 40:3 41:9	normally 76:6	80:11 81:14 90:17
74:11,16 78:6	92:8,14,17,22	78:4 86:12 99:21	notice 4:3 9:22	91:10 92:2,14
79:14,19,22 80:11	93:12,15 94:7,18	moved 14:12 38:19	noticed 14:11	93:12 94:7,18
80:15,20 83:21	95:2,11,17,20	moving 41:8 51:7	notified 61:4	95:17 96:11 98:7
84:9,13 85:3,12	96:11,20 98:3,4,7	99:6	notion 81:16	98:11,12 99:7
85:20 89:3,8,20	98:11 99:7,10,15	MPD 14:3,20 18:13	number 16:9 47:6	100:10
90:10,15,18 91:1	99:18 100:2,5,8	50:16 51:19 52:4	47:15 49:2	once 50:10 63:9
91:22 92:18 93:9	100:13 101:1	53:10,15,15 54:3	numbers 64:14	oneself 40:11
93:10 95:18,21	Miller's 61:11	64:4 65:1	65:4	on-staff 87:2
97:17 98:2,8	mind 48:7 60:14	multiple 73:16	NW 1:10	open 26:17 37:18
99:16 100:1,4	69:20 84:6	museums 66:6	N.W 1:17 2:14	70:8 90:13,20
members 2:8 8:13	mind-numbingly			opening 4:10,13,15
32:20 44:13 57:9	54:18	N	O	35:18 87:15
57:19 63:7 65:17	mine 65:6	name 2:5	OAG 96:5	operate 62:10,15
100:7,12	minimum 13:16	names 65:22	objection 99:3	82:5 87:7
mentioned 30:15	17:18 19:21 20:6	nature 11:2 52:6	obligation 19:22	operates 19:12,14
84:15	24:18	90:16 94:6	observe 54:12,12	operating 16:18
mentions 21:9	minor 72:14	necessarily 11:4	obviously 12:1	operation 35:14
merits 86:7	minors 12:19 15:12	30:21 73:19 75:14	17:21 21:18 23:8	57:11,12 62:13
met 1:17 32:17,18	17:2	80:13 97:1	24:2,11 79:17	86:13

operational 16:16	parties 3:22 4:17	34:1 82:14 83:1	polish 95:7	Prestige 81:18
operations 3:17	4:21 7:4 51:5,9	person's 58:1	polished 87:17	presumably 10:20
9:10 30:3	99:6	persuade 40:22	posing 15:12	prevent 29:11 42:6
opinion 63:19	parts 95:13	phone 24:17 25:2	position 10:19	54:17
82:11 89:4,7,9	party 51:21 60:15	56:20	38:13 39:2 62:4	prevented 47:19
opportunity 6:4	passed 39:8	phones 54:8 56:18	67:12 76:22 77:4	preventing 12:18
29:9 31:13 40:11	passes 100:9	physical 2:16 22:14	83:1,18 84:22	17:2 43:3
41:6 55:21 82:4	patron 12:17 13:22	physically 24:9	positions 45:8 62:4	prevention 12:19
87:1	14:5,12,13 17:1	pick 93:3,4	62:6 63:13 65:22	17:3
opposed 59:4 100:9	37:10 42:11	picture 86:9	73:2	previous 37:13,14
oral 97:11	patrons 2:19,20	place 5:11 6:3 7:16	positive 87:10	42:9 46:20 64:19
orally 96:14 97:6	12:20 13:1 15:6	14:16 18:2 19:7	possibility 59:6	prior 9:10 26:7
order 98:16	17:3,8 20:7	21:22 26:16 37:18	possible 30:3 36:6	59:20 64:15
OSD 69:5	pattern 37:15	38:19 39:10 42:5	46:3 76:17 93:5	privacy 63:11 65:2
ought 63:13	pay 55:6	45:22 47:8 52:13	possibly 40:3 93:8	probably 76:8
outcome 87:10	paying 56:12,15	53:3 55:13 86:17	post 24:12	probation 37:9
outset 8:15	people 28:22,22	placed 34:9	posted 18:13 28:22	problem 15:12
outside 14:1,13,19	29:22 33:12,15	placement 16:8,21	power 9:1	42:3 68:9 76:15
19:4 51:8 53:11	37:20 38:3,12	20:5 21:4 34:22	practice 14:17	83:10 85:11 94:15
55:5 56:11 81:12	46:12 49:2 51:17	35:5 36:1,2 50:2	15:14,19 20:2	97:14
84:3 87:6	56:16 57:7 65:20	places 25:17	46:19 47:16 51:4	procedural 4:17
out-of-house 32:7	66:5 67:14 82:3	placing 20:3 68:1	practices 44:3	procedure 13:3
owner/operator	82:18,19 83:7	plan 6:6,8,21 7:16	precisely 25:11	procedures 9:12
5:4	87:3	13:9,10,16 15:9	preclude 33:1 38:6	12:17,18,20 15:8
	Perculus 1:9	16:6,8 17:13,18	preface 7:2	16:22 17:1,9
	perform 38:3	18:2,9 21:20,22	preference 60:12	proceeding 8:18
	performing 82:14	21:22 26:5,14,22	60:16,22	28:2,3,6 42:12
	83:17	26:22 27:3 40:2	premises 18:16	64:12
	period 26:5 66:18	41:13 46:2 49:17	23:1,2 24:11 51:1	process 7:9 40:10
	77:14 81:13 87:4	49:18 56:1 57:16	51:13,15	41:19 44:11 57:2
	87:19	62:22 64:1,21	preparation 61:5	66:13,20 75:19
	person 12:3 32:3,7	75:4 80:17 81:22	prepare 6:16 69:15	87:16 88:4,20
	38:22 39:1,3	82:3,15 86:19	69:17 92:5	90:3,5 91:2,5 99:4
	42:10,14 45:18	88:6 94:5,5 95:4	prepared 5:15,17	produced 83:6
	48:17 52:21 54:16	98:9,10	present 1:19 3:18	productive 91:18
	55:5,8 63:10	plans 36:1	6:21 7:4 9:6	professional 29:21
	64:16,19 82:6	please 59:15 84:5	40:15,22 86:8	48:14 57:21 61:17
	personal 68:11	point 12:3 31:11	91:15	86:21
	89:3,8	53:5 57:2 64:21	presentation 6:10	professionals 47:17
	personally 44:21	66:9 68:3,14	27:11 28:9	prohibit 33:12
	56:6 67:19	70:21 86:13	presented 6:9 7:11	prolong 89:12
	personnel 2:20	pointing 20:21	15:6	prompt 78:17
	9:11,15 12:21	police 1:12 3:1 8:22	presenting 46:1	proof 58:18 61:20
	17:4 34:10 42:3	14:14 18:19 19:7	88:5	proper 13:4 17:10
	44:5 45:13 63:8	19:10,16 29:4	preserving 13:3	33:17
	73:11 82:22 83:3	50:17 51:16 52:21	17:9	properly 10:2 28:6
	persons 33:19,21	53:1 81:7 94:13	presiding 1:18	prophylactic 11:2
P				
package 85:9				
page 13:18,19				
17:14 26:3				
paid 33:14				
paint 86:9				
paper 69:21				
paragraph 13:14				
15:1 16:4 17:14				
17:15,20,21 18:8				
19:2,3 27:16				
part 27:9 49:18				
52:16 84:7 85:9				
95:13				
partial 25:17				
participate 60:7				
participating 54:7				
particular 10:19				
15:13 21:4 22:9				
22:18 50:21				
particularly 69:12				
69:15				

15:11 proposed 29:14 46:6 69:5 72:10 protect 9:3 37:5 protections 65:2 protocol 13:4 17:10 18:3 22:6 24:14 56:19 prove 41:2 provide 12:14 14:2 15:21 26:9 29:17 35:21 36:5 54:17 57:22 58:9 59:13 71:18 73:1,6 75:13 76:7,16,17 81:22 84:16 86:6 86:12 87:13 95:6 95:8 99:2,5 100:19 provided 9:17 16:3 17:16 26:21 60:18 provides 65:3 providing 64:8 75:3 84:16 98:16 provision 8:19 9:8 9:19 10:5,6 12:13 14:9 15:4,10,20 16:2,5 18:11 19:18 21:13,19 22:20 23:3 24:6,8 40:6 50:20,22 51:11,20 53:13,19 54:6 56:4 provisions 8:21 24:2 29:2 public 3:19 4:8 9:3 10:3 28:4 37:5 41:18 56:3 86:6 86:15 87:13 91:4 91:15 punctual 45:19 purchased 21:16 29:15 purpose 3:15 91:11 purposes 60:9 pursuant 3:2 push 92:13 93:1	pushing 88:13 put 7:16 50:1 51:5 52:1 53:14 54:6 56:5 67:5 73:14 75:22 77:19 89:14 92:4 putting 65:15 P-R-O-C-E-E-D-... 2:1 p.m 2:2 26:10,12 59:19 69:22 70:4 70:22 71:13 72:6 72:7 75:4,5,6 76:2 78:9,10,13 99:15 99:16 101:3 <hr/> Q <hr/> qualifications 63:14 64:10 66:1 quality 44:13 question 14:22,22 23:10 37:17 42:13 53:20 57:13 62:9 65:12,14 67:21,22 68:12 69:2 76:11 81:5,11 85:13 88:2 questions 8:13 11:9 28:10,15 30:12 40:9 41:22 42:2 59:2 60:10 61:8 68:22 69:6 quick 94:14 quickly 35:17 95:22 quiet 54:9,10 quit 57:7 82:17 quite 82:13 quorum 2:8 60:21 61:3 <hr/> R <hr/> raise 48:11 ranks 67:5 reached 78:2 read 24:3,17 55:21 reading 25:2 54:8 55:1 56:9	reads 12:13 16:5 22:12 ready 6:9,11 7:2 36:10 82:21 83:7 92:1 ready-to-order 82:22 real 41:14 really 24:6 28:3 29:6 30:4 54:10 57:8 64:14 65:10 67:22 75:13 78:19 79:4,8 85:13 86:1 reason 21:16 33:7,9 56:14 96:1 reasonable 29:3,14 50:21 53:22 64:17 79:9 reasonably 24:3 reasons 27:10 receive 10:11 11:3 70:5 82:15 received 9:15 40:19 receives 15:5 27:5 receiving 39:17 recess 59:9 69:4 72:3 74:7 81:17 recognize 87:11 recommend 72:11 recommended 74:9 record 8:17 29:4 37:9,13 42:15 43:10 47:5 72:7,9 81:7 94:13 98:22 99:17 recording 16:13 records 19:20 37:21 redaction 64:11 reduced 57:12 redundant 72:21 Reef 1:10 2:12 5:4 9:8 28:18 72:9 99:22 refer 35:11 reference 11:6 references 46:14	46:18,20,21 47:7 47:7 referrals 47:14 referred 27:21 reflect 97:4 reflected 99:17 reflects 18:8 98:22 Refresher 9:16 regard 28:20 31:7 32:9 46:1,3,10,17 66:10,19 67:7 86:5 94:4 Regardless 53:3 regular 25:13 reimbursable 18:13 52:15,22 53:4 relate 11:12 related 4:1 11:4 13:7 14:10 17:22 20:9 23:4 relates 8:19,21 9:19 10:12 11:17 17:15 82:18 relating 15:12 relationship 83:15 relevance 10:4 relevant 64:16 relieved 38:10,19 67:6 relieving 44:9 rely 21:4,5 remain 22:22 39:10 40:21 51:1,12,22 remains 41:3 remove 46:5 67:3 removed 29:9 removes 39:12 removing 39:2 rented 83:13 reopened 39:20 reopening 72:20 98:17 reopens 72:18 repeatedly 37:10 report 14:10 15:3 18:18 19:7 20:10	20:19 21:8,14 53:1 62:8 representations 81:2 83:20 represented 4:11 5:14 44:18 representing 82:21 reputable 48:6 84:18 85:5 request 6:2 16:15 77:10 88:21 90:2 97:7,11 98:21 99:1,9 requested 3:10 5:19,22 74:20 77:18 requests 14:6 required 13:16 26:14 37:15 90:12 requirement 15:17 20:1,3,4 22:2 26:4 27:1 29:8 31:8,9 68:1,9 requirements 13:6 13:13,15 17:19 60:10 76:10 83:3 requires 40:10 64:2 requiring 22:3 97:20 researched 86:18 reservation 81:11 resolve 90:8 91:6 93:21 resolved 76:19 respect 32:12 40:14 58:21 73:3 88:8 respective 3:14 respond 76:13 Respondent 3:9,14 3:18 4:14 respondent's 2:19 responding 75:2 78:10,14 response 48:12 responsibilities 38:11 45:5,7 67:7 responsibility
---	---	--	--	--

25:17 34:17 39:4 44:9 71:7 responsible 31:2 responsibly 46:11 rest 51:13 60:6 restate 65:12 78:7 restaurant 66:4 98:18 restaurants 66:7 result 2:22 83:11 87:16,20 resulted 2:18 resume 30:3 45:6 63:15 66:1 resuming 9:10 Retailer 1:12 Retailer's 2:13 retain 19:20 revealed 10:16 23:5 review 16:1 18:18 27:22 28:6 34:21 35:5 65:17 70:1 70:14 71:2,17 75:7,9 80:5 82:1 95:15 96:3 reviewed 18:3 24:14 25:17 76:1 reviews 59:1 revocation 3:5 87:19 rewrite 97:10 right 2:7 5:5 23:20 30:10 35:11 38:10 40:7,10,12,17 41:8 46:11 50:7,8 50:19 53:12,21 54:20 57:7,14 59:14 61:8 68:10 68:21 71:4 72:2,3 72:8 77:17 80:9 80:20 82:16 84:9 87:22 88:13,19 89:6 90:15 91:18 91:19,20 92:19 93:15 95:22 96:12 96:15,20 97:9	98:1,8,14 99:10 99:13,20 rise 53:9 Rivero 4:12,19,22 4:22 5:7,8,13,21 6:19 7:12 8:9,11 8:15 11:13 33:5 34:12,18 35:11 37:2 40:5 41:12 47:10,12 48:11,16 49:2,15 50:4,13 50:19 52:17,22 53:8,13,18 54:2,6 56:5 59:12,17 60:12,20 63:20 64:1,7 67:18 68:6 68:11,19 69:11,19 70:16 71:4,8,13 72:5 74:21 76:21 77:2,8 79:6,10,15 79:16,19,21 80:1 80:9,12,16 82:11 82:12 84:5,12 85:7 92:10,20 93:6,13 96:1,17 96:21 98:1,20 99:8,13 100:18 road 47:1 robbery 37:9 role 34:9,16 roof 28:21 rooftop 55:4 Room 1:17 rotate 54:16 rough 95:7 round 78:15 route 91:18 rude 22:15 Rumors 37:15 Ruthanne 1:18,21 2:6 <hr/> S <hr/> safe 25:21 29:1 56:17 safer 14:18 safety 3:19 4:7 7:15	7:17 28:4,18 41:18 56:3 86:6 86:15 87:13 satisfied 19:15 67:19 85:5 satisfy 40:20 90:20 satisfying 91:2 Saturday 57:11 94:4 Saturdays 19:6 saw 22:5,6 saying 16:17 49:4 63:17 67:10 76:5 79:13 80:1 94:22 97:5 98:12,13 says 15:20 16:3,4 22:13 40:6 56:19 70:2 97:18 scanners 15:7 scenarios 75:9 scene 13:3 17:10 30:17 31:1,7,14 schedule 27:17 35:20 36:7 57:10 77:20 79:1,2 89:11 93:16 scheduled 6:2 77:5 77:9,14 79:12,14 79:20 89:17 schedules 27:9,13 scheduling 86:5 scope 56:11 scratch 70:3 seat 79:5 80:2,7 86:2 second 10:6 11:1 20:15,20 68:14 100:4 secondary 42:4 section 22:9,13,19 security 2:19 9:9 9:11,13,15,15,17 10:8 11:4 12:15 12:21 13:9,10,11 13:16 14:11 15:9 16:6,8,9,11,15,21 17:4,13,17 18:1,3	18:9 19:9 20:5 21:20,22 22:5,12 22:22 23:13,21 24:13,15,22 25:10 25:12,18,21 26:4 26:13,21,22 27:2 29:21 30:16 31:3 32:5,5,20 33:2,21 34:10 36:1 37:8 37:11 38:2,7,8,10 38:12,18,22 39:3 42:10,14 44:5,8 44:22 45:8,13,21 46:2 47:18 48:14 54:7,15 55:3 56:1 56:7,19 57:2,4 61:15 62:1,5,7,22 63:8 64:14 65:4 66:3,6 67:3,6 73:1 73:8,10 75:4 81:13,20,21,22 82:3,3,6,14,22 83:12 84:1 86:17 86:19 87:2,6 94:5 95:4 98:9,10 see 10:3 13:13 23:9 24:10 26:6,11 29:8 30:2 31:15 35:1,6 42:2 48:4 48:13 49:18 50:11 61:13,14 68:7 72:3 87:10 seeking 3:5 33:12 send 35:4 sense 53:18 60:21 88:4,12 Sensitive 64:13 sentence 10:12 11:1 separate 51:4,10,16 separated 45:3 serious 2:16 83:18 services 14:1 session 96:16 sessions 31:6,11 set 35:13 45:21 60:13,17,22 70:19	89:15 96:4 setting 69:13 seven 38:15 sharp 45:19 she'll 67:6 shift 58:7 shocked 47:2 shoot 40:8 short 9:3 37:5 show 27:21 28:5 48:2 64:9 showed 14:21 showing 49:16 shown 65:20 shows 49:19 shut 40:9 sides 41:6 sidewalk 24:9 80:13 sight 19:8 sign 39:11,19 58:14 82:2 98:17 100:19 significant 66:5 signs 22:12 Silverstein 1:22 2:8 5:20 36:22 37:1 38:5 39:7,16 40:1 41:7,17,21 48:20 49:1 77:7 89:20 91:22 93:10 100:4 similar 29:12 simply 16:2 17:15 22:10 51:7 78:3 single 29:19 84:7 sir 8:5 31:17 32:1 38:9 39:22 41:11 41:20 50:12 62:2 62:11,16 70:12 71:12 74:15 84:20 96:10 sit 24:17 54:11 situation 7:1 11:17 11:19 19:5 42:17 52:9 76:22 86:11 90:2,8 situations 14:3 18:22 19:2 22:18
---	--	--	---	--

29:12 53:10	standard 6:7 8:17 14:17 15:18 28:4 28:5,7 32:8 34:8 37:3 39:13 51:4	submitted 3:4 85:9	59:7 67:13	88:18 89:14 91:22 93:18,20 96:12 99:14
six 38:15 57:11	standards 32:14 34:11 44:5,6 47:8 70:20 71:20 73:10	submitting 80:5	talked 32:19 73:8 85:16	thinking 63:13,18
slot 59:18,20	standing 15:14 80:13	subsequent 13:18 31:11	talking 63:12 74:1 74:1,13	third 20:15 26:3
slow 24:16	start 4:15 30:11,12 30:14 58:5 71:2	substantially 21:9	tasked 37:4	thought 18:6 63:6 81:16 82:9
smart 45:18	started 18:19 88:4	suffice 50:4	taught 86:19	thoughtful 44:16
smoothly 76:20	starts 70:14,18	sufficient 19:16 22:9 43:2 50:10 75:14 83:5 96:3	teaching 16:3	threat 91:4
Social 64:13 65:4	state 74:3	sufficiently 52:4	team 38:12 67:8	three 2:9,9 20:12 47:7 82:17
society 33:15	stated 30:19	suggest 11:11	techniques 16:1	Thursday 55:15 92:11 93:3,5,7,9 93:18,21 99:13
solely 21:4	statement 4:13 16:17 69:2 80:10	suggested 75:1	tell 34:10 89:13	ticking 70:14,19
solution 78:8	statements 4:10,16 17:17	suggesting 49:5	tendencies 66:15	time 6:13,16 7:5 9:16 25:19,20 26:5 27:6 28:8 29:5 35:13 37:7 51:6 56:8 58:4 59:9,18,20 60:3,4 60:17 61:1 66:18 70:2 74:19 75:7 75:14 76:13 77:22 78:5 79:9,11,17 80:3 81:13 82:5 86:21 87:4 95:3 96:3 99:9,12 100:12
solutions 91:19	states 10:6	suggestions 46:7 48:17	terminated 39:1 43:9,19,20,22	timeline 7:21 8:5 94:10
somebody 32:15 39:5 48:1,3,5 66:17 81:12	stating 84:11	Suite 1:17	terms 7:21 26:16 35:17 83:22 85:22	times 14:7 24:16
someone's 68:7	status 10:9 53:5 77:13	summary 1:10 2:11 4:2	terrible 28:18	timing 85:17
soon 61:2	statute 8:18 79:11 79:17	Sunday 55:4 94:9	testimony 3:13	TIPS 11:3
sooner 70:21 93:22 94:1	stay 52:9 69:10,12	supervisor 62:7	Thank 5:6 7:20 8:3 8:4,6 28:11 30:7 31:19 36:17,19 37:1 41:17 49:1 50:12 53:6 63:4 72:5 88:16 94:16 100:11,13,21	tired 54:18
soonest 6:4	stays 53:11	supervisors 30:22	thing 29:19 44:1 83:15 86:14 94:12 99:11 100:17	Title 13:15 77:10
sorry 5:20 65:11,14 70:11 90:1	steer 49:7	suppose 50:20	things 7:18 16:7 28:21 29:13 42:6 48:13 71:7 74:11 75:10 76:16,17 90:4 94:5,19 95:4 98:19	today 2:5,10 3:12 9:6 27:11,19 35:19 36:7 69:7 89:16 90:4 99:5
sought 14:14	steps 39:18	supposedly 33:14	think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	today's 2:11 3:21 40:14
sounds 50:6,8,10 96:1,6	stimulus 55:11	sure 19:13 20:18 21:12 28:20,21 29:11 32:7 34:3,5 39:5 55:20 56:16 62:21 72:12 74:12 82:8 84:21 86:16	tips 11:3	tools 73:16
span 54:22	street 1:10,17 2:14 18:14 19:6,11,15 23:14,18,19 51:6 55:6	surroundings 56:16	tire 54:18	top 13:18 55:10
speak 79:7	stricken 24:21	survival 92:16	think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	topics 13:19
specific 15:1 46:2	strike 33:17 55:19 56:22 73:13 96:18 97:15	suspension 1:10 2:12 3:8 4:3 40:21	think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	totally 88:19 89:6
specifically 30:19	string 89:21	system 33:14 63:2	think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	town 81:19
spent 6:5 74:18	stuck 49:17 55:9,10 55:14	table 6:13 71:1 76:6	think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
spoke 32:2	student 67:4	take 19:3 50:18 52:13 68:12 69:5 71:20 75:21 76:5 76:11 78:1 83:17 88:10 90:19	think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
spoken 45:19	subject 10:10 16:3 26:19 64:10 65:1 67:21	taken 5:11 26:15	think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
spots 35:8	submissions 78:20	talk 31:13 50:7	think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
stabbed 2:20	submit 70:1,15,17		think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
stabs 37:10			think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
staff 30:16 31:3,6 31:13 33:3 34:21 37:21 39:18 44:10 44:13,19 57:9,19 57:19 62:1 65:7 81:13 82:6 94:10 94:11			think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
stairs 28:22 29:1,16 55:10			think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
stairway 20:8,13			think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
stairways 21:6			think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	
stand 21:16 24:8 54:12			think 7:15 11:11 12:2 14:21 22:7,8 24:19 29:2,13 30:17 31:2,9,20 32:13 35:3 44:1 47:8,8 49:3 56:3 56:12 61:13 62:8 62:12 68:8 69:1,7 69:9 72:10,18,21 73:17,20 74:19 75:1 80:7 82:16 84:1 86:14 88:3	

track 10:20
Traditionally 57:9
train 29:21 38:12
 39:5 48:1 57:16
 57:18 82:6
trained 30:16 31:1
 58:3,8 61:12,12
 61:19 73:5
trainer 48:4 61:18
training 7:18 9:9
 9:14,16,17 10:3,7
 10:10 11:4,5
 12:14 13:21 14:2
 14:6,22 15:1,21
 17:15 26:15,18,20
 26:21 29:22 30:19
 31:6,11,22 32:4,6
 36:3 39:3 44:10
 47:11 48:5 57:21
 58:4,15,18 61:21
 67:7,22 68:1,4,8
 71:19,20 73:3
 81:12 82:15,20
 83:2,8 84:3 94:11
 94:11 97:19,20,22
trusted 33:16
try 46:2 67:13 90:8
Tuesday 59:21
 69:16 74:21 76:1
 76:2 78:11
turn 71:14 96:9
turnaround 78:16
turned 21:1
Twenty-four 76:1
twice 9:17
two 2:18 5:19,22
 9:22 31:5 42:19
 47:3 51:3,9 60:4
 65:7,19 66:10
 67:14
type 45:20 55:11
 84:22 99:18
typically 35:17
t/a 1:10

U

ultimately 77:4

86:5 87:14
unable 60:6
uncertainties 85:16
unclear 14:15
underscore 13:2
understand 6:15
 21:7 34:13 35:8
 42:9,12 47:20
 60:20 77:2,11
 80:15 85:14 89:1
 90:14,22 95:16
 96:10 98:12
understanding
 7:13 15:19 33:18
 39:15,22 66:20
 95:9 97:18 98:9
unfortunately
 32:18 38:16
unsuitable 10:18
untoward 49:6
use 7:6 13:2 15:21
 15:22 54:8 56:20
 63:1 73:19 81:21
 82:3

V

valid 48:3
validates 61:18
validating 61:11
various 62:4
version 17:12
video 16:13
view 57:2 62:19
 66:9 73:18 84:6
viewing 7:22
violations 21:21
violence 11:21 33:1
 33:20 38:6 42:16
 65:20
violent 12:21 14:4
 17:5 18:12 43:3
 47:3 50:15 52:19
 65:8 66:11,16
 67:14
virtually 37:11
visible 35:1,6,6
vision 84:4

visual 55:11
vote 72:13 96:13
 97:16 98:21
voted 3:7

W

waiting 11:11
waivable 79:13
waive 40:12,13
 77:17 88:19 89:6
waived 41:8
waiver 77:16,16
waiving 40:16 89:9
walk 85:17,21
want 20:17 21:11
 22:9 23:9 28:13
 34:2,5 35:4 42:6
 49:7 50:14 52:8
 54:5 55:17 59:3,5
 61:21 65:16,18,22
 68:16 70:7 71:17
 73:5 74:12 76:6
 79:1,5 84:10
 85:17,20 88:19
 89:6,12 92:4,13
 93:1 96:2,4
wanted 75:21
wants 64:18 71:14
warnings 22:6
wash 34:4
Washington 1:18
wasn't 18:18 32:17
 73:12
watching 25:4,5
way 12:8 20:14
 29:1,18 89:14
 93:20,20
ways 13:11 79:4
 86:1
weapons 23:3
Wednesday 27:14
 40:4 41:5 59:11
 59:18 74:20 75:13
 75:20 76:4,19
 77:21 79:2 81:1
 88:11,18 89:10
Wednesday's 85:18

week 55:2 60:6
 87:16,16 89:12
 92:12,21 93:1
weekend 47:22
 57:13,16 58:3
 81:8 92:13
Welcome 2:4
well-credentialed
 57:21
went 29:15
weren't 20:11
 51:17
we'll 8:13 31:15
 38:3 50:7,10
 58:20 69:7,8 78:4
 84:18,20
we're 15:16 51:18
 55:18 63:17 68:14
 69:4,11 72:3,9
 74:1,1,13 76:5
 78:1,21 89:21
 91:22 92:20 97:19
 98:11,18
we've 38:14 43:5
 44:19 57:5 58:13
 66:10 69:21 79:12
 87:17 90:4 96:12
 96:14
whatsoever 81:10
white 74:10
willing 7:4
willingness 87:12
wind 87:15
wish 49:7
witnesses 3:15 6:17
 80:18
wonder 52:18
wondering 43:5
 44:4 54:9 65:21
word 73:13 96:18
 97:15
wording 32:21
work 35:15 38:2
 49:3 57:20 61:5
 81:19 82:15,19
 83:7 87:12 88:20
 93:18 95:22

worked 29:6 56:7,8
working 23:12 45:2
 58:5 66:6 91:21
worried 71:6
wouldn't 34:15
 41:14,15 67:20
 75:13,20 90:5
write 99:19
written 17:17
 45:15,18 97:1
wrong 10:15 64:8

Y

Yeah 67:2
year 9:18 19:21
years 38:18 44:12
 44:20
yesterday 6:3,6
 32:18 33:4

P

p 1:7,14

#

#60475 1:11

0

00097(a) 1:9

1

1:00 59:19 60:1
1:07 2:2
10 1:13 2:17 3:4
 57:6
10:00 59:19 93:7
11 44:20
12 44:20
12:00 70:18
13-251-00097 1:9
 2:14
13-251-00097(a)
 2:15
14 3:7 4:3 25:12
 54:5
14th 1:17
15 3:10
16 1:15 2:5 27:16
 74:19 99:11

18th 1:10 2:13

18:14 19:5,10

55:6

2

2 72:22

2:10 72:6

20th 59:21

20-plus 44:12

2000 1:17

20009 1:18

2013 1:13,15 2:18

3:5,8,10 4:3

2442 1:10

2446 2:13

25 13:15 77:10

25-403 13:17

25-826 3:17

25-826(c) 3:11

25-827 3:3

3

3 72:15 73:3

3:00 66:7 75:4 78:9

78:13 93:8,17,18

93:21 99:14,15,16

3:24 72:7

3:51 101:3

30 16:12

4

4 13:14 17:15 73:3

4:00 60:1

400S 1:18

48 16:14 78:14

48-hour 78:16

5

5-0 3:7

5:00 26:10,12 60:2

69:22 70:4,22

71:13 75:5,6 76:2

6

6 16:4 73:12

6:00 78:10

8

8 17:20 18:8

9

9:00 59:19 81:9

911 14:8