

DISTRICT OF COLUMBIA

+ + + + +

ALCOHOLIC BEVERAGE CONTROL BOARD

+ + + + +

MEETING

-----

	:	
IN THE MATTER OF:	:	
	:	
RCX, LLC t/a Stadium Club	:	Status
2127 Queens Chapel Road NE	:	Hearing
	:	
Retailer CN	:	
License No. 94244	:	
ANC 5C	:	
	:	

-----

SEPTEMBER 24, 2015

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

PRESENT:

- RUTHANNE MILLER, Chairperson
- NICK ALBERTI, Member
- DONALD BROOKS, Member
- HERMAN JONES, Member
- HECTOR RODRIGUEZ, Member
- JAMES SHORT, Member
- MIKE SILVERSTEIN, Member

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

10:30 a.m.

CHAIR MILLER: Good morning, ladies and gentlemen. I want to welcome you to this special session of the District of Columbia's Alcoholic Beverage Control Board.

Today is September 24th, 2015. My name is Ruthanne Miller. I'm the Chairperson.

Joining me to my far right is Mr. Donald Brooks. Next to Mr. Brooks is Mr. Nick Alberti. To my immediate left is Mr. Mike Silverstein, and next to Mr. Silverstein is Mr. James Short, and next to Mr. Short is Mr. Herman Jones.

The Board has five members in attendance for the conduct of business today, with three constituting a quorum.

Copies of today's hearing calendar and agenda are available at the receptionist desk. Please be aware that these proceedings are being recorded by a Court Reporter. Accordingly, I must ask you to refrain from any disruptive

1 noises or actions in the hearing room.

2 If you have an electronic devices,  
3 pagers, cell phones or such, please make certain  
4 they're turned off, to avoid any interruption to  
5 the proceeding, and please be sure to sign in, so  
6 that we could have everyone's name spelled  
7 correctly for the record.

8 The Open Meeting Act requires that  
9 each public hearing be open to the public. The  
10 Board may, consistent with Section 405(b) of the  
11 Open Meetings Act, enter a closed meeting during  
12 or after the public session on a hearing to  
13 consult with an attorney, to obtain legal advice,  
14 discuss settlement agreements or deliberate on a  
15 decision in an adjudication proceeding.

16 This morning we're here for one  
17 particular case. That is the Stadium Club, Case  
18 No. 15-251-00155, located at 2127 Queens Chapel  
19 Road, Northeast, and it's License No. 94244 in  
20 ANC 5C.

21 In particular, this is a status  
22 hearing, with respect to Stadium, which is

1 currently closed, and I'm going to ask the  
2 parties to identify themselves for the record,  
3 before we begin.

4 MS. GEPHARDT: Chrissy Gephardt, here  
5 on behalf of the Office of the Attorney General.

6 CHAIR MILLER: Okay.

7 MS. GEPHARDT: Good morning.

8 MR. HAFFNER: Good morning, Julian  
9 Haffner on behalf of RCX, LLC.

10 MR. JOHNSON: Nathaniel Johnson, RCX,  
11 LLC.

12 CHAIR MILLER: Okay, and just for very  
13 background, the Board approved an offer in  
14 compromise last week, that was presented to it by  
15 the parties and agreed to by the parties, and one  
16 of the provisions, number two, calls for the  
17 Respondent to conduct a complete training for all  
18 personnel associated with day to day operations  
19 prior to the reopening of the establishment, and  
20 a training did occur, and our investigators  
21 observed it and reported back to the Board on it,  
22 and that was found to have been inadequate, and

1 so, the Stadium is still closed.

2 There is also a question about  
3 understanding documentation of the names of the  
4 employees and those who attended, but I'm going  
5 to turn to Mr. Haffner, who signed a letter  
6 requesting a formal hearing before the Board.

7 So, why don't we hear exactly what's  
8 on your mind?

9 MR. HAFFNER: Certainly.

10 CHAIR MILLER: Okay.

11 MR. HAFFNER: Good morning, Board.

12 Thank you for convening this hearing.

13 I just wanted to start out by  
14 reaffirming the fact that Stadium Club takes the  
15 instant matter extremely serious, and just kind  
16 of harken back to what brought us here initially.

17 There was an incident which Stadium  
18 Club security responded fairly adequately. The  
19 victim of the incident was -- the altercation  
20 that precipitated the incident was broken up.  
21 The victim was provided with emergency medical  
22 assistance. MPD was contacted, as was RDO,

1       pursuant to the current security plan.

2               The one instance in which the security  
3       personnel at the club dropped the ball, so to  
4       speak, was respect to crime scene preservation,  
5       and understanding how important crime scene  
6       preservation is, particularly in this context,  
7       Stadium Club immediately convened a staff  
8       meeting, reaffirming the importance of  
9       preservation of the crime scene, and came to the  
10      subsequent hearing here before the Board, with an  
11      open heart and open mind.

12              One, to do all things necessary to  
13      sure-up any gaps in the security, any lapses in  
14      security -- in the security plan, and to that  
15      extent, entered into the offer in compromise,  
16      willing, voluntarily, kind of eagerly, because  
17      the idea was that upon shoring up these current  
18      deficiencies, going forward things would be --  
19      would operate in a much smoother fashion.

20              As the Board knows and as the OIG  
21      knows, there were several iterations of the  
22      security plan that were considered. Stadium Club

1 made its own recommendations. The Board came  
2 back with its recommendations, and at the end of  
3 that process, which is a rather extensive  
4 process, we ended up with what we thought was a  
5 fairly comprehensive and effective document.

6 Based on that document, Stadium  
7 scheduled training, and the training was done  
8 consistent with the terms of that document and  
9 specifically, with the terms of the OIC.

10 On the day in question, the  
11 investigator, Investigator Suero, who attended  
12 the training on behalf of the Board, noted as  
13 much. He noted that crime scene preservation was  
14 covered. He noted that incident reporting was  
15 covered. He noted that training was covered and  
16 he provided evidence to that effect.

17 So, the big issues that were  
18 considered in the shoring up of the security plan  
19 and the OIC were, in fact, covered.

20 Where Investigator Suero said we  
21 failed, was in not providing him physical copies.  
22 However, we don't think that any deference was

1 given to the fact, that digital copies were  
2 provided to each and every employee of Stadium  
3 Club.

4 We weren't given deference to the fact  
5 that each employee of Stadium Club was given --  
6 digitally given training materials, which were  
7 approved by the -- which were reviewed and  
8 approved by the Board.

9 So, while we agree that physical  
10 copies weren't handed out, we're not -- we don't  
11 agree that that was the basis for which to fail  
12 the training.

13 Officer Suero also mentioned -- I'm  
14 sorry, Investigator Suero also mentioned that the  
15 -- over the course of a two hour period, the two  
16 hour long training, that at one or two intervals,  
17 the trainers had to call attention to the more  
18 than 70 plus attendees of the training.

19 MEMBER SILVERSTEIN: I'm sorry?

20 MR. HAFFNER: So, he had to -- so  
21 Officer -- I'm sorry, Investigator Suero  
22 mentioned that during the course of a two hour

1 long training session, where 70 people were in  
2 attendance, two or three times, they had to be  
3 told to pay attention.

4 Did that happen? It more than likely  
5 happened. Does that somehow mitigate or  
6 demonstrate that training was inadequate? We  
7 don't think so, particularly in light of the fact  
8 that what -- we don't think so.

9 What we'd ask the Board to take into  
10 consideration today is the good faith efforts  
11 that Stadium has put forth to comply, and  
12 recognize the fact that the things that we were  
13 dinged for were not mentioned in the OIC.

14 No physical copies or agendas were  
15 mentioned in the OIC. Had that been, there would  
16 have been compliance.

17 So, from our perspective, it appears  
18 that there would be conclusions that Investigator  
19 Suero reaches aren't consistent with what was  
20 required of Stadium Club, and we think as a  
21 result of being closed now in excess of three  
22 weeks, that the punishment that the Board has

1 imposed is somewhat excessive, and we'd ask the  
2 Board consider suspending its suspension of our  
3 license today, or barring that, giving us very  
4 clear directions and guidance on what needs to be  
5 done going forward, so that we may comply with  
6 the Board in a way that is satisfactory.

7 CHAIR MILLER: Okay, thank you. Ms.  
8 Gephardt?

9 MS. GEPHARDT: Yes, good morning.  
10 Essentially, what the Government is alleging here  
11 is that there is an offer in compromise that was  
12 agreed to and both parties signed it, and it lays  
13 out very specifically, the things that the  
14 establishment is required to do before they can  
15 open their doors.

16 Unfortunately, their training that  
17 they had on September 18th fell short.

18 Specifically, Counsel points to the  
19 fact that digital copies were administered to  
20 every employee. However, one of the requirements  
21 of the OIC is that -- that the Respondent show  
22 document by written certification, the completed

1 training of all personnel.

2 So, the employees were not able to  
3 sign the fact that they read it, that they  
4 understood it and that, you know, this is  
5 something that they can put in their file, that  
6 this person read and understood the fact that,  
7 you know, they understand the security plan and  
8 they will follow the security plan.

9 Furthermore, during the training there  
10 was no handout materials. So, there was nothing  
11 for the employees to look at, in terms of an  
12 agenda, to actually look at the security plan,  
13 the revised security plan.

14 I mean, the fact that it's on their  
15 computer, you know, that they can go back to that  
16 night, after the training is over, it doesn't  
17 really matter at that point. I mean, they need  
18 it in front of them, in order to be able to say  
19 that, you know, they've certified that they've  
20 been through this training, they acknowledge it  
21 and they -- and that they can go forward with  
22 making a representation to the Board, that the

1 employees certified.

2 Furthermore, there are a few things on  
3 the OIC that I believe the establishment missed.

4 For example, Counsel said that there  
5 were 70 people in attendance. There is some  
6 conflicting information that, in terms of put  
7 their name on the sign-in sheet and versus who  
8 was actually there.

9 Then in addition to the fact that not  
10 all employees were there. There is some other  
11 items that were missed, for example, clicker  
12 training was not addressed during the training.

13 Let's see. Furthermore, the training  
14 materials were supposed to be reviewed and  
15 approved by the Board.

16 As far as I know, those training  
17 materials were not put before the Board and not  
18 approved.

19 So, they basically had a training on  
20 topics and materials that they thought were  
21 adequate, however, the Board never had the  
22 opportunity to review it. So, right there, you

1 know, we have a problem.

2 In addition, the Respondent did  
3 provide a list of employees and their titles, but  
4 there is nothing here that shows an employment  
5 status, and that's one of the conditions of  
6 Paragraph No. 4, "They shall document the name  
7 and the employment status of all personnel, no  
8 later than Tuesday, September 15th," and then on  
9 a quarterly basis thereafter.

10 So, this is not what the Board  
11 requested. This is not part of the OIC.

12 Let's see. I think -- you know, the  
13 investigators, I can call as witnesses to testify  
14 to their experience and what they -- what they  
15 observed, and what they thought was deficient.

16 I mean, obviously, I'm just sort of  
17 summing up some of the things that are  
18 identified.

19 But you know, obviously, they did some  
20 things right. I mean, it's not like the whole  
21 thing was a bust, but unfortunately, when you  
22 have an offer in compromise, you're agreeing to

1 follow each and every element on this offer in  
2 compromise, before you can open your doors.

3 So, we would recommend that the  
4 licensee -- their doors remain closed until they  
5 get this right, and that they make sure they've  
6 complied with every element of the OIC.

7 CHAIR MILLER: Okay, anything else?  
8 You want to respond to that, before we proceed?

9 MR. HAFFNER: Yes, really briefly.  
10 Again, if we're going to be bound and faithful to  
11 -- bound by and faithful to the terms of the OIC,  
12 then I think it should be clear that digital  
13 copies alone don't suffice. That was never  
14 stated, yet we're deemed and are being penalized  
15 for that.

16 If it was clear that a physical copy  
17 of an agenda had to be provided and we're being  
18 faithful to the terms of the OIC, it was never  
19 stated, yet we're being penalized.

20 With respect to the clicker training,  
21 we acknowledge that that did not happen, however,  
22 if we're harking back to the initial incident

1 that brought us here in the first place, there  
2 was never a complaint about clicker training.

3 Clickers were being used and are  
4 routinely used and that is a part of the security  
5 plan that was -- the previous security plan and  
6 the revised and updated security plan, which has  
7 been Board approved.

8 Could there be -- could there have  
9 been clicker training? Sure. Was that a basis  
10 for which we should remain closed for in excess  
11 of three weeks? We don't think so.

12 With respect to the names that were  
13 provided, the document that Investigator Suero  
14 saw had 53 names, because not everybody had a  
15 chance to sign in, but what's clear is that there  
16 were 74 attendees, and had they had a chance to  
17 actually sign in, because they were prevented by  
18 Investigator Suero so -- or actually, I'm sorry,  
19 they were prevented from acknowledging that they  
20 had receipt of this -- the turning in a physical  
21 copy of their acknowledgment and receipt of the  
22 security plan, it would have been clear that

1       there were -- who the attendees were and how many  
2       attendees were actually -- that were at the  
3       course, and actually -- right, I'm just being  
4       reminded there were in fact, 74 sign ins. We  
5       have that available for your review, as well.

6               So, again, just to summarize, we agree  
7       that there is something things that could have  
8       been done better, but to the extent they weren't  
9       required of us pursuant to the OIC or the Board  
10      approved security plan, to penalize us for that,  
11      we believe is unfair.

12              So, we're asking for consideration of  
13      that fact. We're asking for clear guidance going  
14      forward, and we're asking that the suspension of  
15      our license be revoked at this point.

16              CHAIR MILLER: Okay, I don't have any  
17      problem with clear guidance. I don't -- I think  
18      it's the consensus of the Board, that -- and  
19      anyone could correct me if I'm wrong, but we're  
20      not ready to lift the suspension, that lifting  
21      the suspension is tied to compliance with the  
22      offer in compromise and that we can have a whole

1 hearing if you want, as to, you know, how you may  
2 or may not have complied with training.

3 But based on the information, I would  
4 say that's in the record so far, that you all did  
5 fall short and you know, in the interest of  
6 public safety, we can't -- I certainly wouldn't  
7 recommend to the Board, that we deviate from the  
8 offer in compromise, and just lift the  
9 suspension.

10 That's my view. Mr. Silverstein?

11 MEMBER SILVERSTEIN: I would agree  
12 with the Chair. The offer is compromise was not  
13 something that the Board ordered. It was a  
14 voluntary response by the licensee and the  
15 Government, to a Chief of Police closure, that  
16 occurred after a violent incident and the Chief  
17 of Police said that the response of the  
18 establishment was a violation of the law, the  
19 cleaning up of the crime scene.

20 There have been over 100 homicides in  
21 this city in this year. We are all extremely  
22 concerned about how we respond to threats, to

1 violence. We are concerned above all else, for  
2 public safety.

3 The terms of the offer in compromise  
4 that you all brought to us, require that all  
5 personnel connected with the day to day  
6 operations of the establishment, be trained, and  
7 we're still -- all of us up here are not certain,  
8 what is this universe of people? How many are  
9 there?

10 We were given a list of maybe 100, and  
11 our investigator said there were 84 who showed  
12 up. You said there were 74 who showed up, that  
13 there were 53 who signed in and 35 of them were  
14 on the original list and 18 who received training  
15 were not on this original list, or maybe we  
16 didn't get their names right, because they may  
17 have been performers and they had two names or  
18 something, and it is all very haphazard.

19 Mr. Haffner, I have great respect for  
20 you and for your efforts here, but I don't  
21 believe that you've been particularly well-served  
22 and we have a very special obligation here,

1 because there has been violence, to make sure  
2 that this training is proper, because your folks  
3 did not respond properly the last time, and we  
4 look with special scrutiny on these areas where  
5 they did not response properly in the past, to  
6 make sure that they're properly trained again.

7 All of us in this room are concerned  
8 with public safety, and that's what this is all  
9 about. It's not about punishment. It's not  
10 about retribution. It is about making your  
11 establishment safe.

12 CHAIR MILLER: I mean -- okay, I mean,  
13 I understand that in some ways here, your staff  
14 did respond well. It's not, you know, a black or  
15 white issue.

16 But I think what the issue really is,  
17 you did agree to this offer in compromise, which  
18 we thought was a good offer in compromise, which  
19 would actually make your establishment function  
20 better and -- and you all agreed to it, and even  
21 something like not having training materials, I  
22 mean, when we reviewed the -- what you presented

1 before us, we thought at least, you know, the  
2 security plan outlined all the different  
3 procedures and that you would go through that  
4 security plan with them, and I don't -- I don't  
5 believe that exactly happened, and I was  
6 personally, very surprised that you would say  
7 that to make copies of that for your employees  
8 would be an exorbitant cost. I find that  
9 incredible.

10 So, I think it's a cost -- it's an  
11 investment you ought to make for now.

12 So, if you want, if you want -- I'll  
13 give you a choice, Mr. Haffner. If you want to,  
14 you know, have a hearing, challenging whether or  
15 not the training was adequate, we can proceed  
16 that way.

17 If you would like to go forward and  
18 look at the different provisions and make sure  
19 that the Stadium understands what its  
20 responsibilities are, so that when it leaves  
21 today, it can make sure it gets to the point  
22 where it can open, we can go that route. So, or

1 both, you know.

2 MR. HAFFNER: So, yes, we would opt  
3 for the latter, but I would just add that the  
4 terms of the OIC state that each member of the  
5 staff needs to be trained prior to coming back to  
6 work. It doesn't say that everybody has to be  
7 trained at the same time.

8 So, therefore --

9 CHAIR MILLER: Okay, can I -- let's  
10 look at it, because number two, I understand why  
11 you might have that impression, but number two  
12 says, "The Respondent shall conduct a complete  
13 training for all personnel associated with day to  
14 day operations, prior to the reopening of the  
15 establishment."

16 MEMBER ALBERTI: Ms. Miller?

17 CHAIR MILLER: Yes.

18 MEMBER ALBERTI: I'm sorry to -- I'm  
19 not sure which direction we're going.

20 CHAIR MILLER: What do you mean?

21 MEMBER ALBERTI: You offered Mr.  
22 Haffner two choices --

1 MR. HAFFNER: Correct.

2 MEMBER ALBERTI: -- as to how to  
3 proceed. He didn't address -- he did not respond  
4 to that. He just simply went into some defense  
5 of why they --

6 CHAIR MILLER: No, well --

7 MEMBER ALBERTI: He said --

8 CHAIR MILLER: He said that --

9 MEMBER ALBERTI: Let me finish. Why  
10 they believe they should open.

11 So, before we go down that rabbit  
12 hole, I would like to know how are we -- I would  
13 like to keep this organized and know which way  
14 we're proceeding.

15 Are we proceeding with a hearing,  
16 where they --

17 MR. HAFFNER: I'm sorry --

18 MEMBER ALBERTI: -- defend and are  
19 requesting that they get to open, or do we go --

20 MEMBER SILVERSTEIN: Some other route.

21 MEMBER ALBERTI: -- to another route,  
22 where we have an exchange of clarifying what the

1 Board expects? I don't know which we're going,  
2 but I'd like that to be clarified before we  
3 proceed any farther.

4 CHAIR MILLER: Okay, Mister --

5 MR. HAFFNER: I said we should -- we  
6 opted for the latter.

7 MEMBER ALBERTI: Oh, you did? Okay,  
8 good.

9 CHAIR MILLER: Now, how we proceed  
10 with that, we've kind of jumped into number two,  
11 but that is kind of the first, pretty basic  
12 requirement. What does that mean, right?

13 MR. HAFFNER: So, I'll defer to the  
14 Board and we can just kind of go down and provide  
15 us the guidance that we are ordered.

16 CHAIR MILLER: Okay, so, well, let's  
17 just -- I don't know that we have to go through  
18 each one, but number two.

19 Do you understand what that means, to  
20 provide -- that you have to conduct a complete  
21 training for all personnel associated with day to  
22 day operations, prior to the reopening of the

1 establishment? Is that an issue?

2 MR. JOHNSON: May I speak to that?

3 CHAIR MILLER: Yes.

4 MR. JOHNSON: So, the list that was  
5 provided with approximately 100 folks --

6 CHAIR MILLER: Right.

7 MR. JOHNSON: -- that includes the  
8 entire breadth of people who operate in some  
9 capacity in the venue, bartenders, servers,  
10 security, performers, etcetera.

11 My understanding, given the expanse of  
12 people and our -- I guess, our inability to  
13 govern their autonomy outside of the venue, my  
14 understanding is that we would be able to train  
15 the folks who were participatory in the training,  
16 and allow them to be the team that -- that we  
17 proceed with.

18 So, one of the challenges that we're  
19 faced with as a venue, is that during this  
20 closure, people have sought employment elsewhere,  
21 and people have different obligations and  
22 different days and times and things like that.

1           So, our only reasonable action is to  
2 proceed as a venue with the folks who willingly  
3 participate in the trainings, and comprehend and  
4 show comprehension of that material.

5           I don't -- I don't think that we can  
6 be accountable for the autonomy of 100 plus  
7 people and what they do, outside of the --  
8 choosing to come to a training or be to the  
9 venue. In the event that people don't  
10 participate, they would not be employed by the  
11 venue.

12           MR. HAFFNER: And if I can just offer,  
13 the last sentence of that, of number two says  
14 that, "No personnel retains employment at Stadium  
15 Club without successful completion of the  
16 training," --

17           CHAIR MILLER: Right.

18           MR. HAFFNER: -- which to my mind,  
19 suggests that if you don't come to training, you  
20 can't work.

21           CHAIR MILLER: Okay.

22           MR. HAFFNER: Once you did come to

1 training, they're the ones who are going to be  
2 able to work. It was just that simple.

3 I didn't make sense to convene for a  
4 week for -- to convene 100 people who may or may  
5 not show up to have a training.

6 We put the word out, come to training.  
7 You can work.

8 CHAIR MILLER: The question -- I see  
9 there are questions by Board members.

10 MEMBER ALBERTI: There are statements.  
11 Go ahead.

12 CHAIR MILLER: Well, no --

13 MEMBER ALBERTI: No, go ahead, I'm  
14 just pointing.

15 CHAIR MILLER: Okay, Mr. Short?

16 MEMBER SHORT: To get back to the  
17 training issue, one of the main problems, the  
18 issues you've had in the club that you're dealing  
19 with, is someone cleaned up the crime scene. Has  
20 that person ever been identified?

21 MR. HAFFNER: Yes, that person was  
22 identified in the original --

1                   MEMBER SHORT: Okay, let me say this.  
2                   Go back to the training.

3                   The reason why an investigator came  
4                   out, in my opinion as a Board member, and why I  
5                   voted for that to happen is because when all the  
6                   persons are there and everybody receives the same  
7                   training, read it, understand it and sign that  
8                   they received it, and got it, when you open back  
9                   up, then you can't have someone say, "Well, I  
10                  didn't know I'm not supposed to pour a bottle of  
11                  water over the blood before the police officers  
12                  get there."

13                  If we don't know that, when you come  
14                  in again, and hopefully you won't, with somebody  
15                  else injured or cut or shot, you can't say,  
16                  "Well, that particular person didn't get trained  
17                  because that particular day we had the training,  
18                  weren't available, so they didn't know," or it  
19                  also could be to the point where if the training  
20                  goes property with public safety, someone could  
21                  pull a fire alarm in your building and someone  
22                  can say, "Well, I didn't have training, so I

1 didn't know what to do when we have a club full  
2 of people and a fire alarm going off."

3 Those kinds of things -- if everybody  
4 is there and hears the same information, reads  
5 and understands and signs, it makes for a safer  
6 venue, your establishment.

7 But when you say, "This person wasn't  
8 there that particular day, so he came back to  
9 work after the training," and so, he didn't know  
10 or she didn't know, then we have a problem again  
11 with maybe something happening, where the police  
12 chief shuts you down again. Hopefully not, but  
13 that's the reason for this line of questions.  
14 Thank you, Madam Chair.

15 CHAIR MILLER: Okay.

16 MR. HAFFNER: And that's absolutely  
17 consistent with everything we've stated. You --  
18 if you didn't attend the training, you could not  
19 work.

20 CHAIR MILLER: Okay.

21 MR. HAFFNER: That very reason that  
22 you identified.

1           Just also to point out, for all the  
2 things that we did wrong, one of the things we  
3 absolutely did right was the crime scene  
4 prevention training, and Officer -- Investigator  
5 Suero even puts that in his report.

6           So, the main reason we're here was  
7 covered in the training, yet we were still  
8 closed.

9           MEMBER SHORT: Well, just to follow  
10 that. So, you're staying you did everything  
11 right then, at the training?

12          MR. HAFFNER: No, I didn't say that.  
13 I said --

14          MEMBER SHORT: Okay, so, that's -- is  
15 that why we're here today, because you didn't?

16          MR. HAFFNER: Are we --

17          MEMBER SHORT: Are we here -- are we  
18 here this morning because you didn't do  
19 everything correct when Investigator Suero was  
20 there, to the -- to oversee the training? Is  
21 that why we're here today?

22          MR. HAFFNER: I would say we're here

1 because Investigator Suero identified  
2 deficiencies in the training.

3 MEMBER SHORT: In your opinion, did  
4 the training go the way you wanted it to go, with  
5 adequate --

6 MR. HAFFNER: Could it have been  
7 better? Absolutely.

8 MEMBER SHORT: It was adequate?

9 MR. HAFFNER: No, I said could it have  
10 been better? Absolutely.

11 MEMBER SHORT: No further questions.

12 CHAIR MILLER: Okay, all right, let's  
13 try to -- well, if we can stick to the -- this  
14 number two, Mr. Jones?

15 MEMBER JONES: So, I would just like  
16 to make the request that given the investigators  
17 that we sent out were acting on behalf of the  
18 Board, those were the only individuals that saw  
19 the training, that since they're here --

20 CHAIR MILLER: Yes.

21 MEMBER JONES: -- and we can hear from  
22 them --

1 CHAIR MILLER: Right.

2 MEMBER JONES: -- there has been  
3 argument presented that the various elements were  
4 adequate, certain elements weren't adequate, but  
5 I would like to hear from our investigators, as  
6 to what they saw and how adequate they thought it  
7 was or wasn't, since they're here, if we can have  
8 that opportunity.

9 CHAIR MILLER: Absolutely. Why don't  
10 you call come forward?

11 MEMBER ALBERTI: Ms. Miller?

12 CHAIR MILLER: Yes.

13 MEMBER ALBERTI: Before we go to that  
14 --

15 CHAIR MILLER: Yes.

16 MEMBER ALBERTI: -- can I understand  
17 the topic of number two?

18 CHAIR MILLER: Yes, yes, we're still  
19 on number --

20 MEMBER JONES: I just wanted to put  
21 that --

22 MEMBER ALBERTI: Okay, all right.

1 MEMBER JONES: Yes.

2 MEMBER ALBERTI: Thank you, Mr. Jones.

3 Okay, we need to go to number two.

4 "The Respondent shall conduct a  
5 complete training for all personnel associated  
6 with the day to day operations prior to the  
7 reopening of the establishment."

8 I mean, the meaning of those words to  
9 me, and I'm only one Board member and everyone  
10 else can tell me what they think, is everybody is  
11 trained -- everybody, everybody is trained before  
12 you open, and we have --

13 CHAIR MILLER: I said that.

14 MEMBER ALBERTI: -- we have the --

15 CHAIR MILLER: Is there a microphone  
16 problem?

17 MEMBER ALBERTI: Okay, I'm sorry. We  
18 have certification of that training and we have  
19 proof that those people attended the training  
20 session, all right.

21 So, if we're allowing 70 people to be  
22 trained, and then the other 31 to be trained at a

1 later date, doesn't cut it.

2 Everybody has to be trained before you  
3 open. That's my position. That was my  
4 understanding of the OIC, and I think even Mr.  
5 Short's comments alluded to that.

6 So, I would be willing to bet that  
7 he's going to agree with me.

8 CHAIR MILLER: Okay, well --

9 MEMBER SHORT: I do.

10 CHAIR MILLER: Okay, first of all,  
11 let's get our investigators on the record. Could  
12 we?

13 INVESTIGATOR STEWART: Supervisory  
14 Investigator Craig Stewart.

15 INVESTIGATOR SUERO: Investigator John  
16 Suero.

17 CHAIR MILLER: Thank you. Ms.  
18 Gephardt?

19 MS. GEPHARDT: No, I know that  
20 Investigator Stewart had some comments about  
21 number two, and I'd like for him to go forward  
22 with that.

1 CHAIR MILLER: Okay, I just want to  
2 make one comment before we turn to them.

3 You know, when I look at this list and  
4 I'm listening to Mr. Haffner, I think that what  
5 he's saying is, I think -- you know, the other  
6 performers on this list, and the performers  
7 aren't there that night, then I'm not sure that -  
8 - I mean, they intend that they not reopen, but  
9 that they can't --

10 MEMBER JONES: Disagree.

11 CHAIR MILLER: Okay.

12 MEMBER ALBERTI: I mean, it's part of  
13 the record --

14 CHAIR MILLER: Okay.

15 MEMBER ALBERTI: That's your opinion.  
16 I've stated my opinion.

17 CHAIR MILLER: That's --

18 MEMBER ALBERTI: And I am --

19 CHAIR MILLER: Okay, let's hear from  
20 the -- did you want to hear from the  
21 investigators on this issue, Mr. Jones?

22 MEMBER JONES: There is an opportunity

1 for a discussion related to how well certain  
2 topics were covered, related to the training.

3 If it is appropriate to do so at this  
4 time, I'd like to get our investigator's  
5 feedback.

6 CHAIR MILLER: Okay.

7 MEMBER JONES: If the process would  
8 lend itself for that to take place later, then I  
9 just wanted to make sure I placed a request in,  
10 so that it was -- so that I could -- so they  
11 could be heard.

12 CHAIR MILLER: Okay.

13 MEMBER JONES: At whenever the  
14 appropriate time is.

15 So, I'm fine with it happening now.  
16 I'm just not totally clear on --

17 CHAIR MILLER: Okay, well, we started  
18 to go down the road of what can we do to improve  
19 this and make sure that they could make it  
20 happen, and so, we're looking at number two.

21 If you all feel you needed to provide  
22 context, fine. Otherwise, I think one of the

1 questions is, you know, how do we get, you know,  
2 a complete list of employees and those who  
3 attended and then those who didn't attend, what  
4 happened?

5 If those -- some people attend, what's  
6 reasonable, you know? I mean, okay, Mr. Short?  
7 Oh, Mr. Jones?

8 MEMBER JONES: Just want -- so,  
9 Investigator Stewart, I just want to -- did you  
10 have an opportunity to witness the training, at  
11 least the conclusion of the training?

12 INVESTIGATOR STEWART: Yes, sir.

13 MEMBER ALBERTI: Can we swear them in?  
14 I think that would be helpful for the record, to  
15 swear them before we --

16 CHAIR MILLER: Okay.

17 MEMBER ALBERTI: -- ask them  
18 questions.

19 CHAIR MILLER: Yes, they're --

20 MEMBER ALBERTI: And this is getting  
21 a little contentious.

22 CHAIR MILLER: Okay, everybody who is

1 going to testify, come forward to be sworn in.  
2 We'll start with the investigators.

3 Whereupon,

4 ALL INVESTIGATORS

5 were called for examination, having been first  
6 duly sworn, were examined and testified as  
7 follows:

8 CHAIR MILLER: What's your name again?

9 MR. JOHNSON: Nate Johnson.

10 CHAIR MILLER: Mr. Johnson.

11 Whereupon,

12 NATE JOHNSON

13 was called for examination, having been first  
14 duly sworn, was examined and testified as  
15 follows:

16 CHAIR MILLER: Okay, all right.

17 Investigator Stewart, did you wish to address --

18 INVESTIGATOR STEWART: Yes, ma'am.

19 CHAIR MILLER: -- this topic? Okay.

20 INVESTIGATOR STEWART: Yes, ma'am.

21 Again, good morning.

22 MEMBER ALBERTI: Good morning.

1                   INVESTIGATOR STEWART: So, in  
2 reference to number two, they were asked that  
3 they -- during the OIC, to provide of the  
4 personnel that worked there, that would have a --  
5 part of the day to day operations.

6                   CHAIR MILLER: All right.

7                   INVESTIGATOR STEWART: They provided  
8 us a list of 101 employees, and that was in  
9 reference to the request to provide that list.

10                  CHAIR MILLER: Right.

11                  INVESTIGATOR STEWART: And this is  
12 what they provided us.

13                  CHAIR MILLER: Right.

14                  INVESTIGATOR STEWART: On the day in  
15 question, myself, Investigator Suero and several  
16 other ABRA investigators had an opportunity to  
17 observe.

18                         While we were there, there were  
19 approximately 84 people that we counted, give two  
20 or three one way or the other, but we counted  
21 approximately 84 people in attendance for this  
22 training.

1           With that said, they had a sign in  
2 sheet, and during this time, the management asked  
3 that everyone sign in. Some of the people were  
4 signing in as they entered the establishment.

5           At the conclusion of the training, at  
6 the very conclusion, I had an opportunity to  
7 stand up and I asked the manager, "Did everyone  
8 sign the sheet," and he said, "Yes."

9           The sheet provided had 53 names on it,  
10 and it also had email addresses.

11           Of the 53 people that signed in, only  
12 38 were employees of this list that was provided.  
13 So, that right there caused a conflict with us,  
14 is that one, where are the other 18 people? Who  
15 are they?

16           When I asked why they were collecting  
17 email addresses, I was told so that they could  
18 send them the security plan.

19           So, in conflict with what was just  
20 stated earlier today, where the security plan and  
21 the training was sent to them prior, the  
22 information came to me from the management and

1 the owner, that they were going to send it after  
2 the training.

3 So, again, there were no email  
4 addresses on the sign -- on this sheet that they  
5 provided on the 15th. They took email addresses  
6 when they signed in on -- at the training  
7 session.

8 So, going directly back to number two,  
9 in a sense, prior to reopening, everyone -- we  
10 expected every one of these 101 people would have  
11 to attend training.

12 CHAIR MILLER: Mr. Suero, did you want  
13 to --

14 MEMBER ALBERTI: I have a quick  
15 question. Thirty-eight or 35?

16 INVESTIGATOR STEWART: Sorry, 35, yes,  
17 sir, you're right, correct.

18 MEMBER ALBERTI: Thank you. Hard to  
19 keep track.

20 CHAIR MILLER: Okay.

21 INVESTIGATOR SUERO: First of all,  
22 thank you for having me.

1 CHAIR MILLER: Okay.

2 INVESTIGATOR SUERO: I was tasked with  
3 observing and then reporting what I had observed.  
4 My personal view of the training is that it's an  
5 organized activity, where some knowledge is  
6 important, and for the purpose of answering with  
7 some knowledge, still.

8 That comes with an agenda, some  
9 documents, something that the trainees and  
10 attendees can follow, so that it can be used  
11 later to say, "This is a reference for the  
12 training I received." That did not occur.

13 Please note that when I first arrived  
14 and identified myself, I met with one of the  
15 managers, Mr. Urey, who was expecting someone  
16 from the office. I told him the purpose of my  
17 being there. I asked him if they using the sign  
18 in sheet, and I asked him at the conclusion of  
19 the event, if I could have a copy of that  
20 document.

21 I was then going to the trainers, Mr.  
22 Ron Monroe and Mr. Dan Pearson. I asked them

1 what the nature of the training would be. I  
2 specifically asked them with regards to covering  
3 the security plan and some of those important  
4 aspects.

5 He said, yes. I asked, do you have  
6 handouts? He said no. I sat down and observed  
7 the training.

8 During the training, there were some  
9 things that were covered that I did make a note  
10 of those in my report. They were done well.  
11 They were covered well.

12 However, I don't know if when you  
13 provide a formal training, at least training that  
14 I've been to, you're not handed anything. There  
15 is no regular breaks. There is nothing to focus  
16 on. How then can you call that a training  
17 session? I don't know.

18 That's one of the issues that we  
19 certainly have, and of course, as the Board  
20 required, so many things in the OIC, it was not  
21 done, in my estimation, to the Board's direction.  
22 So, that's all we have.

1 MEMBER ALBERTI: Can I ask --

2 CHAIR MILLER: Yes.

3 MEMBER ALBERTI: -- a very quick  
4 question?

5 CHAIR MILLER: Sure.

6 MEMBER ALBERTI: Of the investigators.  
7 The people that you observed, who had attended  
8 training, did all of them stay for the entire  
9 training session?

10 INVESTIGATOR SUERO: They did not.  
11 There was a lot of movement. They did not.

12 MEMBER ALBERTI: Can you be more  
13 specific?

14 INVESTIGATOR SUERO: Well, I sat on a  
15 -- I guess you could call it the bar, there's a  
16 stool there, myself and the investigator, and  
17 during the time that I was there, there was a lot  
18 of movement in and out.

19 MEMBER ALBERTI: Meaning in and out of  
20 the room?

21 INVESTIGATOR SUERO: Yes, in and out  
22 of the room.

1                   MEMBER ALBERTI: While the training  
2 was --

3                   INVESTIGATOR SUERO: While the  
4 training was in session, absolutely.

5                   MEMBER ALBERTI: And was it your  
6 assessment that these people who would leave the  
7 room, were missing significant portions of the  
8 training as -- turning as such, as it was?

9                   INVESTIGATOR SUERO: Yes, sir, that  
10 would be my assessment.

11                  MEMBER ALBERTI: All right, thank you.

12                  CHAIR MILLER: Mr. Jones?

13                  MEMBER JONES: Thank you, Madam Chair.  
14 Just to make sure I'm clear.

15                                There was no overhead projector used  
16 during the training, is that correct?

17                   INVESTIGATOR SUERO: Yes, sir, there  
18 was none.

19                  MEMBER JONES: Okay, and there were no  
20 discernable handouts that you saw being given to  
21 individuals, either hard copy or otherwise?

22                   INVESTIGATOR SUERO: The only handout

1 that was provided was provided at 8:20 p.m.

2 Something in reference to hospitality and

3 security.

4 MEMBER JONES: Okay.

5 INVESTIGATOR SUERO: And it was a very  
6 general thing, mostly about alcohol awareness --

7 MEMBER JONES: All right.

8 INVESTIGATOR SUERO: -- and  
9 identifying people who are intoxicated. Those  
10 kinds of things.

11 MEMBER JONES: Were there --

12 INVESTIGATOR SUERO: But that wasn't  
13 until 8:20 p.m.

14 INVESTIGATOR STEWART: And in addition  
15 to that, that guide talked about people with  
16 addiction issues.

17 MEMBER JONES: Right.

18 INVESTIGATOR STEWART: It wasn't -- it  
19 did not cover any of the information inside. It  
20 was just passed out.

21 MEMBER JONES: Okay, were there any  
22 PDA's, any iPads, any laptops that were handed

1 out as part of the training?

2 INVESTIGATOR SUERO: No, sir, there  
3 were not.

4 MEMBER JONES: Were the individuals  
5 that were participating in the training asked to  
6 pull out laptops, PDA's, iPads, at any point in  
7 time during the training, to reference or pull up  
8 any documentation?

9 INVESTIGATOR SUERO: No, sir, they  
10 were not.

11 MEMBER JONES: Okay, thank you. Thank  
12 you, Madam Chair.

13 MEMBER SHORT: Madam Chair?

14 CHAIR MILLER: Yes.

15 MEMBER SHORT: You mentioned 8:00 or  
16 sometime. Can you give us a time line on when  
17 you got there and when the training started?  
18 Where were you?

19 INVESTIGATOR SUERO: I arrived at  
20 about just prior to seven. The training was  
21 scheduled to start at 7:00 p.m.

22 I identified myself. I asked Mr.

1 Urey, I believe was the name of the manager, if  
2 the training was about to start, because they  
3 were still waiting for approximately 10 more  
4 people.

5 I asked him where the security staff  
6 was sitting, and he pointed to them, and I said,  
7 "Are all those security personnel present and  
8 here," and he said about 80 percent, and I said,  
9 "Well, what's going to happen with the remaining  
10 20 percent?" He said, "Well, if they don't  
11 attend the training, then they can't work." I  
12 said, "Okay."

13 The actual presentation, is what I'm  
14 going to call it, began about 7:14 p.m.

15 MEMBER JONES: Just as a quick follow  
16 up to that. I think you've made mention at a  
17 different point, but at one point, owner.

18 Can you characterize that for me? Did  
19 you actually speak with an owner during this  
20 training activity, during this session?

21 INVESTIGATOR SUERO: At the  
22 conclusion, we spoke to -- I believe Mr. Johnson,

1 who I confirm later on, he's the principle of the  
2 corporation.

3 MEMBER JONES: Okay, now, with -- was  
4 he there the whole time?

5 INVESTIGATOR SUERO: I believe he was  
6 there the whole time.

7 MEMBER JONES: To your knowledge?

8 INVESTIGATOR SUERO: Yes, to my  
9 knowledge he was --

10 MEMBER JONES: To your knowledge?  
11 Okay, thank you.

12 MEMBER SHORT: Now, to finish the time  
13 line, you said you started approximately seven --  
14 you got there at seven, training started at 7:14  
15 p.m., and then how long did it --

16 INVESTIGATOR SUERO: We were done  
17 about 9:18 or 9:20 p.m.

18 MEMBER SHORT: And there were no  
19 breaks the whole time?

20 INVESTIGATOR SUERO: There were no  
21 organized breaks of any kind.

22 MEMBER SHORT: So, between 7:15 and

1 9:00 --

2 INVESTIGATOR SUERO: I take that back.  
3 Let me -- let me correct that. There was. There  
4 was a break, and I apologize.

5 MEMBER SHORT: Okay.

6 INVESTIGATOR SUERO: There was a  
7 break. There was a -- maybe -- was it about 10  
8 minutes? Yes, about 10 minutes.

9 MEMBER SHORT: Okay.

10 INVESTIGATOR SUERO: There was a 10  
11 minute break.

12 MEMBER SHORT: And approximately what  
13 time was the break?

14 INVESTIGATOR SUERO: It was -- I think  
15 it was -- yes, I think it was. It was before the  
16 handout. So, it had to be before 8:00.

17 MEMBER SHORT: Okay, in terms of the  
18 persons who participated in the training, what  
19 was the attentiveness? Was it being absorbed?  
20 Were there questions and answers? Was there a  
21 dialogue between the trainer and the trainees?

22 INVESTIGATOR SUERO: There was limited

1 dialogue between the participants of this  
2 training and the trainees. The people on the  
3 side where I was sitting, there was a  
4 considerable amount of people that were on their  
5 cell phones or texting or whatever.

6 So, there wasn't a lot of dialogue  
7 from them, and there appeared to be some members  
8 of the security staff who were involved and who  
9 asked questions, because a couple of them  
10 actually were used during the presentation to  
11 demonstrate the possible use of metal wand, the  
12 proper techniques that could be used when you're  
13 doing a pat down.

14 CHAIR MILLER: Okay, so, some things  
15 were done fine and some things weren't, yes.

16 INVESTIGATOR SUERO: Yes, I believe my  
17 report says that they actually --

18 CHAIR MILLER: Yes.

19 INVESTIGATOR SUERO: -- did some --

20 CHAIR MILLER: Yes, it does. So, Mr.  
21 Haffner, what we're kind of looking for.

22 I mean, we saw some of these same

1 topics in the report, you know -- you know, what  
2 it was lacking and where it was fine, and I mean,  
3 from what I'm hearing, it -- the training in  
4 general sounds like it didn't feel like a  
5 training.

6 You know, the normal things that go  
7 with a training, like handouts and give and take  
8 weren't going on, and do you have a problem with  
9 restructuring the next training so that it -- you  
10 do these things?

11 MR. HAFFNER: Not at all. Like I  
12 said, we're here to get guidance going forward  
13 because at this point --

14 CHAIR MILLER: Okay.

15 MR. HAFFNER: -- we need to -- well --

16 CHAIR MILLER: I mean, I'm not -- do  
17 you have something, Mr. Jones?

18 MEMBER JONES: Yes, Madam Chair, and  
19 I'm trying to come at this as cautiously as I can  
20 because I'm trying to be fair.

21 But I'm hearing conflicting bits of  
22 information, and I'm trying to get clarity on

1 that conflict, the conflicting bits of  
2 information.

3 So, is it your position that all of  
4 the individuals that were at the training  
5 session, received the materials ahead of and were  
6 expected to review and use those materials on  
7 their own personal PDA's, to augment the  
8 information that they would receive orally?

9 MR. JOHNSON: So, the materials were  
10 dispersed via email at the beginning of the  
11 training.

12 MEMBER JONES: At the beginning of the  
13 training?

14 MR. JOHNSON: Exactly.

15 MEMBER JONES: So, that day?

16 MR. JOHNSON: It was after the  
17 training had started, yes, that is correct.

18 MEMBER JONES: Okay, so, you said it  
19 was sent out by email?

20 MR. JOHNSON: Yes, that is correct.

21 MEMBER JONES: And so, you would  
22 obviously have an email that -- in your sent

1 folder, confirming that?

2 MR. JOHNSON: I did --

3 MEMBER JONES: Or someone on your  
4 staff?

5 MR. JOHNSON: -- did not send that,  
6 but yes, we would.

7 MEMBER JONES: Okay, and it would --  
8 how many people would it -- was it sent to?

9 MR. JOHNSON: I'd have to confirm.  
10 All of the folks --

11 MEMBER JONES: How many people should  
12 it have been sent to?

13 MR. JOHNSON: Seventy-four.

14 MEMBER JONES: It should have been  
15 sent to 74?

16 MR. JOHNSON: Yes.

17 MEMBER JONES: Okay.

18 MEMBER ALBERTI: Why not -- I'm sorry,  
19 but why not the 100? I'm sorry to interject, but  
20 why not the -- the obvious question is why not  
21 the 101?

22 MR. JOHNSON: Because we're sending it

1 to the folks who attended the training and were  
2 on -- and signed in -- and signed into the  
3 training.

4 MEMBER ALBERTI: Well, wait. I thought  
5 this material was sent to them before the  
6 training.

7 MEMBER JONES: Right, before the  
8 training.

9 MEMBER ALBERTI: We're talking about  
10 you tell us specifically that the -- the security  
11 plan was sent to these people who attended  
12 training.

13 Now, I didn't ask specifically, but I  
14 took that to mean since they were going to be at  
15 the training, that they would have gotten it  
16 beforehand, because giving it to them afterwards,  
17 given what I've heard of the training, doesn't do  
18 a whole lot of good.

19 So, answer. When was it sent to them?

20 MR. JOHNSON: It was sent to them at  
21 the commencement of training, around 7:30. There  
22 was an introductory portion of the training and

1 they received it thereafter.

2 MEMBER ALBERTI: So, they had -- they  
3 did not have this material prior to the -- prior  
4 to arriving at that session?

5 MR. JOHNSON: That is correct.

6 MEMBER ALBERTI: Thank you.

7 CHAIR MILLER: Yes?

8 MEMBER SILVERSTEIN: Mr. Suero, first  
9 of all, thank you and thank you, Chief  
10 Investigator Stewart, for the work here. It is  
11 clear that you could have mailed this in, but you  
12 didn't, and we owe you a debt of gratitude for  
13 that, sirs.

14 Regarding the training itself, and  
15 specifically those areas relating to what  
16 occurred that led to the closure, how did they  
17 approach those particular matters, and especially  
18 the dealing with victims and dealing with the  
19 crime scene itself?

20 Were those matters addressed I the  
21 training and were they addressed satisfactorily?

22 MEMBER JONES: Before you answer that,

1 Board Member Silverstein, if I may piggyback off  
2 of that.

3 There were three areas of concern  
4 related -- from my standpoint, the crime scene,  
5 the cleaning up of the crime scene, the  
6 protecting of the crime scene, handling  
7 individuals in terms of a confrontation, how that  
8 process should be flushed out, and more details  
9 related to that and the security plan, how that  
10 training covered those items.

11 Then thirdly, considering incident log  
12 or incident report, covering the incident and  
13 what is defined as an incident and how that was  
14 trained or how that was flushed out during the  
15 training, as well.

16 So, to piggyback off of Board Member  
17 Silverstein, those are three particular areas of  
18 concern for this individual Board member.

19 MEMBER ALBERTI: So, I just want to  
20 remind -- I just want to remind the fellow Board  
21 members that in an attempt to organize ourselves,  
22 our staff provided us with a list of items that

1 should have been carried -- covered, in the form  
2 of questions, if you all remember that document.

3 I think to keep this thing organized  
4 and so, we don't keep going back and forth  
5 amongst ourselves, is that someone should  
6 actually just go to that list and get responses  
7 from -- and have a discussion with the licensee  
8 on the items on that list, so you just check it  
9 off and make sure we're organized and cover  
10 everything.

11 CHAIR MILLER: I would --

12 MEMBER ALBERTI: That's just a  
13 question --

14 CHAIR MILLER: All right, I'm going to  
15 look at that list, but I just want to say that  
16 Mr. Haffner has said that he's interested in  
17 going to -- forward, and not re-arguing that the  
18 training was adequate.

19 So, I just want us to -- if we would  
20 streamline it, I think if we could focus on  
21 maybe, what were the deficiencies that the  
22 investigators identified, and then Mr. Haffner,

1       how would you respond?  Would you do -- you know

2       --

3                   MEMBER ALBERTI:  Well, my suggestion  
4       -- my suggestion was to use this as a guide, so  
5       we do -- so we do exactly what you're suggesting

6       --

7                   CHAIR MILLER:  Yes.

8                   MEMBER ALBERTI:  -- but we do it in an  
9       organized fashion.  That's my suggestion.

10                  MEMBER SILVERSTEIN:  Okay, I'm fine  
11       with that.  Let's start with the question --

12                  CHAIR MILLER:  The concern that --

13                  MEMBER SILVERSTEIN:  -- regarding  
14       those items that led to the closure.

15                  INVESTIGATOR SUERO:  We've addressed  
16       -- excuse me, the preservation of the crime scene

17       --

18                  MEMBER SILVERSTEIN:  All right.

19                  INVESTIGATOR SUERO:  The crime --  
20       where the crime scene was, this was       I'm  
21       speaking about the individual providing the  
22       training.

1                   Where the crime scene was, he  
2 emphasized that it was evident that something  
3 happens, to make sure that notifications were  
4 made to the managers, to ensure that no one  
5 disturbs the crime scene in any way, to do  
6 whatever you can, to make sure you're quartering  
7 off the area, use chairs, use whatever you need,  
8 and then ensure that that crime scene -- and  
9 also, emphasized let me say that, the crime scene  
10 stretched for quite a distance.

11                   So, if you see blood here, there,  
12 where -- it's still part of that crime scene. It  
13 needs to be protected and that at no point the  
14 crime scene be released or anything, until MPD  
15 actually advises that it can be done.

16                   So, I think they did a very good job  
17 in explaining what a crime scene is, first of  
18 all, and ensuring that it's everyone's  
19 responsibility to ensure that it's protected and  
20 maintained until the police officers says, "It's  
21 now yours."

22                   MEMBER SILVERSTEIN: Did the training

1       adequately cover interface with RDO?

2                   INVESTIGATOR SUERO:  They did.  They  
3       actually made a point of saying, in the event  
4       that there is an incident inside, a violent  
5       incident of some kind or you have an aggressor of  
6       some kind, that that individual has to be taken  
7       out and handed over to them.

8                   MEMBER SILVERSTEIN:  Did it cover  
9       minimum security staffing, the hours and where  
10      security people should be placed?

11                  INVESTIGATOR SUERO:  No, it did not.

12                  MEMBER SILVERSTEIN:  I hope you're  
13      taking notes, Mr. Haffner.

14                  Did the training cover how to separate  
15      the victims from those perceived to be their  
16      aggressors?

17                  INVESTIGATOR SUERO:  Yes, he did.

18                  MEMBER SILVERSTEIN:  Adequately?

19                  INVESTIGATOR SUERO:  He did.  He  
20      actually went into detail about using verbal  
21      judo, using as many staff members as you need to  
22      handle situation, not to strike anyone.  They're

1 not allowed to strike anyone, for any reason.

2 MEMBER SILVERSTEIN: Did the training  
3 cover how to detain and control the aggressive  
4 patrons before turning them over to RDO?

5 INVESTIGATOR SUERO: Yes, they did.

6 MEMBER SILVERSTEIN: Did it cover how  
7 to escort them to MPD?

8 INVESTIGATOR SUERO: They did.

9 MEMBER SILVERSTEIN: Did it cover how  
10 to aid the injured or sick patrons?

11 INVESTIGATOR SUERO: Yes, and as a  
12 matter of fact, they made a point of saying you  
13 must remain with the injured person. You cannot  
14 leave them. If they're intoxicated or injured,  
15 you must stay with them, and all this information  
16 must be added and put into the log.

17 MEMBER SILVERSTEIN: Did it cover  
18 calling the 911 or 311?

19 INVESTIGATOR SUERO: They did.

20 MEMBER SILVERSTEIN: Did it cover when  
21 to contact MPD immediately or other emergencies,  
22 when requested?

1 INVESTIGATOR SUERO: Yes.

2 MEMBER SILVERSTEIN: Did it cover  
3 procedures for preserving the crime scene, the  
4 answer to that is yes?

5 INVESTIGATOR SUERO: Yes, sir.

6 MEMBER SILVERSTEIN: Did it cover  
7 maintaining the incident log properly?

8 INVESTIGATOR SUERO: Yes.

9 MEMBER SILVERSTEIN: Did it cover the  
10 use of metal detecting devices?

11 INVESTIGATOR SUERO: They did and they  
12 provided a very -- very well defined  
13 demonstration of how to properly use metal  
14 detector, a hand-held, yes.

15 MEMBER SILVERSTEIN: Did it cover when  
16 they should be used, as in --

17 INVESTIGATOR SUERO: Yes, they said it  
18 needs to be used all the time.

19 MEMBER SILVERSTEIN: Very well. Did  
20 it cover the use of pat-downs?

21 INVESTIGATOR SUERO: They did, and  
22 demonstrated how to do a proper pat-down,

1 actually.

2 MEMBER SILVERSTEIN: Did it cover what  
3 to do if a weapon is found in and also around the  
4 establishment?

5 INVESTIGATOR SUERO: They did mention  
6 that weapons had to be turned over to MPD, at all  
7 times.

8 MEMBER SILVERSTEIN: Did it cover how  
9 to document the finding of weapons in the  
10 incident log?

11 INVESTIGATOR SUERO: Well, they did  
12 note -- note that you have to document everything  
13 that happens during the incident.

14 MEMBER SILVERSTEIN: Did it cover  
15 identification checking processes and the use of  
16 electronic devices to detect fake ID's?

17 INVESTIGATOR SUERO: They did.

18 MEMBER SILVERSTEIN: Did it cover  
19 manual identification checking procedures?

20 INVESTIGATOR SUERO: They did. They  
21 actually made a point of expressing the need to  
22 empty people's pockets, purses, absolutely.

1                   MEMBER SILVERSTEIN: Did it cover the  
2 use of security cameras and the procedures  
3 regarding the saving, the archiving of footage  
4 and turning footage over, most importantly, to  
5 the Government, to the police and to ABRA  
6 investigators?

7                   INVESTIGATOR SUERO: I recall they  
8 mentioned that there were 36 cameras in place at  
9 the club, and that they maintain that video  
10 footage, in the event of an incident.

11                   MEMBER SILVERSTEIN: Did the training  
12 cover consequences, employment consequences for  
13 not complying with the security plan, how  
14 important the security plan is and it must be  
15 followed?

16                   INVESTIGATOR SUERO: No.

17                   MEMBER SILVERSTEIN: No? Did the  
18 training cover monitoring the occupancy, the use  
19 of the clicker, the establishment's maximum  
20 occupancy and the importance of not exceeding  
21 that because of fire and safety, I the event of  
22 people having to get in and out of the place,

1 especially in an act of violence?

2 INVESTIGATOR SUERO: No.

3 MEMBER SILVERSTEIN: Did the training  
4 cover the security plan itself, during the  
5 training?

6 INVESTIGATOR SUERO: Not at all.

7 MEMBER SILVERSTEIN: Not at all? I  
8 think we're -- are there any other areas,  
9 gentlemen, Mr. Stewart, areas where things were  
10 not covered, where things could be better to  
11 provide the guidance that's necessary to this  
12 Board, and to the establishment?

13 INVESTIGATOR STEWART: Yes, sir. To  
14 tell you that it -- at the end of the training,  
15 couple things that I spoke to the owner and the  
16 management about, and one, again, I had real  
17 reservations about the fact that there were no --  
18 the security plan was not reviewed with the  
19 staff. That was a big thing, and I told him as  
20 such.

21 I said, "What got you in trouble?  
22 What got us here today was there no incident

1 report. You staff did not want everyone that  
2 came through the door that night, and the crime  
3 scene preservation."

4 I said, "The security plan that you  
5 had prior to this event was significant," I mean,  
6 it was not significant, but it was adequate, and  
7 then they reviewed -- revised it, which made it  
8 even more adequate, which met all the elements of  
9 what we needed, and that they should have focused  
10 directly on that security plan, and provided it  
11 to everyone there, and we would not have been  
12 here today.

13 I told him that, "You should talk more  
14 about the incident report," and lastly, I told  
15 him that it's arguable. We could argue that the  
16 establishment may have been overcrowded.

17 The time we arrived -- at the time  
18 that we arrived, it was approximately 380, and  
19 that was stated verbally by the manager, and  
20 there was -- when we asked to see the clicker, no  
21 one could find it.

22 So, my point to -- my point to the

1 owners and the staff were that these are the  
2 things that you need to work on. Is your staff  
3 adequately wandering? Do we have too many people  
4 in here? Are we documenting the incident? That  
5 was it, and the crime scene preservation.

6 What we got was a presentation that's  
7 an industry accepted security training, or  
8 presentation, instead of being focused on the  
9 reason that they were in trouble in the first  
10 place.

11 So, this is what I tried to express to  
12 them, and say that, you know, the security plan,  
13 everybody accepted it. It's what we need. You  
14 should follow it and the staff should know what's  
15 inside.

16 MEMBER SHORT: Madam Chair?

17 CHAIR MILLER: Yes.

18 MEMBER SHORT: So, Mr. Stewart, you're  
19 saying that particular night, you mentioned that  
20 to staff and the management?

21 INVESTIGATOR STEWART: Yes, sir.

22 MEMBER SHORT: And what was their

1 response?

2 INVESTIGATOR STEWART: It was -- they  
3 affirmed that they agree or they disagreed. They  
4 shook their head. I knew one of the things they  
5 mentioned afterwards was that I should have  
6 interjected, and I understand that they had a  
7 trainer that they paid for, and I didn't think it  
8 was out of my place, and I wasn't on the agenda.

9 MEMBER SHORT: You did observe and so,  
10 you did put that in as part of your report?

11 INVESTIGATOR STEWART: I told them  
12 verbally directly that night after the  
13 presentation of the contractor.

14 MEMBER SILVERSTEIN: Is there anything  
15 else, gentlemen, that you believe was lacking  
16 from the meat of the training that needs to be  
17 mentioned now, to provide them with proper  
18 guidance?

19 INVESTIGATOR SUERO: I would only say  
20 what's already been reiterated here a couple of  
21 times, is that if they had simply handed out the  
22 security plan to all the employees, went line by

1 line, page by page, Supervisor Stewart is  
2 correct, we would not be here.

3 That would have been more than  
4 sufficient. It would have covered all of the  
5 things that you asked to be covered and that  
6 needed to be covered and should be covered in  
7 this kind of environment, and that would have  
8 been that.

9 It's just simply, if you're having a  
10 training, it should be an organized event. There  
11 should be an agenda. There should be paperwork,  
12 should be handouts, something to follow and sir,  
13 in this particular case, absolutely, definitely  
14 at the very minimum, the security plan should  
15 have been used.

16 INVESTIGATOR STEWART: And I'd like to  
17 offer that we spent several days with staff here  
18 at ABRA, trying to go and correlate this sign in  
19 sheet with the names of the employees that they  
20 said worked at the establishment.

21 I would recommend or ask that in the  
22 future, when they provide this list, that it's

1 actually typed, and maybe the employees could  
2 sign next to their name, with a date of  
3 employment, and that way, we can have an easier  
4 list to identify who works there and what their  
5 positions are, and when they start.

6 MEMBER SILVERSTEIN: All right, I  
7 thank you, especially for that, Mr. Stewart,  
8 because this -- this is something of enormous  
9 concern. I think it's pretty safe to say, for  
10 all of us.

11 We need to know what your universe of  
12 employees are, who are covered by this definition  
13 of day to day. We're not asking for the  
14 electrician who comes in, in the afternoon once  
15 every six months to fix something, but the people  
16 who are there on a regular basis, and we need to  
17 know the people who are there on a day to day  
18 basis. We need to know who they are. We need to  
19 know how -- that they have in fact, received the  
20 proper training, and help us, in how you're going  
21 to do that.

22 I would defer --

1                   MEMBER ALBERTI: So, can we stay on  
2 the topic of --

3                   MEMBER SILVERSTEIN: Yes.

4                   MEMBER ALBERTI: -- training? I think  
5 Mr. Jones has -- I'll wait for Mr. Jones.

6                   MEMBER JONES: So, just to make sure  
7 I'm clear, in the sense of Investigator Suero,  
8 you mentioned that if they had covered this  
9 topics, that we probably wouldn't be here, which  
10 means in your estimation, you would have reviewed  
11 it and been comfortable with the training as the  
12 content.

13                   I am a little concerned though, I want  
14 to make sure I'm clear, that there are also  
15 concerns that the two of your raised, related to  
16 the level of participation that you observed, as  
17 well as the verification and confirmation of the  
18 fact that the individuals certified that they did  
19 receive that training. Would these be two  
20 elements that you would raise as points of  
21 concern, as well, or did I miss something?

22                   INVESTIGATOR SUERO: Absolutely.

1 MEMBER JONES: Okay.

2 INVESTIGATOR SUERO: Absolutely  
3 correct, sir.

4 MEMBER JONES: Okay.

5 INVESTIGATOR SUERO: If you're going  
6 to have training that is -- that requires some  
7 type of certification, you have to then prove  
8 that you provided that training, at a particular  
9 time and place and that that person received the  
10 training that was provided, and without that --  
11 those steps, how can you do that, and that did  
12 not occur.

13 MEMBER JONES: Thank you.

14 INVESTIGATOR STEWART: Also, at the  
15 end of this presentation, this session, one of  
16 the managers was holding a clipboard, and on this  
17 clipboard was a -- I guess, a document that each  
18 individual had to sign, and it basically said,  
19 for their certification, and people were asked to  
20 come up and sign this document, and we didn't get  
21 to see it. We didn't get to verify that it was -  
22 - these people on this list. We don't know if

1 people were allowed to sign it 10 days later or  
2 five days later.

3 So, again, we talk about the  
4 certification. I think it needs to be something  
5 that the investigators can verify and not a  
6 document that wasn't provided during the training  
7 or the presentation, but after the fact, that  
8 anybody could come in the next day and say, "Yes,  
9 I attended. I signed it and I'm good."

10 MEMBER JONES: Thank you. Thank you,  
11 Madam Chair.

12 CHAIR MILLER: Okay, yes, Mr. Short.

13 MEMBER SHORT: I can remember asking  
14 you gentlemen, Mr. Haffner, the last time we were  
15 here, who is going to do the training and how  
16 organized it was going to be, and you gave me an  
17 answer, but apparently, you didn't follow what  
18 that answer was at this particular training  
19 session.

20 Do you remember the answer you gave,  
21 when I asked you that?

22 MR. HAFFNER: Yes, we said ABC

1 Consultants.

2 MEMBER SHORT: Did they did the  
3 training for you?

4 MR. HAFFNER: In fact, they did.

5 MEMBER SHORT: Yes, okay. Who is Mr.  
6 Derek Brooks?

7 MEMBER ALBERTI: Did he do the  
8 training?

9 MR. HAFFNER: He's a subsequent  
10 trainer. So, in light of the fact that the prior  
11 training was deemed deficient, RCX has chosen to  
12 employ Mr. Brooks, to conduct further training.

13 So, that was in anticipation of us  
14 moving forward and getting the proper guidance.

15 MEMBER SHORT: Thank you.

16 MEMBER ALBERTI: All right.

17 CHAIR MILLER: Yes, Mr. Alberti.

18 MEMBER ALBERTI: I've got a couple  
19 questions. First, I'm going to go back to my  
20 original question, and then I'll come back to  
21 this topic.

22 So, I'm trying to get a sense of -- I

1 mean, I trust your estimation, investigators,  
2 your assessment of the training being adequate,  
3 but I'm trying to get a sense of how things were  
4 done, and how training was done, because I have  
5 my own views on what constitutes good training,  
6 and I'll be they're pretty much in line with  
7 yours, but they may differ a little.

8 So, as an example, number 13, it's --  
9 the -- so, the training of -- of preserving the  
10 crime scene was adequate.

11 Did they give any examples of -- you  
12 know, like -- I'll give you an example of this  
13 scenario and this is what you would do and this  
14 is -- did they give examples?

15 INVESTIGATOR SUERO: Well, they gave  
16 an example of what could be considered a crime  
17 scene.

18 MEMBER ALBERTI: Okay.

19 INVESTIGATOR SUERO: In other words,  
20 you know, they -- broken glass, bottles, glasses,  
21 blood, things thrown about.

22 So, they -- you know, they made an

1 effort to get the individuals to understand that  
2 a crime scene is not always going to scream out  
3 at you and say --

4 MEMBER ALBERTI: Okay.

5 INVESTIGATOR SUERO: -- yes, I'm a  
6 crime scene.

7 MEMBER ALBERTI: Okay.

8 INVESTIGATOR SUERO: But if you have  
9 a -- and I applaud them for this because the  
10 trainer was quite determined to make sure they --  
11 his conversation anyway, to ensure that the folks  
12 understood that it would seem like something  
13 happened there, you've got to protect it until  
14 you know different, pretty much.

15 MEMBER ALBERTI: Okay.

16 INVESTIGATOR SUERO: You know, let the  
17 police determine and don't do anything until they  
18 tell you differently.

19 MEMBER ALBERTI: All right. Well,  
20 that's good news.

21 INVESTIGATOR SUERO: Yes.

22 MEMBER ALBERTI: That's good news to

1 me. Now, I'll switch back to this -- to this  
2 other question here.

3 Do you know who did the training?  
4 What the name of the person was?

5 INVESTIGATOR SUERO: Yes, it --

6 MEMBER ALBERTI: Was it more than one  
7 person who did training?

8 INVESTIGATOR SUERO: There were two,  
9 and I identified them when I first showed up. One  
10 was Mr. Ron Monroe, although he's with ABC  
11 Consultants, LLC, and there was Mr. Dan Pearson,  
12 and I have the name of his company, and -- in my  
13 paperwork that I -- it's in the report that I  
14 turned in, and he's apparently -- and I presume  
15 they work together and both were presenting at  
16 the time.

17 MEMBER ALBERTI: Okay, thank you.  
18 Just wanted to make sure we had that on the  
19 record.

20 CHAIR MILLER: Okay, just to -- the  
21 history a little bit, I would say that when I saw  
22 the security plan and then I saw this other

1 materials, I assumed you were going to be  
2 training from the security plan, because it  
3 seemed like it would work that way, the way the  
4 sentence is read.

5 So, I thought oh, you know, I'm not  
6 going to disapprove based on form, but as it  
7 turned out, you didn't follow that security plan,  
8 in any event.

9 So, I understand, from what I'm  
10 hearing and what you're hearing, I think that in  
11 the next training that you intend to have, you  
12 will have handouts and training materials, and I  
13 assume, based on what you've heard, but I haven't  
14 heard you say it yet, but you will pass out a  
15 hard copy of the security plan for reference in  
16 that training? Is that right?

17 MR. JOHNSON: So --

18 CHAIR MILLER: What? For each  
19 attendee, for each participant?

20 MR. HAFFNER: Yes, so --

21 MR. JOHNSON: It should be each  
22 employee.

1                   MEMBER ALBERTI: Well, I -- fellow  
2 Board members, I feel more comfortable if we just  
3 allowed Mr. Haffner to go through and maybe in  
4 excruciating detail, what his plans for training  
5 are --

6                   CHAIR MILLER: Well --

7                   MEMBER ALBERTI: -- what he plans to  
8 hand out. So, all right, go ahead.

9                   MEMBER JONES: I'm not trying to say  
10 that he can or can't, but in all fairness, he  
11 came before us today because he lacked clarity.  
12 He's just now getting clarity. So, I don't know  
13 if he's had an opportunity to develop a full  
14 blown --

15                   MEMBER ALBERTI: Fair enough. Fair  
16 enough. Fair enough, okay.

17                   MEMBER SILVERSTEIN: May I split the  
18 difference here?

19                   MEMBER ALBERTI: Sure.

20                   MEMBER SILVERSTEIN: Because I think  
21 that Board Member Alberti's comments are  
22 worthwhile, to the extent that I would ask Mr.

1 Haffner if he has any -- if he could embark onto  
2 us, any ideas that he has based on what he's  
3 heard, that he -- he would change things, based  
4 on that.

5 We're not saying what is your full  
6 plan but --

7 MR. HAFFNER: Understand.

8 MEMBER SILVERSTEIN: -- what have you  
9 heard and how do you think that we have a way  
10 forward here?

11 MR. HAFFNER: Well, clearly I think  
12 the --

13 MR. JOHNSON: Do you want me to speak  
14 to that?

15 MR. HAFFNER: Sure, sure, go ahead.

16 MR. JOHNSON: Okay, so, we have the  
17 privilege of receiving certain feedback in  
18 advance of this hearing, which we've taken  
19 constructively.

20 To provide clarity on matters going  
21 forward, what we've done to address the specific  
22 deficiency that was cited in the -- in not having

1 formal materials, is that we will provide, of  
2 course, a written copy of the security plan,  
3 excuse me, a printed copy of the security plan.

4 But we've also taken the time to  
5 outline it in PowerPoint form, so that they can  
6 follow throughout, in a presentation format and  
7 it tracks exactly the security plan, so that  
8 removes any ambiguity from, you know, attendees  
9 not having security plan, attendees receiving the  
10 training or not receiving the training and that  
11 training being specific to the security plan.

12 So, they're not only getting the  
13 actual security plan, but a PowerPoint that  
14 outlines and correlates directly to that in a  
15 clear and concise manner.

16 CHAIR MILLER: Well, I don't know if  
17 you thought this through yet.

18 Will they get the PowerPoint detailed  
19 as well on email or --

20 MR. JOHNSON: They're getting the  
21 PowerPoint --

22 CHAIR MILLER: -- or hard copies or --

1 MR. JOHNSON: -- and hard copies of  
2 everything, so that there is no ambiguity and --

3 CHAIR MILLER: Okay, and email too?

4 MR. JOHNSON: I want to --

5 CHAIR MILLER: I'm just curious.

6 MR. JOHNSON: -- reduce the ambiguity,  
7 hard copies.

8 CHAIR MILLER: Okay, who is to -- who  
9 is -- did the PowerPoint? Did you all do it or  
10 did your trainer do the PowerPoint? How does  
11 that jive with training materials for -- are  
12 there any other training materials or just the  
13 PowerPoint from the security plan?

14 MR. JOHNSON: Yes, so, Mr. Derek  
15 Brooks and I, we've met and discussed how to  
16 incorporate the agenda that he has provided, with  
17 the training materials, and while he communicated  
18 that he regularly does trainings that are  
19 interactive, and you, he, himself, cited that, "I  
20 typically hand out handouts at the end," or at  
21 different junctures.

22 I communicated that there was a

1 specific request that we've become aware of, that  
2 the attendees have these materials throughout and  
3 can track.

4 So, we've collaborated to create these  
5 materials that have been shared.

6 CHAIR MILLER: So, there is a  
7 PowerPoint and then there is the -- his materials  
8 or is his materials incorporated in your  
9 PowerPoint?

10 MR. JOHNSON: It's --

11 CHAIR MILLER: Or it's not all --

12 MR. JOHNSON: He's provided certain  
13 feedback on the items that are in the PowerPoint.  
14 He's -- his materials are more so in the form of  
15 outlines and agendas and things like that, of how  
16 the training will be structured, with certain  
17 breaks, to have interactive elements or being --  
18 or situations where groups are presented with  
19 scenarios, where say, an incident occurs, how do  
20 people in that group handle that scenario?

21 So, that's where we've collaborated to  
22 put together, that's something that's more robust

1 and comprehensive.

2 CHAIR MILLER: All right, okay. Mr.  
3 Jones? I'm sorry, Mr. Short?

4 MEMBER SHORT: That was very  
5 encouraging. Will you also provide the Board  
6 with a copy of all that training material?

7 MR. HAFFNER: Sure.

8 MEMBER SHORT: And also our  
9 investigators, when they come out?

10 MR. HAFFNER: Sure.

11 MEMBER SHORT: Okay, thank you.

12 CHAIR MILLER: Mr. Alberti?

13 MEMBER ALBERTI: So, in line with Mr.  
14 Short, I assume that we're going to get that  
15 material before the training?

16 MR. JOHNSON: Yes.

17 MEMBER ALBERTI: All right, and you  
18 spoke of agendas and outlines. So, are you --  
19 were you -- would you like to share that with the  
20 Board also?

21 MR. JOHNSON: Yes, everything will be  
22 shared with the Board.

1 MEMBER ALBERTI: Okay.

2 MS. GEPHARDT: We have one additional  
3 comment here.

4 CHAIR MILLER: Yes.

5 MS. GEPHARDT: On the OIC, from  
6 Investigator Stewart.

7 INVESTIGATOR STEWART: Yes, there was  
8 some discussion at the presentation, I spoke with  
9 Mr. Urey, I think that's his name, about item  
10 number 14 in the OIC, and I didn't discourage him  
11 from using these electronic devices to check  
12 identification, but I faulted them, that these  
13 devices will read -- give you a false positive.

14 So, that's to say if you use a valid  
15 ID and run it through this machine, it will tell  
16 you that it's valid. But if you use a fake ID  
17 that has a bar code on the back, it will also  
18 tell you the information that's on the front, and  
19 if his staff were just to utilize that, a fake ID  
20 would pass through this machine, and say yes,  
21 whatever age is listed on the front, is on the  
22 bar code on the back, and that's what I cautioned

1 him about.

2 CHAIR MILLER: Okay, do you have any  
3 other comments then on the process of the  
4 training that we've pretty much --

5 MR. JOHNSON: I have.

6 CHAIR MILLER: Yes.

7 MR. JOHNSON: So, and I would like  
8 your advice on this, in approaching the expanse  
9 of the employee or day to day operations  
10 personnel that are coming.

11 So, realistically speaking, we're  
12 faced with a situation where we've been closed  
13 for several weeks, and the nature of the business  
14 is that there's a certain amount of turnover  
15 that's consistent with just ongoing business.  
16 You get attrition in your business.

17 The -- we have people -- a universe of  
18 employees and contractors and day to day  
19 personnel that -- some of whom have sought  
20 employment elsewhere, some of whom may have  
21 conflicts.

22 So, our goal and understanding is to

1       only proceed with people who have received this  
2       training. How do we approach folks who have  
3       sought employment elsewhere that we may not be  
4       aware of, and ensuring that we have adequate -- I  
5       guess adequate coverage in terms of the  
6       attendees?

7                   MR. HAFFNER: If I can just piggyback.  
8       Just as a practical matter, would it not make  
9       more sense in this context, for the last sentence  
10      of number two in the OIC, to govern, rather than  
11      having a blanket requirement that all employees,  
12      which Mr. Johnson already stated, typical process  
13      for them to -- to put together. It's a difficult  
14      process for them to -- to achieve.

15                   So, what I'm saying is, would it make  
16      more sense for us to say, you cannot work until  
17      you are trained, as opposed to, we need to train  
18      everybody at the same time, and we can define who  
19      everybody is?

20                   CHAIR MILLER: Yes, Ms. Gephardt, do  
21      you have a comment on that?

22                   MS. GEPHARDT: Yes, I mean, I

1 understand what they're faced with, given the  
2 nature of the business. We're talking about  
3 number two, correct?

4 MEMBER ALBERTI: Correct.

5 MS. GEPHARDT: Right. I mean, I -- I  
6 mean, as the Board has said, of course,  
7 preferable was to have every single employee  
8 complete the training, prior to the establishment  
9 reopening.

10 However, I also understand that there  
11 are people who, they're not going to be able to  
12 contact or who have, you know, moved on through  
13 attrition.

14 So, I mean, I guess just, that they  
15 have to do the best they can with the employees  
16 they know about. I mean, that's the only thing I  
17 can suggest.

18 MEMBER ALBERTI: Can I interject  
19 something real quick?

20 CHAIR MILLER: Yes.

21 MEMBER ALBERTI: Just a point, so that  
22 everybody understands, because I'm a little

1       perplexed here.

2                   All employees associated with the day  
3 to day operations of the club must be -- complete  
4 training, prior to the commencement -- commencing  
5 employment. That's in your security plan.

6                   So, you've got these people who are  
7 gone, they may come back. What are you -- I  
8 mean, I'm just not buying that you're going to  
9 then let them go and then they're going to come  
10 back and then somehow, they get trained. I'm  
11 uncomfortable.

12                   CHAIR MILLER: Well, I think --

13                   MEMBER ALBERTI: I don't know how to  
14 constructively address this, folks, but I will  
15 just convey my discomfort to the rest of my Board  
16 members.

17                   CHAIR MILLER: This may be one issue  
18 that the Board may want to talk about in closed  
19 session, before we give you a definitive answer  
20 on that.

21                   But I would suggest that before we go,  
22 I just want to make sure that we had all the

1 information we need, and one of my questions is,  
2 you know, this list, I guess of 101, I think that  
3 -- I don't know, what is your list of day to day  
4 employees?

5 MEMBER ALBERTI: I think Mr. Jones --

6 CHAIR MILLER: But yes.

7 MEMBER ALBERTI: Mr. Silverstein, I  
8 think Mr. Jones has been waiting to speak.

9 MEMBER SILVERSTEIN: Yes, I wanted to  
10 ask just -- I want to know how 101 became 84,  
11 that became 74 that became 53, that became 35,  
12 and we haven't really gotten the -- I guess the  
13 first explanation is, where did the 101 come  
14 from, and what are you saying is your universe of  
15 day to day employees, or what was it at that  
16 time?

17 MEMBER JONES: So, Board members, if  
18 I may, and I -- I apologize up front, and I  
19 recognize that you take offense to what I was  
20 about to say, then you can reprimand me in a  
21 second here.

22 But just for the purposes of

1 expediency, and trying to move this along, let me  
2 just -- let me ask and say this.

3 So, you define what your universe is,  
4 right, you, the owner -- you the owner. Right,  
5 one of the owners, correct?

6 You define --

7 MEMBER ALBERTI: Well, hold on, for  
8 the record, Mr. Johnson is not one of the owners.  
9 He is a manager, and I would just -- mean, that  
10 terms has been following around, but I think it's  
11 necessary now to recognize that --

12 MEMBER JONES: One clarification.

13 MEMBER ALBERTI: Well, and I'm just  
14 going -- just to -- just as an aside here, Mr.  
15 Haffner, do we have a surety that the owners take  
16 full responsibility for Mr. Johnson's decisions  
17 here?

18 MR. HAFFNER: Without question.

19 MEMBER ALBERTI: Okay, thank you.

20 Continue, Mr. Jones.

21 MEMBER JONES: Thank you. Appreciate  
22 that clarification.

1           Whatever your role is, in the day to  
2 day operations of the establishment, you define  
3 the universe of what is your employee base, at  
4 any moment in time, and at any moment in time,  
5 you can submit an accurate and valid definition  
6 of your employee base for that point in time, and  
7 if you -- I can't imagine, and let's just play  
8 real talk for a second.

9           You're coming to us on 9/18 at 7:00  
10 saying that if you complete the training, you  
11 want to open for that weekend. You can't tell me  
12 that you do not know that you have sufficient  
13 staff available to you on 9/18 and what that  
14 universe looks like from your employee base, to  
15 know that it's 101 employees, to know that it's  
16 not 74 or 84 employees. You know what's going on,  
17 right?

18           I think that's the problem that I'm  
19 having with it, is it's almost like this game  
20 that you're playing with us, and I don't know if  
21 you mean to play the game, right, but you need to  
22 know -- you define what your employee base. You

1 define what you need in order to run your  
2 operations, and if that consists of 48 people,  
3 then you give me an employee list that has 48  
4 people in it and you train all of those 48 and if  
5 you don't train those 48, we will not be -- I  
6 will not be comfortable saying, "Hey, open up."

7 It's kind of that simple, right, from  
8 the standpoint of clear guidance, that's about as  
9 clear as I can give it to you from that  
10 standpoint.

11 I didn't come up with the list of 101.  
12 You gave that to us and you told us that that was  
13 your list of employees.

14 So, from that standpoint, I'm  
15 challenged now that you're telling me, "Well,  
16 when we gave it to you, we probably knew that it  
17 was going to change because of attrition,  
18 turnover, and we're only going to employ those  
19 people that come to the training," which was then  
20 further confused because well, some people say it  
21 was 84, some people say it was 74, some people  
22 say it was 53 and then some number of those

1 people on that list weren't even part of the  
2 master employee list that you sent us.

3 So, just so it's clear -- make it make  
4 sense to you first, before you even put it in  
5 front of us, because we don't know your business.

6 MR. JOHNSON: Okay, and if I may  
7 speak, we were asked to include contractors on  
8 that list, as well. Is that correct?

9 MEMBER JONES: Yes.

10 MEMBER SILVERSTEIN: If they're a part  
11 of the day to day operations.

12 CHAIR MILLER: If they're a part of --

13 MR. JOHNSON: Contractors that are a  
14 part of the day to day operations --

15 CHAIR MILLER: But can I say, this was  
16 your offer in compromise. So, what is -- is that  
17 -- what did you mean?

18 So, what I'm -- at the hearing, we  
19 clarified that the answers were included, but I  
20 don't know who the contractors are, when you're  
21 saying contractors. I don't know.

22 MR. JOHNSON: So --

1                   CHAIR MILLER: I don't know what that  
2 means.

3                   MR. JOHNSON: So, contractors would be  
4 DJ's. Contractors would be performers.  
5 Specifically, those two -- two groups that are  
6 most frequently in the venue.

7                   CHAIR MILLER: Okay.

8                   MR. JOHNSON: So, those two groups,  
9 number one, they work at any number of venues in  
10 the city, in the country, really, nationwide.  
11 That's number one.

12                   CHAIR MILLER: Okay.

13                   MR. JOHNSON: And what we sought to do  
14 in providing the list in earnest, was give it --  
15 was giving -- giving you a list of the people who  
16 were frequently there on a day to day basis, more  
17 -- that's more expansive of our core employee  
18 base, which would be our security, floor men,  
19 front desk staff, bartenders and the wait staff  
20 and management.

21                   So, with respect to that -- this being  
22 larger and us being earnest in again, the goal

1 being public safety and bringing more people into  
2 the training to attend, that's where that greater  
3 number comes from, and given the nature of  
4 contractor work, contractors who work at  
5 different places, you know, throughout the city  
6 and country, there can be conflicts there.

7 So, even a contractor who works at the  
8 venue on a day to day basis, that does not mean  
9 that they don't work in other venues throughout  
10 the city and country.

11 So, I think that is where the -- I  
12 guess there is some lack of clarity in the  
13 request, to include those in the employee list.

14 CHAIR MILLER: Okay, Mr. Alberti?

15 MEMBER ALBERTI: Okay, so, I'm going  
16 to remind you of something you told us last time,  
17 which is that with respect to performers,  
18 anyways, you have a core of performers, so,  
19 whatever that means, I'd assume that that means  
20 that they're there pretty often.

21 So, here is the concern I'm having,  
22 all right, I'm reading between the lines here,

1 and there is concern I'm having, is that only  
2 these so-called contractors are people who do  
3 business with you quite often, and they can show  
4 up at any given week. Soon. I mean, they can  
5 show up next week after you do the training, or  
6 two weeks from now, whenever you do the training,  
7 all right?

8 They can show up the week after you do  
9 the training, and what assurances do I now have  
10 that they got this training?

11 I mean, this is -- this is a huge hold  
12 for me. I mean, you could -- you could give us a  
13 list of 50 people and say, "This is my employee  
14 list," all right.

15 Then a week later, you could have 75  
16 people working there and say, "Oh, these other 25  
17 people were just contractors, and they really  
18 aren't my employees at that time and oh, yes,  
19 they were trained."

20 You know, all that's going on here,  
21 I'm going to be quite honest with you, all that's  
22 going on, that's -- how it's evolved, in terms of

1       how that training was managed and how this list  
2       was given to us with all the explanation, does  
3       not give me a whole lot of confidence, and that  
4       you're being completely forthright with us, in  
5       what you're telling us.

6                So, I got a problem that these people  
7       could show up a week after you've trained them  
8       and then all of the sudden, I'm not sure whether  
9       they've been trained, and that goes to public  
10      safety for me. So, that's just where I am, folks.

11               MEMBER SHORT: Do you have any  
12      suggestions on how to handle that?

13               MR. HAFFNER: One thing I'd like to  
14      mention is that it's part of our security plan  
15      that they can't work until they've been trained,  
16      for us to employ them subsequent would be a  
17      breach, and therefore, we would expect to be  
18      sanctioned.

19               So, I'm not sure that what we're doing  
20      is inconsistent with that.

21               MEMBER JONES: So, I don't think that  
22      we're saying that. What we're trying to

1 understand is, how are you tracking consistency  
2 with your plan, if you can't give me -- if you  
3 right now tell me that on 9/18, you can't give me  
4 a valid and complete list of every one that is  
5 employed or working as a contractor at your  
6 establishment and you're driving to be open the  
7 next day, then that tells me it is -- it can  
8 change on a daily basis.

9 Right, at some point, you have to have  
10 the ability to define what your work space, what  
11 your work crew is going to be and hold it -- hold  
12 yourselves accountable, to ensure that when  
13 you're not there and Mr. Johnson is not there,  
14 that the general manager knows that Trix from  
15 down the street who wants to get a night in, who  
16 hasn't had the training, won't be allowed in  
17 there.

18 How are you holding him accountable to  
19 that?

20 MR. HAFFNER: By adopting a security  
21 plan, by adding everybody that is attends the  
22 training signs -- or attests to that fact, that

1 they've attended the training, by us keeping that  
2 attestation on file, going forward.

3 MR. JOHNSON: Is it feasible to revise  
4 the list, just given this lack of certainty and  
5 clarification? Is it possible to revise the  
6 list, based on the folks who do receive the  
7 approved training, that takes out all of the --  
8 takes out any guess-work in terms of the employee  
9 list and the trained employee list?

10 MEMBER SILVERSTEIN: Yes, we would  
11 like to take out the guess-work.

12 CHAIR MILLER: Yes.

13 MEMBER BROOKS: Yes, but didn't we  
14 sort of touch on that last hearing, about  
15 revising the list, how frequent?

16 MEMBER SILVERSTEIN: Correct.

17 MEMBER BROOKS: And my suggestion was  
18 as it occurred, and I think we agreed every six  
19 months, or every quarter or something like that.

20 MEMBER SHORT: Quarterly.

21 MEMBER BROOKS: Quarterly?

22 MR. HAFFNER: And I think speaking to

1 your point, when we provided that employee list,  
2 we erred on the side of over-inclusion rather  
3 than under-inclusion.

4 Anybody we could possibly consider a  
5 day to day in any way -- touching the day to day  
6 operations at the club, were included.

7 Do they necessarily -- are they  
8 employed regularly? Are they -- but what we do  
9 know is that we cannot know until you go through  
10 the training and we are going to have  
11 certification of that.

12 CHAIR MILLER: Okay, Ms. Gephardt?

13 MS. GEPHARDT: I just have a couple of  
14 points to make.

15 So, I would urge the establishment to  
16 provide a list, a master list of who has been  
17 through the training, when ABRA investigators  
18 walk in the door, whether it be, you know, an  
19 inspection or whether there's an incident, so  
20 they can say, "Okay, you know, who are these  
21 people?" Were they -- were they trained?

22 You know, the fact that they're here

1 and working and -- I mean, so that might be a  
2 check and balance.

3 Then the other thing is, given this  
4 whole problem with making sure that everybody on  
5 that list of 101 is trained prior to opening,  
6 what about when you come up with a scenario where  
7 Derek Brooks, you know, to say, "Okay, on this  
8 date, you know, every month or something," he'll  
9 be doing the training, so that person can't come  
10 back to work for a month because he or she has to  
11 wait for that training.

12 Then Mr. Brooks, you know, does a  
13 certification, hands it over to the establishment  
14 and then reports it to ABRA, and then -- I mean,  
15 because there is going to have to be other  
16 intermittent opportunities to get training, if  
17 somebody wants to come into the door, and so, you  
18 know, just having sort of an intermittent  
19 schedule where, you know, if you get enough  
20 people together who want to come back and who  
21 want to work, you know, say, you have five  
22 people, go ahead and do a little training for

1       them. I don't know if that's possible.

2                   MR. HAFFNER:  Yes, I think we could do  
3 something like that, and kind of coordinate  
4 hiring with a training session.

5                   MR. JOHNSON:  You know, I think that  
6 we can -- we can coordinate hiring with training.  
7 I think that it's reasonable for those intervals  
8 to be flexible.  However, just given the nature  
9 of hiring needs.

10                   So, I mean, imagine a scenario where  
11 you catch four bartenders stealing, and I'm just  
12 making this up, and you have to fire four  
13 bartenders, at which point you need to hire four  
14 additional, at that moment.  There has to be some  
15 additional training that occurs.

16                   So, I think that, you know, there  
17 should be some flexibility in when that training  
18 occurs.

19                   CHAIR MILLER:  Okay, it doesn't sound  
20 as complicated now, as you know, earlier.  It  
21 sounds like you have a list of all your current  
22 employees and that list matches exactly with the

1 list that's being trained, and you have another  
2 list of other people that may want to come work  
3 or that are contractors and they can only be --  
4 come in, when they're trained. Is that what --

5 MR. JOHNSON: It was communicated that  
6 the core group of contractors is the group that  
7 should be trained. Is that correct?

8 MEMBER SHORT: Ideally, everyone, but  
9 yes.

10 MR. JOHNSON: Yes.

11 MEMBER SHORT: Your core group, we  
12 discussed that and we said that every --  
13 quarterly, you would give us a report of all of  
14 the training and all employees.

15 MR. JOHNSON: Yes.

16 MEMBER SHORT: You agreed upon that  
17 the last time you were --

18 MR. JOHNSON: Yes, that is correct.

19 CHAIR MILLER: But from what I'm  
20 hearing you say is, you've got some -- I don't  
21 know, performers or on contract, but they're not  
22 - - they're not dancing tomorrow or whatever.

1 They're -- you know, you don't know when they're  
2 going to dance again, and you can't find them, to  
3 train them.

4 So, you're saying they can't come  
5 until they've been trained.

6 MR. JOHNSON: I'm not saying that,  
7 because --

8 CHAIR MILLER: You're not saying that?

9 MR. JOHNSON: -- given the nature of  
10 a performer, so take for instance, a performer,  
11 whether it's dance, whether it's, you know, music  
12 or whatever, these are people who may be  
13 contracted.

14 If we had somebody coming to sing a  
15 song at the venue, it's -- we wouldn't expect  
16 them to be security trained, prior to being  
17 engaged at the venue.

18 All right, so, I guess like a musical  
19 artist, for example. So, what --

20 MR. HAFFNER: Quick. I don't think  
21 we'd be required to train them.

22 MR. JOHNSON: Well, that's what I'm

1 saying. We wouldn't be required to train them.

2 So, what I'm saying is a performer, a  
3 contract performer who is coming in, maybe as a  
4 special guest appearance or something of the  
5 sort, that person would not be trained on the  
6 security plan for that special occurrence.

7 CHAIR MILLER: Okay, I think part of  
8 the confusion is that I think last time, you said  
9 some of the dancers or whatever were like day to  
10 day employees, because they were your core  
11 dancers.

12 MR. HAFFNER: Yes, right. So, I think  
13 what he's saying is that to the extent you're not  
14 day to day, you wouldn't be expected to be  
15 trained --

16 CHAIR MILLER: Right.

17 MR. HAFFNER: -- and therefore, you  
18 should be able to come to the club. Is that  
19 correct?

20 MR. JOHNSON: Right.

21 CHAIR MILLER: Yes.

22 MEMBER ALBERTI: Can I --

1 CHAIR MILLER: What?

2 MEMBER ALBERTI: Just -- all right,  
3 so, I mean, we're hashing -- quite honestly,  
4 we're hashing ground -- rehashing ground that  
5 we've been over in the previous hearing, and we  
6 agreed with you.

7 MR. HAFFNER: Yes.

8 CHAIR MILLER: Right.

9 MEMBER ALBERTI: You got a day to day  
10 -- you get one -- one employee -- you got a  
11 performer who shows up, you know, every six  
12 months, you know, I get it. You know, they're  
13 not day to day activity. We went through that,  
14 all right.

15 But you kept using the term --  
16 especially with performers, you said, "Well, we  
17 had this core group." All right?

18 So, I took that to mean that they're  
19 likely to be there on a moment's notice. I mean,  
20 they're likely -- maybe to miss a week, but  
21 they're going to be there the next week, and you  
22 know, I -- that's the kind of person who is, you

1 know, likely to show up tomorrow, that I should  
2 be trained, and I thought we agreed that that's  
3 who would be trained.

4 MR. JOHNSON: Yes, we're in agreement  
5 on that.

6 MEMBER ALBERTI: All right, we're in  
7 agreement on that.

8 So, just -- I mean, bear with me here.  
9 So, I've got a whole list of positions that you  
10 gave us, and I'm trying to get an understanding  
11 of, you know, what sets of positions there's a  
12 lot of flux in, because you are alluding to the  
13 fact, "Well, you know, people coming and going  
14 and it's hard to keep track of them and we don't  
15 know who is going to be there next week. They  
16 come and go from our employment."

17 So, I'm trying to understand your  
18 business a little bit, all right, to understand  
19 exactly what you mean by this.

20 So, we have bar-backs. Is there a lot  
21 of -- and I'm not talking about, you know,  
22 finding someone who is stealing from you or isn't

1 coming to work until you have to fire them.

2 I'm talking about anticipated. You  
3 know, this is kind of like, we anticipate these  
4 people are maybe going to be gone four weeks and  
5 come back for a week, or something like that.

6 So, amongst the bar-backs, is there a  
7 lot of flux in their schedule?

8 MR. JOHNSON: There is not a lot of  
9 turnover amongst bar-back staff.

10 MEMBER ALBERTI: Okay, what about  
11 bartenders?

12 MR. JOHNSON: Bartenders need -- if I  
13 had to ballpark, I'd say we replace a bartender  
14 monthly or every other month.

15 MEMBER ALBERTI: All right, so, within  
16 a month's time frame, you pretty much know who  
17 the bartenders are doing to be.

18 MR. JOHNSON: Typically, yes.

19 MEMBER ALBERTI: Yes, okay. Cashiers?

20 MR. JOHNSON: It's about the same.

21 MEMBER ALBERTI: Cooks?

22 MR. JOHNSON: Cooks are pretty

1 consistent.

2 MEMBER ALBERTI: All right, floor men?

3 MR. JOHNSON: Floor men, there is some  
4 turnover.

5 MEMBER ALBERTI: Okay, we'll come back  
6 to that.

7 MR. JOHNSON: Sure.

8 MEMBER ALBERTI: And others may want  
9 to weigh in on that. Front door, whatever that  
10 means.

11 MR. JOHNSON: Similar to cashier, so  
12 your hostesses and things like that.

13 MEMBER ALBERTI: Is there a lot of  
14 influx there or much flux there?

15 MR. JOHNSON: I mean, I don't want to  
16 give ambiguous answers, but the answer is it just  
17 depends. Sometimes we have a great staff member  
18 and we keep them on for a while. Sometimes people  
19 find a better job as it's a --

20 MEMBER ALBERTI: So, let me put it  
21 this way.

22 MR. JOHNSON: -- part-time job.

1 MEMBER ALBERTI: So, we're asking you  
2 for a list of employees and we're going to commit  
3 you to turning in that list of employees.

4 MR. JOHNSON: Yes.

5 MEMBER ALBERTI: How do you know  
6 amongst the door staff, who should be on that  
7 list?

8 MR. JOHNSON: All of the door staff  
9 that could work should be on that list.

10 MEMBER ALBERTI: Could work? What do  
11 you mean by could work?

12 MR. JOHNSON: So, all of the door  
13 staff that are likely to be scheduled, you know,  
14 as part of our program.

15 MEMBER ALBERTI: So, these are people  
16 who you anticipate would be available to come in  
17 for the next month or the next six months? I  
18 mean, what's the time frame here?

19 MR. JOHNSON: Over the next month.

20 MEMBER ALBERTI: Okay, so, you can  
21 predict, you can get a sort of bottom up on these  
22 folks, right?

1 MR. JOHNSON: Yes.

2 MEMBER ALBERTI: All right, security.  
3 Security staff, what's the turnover influx there?

4 MR. JOHNSON: Security and floor men,  
5 yes, that would be -- it would be consistent with  
6 that -- with the other positions. The only  
7 positions that I would say there is any lack of  
8 certainty around it are the contracted positions.

9 MEMBER ALBERTI: Every damn one of  
10 these -- I'm sorry, excuse me. Every damn one of  
11 these could be contractors.

12 MR. JOHNSON: Yes.

13 MEMBER ALBERTI: Who -- what types of  
14 positions do you generally contract with? I'm  
15 not trying to be difficult, but you're not  
16 helping me -- you're not painting a very clear  
17 picture of your business here for me.

18 So, what types of positions are  
19 generally contracted for you?

20 MR. JOHNSON: Performers.

21 MEMBER ALBERTI: Performers? Not  
22 security? Not floor men?

1 MR. JOHNSON: Security. Not floor  
2 men.

3 MEMBER ALBERTI: Okay, so, performers.

4 MR. JOHNSON: Yes.

5 MEMBER ALBERTI: All right. So, let's  
6 just put it out there.

7 MEMBER SILVERSTEIN: Mr. Chair?

8 CHAIR MILLER: Yes.

9 MEMBER SILVERSTEIN: Mr. Alberti? He  
10 said generally. Are there any other contract  
11 people? Are you specifically --

12 MEMBER ALBERTI: Positions?

13 MEMBER SILVERSTEIN: -- limiting that  
14 to performers?

15 MR. JOHNSON: DJ's.

16 MEMBER ALBERTI: Okay, and I don't see  
17 DJ's on this list, okay.

18 MEMBER SILVERSTEIN: I'm sorry for the  
19 interruption, but I wanted to --

20 MEMBER ALBERTI: I don't see DJ's.  
21 Okay, all right.

22 MR. JOHNSON: I was --

1                   MEMBER ALBERTI: Yes, and all right,  
2 and I get the nature of the DJ business. So, you  
3 know.

4                   CHAIR MILLER: Ms. Gephardt?

5                   MEMBER ALBERTI: So, how did you come  
6 up with set of performers that you gave us?

7                   I mean, you gave -- I got -- I have  
8 your list here from September 15th. How did you  
9 choose this set of performers to put on that  
10 list?

11                  MR. HAFFNER: Are you asking  
12 specifically about the employees or just the  
13 performers?

14                  MEMBER ALBERTI: I have a list of  
15 names who are labeled here as performers. How  
16 did you come up with that list of personnel? How  
17 did you choose that list of personnel to put on  
18 this list?

19                  MR. JOHNSON: It was provided by our  
20 house mom.

21                  MEMBER ALBERTI: Okay, and how did she  
22 -- what direction did -- what direction did you

1 give her, in coming up with that list?

2 MR. JOHNSON: I requested that I  
3 receive a list of the performers who work at the  
4 venue on a regular basis, three times a week.

5 MEMBER ALBERTI: Given that, that's  
6 what you're representing here, I would expect  
7 every one of these people to be trained.

8 So, I'm confused as to who are these  
9 101. You're saying doesn't need to be trained  
10 because they're coming and going. So, I am more  
11 confused than ever.

12 CHAIR MILLER: Ms. Gephardt, yes?

13 MS. GEPHARDT: My question to you is,  
14 the security staff, are they primarily  
15 contractors?

16 MR. JOHNSON: Our security staff is  
17 internal.

18 INVESTIGATOR STEWART: It that no,  
19 they're not primarily contractors?

20 MR. JOHNSON: They're not contractors.

21 INVESTIGATOR STEWART: Okay, you don't  
22 have any contract security then?

1 MR. JOHNSON: We do not have security  
2 contractors.

3 INVESTIGATOR STEWART: Is Gladiator  
4 one of your permanent employees?

5 MR. JOHNSON: He is a part-time  
6 employee.

7 INVESTIGATOR STEWART: How about  
8 Ranger?

9 MR. JOHNSON: He's not affiliated with  
10 the venue. He is there, but he's not affiliated  
11 with the venue.

12 INVESTIGATOR STEWART: We saw him that  
13 night of the incident, provide security at your  
14 staff.

15 MR. JOHNSON: He was --

16 INVESTIGATOR STEWART: To your staff.

17 MR. JOHNSON: He is not affiliated  
18 with the venue. He was there for that -- I mean,  
19 that's --

20 INVESTIGATOR STEWART: That's fine.  
21 Thank you.

22 CHAIR MILLER: Okay.

1 MR. HAFFNER: I'm just trying to get  
2 clarification, because I'm not certain where the  
3 source of confusion is here.

4 CHAIR MILLER: Okay.

5 MR. HAFFNER: To the extent we have a  
6 requirement that you must be trained prior to  
7 being employed --

8 CHAIR MILLER: Right.

9 MR. HAFFNER: -- at the establishment,  
10 why do we need to provide a list of employees who  
11 may or may not be employed by the venue?

12 MEMBER ALBERTI: Well, Mr. Haffner, it  
13 was my understanding from last time, that's what  
14 we went over, that's what we -- that we both  
15 understood each other, all right.

16 Someone who only works three nights a  
17 week, two nights a week, one night a week, but if  
18 they're every week, generally, all right,  
19 typically, there every week, that's an employee.  
20 We want to make sure they're trained.

21 I'm going to be quite honest with you.  
22 I'm not going to -- I am not going to trust you

1 to not train them this week, and then when they  
2 come in next week, provide separate training for  
3 them. I don't have that level of confidence from  
4 your -- from what I hear from you.

5 So, I thought we were on the same.  
6 That's just me, but I thought we were on the --  
7 and I'll bet my fellow Board members have the  
8 same understanding, that if someone is there  
9 regularly, even if it's just once a week, they  
10 become an employee who should be on this list and  
11 should get this training.

12 MR. HAFFNER: Mr. Alberti, I'll ask  
13 you. If that person who works -- on that list  
14 works regularly, three days a week, doesn't  
15 receive training, that person is not going to be  
16 employed in the establishment.

17 So, if you have that --

18 MEMBER ALBERTI: Ever?

19 MR. HAFFNER: -- person on your list

20 --

21 MEMBER ALBERTI: Ever? Ever? Ever?

22 MR. HAFFNER: Not until they receive

1 training.

2 MEMBER ALBERTI: No, our agreement  
3 with you was that every employee, and I thought  
4 we were on the same page, I defined every  
5 employee as someone who you expect to come back  
6 on a regular basis, next week.

7 MR. HAFFNER: But the questions -- one  
8 of the concerns that we're having is that okay,  
9 we identify 100, 100 employees who are regular.

10 If we don't train each and every one  
11 of those 100, let's say we train 75, but we only  
12 need 50 to open -- we don't even need 50 to open,  
13 if we don't train -- we train 99 --

14 CHAIR MILLER: Right.

15 MR. HAFFNER: -- we can't open, and I  
16 don't think that makes sense, and so, what I  
17 think we're trying to do here is come up with  
18 something that makes sense.

19 MEMBER ALBERTI: It doesn't make sense  
20 to you. It makes sense to me, from a public  
21 safety, all right?

22 I did not -- I did not have control of

1 the crowd. I did not clean up the crime scene,  
2 all right. I did not give us a list without  
3 explanation, all right. I did not run training  
4 without handouts, all right.

5 So, what I'm saying makes sense to me,  
6 and you may not like it, but it makes sense.

7 MR. HAFFNER: I think I'm trying to  
8 just figure out what the Board's concern is.

9 If the Board's concern is public  
10 safety, and the Board would want to ensure that  
11 anybody who is working is trained. To the extent  
12 we have a policy that says you cannot work until  
13 you are trained, I believe the Board's concern is  
14 being addressed.

15 If I'm wrong, please --

16 MEMBER ALBERTI: And absolutely, I'll  
17 say it one more time. When we have to rely on  
18 you to make sure those people are trained very  
19 next week, after you've done this training, so,  
20 you leave people off because they can't make it  
21 that night, and then we have to rely on you and  
22 your representation that they're going to be

1 trained that very next week --

2 MR. HAFFNER: The idea is that --

3 MEMBER ALBERTI: -- that doesn't seem  
4 very practical. You know, that doesn't seem --  
5 you talk about practicality here. That doesn't  
6 seem -- I mean, on one hand, you're saying, well,  
7 it's not practical to get in all those people.  
8 It's not practical to train them the very next  
9 week.

10 So, it doesn't seem practical to me,  
11 and I don't believe it's going to happen.

12 MR. HAFFNER: Can I take your scenario  
13 to its logical conclusion then?

14 Basically, what you're saying is that  
15 if we don't train one person out of that 100,  
16 that public safety somehow is being threatened?

17 MEMBER ALBERTI: Yes.

18 MR. HAFFNER: Because we have 99  
19 trained staff who are ready to go, but because  
20 one person didn't get trained, and that person  
21 will not be working in our establishment --

22 MEMBER ALBERTI: So, what happens if

1 --

2 MR. HAFFNER: -- that somehow --

3 MEMBER ALBERTI: So, what happens if  
4 it's that one person who pours water on the  
5 blood?

6 MR. HAFFNER: The idea is that they're  
7 not working in the establishment.

8 CHAIR MILLER: They won't be there.  
9 All right, let's just --

10 MEMBER ALBERTI: All right, I'll let  
11 somebody else --

12 CHAIR MILLER: Mr. Short?

13 MEMBER JONES: So, this is quite  
14 uncharacteristic, but actually I get where you're  
15 coming from, right? I appreciate the angle that  
16 you're taking, and I appreciate the dilemma that  
17 you've put yourselves in, to a large extent.

18 The question is, it's about invoking  
19 a process by which we have some level of  
20 confidence that you will follow that process to  
21 ensure that Employee X who doesn't show up for  
22 the training on September 18th, who shows up and

1 wants to work on September 19th, will one, be  
2 denied access, and that's consistently  
3 understood, and two, how quickly and how thorough  
4 and how comprehensive and how adequate that  
5 individual's training will be.

6           There is no -- we have nothing in  
7 front of us that outlines how you would  
8 facilitate that on an ongoing basis. There is no  
9 plan. There's no contract document that says,  
10 "We have a contract with XYZ Brooks person," who  
11 is going to come before us and they're on call  
12 and they have to respond to our on call request  
13 within 24 hours to provide -- there is nothing  
14 that substantiates how you would do that, on an  
15 ongoing basis, and I think that's one of the  
16 major challenges that's in play, where it's this  
17 grey area of how does that happen?

18           But the other aspect of that is, and  
19 I'm going to ask you a question, in terms of, in  
20 your security plan, did you define how many  
21 security personnel are required on a given night?  
22 All right, what was that number?

1 MR. HAFFNER: I don't have ready  
2 access to it, but I believe it was --

3 MR. JOHNSON: Twelve.

4 MR. HAFFNER: -- 12 security and --

5 MR. JOHNSON: Twelve inside, four  
6 outside.

7 MEMBER JONES: Twelve inside and four  
8 outside. So, that's a total of 16.

9 MR. JOHNSON: Yes.

10 MEMBER JONES: And that's the minimum  
11 number, correct?

12 MR. JOHNSON: Yes, on Friday and  
13 Saturday, that's correct.

14 MEMBER JONES: Okay, so, the part that  
15 brings about some level of pause, for me, is that  
16 if you look at your list of people who were  
17 trained on 9/18, there were only about six to  
18 seven individuals on that list, that we could  
19 correlate to your employee list, that were  
20 actually security staff members, and you were  
21 very eager, and you placed a great deal of  
22 emphasis on needing to open the next day, which

1 leads me to believe that you would have, in  
2 violation of your security plan, opened up  
3 because you only had six or seven security staff  
4 trained and you would have opened up on 9/19,  
5 with only six or seven security staff.

6 So, it's the eagerness and this lack  
7 of closure on the details and the specifics  
8 associated with how you're doing this process,  
9 that brings about pause.

10 But you can't have -- you can't open  
11 if you don't have a certain number of people  
12 trained. Specifically, your security staff,  
13 that's got to be high on your level. It's  
14 definitely high on my radar.

15 Right, so, the fact that you only  
16 seven people that were at the training, at least  
17 from what we can correlate, really is why you're  
18 getting the level of feedback that you're getting  
19 from Board Member Alberti. It's -- it doesn't  
20 smell right, right?

21 It doesn't seem like you're really  
22 taking the due diligence to make sure you do this

1 properly, and that's the concern.

2 MR. JOHNSON: Yes, so, to speak to  
3 that, we do have floor men, how are part of that  
4 universe, as well. So, the security and floor  
5 men are the individuals who are responsible for  
6 controlling the safety and crowd control of the  
7 parties, throughout the venue.

8 In addition to that, there were  
9 additional folks that were identified to be  
10 brought in to participate in the training, so  
11 that we do have enough bodies and enough expanse,  
12 to open the venue forthcoming.

13 MEMBER JONES: And that bit of  
14 information, if it were not for you conveying  
15 that verbally, we would have no clue, right, and  
16 that's part of the other challenge is, it seems -  
17 - you seem to bring about additional clarity,  
18 based on challenges that are presented to you.

19 It would feel much more comforting, if  
20 you would provide that clarity up front, so that  
21 it would be crystal to me -- not -- and I get a  
22 lot of head nodding and a lot of shaking of the

1 head and I'm getting some smirks, but I'm not  
2 that stupid, where I can't look at a list of --  
3 you're telling me you have to have 16 security  
4 people.

5 MR. JOHNSON: Yes.

6 MEMBER JONES: I see 16. I see  
7 security listed by names. How am I to know that  
8 in your list of 16 required security people, that  
9 that is inclusive of floor walkers or whatever  
10 you call these people, right? How am I to know  
11 that, or is that just an assumption that -- am I  
12 -- what am I -- how am I supposed to take that?  
13 I'm not following that logic here.

14 MR. JOHNSON: You know, so for -- the  
15 -- I guess the reference to them as floor men,  
16 may be something that's like an internal type of  
17 thing, that I have -- hasn't been clarified, but  
18 they serve the same purpose and ensuring the  
19 safety of the patrons and employees and  
20 protecting the --

21 MEMBER JONES: So, what's the  
22 difference between a security person and a floor

1 man? Are they trained differently? Do they have  
2 different levels of responsibility? How are you  
3 making that distinction?

4 MR. JOHNSON: No, so, they don't have  
5 distinct levels of responsibility. The floor men  
6 are associated with ensuring compliance with  
7 security, but also, with the engagement of  
8 performers around the venue.

9 MR. JOHNSON: So, in your list of 16  
10 individuals, that are required, it includes both  
11 security people, as well as -- true security  
12 people, as well as floor walkers or floor men?

13 MR. JOHNSON: Yes, so that --

14 MEMBER JONES: What's the ratio? Is  
15 it five to -- five floor men and the rest are  
16 security people?

17 MR. JOHNSON: So, there is not --  
18 there is not a specified ratio. Again, as it --  
19 as it relates to being stationed throughout the  
20 venue, the presence and insurance of the safety  
21 and security of the patrons and the staff in the  
22 venue, is their main focus.

1           So, they're all trained. They're all  
2 -- they're all going to be -- any employee who  
3 works in that capacity will be trained on the  
4 security plan and do receive that acknowledgment  
5 in written documentation.

6           MEMBER JONES: So, point taken. So,  
7 on the 18th, you're telling me that you had 16  
8 individuals that were either designated as  
9 security people or designated as floor men, that  
10 were trained on September 18th?

11          MR. JOHNSON: Security, floor men and  
12 additional folks we brought in, yes.

13          MEMBER JONES: So, what's the  
14 additional --

15          MR. JOHNSON: I don't have --

16          MEMBER JONES: That's that part that  
17 I'm concerned --

18          MR. JOHNSON: I have to --

19          MEMBER JONES: It's always something,  
20 man. So, you just now told me it's security and  
21 floor men and I'm not trying to be hard --

22          MR. JOHNSON: Yes, security and floor

1 men.

2 MEMBER JONES: -- but you're starting  
3 to get on me, man. So, I'm trying to help you  
4 out.

5 You have security and floor men,  
6 right? Are you telling me that on September  
7 18th, you had 16 or more, people that are  
8 designate as security and floor men, trained?

9 MR. JOHNSON: I don't have the list in  
10 front of me.

11 MEMBER JONES: So, you're not sure?

12 MR. JOHNSON: Correct, I don't have --

13 MEMBER JONES: Okay, thank you.

14 MR. JOHNSON: -- the list in front me.  
15 I believe that to be --

16 CHAIR MILLER: Ms. Gephardt?

17 MS. GEPHARDT: Mr. Haffner, you  
18 actually the information from that training?

19 MEMBER JONES: I was afraid of that.

20 INVESTIGATOR STEWART: They had seven  
21 floor men trained.

22 MEMBER JONES: Seven floor men

1 trained, total?

2 INVESTIGATOR STEWART: Yes.

3 MEMBER JONES: All right, do you  
4 happened to have the number of security?

5 INVESTIGATOR STEWART: Seven.

6 MEMBER JONES: Seven? No, 14 total?

7 INVESTIGATOR STEWART: Yes.

8 MR. JOHNSON: And what was the  
9 remaining number of folks who -- you said there  
10 were an additional 18, correct?

11 INVESTIGATOR STEWART: They didn't  
12 have titles for them, sir. Those are the people  
13 that were signed in. We don't know who they are  
14 or where they came from.

15 MEMBER ALBERTI: So, I mean, just --  
16 I'm going to say this. Mr. Jones talked about  
17 clarity. This is just an example of why you're  
18 getting this level of scrutiny, is because you  
19 could have come in here with titles and positions  
20 for those people who we didn't have on our list,  
21 and now, all the sudden you're springing on us,  
22 "Oh, some of those were security."

1           So, this is just an example of what  
2 Mr. Jones was trying to tell you, and to be  
3 helpful to you.

4           MR. JOHNSON: Sure.

5           MEMBER ALBERTI: And I just want to  
6 make sure you understand, through that example.

7           MEMBER JONES: I am really, really  
8 trying to be helpful, and I'm really trying to  
9 give you the information that you need, to help  
10 yourselves in that process.

11           Like, just be clear and define what  
12 that looks like. Pretend I'm a five year old who  
13 has never been to a club and help me understand  
14 how this process will work.

15           MR. JOHNSON: We want to ensure that  
16 a position -- positions are provided on the list  
17 of -- or on the sign in, and attendee list for  
18 folks who participate.

19           MEMBER ALBERTI: So, can I ask why  
20 they don't have the original list? Why wouldn't  
21 they have on this list of 101 people?

22           MR. JOHNSON: So, some of the folks

1 who weren't on the list, in terms of performers,  
2 it's people who were in town, and were aware that  
3 we were having a training, and decided to  
4 participate. Some folks --

5 MEMBER JONES: Now, let's narrow the  
6 focus.

7 MEMBER ALBERTI: Yes, right, because  
8 I --

9 MEMBER JONES: Security, floor men.

10 MR. JOHNSON: Floor men, yes.

11 MEMBER JONES: Right.

12 MEMBER ALBERTI: Right.

13 MEMBER JONES: You only have 14 that  
14 are designated in your training, that's what you  
15 actually itemized and said, this is a floor  
16 person or this is a security person.

17 In your alleged -- I took from what  
18 you were saying, you're intimating that well,  
19 there are a bunch of other people that aren't  
20 designate, right, they aren't specific. All  
21 right, why weren't those non-specific individuals  
22 noted as being floor men or security in that

1 list?

2 MEMBER ALBERTI: No, no, no, my  
3 question was different than that.

4 MEMBER JONES: Sorry.

5 MEMBER ALBERTI: I think he was  
6 alluding to the fact that we have 18 people at  
7 the training, on the sign in sheet, whose names  
8 did not appear amongst the 101.

9 MEMBER JONES: Yes.

10 MEMBER ALBERTI: So, part of his  
11 explanation was some of those 18 were performers,  
12 is what he's telling me.

13 But I thought when we're talking about  
14 security people, that you -- maybe I was --  
15 because I -- you got interrupted.

16 So, maybe I misunderstood you. But I  
17 -- you seemed to be intimating that some of those  
18 18 people were either security or floor men.

19 So, my question -- well, first of all,  
20 where they?

21 MR. JOHNSON: Yes.

22 MEMBER ALBERTI: Okay, we'll get to

1       how many of them was, in a moment, but why  
2       weren't they on this list?

3               MR. JOHNSON:   Because we've  
4       experienced -- we've experienced sort of  
5       attrition and we have people who may have been in  
6       the process of hiring or we're planning to where  
7       we said, "Hey, we need you to come in and be a  
8       part of this training."

9               Again, our goal and our reach was to  
10       be more expansive in including people on that  
11       list. Some of the people on that list are people  
12       that we've lost, because they've been unable to  
13       work, so they sought employment elsewhere.

14              CHAIR MILLER:   So, at this point,  
15       should you be able to have -- produce a much more  
16       accurate list of all those employees who are  
17       here, ready to work --

18              MR. JOHNSON:   Yes.

19              CHAIR MILLER:   -- and so, that should  
20       match the training sign in --

21              MR. JOHNSON:   Yes.

22              CHAIR MILLER:   -- and the -- you need

1 to have, from what I'm hearing, 16 at least, in  
2 security and floor men, correct?

3 MR. JOHNSON: Yes.

4 CHAIR MILLER: And so, when you will  
5 conduct that training, you will have --  
6 definitely have 16 of those?

7 MR. JOHNSON: Yes.

8 MEMBER ALBERTI: So, Madam Chair, I'm  
9 sorry, but I -- I got an answer from you all, but  
10 I'm still -- quite honestly, doesn't smell right.

11 We got this list on the 15th.  
12 Training was on the 18th. So, your explanation  
13 for how these people showed up all happened in  
14 three days?

15 MR. JOHNSON: It's possible, yes. So,  
16 I didn't -- I can't --

17 MEMBER ALBERTI: Anything is possible.

18 MR. JOHNSON: I can't put a time line  
19 on -- you know, another individual's need to work  
20 or seek employment elsewhere.

21 MEMBER ALBERTI: No, I'm not putting  
22 a time line on someone else's need to work. What

1 I'm putting a time line is on your process for  
2 reaching out to people and securing people to  
3 work and understanding who your workforce is.

4 That's what I'm putting a time line  
5 on, and you should have a better handle about how  
6 long that takes and be able to give me an  
7 explanation of how this happened in three days.

8 CHAIR MILLER: Ms. Gephardt?

9 MS. GEPHARDT: I just have a question.  
10 I know that you guys talked about, that you have  
11 floor men and security, who perform security  
12 functions, and then you said there was another  
13 group of people, and who are they?

14 MR. JOHNSON: Floor men and security  
15 that we're hiring and bringing in.

16 MS. GEPHARDT: But no contractors?

17 MR. JOHNSON: No contractors.

18 MEMBER SHORT: Madam Chair?

19 CHAIR MILLER: Yes, Mr. Short.

20 MEMBER SHORT: I've heard this  
21 testimony, the last time you were here, and now  
22 new stuff is coming up now, but the bottom line

1 is, we're here because on September 2nd, your  
2 club was closed down.

3 MR. HAFFNER: Yes.

4 MEMBER SHORT: Someone got injured.  
5 Had your training gone right last week, and you  
6 passed out literature, we wouldn't be here today,  
7 correct?

8 MR. HAFFNER: Yes.

9 MEMBER SHORT: And now today, we're  
10 finding out even deeper information, that gives  
11 me a lot more worry.

12 How long have you had the club, Mr.  
13 Haffner? How long you been --

14 MR. HAFFNER: I took over in October  
15 of 2013.

16 MEMBER SHORT: Twenty-thirteen?

17 MR. HAFFNER: Yes, 2013.

18 MEMBER SHORT: And is this the first  
19 incident of violence at the club?

20 MR. HAFFNER: Correct.

21 MEMBER SHORT: And before you owned  
22 it, there was violence there, correct?

1 MR. HAFFNER: My understanding.

2 MEMBER SHORT: So, what has changed?  
3 When you said before us, when you came in for a  
4 license, you said, "This is a new club, and a new  
5 management."

6 You're going to have the same kinds of  
7 arguments. You're going to have -- sitting here  
8 talking about somebody got shot, because we're  
9 going to have the proper security.

10 Comes down to the night of the 2nd,  
11 everybody wasn't wanded, correct?

12 MR. HAFFNER: (No audible response.)

13 MEMBER SHORT: So, now, not only do  
14 you have security people, but you have floor men  
15 doing security. You're supposed to have 16. You  
16 didn't have 14. All of these excuses.

17 Mr. Haffner, I see you as a very  
18 intelligent and very competent attorney. When is  
19 this going to come to an end, when we can sit and  
20 not have you here for this type of closure, with  
21 this kind of violence and for record-keeping  
22 that's not adequate, and for not handing out

1 literature that you -- at any training. When is  
2 that going to happen? Can you me a -- estimate  
3 the date.

4 MR. HAFFNER: I'm going to say this is  
5 the last time, as far as I know, to the extent  
6 that we get the guidance that we need to go  
7 forward, this will be the last time.

8 MEMBER SHORT: So, when are you going  
9 to provide that information we've asked you for,  
10 those deliverables?

11 MR. HAFFNER: Can you be specific?  
12 Which?

13 MEMBER SHORT: We've talked about  
14 several things here today, that you're going to  
15 be providing for us. The training. The new  
16 security plan, all of those things that you're  
17 going to have all those things delivered to us.  
18 I'm just asking him, Madam Chair.

19 CHAIR MILLER: I just want to say, I  
20 don't think we a new security plan. I think they  
21 are going to have more training materials and --

22 MEMBER SHORT: Well, any training --

1 anything that they promised that they would  
2 provide for us.

3 MR. HAFFNER: I think we can get that  
4 done this afternoon. Like I said, I think that -  
5 -

6 MEMBER SHORT: Don't rush. Please,  
7 let's get it right this time. Let's get it  
8 right. Let's make sure everything you pass to us  
9 is going to be presented to this Board, that we're  
10 going to be able to digest and know that you're  
11 on the right track now, you found out your errors  
12 and you're going to now, get on the straight and  
13 narrow path to a good business.

14 So, just don't rush. When can you  
15 provide us quality information, quality  
16 materials?

17 MR. HAFFNER: Mr. Johnson suggests  
18 tomorrow morning. Say, tomorrow morning.

19 MEMBER SHORT: Okay.

20 CHAIR MILLER: Mr. Jones?

21 MEMBER JONES: So, you -- my  
22 understanding is that you requested this hearing.

1 There was some concerns that you had, that you  
2 raised, and you have spoken to multiple times,  
3 just trying to get clarity on certain things.

4 So, I just want to make sure I'm clear  
5 on what it is that you're not clear on, to ensure  
6 that we're truly giving you an answer, and not  
7 saying that I'll be prepared to give you an  
8 answer right now, but I think we're going to take  
9 an opportunity to go into the back and kind of  
10 discuss some things. So, I wanted to make sure  
11 we had a good list of things that you're not  
12 clear on, so that we have a consensus feedback to  
13 give you, so that it's fair, from that. Is that  
14 okay?

15 MR. HAFFNER: That's fair.

16 MEMBER JONES: Okay.

17 MR. HAFFNER: So, one of the issues  
18 that I've had, and I've tried to express is, who  
19 needs to be trained and when.

20 MEMBER JONES: Okay.

21 MR. HAFFNER: I think it's unfair for  
22 us to have to train an entire workforce that

1 we're having trouble even defining, and having  
2 our opening condition on that.

3 MEMBER JONES: Okay.

4 MR. HAFFNER: As an alternative, I  
5 would suggest that we implement the last sentence  
6 of this number two, the OIC, which states that,  
7 "No employee can actually work until receiving  
8 the training."

9 The understanding there would be that  
10 if we were to employ, and this is a hypothetical,  
11 if we were to employ somebody who hadn't been  
12 trained, we do so, risking our licensee, all  
13 right, it's that serious.

14 So, that's -- I think it make sense  
15 for us, because it's clear what our requirements  
16 are and what we need to do.

17 MEMBER JONES: Understood.

18 MR. HAFFNER: As an operator of a  
19 business, I think that's the kind of clarity  
20 we're looking for.

21 MEMBER JONES: Okay, so, that's item  
22 one. Any others?

1 MR. HAFFNER: That's really it.

2 MEMBER JONES: That's it?

3 MR. HAFFNER: The other thing is we're  
4 asking to be clear --

5 MEMBER JONES: Okay.

6 MR. HAFFNER: -- putting agendas,  
7 putting security plans, we can do that.

8 MEMBER JONES: Fair enough. All  
9 right, thank you, Madam Chair. Appreciate it.

10 CHAIR MILLER: Thank you. Others?  
11 Ms. Gephardt, anything?

12 MS. GEPHARDT: I mean, I think that  
13 his proposal about the, you know, training as  
14 many people as possible on the list, and if there  
15 are people who want to come back and start  
16 working, that they would not be able to come back  
17 until they receive training.

18 I think, you know, maybe one of the  
19 things that would be helpful is, I think I stated  
20 earlier, is to have some sort of a certification  
21 that this person has gone through the training,  
22 and they can be kept in a file and that when ABRA

1 comes to do their investigation, that it's  
2 something they can pull out and say, "Okay, this  
3 person is trained."

4 You know, it may not have been on the  
5 master list in the beginning, but now we can tell  
6 this person is trained and allowed to be here,  
7 because I do think there does need to be some  
8 backup system for not getting every single person  
9 trained before they open.

10 I mean, I can just realistically --  
11 but again, like, absolutely, they cannot work at  
12 all.

13 So, it's not one of these things where  
14 they come in the door and, "Okay, well, training  
15 is two weeks from now."

16 CHAIR MILLER: Right.

17 MS. GEPHARDT: Cannot start working  
18 until they've been trained. So, that would be my  
19 only input on that.

20 CHAIR MILLER: Okay, thank you. I  
21 appreciate that. Mr. Haffner, we may include  
22 Investigator Stewart's suggestion, about the sign

1 in for an employee and the training session.

2 MR. HAFFNER: Yes.

3 CHAIR MILLER: Make it clearer, you've  
4 got that, okay. You're amenable to that, okay.

5 All right, so, the Board members want  
6 --

7 MEMBER ALBERTI: Just one quick  
8 question.

9 CHAIR MILLER: Yes.

10 MEMBER ALBERTI: I mean, you all see  
11 these training certificates or certification.  
12 How do we get -- or what's your understanding of  
13 how you will convey certification of the training  
14 for each individual, to us?

15 MR. HAFFNER: I would imagine that  
16 we'd have them sign an attestation to that fact,  
17 right? Attestation. I sat through it.

18 MEMBER JONES: So, I'm not saying that  
19 we agree or disagree with that.

20 What I would recommend is that that be  
21 amended in some way, shape or form, in writing,  
22 whatever your process is, for answering Board

1 Member Alberti's question, be included as part of  
2 your security plan, so that we can clearly review  
3 it, understand it and everyone knows what that  
4 is, and we'll provide you feedback as a Board, as  
5 to whether or not that meets our level of  
6 expectation.

7 CHAIR MILLER: Okay, I think we've  
8 seen in the past where certain trainers have  
9 actually printed certificates, that that person  
10 did do the training, and I think maybe get -- so,  
11 they're attesting to that person doing the  
12 training, as well.

13 MEMBER JONES: Well, there have been  
14 some concerns raised with that --

15 CHAIR MILLER: Okay.

16 MEMBER JONES: -- Chairman, as to what  
17 -- the fidelity and the accuracy and the  
18 legitimacy of said printed documents, depending  
19 on what the trainer was and who they were.

20 CHAIR MILLER: Okay.

21 MEMBER ALBERTI: I'd rather have --

22 MEMBER JONES: So, I'd rather have an

1 assessment from them, as to what they think it's  
2 going to be, because I wouldn't be comfortable  
3 with that scenario, that you just raised.

4 CHAIR MILLER: Okay, sometime of --

5 MR. HAFFNER: If I could ask, is there  
6 anything that the Board would be comfortable  
7 with, that would demonstrate that these people  
8 went through training? Is there something --

9 CHAIR MILLER: We can talk about that

10 --

11 MEMBER JONES: Yes.

12 CHAIR MILLER: -- in the back too, and  
13 come back, okay, because you want guidance on  
14 that, as well? Yes, okay.

15 MEMBER SHORT: Madam Chair, I'd be  
16 remiss, if I didn't say this to Mr. Haffner.

17 Mr. Haffner, I've known businesses  
18 that have a top security person. That security  
19 person has trainer experience, so, when anybody  
20 comes on staff, in that particular establishment,  
21 that particular security person who oversees the  
22 security for the whole business, could make sure

1 that any new employees -- that's just a  
2 suggestion.

3 CHAIR MILLER: Okay.

4 MR. HAFFNER: If that would be  
5 acceptable to that Board, that's something that  
6 we could absolutely do right, but our  
7 understanding was that we had to have some sort  
8 of third-party training.

9 If we can do internal training that is  
10 acceptable to the Board, that would absolutely --

11 MR. JOHNSON: If we could identify a  
12 person that has the credentials.

13 MEMBER JONES: You have to have to  
14 have the credentials, correct.

15 MR. HAFFNER: If you could give us  
16 guidelines for what those credentials might look  
17 like --

18 MEMBER JONES: You can go online or  
19 you can check with MPD and find that out. MPD  
20 keeps a list.

21 MR. HAFFNER: All right.

22 CHAIR MILLER: But just a question,

1 you're using Mr. Brooks for training?

2 MR. HAFFNER: Correct.

3 CHAIR MILLER: Okay, is your question  
4 to later -- the people who are trained after this  
5 training?

6 MR. HAFFNER: Right.

7 CHAIR MILLER: Do they have to be --  
8 have the same training, or can you -- a trainer  
9 or somebody else?

10 MR. HAFFNER: Alternative training,  
11 going forward, that would be acceptable to the  
12 Board, for the reasons that Mr. Alberti and Mr.  
13 Jones has spoken about.

14 If we get subsequent employees coming  
15 in and we don't have the training for another two  
16 weeks, if there is something we can do internally  
17 that's accepted by the Board --

18 CHAIR MILLER: All right, okay,  
19 anything else before we take a quick recess?

20 All right, as Chairperson of the  
21 Alcoholic Beverage Control Board for the District  
22 of Columbia, in accordance with Section 405 of

1 the Open Meetings Amendment Act of 2010, I move  
2 that the ABC Board have a closed meeting for the  
3 purpose of seeking legal advice from our Counsel  
4 on Case No. 15-251-00155 Stadium Club.

5 Per Section 405(b) of the Open  
6 Meetings Amendment Act of 2010, and deliberating  
7 upon this case for the reasons cited in Section  
8 405(b)(13) of the Open Meetings Amendment Act of  
9 2010, is there a second?

10 MEMBER SHORT: Second.

11 CHAIR MILLER: Mr. Short has seconded  
12 the motion. I'll now take a roll call vote on  
13 the motion before us, now that it's been  
14 seconded. Mr. Brooks?

15 MEMBER BROOKS: I agree.

16 CHAIR MILLER: Mr. Alberti?

17 MEMBER ALBERTI: I agree.

18 CHAIR MILLER: Ms. Miller agrees. Mr.  
19 Silverstein?

20 MEMBER SILVERSTEIN: I agree.

21 CHAIR MILLER: Mr. Short?

22 MEMBER SHORT: I agree.

1 CHAIR MILLER: Mr. Jones?

2 MEMBER JONES: I agree.

3 CHAIR MILLER: It appears that the  
4 motioned has passed by a 6-0-0 vote.

5 I hereby give notice that the ABC  
6 Board will recess this proceeding to hold a  
7 closed meeting in the ABC Board conference room,  
8 pursuant to the Open Meetings Amendment Act of  
9 2010, and we will return shortly and you all are  
10 welcome to take a short break, as well.

11 (Whereupon, the above-entitled matter  
12 went off the record at 12:39 p.m. and resumed at  
13 2:13 p.m.)

14 CHAIR MILLER: We are back on the  
15 record for the Stadium case, and Stadium asked  
16 the Board if we could clarify some things for  
17 them, so that next time they have their training,  
18 hopefully all goes smoothly.

19 So, we met in closed session, and so,  
20 to set forth some clarification. I think we  
21 might have clarified something that I'm not sure  
22 if you asked yet, but we may have thought that it

1 needed clarification or whatever.

2 Beginning with, in the offer in  
3 compromise, number two, it talks about conducting  
4 and completing training for all personnel  
5 associated with day to day operations.

6 Okay, so, we did discuss that  
7 provision and problems with it and lack of  
8 clarity with it, and so, we want to give you some  
9 clarity now.

10 We decided to articulate how we  
11 interpret who -- which includes -- which  
12 employees constitute this category of those  
13 involved with day to day operations.

14 So, just to be clear, we believe that  
15 this provision applies to anyone who serves  
16 alcohol, anyone who takes customer orders, any of  
17 the food preparers, bar-backs, security, anyone  
18 who checks ID's, anyone who does pat-downs,  
19 wanding, anyone who monitors the crowd.

20 Anyone who provides crowd control,  
21 bartenders, anyone hired as doormen or floor  
22 persons and it would apply to those entertainers

1 or performers who routinely appear at the club  
2 and that routinely meeting, at least one per  
3 month.

4 I would say that we are going to issue  
5 order, putting this in writing for you all too,  
6 okay.

7 There is question with respect to this  
8 paragraph, as well, about who are all of the  
9 employees and what if someone is not there that  
10 day of the training, and you still opened.

11 So, we are interpreting number two as  
12 applying to employees who are trained in the  
13 training that we've all been discussing, that  
14 deal with the training.

15 So, we would need a list of those  
16 employees who were trained that day and what  
17 their position is. We would consider those your  
18 employees at the time, and we would want a copy  
19 of the sign in sheet for those employees, and  
20 also, that those employees would sign in, in the  
21 manner that Investigator Stewart described, and  
22 you all agreed to, with their name and their

1 position, etcetera.

2 MEMBER ALBERTI: So, I just want to  
3 speak to that real quick.

4 So, the Chair has outlined two things,  
5 not only a copy of the sign in sheets, but a list  
6 from you of who was trained.

7 MR. HAFFNER: Yes.

8 MEMBER ALBERTI: Was it two separate  
9 things? Those are two separate things, all  
10 right?

11 So, it's your decision, how you comply  
12 that list --

13 MR. HAFFNER: Yes.

14 MEMBER ALBERTI: -- but we want a copy  
15 of the sign in sheets, plus a list from you of  
16 who is trained and their positions.

17 CHAIR MILLER: So, as now, I see it  
18 says no personnel who hasn't been trained, would  
19 be allowed to work in the establishment, until  
20 they are trained.

21 The next was a question about the  
22 training for those employees would like to work

1 in the establishment, who did not participate in  
2 the original training that we're talking about,  
3 and we think that you may need to update your  
4 security plan to address this.

5 But that should demonstrate --  
6 security plan should demonstrate a plan for the  
7 ongoing training of staff, and a means of  
8 notifying the Board of who has been trained and  
9 the date they've been trained and who they've  
10 been trained by.

11 MEMBER ALBERTI: So, may I interject  
12 here? So, one of the things the Board  
13 contemplated that they would like to see, now,  
14 you have to come up -- you have to tell us what  
15 you're going to do, but one of the things we've  
16 contemplated about what we would like to see is  
17 within, let's as 48 hours of when someone is  
18 trained, you provide us with the name of the  
19 person, the date and time on which they were  
20 trained and their position, and their contact  
21 information, and you send that to our General  
22 Counsel. You looked confused, Mr. Haffner.

1 MR. HAFFNER: Nope, no confusion, just  
2 not sure what the contact information would be --

3 MEMBER ALBERTI: We'll figure that  
4 out. We are just asking for it.

5 I'll tell you, Mr. Haffner, quite  
6 honestly, in case we wish to follow up. In case  
7 we wish to follow up, to see if this person  
8 really was trained on that date, and they  
9 understood what they were trained on. I didn't  
10 think I needed to spell that out, but apparently,  
11 I did. You're welcome.

12 CHAIR MILLER: I believe we also  
13 wanted to be notified 48 hours in advance of when  
14 the training was going to take place and who the  
15 person was going to be trained by.

16 Anybody who has not been trained, any  
17 additional training that --

18 MEMBER ALBERTI: Right, and who that  
19 -- we want the person -- we want the name of the  
20 person who did the training, as part of the  
21 information that's sent to the Board, or sent to  
22 our General Counsel. Is that agreeable to you?

1 CHAIR MILLER: That's the first --

2 MR. HAFFNER: Yes, I'm just trying to  
3 think this through.

4 CHAIR MILLER: You have a question on  
5 that?

6 MEMBER ALBERTI: Yes, he has a  
7 question on that.

8 MR. HAFFNER: Yes, so --

9 CHAIR MILLER: All right.

10 MR. HAFFNER: -- the event that 48  
11 hours' notice prior to training is --

12 MEMBER ALBERTI: No, no, no, no.

13 CHAIR MILLER: We did say that.

14 MEMBER ALBERTI: Forty-eight hours  
15 prior to training?

16 CHAIR MILLER: Our suggestion --

17 MEMBER ALBERTI: For each one of  
18 those, right, and then 48 hours within --  
19 afterwards, you send this information in.

20 MR. HAFFNER: Right, so, in the event  
21 that that didn't happen, that 48 hours' notice  
22 didn't happen, that in effect, makes the

1 subsequent training, in effect, it would be  
2 unacceptable and we'd have to do it again?

3 MEMBER ALBERTI: Yes. Yes.

4 CHAIR MILLER: If you did --

5 MEMBER ALBERTI: If you fail to notify  
6 us within 48 hours of doing the training, yes,  
7 you would -- hopefully, you're -- you know, this  
8 is serious business. So, hopefully, you're  
9 monitoring this, all right?

10 So, if someone forgets to do that,  
11 then I -- you could delay the training, if you  
12 choose to.

13 But I'm hoping that you guys are  
14 professional enough not to go ahead -- to forget  
15 to do this and don't go ahead and do the  
16 training. I mean, it's on you, if you do that.  
17 But we take this pretty seriously.

18 MR. JOHNSON: Can I seek some more  
19 clarity?

20 CHAIR MILLER: Maybe I should do the  
21 last one.

22 MEMBER ALBERTI: No, no, let's finish

1 with this one, where we're at.

2 MR. JOHNSON: May I seek clarity  
3 around the -- I guess, the notification piece?  
4 Are we notifying -- and I guess is it -- are they  
5 acknowledging receipt or does a notification that  
6 is sent to something that's monitored, suffice to  
7 let the Alcohol Board know that we're conducting  
8 this training?

9 MEMBER ALBERTI: I would suggest that  
10 we have you send it to our General Counsel.

11 MR. JOHNSON: Okay.

12 MEMBER ALBERTI: And we will instruct  
13 our General Counsel to acknowledge receipt of all  
14 your emails, with respect to these matters.

15 MR. JOHNSON: Okay.

16 MEMBER ALBERTI: I think it's as  
17 simple as that.

18 CHAIR MILLER: Okay, I think that the  
19 last question that you all asked was whether you  
20 could do in-house training for those employees  
21 who missed the regular training, and the Board's  
22 consensus is that that wouldn't be sufficient,

1 that we want them to have the same type of  
2 training as the employees had in this round,  
3 whether it's the same instructor, that may not  
4 be, I don't know. But we want the same type of  
5 outside training.

6 Okay, yes?

7 MR. HAFFNER: Clarification. I know  
8 Board Member Short mentioned that we could  
9 contact MPD to determine what certification is  
10 necessary in order to become a trainer.

11 So, our thinking was that if we were  
12 to pursue that path, that we will be able to  
13 conduct in-house training and we'd have to go to  
14 third-parties. Is that --

15 CHAIR MILLER: Okay.

16 MR. HAFFNER: -- the case?

17 CHAIR MILLER: You know, we were -- I  
18 have to say that, you know, we were discussing  
19 these provisions and that point wasn't discussed.  
20 So, if you want to address something later, I  
21 don't think the Board wants to recess again on  
22 this. This is for later down the road issue, to

1 a certain extent.

2 So, if you want to present, you know,  
3 those materials -- that documentation and MPD's  
4 training, and that's what you'd like to do, then  
5 I'd suggest that you just file that with the  
6 Board later.

7 MEMBER SHORT: I would -- if I could  
8 just --

9 CHAIR MILLER: Okay.

10 MEMBER SHORT: I would think that  
11 you'd want to get this initial training done and  
12 get all of these things out the way.

13 CHAIR MILLER: Yes.

14 MEMBER SHORT: And then we'll talk  
15 about the continuing training at another time,  
16 but right now, let's get this initial training  
17 done.

18 MEMBER ALBERTI: But I agree with the  
19 Chair's suggestion that you provide us with what  
20 that -- what those -- what those qualifications  
21 are, that you're -- as you see them, for a  
22 trainer.

1           If you want to certify someone in-  
2 house that you --

3           MR. HAFFNER: Well, if MPD says --

4           MEMBER ALBERTI: -- that you pass it  
5 through the Board, "This is what we're going to  
6 have as qualifications," and get some feedback  
7 from us.

8           MR. HAFFNER: All right.

9           MEMBER ALBERTI: Okay, that was the  
10 Chair's suggestion and I think that's a good one.  
11 Thank you.

12          CHAIR MILLER: Okay, all right, any  
13 other questions?

14          MR. HAFFNER: Any questions? So, just  
15 moving forward, we've got a tentatively scheduled  
16 training for tonight at 9:00.

17          MEMBER ALBERTI: Are we finished with  
18 the -- are you finished with the --

19          CHAIR MILLER: Did I forget something?

20          MEMBER ALBERTI: No, have you finished  
21 with that one?

22          CHAIR MILLER: Yes.

1                   MEMBER ALBERTI: Okay, great. I just  
2 want to make sure, okay.

3                   MR. HAFFNER: So, I was saying that we  
4 have a tentatively scheduled training for tonight  
5 at 9:00. Assuming that we provide the list of  
6 attendees, because we haven't given you the 48  
7 hour notice, but are we --

8                   CHAIR MILLER: Okay.

9                   MR. HAFFNER: Are we able to go  
10 forward today with the training?

11                  CHAIR MILLER: I don't think so,  
12 because we haven't even seen your materials yet,  
13 and we have hearings all this afternoon.

14                  MR. HAFFNER: Well, to be fair, we  
15 heard testimony that you agreed that to the  
16 extent the training was done in compliance with  
17 the security plan, had we just read the security  
18 plan, that that would have been acceptable and we  
19 would have been here. Has that changed?

20                  CHAIR MILLER: I thought -- yes, I  
21 thought that your training had changed.

22                  MR. HAFFNER: Our training -- the

1 materials that we submitted were just clarifying  
2 what would be covered. We didn't change the  
3 substance, we just clarified how it was being  
4 presented. The substance hasn't changed, because  
5 we wouldn't change the substance.

6 You've approved that, the substance.  
7 We wouldn't go back and change that.

8 CHAIR MILLER: Do others want to  
9 address that?

10 MEMBER ALBERTI: Sure, I'll address  
11 that. The OIC says that the Board must approve  
12 the training materials. Do we agree? Do we  
13 agree? No? Yes? No? You disagree?

14 MR. HAFFNER: I disagree.

15 MEMBER ALBERTI: You disagree that the  
16 OIC --

17 MR. HAFFNER: I do not --

18 MEMBER ALBERTI: -- says we need the  
19 training --

20 MR. HAFFNER: I have not seen --

21 MEMBER ALBERTI: Okay. All training  
22 materials required by this offer in compromise

1 shall be submitted and approved by the Board  
2 prior to reopening of the establishment, all  
3 right?

4 I think it's my assessment that the  
5 training materials were lacking on the first  
6 training, and in fact, I'm not even sure that we  
7 really -- I don't know how to say this.

8 It's my assessment that the training  
9 materials were lacking, based on what I've heard  
10 of the initial training, all right?

11 You have submitted additional training  
12 materials. So, our position -- I believe it's  
13 our position that -- is that we need to now  
14 approve those training materials before the  
15 training occurs, and we will do that with all due  
16 speed, but it takes time.

17 MR. HAFFNER: So, in response, the  
18 materials that were submitted do not materially  
19 change the substance of the security plan. In  
20 fact, it's based directly on the security plan.

21 You've already approve the substance  
22 of the security plan. We haven't changed

1 anything in the new submission. We've just  
2 changed the presentation.

3 MEMBER ALBERTI: Yes, but I don't know  
4 -- I don't know that the training materials  
5 adequately reflect the substance of the --  
6 because I haven't reviewed them. I don't know  
7 whether those materials that you're going to  
8 present to the -- to the -- as handouts to the  
9 trainees, are sufficient in substance, and quite  
10 frankly, part of what was lacking in the training  
11 was handouts.

12 I mean, you heard Board members  
13 express their dissatisfaction and unease with the  
14 fact that there were no handouts for these people  
15 to refer to, and that was part of what was  
16 lacking.

17 MR. HAFFNER: Absolutely.

18 MEMBER ALBERTI: And now, we have  
19 handouts, but we haven't reviewed them, and in  
20 fact, I think I thought there was some discussion  
21 earlier about you revising them. I don't know  
22 where that's at, but Mr. Silverstein?

1                   MEMBER SILVERSTEIN: I'd like to  
2 underscore what Board Member Alberti is saying.

3                   I really wanted to move this thing  
4 forward a week ago, and I wanted to push it as  
5 quickly as possible to hopefully, allow you to  
6 reopen as quickly as possible.

7                   What I had been urging, did not work  
8 out, and I don't want to be back in another week,  
9 with another case of something that I've been  
10 pushing, didn't work out again, and I want to get  
11 it right, and I don't feel comfortable with where  
12 we are in any way. I'd really like to get you  
13 open. But it has to be done correctly, and  
14 please understand that.

15                  MR. HAFFNER: Just briefly, today we  
16 heard from the Board, that had the training been  
17 done in compliance with the security plan, had we  
18 just followed the security plan, we wouldn't be  
19 back here.

20                  So, I'm a bit confused because I don't  
21 know what's changed from that time, maybe an hour  
22 ago, to now, that what before was acceptable to

1 the Board, all the sudden, it's not acceptable to  
2 the Board.

3 MEMBER ALBERTI: Well.

4 CHAIR MILLER: You know, it was a  
5 little bit more than that. I think what we were  
6 saying was, the security plan, when you read it,  
7 it's a -- it was a very adequate plan. It was  
8 fine, and when I read the lines, I thought, okay,  
9 you could teach to that.

10 But just by citing from the security  
11 plan, which is what Investigator Stewart said,  
12 and that's why I approved it, even though it was  
13 odd to me, I didn't really see -- I didn't see  
14 real, you know, training materials like I'm used  
15 to, I'm accustomed to, with the bullets and  
16 whatever. But I didn't want to say no, form over  
17 substance.

18 But it didn't -- you have a security  
19 plan, and I don't know what you did exactly, that  
20 it didn't work out, even though you had the good  
21 security plan.

22 I think now, and Mr. Silverstein is

1 saying the same thing, it's kind of like okay,  
2 now, I skimmed some of these, but I haven't had  
3 time to really review them, and it looks like it  
4 might be good, but if we don't give it the  
5 scrutiny it deserves, then you're going to be  
6 delayed even further, because if we said, okay,  
7 and then you go out there and then it's a bad  
8 training, you're at square one again.

9 So, it's not just that there's a good  
10 security plan or an adequate security plan. It's  
11 that the training manual has to be good, as well.

12 MR. HAFFNER: So, again in response,  
13 we heard that in response to what we said about  
14 it being cost-prohibitive for us to print for  
15 each and every employee, that that's an  
16 investment we should make.

17 Well, Mr. Johnson, you're saying  
18 that's investment you're willing to make. So, if  
19 we did make the security plan, which you've  
20 approved, available and that's what was used to  
21 conduct the training, what would stop that from  
22 being inadequate training, particularly in light

1 of the fact that you said, had we done just that,  
2 we wouldn't have been back here.

3 CHAIR MILLER: But you're not going to  
4 do just that. So, you're going to do something  
5 different, and so, we need to look and see what  
6 you're going to do, and I understand --this is  
7 kind of what I said to you a few weeks ago, and I  
8 certainly would like -- you know, it doesn't give  
9 me any pleasure to keep you closed. I mean, we  
10 would like to get you open.

11 But there was this -- I said, you  
12 know, sometimes, it's like haste makes waste, and  
13 people, you know, they go forward before they've  
14 done everything they're supposed to do, and then  
15 it sets them back another week, and so, we feel  
16 it's certainly our responsibility to review this,  
17 and I'm not sure how long it's going to take us,  
18 but I do know what we have hearings all this  
19 afternoon.

20 So, and I understand that -- we  
21 thought you were going to be submitting something  
22 else to us, is that right or no, some supplement

1 to this? I don't know, okay.

2 MEMBER ALBERTI: So, Madam Chair?

3 CHAIR MILLER: Maybe not. Maybe this  
4 is it. So.

5 MEMBER ALBERTI: Madam Chair?

6 CHAIR MILLER: Okay.

7 MEMBER ALBERTI: So, that we have --  
8 just so that we have the total picture. Just so  
9 we have the total picture.

10 I think it was the position of this  
11 Board, that we -- once the training occurred, we  
12 wanted to get a report from our investigator, and  
13 we wanted to review the list of who was trained,  
14 because now, we've got a whole different list  
15 than we had anticipated initially, but so, we  
16 want to review the list of -- the submission of  
17 the materials you're going to give us after the  
18 training of who was trained, and a report from  
19 the investigator.

20 So, it's not my expectation that  
21 you're going to get a thumbs-up to open the night  
22 of the training, and if I'm misstating this let

1 me know, Board members, but I just want to be  
2 clear, because I know that that has been your  
3 expectation, is to bring everybody in, train and  
4 then just go ahead and open that night, and just  
5 like you did last time, and it didn't work out.

6 Well, that's not how we're envisioning  
7 this working this time.

8 MR. JOHNSON: Yes, so, our  
9 expectation, in light of recent events, is that  
10 we first and foremost, would conduct the training  
11 in a manner that was sufficient, and it's been my  
12 expectation that this juncture, that we hear back  
13 from you, from the Board, regarding I guess, that  
14 training being sufficient.

15 CHAIR MILLER: The approval of your  
16 training materials, is that the understanding?

17 MEMBER ALBERTI: And --

18 CHAIR MILLER: Oh, afterwards? But  
19 before you start your training, we have to  
20 approve your materials.

21 MR. JOHNSON: Yes, so, the  
22 expectation, you know, wasn't an immediate

1 opening at this juncture.

2 CHAIR MILLER: Okay.

3 MR. JOHNSON: The expectation was  
4 approval of the materials that the -- the  
5 materials, I believe they were submitted  
6 yesterday morning, is that correct?

7 MR. HAFFNER: Yes, at some point  
8 yesterday.

9 MR. JOHNSON: Yes.

10 MR. HAFFNER: The abstract I'm talking  
11 about. So, there was an abstract of the actual  
12 security plan that was going to be used as the  
13 guide for the training going forward.

14 MEMBER ALBERTI: Right, we already  
15 talked about that.

16 MR. HAFFNER: Right.

17 MEMBER ALBERTI: And you had agreed to  
18 submit that.

19 MR. HAFFNER: It's been submitted it.

20 MEMBER ALBERTI: It has? We haven't  
21 seen it. So, I can't speak to it.

22 CHAIR MILLER: Okay, I want to make

1 sure we know what we should be looking at. An  
2 abstract?

3 MR. HAFFNER: Right.

4 CHAIR MILLER: Slides?

5 MEMBER ALBERTI: No, no, no, not the  
6 slides. We talked about -- I think people are  
7 thinking it's the slides.

8 You represented to us that there would  
9 be an agenda, and maybe I'm -- so, I'll be clear  
10 about what I'm talking about, that the trainer  
11 that you would hire, had sort of an outline and  
12 agenda of what would be trained on.

13 MR. HAFFNER: Right.

14 MEMBER ALBERTI: And I said, "Oh, we'd  
15 like to see that," and you said, "Great. We'll  
16 give you that," all right?

17 MR. HAFFNER: Yes.

18 MEMBER ALBERTI: So, I don't believe  
19 that we have been given that.

20 MR. JOHNSON: That's correct.

21 MEMBER ALBERTI: All right, so that's  
22 what I'm saying we don't have.

1 MR. HAFFNER: Right.

2 MEMBER ALBERTI: So, you know.

3 MR. HAFFNER: I guess I was just  
4 trying to let you know that it's a one page  
5 simple agenda, that's based on the security plan  
6 that you've already approved.

7 MEMBER ALBERTI: It is. It is what it  
8 is, and I will take it and review it with the  
9 other materials that I have, and make my  
10 assessment.

11 CHAIR MILLER: Okay, you understand  
12 that we don't work here five days a week. So, we  
13 weren't in the office -- we can get -- emails  
14 things, but we're not -- some of us have  
15 different jobs and different other things.

16 So, we get to, you know, this as  
17 quickly as we can. But I don't want you to think  
18 that we all had all day yesterday to review.

19 MEMBER ALBERTI: Just I will tell you,  
20 I will give this priority in the things I do, all  
21 right, the activities I take, because that's my  
22 job here.

1 CHAIR MILLER: Okay.

2 MEMBER ALBERTI: But even if I were a  
3 salaried employee, you have to give me some time  
4 to review this, all right? I wouldn't ask staff  
5 to turn this around in less than a day, and it  
6 may take longer.

7 I mean, I have to -- I'm not -- I  
8 don't even want to talk about timing. I don't  
9 know how long it will take, all right, but I  
10 would not ask staff to turn this around in an  
11 hour, I will tell you that.

12 So, regardless of what my, you know,  
13 other activities are, I will give this high  
14 priority, but I can't promise you it will be done  
15 this evening.

16 CHAIR MILLER: Okay?

17 MEMBER SHORT: I have one last  
18 question. It was mentioned that on September  
19 2nd, the night of the incident, that complete  
20 wandering wasn't done.

21 Did the person who was responsible for  
22 wandering at that night, is that person still in

1 your employ? It was said that complete wandering  
2 did not take place, security-wise. Is the person  
3 who is responsible for that still in your employ?

4 MR. JOHNSON: Yes, so, that person has  
5 been administered discipline and they haven't  
6 been fired. They're receiving discipline and  
7 will be suspended upon the return to operations.

8 MEMBER SHORT: Okay, thank you.

9 CHAIR MILLER: Okay, anything else?  
10 Okay, all right, well, that concludes this  
11 hearing. Yes, go ahead.

12 MR. HAFFNER: So, first, we have to  
13 get the materials approved --

14 CHAIR MILLER: The training materials.

15 MR. HAFFNER: -- then we'll get the  
16 training scheduled. I assume there's going to be  
17 somebody from ABRA to witness that. Then we're  
18 going to provide a list of the participants and  
19 their positions, along with acknowledgment of  
20 certifications of their having completed the  
21 training.

22 CHAIR MILLER: The sign in sheet, yes.

1 MR. HAFFNER: And after that, we will  
2 wait for the Board's decision as to whether we  
3 can open.

4 So, all of this has to happen before  
5 we can reopen?

6 CHAIR MILLER: So, we would get your  
7 sign in sheet and the investigators would give us  
8 a report, yes.

9 MR. HAFFNER: We can't schedule until  
10 the material is reviewed?

11 CHAIR MILLER: The training? Well, if  
12 you schedule it, you could schedule it in  
13 advance, and hopefully, you know, we can't --

14 MR. HAFFNER: Well, stated another  
15 way, in advanced -- the scheduled training for  
16 today that we -- it's just not going to happen.

17 CHAIR MILLER: Right, it's not likely,  
18 no.

19 MR. HAFFNER: Okay.

20 CHAIR MILLER: But anyway, we're happy  
21 to work on this as quickly as we can, but that's  
22 just reality.

1                   Okay, so, any other questions? Okay,  
2 all right. Thank you very much, and then that's  
3 it.

4                   (Whereupon, the above-entitled matter  
5 was concluded at 2:40 p.m.)

6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22

## A

<b>a.m</b> 2:2	<b>act</b> 3:8,11 65:1 151:1,6,8 152:8	<b>advises</b> 59:15	36:13,17,20 37:22
<b>ABC</b> 73:22 77:10	<b>acting</b> 30:17	<b>affiliated</b> 116:9,10 116:17	40:14,18 43:1,3,6
151:2 152:5,7	<b>action</b> 25:1	<b>affirmed</b> 68:3	43:12,19 44:1,5
<b>ability</b> 99:10	<b>actions</b> 3:1	<b>afraid</b> 130:19	44:11 53:18 54:4
<b>able</b> 11:2,18 24:14	<b>activities</b> 176:21 177:13	<b>afternoon</b> 70:14 141:4 164:13 171:19	54:9 55:2,6 56:19
26:2 88:11 106:18	<b>activity</b> 41:5 47:20 107:13	<b>age</b> 85:21	57:12 58:3,8 71:1
135:15 137:6	<b>actual</b> 47:13 81:13 174:11	<b>agenda</b> 2:19 11:12 14:17 41:8 68:8 69:11 82:16 175:9 175:12 176:5	71:4 74:7,16,17
141:10 144:16	<b>add</b> 21:3	<b>agendas</b> 9:14 83:15 84:18 144:6	74:18 75:18 76:4
161:12 164:9	<b>added</b> 61:16	<b>aggressive</b> 61:3	76:7,15,19,22
<b>above-entitled</b>	<b>addiction</b> 45:16	<b>aggressor</b> 60:5	77:6,17 79:1,7,15
152:11 180:4	<b>adding</b> 99:21	<b>aggressors</b> 60:16	79:19 84:12,13,17
<b>ABRA</b> 38:16 64:5	<b>addition</b> 12:9 13:2 45:14 126:8	<b>ago</b> 168:4,22 171:7	85:1 88:4,18,21
69:18 101:17	<b>additional</b> 85:2 103:14,15 126:9 126:17 129:12,14 131:10 157:17 166:11	<b>agree</b> 8:9,11 16:6 17:11 19:17 33:7 68:3 146:19 151:15,17,20,22 152:2 162:18 165:12,13	89:13 90:5,7 91:7
102:14 144:22	<b>address</b> 22:3 37:17 80:21 89:14 156:4 161:20 165:9,10	<b>agreeable</b> 157:22	91:13,19 96:14,15
178:17	<b>addressed</b> 12:12 55:20,21 58:15 120:14	<b>agreed</b> 4:15 10:12 19:20 100:18 104:16 107:6 108:2 154:22 164:15 174:17	106:22 107:2,9
<b>absolutely</b> 28:16	<b>addresses</b> 39:10 39:17 40:4,5	<b>agreeing</b> 13:22	108:6 109:10,15
29:3 30:7,10 31:9	<b>adequate</b> 12:21 20:15 30:5,8 31:4 31:4,6 57:18 66:6 66:8 75:2,10 87:4 87:5 123:4 139:22 169:7 170:10	<b>agreements</b> 3:14	109:19,21 110:2,5
44:4 63:22 69:13	<b>adequately</b> 5:18 60:1,18 67:3 167:5	<b>agrees</b> 151:18	110:8,13,20 111:1
71:22 72:2 120:16	<b>adjudication</b> 3:15	<b>ahead</b> 26:11,13 52:5 79:8 80:15 102:22 159:14,15 173:4 178:11	111:5,10,15,20
145:11 149:6,10	<b>administered</b> 10:19 178:5	<b>aid</b> 61:10	112:2,9,13,21
167:17	<b>adopting</b> 99:20	<b>alarm</b> 27:21 28:2	113:3,5,9,12,16
<b>absorbed</b> 49:19	<b>advance</b> 80:18 157:13 179:13	<b>Alberti</b> 1:19 2:11 21:16,18,21 22:2 22:7,9,18,21 23:7 26:10,13 31:11,13 31:16,22 32:2,14 32:17 34:12,15,18	113:20 114:1,5,14
<b>abstract</b> 174:10,11 175:2	<b>advanced</b> 179:15		114:21 115:5
<b>acceptable</b> 149:5	<b>advice</b> 3:13 86:8 151:3		117:12 118:12,18
149:10 150:11			118:21 119:2,19
164:18 168:22			120:16 121:3,17
169:1			121:22 122:3,10
<b>accepted</b> 67:7,13 150:17			125:19 131:15
<b>access</b> 123:2 124:2			132:5,19 133:7,12
<b>accountable</b> 25:6 99:12,18			134:2,5,10,22
<b>accuracy</b> 147:17			136:8,17,21 146:7
<b>accurate</b> 92:5 135:16			146:10 147:21
<b>accustomed</b> 169:15			150:12 151:16,17
<b>achieve</b> 87:14			155:2,8,14 156:11
<b>acknowledge</b> 11:20 14:21 160:13			157:3,18 158:6,12
<b>acknowledging</b> 15:19 160:5			158:14,17 159:3,5
<b>acknowledgment</b> 15:21 129:4 178:19			159:22 160:9,12
			160:16 162:18
			163:4,9,17,20
			164:1 165:10,15
			165:18,21 167:3
			167:18 168:2
			169:3 172:2,5,7
			173:17 174:14,17
			174:20 175:5,14
			175:18,21 176:2,7
			176:19 177:2
			<b>Alberti's</b> 79:21

147:1  
**alcohol** 45:6 153:16  
 160:7  
**Alcoholic** 1:3,14,15  
 2:6 150:21  
**alleged** 133:17  
**alleging** 10:10  
**allow** 24:16 168:5  
**allowed** 61:1 73:1  
 79:3 99:16 145:6  
 155:19  
**allowing** 32:21  
**alluded** 33:5  
**alluding** 108:12  
 134:6  
**altercation** 5:19  
**alternative** 143:4  
 150:10  
**ambiguity** 81:8  
 82:2,6  
**ambiguous** 110:16  
**amenable** 146:4  
**amended** 146:21  
**Amendment** 151:1  
 151:6,8 152:8  
**amount** 50:4 86:14  
**ANC** 1:11 3:20  
**angle** 122:15  
**answer** 54:19 55:22  
 62:4 73:17,18,20  
 89:19 110:16  
 136:9 142:6,8  
**answering** 41:6  
 146:22  
**answers** 49:20  
 94:19 110:16  
**anticipate** 109:3  
 111:16  
**anticipated** 109:2  
 172:15  
**anticipation** 74:13  
**anybody** 73:8 101:4  
 120:11 148:19  
 157:16  
**anyway** 76:11  
 179:20  
**anyways** 96:18  
**apologize** 49:4

90:18  
**apparently** 73:17  
 77:14 157:10  
**appear** 134:8 154:1  
**appearance** 106:4  
**appeared** 50:7  
**appears** 9:17 152:3  
**applaud** 76:9  
**applies** 153:15  
**apply** 153:22  
**applying** 154:12  
**appreciate** 91:21  
 122:15,16 144:9  
 145:21  
**approach** 55:17  
 87:2  
**approaching** 86:8  
**appropriate** 35:3  
 35:14  
**approval** 173:15  
 174:4  
**approve** 165:11  
 166:14,21 173:20  
**approved** 4:13 8:7  
 8:8 12:15,18 15:7  
 16:10 100:7 165:6  
 166:1 169:12  
 170:20 176:6  
 178:13  
**approximately** 24:5  
 38:19,21 47:3  
 48:13 49:12 66:18  
**archiving** 64:3  
**area** 59:7 123:17  
**areas** 19:4 55:15  
 56:3,17 65:8,9  
**arguable** 66:15  
**argue** 66:15  
**argument** 31:3  
**arguments** 139:7  
**arrived** 41:13 46:19  
 66:17,18  
**arriving** 55:4  
**articulate** 153:10  
**artist** 105:19  
**aside** 91:14  
**asked** 38:2 39:2,7  
 39:16 41:17,18,22

42:2,5 46:5,22  
 47:5 50:9 66:20  
 69:5 72:19 73:21  
 94:7 140:9 152:15  
 152:22 160:19  
**asking** 16:12,13,14  
 70:13 73:13 111:1  
 114:11 140:18  
 144:4 157:4  
**aspect** 123:18  
**aspects** 42:4  
**assessment** 44:6  
 44:10 75:2 148:1  
 166:4,8 176:10  
**assistance** 5:22  
**associated** 4:18  
 21:13 23:21 32:5  
 89:2 125:8 128:6  
 153:5  
**assume** 78:13  
 84:14 96:19  
 178:16  
**assumed** 78:1  
**Assuming** 164:5  
**assumption** 127:11  
**assurances** 97:9  
**attempt** 56:21  
**attend** 28:18 36:3,5  
 40:11 47:11 96:2  
**attendance** 2:16  
 9:2 12:5 38:21  
**attended** 5:4 7:11  
 32:19 36:3 43:7  
 54:1,11 73:9  
 100:1  
**attendee** 78:19  
 132:17  
**attendees** 8:18  
 15:16 16:1,2  
 41:10 81:8,9 83:2  
 87:6 164:6  
**attends** 99:21  
**attention** 8:17 9:3  
**attentiveness**  
 49:19  
**attestation** 100:2  
 146:16,17  
**attesting** 147:11

**attests** 99:22  
**attorney** 3:13 4:5  
 139:18  
**attrition** 86:16  
 88:13 93:17 135:5  
**audible** 139:12  
**augment** 52:7  
**autonomy** 24:13  
 25:6  
**available** 2:19 16:5  
 27:18 92:13  
 111:16 170:20  
**avoid** 3:4  
**aware** 2:20 83:1  
 87:4 133:2  
**awareness** 45:6

---

**B**


---

**back** 4:21 5:16 7:2  
 11:15 14:22 21:5  
 26:16 27:2,8 28:8  
 40:8 49:2 57:4  
 74:19,20 77:1  
 85:17,22 89:7,10  
 102:10,20 109:5  
 110:5 119:5 142:9  
 144:15,16 148:12  
 148:13 152:14  
 165:7 168:8,19  
 171:2,15 173:12  
**background** 4:13  
**backup** 145:8  
**bad** 170:7  
**balance** 102:2  
**ball** 6:3  
**ballpark** 109:13  
**bar** 43:15 85:17,22  
**bar-back** 109:9  
**bar-backs** 108:20  
 109:6 153:17  
**barring** 10:3  
**bartender** 109:13  
**bartenders** 24:9  
 95:19 103:11,13  
 109:11,12,17  
 153:21  
**base** 92:3,6,14,22  
 95:18

**based** 7:6 17:3 78:6  
78:13 80:2,3  
100:6 126:18  
166:9,20 176:5  
**basic** 23:11  
**basically** 12:19  
72:18 121:14  
**basis** 8:11 13:9  
15:9 70:16,18  
95:16 96:8 99:8  
115:4 119:6 123:8  
123:15  
**bear** 108:8  
**began** 47:14  
**beginning** 52:10,12  
145:5 153:2  
**behalf** 4:5,9 7:12  
30:17  
**believe** 12:3 16:11  
18:21 20:5 22:10  
47:1,22 48:5  
50:16 68:15  
120:13 121:11  
124:2 125:1  
130:15 153:14  
157:12 166:12  
174:5 175:18  
**best** 88:15  
**bet** 33:6 118:7  
**better** 16:8 19:20  
30:7,10 65:10  
110:19 137:5  
**Beverage** 1:3,14,15  
2:6 150:21  
**big** 7:17 65:19  
**bit** 77:21 108:18  
126:13 168:20  
169:5  
**bits** 51:21 52:1  
**black** 19:14  
**blanket** 87:11  
**blood** 27:11 59:11  
75:21 122:5  
**blown** 79:14  
**Board** 1:3,14 2:6,15  
3:10 4:13,21 5:6  
5:11 6:10,20 7:1  
7:12 8:8 9:9,22

10:2,6 11:22  
12:15,17,21 13:10  
15:7 16:9,18 17:7  
17:13 23:1,14  
26:9 27:4 30:18  
32:9 42:19 56:1  
56:16,18,20 65:12  
79:2,21 84:5,20  
84:22 88:6 89:15  
89:18 90:17 118:7  
120:10 125:19  
141:9 146:5,22  
147:4 148:6 149:5  
149:10 150:12,17  
150:21 151:2  
152:6,7,16 156:8  
156:12 157:21  
160:7 161:8,21  
162:6 163:5  
165:11 166:1  
167:12 168:2,16  
169:1,2 172:11  
173:1,13  
**Board's** 42:21  
120:8,9,13 160:21  
179:2  
**bodies** 126:11  
**bottle** 27:10  
**bottles** 75:20  
**bottom** 111:21  
137:22  
**bound** 14:10,11  
**breach** 98:17  
**breadth** 24:8  
**break** 49:4,7,11,13  
152:10  
**breaks** 42:15 48:19  
48:21 83:17  
**briefly** 14:9 168:15  
**bring** 126:17 173:3  
**bringing** 96:1  
137:15  
**brings** 124:15  
125:9  
**broken** 5:20 75:20  
**Brooks** 1:20 2:10  
2:10 74:6,12  
82:15 100:13,17

100:21 102:7,12  
123:10 150:1  
151:14,15  
**brought** 5:16 15:1  
18:4 126:10  
129:12  
**building** 1:15 27:21  
**bullets** 169:15  
**bunch** 133:19  
**business** 2:16  
86:13,15,16 88:2  
94:5 97:3 108:18  
112:17 114:2  
141:13 143:19  
148:22 159:8  
**businesses** 148:17  
**bust** 13:21  
**buying** 89:8

---

**C**


---

**calendar** 2:18  
**call** 8:17 13:13  
31:10 42:16 43:15  
47:14 123:11,12  
127:10 151:12  
**called** 37:5,13  
**calling** 61:18  
**calls** 4:16  
**cameras** 64:2,8  
**capacity** 24:9 129:3  
**carried** 57:1  
**case** 3:17,17 69:13  
151:4,7 152:15  
157:6,6 161:16  
168:9  
**cashier** 110:11  
**Cashiers** 109:19  
**catch** 103:11  
**category** 153:12  
**caused** 39:13  
**cautioned** 85:22  
**cautiously** 51:19  
**cell** 3:3 50:5  
**certain** 3:3 18:7  
31:4 35:1 80:17  
83:12,16 86:14  
117:2 125:11  
142:3 147:8 162:1

**certainly** 5:9 17:6  
42:19 171:8,16  
**certainty** 100:4  
112:8  
**certificates** 146:11  
147:9  
**certification** 10:22  
32:18 72:7,19  
73:4 101:11  
102:13 144:20  
146:11,13 161:9  
**certifications**  
178:20  
**certified** 11:19 12:1  
71:18  
**certify** 163:1  
**Chair** 2:3 4:6,12  
5:10 10:7 14:7  
16:16 17:12 19:12  
21:9,17,20 22:6,8  
23:4,9,16 24:3,6  
25:17,21 26:8,12  
26:15 28:14,15,20  
30:12,20 31:1,9  
31:12,15,18 32:13  
32:15 33:8,10,17  
34:1,11,14,17,19  
35:6,12,17 36:16  
36:19,22 37:8,10  
37:16,19 38:6,10  
38:13 40:12,20  
41:1 43:2,5 44:12  
44:13 46:12,13,14  
50:14,18,20 51:14  
51:16,18 55:7  
57:11,14 58:7,12  
67:16,17 73:11,12  
74:17 77:20 78:18  
79:6 81:16,22  
82:3,5,8 83:6,11  
84:2,12 85:4 86:2  
86:6 87:20 88:20  
89:12,17 90:6  
94:12,15 95:1,7  
95:12 96:14  
100:12 101:12  
103:19 104:19  
105:8 106:7,16,21

107:1,8 113:7,8  
 114:4 115:12  
 116:22 117:4,8  
 119:14 122:8,12  
 130:16 135:14,19  
 135:22 136:4,8  
 137:8,18,19  
 140:18,19 141:20  
 144:9,10 145:16  
 145:20 146:3,9  
 147:7,15,20 148:4  
 148:9,12,15 149:3  
 149:22 150:3,7,18  
 151:11,16,18,21  
 152:1,3,14 155:4  
 155:17 157:12  
 158:1,4,9,13,16  
 159:4,20 160:18  
 161:15,17 162:9  
 162:13 163:12,19  
 163:22 164:8,11  
 164:20 165:8  
 169:4 171:3 172:2  
 172:3,5,6 173:15  
 173:18 174:2,22  
 175:4 176:11  
 177:1,16 178:9,14  
 178:22 179:6,11  
 179:17,20  
**Chair's** 162:19  
 163:10  
**Chairman** 147:16  
**Chairperson** 1:16  
 1:19 2:8 150:20  
**chairs** 59:7  
**challenge** 126:16  
**challenged** 93:15  
**challenges** 24:18  
 123:16 126:18  
**challenging** 20:14  
**chance** 15:15,16  
**change** 80:3 93:17  
 99:8 165:2,5,7  
 166:19  
**changed** 139:2  
 164:19,21 165:4  
 166:22 167:2  
 168:21

**Chapel** 1:9 3:18  
**character** 47:18  
**check** 57:8 85:11  
 102:2 149:19  
**checking** 63:15,19  
**checks** 153:18  
**chief** 17:15,16  
 28:12 55:9  
**choice** 20:13  
**choices** 21:22  
**choose** 114:9,17  
 159:12  
**choosing** 25:8  
**chosen** 74:11  
**Chrissy** 4:4  
**cited** 80:22 82:19  
 151:7  
**citing** 169:10  
**city** 17:21 95:10  
 96:5,10  
**clarification** 91:12  
 91:22 100:5 117:2  
 152:20 153:1  
 161:7  
**clarified** 23:2 94:19  
 127:17 152:21  
 165:3  
**clarify** 152:16  
**clarifying** 22:22  
 165:1  
**clarity** 51:22 79:11  
 79:12 80:20 96:12  
 126:17,20 131:17  
 142:3 143:19  
 153:8,9 159:19  
 160:2  
**clean** 120:1  
**cleaned** 26:19  
**cleaning** 17:19 56:5  
**clear** 10:4 14:12,16  
 15:15,22 16:13,17  
 35:16 44:14 55:11  
 71:7,14 81:15  
 93:8,9 94:3  
 112:16 132:11  
 142:4,5,12 143:15  
 144:4 153:14  
 173:2 175:9

**clearer** 146:3  
**clearly** 80:11 147:2  
**clicker** 12:11 14:20  
 15:2,9 64:19  
 66:20  
**Clickers** 15:3  
**clipboard** 72:16,17  
**closed** 3:11 4:1 5:1  
 9:21 14:4 15:10  
 29:8 86:12 89:18  
 138:2 151:2 152:7  
 152:19 171:9  
**closure** 17:15  
 24:20 55:16 58:14  
 125:7 139:20  
**club** 1:8 3:17 5:14  
 5:18 6:3,7,22 8:3  
 8:5 9:20 25:15  
 26:18 28:1 64:9  
 89:3 101:6 106:18  
 132:13 138:2,12  
 138:19 139:4  
 151:4 154:1  
**clue** 126:15  
**CN** 1:10  
**code** 85:17,22  
**collaborated** 83:4  
 83:21  
**collecting** 39:16  
**Columbia** 1:1  
 150:22  
**Columbia's** 2:5  
**come** 25:8,19,22  
 26:6 27:13 31:10  
 37:1 51:19 72:20  
 73:8 74:20 84:9  
 89:7,9 90:13  
 93:11,19 102:6,9  
 102:17,20 104:2,4  
 105:4 106:18  
 108:16 109:5  
 110:5 111:16  
 114:5,16 118:2  
 119:5,17 123:11  
 131:19 135:7  
 139:19 144:15,16  
 145:14 148:13  
 156:14

**comes** 41:8 70:14  
 96:3 139:10 145:1  
 148:20  
**comfortable** 71:11  
 79:2 93:6 148:2,6  
 168:11  
**comforting** 126:19  
**coming** 21:5 86:10  
 92:9 105:14 106:3  
 108:13 109:1  
 115:1,10 122:15  
 137:22 150:14  
**commencement**  
 54:21 89:4  
**commencing** 89:4  
**comment** 34:2 85:3  
 87:21  
**comments** 33:5,20  
 79:21 86:3  
**commit** 111:2  
**communicated**  
 82:17,22 104:5  
**company** 77:12  
**competent** 139:18  
**complaint** 15:2  
**complete** 4:17  
 21:12 23:20 32:5  
 36:2 88:8 89:3  
 92:10 99:4 177:19  
 178:1  
**completed** 10:22  
 178:20  
**completely** 98:4  
**completing** 153:4  
**completion** 25:15  
**compliance** 9:16  
 16:21 128:6  
 164:16 168:17  
**complicated**  
 103:20  
**complied** 14:6 17:2  
**comply** 9:11 10:5  
 155:11  
**complying** 64:13  
**comprehend** 25:3  
**comprehension**  
 25:4  
**comprehensive** 7:5

84:1 123:4  
**compromise** 4:14  
 6:15 10:11 13:22  
 14:2 16:22 17:8  
 17:12 18:3 19:17  
 19:18 94:16 153:3  
 165:22  
**computer** 11:15  
**concern** 56:3,18  
 58:12 70:9 71:21  
 96:21 97:1 120:8  
 120:9,13 126:1  
**concerned** 17:22  
 18:1 19:7 71:13  
 129:17  
**concerns** 71:15  
 119:8 142:1  
 147:14  
**concise** 81:15  
**concluded** 180:5  
**concludes** 178:10  
**conclusion** 36:11  
 39:5,6 41:18  
 47:22 121:13  
**conclusions** 9:18  
**condition** 143:2  
**conditions** 13:5  
**conduct** 2:16 4:17  
 21:12 23:20 32:4  
 74:12 136:5  
 161:13 170:21  
 173:10  
**conducting** 153:3  
 160:7  
**conference** 152:7  
**confidence** 98:3  
 118:3 122:20  
**confirm** 48:1 53:9  
**confirmation** 71:17  
**confirming** 53:1  
**conflict** 39:13,19  
 52:1  
**conflicting** 12:6  
 51:21 52:1  
**conflicts** 86:21  
 96:6  
**confrontation** 56:7  
**confused** 93:20

115:8,11 156:22  
 168:20  
**confusion** 106:8  
 117:3 157:1  
**connected** 18:5  
**consensus** 16:18  
 142:12 160:22  
**consequences**  
 64:12,12  
**consider** 10:2  
 101:4 154:17  
**considerable** 50:4  
**consideration** 9:10  
 16:12  
**considered** 6:22  
 7:18 75:16  
**considering** 56:11  
**consistency** 99:1  
**consistent** 3:10 7:8  
 9:19 28:17 86:15  
 110:1 112:5  
**consistently** 123:2  
**consists** 93:2  
**constitute** 153:12  
**constitutes** 75:5  
**constituting** 2:17  
**constructively**  
 80:19 89:14  
**consult** 3:13  
**Consultants** 74:1  
 77:11  
**contact** 61:21  
 88:12 156:20  
 157:2 161:9  
**contacted** 5:22  
**contemplated**  
 156:13,16  
**content** 71:12  
**contentious** 36:21  
**context** 6:6 35:22  
 87:9  
**Continue** 91:20  
**continuing** 162:15  
**contract** 104:21  
 106:3 112:14  
 113:10 115:22  
 123:9,10  
**contracted** 105:13

112:8,19  
**contractor** 68:13  
 96:4,7 99:5  
**contractors** 86:18  
 94:7,13,20,21  
 95:3,4 96:4 97:2  
 97:17 104:3,6  
 112:11 115:15,19  
 115:20 116:2  
 137:16,17  
**control** 1:3,14,15  
 2:6 61:3 119:22  
 126:6 150:21  
 153:20  
**controlling** 126:6  
**convene** 26:3,4  
**convened** 6:7  
**convening** 5:12  
**conversation** 76:11  
**convey** 89:15  
 146:13  
**conveying** 126:14  
**Cooks** 109:21,22  
**coordinate** 103:3,6  
**copies** 2:18 7:21  
 8:1,10 9:14 10:19  
 14:13 20:7 81:22  
 82:1,7  
**copy** 14:16 15:21  
 41:19 44:21 78:15  
 81:2,3 84:6  
 154:18 155:5,14  
**core** 95:17 96:18  
 104:6,11 106:10  
 107:17  
**corporation** 48:2  
**correct** 16:19 22:1  
 29:19 40:17 44:16  
 49:3 52:17,20  
 55:5 69:2 72:3  
 88:3,4 91:5 94:8  
 100:16 104:7,18  
 106:19 124:11,13  
 130:12 131:10  
 136:2 138:7,20,22  
 139:11 149:14  
 150:2 174:6  
 175:20

**correctly** 3:7  
 168:13  
**correlate** 69:18  
 124:19 125:17  
**correlates** 81:14  
**cost** 20:8,10  
**cost-prohibitive**  
 170:14  
**Counsel** 10:18 12:4  
 151:3 156:22  
 157:22 160:10,13  
**counted** 38:19,20  
**country** 95:10 96:6  
 96:10  
**couple** 50:9 65:15  
 68:20 74:18  
 101:13  
**course** 8:15,22  
 16:3 42:19 81:2  
 88:6  
**Court** 2:21  
**cover** 45:19 57:9  
 60:1,8,14 61:3,6,9  
 61:17,20 62:2,6,9  
 62:15,20 63:2,8  
 63:14,18 64:1,12  
 64:18 65:4  
**coverage** 87:5  
**covered** 7:14,15,15  
 7:19 29:7 35:2  
 42:9,11 56:10  
 57:1 65:10 69:4,5  
 69:6,6 70:12 71:8  
 165:2  
**covering** 42:2  
 56:12  
**Craig** 33:14  
**create** 83:4  
**credentials** 149:12  
 149:14,16  
**crew** 99:11  
**crime** 6:4,5,9 7:13  
 17:19 26:19 29:3  
 55:19 56:4,5,6  
 58:16,19,20 59:1  
 59:5,8,9,12,14,17  
 62:3 66:2 67:5  
 75:10,16 76:2,6

120:1  
**crowd** 120:1 126:6  
 153:19,20  
**crystal** 126:21  
**curious** 82:5  
**current** 6:1,17  
 103:21  
**currently** 4:1  
**customer** 153:16  
**cut** 27:15 33:1

---

**D**


---

**D.C** 1:16  
**daily** 99:8  
**damn** 112:9,10  
**Dan** 41:22 77:11  
**dance** 105:2,11  
**dancers** 106:9,11  
**dancing** 104:22  
**date** 33:1 70:2  
 102:8 140:3 156:9  
 156:19 157:8  
**day** 4:18,18 7:10  
 18:5,5 21:13,14  
 23:21,22 27:17  
 28:8 32:6,6 38:5,5  
 38:14 52:15 70:13  
 70:13,17,17 73:8  
 86:9,9,18,18 89:2  
 89:3 90:3,3,15,15  
 92:1,2 94:11,11  
 94:14,14 95:16,16  
 96:8,8 99:7 101:5  
 101:5,5,5 106:9  
 106:10,14,14  
 107:9,9,13,13  
 124:22 153:5,5,13  
 153:13 154:10,16  
 176:18 177:5  
**days** 24:22 69:17  
 73:1,2 118:14  
 136:14 137:7  
 176:12  
**deal** 124:21 154:14  
**dealing** 26:18 55:18  
 55:18  
**debt** 55:12  
**decided** 133:3

153:10  
**decision** 3:15  
 155:11 179:2  
**decisions** 91:16  
**deemed** 14:14  
 74:11  
**deeper** 138:10  
**defend** 22:18  
**defense** 22:4  
**defer** 23:13 70:22  
**deference** 7:22 8:4  
**deficiencies** 6:18  
 30:2 57:21  
**deficiency** 80:22  
**deficient** 13:15  
 74:11  
**define** 87:18 91:3,6  
 92:2,22 93:1  
 99:10 123:20  
 132:11  
**defined** 56:13  
 62:12 119:4  
**defining** 143:1  
**definitely** 69:13  
 125:14 136:6  
**definition** 70:12  
 92:5  
**definitive** 89:19  
**delay** 159:11  
**delayed** 170:6  
**deliberate** 3:14  
**deliberating** 151:6  
**deliverables**  
 140:10  
**delivered** 140:17  
**demonstrate** 9:6  
 50:11 148:7 156:5  
 156:6  
**demonstrated**  
 62:22  
**demonstration**  
 62:13  
**denied** 123:2  
**depending** 147:18  
**depends** 110:17  
**Derek** 74:6 82:14  
 102:7  
**described** 154:21

**deserves** 170:5  
**designate** 130:8  
 133:20  
**designated** 129:8,9  
 133:14  
**desk** 2:19 95:19  
**detail** 60:20 79:4  
**detailed** 81:18  
**details** 56:8 125:7  
**detain** 61:3  
**detect** 63:16  
**detecting** 62:10  
**detector** 62:14  
**determine** 76:17  
 161:9  
**determined** 76:10  
**develop** 79:13  
**deviate** 17:7  
**devices** 3:2 62:10  
 63:16 85:11,13  
**dialogue** 49:21  
 50:1,6  
**differ** 75:7  
**difference** 79:18  
 127:22  
**different** 20:2,18  
 24:21,22 47:17  
 76:14 82:21 96:5  
 128:2 134:3 171:5  
 172:14 176:15,15  
**differently** 76:18  
 128:1  
**difficult** 87:13  
 112:15  
**digest** 141:10  
**digital** 8:1 10:19  
 14:12  
**digitally** 8:6  
**dilemma** 122:16  
**diligence** 125:22  
**dinged** 9:13  
**direction** 21:19  
 42:21 114:22,22  
**directions** 10:4  
**directly** 40:8 66:10  
 68:12 81:14  
 166:20  
**disagree** 34:10

146:19 165:13,14  
 165:15  
**disagreed** 68:3  
**disapprove** 78:6  
**discernable** 44:20  
**discipline** 178:5,6  
**discomfort** 89:15  
**discourage** 85:10  
**discuss** 3:14  
 142:10 153:6  
**discussed** 82:15  
 104:12 161:19  
**discussing** 154:13  
 161:18  
**discussion** 35:1  
 57:7 85:8 167:20  
**dispersed** 52:10  
**disruptive** 2:22  
**dissatisfaction**  
 167:13  
**distance** 59:10  
**distinct** 128:5  
**distinction** 128:3  
**District** 1:1 2:5  
 150:21  
**disturbs** 59:5  
**DJ** 114:2  
**DJ's** 95:4 113:15,17  
 113:20  
**document** 7:5,6,8  
 10:22 13:6 15:13  
 41:20 57:2 63:9  
 63:12 72:17,20  
 73:6 123:9  
**documentation** 5:3  
 46:8 129:5 162:3  
**documenting** 67:4  
**documents** 41:9  
 147:18  
**doing** 50:13 98:19  
 102:9 109:17  
 125:8 139:15  
 147:11 159:6  
**Donald** 1:20 2:10  
**door** 66:2 101:18  
 102:17 110:9  
 111:6,8,12 145:14  
**doormen** 153:21

**doors** 10:15 14:2,4  
**driving** 99:6  
**dropped** 6:3  
**due** 125:22 166:15  
**duly** 37:6,14

---

**E**

---

**eager** 124:21  
**eagerly** 6:16  
**eagerness** 125:6  
**earlier** 39:20  
 103:20 144:20  
 167:21  
**earnest** 95:14,22  
**easier** 70:3  
**effect** 7:16 158:22  
 159:1  
**effective** 7:5  
**effort** 76:1  
**efforts** 9:10 18:20  
**either** 44:21 129:8  
 134:18  
**electrician** 70:14  
**electronic** 3:2  
 63:16 85:11  
**element** 14:1,6  
**elements** 31:3,4  
 66:8 71:20 83:17  
**else's** 136:22  
**email** 39:10,17 40:3  
 40:5 52:10,19,22  
 81:19 82:3  
**emails** 160:14  
 176:13  
**embark** 80:1  
**emergencies** 61:21  
**emergency** 5:21  
**emphasis** 124:22  
**emphasized** 59:2,9  
**employ** 74:12 93:18  
 98:16 143:10,11  
 178:1,3  
**employed** 25:10  
 99:5 101:8 117:7  
 117:11 118:16  
**employee** 8:2,5  
 10:20 78:22 86:9  
 88:7 92:3,6,14,22

93:3 94:2 95:17  
 96:13 97:13 100:8  
 100:9 101:1  
 107:10 116:6  
 117:19 118:10  
 119:3,5 122:21  
 124:19 129:2  
 143:7 146:1  
 170:15 177:3  
**employees** 5:4 11:2  
 11:11 12:1,10  
 13:3 20:7 36:2  
 38:8 39:12 68:22  
 69:19 70:1,12  
 86:18 87:11 88:15  
 89:2 90:4,15  
 92:15,16 93:13  
 97:18 103:22  
 104:14 106:10  
 111:2,3 114:12  
 116:4 117:10  
 119:9 127:19  
 135:16 149:1  
 150:14 153:12  
 154:9,12,16,18,19  
 154:20 155:22  
 160:20 161:2  
**employment** 13:4,7  
 24:20 25:14 64:12  
 70:3 86:20 87:3  
 89:5 108:16  
 135:13 136:20  
**empty** 63:22  
**encouraging** 84:5  
**ended** 7:4  
**engaged** 105:17  
**engagement** 128:7  
**enormous** 70:8  
**ensure** 59:4,8,19  
 76:11 99:12  
 120:10 122:21  
 132:15 142:5  
**ensuring** 59:18  
 87:4 127:18 128:6  
**enter** 3:11  
**entered** 6:15 39:4  
**entertainers** 153:22  
**entire** 24:8 43:8

142:22  
**environment** 69:7  
**envisioning** 173:6  
**erred** 101:2  
**errors** 141:11  
**escort** 61:7  
**especially** 55:17  
 65:1 70:7 107:16  
**Essentially** 10:10  
**establishment** 4:19  
 10:14 12:3 17:18  
 18:6 19:11,19  
 21:15 24:1 28:6  
 32:7 39:4 63:4  
 65:12 66:16 69:20  
 88:8 92:2 99:6  
 101:15 102:13  
 117:9 118:16  
 121:21 122:7  
 148:20 155:19  
 156:1 166:2  
**establishment's**  
 64:19  
**estimate** 140:2  
**estimation** 42:21  
 71:10 75:1  
**etcetera** 24:10  
 155:1  
**evening** 177:15  
**event** 25:9 41:19  
 60:3 64:10,21  
 66:5 69:10 78:8  
 158:10,20  
**events** 173:9  
**everybody** 15:14  
 21:6 27:6 28:3  
 32:10,11,11 33:2  
 36:22 67:13 87:18  
 87:19 88:22 99:21  
 102:4 139:11  
 173:3  
**everyone's** 3:6  
 59:18  
**evidence** 7:16  
**evident** 59:2  
**evolved** 97:22  
**exactly** 5:7 20:5  
 52:14 58:5 81:7

103:22 108:19  
 169:19  
**examination** 37:5  
 37:13  
**examined** 37:6,14  
**example** 12:4,11  
 75:8,12,16 105:19  
 131:17 132:1,6  
**examples** 75:11,14  
**exceeding** 64:20  
**excess** 9:21 15:10  
**excessive** 10:1  
**exchange** 22:22  
**excruciating** 79:4  
**excuse** 58:16 81:3  
 112:10  
**excuses** 139:16  
**exorbitant** 20:8  
**expanse** 24:11 86:8  
 126:11  
**expansive** 95:17  
 135:10  
**expect** 98:17  
 105:15 115:6  
 119:5  
**expectation** 147:6  
 172:20 173:3,9,12  
 173:22 174:3  
**expected** 40:10  
 52:6 106:14  
**expecting** 41:15  
**expects** 23:1  
**expediency** 91:1  
**experience** 13:14  
 148:19  
**experienced** 135:4  
 135:4  
**explaining** 59:17  
**explanation** 90:13  
 98:2 120:3 134:11  
 136:12 137:7  
**express** 67:11  
 142:18 167:13  
**expressing** 63:21  
**extensive** 7:3  
**extent** 6:15 16:8  
 79:22 106:13  
 117:5 120:11

122:17 140:5  
162:1 164:16  
**extremely** 5:15  
17:21

---

**F**

---

**faced** 24:19 86:12  
88:1  
**facilitate** 123:8  
**fact** 5:14 7:19 8:1,4  
9:7,12 10:19 11:3  
11:6,14 12:9 16:4  
16:13 61:12 65:17  
70:19 71:18 73:7  
74:4,10 99:22  
101:22 108:13  
125:15 134:6  
146:16 166:6,20  
167:14,20 171:1  
**fail** 8:11 159:5  
**failed** 7:21  
**fair** 51:20 79:15,15  
79:16 142:13,15  
144:8 164:14  
**fairly** 5:18 7:5  
**fairness** 79:10  
**faith** 9:10  
**faithful** 14:10,11,18  
**fake** 63:16 85:16,19  
**fall** 17:5  
**false** 85:13  
**far** 2:9 12:16 17:4  
140:5  
**farther** 23:3  
**fashion** 6:19 58:9  
**faulted** 85:12  
**feasible** 100:3  
**feedback** 35:5  
80:17 83:13  
125:18 142:12  
147:4 163:6  
**feel** 35:21 51:4 79:2  
126:19 168:11  
171:15  
**fell** 10:17  
**fellow** 56:20 79:1  
118:7  
**fidelity** 147:17

**figure** 120:8 157:3  
**file** 11:5 100:2  
144:22 162:5  
**find** 20:8 66:21  
105:2 110:19  
149:19  
**finding** 63:9 108:22  
138:10  
**fine** 35:15,22 50:15  
51:2 58:10 116:20  
169:8  
**finish** 22:9 48:12  
159:22  
**finished** 163:17,18  
163:20  
**fire** 27:21 28:2  
64:21 103:12  
109:1  
**fired** 178:6  
**first** 15:1 23:11  
33:10 37:5,13  
40:21 41:13 55:8  
59:17 67:9 74:19  
77:9 90:13 94:4  
134:19 138:18  
158:1 166:5  
173:10 178:12  
**five** 2:15 73:2  
102:21 128:15,15  
132:12 176:12  
**fix** 70:15  
**flexibility** 103:17  
**flexible** 103:8  
**floor** 95:18 110:2,3  
112:4,22 113:1  
126:3,4 127:9,15  
127:22 128:5,12  
128:12,15 129:9  
129:11,21,22  
130:5,8,21,22  
133:9,10,15,22  
134:18 136:2  
137:11,14 139:14  
153:21  
**flushed** 56:8,14  
**flux** 108:12 109:7  
110:14  
**focus** 42:15 57:20

128:22 133:6  
**focused** 66:9 67:8  
**folder** 53:1  
**folks** 19:2 24:5,15  
25:2 53:10 54:1  
76:11 87:2 89:14  
98:10 100:6  
111:22 126:9  
129:12 131:9  
132:18,22 133:4  
**follow** 11:8 14:1  
29:9 41:10 47:15  
67:14 69:12 73:17  
78:7 81:6 122:20  
157:6,7  
**followed** 64:15  
168:18  
**following** 91:10  
127:13  
**follows** 37:7,15  
**food** 153:17  
**footage** 64:3,4,10  
**foremost** 173:10  
**forget** 159:14  
163:19  
**forgets** 159:10  
**form** 57:1 78:6 81:5  
83:14 146:21  
169:16  
**formal** 5:6 42:13  
81:1  
**format** 81:6  
**forth** 9:11 57:4  
152:20  
**forthcoming**  
126:12  
**forthright** 98:4  
**Forty-eight** 158:14  
**forward** 6:18 10:5  
11:21 16:14 20:17  
31:10 33:21 37:1  
51:12 57:17 74:14  
80:10,21 100:2  
140:7 150:11  
163:15 164:10  
168:4 171:13  
174:13  
**found** 4:22 63:3

141:11  
**four** 103:11,12,13  
109:4 124:5,7  
**frame** 109:16  
111:18  
**frankly** 167:10  
**frequent** 100:15  
**frequently** 95:6,16  
**Friday** 124:12  
**front** 11:18 85:18  
85:21 90:18 94:5  
95:19 110:9 123:7  
126:20 130:10,14  
**full** 28:1 79:13 80:5  
91:16  
**function** 19:19  
**functions** 137:12  
**further** 30:11 74:12  
93:20 170:6  
**Furthermore** 11:9  
12:2,13  
**future** 69:22

---

**G**

---

**game** 92:19,21  
**gaps** 6:13  
**general** 4:5 45:6  
51:4 99:14 156:21  
157:22 160:10,13  
**generally** 112:14  
112:19 113:10  
117:18  
**gentlemen** 2:4 65:9  
68:15 73:14  
**Gephardt** 4:4,4,7  
10:8,9 33:18,19  
85:2,5 87:20,22  
88:5 101:12,13  
114:4 115:12,13  
130:16,17 137:8,9  
137:16 144:11,12  
145:17  
**getting** 36:20 74:14  
79:12 81:12,20  
125:18,18 127:1  
131:18 145:8  
**give** 20:13 38:19  
46:16 51:7 75:11

75:12,14 85:13  
 89:19 93:3,9  
 95:14 97:12 98:3  
 99:2,3 104:13  
 110:16 115:1  
 120:2 132:9 137:6  
 142:7,13 149:15  
 152:5 153:8 170:4  
 171:8 172:17  
 175:16 176:20  
 177:3,13 179:7  
**given** 8:1,4,5,6  
 18:10 24:11 30:16  
 44:20 54:17 88:1  
 96:3 97:4 98:2  
 100:4 102:3 103:8  
 105:9 115:5  
 123:21 164:6  
 175:19  
**gives** 138:10  
**giving** 10:3 54:16  
 95:15,15 142:6  
**Gladiator** 116:3  
**glass** 75:20  
**glasses** 75:20  
**go** 11:15,21 20:3,17  
 20:22 22:11,19  
 23:14,17 26:11,13  
 27:2 30:4,4 31:13  
 32:3 33:21 35:18  
 51:6 57:6 69:18  
 74:19 79:3,8  
 80:15 89:9,21  
 101:9 102:22  
 108:16 121:19  
 140:6 142:9  
 149:18 159:14,15  
 161:13 164:9  
 165:7 170:7  
 171:13 173:4  
 178:11  
**goal** 86:22 95:22  
 135:9  
**goes** 27:20 98:9  
 152:18  
**going** 4:1 5:4 6:18  
 10:5 14:10 16:13  
 21:19 23:1 26:1

28:2 33:7 37:1  
 40:1,8 41:21 47:9  
 47:14 51:8,12  
 54:14 57:4,14,17  
 70:20 72:5 73:15  
 73:16 74:19 76:2  
 78:1,6 80:20  
 84:14 88:11 89:8  
 89:9 91:14 92:16  
 93:17,18 96:15  
 97:20,21,22 99:11  
 100:2 101:10  
 102:15 105:2  
 107:21 108:13,15  
 109:4 111:2  
 115:10 117:21,22  
 117:22 118:15  
 120:22 121:11  
 123:11,19 129:2  
 131:16 139:6,7,9  
 139:19 140:2,4,8  
 140:14,17,21  
 141:9,10,12 142:8  
 148:2 150:11  
 154:4 156:15  
 157:14,15 163:5  
 167:7 170:5 171:3  
 171:4,6,17,21  
 172:17,21 174:12  
 174:13 178:16,18  
 179:16  
**good** 2:3 4:7,8 5:11  
 9:10 10:9 19:18  
 23:8 37:21,22  
 54:18 59:16 73:9  
 75:5 76:20,22  
 141:13 142:11  
 163:10 169:20  
 170:4,9,11  
**gotten** 54:15 90:12  
**govern** 24:13 87:10  
**Government** 10:10  
 17:15 64:5  
**gratitude** 55:12  
**great** 18:19 110:17  
 124:21 164:1  
 175:15  
**greater** 96:2

**grey** 123:17  
**ground** 107:4,4  
**group** 83:20 104:6  
 104:6,11 107:17  
 137:13  
**groups** 83:18 95:5  
 95:8  
**guess** 24:12 43:15  
 72:17 87:5 88:14  
 90:2,12 96:12  
 105:18 127:15  
 160:3,4 173:13  
 176:3  
**guess-work** 100:8  
 100:11  
**guest** 106:4  
**guidance** 10:4  
 16:13,17 23:15  
 51:12 65:11 68:18  
 74:14 93:8 140:6  
 148:13  
**guide** 45:15 58:4  
 174:13  
**guidelines** 149:16  
**guys** 137:10 159:13

---

## H

---

**Haffner** 4:8,9 5:5,9  
 5:11 8:20 14:9  
 18:19 20:13 21:2  
 21:22 22:1,17  
 23:5,13 25:12,18  
 25:22 26:21 28:16  
 28:21 29:12,16,22  
 30:6,9 34:4 50:21  
 51:11,15 57:16,22  
 60:13 73:14,22  
 74:4,9 78:20 79:3  
 80:1,7,11,15 84:7  
 84:10 87:7 91:15  
 91:18 98:13 99:20  
 100:22 103:2  
 105:20 106:12,17  
 107:7 114:11  
 117:1,5,9,12  
 118:12,19,22  
 119:7,15 120:7  
 121:2,12,18 122:2

122:6 124:1,4  
 130:17 138:3,8,13  
 138:14,17,20  
 139:1,12,17 140:4  
 140:11 141:3,17  
 142:15,17,21  
 143:4,18 144:1,3  
 144:6 145:21  
 146:2,15 148:5,16  
 148:17 149:4,15  
 149:21 150:2,6,10  
 155:7,13 156:22  
 157:1,5 158:2,8  
 158:10,20 161:7  
 161:16 163:3,8,14  
 164:3,9,14,22  
 165:14,17,20  
 166:17 167:17  
 168:15 170:12  
 174:7,10,16,19  
 175:3,13,17 176:1  
 176:3 178:12,15  
 179:1,9,14,19  
**hand** 79:8 82:20  
 121:6  
**hand-held** 62:14  
**handed** 8:10 42:14  
 45:22 60:7 68:21  
**handing** 139:22  
**handle** 60:22 83:20  
 98:12 137:5  
**handling** 56:6  
**handout** 11:10  
 44:22 49:16  
**handouts** 42:6  
 44:20 51:7 69:12  
 78:12 82:20 120:4  
 167:8,11,14,19  
**hands** 102:13  
**haphazard** 18:18  
**happen** 9:4 14:21  
 27:5 35:20 47:9  
 121:11 123:17  
 140:2 158:21,22  
 179:4,16  
**happened** 9:5 20:5  
 36:4 76:13 131:4  
 136:13 137:7

**happening** 28:11  
 35:15  
**happens** 59:3  
 63:13 121:22  
 122:3  
**happy** 179:20  
**hard** 40:18 44:21  
 78:15 81:22 82:1  
 82:7 108:14  
 129:21  
**harken** 5:16  
**harking** 14:22  
**hashing** 107:3,4  
**haste** 171:12  
**he'll** 102:8  
**head** 68:4 126:22  
 127:1  
**hear** 5:7 30:21 31:5  
 34:19,20 118:4  
 173:12  
**heard** 35:11 54:17  
 78:13,14 80:3,9  
 137:20 164:15  
 166:9 167:12  
 168:16 170:13  
**hearing** 1:9,15 2:18  
 3:1,9,12,22 5:6,12  
 6:10 17:1 20:14  
 22:15 51:3,21  
 78:10,10 80:18  
 94:18 100:14  
 104:20 107:5  
 136:1 141:22  
 178:11  
**hearings** 164:13  
 171:18  
**hears** 28:4  
**heart** 6:11  
**HECTOR** 1:21  
**help** 70:20 130:3  
 132:9,13  
**helpful** 36:14 132:3  
 132:8 144:19  
**helping** 112:16  
**Herman** 1:20 2:13  
**Hey** 93:6 135:7  
**high** 125:13,14  
 177:13

**hire** 103:13 175:11  
**hired** 153:21  
**hiring** 103:4,6,9  
 135:6 137:15  
**history** 77:21  
**hold** 91:7 97:11  
 99:11,11 152:6  
**holding** 72:16  
 99:18  
**hole** 22:12  
**homicides** 17:20  
**honest** 97:21  
 117:21  
**honestly** 107:3  
 136:10 157:6  
**hope** 60:12  
**hopefully** 27:14  
 28:12 152:18  
 159:7,8 168:5  
 179:13  
**hoping** 159:13  
**hospitality** 45:2  
**hostesses** 110:12  
**hour** 8:15,16,22  
 164:7 168:21  
 177:11  
**hours** 60:9 123:13  
 156:17 157:13  
 158:11,14,18,21  
 159:6  
**house** 114:20 163:2  
**huge** 97:11  
**hypothetical**  
 143:10

---

**I**

---

**ID** 85:15,16,19  
**ID's** 63:16 153:18  
**idea** 6:17 121:2  
 122:6  
**Ideally** 104:8  
**ideas** 80:2  
**identification** 63:15  
 63:19 85:12  
**identified** 13:18  
 26:20,22 28:22  
 30:1 41:14 46:22  
 57:22 77:9 126:9

**identify** 4:2 70:4  
 119:9 149:11  
**identifying** 45:9  
**imagine** 92:7  
 103:10 146:15  
**immediate** 2:11  
 173:22  
**immediately** 6:7  
 61:21  
**implement** 143:5  
**importance** 6:8  
 64:20  
**important** 6:5 41:6  
 42:3 64:14  
**importantly** 64:4  
**imposed** 10:1  
**impression** 21:11  
**improve** 35:18  
**in-house** 160:20  
 161:13  
**inability** 24:12  
**inadequate** 4:22  
 9:6 170:22  
**incident** 5:17,19,20  
 7:14 14:22 17:16  
 56:11,12,12,13  
 60:4,5 62:7 63:10  
 63:13 64:10 65:22  
 66:14 67:4 83:19  
 101:19 116:13  
 138:19 177:19  
**include** 94:7 96:13  
 145:21  
**included** 94:19  
 101:6 147:1  
**includes** 24:7  
 128:10 153:11  
**including** 135:10  
**inclusive** 127:9  
**inconsistent** 98:20  
**incorporate** 82:16  
**incorporated** 83:8  
**incredible** 20:9  
**individual** 56:18  
 58:21 60:6 72:18  
 146:14  
**individual's** 123:5  
 136:19

**individuals** 30:18  
 44:21 46:4 52:4  
 56:7 71:18 76:1  
 124:18 126:5  
 128:10 129:8  
 133:21  
**industry** 67:7  
**influx** 110:14 112:3  
**information** 12:6  
 17:3 28:4 39:22  
 45:19 51:22 52:2  
 52:8 61:15 85:18  
 90:1 126:14  
 130:18 132:9  
 138:10 140:9  
 141:15 156:21  
 157:2,21 158:19  
**initial** 14:22 162:11  
 162:16 166:10  
**initially** 5:16 172:15  
**injured** 27:15 61:10  
 61:13,14 138:4  
**input** 145:19  
**ins** 16:4  
**inside** 45:19 60:4  
 67:15 124:5,7  
**inspection** 101:19  
**instance** 6:2 105:10  
**instant** 5:15  
**instruct** 160:12  
**instructor** 161:3  
**insurance** 128:20  
**intelligent** 139:18  
**intend** 34:8 78:11  
**interactive** 82:19  
 83:17  
**interest** 17:5  
**interested** 57:16  
**interface** 60:1  
**interject** 53:19  
 88:18 156:11  
**interjected** 68:6  
**intermittent** 102:16  
 102:18  
**internal** 115:17  
 127:16 149:9  
**internally** 150:16  
**interpret** 153:11

**interpreting** 154:11  
**interrupted** 134:15  
**interruption** 3:4  
 113:19  
**intervals** 8:16  
 103:7  
**intimating** 133:18  
 134:17  
**intoxicated** 45:9  
 61:14  
**introductory** 54:22  
**investigation** 145:1  
**investigator** 7:11  
 7:11,20 8:14,21  
 9:18 15:13,18  
 18:11 27:3 29:4  
 29:19 30:1 33:13  
 33:14,15,15,20  
 36:9,12 37:17,18  
 37:20 38:1,7,11  
 38:14,15 40:16,21  
 41:2 43:10,14,16  
 43:21 44:3,9,17  
 44:22 45:5,8,12  
 45:14,18 46:2,9  
 46:19 47:21 48:5  
 48:8,16,20 49:2,6  
 49:10,14,22 50:16  
 50:19 55:10 58:15  
 58:19 60:2,11,17  
 60:19 61:5,8,11  
 61:19 62:1,5,8,11  
 62:17,21 63:5,11  
 63:17,20 64:7,16  
 65:2,6,13 67:21  
 68:2,11,19 69:16  
 71:7,22 72:2,5,14  
 75:15,19 76:5,8  
 76:16,21 77:5,8  
 85:6,7 115:18,21  
 116:3,7,12,16,20  
 130:20 131:2,5,7  
 131:11 145:22  
 154:21 169:11  
 172:12,19  
**investigator's** 35:4  
**investigators** 4:20  
 13:13 30:16 31:5

33:11 34:21 37:2  
 37:4 38:16 43:6  
 57:22 64:6 73:5  
 75:1 84:9 101:17  
 179:7  
**investment** 20:11  
 170:16,18  
**invoking** 122:18  
**involved** 50:8  
 153:13  
**iPads** 45:22 46:6  
**issue** 19:15,16 24:1  
 26:17 34:21 89:17  
 154:4 161:22  
**issues** 7:17 26:18  
 42:18 45:16  
 142:17  
**item** 85:9 143:21  
**itemized** 133:15  
**items** 12:11 56:10  
 56:22 57:8 58:14  
 83:13  
**iterations** 6:21

---

**J**


---

**James** 1:21 2:13  
**jive** 82:11  
**job** 59:16 110:19,22  
 176:22  
**jobs** 176:15  
**John** 33:15  
**Johnson** 4:10,10  
 24:2,4,7 37:9,9,10  
 37:12 47:22 52:9  
 52:14,16,20 53:2  
 53:5,9,13,16,22  
 54:20 55:5 78:17  
 78:21 80:13,16  
 81:20 82:1,4,6,14  
 83:10,12 84:16,21  
 86:5,7 87:12 91:8  
 94:6,13,22 95:3,8  
 95:13 99:13 100:3  
 103:5 104:5,10,15  
 104:18 105:6,9,22  
 106:20 108:4  
 109:8,12,18,20,22  
 110:3,7,11,15,22

111:4,8,12,19  
 112:1,4,12,20  
 113:1,4,15,22  
 114:19 115:2,16  
 115:20 116:1,5,9  
 116:15,17 124:3,5  
 124:9,12 126:2  
 127:5,14 128:4,9  
 128:13,17 129:11  
 129:15,18,22  
 130:9,12,14 131:8  
 132:4,15,22  
 133:10 134:21  
 135:3,18,21 136:3  
 136:7,15,18  
 137:14,17 141:17  
 149:11 159:18  
 160:2,11,15  
 170:17 173:8,21  
 174:3,9 175:20  
 178:4  
**Johnson's** 91:16  
**Joining** 2:9  
**Jones** 1:20 2:14  
 30:14,15,21 31:2  
 31:20 32:1,2  
 34:10,21,22 35:7  
 35:13 36:7,8  
 44:12,13,19 45:4  
 45:7,11,17,21  
 46:4,11 47:15  
 48:3,7,10 51:17  
 51:18 52:12,15,18  
 52:21 53:3,7,11  
 53:14,17 54:7  
 55:22 71:5,5,6  
 72:1,4,13 73:10  
 79:9 84:3 90:5,8  
 90:17 91:12,20,21  
 94:9 98:21 122:13  
 124:7,10,14  
 126:13 127:6,21  
 128:14 129:6,13  
 129:16,19 130:2  
 130:11,13,19,22  
 131:3,6,16 132:2  
 132:7 133:5,9,11  
 133:13 134:4,9

141:20,21 142:16  
 142:20 143:3,17  
 143:21 144:2,5,8  
 146:18 147:13,16  
 147:22 148:11  
 149:13,18 150:13  
 152:1,2  
**judo** 60:21  
**Julian** 4:8  
**jumped** 23:10  
**junction** 173:12  
 174:1  
**junctions** 82:21

---

**K**


---

**keep** 22:13 40:19  
 57:3,4 108:14  
 110:18 171:9  
**keeping** 100:1  
**keeps** 149:20  
**kept** 107:15 144:22  
**kind** 5:15 6:16  
 23:10,11,14 48:21  
 50:21 60:5,6 69:7  
 93:7 103:3 107:22  
 109:3 139:21  
 142:9 143:19  
 170:1 171:7  
**kinds** 28:3 45:10  
 139:6  
**knew** 68:4 93:16  
**know** 11:4,7,15,19  
 12:16 13:1,12,19  
 17:1,5 19:14 20:1  
 20:14 21:1 22:12  
 22:13 23:1,17  
 27:10,13,18 28:1  
 28:9,10 33:19  
 34:3,5 36:1,1,6  
 42:12,17 51:1,1,6  
 58:1 67:12,14  
 70:11,17,18,19  
 72:22 75:12,20,22  
 76:14,16 77:3  
 78:5 79:12 81:8  
 81:16 88:12,16  
 89:13 90:2,3,10  
 92:12,15,15,16,20

92:22 94:5,20,21  
 95:1 96:5 97:20  
 101:9,9,18,20,22  
 102:7,8,12,18,19  
 102:21 103:1,5,16  
 103:20 104:21  
 105:1,1,11 107:11  
 107:12,12,22  
 108:1,11,13,15,21  
 109:3,16 111:5,13  
 114:3 121:4 127:7  
 127:10,14 131:13  
 136:19 137:10  
 140:5 141:10  
 144:13,18 145:4  
 159:7 160:7 161:4  
 161:7,17,18 162:2  
 166:7 167:3,4,6  
 167:21 168:21  
 169:4,14,19 171:8  
 171:12,13,18  
 172:1 173:1,2,22  
 175:1 176:2,4,16  
 177:9,12 179:13  
**knowledge** 41:5,7  
 48:7,9,10  
**known** 148:17  
**knows** 6:20,21  
 99:14 147:3

---

**L**


---

**labeled** 114:15  
**lack** 96:12 100:4  
 112:7 125:6 153:7  
**lacked** 79:11  
**lacking** 51:2 68:15  
 166:5,9 167:10,16  
**ladies** 2:3  
**lapses** 6:13  
**laptops** 45:22 46:6  
**large** 122:17  
**larger** 95:22  
**lastly** 66:14  
**law** 17:18  
**lays** 10:12  
**leads** 125:1  
**leave** 44:6 61:14  
 120:20

**leaves** 20:20  
**led** 55:16 58:14  
**left** 2:11  
**legal** 3:13 151:3  
**legitimacy** 147:18  
**lend** 35:8  
**let's** 12:13 13:12  
 21:9 23:16 30:12  
 33:11 34:19 58:11  
 92:7 113:5 119:11  
 122:9 133:5 141:7  
 141:7,8 156:17  
 159:22 162:16  
**letter** 5:5  
**level** 71:16 118:3  
 122:19 124:15  
 125:13,18 131:18  
 147:5  
**levels** 128:2,5  
**license** 1:10 3:19  
 10:3 16:15 139:4  
**licensee** 14:4 17:14  
 57:7 143:12  
**lift** 16:20 17:8  
**lifting** 16:20  
**light** 9:7 74:10  
 170:22 173:9  
**limited** 49:22  
**limiting** 113:13  
**line** 28:13 46:16  
 48:13 68:22 69:1  
 75:6 84:13 136:18  
 136:22 137:1,4,22  
**lines** 96:22 169:8  
**list** 13:3 18:10,14  
 18:15 24:4 34:3,6  
 36:2 38:8,9 39:12  
 56:22 57:6,8,15  
 69:22 70:4 72:22  
 90:2,3 93:3,11,13  
 94:1,2,8 95:14,15  
 96:13 97:13,14  
 98:1 99:4 100:4,6  
 100:9,9,15 101:1  
 101:16,16 102:5  
 103:21,22 104:1,2  
 108:9 111:2,3,7,9  
 113:17 114:8,10

114:14,16,17,18  
 115:1,3 117:10  
 118:10,13,19  
 120:2 124:16,18  
 124:19 127:2,8  
 128:9 130:9,14  
 131:20 132:16,17  
 132:20,21 133:1  
 134:1 135:2,11,11  
 135:16 136:11  
 142:11 144:14  
 145:5 149:20  
 154:15 155:5,12  
 155:15 164:5  
 172:13,14,16  
 178:18  
**listed** 85:21 127:7  
**listening** 34:4  
**literature** 138:6  
 140:1  
**little** 36:21 71:13  
 75:7 77:21 88:22  
 102:22 108:18  
 169:5  
**LLC** 1:8 4:9,11  
 77:11  
**located** 3:18  
**log** 56:11 61:16  
 62:7 63:10  
**logic** 127:13  
**logical** 121:13  
**long** 8:16 9:1 48:15  
 137:6 138:12,13  
 171:17 177:9  
**longer** 177:6  
**look** 11:11,12 19:4  
 20:18 21:10 34:3  
 57:15 124:16  
 127:2 149:16  
 171:5  
**looked** 156:22  
**looking** 35:20  
 50:21 143:20  
 175:1  
**looks** 92:14 132:12  
 170:3  
**lost** 135:12  
**lot** 43:11,17 50:6

54:18 98:3 108:12  
 108:20 109:7,8  
 110:13 126:22,22  
 138:11

---

**M**


---

**ma'am** 37:18,20  
**machine** 85:15,20  
**Madam** 28:14 44:13  
 46:12,13 51:18  
 67:16 73:11 136:8  
 137:18 140:18  
 144:9 148:15  
 172:2,5  
**mailed** 55:11  
**main** 26:17 29:6  
 128:22  
**maintain** 64:9  
**maintained** 59:20  
**maintaining** 62:7  
**major** 123:16  
**making** 11:22 19:10  
 102:4 103:12  
 128:3  
**man** 128:1 129:20  
 130:3  
**managed** 98:1  
**management** 39:2  
 39:22 65:16 67:20  
 95:20 139:5  
**manager** 39:7 47:1  
 66:19 91:9 99:14  
**managers** 41:15  
 59:4 72:16  
**manner** 81:15  
 154:21 173:11  
**manual** 63:19  
 170:11  
**master** 94:2 101:16  
 145:5  
**match** 135:20  
**matches** 103:22  
**material** 25:4 54:5  
 55:3 84:6,15  
 179:10  
**materially** 166:18  
**materials** 8:6 11:10  
 12:14,17,20 19:21

52:5,6,9 78:1,12  
 81:1 82:11,12,17  
 83:2,5,7,8,14  
 140:21 141:16  
 162:3 164:12  
 165:1,12,22 166:5  
 166:9,12,14,18  
 167:4,7 169:14  
 172:17 173:16,20  
 174:4,5 176:9  
 178:13,14  
**matter** 1:7 5:15  
 11:17 61:12 87:8  
 152:11 180:4  
**matters** 55:17,20  
 80:20 160:14  
**maximum** 64:19  
**mean** 11:14,17  
 13:16,20 19:12,12  
 19:22 21:20 23:12  
 32:8 34:8,12 36:6  
 50:22 51:2,16  
 54:14 66:5 75:1  
 87:22 88:5,6,14  
 88:16 89:8 91:9  
 92:21 94:17 96:8  
 97:4,11,12 102:1  
 102:14 103:10  
 107:3,18,19 108:8  
 108:19 110:15  
 111:11,18 114:7  
 116:18 121:6  
 131:15 144:12  
 145:10 146:10  
 159:16 167:12  
 171:9 177:7  
**meaning** 32:8  
 43:19  
**means** 23:19 71:10  
 95:2 96:19,19  
 110:10 156:7  
**meat** 68:16  
**medical** 5:21  
**meeting** 1:5 3:8,11  
 6:8 151:2 152:7  
 154:2  
**Meetings** 3:11  
 151:1,6,8 152:8

**meets** 147:5  
**member** 1:19,20,20  
 1:21,21,22 8:19  
 17:11 21:4,16,18  
 21:21 22:2,7,9,18  
 22:20,21 23:7  
 26:10,13,16 27:1  
 27:4 29:9,14,17  
 30:3,8,11,15,21  
 31:2,11,13,16,20  
 31:22 32:1,2,9,14  
 32:17 33:9 34:10  
 34:12,15,18,22  
 35:7,13 36:8,13  
 36:17,20 37:22  
 40:14,18 43:1,3,6  
 43:12,19 44:1,5  
 44:11,13,19 45:4  
 45:7,11,17,21  
 46:4,11,13,15  
 47:15 48:3,7,10  
 48:12,18,22 49:5  
 49:9,12,17 51:18  
 52:12,15,18,21  
 53:3,7,11,14,17  
 53:18 54:4,7,9  
 55:2,6,8,22 56:1  
 56:16,18,19 57:12  
 58:3,8,10,13,18  
 59:22 60:8,12,18  
 61:2,6,9,17,20  
 62:2,6,9,15,19  
 63:2,8,14,18 64:1  
 64:11,17 65:3,7  
 67:16,18,22 68:9  
 68:14 70:6 71:1,3  
 71:4,6 72:1,4,13  
 73:10,13 74:2,5,7  
 74:15,16,18 75:18  
 76:4,7,15,19,22  
 77:6,17 79:1,7,9  
 79:15,17,19,20,21  
 80:8 84:4,8,11,13  
 84:17 85:1 88:4  
 88:18,21 89:13  
 90:5,7,9,17 91:7  
 91:12,13,19,21  
 94:9,10 96:15

98:11,21 100:10  
 100:13,16,17,20  
 100:21 104:8,11  
 104:16 106:22  
 107:2,9 108:6  
 109:10,15,19,21  
 110:2,5,8,13,17  
 110:20 111:1,5,10  
 111:15,20 112:2,9  
 112:13,21 113:3,5  
 113:7,9,12,13,16  
 113:18,20 114:1,5  
 114:14,21 115:5  
 117:12 118:18,21  
 119:2,19 120:16  
 121:3,17,22 122:3  
 122:10,13 124:7  
 124:10,14 125:19  
 126:13 127:6,21  
 128:14 129:6,13  
 129:16,19 130:2  
 130:11,13,19,22  
 131:3,6,15 132:5  
 132:7,19 133:5,7  
 133:9,11,12,13  
 134:2,4,5,9,10,22  
 136:8,17,21  
 137:18,20 138:4,9  
 138:16,18,21  
 139:2,13 140:8,13  
 140:22 141:6,19  
 141:21 142:16,20  
 143:3,17,21 144:2  
 144:5,8 146:7,10  
 146:18 147:1,13  
 147:16,21,22  
 148:11,15 149:13  
 149:18 151:10,15  
 151:17,20,22  
 152:2 155:2,8,14  
 156:11 157:3,18  
 158:6,12,14,17  
 159:3,5,22 160:9  
 160:12,16 161:8  
 162:7,10,14,18  
 163:4,9,17,20  
 164:1 165:10,15  
 165:18,21 167:3

167:18 168:1,2  
 169:3 172:2,5,7  
 173:17 174:14,17  
 174:20 175:5,14  
 175:18,21 176:2,7  
 176:19 177:2,17  
 178:8  
**members** 2:15 26:9  
 50:7 56:21 60:21  
 79:2 89:16 90:17  
 118:7 124:20  
 146:5 167:12  
 173:1  
**men** 95:18 110:2,3  
 112:4,22 113:2  
 126:3,5 127:15  
 128:5,12,15 129:9  
 129:11,21 130:1,5  
 130:8,21,22 133:9  
 133:10,22 134:18  
 136:2 137:11,14  
 139:14  
**mention** 47:16 63:5  
 98:14  
**mentioned** 8:13,14  
 8:22 9:13,15  
 46:15 64:8 67:19  
 68:5,17 71:8  
 161:8 177:18  
**met** 1:15 41:14 66:8  
 82:15 152:19  
**metal** 50:11 62:10  
 62:13  
**microphone** 32:15  
**Mike** 1:22 2:11  
**Miller** 1:16,19 2:3,8  
 4:6,12 5:10 10:7  
 14:7 16:16 19:12  
 21:9,16,17,20  
 22:6,8 23:4,9,16  
 24:3,6 25:17,21  
 26:8,12,15 28:15  
 28:20 30:12,20  
 31:1,9,11,12,15  
 31:18 32:13,15  
 33:8,10,17 34:1  
 34:11,14,17,19  
 35:6,12,17 36:16

36:19,22 37:8,10  
 37:16,19 38:6,10  
 38:13 40:12,20  
 41:1 43:2,5 44:12  
 46:14 50:14,18,20  
 51:14,16 55:7  
 57:11,14 58:7,12  
 67:17 73:12 74:17  
 77:20 78:18 79:6  
 81:16,22 82:3,5,8  
 83:6,11 84:2,12  
 85:4 86:2,6 87:20  
 88:20 89:12,17  
 90:6 94:12,15  
 95:1,7,12 96:14  
 100:12 101:12  
 103:19 104:19  
 105:8 106:7,16,21  
 107:1,8 113:8  
 114:4 115:12  
 116:22 117:4,8  
 119:14 122:8,12  
 130:16 135:14,19  
 135:22 136:4  
 137:8,19 140:19  
 141:20 144:10  
 145:16,20 146:3,9  
 147:7,15,20 148:4  
 148:9,12 149:3,22  
 150:3,7,18 151:11  
 151:16,18,18,21  
 152:1,3,14 155:17  
 157:12 158:1,4,9  
 158:13,16 159:4  
 159:20 160:18  
 161:15,17 162:9  
 162:13 163:12,19  
 163:22 164:8,11  
 164:20 165:8  
 169:4 171:3 172:3  
 172:6 173:15,18  
 174:2,22 175:4  
 176:11 177:1,16  
 178:9,14,22 179:6  
 179:11,17,20  
**mind** 5:8 6:11 25:18  
**minimum** 60:9  
 69:14 124:10

**minute** 49:11  
**minutes** 49:8,8  
**missed** 12:3,11  
 160:21  
**missing** 44:7  
**misstating** 172:22  
**Mister** 23:4  
**misunderstood**  
 134:16  
**mitigate** 9:5  
**mom** 114:20  
**moment** 92:4,4  
 103:14 135:1  
**moment's** 107:19  
**monitored** 160:6  
**monitoring** 64:18  
 159:9  
**monitors** 153:19  
**Monroe** 41:22  
 77:10  
**month** 102:8,10  
 109:14 111:17,19  
 154:3  
**month's** 109:16  
**monthly** 109:14  
**months** 70:15  
 100:19 107:12  
 111:17  
**morning** 2:3 3:16  
 4:7,8 5:11 10:9  
 29:18 37:21,22  
 141:18,18 174:6  
**motion** 151:12,13  
**motioned** 152:4  
**move** 91:1 151:1  
 168:3  
**moved** 88:12  
**movement** 43:11  
 43:18  
**moving** 74:14  
 163:15  
**MPD** 5:22 59:14  
 61:7,21 63:6  
 149:19,19 161:9  
 163:3  
**MPD's** 162:3  
**multiple** 142:2  
**music** 105:11

**musical** 105:18

---

**N**

---

**N.W** 1:15  
**name** 2:8 3:6 12:7  
 13:6 37:8 47:1  
 70:2 77:4,12 85:9  
 154:22 156:18  
 157:19  
**names** 5:3 15:12,14  
 18:16,17 39:9  
 69:19 114:15  
 127:7 134:7  
**narrow** 133:5  
 141:13  
**Nate** 37:9,12  
**Nathaniel** 4:10  
**nationwide** 95:10  
**nature** 42:1 86:13  
 88:2 96:3 103:8  
 105:9 114:2  
**NE** 1:9  
**necessarily** 101:7  
**necessary** 6:12  
 65:11 91:11  
 161:10  
**need** 11:17 32:3  
 51:15 59:7 60:21  
 63:21 67:2,13  
 70:11,16,18,18  
 87:17 90:1 92:21  
 93:1 103:13  
 109:12 115:9  
 117:10 119:12,12  
 132:9 135:7,22  
 136:19,22 140:6  
 143:16 145:7  
 154:15 156:3  
 165:18 166:13  
 171:5  
**needed** 35:21 66:9  
 69:6 153:1 157:10  
**needing** 124:22  
**needs** 10:4 21:5  
 59:13 62:18 68:16  
 73:4 103:9 142:19  
**never** 12:21 14:13  
 14:18 15:2 132:13

**new** 137:22 139:4,4  
 140:15,20 149:1  
 167:1  
**news** 76:20,22  
**Nick** 1:19 2:10  
**night** 11:16 34:7  
 66:2 67:19 68:12  
 99:15 116:13  
 117:17 120:21  
 123:21 139:10  
 172:21 173:4  
 177:19,22  
**nights** 117:16,17  
**nodding** 126:22  
**noises** 3:1  
**non-specific**  
 133:21  
**Nope** 157:1  
**normal** 51:6  
**Northeast** 3:19  
**note** 41:13 42:9  
 63:12,12  
**noted** 7:12,13,14  
 7:15 133:22  
**notes** 60:13  
**notice** 107:19 152:5  
 158:11,21 164:7  
**notification** 160:3,5  
**notifications** 59:3  
**notified** 157:13  
**notify** 159:5  
**notifying** 156:8  
 160:4  
**number** 4:16 21:10  
 21:11 23:10,18  
 25:13 30:14 31:17  
 31:19 32:3 33:21  
 35:20 38:2 40:8  
 75:8 85:10 87:10  
 88:3 93:22 95:9,9  
 95:11 96:3 123:22  
 124:11 125:11  
 131:4,9 143:6  
 153:3 154:11

---

**O**

---

**obligation** 18:22  
**obligations** 24:21

**observe** 38:17 68:9  
**observed** 4:21  
 13:15 41:3 42:6  
 43:7 71:16  
**observing** 41:3  
**obtain** 3:13  
**obvious** 53:20  
**obviously** 13:16,19  
 52:22  
**occupancy** 64:18  
 64:20  
**occur** 4:20 41:12  
 72:12  
**occurred** 17:16  
 55:16 100:18  
 172:11  
**occurrence** 106:6  
**occurs** 83:19  
 103:15,18 166:15  
**October** 138:14  
**odd** 169:13  
**offense** 90:19  
**offer** 4:13 6:15  
 10:11 13:22 14:1  
 16:22 17:8,12  
 18:3 19:17,18  
 25:12 69:17 94:16  
 153:2 165:22  
**offered** 21:21  
**office** 4:5 41:16  
 176:13  
**Officer** 8:13,21 29:4  
**officers** 27:11  
 59:20  
**oh** 23:7 36:7 78:5  
 97:16,18 131:22  
 173:18 175:14  
**OIC** 7:9,19 9:13,15  
 10:21 12:3 13:11  
 14:6,11,18 16:9  
 21:4 33:4 38:3  
 42:20 85:5,10  
 87:10 143:6  
 165:11,16  
**OIG** 6:20  
**okay** 4:6,12 5:10  
 10:7 14:7 16:16  
 19:12 21:9 23:4,7

23:16 25:21 26:15  
 27:1 28:15,20  
 29:14 30:12 31:22  
 32:3,17 33:8,10  
 34:1,11,14,19  
 35:6,12,17 36:6  
 36:16,22 37:16,19  
 40:20 41:1 44:19  
 45:4,21 46:11  
 47:12 48:3,11  
 49:5,9,17 50:14  
 51:14 52:18 53:7  
 53:17 58:10 72:1  
 72:4 73:12 74:5  
 75:18 76:4,7,15  
 77:17,20 79:16  
 80:16 82:3,8 84:2  
 84:11 85:1 86:2  
 91:19 94:6 95:7  
 95:12 96:14,15  
 101:12,20 102:7  
 103:19 106:7  
 109:10,19 110:5  
 111:20 113:3,16  
 113:17,21 114:21  
 115:21 116:22  
 117:4 119:8  
 124:14 130:13  
 134:22 141:19  
 142:14,16,20  
 143:3,21 144:5  
 145:2,14,20 146:4  
 146:4 147:7,15,20  
 148:4,13,14 149:3  
 150:3,18 153:6  
 154:6 160:11,15  
 160:18 161:6,15  
 162:9 163:9,12  
 164:1,2,8 165:21  
 169:8 170:1,6  
 172:1,6 174:2,22  
 176:11 177:1,16  
 178:8,9,10 179:19  
 180:1,1  
**old** 132:12  
**once** 25:22 70:14  
 118:9 172:11  
**ones** 26:1

**ongoing** 86:15  
 123:8,15 156:7  
**online** 149:18  
**open** 3:8,9,11 6:11  
 6:11 10:15 14:2  
 20:22 22:10,19  
 27:8 32:12 33:3  
 92:11 93:6 99:6  
 119:12,12,15  
 124:22 125:10  
 126:12 145:9  
 151:1,5,8 152:8  
 168:13 171:10  
 172:21 173:4  
 179:3  
**opened** 125:2,4  
 154:10  
**opening** 102:5  
 143:2 174:1  
**operate** 6:19 24:8  
**operations** 4:18  
 18:6 21:14 23:22  
 32:6 38:5 86:9  
 89:3 92:2 93:2  
 94:11,14 101:6  
 153:5,13 178:7  
**operator** 143:18  
**opinion** 27:4 30:3  
 34:15,16  
**opportunities**  
 102:16  
**opportunity** 12:22  
 31:8 34:22 36:10  
 38:16 39:6 79:13  
 142:9  
**opposed** 87:17  
**opt** 21:2  
**opted** 23:6  
**orally** 52:8  
**order** 11:18 93:1  
 154:5 161:10  
**ordered** 17:13  
 23:15  
**orders** 153:16  
**organize** 56:21  
**organized** 22:13  
 41:5 48:21 57:3,9  
 58:9 69:10 73:16

**original** 18:14,15  
 26:22 74:20  
 132:20 156:2  
**ought** 20:11  
**outline** 81:5 175:11  
**outlined** 20:2 155:4  
**outlines** 81:14  
 83:15 84:18 123:7  
**outside** 24:13 25:7  
 124:6,8 161:5  
**over-inclusion**  
 101:2  
**overcrowded** 66:16  
**overhead** 44:15  
**oversee** 29:20  
**oversees** 148:21  
**owe** 55:12  
**owned** 138:21  
**owner** 40:1 47:17  
 47:19 65:15 91:4  
 91:4  
**owners** 67:1 91:5,8  
 91:15

---

**P**


---

**P-R-O-C-E-E-D-I-...**  
 2:1  
**p.m** 45:1,13 46:21  
 47:14 48:15,17  
 152:12,13 180:5  
**page** 69:1,1 119:4  
 176:4  
**paggers** 3:3  
**paid** 68:7  
**painting** 112:16  
**paperwork** 69:11  
 77:13  
**paragraph** 13:6  
 154:8  
**part** 13:11 15:4  
 34:12 38:5 46:1  
 59:12 68:10 94:1  
 94:10,12,14 98:14  
 106:7 111:14  
 124:14 126:3,16  
 129:16 134:10  
 135:8 147:1  
 157:20 167:10,15

<b>part-time</b> 110:22 116:5	53:11 54:11 60:10 64:22 67:3 70:15 70:17 72:19,22 73:1 83:20 86:17 87:1 88:11 89:6 93:2,4,19,20,21 93:21 94:1 95:15 96:1 97:2,13,16 97:17 98:6 101:21 102:20,22 104:2 105:12 108:13 109:4 110:18 111:15 113:11 115:7 120:18,20 121:7 124:16 125:11,16 127:4,8 127:10 128:11,12 128:16 129:9 130:7 131:12,20 132:21 133:2,19 134:6,14,18 135:5 135:10,11,11 136:13 137:2,2,13 139:14 144:14,15 148:7 150:4 167:14 171:13 175:6	102:9 106:5 107:22 118:13,15 118:19 121:15,20 121:20 122:4 123:10 127:22 133:16,16 144:21 145:3,6,8 147:9 147:11 148:18,19 148:21 149:12 156:19 157:7,15 157:19,20 177:21 177:22 178:2,4	81:2,3,7,9,11,13 82:13 89:5 98:14 99:2,21 106:6 123:9,20 125:2 129:4 140:16,20 147:2 156:4,6,6 164:17,18 166:19 166:20,22 168:17 168:18 169:6,7,11 169:19,21 170:10 170:10,19 174:12 176:5
<b>participate</b> 25:3,10 126:10 132:18 133:4 156:1	<b>participated</b> 49:18	<b>personal</b> 41:4 52:7	<b>planning</b> 135:6
<b>participating</b> 46:5	<b>participation</b> 71:16	<b>personally</b> 20:6	<b>plans</b> 79:4,7 144:7
<b>participatory</b> 24:15	<b>particular</b> 3:17,21 27:16,17 28:8 55:17 56:17 67:19 69:13 72:8 73:18 148:20,21	<b>personnel</b> 4:18 6:3 11:1 13:7 18:5 21:13 23:21 25:14 32:5 38:4 47:7 86:10,19 114:16 114:17 123:21 153:4 155:18	<b>play</b> 92:7,21 123:16
<b>particularly</b> 6:6 9:7 18:21 170:22	<b>parties</b> 4:2,15,15 10:12 126:7	<b>persons</b> 27:6 49:18 153:22	<b>playing</b> 92:20
<b>pass</b> 78:14 85:20 141:8 163:4	<b>passed</b> 45:20 138:6 152:4	<b>perspective</b> 9:17	<b>please</b> 2:20 3:3,5 41:13 120:15 141:6 168:14
<b>pat</b> 50:13	<b>pat-down</b> 62:22	<b>phones</b> 3:3 50:5	<b>pleasure</b> 171:9
<b>pat-downs</b> 62:20 153:18	<b>path</b> 141:13 161:12	<b>physical</b> 7:21 8:9 9:14 14:16 15:20	<b>plus</b> 8:18 25:6 155:15
<b>patrons</b> 61:4,10 127:19 128:21	<b>pause</b> 124:15 125:9	<b>picture</b> 112:17 172:8,9	<b>pockets</b> 63:22
<b>pay</b> 9:3	<b>PDA's</b> 45:22 46:6 52:7	<b>piece</b> 160:3	<b>point</b> 11:17 16:15 20:21 27:19 29:1 46:6 47:17,17 51:13 59:13 60:3 61:12 63:21 66:22 66:22 88:21 92:6 99:9 101:1 103:13 129:6 135:14 161:19 174:7
<b>Pearson</b> 41:22 77:11	<b>penalize</b> 16:10	<b>piggyback</b> 56:1,16 87:7	<b>pointed</b> 47:6
<b>penalized</b> 14:14,19	<b>people</b> 9:1 12:5 18:8 24:8,12,20 24:21 25:7,9 26:4 28:2 32:19,21 36:5 38:19,21 39:3,11,14 40:10 43:7 44:6 45:9,15 47:4 50:2,4 53:8	<b>place</b> 15:1 35:8 64:8,22 67:10 68:8 72:9 157:14 178:2	<b>pointing</b> 26:14
	<b>period</b> 8:15	<b>placed</b> 35:9 60:10 124:21	<b>points</b> 10:18 71:20 101:14
	<b>permanent</b> 116:4	<b>places</b> 96:5	<b>police</b> 17:15,17 27:11 28:11 59:20 64:5 76:17
	<b>perplexed</b> 89:1	<b>plan</b> 6:1,14,22 7:18 11:7,8,12,13 15:5 15:5,6,22 16:10 20:2,4 39:18,20 42:3 54:11 56:9 64:13,14 65:4,18 66:4,10 67:12 68:22 69:14 77:22 78:2,7,15 80:6	<b>policy</b> 120:12
	<b>person</b> 11:6 26:20 26:21 27:16 28:7 61:13 72:9 77:4,7		<b>portion</b> 54:22
			<b>portions</b> 44:7
			<b>position</b> 33:3 52:3 132:16 154:17 155:1 156:20 166:12,13 172:10
			<b>positions</b> 70:5 108:9,11 112:6,7

112:8,14,18  
 113:12 131:19  
 132:16 155:16  
 178:19  
**positive** 85:13  
**possible** 50:11  
 100:5 103:1  
 136:15,17 144:14  
 168:5,6  
**possibly** 101:4  
**pour** 27:10  
**pours** 122:4  
**PowerPoint** 81:5  
 81:13,18,21 82:9  
 82:10,13 83:7,9  
 83:13  
**practical** 87:8  
 121:4,7,8,10  
**practicality** 121:5  
**precipitated** 5:20  
**predict** 111:21  
**preferable** 88:7  
**prepared** 142:7  
**preparers** 153:17  
**presence** 128:20  
**present** 1:18 47:7  
 162:2 167:8  
**presentation** 47:13  
 50:10 67:6,8  
 68:13 72:15 73:7  
 81:6 85:8 167:2  
**presented** 4:14  
 19:22 31:3 83:18  
 126:18 141:9  
 165:4  
**presenting** 77:15  
**preservation** 6:4,6  
 6:9 7:13 58:16  
 66:3 67:5  
**preserving** 62:3  
 75:9  
**presiding** 1:16  
**presume** 77:14  
**Pretend** 132:12  
**pretty** 23:11 70:9  
 75:6 76:14 86:4  
 96:20 109:16,22  
 159:17

**prevented** 15:17,19  
**prevention** 29:4  
**previous** 15:5  
 107:5  
**primarily** 115:14,19  
**principle** 48:1  
**print** 170:14  
**printed** 81:3 147:9  
 147:18  
**prior** 4:19 21:5,14  
 23:22 32:6 39:21  
 40:9 46:20 55:3,3  
 66:5 74:10 88:8  
 89:4 102:5 105:16  
 117:6 158:11,15  
 166:2  
**priority** 176:20  
 177:14  
**privilege** 80:17  
**probably** 71:9  
 93:16  
**problem** 13:1 16:17  
 28:10 32:16 51:8  
 92:18 98:6 102:4  
**problems** 26:17  
 153:7  
**procedures** 20:3  
 62:3 63:19 64:2  
**proceed** 14:8 20:15  
 22:3 23:3,9 24:17  
 25:2 87:1  
**proceeding** 3:5,15  
 22:14,15 152:6  
**proceedings** 2:20  
**process** 7:3,4 35:7  
 56:8 86:3 87:12  
 87:14 122:19,20  
 125:8 132:10,14  
 135:6 137:1  
 146:22  
**processes** 63:15  
**produce** 135:15  
**professional**  
 159:14  
**program** 111:14  
**projector** 44:15  
**promise** 177:14  
**promised** 141:1

**proof** 32:19  
**proper** 19:2 50:12  
 62:22 68:17 70:20  
 74:14 139:9  
**properly** 19:3,5,6  
 62:7,13 126:1  
**property** 27:20  
**proposal** 144:13  
**protect** 76:13  
**protected** 59:13,19  
**protecting** 56:6  
 127:20  
**prove** 72:7  
**provide** 13:3 23:14  
 23:20 35:21 38:3  
 38:9 42:13 65:11  
 68:17 69:22 80:20  
 81:1 84:5 101:16  
 116:13 117:10  
 118:2 123:13  
 126:20 140:9  
 141:2,15 147:4  
 156:18 162:19  
 164:5 178:18  
**provided** 5:21 7:16  
 8:2 14:17 15:13  
 24:5 38:7,12 39:9  
 39:12 40:5 45:1,1  
 56:22 62:12 66:10  
 72:8,10 73:6  
 82:16 83:12 101:1  
 114:19 132:16  
**provides** 153:20  
**providing** 7:21  
 58:21 95:14  
 140:15  
**provision** 153:7,15  
**provisions** 4:16  
 20:18 161:19  
**public** 3:9,9,12 17:6  
 18:2 19:8 27:20  
 96:1 98:9 119:20  
 120:9 121:16  
**pull** 27:21 46:6,7  
 145:2  
**punishment** 9:22  
 19:9  
**purpose** 41:6,16

127:18 151:3  
**purposes** 90:22  
**purses** 63:22  
**pursuant** 6:1 16:9  
 152:8  
**pursue** 161:12  
**push** 168:4  
**pushing** 168:10  
**put** 9:11 11:5 12:6  
 12:17 26:6 31:20  
 61:16 68:10 83:22  
 87:13 94:4 110:20  
 113:6 114:9,17  
 122:17 136:18  
**puts** 29:5  
**putting** 136:21  
 137:1,4 144:6,7  
 154:5

---

**Q**


---

**qualifications**  
 162:20 163:6  
**quality** 141:15,15  
**quarter** 100:19  
**quartering** 59:6  
**quarterly** 13:9  
 100:20,21 104:13  
**Queens** 1:9 3:18  
**question** 5:2 7:10  
 26:8 38:15 40:15  
 43:4 53:20 57:13  
 58:11 74:20 77:2  
 91:18 115:13  
 122:18 123:19  
 134:3,19 137:9  
 146:8 147:1  
 149:22 150:3  
 154:7 155:21  
 158:4,7 160:19  
 177:18  
**questions** 26:9  
 28:13 30:11 36:1  
 36:18 49:20 50:9  
 57:2 74:19 90:1  
 119:7 163:13,14  
 180:1  
**quick** 40:14 43:3  
 47:15 88:19

105:20 146:7  
150:19 155:3  
**quickly** 123:3 168:5  
168:6 176:17  
179:21  
**quite** 59:10 76:10  
97:3,21 107:3  
117:21 122:13  
136:10 157:5  
167:9  
**quorum** 2:17

---

**R**

---

**rabbit** 22:11  
**radar** 125:14  
**raise** 71:20  
**raised** 71:15 142:2  
147:14 148:3  
**Ranger** 116:8  
**ratio** 128:14,18  
**RCX** 1:8 4:9,10  
74:11  
**RDO** 5:22 60:1 61:4  
**re-arguing** 57:17  
**reach** 135:9  
**reaches** 9:19  
**reaching** 137:2  
**read** 11:3,6 27:7  
78:4 85:13 164:17  
169:6,8  
**reading** 96:22  
**reads** 28:4  
**ready** 16:20 121:19  
124:1 135:17  
**reaffirming** 5:14  
6:8  
**real** 65:16 88:19  
92:8 155:3 169:14  
**realistically** 86:11  
145:10  
**reality** 179:22  
**really** 11:17 14:9  
19:16 90:12 95:10  
97:17 125:17,21  
132:7,7,8 144:1  
157:8 166:7 168:3  
168:12 169:13  
170:3

**reason** 27:3 28:13  
28:21 29:6 61:1  
67:9  
**reasonable** 25:1  
36:6 103:7  
**reasons** 150:12  
151:7  
**recall** 64:7  
**receipt** 15:20,21  
160:5,13  
**receive** 52:8 71:19  
100:6 115:3  
118:15,22 129:4  
144:17  
**received** 18:14 27:8  
41:12 52:5 55:1  
70:19 72:9 87:1  
**receives** 27:6  
**receiving** 80:17  
81:9,10 143:7  
178:6  
**receptionist** 2:19  
**recess** 150:19  
152:6 161:21  
**recognize** 9:12  
90:19 91:11  
**recommend** 14:3  
17:7 69:21 146:20  
**recommendations**  
7:1,2  
**record** 3:7 4:2 17:4  
33:11 34:13 36:14  
77:19 91:8 152:12  
152:15  
**record-keeping**  
139:21  
**recorded** 2:21  
**reduce** 82:6  
**Reeves** 1:15  
**refer** 167:15  
**reference** 38:2,9  
41:11 45:2 46:7  
78:15 127:15  
**reflect** 167:5  
**refrain** 2:22  
**regarding** 55:14  
58:13 64:3 173:13  
**regardless** 177:12

**regards** 42:2  
**regular** 42:15 70:16  
115:4 119:6,9  
160:21  
**regularly** 82:18  
101:8 118:9,14  
**rehashing** 107:4  
**reiterated** 68:20  
**related** 35:1,2 56:4  
56:9 71:15  
**relates** 128:19  
**relating** 55:15  
**released** 59:14  
**rely** 120:17,21  
**remain** 14:4 15:10  
61:13  
**remaining** 47:9  
131:9  
**remember** 57:2  
73:13,20  
**remind** 56:20,20  
96:16  
**reminded** 16:4  
**remiss** 148:16  
**removes** 81:8  
**reopen** 34:8 168:6  
179:5  
**reopening** 4:19  
21:14 23:22 32:7  
40:9 88:9 166:2  
**replace** 109:13  
**report** 29:5 42:10  
50:17 51:1 56:12  
66:1,14 68:10  
77:13 104:13  
172:12,18 179:8  
**reported** 4:21  
**Reporter** 2:21  
**reporting** 7:14 41:3  
**reports** 102:14  
**representation**  
11:22 120:22  
**represented** 175:8  
**representing** 115:6  
**reprimand** 90:20  
**request** 30:16 35:9  
38:9 83:1 96:13  
123:12

**requested** 13:11  
61:22 115:2  
141:22  
**requesting** 5:6  
22:19  
**require** 18:4  
**required** 9:20 10:14  
16:9 42:20 105:21  
106:1 123:21  
127:8 128:10  
165:22  
**requirement** 23:12  
87:11 117:6  
**requirements**  
10:20 143:15  
**requires** 3:8 72:6  
**reservations** 65:17  
**respect** 3:22 6:4  
14:20 15:12 18:19  
95:21 96:17 154:7  
160:14  
**respond** 14:8 17:22  
19:3,14 22:3 58:1  
123:12  
**responded** 5:18  
**Respondent** 4:17  
10:21 13:2 21:12  
32:4  
**response** 17:14,17  
19:5 68:1 139:12  
166:17 170:12,13  
**responses** 57:6  
**responsibilities**  
20:20  
**responsibility**  
59:19 91:16 128:2  
128:5 171:16  
**responsible** 126:5  
177:21 178:3  
**rest** 89:15 128:15  
**restructuring** 51:9  
**result** 9:21  
**resumed** 152:12  
**Retailer** 1:10  
**retains** 25:14  
**retribution** 19:10  
**return** 152:9 178:7  
**review** 12:22 16:5

52:6 147:2 170:3  
 171:16 172:13,16  
 176:8,18 177:4  
**reviewed** 8:7 12:14  
 19:22 65:18 66:7  
 71:10 167:6,19  
 179:10  
**revise** 100:3,5  
**revised** 11:13 15:6  
 66:7  
**revising** 100:15  
 167:21  
**revoked** 16:15  
**right** 2:9 12:22  
 13:20 14:5 16:3  
 18:16 23:12 24:6  
 25:17 29:3,11  
 30:12 31:1,22  
 32:20 37:16 38:6  
 38:10,13 39:13  
 40:17 44:11 45:7  
 45:17 54:7 57:14  
 58:18 70:6 74:16  
 76:19 78:16 79:8  
 84:2,17 88:5 91:4  
 91:4 92:17,21  
 93:7 96:22 97:7  
 97:14 99:3,9  
 105:18 106:12,16  
 106:20 107:2,8,14  
 107:17 108:6,18  
 109:15 110:2  
 111:22 112:2  
 113:5,21 114:1  
 117:8,15,18  
 119:14,21 120:2,3  
 120:4 122:9,10,15  
 123:22 125:15,20  
 125:20 126:15  
 127:10 130:6  
 131:3 133:7,11,12  
 133:20,21 136:10  
 138:5 141:7,8,11  
 142:8 143:13  
 144:9 145:16  
 146:5,17 149:6,21  
 150:6,18,20  
 155:10 157:18

158:9,18,20 159:9  
 162:16 163:8,12  
 166:3,10 168:11  
 171:22 174:14,16  
 175:3,13,16,21  
 176:1,21 177:4,9  
 178:10 179:17  
 180:2  
**risking** 143:12  
**road** 1:9 3:19 35:18  
 161:22  
**robust** 83:22  
**RODRIGUEZ** 1:21  
**role** 92:1  
**roll** 151:12  
**Ron** 41:22 77:10  
**room** 1:15 3:1 19:7  
 43:20,22 44:7  
 152:7  
**round** 161:2  
**route** 20:22 22:20  
 22:21  
**routinely** 15:4  
 154:1,2  
**run** 85:15 93:1  
 120:3  
**rush** 141:6,14  
**Ruthanne** 1:16,19  
 2:8

---

**S**

---

**safe** 19:11 70:9  
**safer** 28:5  
**safety** 17:6 18:2  
 19:8 27:20 64:21  
 96:1 98:10 119:21  
 120:10 121:16  
 126:6 127:19  
 128:20  
**salaried** 177:3  
**sanctioned** 98:18  
**sat** 42:6 43:14  
 146:17  
**satisfactorily** 55:21  
**satisfactory** 10:6  
**Saturday** 124:13  
**saving** 64:3  
**saw** 15:14 30:18

31:6 44:20 50:22  
 77:21,22 116:12  
**saying** 34:5 60:3  
 61:12 67:19 80:5  
 87:15 90:14 92:10  
 93:6 94:21 98:22  
 105:4,6,8 106:1,2  
 106:13 115:9  
 120:5 121:6,14  
 133:18 142:7  
 146:18 164:3  
 168:2 169:6 170:1  
 170:17 175:22  
**says** 21:12 25:13  
 50:17 59:20  
 120:12 123:9  
 155:18 163:3  
 165:11,18  
**scenario** 75:13  
 83:20 102:6  
 103:10 121:12  
 148:3  
**scenarios** 83:19  
**scene** 6:4,5,9 7:13  
 17:19 26:19 29:3  
 55:19 56:4,5,6  
 58:16,20 59:1,5,8  
 59:9,12,14,17  
 62:3 66:3 67:5  
 75:10,17 76:2,6  
 120:1  
**schedule** 102:19  
 109:7 179:9,12,12  
**scheduled** 7:7  
 46:21 111:13  
 163:15 164:4  
 178:16 179:15  
**scream** 76:2  
**scrutiny** 19:4  
 131:18 170:5  
**second** 90:21 92:8  
 151:9,10  
**seconded** 151:11  
 151:14  
**Section** 3:10  
 150:22 151:5,7  
**securing** 137:2  
**security** 5:18 6:1,2

6:13,14,14,22  
 7:18 11:7,8,12,13  
 15:4,5,6,22 16:10  
 20:2,4 24:10  
 39:18,20 42:3  
 45:3 47:5,7 50:8  
 54:10 56:9 60:9  
 60:10 64:2,13,14  
 65:4,18 66:4,10  
 67:7,12 68:22  
 69:14 77:22 78:2  
 78:7,15 81:2,3,7,9  
 81:11,13 82:13  
 89:5 95:18 98:14  
 99:20 105:16  
 106:6 112:2,3,4  
 112:22 113:1  
 115:14,16,22  
 116:1,13 123:20  
 123:21 124:4,20  
 125:2,3,5,12  
 126:4 127:3,7,8  
 127:22 128:7,11  
 128:11,16,21  
 129:4,9,11,20,22  
 130:5,8 131:4,22  
 133:9,16,22  
 134:14,18 136:2  
 137:11,11,14  
 139:9,14,15  
 140:16,20 144:7  
 147:2 148:18,18  
 148:21,22 153:17  
 156:4,6 164:17,17  
 166:19,20,22  
 168:17,18 169:6  
 169:10,18,21  
 170:10,10,19  
 174:12 176:5  
**security-wise**  
 178:2  
**see** 12:13 13:12  
 26:8 59:11 66:20  
 72:21 113:16,20  
 127:6,6 139:17  
 146:10 155:17  
 156:13,16 157:7  
 162:21 169:13,13

171:5 175:15  
**seek** 136:20 159:18  
 160:2  
**seeking** 151:3  
**seen** 147:8 164:12  
 165:20 174:21  
**send** 39:18 40:1  
 53:5 156:21  
 158:19 160:10  
**sending** 53:22  
**sense** 26:3 40:9  
 71:7 74:22 75:3  
 87:9,16 94:4  
 119:16,18,19,20  
 120:5,6 143:14  
**sent** 30:17 39:21  
 52:19,22 53:8,12  
 53:15 54:5,11,19  
 54:20 94:2 157:21  
 157:21 160:6  
**sentence** 25:13  
 78:4 87:9 143:5  
**separate** 60:14  
 118:2 155:8,9  
**September** 1:13 2:7  
 10:17 13:8 114:8  
 122:22 123:1  
 129:10 130:6  
 138:1 177:18  
**serious** 5:15  
 143:13 159:8  
**seriously** 159:17  
**serve** 127:18  
**servers** 24:9  
**serves** 153:15  
**session** 2:5 3:12  
 9:1 32:20 40:7  
 42:17 43:9 44:4  
 47:20 52:5 55:4  
 72:15 73:19 89:19  
 103:4 146:1  
 152:19  
**set** 114:6,9 152:20  
**sets** 108:11 171:15  
**settlement** 3:14  
**seven** 46:20 48:13  
 48:14 124:18  
 125:3,5,16 130:20

130:22 131:5,6  
**Seventy-four** 53:13  
**shaking** 126:22  
**shape** 146:21  
**share** 84:19  
**shared** 83:5 84:22  
**sheet** 12:7 39:2,8,9  
 40:4 41:18 69:19  
 134:7 154:19  
 178:22 179:7  
**sheets** 155:5,15  
**shook** 68:4  
**shoring** 6:17 7:18  
**short** 1:21 2:13,13  
 10:17 17:5 26:15  
 26:16 27:1 29:9  
 29:14,17 30:3,8  
 30:11 33:9 36:6  
 46:13,15 48:12,18  
 48:22 49:5,9,12  
 49:17 67:16,18,22  
 68:9 73:12,13  
 74:2,5,15 84:3,4,8  
 84:11,14 98:11  
 100:20 104:8,11  
 104:16 122:12  
 137:18,19,20  
 138:4,9,16,18,21  
 139:2,13 140:8,13  
 140:22 141:6,19  
 148:15 151:10,11  
 151:21,22 152:10  
 161:8 162:7,10,14  
 177:17 178:8  
**Short's** 33:5  
**shortly** 152:9  
**shot** 27:15 139:8  
**show** 10:21 25:4  
 26:5 97:3,5,8 98:7  
 108:1 122:21  
**showed** 18:11,12  
 77:9 136:13  
**shows** 13:4 107:11  
 122:22  
**shuts** 28:12  
**sick** 61:10  
**side** 50:3 101:2  
**sign** 3:5 11:3 15:15

15:17 16:4 27:7  
 39:1,3,8 40:4  
 41:17 69:18 70:2  
 72:18,20 73:1  
 132:17 134:7  
 135:20 145:22  
 146:16 154:19,20  
 155:5,15 178:22  
 179:7  
**sign-in** 12:7  
**signed** 5:5 10:12  
 18:13 39:11 40:6  
 54:2,2 73:9  
 131:13  
**significant** 44:7  
 66:5,6  
**signing** 39:4  
**signs** 28:5 99:22  
**Silverstein** 1:22  
 2:12,12 8:19  
 17:10,11 22:20  
 55:8 56:1,17  
 58:10,13,18 59:22  
 60:8,12,18 61:2,6  
 61:9,17,20 62:2,6  
 62:9,15,19 63:2,8  
 63:14,18 64:1,11  
 64:17 65:3,7  
 68:14 70:6 71:3  
 79:17,20 80:8  
 90:7,9 94:10  
 100:10,16 113:7,9  
 113:13,18 151:19  
 151:20 167:22  
 168:1 169:22  
**Similar** 110:11  
**simple** 26:2 93:7  
 160:17 176:5  
**simply** 22:4 68:21  
 69:9  
**sing** 105:14  
**single** 88:7 145:8  
**sir** 36:12 40:17 44:9  
 44:17 46:2,9 62:5  
 65:13 67:21 69:12  
 72:3 131:12  
**sirs** 55:13  
**sit** 139:19

**sitting** 47:6 50:3  
 139:7  
**situation** 60:22  
 86:12  
**situations** 83:18  
**six** 70:15 100:18  
 107:11 111:17  
 124:17 125:3,5  
**skimmed** 170:2  
**slides** 175:4,6,7  
**smell** 125:20  
 136:10  
**smirks** 127:1  
**smoother** 6:19  
**smoothly** 152:18  
**so-called** 97:2  
**somebody** 27:14  
 102:17 105:14  
 122:11 139:8  
 143:11 150:9  
 178:17  
**somewhat** 10:1  
**song** 105:15  
**Soon** 97:4  
**sorry** 8:14,19,21  
 15:18 21:18 22:17  
 32:17 40:16 53:18  
 53:19 84:3 112:10  
 113:18 134:4  
 136:9  
**sort** 13:16 100:14  
 102:18 106:5  
 111:21 135:4  
 144:20 149:7  
 175:11  
**sought** 24:20 86:19  
 87:3 95:13 135:13  
**sound** 103:19  
**sounds** 51:4  
 103:21  
**source** 117:3  
**space** 99:10  
**speak** 6:4 24:2  
 47:19 80:13 90:8  
 94:7 126:2 155:3  
 174:21  
**speaking** 58:21  
 86:11 100:22

<b>special</b> 2:5 18:22 19:4 106:4,6	145:17 173:19	<b>submitted</b> 165:1 166:1,11,18 174:5 174:19	163:10
<b>specific</b> 43:13 80:21 81:11 83:1 133:20 140:11	<b>started</b> 35:17 46:17 48:13,14 52:17	<b>submitting</b> 171:21	<b>suggestions</b> 98:12
<b>specifically</b> 7:9 10:13,18 42:2 54:10,13 55:15 95:5 113:11 114:12 125:12	<b>starting</b> 130:2	<b>subsequent</b> 6:10 74:9 98:16 150:14 159:1	<b>suggests</b> 25:19 141:17
<b>specifics</b> 125:7	<b>state</b> 21:4	<b>substance</b> 165:3,4 165:5,6 166:19,21 167:5,9 169:17	<b>summarize</b> 16:6
<b>specified</b> 128:18	<b>stated</b> 14:14,19 28:17 34:16 39:20 66:19 87:12 144:19 179:14	<b>substantiates</b> 123:14	<b>summing</b> 13:17
<b>speed</b> 166:16	<b>statements</b> 26:10	<b>successful</b> 25:15	<b>Supervisor</b> 69:1
<b>spell</b> 157:10	<b>states</b> 143:6	<b>sudden</b> 98:8 131:21 169:1	<b>Supervisory</b> 33:13
<b>spelled</b> 3:6	<b>stationed</b> 128:19	<b>Suero</b> 7:11,20 8:13 8:14,21 9:19 15:13,18 29:5,19 30:1 33:15,16 38:15 40:12,21 41:2 43:10,14,21 44:3,9,17,22 45:5 45:8,12 46:2,9,19 47:21 48:5,8,16 48:20 49:2,6,10 49:14,22 50:16,19 55:8 58:15,19 60:2,11,17,19 61:5,8,11,19 62:1 62:5,8,11,17,21 63:5,11,17,20 64:7,16 65:2,6 68:19 71:7,22 72:2,5 75:15,19 76:5,8,16,21 77:5 77:8	<b>supplement</b> 171:22
<b>spent</b> 69:17	<b>status</b> 1:8 3:21 13:5 13:7	<b>staying</b> 29:10	<b>supposed</b> 12:14 27:10 127:12 139:15 171:14
<b>split</b> 79:17	<b>stay</b> 43:8 61:15 71:1	<b>stealing</b> 103:11 108:22	<b>sure</b> 3:5 14:5 15:9 19:1,6 20:18,21 21:19 34:7 35:9 35:19 43:5 44:14 57:9 59:3,6 71:6 71:14 76:10 77:18 79:19 80:15,15 84:7,10 89:22 98:8,19 102:4 110:7 117:20 120:18 125:22 130:11 132:4,6 141:8 142:4,10 148:22 152:21 157:2 164:2 165:10 166:6 171:17 175:1
<b>spoke</b> 47:22 65:15 84:18 85:8	<b>steps</b> 72:11	<b>Stewart</b> 33:13,14 33:20 36:9,12 37:17,18,20 38:1 38:7,11,14 40:16 45:14,18 55:10 65:9,13 67:18,21 68:2,11 69:1,16 70:7 72:14 85:6,7 115:18,21 116:3,7 116:12,16,20 130:20 131:2,5,7 131:11 154:21 169:11	<b>sure-up</b> 6:13
<b>spoken</b> 142:2 150:13	<b>Stewart's</b> 145:22	<b>stick</b> 30:13	<b>surety</b> 91:15
<b>springing</b> 131:21	<b>stick</b> 30:13	<b>stool</b> 43:16	<b>surprised</b> 20:6
<b>square</b> 170:8	<b>stop</b> 170:21	<b>stop</b> 170:21	<b>suspended</b> 178:7
<b>Stadium</b> 1:8 3:17 3:22 5:1,14,17 6:7 6:22 7:6 8:2,5 9:11,20 20:19 25:14 151:4 152:15,15	<b>streamline</b> 57:20	<b>straight</b> 141:12	<b>suspending</b> 10:2
<b>staff</b> 6:7 19:13 21:5 47:5 50:8 53:4 56:22 60:21 65:19 66:1 67:1,2,14,20 69:17 85:19 92:13 95:19,19 109:9 110:17 111:6,8,13 112:3 115:14,16 116:14,16 121:19 124:20 125:3,5,12 128:21 148:20 156:7 177:4,10	<b>street</b> 1:15 99:15	<b>streamline</b> 57:20	<b>suspension</b> 10:2 16:14,20,21 17:9
<b>staffing</b> 60:9	<b>stretched</b> 59:10	<b>strike</b> 60:22 61:1	<b>swear</b> 36:13,15
<b>stand</b> 39:7	<b>structured</b> 83:16	<b>stuff</b> 137:22	<b>switch</b> 77:1
<b>standpoint</b> 56:4 93:8,10,14	<b>stupid</b> 127:2	<b>submission</b> 167:1 172:16	<b>sworn</b> 37:1,6,14
<b>start</b> 5:13 37:2 46:21 47:2 58:11 70:5 144:15	<b>submit</b> 92:5 174:18		<b>system</b> 145:8

---

**T**


---

**t/a** 1:8  
**take** 9:9 35:8 49:2  
51:7 90:19 91:15  
100:11 105:10  
121:12 127:12  
142:8 150:19

151:12 152:10  
 157:14 159:17  
 171:17 176:8,21  
 177:6,9 178:2  
**taken** 60:6 80:18  
 81:4 129:6  
**takes** 5:14 100:7,8  
 137:6 153:16  
 166:16  
**talk** 66:13 73:3  
 89:18 92:8 121:5  
 148:9 162:14  
 177:8  
**talked** 45:15 131:16  
 137:10 140:13  
 174:15 175:6  
**talking** 54:9 88:2  
 108:21 109:2  
 134:13 139:8  
 156:2 174:10  
 175:10  
**talks** 153:3  
**tasked** 41:2  
**teach** 169:9  
**team** 24:16  
**techniques** 50:12  
**tell** 32:10 54:10  
 65:14 76:18 85:15  
 85:18 92:11 99:3  
 132:2 145:5  
 156:14 157:5  
 176:19 177:11  
**telling** 93:15 98:5  
 127:3 129:7 130:6  
 134:12  
**tells** 99:7  
**tentatively** 163:15  
 164:4  
**term** 107:15  
**terms** 7:8,9 11:11  
 12:6 14:11,18  
 18:3 21:4 49:17  
 56:7 87:5 91:10  
 97:22 100:8  
 123:19 133:1  
**testified** 37:6,14  
**testify** 13:13 37:1  
**testimony** 137:21

164:15  
**texting** 50:5  
**thank** 5:12 10:7  
 28:14 32:2 33:17  
 40:18,22 44:11,13  
 46:11,11 48:11  
 55:6,9,9 70:7  
 72:13 73:10,10  
 74:15 77:17 84:11  
 91:19,21 116:21  
 130:13 144:9,10  
 145:20 163:11  
 178:8 180:2  
**thing** 13:21 45:6  
 57:3 65:19 88:16  
 98:13 102:3  
 127:17 144:3  
 168:3 170:1  
**things** 6:12,18 9:12  
 10:13 12:2 13:17  
 13:20 16:7 24:22  
 28:3 29:2,2 42:9  
 42:20 45:10 50:14  
 50:15 51:6,10  
 65:9,10,15 67:2  
 68:4 69:5 75:3,21  
 80:3 83:15 110:12  
 140:14,16,17  
 142:3,10,11  
 144:19 145:13  
 152:16 155:4,9,9  
 156:12,15 162:12  
 176:14,15,20  
**think** 7:22 9:7,8,20  
 13:12 14:12 15:11  
 16:17 19:16 20:10  
 25:5 32:10 33:4  
 34:4,5 35:22  
 36:14 47:16 49:14  
 49:15 57:3,20  
 59:16 65:8 68:7  
 70:9 71:4 73:4  
 78:10 79:20 80:9  
 80:11 85:9 89:12  
 90:2,5,8 91:10  
 92:18 96:11 98:21  
 100:18,22 103:2,5  
 103:7,16 105:20

106:7,8,12 119:16  
 119:17 120:7  
 123:15 134:5  
 140:20,20 141:3,4  
 142:8,21 143:14  
 143:19 144:12,18  
 144:19 145:7  
 147:7,10 148:1  
 152:20 156:3  
 157:10 158:3  
 160:16,18 161:21  
 162:10 163:10  
 164:11 166:4  
 167:20 169:5,22  
 172:10 175:6  
 176:17  
**thinking** 161:11  
 175:7  
**third-parties**  
 161:14  
**third-party** 149:8  
**thirdly** 56:11  
**Thirty-eight** 40:15  
**thorough** 123:3  
**thought** 7:4 12:20  
 13:15 19:18 20:1  
 31:6 54:4 78:5  
 81:17 108:2 118:5  
 118:6 119:3  
 134:13 152:22  
 164:20,21 167:20  
 169:8 171:21  
**threatened** 121:16  
**threats** 17:22  
**three** 2:17 9:2,21  
 15:11 38:20 56:3  
 56:17 115:4  
 117:16 118:14  
 136:14 137:7  
**thrown** 75:21  
**thumbs-up** 172:21  
**tied** 16:21  
**time** 19:3 21:7 35:4  
 35:14 39:2 43:17  
 46:7,16 48:4,6,12  
 48:19 49:13 62:18  
 66:17,17 72:9  
 73:14 77:16 81:4

87:18 90:16 92:4  
 92:4,6 96:16  
 97:18 104:17  
 106:8 109:16  
 111:18 117:13  
 120:17 136:18,22  
 137:1,4,21 140:5  
 140:7 141:7  
 152:17 154:18  
 156:19 162:15  
 166:16 168:21  
 170:3 173:5,7  
 177:3  
**times** 9:2 24:22  
 63:7 68:21 115:4  
 142:2  
**timing** 177:8  
**titles** 13:3 131:12  
 131:19  
**today** 2:7,16 9:10  
 10:3 20:21 29:15  
 29:21 39:20 65:22  
 66:12 79:11 138:6  
 138:9 140:14  
 164:10 168:15  
 179:16  
**today's** 2:18  
**told** 9:3 39:17 41:16  
 65:19 66:13,14  
 68:11 93:12 96:16  
 129:20  
**tomorrow** 104:22  
 108:1 141:18,18  
**tonight** 163:16  
 164:4  
**top** 148:18  
**topic** 31:17 37:19  
 71:2 74:21  
**topics** 12:20 35:2  
 51:1 71:9  
**total** 124:8 131:1,6  
 172:8,9  
**totally** 35:16  
**touch** 100:14  
**touching** 101:5  
**town** 133:2  
**track** 40:19 83:3  
 108:14 141:11

**tracking** 99:1**tracks** 81:7**train** 24:14 87:17

93:4,5 105:3,21

106:1 118:1

119:10,11,13,13

121:8,15 142:22

173:3

**trained** 18:6 19:6

21:5,7 27:16

32:11,11,22,22

33:2 56:14 87:17

89:10 97:19 98:7

98:9,15 100:9

101:21 102:5

104:1,4,7 105:5

105:16 106:5,15

108:2,3 115:7,9

117:6,20 120:11

120:13,18 121:1

121:19,20 124:17

125:4,12 128:1

129:1,3,10 130:8

130:21 131:1

142:19 143:12

145:3,6,9,18

150:4 154:12,16

155:6,16,18,20

156:8,9,10,18,20

157:8,9,15,16

172:13,18 175:12

**trainees** 41:9 49:21

50:2 167:9

**trainer** 49:21 68:7

74:10 76:10 82:10

147:19 148:19

150:8 161:10

162:22 175:10

**trainers** 8:17 41:21

147:8

**training** 4:17,20 7:7

7:7,12,15 8:6,12

8:16,18 9:1,6

10:16 11:1,9,16

11:20 12:12,12,13

12:16,19 14:20

15:2,9 17:2 18:14

19:2,21 20:15

21:13 23:21 24:15

25:8,16,19 26:1,5

26:6,17 27:2,7,17

27:19,22 28:9,18

29:4,7,11,20 30:2

30:4,19 32:5,18

32:19 35:2 36:10

36:11 38:22 39:5

39:21 40:2,6,11

41:4,12 42:1,7,8

42:13,13,16 43:8

43:9 44:1,4,8,16

46:1,5,7,17,20

47:2,11,20 48:14

49:18 50:2 51:3,5

51:7,9 52:4,11,13

52:17 54:1,3,6,8

54:12,15,17,21,22

55:14,21 56:10,15

57:18 58:22 59:22

60:14 61:2 64:11

64:18 65:3,5,14

67:7 68:16 69:10

70:20 71:4,11,19

72:6,8,10 73:6,15

73:18 74:3,8,11

74:12 75:2,4,5,9

77:3,7 78:2,11,12

78:16 79:4 81:10

81:10,11 82:11,12

82:17 83:16 84:6

84:15 86:4 87:2

88:8 89:4 92:10

93:19 96:2 97:5,6

97:9,10 98:1

99:16,22 100:1,7

101:10,17 102:9

102:11,16,22

103:4,6,15,17

104:14 118:2,11

118:15 119:1

120:3,19 122:22

123:5 125:16

126:10 130:18

133:3,14 134:7

135:8,20 136:5,12

138:5 140:1,15,21

140:22 143:8

144:13,17,21

145:14 146:1,11

146:13 147:10,12

148:8 149:8,9

150:1,5,8,10,15

152:17 153:4

154:10,13,14

155:22 156:2,7

157:14,17,20

158:11,15 159:1,6

159:11,16 160:8

160:20,21 161:2,5

161:13 162:4,11

162:15,16 163:16

164:4,10,16,21,22

165:12,19,21

166:5,6,8,10,11

166:14,15 167:4

167:10 168:16

169:14 170:8,11

170:21,22 172:11

172:18,22 173:10

173:14,16,19

174:13 178:14,16

178:21 179:11,15

**trainings** 25:3

82:18

**tried** 67:11 142:18**Trix** 99:14**trouble** 65:21 67:9

143:1

**true** 128:11**truly** 142:6**trust** 75:1 117:22**try** 30:13**trying** 51:19,20,22

69:18 74:22 75:3

79:9 91:1 98:22

108:10,17 112:15

117:1 119:17

120:7 129:21

130:3 132:2,8,8

142:3 158:2 176:4

**Tuesday** 13:8**turn** 5:5 34:2 177:5

177:10

**turned** 3:4 63:6

77:14 78:7

**turning** 15:20 44:8

61:4 64:4 111:3

**turnover** 86:14

93:18 109:9 110:4

112:3

**Twelve** 124:3,5,7**Twenty-thirteen**

138:16

**two** 4:16 8:15,15,16

8:22 9:2 18:17

21:10,11,22 23:10

23:18 25:13 30:14

31:17 32:3 33:21

35:20 38:2,19

40:8 71:15,19

77:8 87:10 88:3

95:5,5,8 97:6

117:17 123:3

143:6 145:15

150:15 153:3

154:11 155:4,8,9

**type** 72:7 127:16

139:20 161:1,4

**typed** 70:1**types** 112:13,18**typical** 87:12**typically** 82:20

109:18 117:19

---

**U**

---

**unable** 135:12**unacceptable**

159:2

**uncharacteristic**

122:14

**uncomfortable**

89:11

**under-inclusion**

101:3

**underscore** 168:2**understand** 11:7

19:13 21:10 23:19

27:7 31:16 68:6

76:1 78:9 80:7

88:1,10 99:1

108:17,18 132:6

132:13 147:3

168:14 171:6,20

176:11  
**understanding** 5:3  
 6:5 24:11,14 33:4  
 86:22 108:10  
 117:13 118:8  
 137:3 139:1  
 141:22 143:9  
 146:12 149:7  
 173:16  
**understands** 20:19  
 28:5 88:22  
**understood** 11:4,6  
 76:12 117:15  
 123:3 143:17  
 157:9  
**unease** 167:13  
**unfair** 16:11 142:21  
**unfortunately**  
 10:16 13:21  
**universe** 18:8  
 70:11 86:17 90:14  
 91:3 92:3,14  
 126:4  
**update** 156:3  
**updated** 15:6  
**Urey** 41:15 47:1  
 85:9  
**urge** 101:15  
**urging** 168:7  
**use** 50:11 52:6 58:4  
 59:7,7 62:10,13  
 62:20 63:15 64:2  
 64:18 85:14,16  
**utilize** 85:19

---

**V**


---

**valid** 85:14,16 92:5  
 99:4  
**various** 31:3  
**venue** 24:9,13,19  
 25:2,9,11 28:6  
 95:6 96:8 105:15  
 105:17 115:4  
 116:10,11,18  
 117:11 126:7,12  
 128:8,20,22  
**venues** 95:9 96:9  
**verbal** 60:20

**verbally** 66:19  
 68:12 126:15  
**verification** 71:17  
**verify** 72:21 73:5  
**versus** 12:7  
**victim** 5:19,21  
**victims** 55:18 60:15  
**video** 64:9  
**view** 17:10 41:4  
**views** 75:5  
**violation** 17:18  
 125:2  
**violence** 18:1 19:1  
 65:1 138:19,22  
 139:21  
**violent** 17:16 60:4  
**voluntarily** 6:16  
**voluntary** 17:14  
**vote** 151:12 152:4  
**voted** 27:5

---

**W**


---

**wait** 54:4 71:5  
 95:19 102:11  
 179:2  
**waiting** 47:3 90:8  
**walk** 101:18  
**walkers** 127:9  
 128:12  
**wand** 50:11 66:1  
**wanded** 139:11  
**wanding** 67:3  
 153:19 177:20,22  
 178:1  
**want** 2:4 14:8 17:1  
 20:12,12,13 34:1  
 34:20 36:8,9  
 40:12 56:19,20  
 57:15,19 71:13  
 80:13 82:4 89:18  
 89:22 90:10 92:11  
 102:20,21 104:2  
 110:8,15 117:20  
 120:10 132:5,15  
 140:19 142:4  
 144:15 146:5  
 148:13 153:8  
 154:18 155:2,14  
 157:19,19 161:1,4  
 161:20 162:2,11  
 163:1 164:2 165:8  
 168:8,10 169:16  
 172:16 173:1  
 174:22 176:17  
 177:8  
**wanted** 5:13 30:4  
 31:20 35:9 77:18  
 90:9 113:19  
 142:10 157:13  
 168:3,4 172:12,13  
**wants** 99:15 102:17  
 123:1 161:21  
**Washington** 1:16  
**wasn't** 28:7 31:7  
 45:12,18 50:6  
 68:8 73:6 139:11  
 161:19 173:22  
 177:20  
**waste** 171:12  
**water** 27:11 122:4  
**way** 10:6 20:16  
 22:13 30:4 38:20  
 59:5 70:3 78:3,3  
 80:9 101:5 110:21  
 146:21 162:12  
 168:12 179:15  
**ways** 19:13  
**we'll** 37:2 110:5  
 134:22 147:4  
 157:3 162:14  
 175:15 178:15  
**we're** 3:16 8:10  
 14:10,14,17,19,22  
 16:12,13,14,19  
 18:7 21:19 22:14  
 23:1 24:18 29:6  
 29:15,21,22 31:18  
 32:21 35:20 50:21  
 51:12 53:22 54:9  
 57:9 65:8 70:13  
 80:5 84:14 86:11  
 88:2 93:18 98:19  
 98:22,22 107:3,4  
 108:4,6 111:1,2  
 119:8,17 134:13  
 135:6 137:15

138:1,9 139:8  
 141:9 142:6,8  
 143:1,20 144:3  
 156:2 160:1,7  
 163:5 173:6  
 176:14 178:17  
 179:20  
**we've** 23:10 28:17  
 58:15 80:18,21  
 81:4 82:15 83:1,4  
 83:21 86:4,12  
 107:5 135:3,4,12  
 140:9,13 147:7  
 154:13 156:15  
 163:15 167:1  
 172:14  
**weapon** 63:3  
**weapons** 63:6,9  
**week** 4:14 26:4  
 97:4,5,8,15 98:7  
 107:20,21 108:15  
 109:5 115:4  
 117:17,17,17,18  
 117:19 118:1,2,9  
 118:14 119:6  
 120:19 121:1,9  
 138:5 168:4,8  
 171:15 176:12  
**weekend** 92:11  
**weeks** 9:22 15:11  
 86:13 97:6 109:4  
 145:15 150:16  
 171:7  
**weigh** 110:9  
**welcome** 2:4  
 152:10 157:11  
**well-served** 18:21  
**went** 22:4 60:20  
 68:22 107:13  
 117:14 148:8  
 152:12  
**weren't** 8:4,10 16:8  
 27:18 31:4 50:15  
 51:8 94:1 133:1  
 133:21 135:2  
 176:13  
**white** 19:15  
**willing** 6:16 33:6

170:18  
**willingly** 25:2  
**wish** 37:17 157:6,7  
**witness** 36:10  
 178:17  
**witnesses** 13:13  
**word** 26:6  
**words** 32:8 75:19  
**work** 21:6 25:20  
 26:2,7 28:9,19  
 47:11 55:10 67:2  
 77:15 78:3 87:16  
 95:9 96:4,4,9  
 98:15 99:10,11  
 102:10,21 104:2  
 109:1 111:9,10,11  
 115:3 120:12  
 123:1 132:14  
 135:13,17 136:19  
 136:22 137:3  
 143:7 145:11  
 155:19,22 168:7  
 168:10 169:20  
 173:5 176:12  
 179:21  
**worked** 38:4 69:20  
**workforce** 137:3  
 142:22  
**working** 97:16 99:5  
 102:1 120:11  
 121:21 122:7  
 144:16 145:17  
 173:7  
**works** 70:4 96:7  
 117:16 118:13,14  
 129:3  
**worry** 138:11  
**worthwhile** 79:22  
**wouldn't** 17:6 71:9  
 105:15 106:1,14  
 132:20 138:6  
 148:2 160:22  
 165:5,7 168:18  
 171:2 177:4  
**writing** 146:21  
 154:5  
**written** 10:22 81:2  
 129:5

**wrong** 16:19 29:2  
 120:15

---

**X**

---

**X** 122:21  
**XYZ** 123:10

---

**Y**

---

**year** 17:21 132:12  
**yesterday** 174:6,8  
 176:18

---

**Z**

---

**0**

---

**1**

---

**10** 47:3 49:7,8,10  
 73:1  
**10:30** 2:2  
**100** 17:20 18:10  
 24:5 25:6 26:4  
 53:19 119:9,9,11  
 121:15  
**101** 38:8 40:10  
 53:21 90:2,10,13  
 92:15 93:11 102:5  
 115:9 132:21  
 134:8  
**12** 124:4  
**12:39** 152:12  
**13** 75:8  
**14** 85:10 131:6  
 133:13 139:16  
**14th** 1:15  
**15-251-00155** 3:18  
 151:4  
**15th** 13:8 40:5  
 114:8 136:11  
**16** 124:8 127:3,6,8  
 128:9 129:7 130:7  
 136:1,6 139:15  
**18** 18:14 39:14  
 131:10 134:6,11  
 134:18  
**18th** 10:17 122:22  
 129:7,10 130:7  
 136:12  
**19th** 123:1

---

**2**

---

**2:13** 152:13  
**2:40** 180:5  
**20** 47:10  
**2000** 1:15  
**2010** 151:1,6,9  
 152:9  
**2013** 138:15,17  
**2015** 1:13 2:7  
**2127** 1:9 3:18  
**24** 1:13 123:13  
**24th** 2:7  
**25** 97:16  
**2nd** 138:1 139:10  
 177:19

---

**3**

---

**31** 32:22  
**311** 61:18  
**35** 18:13 40:15,16  
 90:11  
**36** 64:8  
**38** 39:12  
**380** 66:18

---

**4**

---

**4** 13:6  
**405** 150:22  
**405(b)** 3:10 151:5  
**405(b)(13)** 151:8  
**48** 93:2,3,4,5  
 156:17 157:13  
 158:10,18,21  
 159:6 164:6

---

**5**

---

**50** 97:13 119:12,12  
**53** 15:14 18:13 39:9  
 39:11 90:11 93:22  
**5C** 1:11 3:20

---

**6**

---

**6-0-0** 152:4

---

**7**

---

**7:00** 46:21 92:9  
**7:14** 47:14 48:14  
**7:15** 48:22

**7:30** 54:21  
**70** 8:18 9:1 12:5  
 32:21  
**74** 15:16 16:4 18:12  
 53:15 90:11 92:16  
 93:21  
**75** 97:15 119:11

---

**8**

---

**8:00** 46:15 49:16  
**8:20** 45:1,13  
**80** 47:8  
**84** 18:11 38:19,21  
 90:10 92:16 93:21

---

**9**

---

**9/18** 92:9,13 99:3  
 124:17  
**9/19** 125:4  
**9:00** 49:1 163:16  
 164:5  
**9:18** 48:17  
**9:20** 48:17  
**911** 61:18  
**94244** 1:10 3:19  
**99** 119:13 121:18