

DISTRICT OF COLUMBIA  
+ + + + +  
ALCOHOLIC BEVERAGE AND CANNABIS BOARD  
+ + + + +  
HEARING

-----=  
IN THE MATTER OF:                   :  
  :  
2461 Corporation                    :  
t/a Madam's Organ                   :  
2461 18th Street NW                :  
Retailer CT - ANC 1C               :  
License No. 25273                   :  
Case #23-251-00016                 :  
  :  
(Failed to Follow                   :  
Security Plan)                       :  
-----=

Thursday  
April 25, 2024

The Alcoholic Beverage and Cannabis Board met via WebEx videoconference, Chairperson Donovan W. Anderson presiding.

PRESENT:

DONOVAN W. ANDERSON, Chairperson  
SILAS GRANT, JR., Member  
JAMES SHORT, JR., Member

ALSO PRESENT:

JOSE ORELLANA, DC ABCA Staff  
BILL DUGGAN, Licensee  
RICHARD BIANCO, Licensee Counsel  
CHRISTOPHER N. SOUTHCOTT, DC OAG  
ZACHARY MILLER, Witness  
SARA REYNOLDS, Witness

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

2 11:10 a.m.

3 CHAIRPERSON ANDERSON: All right. The  
4 next case on our calendar is case number -- it's  
5 a show cause hearing, a continuation of a show  
6 cause hearing, Case Number 23-251-00016, Madam's  
7 Organ, License Number 25273.

8 Mr. Orellana, can you please elevate  
9 the rights of the parties in this case?

10 MR. ORELLANA: Sure thing. Richard  
11 Bianco, your access has been elevated.  
12 Christopher Southcott, your access has been  
13 elevated.

14 I believe Sara Reynolds, your access  
15 has been elevated. And we have a call-in user,  
16 has been elevated. That's all, sir.

17 CHAIRPERSON ANDERSON: Okay, thank  
18 you. Mr. Bianco, can you mute your line, sir?  
19 Thank you.

20 Okay. All right. This matter comes  
21 before the Board today to conclude the show cause  
22 Case number 23-251-00016 in the matter of 2461  
23 Corporation, trade name Madam's Organ.

24 By way of background, this hearing was  
25 originally scheduled for March 20, 2024, and the

1 hearing was held that day.

2 But time did not permit the Board or  
3 the parties to finish the entire hearing.  
4 Specifically, the Government finished their case  
5 in chief and at the conclusion of the  
6 Government's case, excuse me, the Respondent  
7 moved to dismiss the matter.

8 The Board took oral argument on the  
9 record at that time, but deferred making a  
10 decision until after the conclusion of the entire  
11 hearing.

12 The Board's position has not changed  
13 under course of action. And we will now turn our  
14 attention to the Respondent's case in chief.

15 Let me have the parties identify  
16 themselves for the record. Mr. Southcott, will  
17 you please spell and say your name for the  
18 record?

19 MR. SOUTHCOTT: Good morning, Mr.  
20 Chair. This is Chris Southcott, first name C-H-  
21 R-I-S, last name S-O-U-T-H-C-O-T-T, from the  
22 D.C.'s Office of the Attorney General,  
23 representing the District.

24 CHAIRPERSON ANDERSON: All right, so  
25 Mr. Bianco, can you please introduce yourself for

1 the record?

2 MR. BIANCO: Yes, Good morning, Mr.  
3 Chair and members of the Board. My name is  
4 Richard Bianco. I represent the licensee in this  
5 matter, R-I-C-H-A-R-D, B-I-A-N-C-O.

6 MR. SOUTHCOTT: So Mr. Bianco, how  
7 many witnesses do you have that you want to call  
8 this morning?

9 MR. BIANCO: I have three, Mr. Doug  
10 and Ms. Reynolds, and a third, Zach Miller. And  
11 it looks like Mr. Miller is having trouble  
12 getting on.

13 He was the call-in user and isn't able  
14 to get on using the link. He's actually texting  
15 with me as we speak.

16 He's a fact witness.

17 CHAIRPERSON ANDERSON: Who is the  
18 first witness you wish to call?

19 MR. BIANCO: So I was going to call  
20 Mr. Miller first, but he's --

21 CHAIRPERSON ANDERSON: All right, so,  
22 all right, so, we'll figure out how to get Mr.  
23 Miller on. So what is the concern that Mr. Miller  
24 is having so our IT can assist him?

25 MR. BIANCO: So when he clicks the

1 link it says the address is invalid. And then to  
2 join from his browser.

3 And then when he tries to download the  
4 app, it doesn't download. So he had called in  
5 earlier.

6 I'm glad to prove his number to the IT  
7 folks as well.

8 CHAIRPERSON ANDERSON: But I sent to  
9 you, well, the link is provided in the -- the  
10 link is provided in the chat.

11 Maybe he should be able to access the  
12 link that's in the chat.

13 MR. BIANCO: So I am going to send him  
14 this link that's in the chat.

15 MR. SOUTHCOTT: Mr. Chair, if --

16 CHAIRPERSON ANDERSON: Yes, sir?

17 MR. SOUTHCOTT: If this witness is to  
18 be -- if the purpose of this witness's testimony  
19 is to be an eyewitness to the incident in  
20 question, then the District would be objecting to  
21 the testimony of this witness as being not  
22 relevant to these proceedings.

23 The only charge before the Board is  
24 whether the establishment abided by the terms of  
25 its security plan, particularly with respect to

1 whether they created an incident report,  
2 contacted EMS on the night of the incident in  
3 question.

4 So to that end, actual eyewitness  
5 testimony about the incident itself isn't  
6 relevant to the charge whether the establishment  
7 abided by its security plan.

8 MR. BIANCO: So my response to that,  
9 Mr. Chair, would be that the overwhelming  
10 majority of the District's case consisted of  
11 several hearsay statements specifically about the  
12 incident.

13 So then, which were objected to, by  
14 the way. So to now come in and say the incident  
15 is not relevant is a curious position to take.

16 CHAIRPERSON ANDERSON: Well, let me  
17 ask a question, Mr. Southcott. Was this witness  
18 -- was this witness identified under disclosure?

19 MR. SOUTHCOTT: He was.

20 CHAIRPERSON ANDERSON: All right. So  
21 I'm going to deny your motion, then. All right.

22 MR. BIANCO: Okay, so my witness has  
23 just texted me saying -- with a screenshot of the  
24 message he's getting, which says, so far you  
25 can't open the page because the address is

1       invalid.

2                   CHAIRPERSON ANDERSON:   But the address  
3       is not invalid.   I mean, how can the address be  
4       invalid if this is the address that the IT person  
5       provides?

6                   MR. BIANCO:   I understand, and I think  
7       it's the one that the rest of us used to get in.

8                   CHAIRPERSON ANDERSON:   Ask him what  
9       browser is he using.   Maybe he needs a different  
10      web browser.

11                  MR. BIANCO:       Sure, he's using,  
12      according to the message, the screenshot he just  
13      sent me, he's using Safari.

14                  CHAIRPERSON ANDERSON:   Tell him he can  
15      use a different web browser.   That shouldn't be  
16      that difficult.

17                  MR. BIANCO:   Okay.

18                  CHAIRPERSON ANDERSON:   Or use Google  
19      Chrome.   Any luck, sir?

20                  MR. BIANCO:   He's trying that now, Mr.  
21      Anderson.

22                  CHAIRPERSON ANDERSON:   All right, I  
23      see there's a call-in user.   Is that the person?

24                  MR. BIANCO:   Yes, that's correct.  
25      That's him.   I was just trying to get him in

1 because of the Board's preference for being able  
2 to see the witnesses, which I certainly  
3 understand.

4 He's having some trouble getting  
5 Chrome downloaded to try and use that.

6 CHAIRPERSON ANDERSON: All right.

7 MR. BIANCO: As a camera, but --

8 CHAIRPERSON ANDERSON: All right, we  
9 need to move on. So, he needs to unmute himself.  
10 Hello?

11 MR. DUGGAN: Hey, good morning.

12 CHAIRPERSON ANDERSON: All right, so  
13 what's the first witness? What's your first  
14 witness, Mr. Bianco?

15 MR. BIANCO: My first witness is Zach  
16 Miller.

17 CHAIRPERSON ANDERSON: Mr. Miller?

18 MR. DUGGAN: Yes, good morning.

19 CHAIRPERSON ANDERSON: I don't know  
20 what location you're in, sir, but there is a lot  
21 of background noise. Is there any way you can  
22 relieve the background noise, sir?

23 MR. DUGGAN: Let's see if I can make  
24 it a little quieter. Is that better?

25 CHAIRPERSON ANDERSON: So far, so



1 good. Can you raise your right hand, sir? Let  
2 me know when your hand is raised, sir.

3 MR. DUGGAN: My hand is raised.

4 WHEREUPON,

5 ZACHARY MILLER

6 was called as a witness by Counsel for the  
7 Licensee and, having been first duly sworn,  
8 assumed the witness stand, was examined and  
9 testified as follows:

10 CHAIRPERSON ANDERSON: Your witness,

11 Mr. Bianco.

12 DIRECT EXAMINATION

13 BY MR. BIANCO:

14 Q Thank you. Could you state your name  
15 for the record and spell your last name, please?

16 A Zachary Miller, M-I-L-L-E-R.

17 Q Okay. Are you familiar with the  
18 establishment trading as Madam's Organ Restaurant  
19 and Bar?

20 A I am.

21 Q And how are you familiar with that  
22 establishment?

23 A I worked down the street from that  
24 establishment starting in 2005, and sometimes  
25 patron. It's just another establishment on the

1 block for which I worked for a very long time.

2 Q Okay. So do you have any formal  
3 affiliation or employment with the establishment?

4 A No, I do not.

5 Q So you mentioned that you worked a few  
6 doors down for quite some time. What is your --

7 A Correct.

8 Q What is your experience in the  
9 hospitality business?

10 A Long-time head of security, front of  
11 house, ABRA certified manager. Been working in  
12 restaurants since I was 9 years old.

13 My parents owned restaurants and I've  
14 been doing it a very long time.

15 Q How about in Adams Morgan  
16 specifically? How much time have you been --

17 A I started in 2005.

18 Q And have you ever worked in licensed  
19 establishments with a security plan?

20 A Yes, that entire time.

21 Q Okay. And do you recall the evening  
22 of May 20 into the early morning of May 21 of  
23 2023?

24 A I do.

25 Q Okay. And did you see any unusual

1 occurrences on 18th Street at that time?

2 A Nothing beyond the average 18th Street  
3 goings on.

4 Q Okay, and can you describe what you  
5 saw at approximately 2:45 a.m.?

6 A Yes, I was down the street hanging out  
7 in front of the diner and heard a bunch of noise.  
8 Someone started screaming and that always gathers  
9 attention.

10 So being nosy, I walked up the street  
11 to see what was going on. And there was a  
12 gentleman yelling and screaming at who I assumed  
13 was the door person that evening at Madam's.

14 And just your average drunk, yelling.

15 Then the door person or whoever, like I said,  
16 I'm assuming it was the door person, I didn't  
17 know at the time, was standing there, just  
18 saying, "no, you cannot come back in, you cannot  
19 come back in."

20 And that's it. I walked up to see  
21 what the conversation was about.

22 Q Okay, and was the person saying that  
23 the individual who was saying, "you cannot come  
24 back in," was that person yelling?

25 A No, more agitated than anything else.

1 I think he was just tired of repeating himself.  
2 Once you make a decision, you can't go back on  
3 that.

4 So if I've already told you no, it  
5 ruins my credibility to change my mind and now  
6 let you in. The answer is already no.

7 Q Okay.

8 A And it's more exasperation. I'm just  
9 tired of repeating myself.

10 Q Was he using any profanity?

11 A No.

12 Q Okay. And where was the door person  
13 standing in relation to the establishment?

14 A At the front. Below the steps. Just  
15 trying to keep -- you can't come back on the  
16 property.

17 It's late. You've been told to go.  
18 You're not allowed back on the property. You  
19 cannot come.

20 Just blocking the way saying, no, you  
21 cannot come back.

22 Q Okay. So the door person was standing  
23 between the individual and the establishment  
24 blocking his path. Is that right?

25 A That is correct.

1 Q All right. How far apart were they?

2 A A couple feet. The gentleman was, the  
3 more he kept yelling about wanting to get back  
4 in, the closer he got.

5 Q And --

6 A But they weren't -- they were within  
7 arm's reach but they weren't bumping or anything  
8 like that.

9 Q Okay, and what happened after the  
10 individual on the street was yelling at the door  
11 person?

12 A The door person, like I said, was just  
13 exasperated, tired of repeating himself. Just,  
14 "go home, go home."

15 And it looked like the guy tried to  
16 get past him, the gentleman on the street, and  
17 they fell.

18 And that's it. It looked like  
19 somebody had already -- all I know is somebody  
20 came out and grabbed the door guy off the  
21 sidewalk and pulled him back on to the property.

22 And the other guy got up, yelled, and  
23 was screaming, and then walked away. And I  
24 walked back down the street.

25 It wasn't a major situation that --

1 nothing to stay -- nothing to stay for, you know  
2 what I mean?

3 Not saying that I --

4 Q So --

5 A There was just nothing worth --

6 Q I just want to ask --

7 A The guy walked away and the other guy  
8 went in, someone pulled him inside, and that was  
9 it.

10 Q So, I want to ask a little bit more  
11 detail on the physical contact. So I think your  
12 testimony is it looked like the person on the  
13 street tried to get past the door man and they  
14 fell. What direction did they fall in?

15 A Back to the street, onto the sidewalk.  
16 Not onto the property.

17 Q Okay, and --

18 A Because I think, well --

19 Q And did you see how the person and the  
20 door man landed on the ground?

21 A They both fell sideways. I think what  
22 -- I think the guy tried to push past him, and  
23 when he pushed him, the other guy, the door  
24 person grabbed him so he didn't fall, and then  
25 they both fell sideways.

1           Q     And while the -- how long were the two  
2     on the ground?

3           A     Not long.     A matter of seconds,  
4     because somebody was there to pick the person --  
5     the security person had been blocking the  
6     pathway.

7                     Someone picked him up and pulled him  
8     back onto the property and told him -- and got  
9     him inside.

10          Q     Right.     And while the two were  
11     engaged, did you see the door person throw any  
12     punches?

13          A     No.

14          Q     Did you see him take any other  
15     physical actions toward the person who was trying  
16     to get in?

17          A     No.

18          Q     Were there any other people around on  
19     the street?

20          A     Yes, there's always bystanders around.

21          Q     Was it crowded or was it empty? How  
22     would you describe the scene on the street?

23          A     It was late in the evening, so it was  
24     just 15-20 people scattered about.     It was  
25     nothing crazy.

1 Q And you said this person got up and  
2 walked away. Did you see anyone follow him as he  
3 walked away?

4 A No, not that I remember.

5 Q Okay. Now, the person who was trying  
6 to get back in, did you see -- were you able to  
7 see any injuries on him when he got up and walked  
8 away?

9 A No, I just remember he got up yelling  
10 and walked on up the street toward the  
11 McDonald's. He was all sad and he couldn't get  
12 in and looked like an idiot. Sorry. My bad. I  
13 apologize for that.

14 Q How far away were you standing for  
15 this incident?

16 A I got up to within 6-10 feet. I was  
17 in front of the Madam's property. So whatever  
18 the bar area outside is. I don't know, 10 feet  
19 or so, 8 feet.

20 Q How long did the incident last from  
21 beginning to end?

22 A I probably was up there 30-40 seconds.  
23 It was less than a minute. It wasn't long at  
24 all.

25 Q Okay. And in your personal



1 experience, how would you -- let me ask you this.

2 How would you describe this particular  
3 interaction?

4 A Commonplace. Adams Morgan is, it's  
5 unpredictable. It was really a non-issue as far  
6 as I thought.

7 Q In your personal experience, would you  
8 describe what you witnessed as an emergency?

9 A No, not at all.

10 MR. BIANCO: Thank you. I don't have  
11 any further questions of this witness.

12 CHAIRPERSON ANDERSON: Mr. Southcott?

13 CROSS-EXAMINATION

14 BY MR. SOUTHCOTT:

15 Q Thank you. Mr. Miller, where were you  
16 working on the night of the incident?

17 A I was just down -- I was not working.  
18 I was just down at the diner that night.

19 Q And you said that this incident  
20 started when you heard some commotion. Could you  
21 hear what the -- could you make out what that  
22 initial yelling was?

23 A About wanting to get back inside.

24 Q So the only thing that you heard from  
25 the patron or prospective patron was him wanting

1 to get back inside?

2 A Correct.

3 Q And was that prospective patron with  
4 anybody else?

5 A There was a few, like I said,  
6 scattered people on the block, but I believe he  
7 was by himself.

8 Q Okay.

9 A There was no one standing directly  
10 next to him when he was trying to get in, when I  
11 turned to see what the commotion was about.

12 Q Okay, so there wasn't like a woman who  
13 was also with him?

14 A Not that I remember, no. There were,  
15 like I said, there were people around, but I  
16 don't remember seeing someone standing like on  
17 this, next to this person.

18 Q Okay, so there certainly wasn't a  
19 woman who was pointing her finger in the face of  
20 the door person?

21 A It's quite possible, but not that I  
22 remember, no.

23 Q Well, if there wasn't anybody there,  
24 then how could there be another woman who was  
25 pointing a finger, her finger, in the face of the

1 door person?

2 A You're saying that there was.

3 Q Well, I'm asking you whether there  
4 was. Was there a woman who was pointing her  
5 finger in the face of the door person?

6 A Not that I remember.

7 Q Okay. So you described the physical  
8 altercation as taking place just because you said  
9 it seemed like the patron was trying to get back  
10 into the establishment and made a move to do so,  
11 and then came into contact with the door person  
12 and they then fell but got up pretty shortly  
13 thereafter. Is that correct?

14 A That is correct.

15 Q Okay. Was there -- would you say that  
16 the patron grabbed the door person in a clench  
17 and tried to move his hands? Did you see that?

18 A I was not -- I just saw the -- I was  
19 watching the gentleman yell, and then next thing  
20 I know, he's trying to move past.

21 Q Okay.

22 A Like shove and push out of the way and  
23 try to get into the door.

24 Q Okay. Did you see the patron wrap his  
25 arms around the legs of the door person once they

1 were on the ground?

2 A Not that I remember. He might have  
3 grabbed at him when the door person got pulled  
4 up.

5 Q Okay, was there a bystander who had to  
6 pry the patron's hands from around the door  
7 person's legs?

8 A That I could not answer.

9 Q Okay. So you said that you were just  
10 outside on the street, correct?

11 A Correct.

12 Q So you weren't in Madam's Organ prior  
13 to your first hearing about this? You weren't  
14 inside the bar, were you?

15 A That day, that evening, no, I was not.

16 Q So, you couldn't say whether the  
17 confrontation originated inside the bar or  
18 whether it only took place outside the bar?

19 A I had no knowledge of anything until I  
20 heard the yelling outside on the street. I don't  
21 know what happened otherwise.

22 MR. SOUTHCOTT: I have no further  
23 questions for this witness.

24 CHAIRPERSON ANDERSON: Any questions  
25 by the Board members? Mr. Miller?

1 MR. DUGGAN: Yes.

2 CHAIRPERSON ANDERSON: Would you --  
3 I'm sorry. What alerted you to -- what alerted  
4 you to this event?

5 MR. DUGGAN: Just the loud yelling on  
6 the street. Whenever anything is loud, it gains,  
7 you know, gathers your attention.

8 I've been on the street a long time,  
9 so if I hear someone being loud, I turn to look  
10 and see what it is.

11 CHAIRPERSON ANDERSON: So how far away  
12 were you when you heard it get loud?

13 MR. DUGGAN: There is 40-50 feet away,  
14 maybe.

15 CHAIRPERSON ANDERSON: You heard this  
16 loud yelling 40-50 feet away and so you --

17 MR. DUGGAN: Maybe, between, there's a  
18 coffee shop and a small pizza place between  
19 Madam's and where I used to work, and the diner  
20 where I was standing that evening.

21 CHAIRPERSON ANDERSON: And so because  
22 of this loud yelling, you went to investigate.  
23 Is that correct?

24 MR. DUGGAN: Correct. I was just  
25 being nosy.

1 CHAIRPERSON ANDERSON: Do you  
2 typically hear loud noise in this area and you  
3 typically go and investigate?

4 MR. DUGGAN: If it's close by. If  
5 it's close by and I'm not working, yes, I'll go  
6 see what's going on.

7 If I'm working, I'm always keeping an  
8 ear out to make sure that where I'm at is safe  
9 and the people, the customers that are going to  
10 come into my establishment are safe.

11 You just keep an open eye and an open  
12 ear in this neighborhood.

13 CHAIRPERSON ANDERSON: All right. I  
14 don't have any other questions. Thank you, sir.

15 MR. DUGGAN: Thank you.

16 CHAIRPERSON ANDERSON: Hold on. Hold  
17 on. Hold on, sir.

18 MR. DUGGAN: No, that's  
19 fine.

20 CHAIRPERSON ANDERSON: Mr. Southcott,  
21 do you have any questions of the witness based on  
22 the questions I asked?

23 MR. SOUTHCOTT: No redirect.

24 CHAIRPERSON ANDERSON: Mr. Bianco? Mr.  
25 Miller, thank you very much for your testimony  
today. Have a great day.

1 MR. DUGGAN: Thank you.

2 CHAIRPERSON ANDERSON: Hold on, hold  
3 on, I'm sorry. Hold on, Mr. Miller.

4 MR. DUGGAN: Yes.

5 CHAIRPERSON ANDERSON: Mr. Short, I  
6 had asked first and no one -- that's why I had  
7 asked a question. I apologize.

8 Are you still there, Mr. Miller?

9 MR. DUGGAN: Yes, I am.

10 CHAIRPERSON ANDERSON: Do you have a  
11 question you want to ask him, Mr. Short?

12 MR. SHORT: How are you today, Mr.  
13 Miller?

14 MR. DUGGAN: I'm doing very well,  
15 thank you. Yourself?

16 MR. SHORT: Okay. Now, you said in  
17 your testimony that you have been associated with  
18 security and clubs or restaurants in the area for  
19 a while?

20 MR. DUGGAN: That is correct.

21 MR. SHORT: Can you explained where  
22 you were trained to be a security person or have  
23 you had any formal training?

24 MR. DUGGAN: I have had, well, I lived  
25 in Seattle for a few years and I was licensed

1 there for security.

2 I had to do it for the state there.  
3 We had a security plan when I started working at  
4 the diner in 2005.

5 We always had lines outside and we had  
6 two door people and there was rules to conduct  
7 service by.

8 MR. SHORT: What years was that you  
9 were in Seattle that you were trained?

10 MR. DUGGAN: So, I worked in Adams  
11 Morgan from 2005-2011. I was in Seattle from  
12 2011-2015. And I moved back and started working  
13 in Adams Morgan again in 2015.

14 MR. SHORT: So before you went to  
15 Seattle, were you licensed in the District of  
16 Columbia as a security person?

17 MR. DUGGAN: I was not licensed as a  
18 security person, no. It was part of my job at  
19 the time. I was trained by the people who worked  
20 there at that time.

21 MR. SHORT: Okay, so, in Seattle they  
22 required you to have the training? Is that why  
23 you had to be licensed?

24 MR. DUGGAN: That is correct.

25 MR. SHORT: Thank you, Mr. Miller.



1 That's all I have, Mr. Chair.

2 CHAIRPERSON ANDERSON: Thank you. Any  
3 other questions by the other board members? Hold  
4 on, Mr. Miller. Mr. Southcott, I apologize  
5 again. Do you have any to -- do you have any  
6 questions of this witness?

7 MR. SOUTHCOTT: No, no further  
8 questions.

9 CHAIRPERSON ANDERSON: Mr. Bianco, any  
10 questions of this witness?

11 MR. BIANCO: No further questions.

12 CHAIRPERSON ANDERSON: Mr. Miller,  
13 thank you very much fo your testimony today.  
14 Have a great day.

15 MR. DUGGAN: Thank you very much.

16 CHAIRPERSON ANDERSON: All right,  
17 thank you. Mr. Bianco, do you have another  
18 witness?

19 MR. BIANCO: I do. We call Sara  
20 Reynolds.

21 CHAIRPERSON ANDERSON: Do we have, all  
22 right, Ms. Reynolds. Can you raise your right  
23 hand, please?

24 WHEREUPON,

25 SARA REYNOLDS

1 was called as a witness by Counsel for the  
2 Licensee and, having been first duly sworn,  
3 assumed the witness stand, was examined and  
4 testified as follows:

5 CHAIRPERSON ANDERSON: Your witness,  
6 sir.

7 DIRECT EXAMINATION

8 BY MR. BIANCO:

9 Q Thank you very much. Can you please  
10 state your name and spell it for the record?

11 A Sara Reynolds, S-A-R-A, R-E-Y-N-O-L-D-  
12 S.

13 Q And Ms. Reynolds, what is your  
14 affiliation with the licensee trading as Madam's  
15 Organ?

16 A I'm the general manager.

17 Q And how long have you been the general  
18 manager of the establishment?

19 A It will be a year in three days.

20 Q Okay, and before working at Madam's,  
21 what was your experience?

22 A I have been in the industry in D.C.  
23 for about 20 years. Directly prior to working at  
24 Madam's, I was the general manager at Grand  
25 Central about five years down for about three

1 years.

2 Q Okay.

3 A And then before that, I've worked at  
4 various places in management and bartending.

5 Q Okay, and as the general manager, what  
6 are your job duties?

7 A I do everything from the ordering,  
8 inventory, the cash handling, the hiring,  
9 interviewing, onboarding, scheduling. So kind of  
10 all the things.

11 Q Okay. And is the -- well, you  
12 mentioned onboarding. Is there any training that  
13 employees get when they are onboarded?

14 A Absolutely. It depends on what  
15 position you are being hired for. Bartenders do  
16 three days of training.

17 Security personnel does two days of  
18 training. Just different. If it's a bartender,  
19 they do training at different bars or different  
20 floors just to kind of get the lay of the land.

21 Same with security. They just  
22 obviously train on something different.

23 Q Okay. And is your security in-house  
24 or do you hire outside companies?

25 A In-house.

1 Q Okay, and do you have a security plan?

2 A Yes.

3 Q Are you familiar with it?

4 A Yes.

5 Q Is it in any way incorporated into the  
6 training that employees receive?

7 A Absolutely.

8 Q And can you describe how?

9 A So, our main thing with training,  
10 we've got a few different points. The ID  
11 recognition, just being vigilant.

12 We train them on where all the  
13 emergency equipment is, whether it's fire  
14 extinguishers or our first aid kits.

15 We teach them when to call the police  
16 in case of an emergency. We teach them about  
17 like the occupancy levels, exit procedures in  
18 case of a fire or whatever the case may be.

19 We train them at the front door on  
20 line management and how to spot someone that  
21 probably shouldn't come in before they come in  
22 and become an issue once they enter the building.

23 And we just train them on how to kind  
24 of handle every situation directly related to the  
25 person because of the unpredictability of how

1 people are under the influence of alcohol.

2 Q Okay. And I am going to share my  
3 screen with you.

4 CHAIRPERSON ANDERSON: Mr. Orellana,  
5 can you please allow Mr. Bianco to share? I  
6 guess it's so. All right, thank you.

7 BY MR. BIANCO:

8 Q Thank you. Do you recognize the  
9 document on the screen right now?

10 A Yes.

11 Q And what do you recognize that to be?

12 A Our security plan.

13 Q Okay, I want to quickly direct your  
14 attention to Paragraph A of that security plan.  
15 Do you see that?

16 A Yes.

17 Q Okay, and under that, there are three  
18 bullet points, security or change to recognize  
19 and deescalate conflict, police and/or EMS are  
20 called for any emergency situation, and then  
21 front door staff maintains constant control to  
22 maintain capacity and uses a manual counter.

23 Are those three components part of  
24 your security training?

25 A Absolutely.

1 Q Okay. Now, if you could just bear  
2 with me for a second. So, the second of those  
3 numbered paragraphs under Letter A says "police  
4 and/or EMS are called for any emergency  
5 situation."

6 What do you define as an emergency  
7 situation?

8 A I would say a situation in which there  
9 is bodily harm. Like or if somebody had a  
10 seizure or if there was a situation where they  
11 need EMS, obviously, or a situation that people  
12 were in immediate physical danger or --

13 Q Okay, and --

14 A -- whatever the case would be as far  
15 as where there's bodily harm inflicted.

16 Q Okay, and you were here for Mr.  
17 Miller's testimony, correct?

18 A Yes.

19 Q And based on what you heard from Mr.  
20 Miller, would you consider the situation he  
21 described as an emergency?

22 A Not at all.

23 Q And why not?

24 A Because, especially in this  
25 neighborhood, just where there are a lot of bars

1 together, you run into that a lot.

2 People will leave at the end of the  
3 night and then realize they left their cell phone  
4 and they try to come back in.

5 And again, it just goes to the  
6 unpredictability of how people are under the  
7 influence of alcohol and they make poor judgment  
8 calls a lot of times.

9 And a lot of times, it will include  
10 trying to push past security. So at the end of  
11 the night, we need to make sure that our  
12 perimeter is kind of covered and locked down and  
13 nobody can come in when we're counting money and  
14 all of that stuff.

15 So, we see it all the time. It's not  
16 something, as long as there's no bodily harm,  
17 it's not on our property, it's not something I  
18 would consider an emergency at all.

19 Q Okay. And I want to skip down to  
20 Paragraph E of the security plan where it says  
21 managers are required to make incident reports  
22 for issues that arrive, I think it's a typo, but  
23 it says arrive inside the bar.

24 If any matter is referred to MPD or  
25 ABRA, we refer to the incident report.

1           So, what do you understand that  
2 provision to require?

3           A     Anything that happens inside this bar,  
4 we have an incident report for. The staff  
5 member, whoever is involved, whatever security is  
6 involved, we require them at the end of the night  
7 while it's still fresh in their mind to write an  
8 incident report.

9           And then I kind of put everything  
10 together and make a little -- there's I guess a  
11 little file.

12           But it's anything that is inside our  
13 property.

14           Q     And why do you draw the line at inside  
15 your property versus outside your property?

16           A     This neighborhood gets a little wild.  
17 And if I had to write an incident report for  
18 everything that happens on 18th Street, that  
19 would be the only thing I'd be able to do during  
20 my day.

21           So, whether it's drug addicts or drunk  
22 people or whatever the case may be, there's a lot  
23 of stuff that goes on up the street.

24           Q     Okay. Now, were you working on the  
25 evening of May 20 into the morning of May 21?



1           A     Yes.

2           Q     Okay.  And how did you learn of this  
3 particular interaction with this person?

4           A     I did not know that this had happened  
5 until I got something from a detective.

6           Q     And what did you get from a detective?

7           A     It was just asking about the incident.

8           Q     Okay.

9           A     We had gotten emails prior that I  
10 thought were -- I didn't take it seriously  
11 because it -- the emails were so outlandish, I  
12 thought that somebody was -- I thought somebody  
13 was messing with us.

14                   I didn't really know that anything had  
15 happened until I got something from the  
16 detective.

17           Q     Okay, so, well, let's take that in two  
18 steps.  So you mentioned emails.  Who were they  
19 from?

20           A     They were from, hold on, if you don't  
21 mind, I'll look to see who it was from.  Andrew  
22 Muir or something, M-U-I-R.  I don't know how to  
23 say his last name.

24           Q     Okay, do you know who that person is?

25           A     No idea.

1 Q Okay. Do you know if it's somebody  
2 with any D.C. Government agency?

3 A No.

4 Q Okay. What did that email consist of?

5 A It just, I mean, there were a few that  
6 were saying like call me. It's against your best  
7 judgment or something to ignore me. I'm coming  
8 after -- like basically saying he's coming after  
9 us for his friend that was assaulted or something  
10 like that, that it was just ridiculous things  
11 that no one I don't think in their right mind  
12 would take seriously. It was just very strange.

13 Q Okay, and when in proximity to the  
14 interaction at issue here did you start getting  
15 those emails?

16 A A couple weeks.

17 Q And so on the evening in question into  
18 the following morning, did the police respond to  
19 the scene?

20 A I am not sure. I don't know.

21 Q Okay, did you speak to the police that  
22 evening into the next morning?

23 A No.

24 Q Okay. And when was the first time you  
25 were contacted by the police?

1           A     The end of -- I'm not sure. It was  
2     the middle of June, end of June.

3           Q     Okay, so three weeks to a month later?

4           A     Yes, it was about a month later.

5           Q     And what did you do in response to  
6     learning that this confrontation occurred on May  
7     20 and 21?

8           A     I immediately went to my entire  
9     security staff. I said, I asked them what  
10    happened and had them write incident reports  
11    immediately for what they had seen or what had  
12    happened, I guess.

13          Q     Okay, and those incident reports are  
14    what is attached to the investigator's report, is  
15    that correct?

16          A     Yes.

17          Q     Great. And if you could just bear  
18    with me one second. I want to see if I have  
19    anything else for you. I think we covered  
20    everything.

21                    Okay, so, actually, there is another  
22    question that I want to pursue here. So did you  
23    learn at some point when this confrontation  
24    occurred?

25                    I mean, in terms of what time? What

1 time of day was it?

2 A I'm sorry, could you repeat that?

3 Q Yes, did you learn in the course of  
4 your investigation what time of day this incident  
5 occurred?

6 A Yes, they told me after closing.

7 Q Okay, and --

8 A After they had gotten everyone out.

9 Q And can you describe for me what your  
10 closing procedures are?

11 A Yes, we do last call and stop serving  
12 at 2:30. 2:40 lights go up. Everyone's out of  
13 the building by 2:45.

14 Q Okay. And in the course of your  
15 investigation, did you learn whether this person  
16 was being removed from the premises because of  
17 some incident or if this was being done in the  
18 ordinary course of closing?

19 A No, not at all. He was part of what  
20 we would have done every night. He would have  
21 been asked to head towards the front door.

22 It's closing. The night is over.  
23 It's done.

24 Q Okay. And in the course of your  
25 experience, have you ever dealt with patrons

1 having interactions with staff who are being  
2 rude?

3 A I mean, I'm sure it happens. I can't  
4 speak on a specific incident that I can think of.

5 Q Okay, and would you consider such  
6 interactions to be incidents that you would log  
7 in your incident log?

8 A No.

9 MR. BIANCO: I don't have anything  
10 further of this witness at this time.

11 CHAIRPERSON ANDERSON: Mr. Southcott?

12 CROSS-EXAMINATION

13 BY MR. SOUTHCOTT:

14 Q Ms. Reynolds, you testified that  
15 you've been an ABC manager for Adams Morgan for -  
16 - rather, you've been a general manager for about  
17 a year. How long have you been -- is that the  
18 same amount of time you've been an ABC manager  
19 for Madam's Organ?

20 A For Madam's? Yes, correct.

21 Q And have you been an ABC manager prior  
22 to that?

23 A Yes.

24 Q For how long have you been an ABC  
25 manager?

1           A     I would say 12 years maybe.

2           Q     Okay.

3           A     I don't know a specific number. I  
4 apologize.

5           Q     No. And how many ABC managers does  
6 Madam's Organ have?

7           A     Approximately ten.

8           Q     Okay. Could you describe for me the  
9 layout of the bar and the establishment?

10          A     It's four levels. We have a bar right  
11 when you walk in and then there's a small raised  
12 mezzanine area.

13                   Then there's a second floor. And then  
14 the top floor is split between a lounge area and  
15 a different bar on the other side.

16          Q     And could you describe sort of what it  
17 looks like on the outside? Like what Madam's  
18 Organ looks like from the street?

19          A     I mean, just a regular bar. I guess I  
20 don't know what you're looking for. As far as  
21 just like the aesthetic?

22          Q     I guess, so, like, could you describe  
23 what it looks like on a typical weekend night?  
24 Are there people -- are there crowds there that  
25 are gathering outside of it? Is there somebody

1 checking in at the door? That kind of thing.

2 A Okay, yes, there's somebody, we have,  
3 usually have two people at the door. Sometimes  
4 one, just depending on how busy it is.

5 We have a line that goes down the side  
6 of our building. There's always a ton of people  
7 hanging out outside on 18th Street, whether it's  
8 directly out front of our bar.

9 There's a couple of tenants next door.

10 People might be coming out of that. So there's  
11 always a lot of people around.

12 Q Okay. And you testified that security  
13 personnel are trained in terms of on front door  
14 and line management.

15 They're also trained on how to stop  
16 individuals from coming in. Is that right?

17 A Yes, just seeing if someone is already  
18 intoxicated when they get to the front of the  
19 line, or if they are exhibiting aggressive  
20 behavior, something that just could potentially  
21 be a problem once they get in the bar.

22 Q And so, those individuals are being  
23 evaluated for whether they can come into the bar  
24 by the door personnel, correct?

25 A Yes.

1 Q And those people are standing outside?

2 A The people in line, yes.

3 Q But the door personnel, too, are  
4 standing outside, right?

5 A Yes, correct.

6 Q Okay. So if they are taking -- if  
7 they are doing these evaluations outside of the  
8 bar, why are they required to be trained on line  
9 management and trained in stopping inebriated  
10 people from coming inside?

11 A Because once they come inside, they  
12 become our issue.

13 Q But they're not your issue when  
14 they're outside?

15 A Correct.

16 Q So, but you testified that they were  
17 trained on line management. So what is involved  
18 in the training on line management? What does  
19 that mean?

20 A Line management is just so people  
21 aren't blocking the sidewalk or the entrance in  
22 case there's an emergency and we need to get  
23 someone out quickly.

24 Because people tend to congregate next  
25 to each other and don't normally want to stand in



1 line.

2 Q So, line management, though, that's  
3 taking place totally outside the bar. That has  
4 nothing to do with whether somebody's going to  
5 bring an issue inside.

6 That's just to do with making sure  
7 that things outside are running smoothly, right?

8 A I mean, for us. Yes.

9 Q Okay.

10 A I mean, as far as getting people to  
11 stand in line, line management would be, hey, can  
12 you stand in line and not block the front door?

13 Q Sure. I appreciate that. So, there  
14 are -- are you familiar with Walter Johnson and  
15 Aaron Payton?

16 A Yes.

17 Q Who are they?

18 A They were two security guards or two  
19 security personnel who used to work here.

20 Q And how many security personnel does  
21 Madam's Organ employ?

22 A I have ten. I'd say about ten right  
23 now on my roster.

24 Q And how many of those are working on  
25 any given night?

1           A     Eight to nine.

2           Q     Okay.

3           A     Eight.

4           Q     And are either Walter Johnson or Aaron  
5 Payton ABC managers?

6           A     No.

7           Q     Okay.     So you talked about the  
8 training that security staff get in terms of  
9 reporting incidents to management.     Do you  
10 remember that?

11          A     Yes.

12          Q     And so if an altercation were to  
13 occur, then those individuals would be obligated  
14 to report that incident to you as the ABC  
15 manager, correct?

16          A     Yes.

17          Q     Okay.

18          A     Wait, hold on, will you repeat that  
19 question?     I'm sorry, I don't want to -- I don't  
20 want to --

21          Q     Yes.     I'll make it easy for you.     If  
22 something that was very obviously an emergency  
23 situation, a stabbing, say, if that were to  
24 occur, then security personnel would report that  
25 incident to you for you to generate an incident

1 report, correct?

2 A Yes, if it were something that  
3 serious, yes.

4 Q Yes. But if it were not an emergency  
5 situation, then they wouldn't be obligated to  
6 report that incident to you, correct?

7 A Not if it -- not if it were something  
8 that was just a regular something that we deal  
9 with on a regular basis that wouldn't rise to the  
10 level of an emergency.

11 No, they wouldn't be required to  
12 report that.

13 Q And they didn't report anything to you  
14 on the night of May 20 in to 21, correct? So  
15 your testimony was that the first thing that you  
16 heard about any interaction whatsoever was when  
17 MPD reached out to you when they were conducting  
18 -- or, sorry, not MPD, but when you received  
19 these emails referencing this incident, and then  
20 later MPD contacted you. Is that correct?

21 A Yes, I learned of it once I started --  
22 well, once I started getting the emails from the  
23 guy, I just wasn't sure what was going on.

24 And then I got the email from the  
25 detective.

1           Q     Okay, the statements of Walter Johnson  
2     and Aaron Payton, those statements were only  
3     created after MPD's involvement, is that right?

4           A     No, they had --

5           Q     MPD reached out to you letting you  
6     know about the incident that they were  
7     investigating.

8           A     We had them -- we had them before  
9     that. It was, actually, I'm not entirely sure.

10          Q     Was the email that Aaron Payton sent  
11     to you, was that email sent to you on June 10,  
12     2023?

13          A     Yes.

14          Q     And June 10, 2023, is several weeks  
15     after the night in question, correct?

16          A     Yes.

17          Q     Okay.     So, you talked about the  
18     training that security personnel receive under  
19     the security plan, and you testify that they are  
20     trained to contact police and EMS in emergency  
21     services, or in emergency situations. Has there  
22     been -- is that correct?

23          A     Yes.

24          Q     Have there been incidents where  
25     security personnel has contacted police or EMS

1 following an emergency situation?

2 A In my time here, there was one. A  
3 woman had fallen down the stairs. She just  
4 missed the first step.

5 She was an elderly woman that was here  
6 eating dinner. She fell down the steps and got a  
7 nasty gash on her head.

8 So, yes, I called emergency services  
9 then. But other than that, thankfully, we  
10 haven't had any situations that we needed to.

11 Q Okay, and you called them because,  
12 under the security plan, you're required to call  
13 police or EMS in the event of an emergency  
14 situation, correct?

15 MR. BIANCO: I'm going to object to  
16 the characterization of the question. That's not  
17 what the security plan actually says.

18 So I would ask that if he is going to  
19 read from the security plan, it be read  
20 completely and accurately.

21 MR. SOUTHCOTT: I am asking this  
22 witness not about the security plan but about  
23 what she believes her obligations are during an  
24 emergency situation.

25 MR. BIANCO: Under the security plan.

1 CHAIRPERSON ANDERSON: Right. Just  
2 clarify your question, Mr. Southcott. I mean, if  
3 you're talking about a security plan, are you  
4 speaking generally about an emergency situation.

5 BY MR. SOUTHCOTT:

6 Q Are employees required to contact  
7 police or EMS under the obligations of the  
8 security plan during an emergency situation?

9 A During an emergency situation, yes.

10 Q Okay, thank you. And but nobody from  
11 the establishment contacted the police or EMS on  
12 the night of May 20 in to 21, correct?

13 A No.

14 Q Okay.

15 A Not that I'm aware of.

16 Q Okay. So you also talked about  
17 incident reports and those being generated.  
18 Approximately how many incident reports have been  
19 generated in your time as the general manager?

20 A Maybe, I mean, if it's -- so for this  
21 incident, there were, what, two different  
22 incident reports? Three?

23 I forget how many. So if we're  
24 talking each individual report, I don't know,  
25 maybe ten for a couple things.

1                   Like if somebody accidentally gives  
2 back the wrong credit card or something like  
3 that, just so I have the names.

4                   Or if somebody gets kicked out, if  
5 they're starting a problem or whatever, we do an  
6 incident report.

7                   It's very few. I would say maybe less  
8 than ten.

9                   Q     Okay, but there have been, we'll say,  
10 I don't know, eight or ten incident reports that  
11 have been generated in the past year?

12                  A     Yes, probably.

13                  Q     Okay. And you said that those  
14 incident reports would be generated for something  
15 as little as an individual receiving the wrong  
16 credit card, correct?

17                  A     I do it for my own, just for my own  
18 record.

19                  Q     Would you generate an incident report  
20 if a violent altercation took place between two  
21 patrons?

22                  A     If it were inside, yes.

23                  Q     Okay. And have there ever been any  
24 incident reports generated for altercations that  
25 took place between employees working the door and

1 people trying to get inside the bar?

2 A No, I don't -- to my knowledge, to my  
3 recollection, I haven't had a situation that has  
4 escalated.

5 Usually, when someone, when we tell  
6 somebody you can't come back in, they get it.

7 Q Okay. So, you testified that based on  
8 the description that Mr. Miller gave as the  
9 eyewitness testimony to the supposed -- his  
10 testimony about the evening in question, you  
11 testified that based on that testimony, his  
12 depiction of events did not rise to the level of  
13 an emergency situation. Is that correct?

14 A Not at all.

15 Q Okay, but his testimony was different  
16 from the testimony that was provided by your  
17 employees, doesn't it?

18 A It sounded a little different.

19 Q Okay, so his testimony didn't mention  
20 that a bystander had to be pulled off of Aaron  
21 Payton, did it?

22 A Not that I heard.

23 Q Okay, but Aaron Payton's testimony  
24 said that a bystander had to come into -- had to  
25 pry his hands from around my legs so that he



1 could stand up. That's the quoting from his  
2 account.

3 MR. BIANCO: Object to the  
4 characterization of what's being read as  
5 testimony.

6 MR. SOUTHCOTT: Well, I would tell the  
7 members of the Board that these are statements  
8 that were provide to ABCA in the course of their  
9 investigation and that these individuals who are  
10 providing these statements have a duty to provide  
11 truthful statements in the course of an  
12 investigation.

13 And so reciting quotes from their  
14 statement seems to be appropriate in terms of  
15 evaluating whether those statements are truthful.

16 These are the statements that the  
17 establishment provided with relation to how the  
18 events in question took place.

19 MR. BIANCO: So testimony would be  
20 something that is sworn under oath. This is not  
21 that. These are emails. It's very much not  
22 testimony.

23 MR. SOUTHCOTT: Well, they are not  
24 just emails, they are statements that are  
25 provided in the course of an ABCA investigation

1 and that members of -- or rather the  
2 establishment can face charges for violating D.C.  
3 Code 25-8235(c) by providing false or misleading  
4 statements.

5 So these statements are absolutely  
6 something that the Board should be considering  
7 and can be determined in some respect to be  
8 truthful.

9 Otherwise, either the statement is  
10 truthful or the establishment has provided a  
11 false or misleading statement in the course of an  
12 investigation.

13 CHAIRPERSON ANDERSON: All right.  
14 These are statements that are provided by the  
15 establishment? The establishment staff?

16 MR. SOUTHCOTT: Yes.

17 CHAIRPERSON ANDERSON: I'm going to  
18 overrule the objection. Let the witness answer  
19 the question if the witness can.

20 MS. REYNOLDS: Could you repeat the  
21 question?

22 BY MR. SOUTHCOTT:

23 Q Yes, so Aaron Payton describes the  
24 incident and says that a bystander whose name I  
25 didn't know had to pry his hands from around my

1 legs so I could stand up.

2 That was in the statement that he  
3 emailed to you, correct?

4 A Yes.

5 Q But the eyewitness, Mr. Miller, didn't  
6 testify about a bystander prying his hands from  
7 around the legs of Mr. Payton, correct?

8 A Not that I heard.

9 Q Okay, and Mr. Miller also didn't  
10 testify that there was any woman who was with the  
11 patron in question who was yelling at the door  
12 person, correct?

13 A Not that I -- not that I am aware of.

14 Q Okay. But both the statements of  
15 Aaron Payton and Walter Johnson describe a woman  
16 pointing her finger in the face of a door person,  
17 don't they?

18 A I don't know what part of it the  
19 witness saw. I don't know. I don't know. I  
20 can't testify to something I wasn't there for.

21 I understand you are saying the  
22 statements are different. I agree with that.  
23 But I don't know if maybe he saw a portion of  
24 what happened. I'm not sure.

25 Q Okay. Give me just one second.

1           A     Sure.

2           Q     So you talked in your testimony about  
3 what constitutes an emergency situation. Do you  
4 remember that?

5           A     Yes.

6           Q     And you testified that an emergency  
7 situation is a situation in which there is bodily  
8 harm. Do you remember that?

9           A     Yes.

10          Q     If somebody was bleeding, would that  
11 constitute bodily harm?

12          A     It depends on the -- it depends on the  
13 context of it. Our I guess definition of what  
14 constitutes an emergency, we go by MPD's best  
15 practices for nightlife establishments.

16                     And that's kind of what we use by  
17 definition for what would constitute emergency  
18 and alerting MPD and EMS.

19          Q     Well, you testified that emergency was  
20 bodily harm. Are you saying that if somebody's  
21 bleeding, they haven't sustained bodily harm.

22          A     It depends on the context. I mean, if  
23 I get a -- if I cut my hand on a bottle cap  
24 behind the bar, I'm not going to call an  
25 ambulance.

1           So it all depends on the context for  
2 somebody bleeding.

3           Q     So how much bleeding rises to the  
4 level of bodily harm?

5           A     Well, when it's inside our  
6 establishment, it would be if somebody, if the  
7 wound was inflicted upon them or if, you know,  
8 like with the woman falling down the stairs, that  
9 would be a situation.

10           Any time a staff member gets hurt or a  
11 guest gets hurt, if they cut their foot on glass  
12 or, this hasn't happened here, I'm just saying if  
13 it did, you know, I would obviously offer medical  
14 attention and adjust accordingly.

15           Q     So your testimony is that if somebody  
16 gets hurt, then that constitutes an emergency  
17 situation.

18           MR. BIANCO:       Object to the  
19 characterization.

20           MR. SOUTHCOTT: Ms. Reynolds just  
21 testified that if somebody gets hurt inside their  
22 bar, that they would -- that that constitutes an  
23 emergency situation. I'm going to clarify.

24           MS. REYNOLDS: No, not always. No,  
25 not at all.

1 CHAIRPERSON ANDERSON: All right, I'm  
2 going to overrule the objection.

3 BY MR. SOUTHCOTT:

4 Q So if somebody gets hurt, does that  
5 constitute an emergency situation?

6 A No, not always.

7 MR. SOUTHCOTT: I have no further  
8 questions for this witness.

9 CHAIRPERSON ANDERSON: All right,  
10 thank you. Any questions by any Board members?  
11 Go ahead, Mr. Short.

12 MR. SHORT: Good afternoon, Ms.  
13 Reynolds.

14 MS. REYNOLDS: Hi.

15 MR. SHORT: Hey. In your training or  
16 this staff training, especially training for the  
17 security, who is trained to evaluate if someone  
18 falls to the ground and hits their head whether  
19 or not they need to call EMS?

20 MS. REYNOLDS: If someone falls and  
21 hits their head, anyone here is trained to call  
22 in a situation that somebody would fall down and  
23 hit their head.

24 MR. SHORT: On the night in question  
25 or the evening in question, the 21st or 20th, and

1 then the reports that were generated a week or so  
2 later, did someone actually fall to the ground  
3 beside your security person?

4 MS. REYNOLDS: So I can't say. I  
5 can't say because I wasn't actually there for it.

6 MR. SHORT: What did the report say?

7 MS. REYNOLDS: The report said that  
8 they fell to the ground. I don't recall it  
9 saying anything about somebody hitting their  
10 head.

11 But again, it wasn't something that  
12 would, to me, rise to the level. Like, to me, it  
13 was just somebody that fell down.

14 MR. SHORT: Okay. How many years have  
15 you been with Madam's Organ?

16 MS. REYNOLDS: It will be a year in  
17 three days.

18 MR. SHORT: And in the year and three  
19 days that you've been there, have there been any  
20 incidents reported that had to be reported to  
21 ABCA? Any incidents in that year?

22 MS. REYNOLDS: No, actually. I feel  
23 like we've been lucky. But, yes, there haven't  
24 been any incidents that we've had to report.

25 MR. SHORT: Have there been anything

1 negative that's happened to Madam's Organ since  
2 this incident was reported on the 20th of May?

3 MS. REYNOLDS: Negative in what  
4 capacity?

5 MR. SHORT: We're here today because -  
6 -

7 MS. REYNOLDS: Anything negative? My  
8 liquor order didn't come in last week.

9 MR. SHORT: Okay, I understand. Well,  
10 anything dealing with the MPD request and that  
11 the reports were written by yourself or your  
12 staff?

13 MS. REYNOLDS: I would have to go back  
14 and look. I'm sorry, I don't recall exactly what  
15 the last incident report was. It's been a while.

16 MR. SHORT: So you knew you were  
17 coming here today and you were going to testify  
18 today, correct?

19 MS. REYNOLDS: Yes.

20 MR. SHORT: And I'm asking you a  
21 question about the report that you wrote, also  
22 the reports that your staff wrote.

23 MS. REYNOLDS: The last incident  
24 report, oh, there was one, I don't remember  
25 exactly how long ago it was, but there was -- I



1 apologize.

2 I'm trying to think back to what the  
3 situation actually was. I don't recall. It's  
4 been months since we've had to actually write an  
5 incident report.

6 Since you've been there, you've had to  
7 write an incident report prior to this one?

8 MS. REYNOLDS: Yes.

9 MR. SHORT: All right. Thank you very  
10 much. That's all I have, Mr. Chairman.

11 CHAIRPERSON ANDERSON: Go ahead, Mr.  
12 Grant.

13 MR. GRANT: Thank you for being with  
14 us this afternoon. My questions are related to  
15 the training and the execution of service with  
16 respect to line management outside the  
17 establishment.

18 Given the fact that the block that you  
19 all are on is a very busy block, are there ever  
20 scenarios where you're not clear whether or not  
21 people in proximity to your entranceway are or  
22 are not coming into Madam's Organ?

23 MS. REYNOLDS: So, there are sometimes  
24 that people will try to cut the line, obviously,  
25 and they'll try to come in from the other

1 direction.

2 But we always have our security  
3 positioned to where they can see all angles. So,  
4 sometimes, that's the only time I can think of  
5 that that would be the situation.

6 MR. GRANT: Okay. Are there ever any  
7 scenarios where your team that is trained to do  
8 line management has to interact with people that  
9 they clearly know are not coming into Madam's  
10 Organ?

11 MS. REYNOLDS: They are just trained  
12 to deescalate the situation. So once they hit  
13 the front of the line, they might say, hey, you  
14 know, I'm sorry, you've had too much to drink, we  
15 can't let you in.

16 We don't pick people out of line and  
17 say, no, you can't come in. We'll just keep it  
18 as just chill as possible, I guess.

19 So by the time they hit the front of  
20 the line, we'll just say, hey, I'm sorry, we  
21 can't let you in.

22 You know, you've already had a little  
23 too much tonight, or whatever.

24 MR. GRANT: My final question, are  
25 there ever any scenarios where your team has been

1 trained with line management, if they give  
2 instructions to people that may be walking by to  
3 clear the area or any other instructions that  
4 might provide a level of visibility and clarity  
5 for your establishment.

6 Given non-prospective patrons, I'm  
7 talking about specifically.

8 MS. REYNOLDS: You're saying people in  
9 line, do we ever have to tell them to get out of  
10 the entryway?

11 MR. GRANT: If they are people that  
12 you can clearly identify that they don't have an  
13 intent on coming into your establishment but they  
14 may be near your establishment, are you ever  
15 engaging with people that are not, that have no  
16 intention on coming into Madam's Organ?

17 MS. REYNOLDS: No.

18 MR. GRANT: Okay, thank you. No  
19 further questions.

20 CHAIRPERSON ANDERSON: Okay. Ms.  
21 Reynolds, I'm trying to get the timeline correct.

22 MS. REYNOLDS: Okay.

23 CHAIRPERSON ANDERSON: When were you  
24 first employed at Madam's Organ?

25 MS. REYNOLDS: April 28 of 2023.

1 CHAIRPERSON ANDERSON: Okay, April.  
2 Okay. And this event occurred May 21. So this  
3 event occurred approximately one month after you  
4 started working at Madam's Organ, is that  
5 correct?

6 MS. REYNOLDS: Yes.

7 CHAIRPERSON ANDERSON: The security  
8 plan, it says that -- hold on. It says that  
9 security is permanently at the door and  
10 circulates throughout the building.

11 Why is security permanently at the  
12 door?

13 MS. REYNOLDS: Everyone that comes in,  
14 they have to check their ID.

15 CHAIRPERSON ANDERSON: In the less  
16 than a year that you've been there, have there  
17 ever been any incidents at the door?

18 MS. REYNOLDS: Not that I can -- not  
19 that I can think of.

20 CHAIRPERSON ANDERSON: What do you  
21 call, I mean, what would you consider incidents  
22 just at the door? What would you consider  
23 incidents?

24 MS. REYNOLDS: I would say like a  
25 fistfight or if somebody's throwing up or

1 something that rose to the level of needing to  
2 call emergency services.

3 CHAIRPERSON ANDERSON: Well, let me  
4 ask you a question. Was your security at the  
5 door any way involved -- all right, let me ask  
6 the question.

7 Did there come a time in March that  
8 your security was on the ground with an  
9 individual? Let me ask that. Did that occur?

10 MS. REYNOLDS: I don't actually know.  
11 I wasn't there for it, so I don't feel  
12 comfortable saying if it did or didn't happen. I  
13 just know what I've been told. But I can't say.

14 CHAIRPERSON ANDERSON: All right. So,  
15 what happened on -- what happened on May -- I'm  
16 sorry, May 21? May 20, 21, what happened, from  
17 your perspective? What happened?

18 MS. REYNOLDS: So at the end of the  
19 night, once the building was completely -- once  
20 the building is clear, or almost clear, I will go  
21 into the office and start doing payouts or  
22 counting money or just end of the night closing  
23 duties.

24 My security knows to get everyone out  
25 of the building. And then we lock up.

1                   CHAIRPERSON ANDERSON:     So, this  
2 incident or whatever it is with the security  
3 guard, did this happen?

4                   MS. REYNOLDS:    I'm not sure.  It's  
5 from their statements.  I mean, obviously,  
6 they're saying something.  They're telling what  
7 happened, but I can't testify to something I  
8 wasn't there for.

9                   CHAIRPERSON ANDERSON:  But you're the  
10 general manager.  And I guess --

11                  MS. REYNOLDS:  I can't be everywhere  
12 at once.

13                  CHAIRPERSON ANDERSON:  I'm sorry, you  
14 said what?

15                  MS. REYNOLDS:  I said, I can't be  
16 everywhere at once.

17                  CHAIRPERSON ANDERSON:  I know, but I'm  
18 just saying, this incident occurred over a year  
19 ago.

20                  MS. REYNOLDS:  Yes.

21                  CHAIRPERSON ANDERSON:  I mean, you  
22 know that.  We're having a hearing.

23                  MS. REYNOLDS:  Right.

24                  CHAIRPERSON ANDERSON:  In your  
25 investigation, in your -- I'm just trying to

1 find, from your view, did something happen? I  
2 mean, are you saying it didn't happen?

3 MS. REYNOLDS: So, no, I'm not saying  
4 it didn't happen at all. I'm just saying I can't  
5 -- I can't say which version is 100 percent right  
6 of -- I trust that if there wasn't -- if they're  
7 saying there was not an incident that rose to the  
8 level --

9 CHAIRPERSON ANDERSON: That's not what  
10 I'm asking, ma'am. I'm asking you whether or not  
11 the -- the decision about whether or not  
12 something rises to the level of writing this  
13 incident report, that's separate.

14 I'm just asking you what happened.  
15 Did something happen? And what happened?

16 MS. REYNOLDS: I guess I just, I know  
17 what happened from the same incident reports that  
18 you guys saw. So I don't know how I can testify  
19 to something that I was not there for.

20 CHAIRPERSON ANDERSON: All right, you  
21 were not there, but you were here for Mr. Miller  
22 testified. You heard Mr. Miller's testimony, is  
23 that correct?

24 MS. REYNOLDS: Correct.

25 CHAIRPERSON ANDERSON: And Mr. Miller

1 stated that he was down the street somewhere and  
2 he heard some commotion and he came to  
3 investigation.

4 MS. REYNOLDS: Right.

5 CHAIRPERSON ANDERSON: And so as far  
6 as Mr. Miller testified, something happened --

7 MS. REYNOLDS: Yes.

8 CHAIRPERSON ANDERSON: -- outside your  
9 establishment. And I'm just trying to find out  
10 from you, you do know, in all this period of  
11 time, do you know what happened?

12 And you're saying you don't know what  
13 happened?

14 MS. REYNOLDS: Well, I'm saying I do  
15 know what happened from the statements and my  
16 staff that I'm spoken to that it was just a drunk  
17 guy that was trying to get back on the property  
18 and he ended up walking up the street.

19 So from everyone I've talked to, I can  
20 -- I can say yes, that's what happened, just a  
21 drunk guy trying to get back in.

22 But I can't say exactly what I was,  
23 because I wasn't there.

24 CHAIRPERSON ANDERSON: But there was  
25 some interaction between a guest, a drunk guest,



1 and one of your security personnel, is that  
2 correct?

3 MS. REYNOLDS: It sounds like it, yes.

4 CHAIRPERSON ANDERSON: And you don't  
5 know whether or not this individual was injured  
6 or whether or not he was on the ground or  
7 anything like that? You don't know if this  
8 happened?

9 MS. REYNOLDS: No, they said he was  
10 walking away, cursing at him. He just walked  
11 down the street.

12 CHAIRPERSON ANDERSON: And as far as  
13 Madam's Organ is concerned, the allegations that  
14 this guy said that, at least the report that  
15 Giovanni Clark, that report, that didn't happen?

16 MS. REYNOLDS: I'm sorry, could you  
17 repeat that?

18 CHAIRPERSON ANDERSON: Have you seen  
19 the report, the statement from Giovanni Clark?

20 MS. REYNOLDS: Yes.

21 CHAIRPERSON ANDERSON: And so you're  
22 saying that this didn't happen, from your -- this  
23 didn't happen?

24 MS. REYNOLDS: I have no idea. From  
25 my perspective, no, I don't think that happened,

1 but that's, again, just my opinion.

2 I don't know where this report even  
3 came from. I don't know. I have no idea who  
4 this girl is. At no point did anyone ask to  
5 speak to a manager. I have no idea.

6 CHAIRPERSON ANDERSON: Who is Walter  
7 Johnson?

8 MS. REYNOLDS: One of the security  
9 personnel.

10 CHAIRPERSON ANDERSON: But Mr.  
11 Johnson, in his report, he reported that there  
12 was some type of incident occurred between him  
13 and Mr. -- and Mr. Clark.

14 MS. REYNOLDS: Correct.

15 CHAIRPERSON ANDERSON: And Mr. Clark  
16 reported to that the drunk dude tried to tie  
17 Aaron's legs up with his arms.

18 Aaron lost his footing and fell in the  
19 process of pulling dude's arms off him. I guess  
20 he felt embarrassed or hurt because once he got  
21 to his feet, he felt like he assaulted him, but  
22 hurt. But he started the whole thing.

23 Now, that's a statement from Mr.  
24 Johnson, one of your -- an employee or someone  
25 who has some employment capacity with Madam's

1 Organ, is that correct?

2 MS. REYNOLDS: Yes.

3 CHAIRPERSON ANDERSON: And as far --  
4 since Mr. Johnson -- and I don't know when Mr.  
5 Johnson reported this incident, but you didn't  
6 think that was sufficient for Madam's Organ at  
7 some point to -- I mean, isn't that something  
8 that should have like an incident report, as  
9 reported by Mr. Johnson, about his tussle with a  
10 drunk dude?

11 MS. REYNOLDS: But it wasn't something  
12 that was inside the bar and it wasn't something  
13 where someone got hurt.

14 Or it wasn't, to me, it wasn't even on  
15 our, it wasn't on our property. It wasn't  
16 somebody inside the bar.

17 CHAIRPERSON ANDERSON: All right.  
18 Whether or not it happened inside the bar, but  
19 are you saying that if one of your -- if an  
20 employee -- I'm going to say that Mr. Johnson is  
21 an employee, let's agree that Mr. Johnson is an  
22 employee.

23 MS. REYNOLDS: Okay.

24 CHAIRPERSON ANDERSON: And if one of  
25 your employees gets into some type of

1 confrontation with one of your customers inside  
2 the bar, at the front door, you don't believe  
3 that is something that, to protect your  
4 establishment, that at least should be reported?

5 MS. REYNOLDS: To get in a  
6 confrontation outside the bar while you're trying  
7 to clear the building because we're closing, no,  
8 I don't think that rises to the level.

9 If the man were hurt or something, but  
10 when he takes off walking down the street  
11 cursing, to me, that doesn't sound like an  
12 incident.

13 To me, that sounds like the guy is  
14 upset that he couldn't get back in and he gave up  
15 and was still mad.

16 So to me, that doesn't rise to the  
17 level of being an incident that needs reported.  
18 That to me would be wasting MPD's resources.

19 CHAIRPERSON ANDERSON: Someone didn't  
20 like dude rush him and grab Aaron in a football  
21 clutch, hold him by the shirt apron, tried to  
22 move his hands, where the drunk dude tried to tie  
23 Aaron legs up with his arms.

24 Aaron lost his footing and fell in the  
25 process in pulling dude arms off him.

1           So, this is the statement that Johnson  
2           made. And so, this is not something that should  
3           have been -- that Mr. Johnson should have -- at  
4           least to protect the establishment, that someone  
5           fell?

6           MS. REYNOLDS: So, it wasn't -- it  
7           wasn't on our property. If somebody falls down,  
8           I mean, people fall down all the time. You don't  
9           call an ambulance every time.

10          CHAIRPERSON ANDERSON: All right. All  
11          right, ma'am. All right. I don't have any other  
12          questions. Mr. Southcott, any questions based on  
13          the questions the Board asked?

14          MR. SOUTHCOTT: No further questions.

15          CHAIRPERSON ANDERSON: Mr. Bianco.

16          REDIRECT EXAMINATION

17          BY MR. BIANCO:

18           Q     I just have one or two. So, Ms.  
19           Reynolds, Mr. Southcott asked you about  
20           differences between Mr. Miller's testimony and  
21           the statements by your employees. Do you  
22           remember that?

23           A     Yes.

24           Q     Okay. Having reviewed the statement,  
25           having reviewed the statements and recognizing

1 the differences, does anything in reference to  
2 the statement change your mind that this is not  
3 an emergency situation?

4 A No.

5 Q Okay. So, no, strike that. I don't  
6 have any further questions.

7 CHAIRPERSON ANDERSON: All right.  
8 Thank you, Ms. Reynolds, for your testimony  
9 today.

10 Mr. Bianco, do you have any other  
11 witnesses?

12 MR. BIANCO: Just one, Mr. Chairman.

13 CHAIRPERSON ANDERSON: All right. All  
14 right, I'm going to take -- let's take a 10-  
15 minute break. And this is your final witness,  
16 right?

17 MR. BIANCO: Correct.

18 CHAIRPERSON ANDERSON: All right. So  
19 just --

20 MR. SOUTHCOTT: Chair Anderson?

21 CHAIRPERSON ANDERSON: Yes, sir.

22 MR. SOUTHCOTT: Before we break, can I  
23 just get a proffer as to what relevant testimony  
24 this witness would be providing?

25 Because where the government stands,

1 we're not entirely sure that there would be more,  
2 that there would be relevant testimony that could  
3 be provided by the owner of the establishment.

4 MR. BIANCO: As required, there's a  
5 proffer on our PIF statement. And what is at  
6 issue here, or part of what we're putting at  
7 issue here, is the training received by the  
8 individuals and how emergency is defined and what  
9 warrants an incident report for activities that  
10 occur inside of the bar.

11 We've heard from the general manager.

12 But the owner actually wrote the policy. And  
13 the owner is going to testify about what the  
14 policy he wrote actually means.

15 MR. SOUTHCOTT: So the District  
16 objects on a couple of grounds. First, is that  
17 evidence would be duplicative.

18 We've already heard testimony from Ms.  
19 Reynolds about what the establishment's  
20 procedures are with respect to what it means to  
21 generate incident reports and what constitutes an  
22 emergency.

23 And second, the testimony of the owner  
24 with respect to what security claim means would  
25 be not only duplicative, but would also be

1 violating the evidence rule of the document  
2 speaks for itself.

3 Having someone else come in and  
4 testify to what he intended for the document to  
5 mean is not going to be relevant and isn't  
6 accepted generally speaking in a court of law,  
7 that the four corners of the document stand for  
8 themselves, not what someone who wrote them  
9 thought it meant.

10 The document means what it means.

11 MR. BIANCO: If I could address that  
12 point very quickly, I think that underscores our  
13 position in the case.

14 We've argued, and will continue to  
15 argue in closing, that the plain language of the  
16 document and the supporting statute is what  
17 governs here.

18 It is the government that has tried to  
19 claim and expand upon what the four corners or  
20 what the plain language, black and white, of that  
21 document actually says.

22 So since they have put on evidence in  
23 addition to the plain language of the document,  
24 we can put on evidence to rebut that, which is  
25 one of several things that Mr. Duggan is going to



1 do.

2 CHAIRPERSON ANDERSON: Mr. Duggan is,  
3 as stated, he is the person who drafted the  
4 document. He is the owner of the establishment.

5 And I think that he -- I believe he  
6 has relevant testimony that he can provide to the  
7 board. So I'm going to overrule the objection.

8 All right, it's 12:43. We'll come  
9 back at 12:55 to wrap this case up. So we're off  
10 the record until 12:55.

11 (Whereupon, the foregoing matter went  
12 off the record at 12:43 p.m. and went back on the  
13 record at 12:55 p.m.)

14 CHAIRPERSON ANDERSON: We're back on  
15 the record. And Mr. Bianco, if you have another  
16 witness -- oh, I'm sorry. Hold on. Mr. Short is  
17 not back yet. Hold on.

18 Do you have another witness, sir?

19 MR. BIANCO: I do. We call Bill  
20 Duggan.

21 CHAIRPERSON ANDERSON: Mr. Duggan, can  
22 you raise your right hand, please?

23 WHEREUPON,

24 WILLIAM DUGGAN

25 was called as a witness by Counsel for the

1 Licensee and, having been first duly sworn,  
2 assumed the witness stand, was examined and  
3 testified as follows:

4 CHAIRPERSON ANDERSON: Your witness,  
5 sir.

6 DIRECT EXAMINATION

7 BY MR. BIANCO:

8 Q Thank you. Can you state your name  
9 and spell it for the record, please?

10 A William Duggan, D-U-G-G-A-N.

11 Q And what's your relationship to the  
12 establishment trading as Madam's Organ?

13 A I am the president of the corporation  
14 100 percent owner.

15 Q How long have you been in that  
16 capacity?

17 A Since 1992.

18 Q Okay, and how involved are you in the  
19 day-to-day operations of the business?

20 A Very involved. I mean, mostly on a  
21 daily basis, both in the day at some point and  
22 during the nighttime.

23 Q And were you present at the  
24 establishment on the evening in question, May 20,  
25 into the morning of May 21, 2023?

1           A     I was not.

2           Q     I'm sorry, you broke up a little bit  
3 there, could you --

4           A     I was not present that evening.

5           Q     And did you learn of the interaction  
6 that has been the subject of this hearing today?

7           A     Yes, I did.

8           Q     When?

9           A     It was in late May of -- we got emails  
10 from an individual who identified himself as an  
11 attorney.

12                     I don't know the name. I think Ms.  
13 Reynolds spelled it out for you earlier. I think  
14 his name was Muir.

15                     We got emails that were just telling  
16 the owner to get rid of the thugs and fire  
17 everybody, threatening that, you know, we got  
18 about six emails from this guy within about a 24-  
19 hour period.

20           Q     Okay.

21           A     One was worse than the next. So, but  
22 he did identify himself as an attorney, so I did  
23 try to call back the number that he put as his  
24 office number.

25                     And right now, and the last time was

1 yesterday, the number just rings. There's no  
2 identifying anything. It just goes to a message  
3 machine that just says, you've reached 610  
4 whatever the phone number is.

5 So we reached out, and it was at that  
6 point that I asked Ms. Reynolds to talk to -- I  
7 said, this guy's a nut, but let's find out if  
8 there's anything to it.

9 And that's when she spoke to the  
10 security guards, the guy at the door and the  
11 other individual, Aaron, I don't remember his  
12 last name. I'm sorry.

13 Q Okay.

14 A So, she did that, I think some time in  
15 early June about two or three weeks before the  
16 MPD contacted us.

17 Q And that was my next question. Were  
18 you ever contacted by any agency of the  
19 government investigating?

20 A An email came from an MPD detective,  
21 and I think that was on June 23 or 26. Toward  
22 the end of June.

23 Q Okay, and you've been here for the  
24 testimony about the security plan, correct?

25 A Correct.

1 Q And you're familiar with the security  
2 plan?

3 A Yes, pretty much. Let's see. My  
4 security plan was written by Susan Mitchell who  
5 used to be the trainer for ABC.

6 She was the trainer for the ABC back  
7 in those years, and she wrote our security plan  
8 with me.

9 Q Okay.

10 A Many, many years ago.

11 Q And Paragraph A that we've been  
12 focusing on of the security plan requires  
13 training in certain areas, specifically three,  
14 recognizing and deescalating conflict, calling  
15 police or EMS in emergency situations, and front  
16 door maintaining constant control to maintain  
17 capacity.

18 Are you familiar with those  
19 provisions?

20 A Yes, sir.

21 Q Okay, and what -- do you give training  
22 in those three areas?

23 A Yes.

24 Q And --

25 A Do I personally? I mean, I'm

1 constantly talking to the individuals working  
2 here. The general manager, Sara Reynolds, does  
3 the actual training, as well as one of our other  
4 people that have been with me about 15 years.

5 But we, especially at the door, we  
6 have them trained because obviously, from my  
7 standpoint, they're handling my money and they're  
8 handling my business.

9 They are the ones who are the first  
10 line of defense of getting people we want into  
11 the bar and getting people we don't want not  
12 coming into the bar.

13 Q Okay, and when does the training take  
14 place relative to bringing on a new employee?

15 A Well, it can take place immediately.  
16 We go through the interview process. We walk  
17 them through what we expect of them.

18 We basically, I go through, because we  
19 have -- there's a lack of direction from ABRA on  
20 the regulations, we go by the MPD best practices  
21 that they sent out to us.

22 And that goes through what they expect  
23 of us with regards to identifying the age of the  
24 patrons, looking for fake IDs, et cetera, as well  
25 as what to do in the case of an incident, what

1 constitutes an incident, what constitutes an  
2 emergency.

3           Again, if you listen to the ABRA  
4 investigator on this case, he, under questioning  
5 from you, he said that the had an opinion of what  
6 constituted an emergency.

7           He said anytime someone puts a hand on  
8 somebody else, that's an emergency. He also said  
9 that --

10           MR. SOUTHCOTT:       That is -- this  
11 witness is -- move to strike that answer. The  
12 testimony that was provided by Mr. Ruiz goes  
13 beyond the scope of the questions. It's  
14 inappropriate for this witness to be testifying  
15 as to what another individual testified to.

16           CHAIRPERSON ANDERSON: Mr. Duggan, I  
17 mean, you're attorney is asking you a question,  
18 sir. I need you to be responsive to the question  
19 that was asked by your attorney, sir.

20           MR. DUGGAN: I believe I am, but thank  
21 you.

22 BY MR. BIANCO:

23           Q       Okay. So, yes, I mean, my next  
24 question was really how do you -- how do you  
25 define emergency for purposes of your training?

1                   And I think you partially answered  
2                   that, so can you --

3                   A       Well, again, we do, it depends.  
4                   There's a lot of things that could constitute an  
5                   emergency.

6                   If we have a customer who has a  
7                   seizure, we don't know how to handle it, we call  
8                   EMS immediately.

9                   If we have a fight where there's  
10                  people inside there fighting and someone is hurt,  
11                  boom, that's an emergency.

12                  We get them out. We go call EMS or  
13                  the police, whichever might be more appropriate  
14                  at the time.

15                  So it's, you know, there's a lot of  
16                  things that constitute what it would be. Again,  
17                  most of it, we look for the safety of our patrons  
18                  and our staff.

19                  Q       Okay. And could you describe for the  
20                  Board what your security team or your security  
21                  employees, how they are organized?

22                  A       Well, they're organized, again, we  
23                  have    people    stationed    throughout    the  
24                  establishment.

25                  Again, there's four levels, so we will



1 usually have one, if it's slow, or two people at  
2 the door.

3 We have another individual on the  
4 inside on the first level at the top of the  
5 stairs where the mezzanine joins the main floor  
6 where the stage is.

7 We have two individuals on the second  
8 level and usually have one and possibly two  
9 depending on the capacity on a particular night  
10 what is going on, on the third level.

11 Q And do you have -- who is the direct  
12 supervisor of the security employees?

13 A Darian Gray.

14 Q Okay.

15 A And Sara Reynolds. Obviously, Darian  
16 works a lot with the security guys. He's here on  
17 the weekends.

18 But obviously, the main person is Sara  
19 Reynolds, the general manager.

20 Q Okay, and how long has Mr. Gray been  
21 with you?

22 A About 15 years or so.

23 Q Now, you were here for Mr. Miller's  
24 testimony, correct?

25 A Yes.

1 Q And did anything that he described he  
2 saw rise to the level of an emergency as you  
3 define it?

4 A Well, nothing rose to the level how I  
5 define it nor how it's defined in the police best  
6 practices for bars and nightlife establishments.

7 Q Okay, and you were here for your  
8 general manager's testimony in which she  
9 discussed the written reports from your  
10 employees. Do you recall that?

11 A Yes.

12 Q And have you had the opportunity to  
13 review those written reports from your security  
14 employees?

15 A Yes, they're in definite need of some  
16 help with the English grammar.

17 Q Notwithstanding any grammar issues in  
18 the reports, does anything that your employees  
19 reported rise to the level of an emergency as you  
20 define it?

21 A Again, not as I define it, and not as  
22 the Metropolitan Police best practices for  
23 nightclubs and bars and night establishments, how  
24 they define an emergency.

25 MR. SOUTHCOTT: I move to strike the

1 Defendant's answer and prior answers with respect  
2 to how MPD defines this.

3 Mr. Duggan is not --

4 MR. DUGGAN: If you want to, I can  
5 read it to you.

6 CHAIRPERSON ANDERSON: Mr. Duggan --  
7 hold on, hold on, hold on, hold on. Mr. Duggan,  
8 this is between the two attorneys, sir.

9 So let me -- so when an attorney makes  
10 an objection, sir, I need you to be quiet. Your  
11 attorney will respond and then we'll move on from  
12 there, sir. Okay? So, all right, Mr. --

13 MR. DUGGAN: Can I add one thing?

14 CHAIRPERSON ANDERSON: No, sir. No,  
15 sir, you cannot. No, there is an objection, and  
16 when there is an objection, you have to stop and  
17 then I will let you know, sir, when you can --  
18 when you can respond.

19 MR. BIANCO: Okay, so my response to -

20 -

21 CHAIRPERSON ANDERSON: I'm not sure if  
22 Mr. Southcott was done.

23 MR. SOUTHCOTT: Yes, Mr. Chair, I  
24 would like to finish my objection. My objection  
25 is that Mr. Duggan is not a member of MPD.

1           He's never testified that he's been a  
2 member of MPD. He cannot testify to MPD's best  
3 practices, as he is not an individual who has  
4 been trained on MPD's best practices by MPD.

5           Further, MPD's determination as to  
6 what constitutes best practices is irrelevant to  
7 these proceedings, as MPD is a separate agency  
8 apart from ABCA, which itself determines whether  
9 emergency situations are present and how best to  
10 interpret things related to its security plan.

11           We previously had this argument out at  
12 the prior hearing when the establishment tried to  
13 introduce testimony about MPD's best practices  
14 and this board determined that those were not  
15 relevant to these proceedings as MPD is a  
16 separate agency and entity and their standards do  
17 not hold with respect to ABCA.

18           MR. BIANCO: So our response to that,  
19 and we have several responses to that, one,  
20 that's simply not what happened.

21           The Board would not allow us to  
22 introduce information and evidence about whether  
23 or not there was an arrest and prosecution.

24           That's what was before the board and  
25 that was the ruling by the board. And I'm sure

1 the transcript will bear that out.

2 Number two, one of the things that is  
3 at issue here is whether or not the establishment  
4 was required to call the police in this  
5 particular circumstance.

6 And we are, what Mr. Duggan is  
7 testifying about, and what we are going to put  
8 forward in the form of an exhibit that we  
9 disclosed prior to the hearing, is for nightlife  
10 establishments, when MPD says that MPD should be  
11 called, and we would say not only is it relevant,  
12 but in the absence of any regulation, any  
13 standard, any investigative practice from the  
14 agency that defines when MPD should be called,  
15 it's dispositive.

16 So not only is it relevant, we think  
17 it's extremely important.

18 And the last thing I would say is it  
19 also goes to how this particular establishment  
20 defines what constitutes a situation in which MPD  
21 should be called.

22 CHAIRPERSON ANDERSON: All right. All  
23 right, the witness is not an expert. The witness  
24 is testifying about what he believes -- what he  
25 believes.

1           He wrote the security plan, and so he  
2 can talk about what is it that he believes is the  
3 best practice.

4           I'm not going to allow him to testify  
5 about what MPD or other folks -- because MPD can  
6 say someone shot someone, you don't need to --  
7 that's not an emergency.

8           And so you're going to say because MPD  
9 says we've got somebody that's shot, you don't  
10 need to call us.

11           So I'm not -- he's not an expert. We  
12 have no -- at least I don't have anything in the  
13 record to say what MPD's best practices or  
14 nightlife best practices.

15           So I'm going to disallow that portion.

16           So, but, he can talk about from his experience  
17 and his writing of his security plan, what is it  
18 that security plan says.

19           But I'm not going to allow him to be  
20 opining on what other experts state his best  
21 practice is for his establishment.

22           MR. BIANCO: I understand, and the  
23 purpose of the testimony and the purpose of  
24 introducing the best practices, which was, he  
25 went a little past the question, but --

1 CHAIRPERSON ANDERSON: Right, right.

2 MR. BIANCO: -- it is to say what he  
3 relied on to come up with that definition, which  
4 is --

5 CHAIRPERSON ANDERSON: But that's not  
6 in the record. I don't know where he --

7 MR. BIANCO: We haven't gotten there  
8 yet. I understand.

9 CHAIRPERSON ANDERSON: Mr. Duggan  
10 can't testify about stuff that I don't know the  
11 basis of it.

12 MR. BIANCO: I understand completely.

13 So, Mr. Duggan, you started to talk about what  
14 the basis was for your decision about when MPD  
15 should be called.

16 So I'm going to share my screen and  
17 bring up a document if you would bear with me.

18 (Whereupon, the document referred to  
19 was marked as Respondent Exhibit 1 for  
20 identification.)

21 MR. SOUTHCOTT: I'm going to object to  
22 the introduction of this document on several  
23 grounds, the first being the same reasons that  
24 I've outlined, that Mr. Duggan is not an  
25 individual who is able to testify to this.

1 He's never been a member of MPD. And  
2 the document itself does not speak for the  
3 standards for the agency.

4 Moreover, this document itself is one  
5 that there's no indication that it is current.  
6 The document itself references the MPD police  
7 chief who was last police chief in 2016.

8 So there's absolutely no indication  
9 whatsoever that this is something that is  
10 currently MPD's best practices or was their best  
11 practices at the time of the incident in  
12 question.

13 And if that's the case, then there's  
14 absolutely no basis for establishing that this is  
15 a document that determines what MPD's best  
16 practices are.

17 MR. BIANCO: So, the purpose of the  
18 testimony is, I'm sorry, the purpose of the  
19 exhibit is what this establishment considers to  
20 be a situation in which an emergency is required  
21 and what it's based on.

22 In the absence of any standard, any  
23 statute, any practice that exists within the  
24 agency, his decisions have to be based on  
25 something.



1           And this is the something that it's  
2 based on, a publication from MPD. And it's  
3 perfectly appropriate for the board to consider  
4 whether adhering to MPD standards is reasonable  
5 in making the determination of when the police  
6 should be called.

7           So, the police saying when they should  
8 be called specifically by nightlife  
9 establishments is relevant.

10           And in the absence of any agency  
11 standard, it's even more relevant than it  
12 otherwise would be.

13           CHAIRPERSON ANDERSON: I'm going to  
14 allow the document in, but I'm not going to --  
15 I'm going to -- I'll allow the document in. I'll  
16 allow the document in.

17           MR. SOUTHCOTT: Chair --

18           CHAIRPERSON ANDERSON: Over your  
19 objection, Mr. -- I know that, but I think that  
20 in this particular case, we need to have -- we  
21 need to have a full record, and that's what I'm  
22 trying to do.

23 BY MR. BIANCO:

24           Q       Okay, so Mr. Duggan, I am sharing my  
25 screen. And on the screen is a document reading

1 best practice, beginning, best practices for  
2 nightlife establishments.

3 Do you recognize that?

4 A I do.

5 Q And what is that?

6 A It's the brochure that's given to us  
7 by Metropolitan Police years ago, and actually  
8 followed up on, it'll be just within the past  
9 month, with the chief's offices as well as the 3D  
10 commander asking for our help in determining when  
11 we should be calling for them.

12 But it's got a lot of things in there.

13 And again, when it's important and why to call  
14 for police and EMS.

15 Q And is that the document you rely on  
16 in making your determination of when to call the  
17 police?

18 A It is, because we have to have  
19 something. When we're training people, they have  
20 to have some kind of concrete guidance as to what  
21 -- we don't want to be, as testimony was earlier,  
22 that each person's idea of what constitutes an  
23 emergency is different.

24 We wanted to have something concrete  
25 that we could rely on.

1 Q Okay. So I am going to turn this to  
2 Page 14. Okay. So, we are now looking at Page  
3 14 of the document.

4 And could you please tell me what, if  
5 anything, you rely on to determine whether or not  
6 to call MPD?

7 A Well, basically, the whole document.  
8 It determines what MPD considers to be an  
9 emergency.

10 It also determines what they don't  
11 consider to be an emergency, what means an  
12 ordinary bar fight.

13 But obviously, it has sexual assault,  
14 which is often something that happens that does  
15 not rise to personal injury or physical injury.  
16 However, it would be reported immediately in that  
17 situation.

18 So it's basically just a guideline for  
19 us so that we have some type of guidance. And  
20 that's exactly what the front page said, to help  
21 us maintain a safe environment for our patrons  
22 and our staff.

23 Q Very well. Mr. Chair, I move for  
24 admission of Respondent Exhibit Number 1.

25 MR. SOUTHCOTT: I renew my objection.

1 Similar grounds, but also there are  
2 authentication concerns here that this Board has  
3 not addressed.

4 The Board addressed the relevancy  
5 concerns and understand those. The authentication  
6 concerns remain, as Mr. Duggan is not an  
7 individual who can testify as to whether this is  
8 in fact the best practices that MPD is currently  
9 espousing based on the fact that it he was never  
10 a member of MPD and the document itself is by his  
11 own admission several years old.

12 MR. BIANCO: So two things I'd say to  
13 that, Mr. Anderson, again, I find it curious that  
14 the government is speaking out of both sides of  
15 its mouth.

16 Basically, the entirety of their case  
17 consists of documents that can't or haven't been  
18 authenticated, each of which we objected to and  
19 the Board ruled that it goes to weight and not  
20 admissibility.

21 Also, the purpose that we are -- the  
22 purpose that we are offering this document for is  
23 to show what Mr. Duggan relied on.

24 And his testimony was that he received  
25 this document directly from MPD. So based on

1 that, we believe it's admissible.

2 And if the Board wants to consider  
3 counsel's arguments as to weight, we think that's  
4 fair enough.

5 But this is the standard that the  
6 establishment uses, and therefore relevant to  
7 these proceedings.

8 CHAIRPERSON ANDERSON: I'm going to  
9 admit it over the objection.

10 (Whereupon, the document previously  
11 marked as Respondent Exhibit 1 for identification  
12 was received into evidence.)

13 It's a document from -- as I say, I  
14 will admit it over the objection of counsel.  
15 Let's move on.

16 BY MR. BIANCO:

17 Q Okay, and Mr. Duggan, have you ever  
18 had occasion to consult with MPD with respect to  
19 when your establishment should be calling for  
20 emergency services?

21 A Actually, I attended an invitation-  
22 only meeting with the Attorney General  
23 personally, the Police Chief's Office, my 3D  
24 commander Boteler, and three councilmembers just  
25 within the past six weeks where they asked us for

1 input and asked for our help in terms of while  
2 they still have the understaffing of police how  
3 to best utilize the resources that they have and  
4 how to keep the streets and the neighborhoods  
5 where we operate our businesses, how to keep it  
6 safe as well as to try to understand that there  
7 are some real severe restrictions with regards to  
8 MPD with their staffing and what we can expect  
9 from them.

10 So that was at the Lincoln Theater.  
11 And again, it was three councilmembers, the  
12 Attorney General himself, the police chief's  
13 office, as well as the 3D commander, and other  
14 individuals.

15 And to say enough, there was no one  
16 from ABRA that was invited.

17 Q Okay, and did you participate in the  
18 drafting of the security plan?

19 A Yes, I did.

20 Q Okay. And there is a provision,  
21 Paragraph E of the security plan, that talks  
22 about incident reports. Are you familiar with  
23 that?

24 A Yes.

25 Q Okay. And that particular provision

1 says that incident reports have to be made for  
2 any issues that, there's a typographical error  
3 that, it says arrive inside of the bar.

4 Can you tell the board why you drew  
5 the line at inside versus outside of the bar?

6 A Well, again, when we -- when we went  
7 through the -- making up the document, I was in  
8 touch with the Board's trainer at the time, Susan  
9 Mitchell, and she trained up the new  
10 investigators at the Board.

11 And it was under her advice that we  
12 keep everything from inside the bar because it's  
13 the only place we can control.

14 And as soon as we start saying we're  
15 going to be responsible for what happens in the  
16 street, her response to me was, once you say that  
17 you're responsible, you can be held responsible.

18 And so we can only have what happens  
19 inside the business. And anybody's who's been on  
20 18th Street sees craziness out there can  
21 understand why we're not going to try to be  
22 responsible for what happens outside.

23 Q Understood. And there was some  
24 questions from one of the Board members about  
25 dealing with folks in public space who are not

1 going to be patrons of the bar.

2 Can you describe for the Board how  
3 your security staff deals with obstructions from  
4 patrons who are not going to be patrons of the  
5 bar?

6 A Well, again, I mean, the best thing  
7 you can do is ignore them, but, you know, I mean,  
8 they're trying, people are coming up trying to  
9 walk in without showing ID or whatever.

10 Our security just tries to get them to  
11 go elsewhere, but to make it clear that they're  
12 not going into our establishment.

13 For the most part, people listen.  
14 Relative to the 30-something years that I've been  
15 in business, we've had two violations in 30  
16 years. Something's working.

17 Q So, what do you -- or do you train  
18 your staff what to do if somebody in public space  
19 is not listening when they say "please move"?

20 A Well, again, you can't do anything to  
21 the public. You can ask. Obviously, we have  
22 some very aggressive panhandlers.

23 And we've got sitting ducks waiting in  
24 a line that people are coming up and trying to  
25 get money from them, et cetera.



1           We can ask them to move. We can say  
2 something. But we have no authority to move them  
3 or interfere with them physically in any way.

4           And the staff is extremely -- I'm  
5 extremely strong on impressing that upon them,  
6 because it's sort of like the talk is now, don't  
7 get out of the boat.

8           They're told not to leave the  
9 premises. And unfortunately, there are times  
10 when they see something severe happening out on  
11 the street.

12           And they cannot interfere because we  
13 just can't take the chance of something  
14 happening.

15           Q     So there has been some testimony  
16 surrounding the outside of the establishment, and  
17 we don't have any photos of the establishment in  
18 this particular case.

19           But can you describe for the Board how  
20 the outside of the establishment is laid out in  
21 terms of public space versus private space?

22           A     Sure. You walk out and immediately to  
23 the left there's a bench. It's made to look like  
24 an old porch is the way I designed it years ago.

25           And in front of that is a sidewalk

1 café with essentially what, again, I tried to  
2 make it look like a barn rail, whatever, a ranch  
3 rail.

4 Then it closes our outdoor café, the  
5 sidewalk café. And then there is a barrel out  
6 there, a Jameson Whiskey barrel right at the  
7 entrance, right at the exit toward the sidewalk  
8 café where it opens there.

9 And that's where my security will  
10 normally stay set up, right by the barrel.

11 Q The barrel outside of the sidewalk  
12 café?

13 A Correct.

14 Q Okay, great. I just want to see if I  
15 have anything else for you, Mr. Duggan. I think  
16 I may not.

17 I have no further questions of this  
18 witness.

19 CHAIRPERSON ANDERSON: Mr. Southcott?

20 CROSS-EXMINATION

21 BY MR. SOUTHCOTT:

22 Q Just give me a sec. Yes. Mr. Duggan,  
23 so you testified as to your understanding of what  
24 constitutes an emergency situation. Do you  
25 remember that?

1           A     I do.

2           Q     And you testified that you relied on  
3 the MPD document for defining what constitutes an  
4 MPD -- for what constitutes an emergency  
5 situation, correct?

6           A     Correct.

7           Q     But where exactly in that document  
8 does it define what an emergency situation is?

9           A     I don't have it in front of me but Mr.  
10 Bianco could probably pull it up. But it  
11 specifically says if somebody's unconscious.

12                     It does bring it up and it  
13 specifically says not an ordinary bar fight,  
14 even.

15           Q     I can share my screen related to the  
16 portion where Mr. Bianco was directing your  
17 attention to. Is this the page in question?

18           A     That's what he had on there before,  
19 yes.

20           Q     So, this doesn't define emergency  
21 situations, though. It's about crimes and  
22 serious incidents, doesn't it?

23           A     Let's see, if we go to, and this is  
24 Page 14, above there, and, I'm sorry, the  
25 lighting in here is terrible, so let me see.

1                   It says, hold on, if you don't mind, I  
2                   can read it or you can read it on the screen.  
3                   It's on the screen right now.

4                   It says, the best practices --

5                   Q       Are designed to apply to crimes and  
6                   serious incidents.

7                   A       Well, if you're talking about -- I'm  
8                   sorry, but originally what was alleged here was  
9                   an assault.

10                  Q       My question --

11                  A       It doesn't use that language of  
12                  assault.

13                  Q       My question is whether the document  
14                  defines what an emergency situation is.

15                  A       It says --

16                  Q       But the document itself -- the  
17                  document itself describes crimes and serious  
18                  incidents, not emergency situations, correct.

19                  A       No. Give me a minute. Let me just  
20                  get on here. It says for these purposes,  
21                  assaults are deemed serious when the victim of  
22                  the physical assault is either unconscious or is  
23                  in obvious need of immediate medical treatment  
24                  for a serious or life threatening injury, such as  
25                  a stabbing or slashing.

1           The is more serious in nature than a  
2 bar fight with minor injuries. An exception to  
3 this general rule is sexual assault.

4           I brought that up earlier. So, yes,  
5 we do take it very seriously. If it's something  
6 of sexual assault, we don't look for these  
7 injuries or if somebody's unconscious.

8           But that's, again --

9           Q       With respect, Mr. Duggan, that's not  
10 my question. My question is whether they define  
11 what an emergency situation is, not whether they  
12 define whether this applies to crimes and serious  
13 incidents.

14           Can you point me to anywhere in the  
15 document where the document specifically defines  
16 what an emergency situation is?

17 (SIMULTANEOUS SPEAKING)

18           CHAIRPERSON ANDERSON: Hold on, Mr.  
19 Duggan, let the attorney finish asking the  
20 question. Remember, we have a court reporter who  
21 is trying to capture all the information, okay?

22           So I can't have two people speaking at  
23 the same time, okay?

24           MR. DUGGAN: Okay.

25           CHAIRPERSON ANDERSON: Do you have a

1 question? Okay, go ahead, sir.

2 MR. SOUTHCOTT: Can you point me to  
3 where it specifically defines emergency  
4 situations as opposed to crimes and serious  
5 incidents?

6 MR. DUGGAN: Actually, no, I don't  
7 believe it does --

8 MR. SOUTHCOTT: Thank you, moving on  
9 to my next question.

10 MR. BIANCO: I'm going to object that  
11 the witness has to be allowed to answer the  
12 question.

13 MR. SOUTHCOTT: I asked a yes or no  
14 question, and he responded no. That is the  
15 answer to the question.

16 CHAIRPERSON ANDERSON: All right,  
17 gentlemen, hold on.

18 BY MR. SOUTHCOTT:

19 Q So I'm going to direct your attention  
20 to Page 9 of this document, which says that,  
21 specifically, the second paragraph, which reads,  
22 "The Metropolitan Police Department has adopted  
23 and expanded these guidelines as suggested ways  
24 to achieve that goal.

25 They are meant as a general roadmap

1 for owners and managers, not as a list of laws  
2 applicable to all establishments and all  
3 situations." Did I read that correctly?

4 A My God, you're amazing. Yes, you  
5 did.

6 Q So, based on that, the general roadmap  
7 is not something that is binding on the  
8 establishment, is it?

9 MR. BIANCO: Objection, calls for a  
10 legal conclusion, relevance, document speaks for  
11 itself, counsel can make argument when it's time  
12 to make argument and not arguing with the  
13 witness.

14 CHAIRPERSON ANDERSON: I'll sustain  
15 the objection. Let's move on.

16 BY MR. SOUTHCOTT:

17 Q Okay, now I'm going to direct your  
18 attention to Page 12 of this document. Oh,  
19 sorry, sorry, Page 14.

20 Number 12, rather. Do you see where  
21 it says, Number 12 says, "All crimes and  
22 incidents should be documented in the  
23 establishment's activity log or on an incident  
24 report or by management level of employee who is  
25 present at the time of the incident.

1                   The manager need not have been a  
2 witness to the incident but is responsible for  
3 interviewing the witnesses and documenting the  
4 pertinent information." Did I read that  
5 correctly?

6           A     Again, amazing.

7           Q     Could you answer yes or no?

8           A     Yes, you did a great job.

9           Q     Based on, do you agree with the  
10 recommendation in this report that all incidents  
11 should be documented in an incident report form  
12 by a management level employee?

13          A     Again, we're going to what constitutes  
14 and incident. And, no, I don't believe that all  
15 incidents.

16                   I mean, again, this individual wrote  
17 to us saying we needed to fire the bartender who  
18 also called him an asshole.

19                   Everything is not an incident.

20          Q     So, to be clear, you don't agree with  
21 the way in which this says that an incident, all  
22 crimes and incidents should be documented. You  
23 don't believe that?

24          A     Yes.

25          Q     Okay.



1           A     What constitutes an incident. I don't  
2 believe it. And what I believe has nothing to do  
3 with what we're talking about.

4           Q     Okay. So, I'm going to direct your --

5                   MR. BIANCO: I'm sorry, Mr. Southcott,  
6 I just didn't see the paragraph number.

7                   MR. SOUTHCOTT: This is Paragraph 12.  
8 It's found on Page 15 at the bottom.

9                   MR. BIANCO: Paragraph 12. Okay.

10                  MR. SOUTHCOTT: Paragraph 12. Yes,  
11 it's marked as number 12.

12                  MR. BIANCO: Yes, I see. Thank you  
13 very much. Sorry, I just needed that  
14 clarification.

15 BY MR. SOUTHCOTT:

16           Q     Yes. That's fine. And so, directing  
17 your attention then, Mr. Duggan, to your  
18 establishment's own security plan.

19                   I'm going to stop sharing my screen  
20 briefly. I have it up right there. So this is  
21 the security plan in question that we have been  
22 discussing, correct?

23           A     Correct.

24           Q     And your Exhibit 11, or rather Section  
25 E under this, states that managers are required

1 to make incident reports for any issues that  
2 arrive inside the bar.

3 Do you agree with that?

4 A Yes. Yes.

5 Q So, any issues that arise inside the  
6 bar require an incident report, but that's  
7 different from MPD's recommendation that any  
8 incidents require an incident report.

9 MR. BIANCO: I'm going to object to  
10 the characterization of his testimony. There was  
11 absolutely nothing in the document that counsel  
12 read into the record drawing a distinction or in  
13 any way stating that it had anything to do with  
14 anything that occurred outside of the boundaries  
15 of an establishment.

16 So putting those words in his mouth is  
17 a mischaracterization.

18 MR. SOUTHCOTT: I didn't put words in  
19 his mouth. I asked him why he disagreed with one  
20 set of documents and agreed with another set of  
21 documents.

22 CHAIRPERSON ANDERSON: I'm going to  
23 overrule the objection. The witness can answer  
24 the question if he can.

25 MR. DUGGAN: You're going to have to

1 restate it. I can't -- I can't --

2 CHAIRPERSON ANDERSON: Go ahead.

3 BY MR. SOUTHCOTT:

4 Q So, Mr. Duggan, you do believe that  
5 your establishment is bound by the terms of its  
6 security plan, correct?

7 A Absolutely.

8 Q Okay, and section E says the managers  
9 are required to make incident reports for any  
10 issues that arrive inside the bar, correct?

11 A Again, any issues that arise to the  
12 level of an incident. I mean, again, in this  
13 situation, we had a guy saying that we needed to  
14 fire somebody for being a called an asshole.

15 We're not going to write up every time  
16 -- if I had to write up an incident report every  
17 time somebody uses the word asshole, again, at a  
18 certain point there's a little bit of common  
19 sense that I try to use that I'm hoping that  
20 you're going to probably learn to use.

21 Q So your testimony is that there can be  
22 incidents which occur inside the bar that do not  
23 rise to the level of requiring an incident  
24 report, that's your testimony, right?

25 A It depends on what you're talking

1 about, incidents. Again, the general manager is  
2 talking about how she had a negative thing where  
3 the liquor wasn't delivered on time.

4 Incident. Again, we're going to have  
5 to use a little bit of common sense. What do you  
6 consider an incident?

7 Q Well, I'm not testifying here, you  
8 are. But your case, your security plan, doesn't  
9 say any incident that rises to the level of  
10 needing to be reported as an incident.

11 It just says managers are required to  
12 make incident reports for any issues that arrive  
13 inside the bar.

14 That's what the document says, isn't  
15 it?

16 A That's what the document says.

17 Q Thank you.

18 A And the interpretation of the document  
19 means that you need to use a little bit of common  
20 sense.

21 There are so many issues that happen  
22 in a bar, restaurant, or any business, nonstop 24  
23 hours a day when you are open.

24 We do not consider every little issue.  
25 There's not salt on the one table. I'm sorry,

1 I'm not going to write it up.

2 We have to use some common sense here,  
3 sir.

4 Q I appreciate that. So you testified  
5 about the grounds of your establishment, is that  
6 correct?

7 And that there's sort of the area, you  
8 described a porch area, and you described there  
9 being a fence, you described there being a  
10 sidewalk café. Do you remember that?

11 A Correct.

12 Q Okay. So, how far back from the  
13 establishment does the sidewalk café go from the  
14 door?

15 Like, what is the distance between the  
16 door and the end of the sidewalk café?

17 A Maybe --

18 Q Sorry, your sound cut out.

19 A Oh, sorry. I think it's about six to  
20 seven feet. It's a pretty small sidewalk café.

21 Q Okay. And is that considered to be  
22 outside of the establishment or inside the  
23 establishment?

24 A That is part of the establishment.

25 Q So that's considered inside the

1 establishment?

2 A Correct. It is.

3 Q Okay. So if there's a confrontation  
4 that took place directly in front of the door,  
5 inside the sidewalk café, that would be a  
6 confrontation that took place inside the  
7 establishment, correct?

8 A There was no confrontation at the  
9 door.

10 Q Please answer my question.

11 A I don't understand your question.

12 Q If there is a confrontation that took  
13 place between members of your staff and a patron  
14 that happened on the front of the door inside the  
15 sidewalk café area, did that confrontation take  
16 place inside the establishment or outside the  
17 establishment?

18 A That's a hypothetical. Again, you're  
19 saying -- again, that confrontation, what do you  
20 mean by confrontation? Let me see your ID?

21 Q If an individual stabbed one of your  
22 bar security in the sidewalk café, does that --  
23 is that an incident that occurred inside or  
24 outside of the establishment?

25 A I would say inside.

1 Q Okay. I have no further questions for  
2 this witness.

3 CHAIRPERSON ANDERSON: Thank you. Any  
4 questions by any of the Board members? Go ahead,  
5 Mr. Short.

6 MR. DUGGAN: Good afternoon.

7 CHAIRPERSON ANDERSON: Go ahead, Mr.  
8 Short.

9 MR. DUGGAN: You're going to have to  
10 bring it up. I can't hear you.

11 MR. SHORT: Good afternoon.

12 CHAIRPERSON ANDERSON: Go ahead.

13 MR. SHORT: Good afternoon, Mr.  
14 Duggan.

15 CHAIRPERSON ANDERSON: Go ahead, Mr.  
16 Short. We can hear you.

17 MR. DUGGAN: Let me turn my volume up  
18 a little bit.

19 MR. SHORT: Mr. Duggan, you've been in  
20 business since 1993?

21 MR. DUGGAN: '92.

22 MR. SHORT: '92, forgive me. Are you  
23 familiar with the standards that are provided in  
24 our codes and in the District of Columbia, ABCA,  
25 Alcoholic Beverage and Administration laws and

1 practices?

2 MR. DUGGAN: I honestly haven't seen  
3 anything from ABRA since you became the cannabis  
4 administration also. That is what I'd say. I  
5 have not seen, so I apologize.

6 MR. SHORT: Maybe your attorney can  
7 help you with this, but in 25-836, which deals  
8 with security plans and security cameras, and in  
9 that it states everything that you need to know  
10 about security plans, which you have one, which  
11 you know that you cannot be written up for a  
12 violation in the police code but only by ABCA  
13 codes, is that correct, yes or no?

14 MR. DUGGAN: I don't know. I'm hoping  
15 that you'll be able to tell me.

16 MR. SHORT: Well, maybe that's the  
17 reason why we're here this afternoon. And again,  
18 I would advise not only you but every person who  
19 owns a business, and I've been on the Board now,  
20 this is going on my 12th year or maybe a little  
21 more, and I've seen you on several occasions, and  
22 you've seen me. Is that correct?

23 MR. DUGGAN: Oh, believe me, yes.

24 MR. SHORT: Okay. So you have a  
25 security plan, right?



1 MR. DUGGAN: I've seen you once  
2 before, Mr. Short. That was in 2016 on the case  
3 that the Board found --

4 MR. SHORT: That's not the point. But  
5 anyway, we know each other. What I'm trying to  
6 say to you is you say there are no guidelines,  
7 but someone made the statement that you were  
8 using MPD's guidelines because ABRA hasn't  
9 produced anything for you to go by.

10 MR. DUGGAN: No, we said ABRA does not  
11 produce documents as to what constitutes an  
12 emergency. We didn't say ABRA does not give us  
13 guidelines. And in fact, I told you that I wrote  
14 the security plan at the direction of the ABRA  
15 trainer, Susan Mitchell.

16 MR. SHORT: How many years ago was  
17 that?

18 MR. DUGGAN: Quite a few. Quite a  
19 few. I can't remember.

20 MR. SHORT: Do you know that there  
21 have been new regulations with security plans  
22 since we've done that?

23 MR. DUGGAN: Very honestly, I don't  
24 know. I can't say definitively that I do know.

25 MR. SHORT: Well, there have been, and

1 this latest code, we just received it about a  
2 year, 18 months ago.

3 And it would behoove you and every  
4 business owner who sells alcohol in the District  
5 of Columbia to keep one of these posted or at  
6 least have an attorney who can tell them not to  
7 come before this board and say I have no  
8 guidelines because I go to MPD.

9 You have guidelines and the problem  
10 why you're sitting before us today is someone,  
11 either your business or someone managing your  
12 business, did not go by the security plan which  
13 you have on file, and which, and which, sir, I  
14 think that you are in violation for not writing a  
15 report.

16 MR. BIANCO: I'm going to object on --  
17 Mr. Duggan, Bill, please let me make my  
18 objection. I'm going to object on several  
19 grounds.

20 One, the reading of the statute by Mr.  
21 Short is nowhere near what it actually says. The  
22 provision of the security plan that is at issue  
23 is merely a copy paste of the section of the  
24 statute that he is referencing.

25 And finally, his remarks that he's

1 pre-judged this case I think are extremely  
2 concerning and may even merit recusal. I'd like  
3 to take a look at that issue.

4 MR. SHORT: Well, if I could just --  
5 Mr. Chairman --

6 CHAIRPERSON ANDERSON: Go ahead, Mr.  
7 Short.

8 MR. SHORT: I think I should be  
9 allowed to do that. What I'm reading to in this  
10 proceeding is what a security plan states, which  
11 is the law not only for Mr. Duggan but everyone  
12 who sells alcohol in the District of Columbia who  
13 has licenses to have endorsements that Mr. Duggan  
14 has on his establishment.

15 And it clearly states in the statute  
16 for anyone to read what you're supposed to do  
17 under your security plan and how you are to  
18 submit reports.

19 It's there for anyone to read. I  
20 don't think anybody's being pre-judging when they  
21 go by the code book, which I'm going by right  
22 now.

23 And again, anybody who comes before  
24 this Board, I find it insulting to say I have to  
25 go to MPD or Metropolitan Police Department

1 because this Board and ABCA has not given you any  
2 guidelines to tell you when to write reports and  
3 information to be provided.

4 I think, if I could finish, please, I  
5 really think that if anyone who owns an ABC  
6 establishment in the District of Columbia were to  
7 go by Section 25-836, they would find themselves  
8 before this Board in regulations and in abidance  
9 with their license.

10 And with that, I would still ask the  
11 question.

12 CHAIRPERSON ANDERSON: What's the  
13 question, Mr. Short?

14 MR. SHORT: My question, Mr. Duggan,  
15 is, how old is your security plan?

16 MR. DUGGAN: Very honestly, I don't  
17 know. I can't answer that.

18 MR. SHORT: Would you --

19 MR. DUGGAN: We regularly look at it,  
20 though. And again, I think you're  
21 mischaracterizing what I said.

22 I said that there's no guidance in  
23 ABRA or ABCA, whatever it is now, with regards to  
24 what constitutes an emergency.

25 And the testimony earlier in this case

1 was that the only investigator said that his idea  
2 of an emergency would not be the same as another  
3 investigator's idea of an emergency.

4 So that's what I was saying, that we  
5 refer to the best practices where we saw that  
6 they're saying not an ordinary bar fight.

7 We're just looking for guidance. And  
8 when I said that that was not -- I didn't say  
9 that the ABRA code is ridiculous or anything  
10 else.

11 I said it did not give us guidance for  
12 that particular issue. You're just drawing  
13 something that is completely different.

14 And again, to say that I'm guilty  
15 before we even finish the testimony here is a  
16 little bit harsh.

17 MR. SHORT: I've not said anything  
18 like that.

19 CHAIRPERSON ANDERSON: All right. All  
20 right. I'm sorry. I'm sorry. Sorry. All  
21 right, enough. All right, do you have another  
22 question?

23 Do you have another question you need  
24 to ask the witness, Mr. Short? This is not a  
25 colloquy between the parties? Do you have

1 another question you need to ask, sir?

2 MR. SHORT: Yes, the question I'd like  
3 to ask him is, is this security plan sufficient  
4 for his business today since it was written years  
5 ago?

6 MR. DUGGAN: I believe so. As Mr.  
7 Bianco testified, he said it's almost a copy and  
8 paste from what your recommendations are for a  
9 security plan.

10 My security plan was written at the  
11 guidance of ABRA. Again, I don't get this thing  
12 of trying to find a crime where there is no crime  
13 and always coming up -- yes, we've known each  
14 other.

15 We've had hearings together. But I'll  
16 bring it back to, in 30-plus years, I've had two  
17 violations, Mr. Short.

18 This is not --

19 MR. SHORT: I would like to ask this  
20 question.

21 MR. DUGGAN: Okay.

22 MR. SHORT: If anyone who -- if anyone  
23 who can provide this -- anyone --

24 CHAIRPERSON ANDERSON: Mr. Short,  
25 you're asking --

1 MR. SHORT: My question is -- my  
2 question is, can someone provide or will someone  
3 provide the history of Mr. Duggan's establishment  
4 for the last nine or ten years?

5 CHAIRPERSON ANDERSON: Mr. --

6 MR. SHORT: Mr. Chairman, I think that  
7 I'm being proper when I do this. I think I'm  
8 being proper.

9 CHAIRPERSON ANDERSON: No, you're not  
10 being proper, Mr. Short. Mr. Short, you are  
11 cross examining. You are asking questions of Mr.  
12 Duggan.

13 So you need to ask him questions, but  
14 you cannot ask anyone else. So you'll have to  
15 ask a direct question of Mr. Duggan. And that's  
16 where we are.

17 MR. SHORT: Mr. Duggan, who is  
18 responsible for writing up an incident report  
19 should there be one at your business?

20 MR. DUGGAN: The manager on duty.

21 MR. SHORT: You've been sitting for  
22 this hearing. Has your manager followed those  
23 instructions because of the case we're hearing  
24 today?

25 MR. DUGGAN: Yes, she has. Yes, she

1 has.

2 MR. SHORT: What did you understand  
3 her report said while we are here today?

4 MR. DUGGAN: She didn't write an  
5 incident report of that night because the  
6 situation that happened happened outside on the  
7 sidewalk outside of the bar and outside of the  
8 sidewalk café, that there was no emergency  
9 situation.

10 We had an individual who was, by the  
11 testimony of the person who had nothing to do  
12 with our restaurant and we found out that this  
13 person had been there, the testimony of that  
14 person is that there was some guy going off  
15 yelling in the street on the sidewalk, and that  
16 he came up to the door man trying to get back in.

17 This wasn't an incident that she  
18 should have reported. She follows the law. She  
19 follows our regulations here inside our bar  
20 establishment.

21 As I said, I think our record speaks  
22 for itself. Thirty-three years and two  
23 violations, one of them being a fart in 2012,  
24 ridiculous.

25 We do a pretty good job. But I think



1 there's a reason why we get invited to a meeting  
2 with the mayor's office with the chief of police  
3 because they want our input. We are good  
4 citizens.

5 MR. SHORT: I understand that. I  
6 respect that.

7 MR. DUGGAN: Right.

8 MR. SHORT: Did she write an incident  
9 report for this incident? And why didn't she  
10 write it the same time she got information?

11 MR. DUGGAN: Well, actually, that's  
12 not true whatsoever. Let me correct you. She  
13 did write it as soon as she got the information.

14 She got the information when she got  
15 emails from some nut ball attorney somewhere in  
16 New Jersey writing about, telling me to get the  
17 thugs and this and that.

18 But she still followed up, went to the  
19 individuals, and wrote up an incident report  
20 then. Not the night that this happened, but I  
21 think it was about a week later.

22 She did exactly what she was supposed  
23 to do, and she's extremely conscientious, and I  
24 take extreme objection of trying to put some --  
25 (SIMULTANEOUS SPEAKING)

1 MR. SHORT: I found her to be quite  
2 credible. The reason why I'm asking this  
3 question about a report writing is because it's  
4 required, is it or is it not, that you write an  
5 incident report?

6 MR. DUGGAN: If there is an incident.  
7 If there is an incident inside the bar, Mr.  
8 Short, yes, she's absolutely required to, and she  
9 absolutely does and has.

10 She is doing her job 100 percent the  
11 way she was brought into it. She's a great  
12 general manager, and we run an extremely safe  
13 environment here that we --

14 MR. SHORT: I found --

15 MR. DUGGAN: -- if people go off the  
16 deep end -- if I could finish, Mr. Short, thank  
17 you. if we have individuals that come in and  
18 cause a problem, that is not an issue for the  
19 general manager.

20 She's trying to keep the customers and  
21 our staff safe. She does a great job at that,  
22 and I think our record over the years shows that  
23 we do, as well.

24 MR. SHORT: My last question. Should  
25 someone walk up to the front door of your

1 establishment, don't come across your door seal,  
2 but hold a gun, should you write a report?

3 MR. DUGGAN: Mr. Short --

4 MR. SHORT: I'm asking a question.

5 MR. DUGGAN: Actually, Mr. Short, just  
6 to let you know, outside of my establishment,  
7 last December, somebody did pull a gun.

8 I watched the guy murder someone and  
9 he took his last shot at me. Yes, I did make a  
10 police report.

11 MR. SHORT: Okay.

12 MR. DUGGAN: The police asked us to be  
13 their eyes and ears on the street. We take our  
14 responsibilities extremely seriously.

15 Our people train that if we see  
16 something, not just in our door, they call if  
17 they see somebody attacking somebody on the  
18 street.

19 They can't get involved, but we are  
20 the eyes and ears of the Metropolitan Police.  
21 That's why they asked us to come to a meeting,  
22 asked us for our help to help them make our  
23 neighborhood as safe as it is inside our bar,  
24 outside of our bar.

25 MR. SHORT: Thank you. So someone got

1 shot. You wrote a report, outside of your  
2 establishment, correct?

3 MR. DUGGAN: I didn't write a report.

4 The detectives came to me and took the report as  
5 to the guy shooting at me with his last shot from  
6 his gun.

7 And luckily, he was a bad shot or I  
8 wouldn't be here answering these extremely  
9 important questions.

10 MR. SHORT: You did submit your  
11 company and you did submit a report of something  
12 that happened outside of your establishment. Is  
13 that correct?

14 MR. DUGGAN: I have no idea what you  
15 are talking about. No. I don't know what you're  
16 talking about, Mr. Short.

17 CHAIRPERSON ANDERSON: Is there  
18 another question?

19 MR. DUGGAN: I have no -- he said --  
20 what report is he talking about?

21 CHAIRPERSON ANDERSON: Is there  
22 another question? All right, is there another  
23 question?

24 MR. SHORT: My last question --

25 MR. DUGGAN: The last one was the last

1 one.

2 CHAIRPERSON ANDERSON: Mr. Duggan, let  
3 him --

4 MR. SHORT: I'm sorry, I'm sorry, go  
5 ahead.

6 CHAIRPERSON ANDERSON: Is there  
7 another question, Mr. Short?

8 MR. SHORT: If there is an incident  
9 outside of the door of your establishment, have  
10 you ever written a report and why?

11 MR. DUGGAN: Mr. Short, two things. I  
12 don't know. And outside of my door is still my  
13 establishment because it's inside the sidewalk  
14 café.

15 So if there is an incident inside the  
16 café --

17 MR. SHORT: That's all I have, Mr.  
18 Chairman. That's all I have. Thank you, Mr.  
19 Chairman, that's all I have. Thank you.

20 CHAIRPERSON ANDERSON: Mr. Duggan,  
21 were you done, sir?

22 MR. DUGGAN: Yes, yes, I'm fine.

23 CHAIRPERSON ANDERSON: All right. Go  
24 ahead, Mr. Grant.

25 MR. GRANT: Thank you for being with

1 us today. My questions are in line with the  
2 security plan and the lifespan of the plan.

3 You said you did not know how long ago  
4 the plan was created, correct?

5 MR. DUGGAN: Correct, I don't.

6 MR. GRANT: Just for my clarification,  
7 can you tell me what would constitute you  
8 believing that the plan would become obsolete?

9 Are there any elements of the plan  
10 that would make it obsolete after a period of  
11 time? Or is there any sort of specific period of  
12 time when you would be planning to revisit  
13 editing or updating the plan?

14 MR. DUGGAN: I review the plan  
15 regularly. Do I think any parts of it are  
16 obsolete? No. I mean, there are things that,  
17 yes, we've added more cameras.

18 On our plan, it says exactly how many  
19 cameras. We've added more since then. But, no,  
20 I don't think there's any parts of it that are  
21 obsolete whatsoever.

22 MR. GRANT: Right. Not so much am I  
23 asking you if you think the current plan is  
24 obsolete, are there any stipulations that would  
25 cause you, are there any rules internally for you

1 that would say, okay, now I believe it's time to  
2 change one element or the entire document?

3 I'm not suggesting that your plan is  
4 obsolete, but do you have any internal sort of  
5 like clock or guidance that would prompt you to  
6 change anything with the security plan?

7 MR. DUGGAN: Well, the security plan  
8 itself, it was submitted, no. But we constantly  
9 are updating with our employees.

10 We're always looking at better ways to  
11 make sure that we're in a safe environment here  
12 for our staff, our customers. We're constantly  
13 updating it.

14 But this is written in a broad  
15 fashion, and that's my instructions from the ABC  
16 Board trainer at the time, Susan Mitchell, was so  
17 that it could evolve without having to change  
18 every period or comma that we want to add to it.

19 But, yes, we are constantly looking at  
20 it and we believe that the plan itself is not  
21 obsolete whatsoever, nor any part of it is  
22 obsolete.

23 MR. GRANT: So just one --

24 MR. DUGGAN: We use it as a guideline,  
25 yes.

1 MR. GRANT: So one final question for  
2 my clarification or for my purposes of  
3 clarification. When you mention that it  
4 evolves, are there ever moments where it evolves  
5 and you put pen to paper to actually change it?

6 MR. DUGGAN: The security plan itself?

7 MR. GRANT: Yes.

8 MR. DUGGAN: No. No. I've never put  
9 anything in to change the plan itself.

10 MR. GRANT: Okay, so when you say it  
11 evolves, can you explain that for me, though?  
12 Because I'm not understanding how it evolves but  
13 you don't change it from pen to paper.

14 MR. DUGGAN: No, I wasn't saying the  
15 security plan evolves. I said we evolve.

16 MR. GRANT: Okay.

17 MR. DUGGAN: We as a business are  
18 constantly looking at, you know, something that  
19 came up yesterday might not have come up six  
20 years ago.

21 Things have changed with regards to  
22 making sure on the IDs. My God, the fake IDs are  
23 made better than the real ones at certain points.

24 And we're constantly looking at things  
25 and constantly talking to our staff, especially



1 our security staff, about how to best operate a  
2 business.

3 There, we do evolve, and I hope that  
4 we can continue to evolve.

5 MR. GRANT: Okay. All right. Thank  
6 you. No further questions.

7 CHAIRPERSON ANDERSON: Mr. Southcott,  
8 any questions? Mr. Bianco, any questions?

9 MR. BIANCO: Yes, just one. Okay, so  
10 Mr. Duggan, Mr. Southcott read from Page 15 of  
11 MPD's nightlife guidelines, specifically  
12 Paragraph 12 on Page 15, stating all crimes and  
13 incidents should be documented in the  
14 establishment's activity log or on an incident  
15 report form by a management level employee who  
16 was present at the time of the incident.

17 Is there anything in that provision or  
18 anywhere else in this document that states such a  
19 report should be made for occurrences outside of  
20 the establishment?

21 MR. DUGGAN: Not one, whatsoever.

22 MR. BIANCO: Thank you very much. No  
23 further questions.

24 CHAIRPERSON ANDERSON: Thank you.  
25 Thank you, Mr. Duggan, for your testimony. Do

1 you rest, Mr. Bianco?

2 MR. BIANCO: Yes, sir, we do.

3 CHAIRPERSON ANDERSON: All right. Are  
4 the parties ready for closing?

5 MR. BIANCO: I'm going to be asking  
6 for briefs. If the Board would like to hear a  
7 brief closing, we can do that as well, but we  
8 will primarily rely on the authority side given  
9 our briefs.

10 CHAIRPERSON ANDERSON: Meaning, I'm  
11 confused.

12 MR. BIANCO: So, I intend to file a  
13 brief, and if the Board would like to accept that  
14 in lieu of an oral closing, I am perfectly fine  
15 with that.

16 CHAIRPERSON ANDERSON: Well, all  
17 right, is it a brief or proposed finding of the  
18 facts in conclusion of the law? I'm trying to  
19 figure out which it is.

20 MR. BIANCO: Oh, I understand now what  
21 the question is. I was misstating it. Yes,  
22 proposed findings of fact and conclusions of law.

23 CHAIRPERSON ANDERSON: Well, we  
24 haven't -- well, we haven't gotten there, quite  
25 there yet, okay? So, all right. All right.

1           So, you have rested. At this portion,  
2 I would ask for closing arguments, but I guess,  
3 are the parties proposing to not do closing  
4 arguments?

5           And it's now, it's Mr. -- the licensee  
6 has basically stated that they're going to do  
7 proposed findings of the fact and conclusions of  
8 law.

9           MR. SOUTHCOTT: The District would  
10 rather just handle this with closing arguments.  
11 It doesn't believe the post-hearing briefing  
12 would be necessary.

13           CHAIRPERSON ANDERSON: Well, you can  
14 do your -- you can do your closing, sir, and  
15 counsel has basically put it on the record that  
16 he will be doing his proposed findings of fact  
17 and conclusion of law.

18           So, you can go ahead and do your  
19 closing.

20           MR. SOUTHCOTT: Okay. Members of the  
21 Board, at bottom, this is a pretty simple matter  
22 that is contingent just on one question, whether  
23 the establishment violated its security plan on  
24 the evening of May 20 into the 21st, 2023.

25           Based on the evidence and testimony

1 here, you heard it is clear that they did violate  
2 their security plan, and in the process, violated  
3 D.C. Code Section 25-823(a)6.

4 Well, what did we hear? For starters,  
5 we heard many different versions of the events.  
6 Despite that, there's some common facts that  
7 everyone agrees to.

8 Everyone agrees that on the night of  
9 May 21, there was a confrontation between patrons  
10 and Madam's Organ staff, which led to a physical  
11 altercation.

12 Accounts from both patrons and Madam's  
13 Organ employees describe security staff making  
14 comments which escalated the situation.

15 Now, who started the fight is  
16 contested, but what's not contested is what  
17 happened afterwards.

18 The patron, Mr. Shaite, filed a police  
19 report within hours of the confrontation. By  
20 contrast, Madam's Organ did nothing the night of  
21 the incident.

22 They did not call police or EMS, even  
23 though their security plan says they must be  
24 called for any emergency situation.

25 And it's uncontested that the

1 statements from employees Johnson and Payton  
2 where dated to at least June 10, 2023, weeks  
3 after the night in question.

4 Based on these uncontested facts, it's  
5 clear that the establishment violated its  
6 obligations under the security plan.

7 Now, Mr. Duggan testified that some  
8 common sense is needed to evaluate the terms of  
9 the security plan, and the District  
10 wholeheartedly agrees.

11 Madam's Organ violated Section A2,  
12 which says that police and/or EMS are called for  
13 any emergency situation.

14 And they also violated Section E,  
15 which says that the managers are required to make  
16 incidents reports for any issues, and that if a  
17 manner is referred to MPD or ABCA, Madam's Organ  
18 refers to the incident report.

19 In response, the establishment has  
20 offered several defenses. First, they contend  
21 the physical altercation never rose to the level  
22 of an emergency situation.

23 So their obligation to contact police  
24 or EMS was never there. This flies in the face  
25 of the testimony of ABCA investigator Ruiz who

1 testified that according to each one of the four  
2 accounts contained in the case report, accounts  
3 that came from patrons and the establishment who  
4 have an obligation to provide truthful statements  
5 to this entity during their investigations, that  
6 the fight rose to the level of an emergency  
7 situation.

8 In particular, Investigator Ruiz  
9 clarified that while a push wouldn't necessarily  
10 constitute an emergency situation, when  
11 individuals are grabbing one another, it does  
12 become an emergency situation.

13 And here, the written accounts of both  
14 members of the establishment's security staff  
15 describe a situation where grabbing occurred and  
16 the fight went to the ground.

17 We also heard testimony from Zach  
18 Miller, but his account of the events was  
19 drastically different from the accounts provided  
20 by Mr. Payton and Mr. Johnson.

21 According to Mr. Johnson's and Mr.  
22 Payton's statements, a woman got into it with the  
23 security establishment by pointing her finger.

24 But Mr. Miller said that didn't  
25 happen, as the patron yelling was by himself.

1 Mr. Miller also contradicted Mr. Payton's account  
2 when Mr. Miller said, rather, when Mr. Payton  
3 said a bystander had to pry the patron's hands  
4 off of his legs, whereas Mr. Miller didn't  
5 describe any such altercation.

6 Mr. Miller's recollection of events  
7 differs so vastly from the other accounts, but it  
8 raises serious concerns that Mr. Miller is even  
9 describing the same incident.

10 And the District asks the Board not to  
11 consider his evidence to be particularly  
12 incredible, especially since he was never inside  
13 the establishment and therefore couldn't testify  
14 as to how the altercation started.

15 But the establishment itself has also  
16 attempted to defend itself by saying that what  
17 constitutes an emergency situation did not rise  
18 to the level of the instance described here.

19 Ms. Reynolds testified that an  
20 emergency situation occurred when somebody  
21 suffers bodily harm or when somebody is hurt.

22 But when questioned on whether  
23 somebody who was bleeding constituted an  
24 emergency situation, she was unable to provide  
25 clarity on when that level of bodily harm or

1 somebody getting hurt rises to an emergency  
2 situation.

3 Furthermore, just because a manager  
4 was unaware of the incident, seemingly because  
5 security didn't tell the manager, that doesn't  
6 excuse the establishment's responsibility to act.

7 Ms. Reynolds testified that she trusts  
8 her security personnel to inform her when  
9 something rises to the level where she needs to  
10 be notified to generate an incident report.

11 But per the statements of Mr. Johnson  
12 and Mr. Payton, there was a violent altercation  
13 which took place between a patron and staff,  
14 involving the patron grabbing security staff, and  
15 yet these individuals apparently never told Ms.  
16 Reynolds about the incident on the night in  
17 question.

18 Further, the establishment has tried  
19 to make the defense that their security plan just  
20 requires that personnel be trained to contact MPD  
21 and EMS in emergency situations, not that they  
22 actually have to contact them in emergency  
23 situations.

24 Well, this argument was contradicted  
25 by the testimony of Ms. Reynolds, who said that



1 they do contact emergency services in situations  
2 which arise inside the bar.

3 And the reading provided by the  
4 establishment is not supported by the facts or  
5 common sense.

6 If that were true, all of Section A,  
7 if it were true that Section A only concerns  
8 training and Section A1, we need to highlight  
9 that security are trained to recognize and  
10 deescalate conflict.

11 But according to their understanding,  
12 so long as security had been instructed to  
13 contact police or EMS in emergencies, and that  
14 shooting could occur inside an establishment and  
15 security personnel would have no obligation to  
16 alert the authorities.

17 The security plan clearly requires  
18 more than that, as evidenced by Ms. Reynolds's  
19 testimony.

20 Further, the establishment argues that  
21 the reason an incident report wasn't generated on  
22 the night in question was because managers are  
23 only required to make incident reports for issues  
24 that were inside the bar.

25 And there was a lot of back and forth

1 as to the difference between inside the bar and  
2 outside the bar.

3 Ms. Reynolds testified that if two  
4 patrons inside the bar got into a physical  
5 altercation, then the establishment would  
6 generate an incident report.

7 But here, she testified that Mr.  
8 Johnson's description of a physical altercation  
9 doesn't rise to the level of an incident report,  
10 despite the security plan saying that reports are  
11 generated for any issues.

12 Ms. Reynolds testified that she  
13 generated an incident report for somebody  
14 receiving a wrong credit card.

15 That rose to the level of needing to  
16 write a report, but apparently, a physical  
17 altercation between staff and patrons doesn't  
18 rise to the level that it needs to be reported.

19 Further, this inside/outside  
20 distinction is blurred and became functionally  
21 meaningless as evidenced through the testimony of  
22 Ms. Reynolds and Mr. Duggan.

23 Ms. Reynolds testified that their  
24 security personnel are trained to handle line  
25 management, which takes place fully outside of

1 the bar, indicating that the establishment knows  
2 that it's the obligations which extend beyond the  
3 interior of the bar.

4 Mr. Duggan also testified in response  
5 to questioning from Mr. Short that his staff  
6 called emergency services when they see things  
7 occurring down the street.

8 Mr. Duggan also testified that a  
9 stabbing which occurred in the sidewalk café area  
10 would be considered to be inside the  
11 establishment, meaning that the establishment had  
12 an obligation to create an incident report for  
13 that circumstance.

14 Based on the accounts of every person  
15 who provided an account of the night in question,  
16 to the extent that there was a physical  
17 altercation, it took place immediately outside of  
18 the door of the establishment, originated there,  
19 meaning that the establishment had an obligation,  
20 even if it originated in the sidewalk café, to  
21 create an incident report for the physical  
22 altercation which took place directly in front of  
23 the establishment.

24 However, the inside/outside  
25 distinction only matters if you accept the faulty

1 premise that the incident only took place outside  
2 the bar.

3 The statements of both Aaron Payton  
4 and Walter Johnson describe a verbal altercation  
5 which occurred inside the bar, which turned into  
6 a physical altercation outside.

7 And Mr. Duggan himself and the  
8 statements, rather, of Mr. Shaite and Ms. Clark,  
9 emphatically support the notion that there was a  
10 verbal altercation and that there was a  
11 confrontation that was taking place which  
12 originated inside the bar and then spilled out  
13 onto the street.

14 Finally, I'd like to speak to  
15 credibility in the various accounts. There's  
16 been no evidence presented by the establishment  
17 that Mr. Shaite or Mr. Clark had any animosity  
18 toward Madam's Organ prior to May 21, 2023.

19 And within hours of the incident  
20 occurring, Mr. Shaite filed a police report  
21 documenting what he perceived as an assault by  
22 security staff.

23 So even though D.C. Code 5-7117.05  
24 makes it a crime to file a false police report,  
25 his account describes security personnel

1 escalating the conflict inside the bar by making  
2 an extremely derogatory remark about Mr. Shaite's  
3 partner, which was then repeated to her in her  
4 presence.

5 And his account describes security  
6 personnel assaulting him and him sustaining  
7 injuries as a result.

8 By contrast, Madam's Organ did nothing  
9 on the night of the incident to refute the  
10 damaging accusations made by Mr. Shaite and Ms.  
11 Clark.

12 They created no incident report on  
13 that night. They did not contact MPD. And yet,  
14 they want us to believe that the statements they  
15 produced weeks later, once an investigation had  
16 already begun into an assault case, and say that  
17 those statements are more credible than a report  
18 made by a patron on the night of the incident in  
19 question, and that even more so than that, the  
20 statements made by an eyewitness who described  
21 the events in substantially milder terms than  
22 even security staff did, that person should be  
23 the determiner of the degree of severity of the  
24 incident despite his account being contracted by  
25 the establishment's own staff.

1           We ask the Board to consider the  
2           credibility of the actors when evaluating the  
3           facts in this case.

4           But credibility aside, the District is  
5           pursuing one charge and one charge only, that on  
6           May 21, 2023, Madam's Organ violated D.C. Code  
7           Section 25-823(a)6 by failing to follow its  
8           security plan when it did not contact MPD or EMS  
9           in response to an emergency situation and that  
10          they've violated their security plan by failing  
11          to create an incident report in a timely fashion.

12          This charge can be sustained by  
13          uncontested facts contained in the accounts  
14          provided by the patrons and by the  
15          establishment's security staff.

16          Therefore, we ask that this Board find  
17          Madam's Organ liable for violating its security  
18          plan. Thank you.

19                 CHAIRPERSON ANDERSON: Thank you. So,  
20          Mr. Bianco, you're going to waive a formal  
21          closing?

22                 MR. BIANCO: Yes, I'll include any  
23          argument in the proposed findings.

24                 CHAIRPERSON ANDERSON: Okay, fine.  
25          Since the parties are going to -- the record is

1 now closing. The parties are going to do  
2 proposed findings of fact and conclusions of law.

3 The transcript should be available  
4 within three weeks. And the proposed findings  
5 and fact and conclusions of law is therefore due  
6 30 days after the transcript is received.

7 And the Board will issue a decision in  
8 90 days after -- upon receipt of the proposals of  
9 fact and conclusions of law.

10 All right, so I'm going to -- let me  
11 bring this list to closure. As Chairperson of  
12 ABCA, Alcoholic Beverages and Cannabis Board of  
13 the District of Columbia, and in accordance with  
14 D.C. Official Code Section 2575 of the Open  
15 Meetings Act I move that ABC board hold a closed  
16 meeting for the purpose of seeking legal advice  
17 from our counsel on case number 23-251-00016,  
18 Madam's Organ, pursuant to D.C. Official Code  
19 Section 2575B4A of that --

20 MR. BIANCO: Is that what --

21 CHAIRPERSON ANDERSON: I'm sorry, I  
22 need Mr. Bianco -- I need you to mute your line.

23 And now I forgot where I was. Seek  
24 legal advice from our counsel on case number 23-  
25 251-00016, Madam's Organ, pursuant to D.C.

1 Official Code Section 2575B4A of the Open  
2 Meetings Act and deliberate upon case number 23-  
3 251-00016, Madam's Organ, for the reasons cited  
4 in D.C. Official Code Section 2575B13 of the Open  
5 Meetings Act. Is there a second?

6 MR. SHORT: Mr. Short, I second.

7 CHAIRPERSON ANDERSON: Mr. Short has  
8 seconded the motion. I will now take a roll call  
9 vote to the motion. Before now has been properly  
10 seconded. Mr. Short?

11 MR. SHORT: Mr. Short, I agree.

12 CHAIRPERSON ANDERSON: Mr. Grant? Mr.  
13 Anderson, I agree. It appears that the motion  
14 has passed 3-0. I hereby give notice that ABC  
15 Board will recess this proceedings to hold a  
16 closed meeting pursuant to Section 2575 of the  
17 Open Meetings Act.

18 Thank you for your presentation today  
19 and the board will take this matter under  
20 advisement. Have a great day.

21 MR. SOUTHCOTT: Thank you, members of  
22 the Board.

23 CHAIRPERSON ANDERSON: All right, let  
24 me bring the record -- let me close the record  
25 for the day.



1                   As Chairperson of the Alcoholic  
2 Beverage and Cannabis Board for the District of  
3 Columbia, in accordance with Title III Chapter  
4 IV-V Office of Open Government, I move that ABC  
5 Board hold a closed meeting on May 1 for the  
6 purpose of discussing and hearing reports  
7 concerning ongoing our planned investigations of  
8 alleged criminal or civil misconduct or  
9 violations of law or regulations and seeking  
10 legal advice from our legal counsel in the  
11 Board's investigative agenda, legal agenda, and  
12 licensing agenda for May 1, as published in the  
13 D.C. Register on April 26. Is there a second?

14                   MR. GRANT: Mr. Grant, I second the  
15 motion.

16                   CHAIRPERSON ANDERSON: Mr. Grant has  
17 seconded the motion. I will now take a roll call  
18 vote on the motion now that it has been seconded.  
19 Mr. Short?

20                   MR. SHORT: I agree.

21                   CHAIRPERSON ANDERSON: Mr. Grant?

22                   MR. GRANT: Mr. Grant, I agree.

23                   CHAIRPERSON ANDERSON: Mr. Anderson, I  
24 agree. It appears that the motion has passed. I  
25 hereby give notice that ABC Board will hold this

1 closed meeting pursuant to the Open Meetings Act  
2 noted for lawfully posted on the ABC Board here  
3 in the room bulletin board, placed on the  
4 electronic calendar, on ABCA's website, and  
5 published in the D.C. Register in a timely manner  
6 as practical.

7 We are now adjourned for the day. I  
8 want to thank the members of the public who  
9 participated in our process today.

10 And I will now ask all Board members  
11 to return to executive session or further  
12 business. Have a great afternoon. Thank you.

13 (Whereupon, the hearing in the above-  
14 entitled matter was concluded at 2:11 p.m.)  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

**A**

**a.m** 2:2 11:5  
**A1** 137:8  
**A2** 133:11  
**Aaron** 41:15 42:4 44:2  
 44:10 48:20,23 50:23  
 51:15 66:18 68:20,23  
 68:24 76:11 140:3  
**Aaron's** 66:17  
**ABC** 37:15,18,21,24  
 38:5 42:5,14 77:5,6  
 116:5 127:15 143:15  
 144:14 145:4,25  
 146:2  
**ABCA** 1:20 49:8,25  
 55:21 84:8,17 111:24  
 112:12 116:1,23  
 133:17,25 143:12  
**ABCA's** 146:4  
**abidance** 116:8  
**abided** 5:24 6:7  
**able** 4:13 5:11 8:1 16:6  
 32:19 87:25 112:15  
**above-** 146:13  
**ABRA** 10:11 31:25  
 78:19 79:3 94:16  
 112:3 113:8,10,12,14  
 116:23 117:9 118:11  
**absence** 85:12 88:22  
 89:10  
**absolutely** 27:14 28:7  
 29:25 50:5 88:8,14  
 106:11 107:7 122:8,9  
**accept** 130:13 139:25  
**accepted** 72:6  
**access** 2:11,12,14 5:11  
**accidentally** 47:1  
**account** 49:2 134:18  
 135:1 139:15 140:25  
 141:5,24  
**accounts** 132:12 134:2  
 134:2,13,19 135:7  
 139:14 140:15 142:13  
**accurately** 45:20  
**accusations** 141:10  
**achieve** 102:24  
**act** 136:6 143:15 144:2  
 144:5,17 146:1  
**action** 3:13  
**actions** 15:15  
**activities** 71:9  
**activity** 103:23 129:14  
**actors** 142:2  
**actual** 6:4 78:3  
**Adams** 10:15 17:4  
 24:10,13 37:15  
**add** 83:13 127:18  
**added** 126:17,19

**addicts** 32:21  
**addition** 72:23  
**address** 5:1 6:25 7:2,3  
 7:4 72:11  
**addressed** 92:3,4  
**adhering** 89:4  
**adjourned** 146:7  
**adjust** 53:14  
**administration** 111:25  
 112:4  
**admissibility** 92:20  
**admissible** 93:1  
**admission** 91:24 92:11  
**admit** 93:9,14  
**adopted** 102:22  
**advice** 95:11 143:16,24  
 145:10  
**advise** 112:18  
**advisement** 144:20  
**aesthetic** 38:21  
**affiliation** 10:3 26:14  
**afternoon** 54:12 57:14  
 111:6,11,13 112:17  
 146:12  
**age** 78:23  
**agency** 34:2 76:18 84:7  
 84:16 85:14 88:3,24  
 89:10  
**agenda** 145:11,11,12  
**aggressive** 39:19 96:22  
**agitated** 11:25  
**ago** 56:25 62:19 77:10  
 90:7 97:24 113:16  
 114:2 118:5 126:3  
 128:20  
**agree** 51:22 67:21  
 104:9,20 106:3  
 144:11,13 145:20,22  
 145:24  
**agreed** 106:20  
**agrees** 132:7,8 133:10  
**ahead** 54:11 57:11  
 102:1 107:2 111:4,7  
 111:12,15 115:6  
 125:5,24 131:18  
**aid** 28:14  
**alcohol** 29:1 31:7 114:4  
 115:12  
**Alcoholic** 1:2,13 111:25  
 143:12 145:1  
**alert** 137:16  
**alerted** 21:3,3  
**alerting** 52:18  
**allegations** 65:13  
**alleged** 100:8 145:8  
**allow** 29:5 84:21 86:4  
 86:19 89:14,15,16  
**allowed** 12:18 102:11

115:9  
**altercation** 19:8 42:12  
 47:20 132:11 133:21  
 135:5,14 136:12  
 138:5,8,17 139:17,22  
 140:4,6,10  
**altercations** 47:24  
**amazing** 103:4 104:6  
**ambulance** 52:25 69:9  
**amount** 37:18  
**ANC** 1:7  
**and/or** 29:19 30:4  
 133:12  
**Anderson** 1:14,17 2:3  
 2:17 3:24 4:17,21 5:8  
 5:16 6:16,20 7:2,8,14  
 7:18,21,22 8:6,8,12  
 8:17,19,25 9:10 17:12  
 20:24 21:2,11,15,21  
 22:1,13,16,19,23 23:2  
 23:5,10 25:2,9,12,16  
 25:21 26:5 29:4 37:11  
 46:1 50:13,17 54:1,9  
 57:11 59:20,23 60:1,7  
 60:15,20 61:3,14 62:1  
 62:9,13,17,21,24 63:9  
 63:20,25 64:5,8,24  
 65:4,12,18,21 66:6,10  
 66:15 67:3,17,24  
 68:19 69:10,15 70:7  
 70:13,18,20,21 73:2  
 73:14,21 74:4 79:16  
 83:6,14,21 85:22 87:1  
 87:5,9 89:13,18 92:13  
 93:8 98:19 101:18,25  
 102:16 103:14 106:22  
 107:2 111:3,7,12,15  
 115:6 116:12 117:19  
 118:24 119:5,9  
 124:17,21 125:2,6,20  
 125:23 129:7,24  
 130:3,10,16,23  
 131:13 142:19,24  
 143:21 144:7,12,13  
 144:23 145:16,21,23  
 145:23  
**Andrew** 33:21  
**angles** 58:3  
**animosity** 140:17  
**answer** 12:6 20:8 50:18  
 79:11 83:1 102:11,15  
 104:7 106:23 110:10  
 116:17  
**answered** 80:1  
**answering** 124:8  
**answers** 83:1  
**anybody** 18:4,23  
 115:23

**anybody's** 95:19  
 115:20  
**anytime** 79:7  
**anyway** 113:5  
**apart** 13:1 84:8  
**apologize** 16:13 23:7  
 25:4 38:4 57:1 112:5  
**app** 5:4  
**apparently** 136:15  
 138:16  
**appears** 144:13 145:24  
**applicable** 103:2  
**applies** 101:12  
**apply** 100:5  
**appreciate** 41:13 109:4  
**appropriate** 49:14  
 80:13 89:3  
**approximately** 11:5  
 38:7 46:18 60:3  
**April** 1:12 59:25 60:1  
 145:13  
**apron** 68:21  
**area** 16:18 22:2 23:18  
 38:12,14 59:3 109:7,8  
 110:15 139:9  
**areas** 77:13,22  
**aren't** 40:21  
**argue** 72:15  
**argued** 72:14  
**argues** 137:20  
**arguing** 103:12  
**argument** 3:8 84:11  
 103:11,12 136:24  
 142:23  
**arguments** 93:3 131:2  
 131:4,10  
**arm's** 13:7  
**arms** 19:25 66:17,19  
 68:23,25  
**arrest** 84:23  
**arrive** 31:22,23 95:3  
 106:2 107:10 108:12  
**aside** 142:4  
**asked** 22:21 23:6,7 35:9  
 36:21 69:13,19 76:6  
 79:19 93:25 94:1  
 102:13 106:19 123:12  
 123:21,22  
**asking** 19:3 33:7 45:21  
 56:20 63:10,10,14  
 79:17 90:10 101:19  
 118:25 119:11 122:2  
 123:4 126:23 130:5  
**asks** 135:10  
**assault** 91:13 100:9,12  
 100:22 101:3,6  
 140:21 141:16  
**assaulted** 34:9 66:21

**assaulting** 141:6  
**assaults** 100:21  
**asshole** 104:18 107:14  
 107:17  
**assist** 4:24  
**associated** 23:17  
**assumed** 9:8 11:12  
 26:3 74:2  
**assuming** 11:16  
**attached** 35:14  
**attacking** 123:17  
**attempted** 135:16  
**attended** 93:21  
**attention** 3:14 11:9 21:7  
 29:14 53:14 99:17  
 102:19 103:18 105:17  
**attorney** 3:22 75:11,22  
 79:17,19 83:9,11  
 93:22 94:12 101:19  
 112:6 114:6 121:15  
**attorneys** 83:8  
**authenticated** 92:18  
**authentication** 92:2,5  
**authorities** 137:16  
**authority** 97:2 130:8  
**available** 143:3  
**average** 11:2,14  
**aware** 46:15 51:13

## B

**B-I-A-N-C-O** 4:5  
**back** 11:18,19,24 12:2  
 12:15,18,21 13:3,21  
 13:24 14:15 15:8 16:6  
 17:23 18:1 19:9 24:12  
 31:4 47:2 48:6 56:13  
 57:2 64:17,21 68:14  
 73:9,12,14,17 75:23  
 77:6 109:12 118:16  
 120:16 137:25  
**background** 2:24 8:21  
 8:22  
**bad** 16:12 124:7  
**ball** 121:15  
**bar** 9:19 16:18 20:14,17  
 20:18 31:23 32:3 38:9  
 38:10,15,19 39:8,21  
 39:23 40:8 41:3 48:1  
 52:24 53:22 67:12,16  
 67:18 68:2,6 71:10  
 78:11,12 91:12 95:3,5  
 95:12 96:1,5 99:13  
 101:2 106:2,6 107:10  
 107:22 108:13,22  
 110:22 117:6 120:7  
 120:19 122:7 123:23  
 123:24 137:2,24  
 138:1,2,4 139:1,3

140:2,5,12 141:1  
**barn** 98:2  
**barrel** 98:5,6,10,11  
**bars** 27:19 30:25 82:6  
 82:23  
**bartender** 27:18 104:17  
**Bartenders** 27:15  
**bartending** 27:4  
**based** 22:20 30:19 48:7  
 48:11 69:12 88:21,24  
 89:2 92:9,25 103:6  
 104:9 131:25 133:4  
 139:14  
**basically** 34:8 78:18  
 91:7,18 92:16 131:6  
 131:15  
**basis** 43:9 74:21 87:11  
 87:14 88:14  
**bear** 30:1 35:17 85:1  
 87:17  
**began** 141:16  
**beginning** 16:21 90:1  
**behavior** 39:20  
**behoove** 114:3  
**believe** 2:14 18:6 68:2  
 73:5 79:20 93:1 102:7  
 104:14,23 105:2,2  
 107:4 112:23 118:6  
 127:1,20 131:11  
 141:14  
**believes** 45:23 85:24,25  
 86:2  
**believing** 126:8  
**bench** 97:23  
**best** 34:6 52:14 78:20  
 82:5,22 84:2,4,6,9,13  
 86:3,13,14,20,24  
 88:10,10,15 90:1,1  
 92:8 94:3 96:6 100:4  
 117:5 129:1  
**better** 8:24 127:10  
 128:23  
**Beverage** 1:2,13 111:25  
 145:2  
**Beverages** 143:12  
**beyond** 11:2 79:13  
 139:2  
**Bianco** 1:21 2:11,18  
 3:25 4:2,4,6,9,19,25  
 5:13 6:8,22 7:6,11,17  
 7:20,24 8:7,14,15  
 9:11,13 17:10 22:23  
 25:9,11,17,19 26:8  
 29:5,7 37:9 45:15,25  
 49:3,19 53:18 69:15  
 69:17 70:10,12,17  
 71:4 72:11 73:15,19  
 74:7 79:22 83:19

84:18 86:22 87:2,7,12  
 88:17 89:23 92:12  
 93:16 99:10,16  
 102:10 103:9 105:5,9  
 105:12 106:9 114:16  
 118:7 129:8,9,22  
 130:1,2,5,12,20  
 142:20,22 143:20,22  
**Bill** 1:20 73:19 114:17  
**binding** 103:7  
**bit** 14:10 75:2 107:18  
 108:5,19 111:18  
 117:16  
**black** 72:20  
**bleeding** 52:10,21 53:2  
 53:3 135:23  
**block** 10:1 18:6 41:12  
 57:18,19  
**blocking** 12:20,24 15:5  
 40:21  
**blurred** 138:20  
**board** 1:2,14 2:21 3:2,8  
 4:3 5:23 20:25 25:3  
 49:7 50:6 54:10 69:13  
 73:7 80:20 84:14,21  
 84:24,25 89:3 92:2,4  
 92:19 93:2 95:4,10,24  
 96:2 97:19 111:4  
 112:19 113:3 114:7  
 115:24 116:1,8  
 127:16 130:6,13  
 131:21 135:10 142:1  
 142:16 143:7,12,15  
 144:15,19,22 145:2,5  
 145:25 146:2,3,10  
**Board's** 3:12 8:1 95:8  
 145:11  
**boat** 97:7  
**bodily** 30:9,15 31:16  
 52:7,11,20,21 53:4  
 135:21,25  
**book** 115:21  
**boom** 80:11  
**Boteler** 93:24  
**bottle** 52:23  
**bottom** 105:8 131:21  
**bound** 107:5  
**boundaries** 106:14  
**break** 70:15,22  
**brief** 130:7,13,17  
**briefing** 131:11  
**briefly** 105:20  
**briefs** 130:6,9  
**bring** 41:5 87:17 99:12  
 111:10 118:16 143:11  
 144:24  
**bringing** 78:14  
**broad** 127:14

**brochure** 90:6  
**broke** 75:2  
**brought** 101:4 122:11  
**browser** 5:2 7:9,10,15  
**building** 28:22 36:13  
 39:6 60:10 61:19,20  
 61:25 68:7  
**bullet** 29:18  
**bulletin** 146:3  
**bumping** 13:7  
**bunch** 11:7  
**business** 10:9 74:19  
 78:8 95:19 96:15  
 108:22 111:20 112:19  
 114:4,11,12 118:4  
 119:19 128:17 129:2  
 146:12  
**businesses** 94:5  
**busy** 39:4 57:19  
**bystander** 20:5 48:20  
 48:24 50:24 51:6  
 135:3  
**bystanders** 15:20

## C

**C-H** 3:20  
**caf** 98:1,4,5,8,12 109:10  
 109:13,16,20 110:5  
 110:15,22 120:8  
 125:14,16 139:9,20  
**calendar** 2:4 146:4  
**call** 4:7,18,19 25:19  
 28:15 34:6 36:11  
 45:12 52:24 54:19,21  
 60:21 61:2 69:9 73:19  
 75:23 80:7,12 85:4  
 86:10 90:13,16 91:6  
 123:16 132:22 144:8  
 145:17  
**call-in** 2:15 4:13 7:23  
**called** 5:4 9:6 26:1  
 29:20 30:4 45:8,11  
 73:25 85:11,14,21  
 87:15 89:6,8 104:18  
 107:14 132:24 133:12  
 139:6  
**calling** 77:14 90:11  
 93:19  
**calls** 31:8 103:9  
**camera** 8:7  
**cameras** 112:8 126:17  
 126:19  
**can't** 6:25 12:2,15 37:3  
 48:6 51:20 55:4,5  
 58:15,17,21 61:13  
 62:7,11,15 63:4,5  
 64:22 87:10 92:17  
 96:20 97:13 101:22

107:1,1 111:10  
 113:19,24 116:17  
 123:19  
**cannabis** 1:2,13 112:3  
 143:12 145:2  
**cap** 52:23  
**capacity** 29:22 56:4  
 66:25 74:16 77:17  
 81:9  
**capture** 101:21  
**card** 47:2,16 138:14  
**case** 1:8 2:4,4,6,9,22  
 3:4,6,14 6:10 28:16  
 28:18,18 30:14 32:22  
 40:22 72:13 73:9  
 78:25 79:4 88:13  
 89:20 92:16 97:18  
 108:8 113:2 115:1  
 116:25 119:23 134:2  
 141:16 142:3 143:17  
 143:24 144:2  
**cash** 27:8  
**cause** 1:7 2:5,6,21  
 122:18 126:25  
**cell** 31:3  
**Central** 26:25  
**certain** 77:13 107:18  
 128:23  
**certainly** 8:2 18:18  
**certified** 10:11  
**cetera** 78:24 96:25  
**Chair** 3:20 4:3 5:15 6:9  
 25:1 70:20 83:23  
 89:17 91:23  
**Chairman** 57:10 70:12  
 115:5 119:6 125:18  
 125:19  
**Chairperson** 1:14,17  
 2:3,17 3:24 4:17,21  
 5:8,16 6:16,20 7:2,8  
 7:14,18,22 8:6,8,12  
 8:17,19,25 9:10 17:12  
 20:24 21:2,11,15,21  
 22:1,13,16,19,23 23:2  
 23:5,10 25:2,9,12,16  
 25:21 26:5 29:4 37:11  
 46:1 50:13,17 54:1,9  
 57:11 59:20,23 60:1,7  
 60:15,20 61:3,14 62:1  
 62:9,13,17,21,24 63:9  
 63:20,25 64:5,8,24  
 65:4,12,18,21 66:6,10  
 66:15 67:3,17,24  
 68:19 69:10,15 70:7  
 70:13,18,21 73:2,14  
 73:21 74:4 79:16 83:6  
 83:14,21 85:22 87:1,5  
 87:9 89:13,18 93:8

98:19 101:18,25  
 102:16 103:14 106:22  
 107:2 111:3,7,12,15  
 115:6 116:12 117:19  
 118:24 119:5,9  
 124:17,21 125:2,6,20  
 125:23 129:7,24  
 130:3,10,16,23  
 131:13 142:19,24  
 143:11,21 144:7,12  
 144:23 145:1,16,21  
 145:23  
**chance** 97:13  
**change** 12:5 29:18 70:2  
 127:2,6,17 128:5,9,13  
**changed** 3:12 128:21  
**Chapter** 145:3  
**characterization** 45:16  
 49:4 53:19 106:10  
**charge** 5:23 6:6 142:5,5  
 142:12  
**charges** 50:2  
**chat** 5:10,12,14  
**check** 60:14  
**checking** 39:1  
**chief** 3:5,14 88:7,7  
 121:2  
**chief's** 90:9 93:23  
 94:12  
**chill** 58:18  
**Chris** 3:20  
**Christopher** 1:21 2:12  
**Chrome** 7:19 8:5  
**circulates** 60:10  
**circumstance** 85:5  
 139:13  
**cited** 144:3  
**citizens** 121:4  
**civil** 145:8  
**claim** 71:24 72:19  
**clarification** 105:14  
 126:6 128:2,3  
**clarified** 134:9  
**clarify** 46:2 53:23  
**clarity** 59:4 135:25  
**Clark** 65:15,19 66:13,15  
 140:8,17 141:11  
**clear** 57:20 59:3 61:20  
 61:20 68:7 96:11  
 104:20 132:1 133:5  
**clearly** 58:9 59:12  
 115:15 137:17  
**clench** 19:16  
**clicks** 4:25  
**clock** 127:5  
**close** 22:4,5 144:24  
**closed** 143:15 144:16  
 145:5 146:1

**closer** 13:4  
**closes** 98:4  
**closing** 36:6,10,18,22  
 61:22 68:7 72:15  
 130:4,7,14 131:2,3,10  
 131:14,19 142:21  
 143:1  
**closure** 143:11  
**clubs** 23:18  
**clutch** 68:21  
**code** 50:3 112:12 114:1  
 115:21 117:9 132:3  
 140:23 142:6 143:14  
 143:18 144:1,4  
**codes** 111:24 112:13  
**coffee** 21:18  
**colloquy** 117:25  
**Columbia** 1:1 24:16  
 111:24 114:5 115:12  
 116:6 143:13 145:3  
**come** 6:14 11:18,19,23  
 12:15,19,21 22:10  
 28:21,21 31:4,13  
 39:23 40:11 48:6,24  
 56:8 57:25 58:17 61:7  
 72:3 73:8 87:3 114:7  
 122:17 123:1,21  
 128:19  
**comes** 2:20 60:13  
 115:23  
**comfortable** 61:12  
**coming** 34:7,8 39:10,16  
 40:10 56:17 57:22  
 58:9 59:13,16 78:12  
 96:8,24 118:13  
**comma** 127:18  
**commander** 90:10  
 93:24 94:13  
**comments** 132:14  
**common** 107:18 108:5  
 108:19 109:2 132:6  
 133:8 137:5  
**Commonplace** 17:4  
**commotion** 17:20  
 18:11 64:2  
**companies** 27:24  
**company** 124:11  
**completely** 45:20 61:19  
 87:12 117:13  
**components** 29:23  
**concern** 4:23  
**concerned** 65:13  
**concerning** 115:2  
 145:7  
**concerns** 92:2,5,6  
 135:8 137:7  
**conclude** 2:21  
**concluded** 146:14

**conclusion** 3:5,10  
 103:10 130:18 131:17  
**conclusions** 130:22  
 131:7 143:2,5,9  
**concrete** 90:20,24  
**conduct** 24:6  
**conducting** 43:17  
**conflict** 29:19 77:14  
 137:10 141:1  
**confrontation** 20:17  
 35:6,23 68:1,6 110:3  
 110:6,8,12,15,19,20  
 132:9,19 140:11  
**confused** 130:11  
**congregate** 40:24  
**conscientious** 121:23  
**consider** 30:20 31:18  
 37:5 60:21,22 89:3  
 91:11 93:2 108:6,24  
 135:11 142:1  
**considered** 109:21,25  
 139:10  
**considering** 50:6  
**considers** 88:19 91:8  
**consist** 34:4  
**consisted** 6:10  
**consists** 92:17  
**constant** 29:21 77:16  
**constantly** 78:1 127:8  
 127:12,19 128:18,24  
 128:25  
**constitute** 52:11,17  
 54:5 80:4,16 126:7  
 134:10  
**constituted** 79:6  
 135:23  
**constitutes** 52:3,14  
 53:16,22 71:21 79:1,1  
 84:6 85:20 90:22  
 98:24 99:3,4 104:13  
 105:1 113:11 116:24  
 135:17  
**consult** 93:18  
**contact** 14:11 19:11  
 44:20 46:6 133:23  
 136:20,22 137:1,13  
 141:13 142:8  
**contacted** 6:2 34:25  
 43:20 44:25 46:11  
 76:16,18  
**contained** 134:2 142:13  
**contend** 133:20  
**contested** 132:16,16  
**context** 52:13,22 53:1  
**contingent** 131:22  
**continuation** 2:5  
**continue** 72:14 129:4  
**contracted** 141:24

**contradicted** 135:1  
 136:24  
**contrast** 132:20 141:8  
**control** 29:21 77:16  
 95:13  
**conversation** 11:21  
**copy** 114:23 118:7  
**corners** 72:7,19  
**corporation** 1:6 2:23  
 74:13  
**correct** 7:24 10:7 12:25  
 18:2 19:13,14 20:10  
 20:11 21:23,24 23:20  
 24:24 30:17 35:15  
 37:20 39:24 40:5,15  
 42:15 43:1,6,14,20  
 44:15,22 45:14 46:12  
 47:16 48:13 51:3,7,12  
 56:18 59:21 60:5  
 63:23,24 65:2 66:14  
 67:1 70:17 76:24,25  
 81:24 98:13 99:5,6  
 100:18 105:22,23  
 107:6,10 109:6,11  
 110:2,7 112:13,22  
 121:12 124:2,13  
 126:4,5  
**correctly** 103:3 104:5  
**couldn't** 16:11 20:16  
 68:14 135:13  
**councilmembers** 93:24  
 94:11  
**counsel** 1:21 9:6 26:1  
 73:25 93:14 103:11  
 106:11 131:15 143:17  
 143:24 145:10  
**counsel's** 93:3  
**counter** 29:22  
**counting** 31:13 61:22  
**couple** 13:2 34:16 39:9  
 46:25 71:16  
**course** 3:13 36:3,14,18  
 36:24 49:8,11,25  
 50:11  
**court** 72:6 101:20  
**covered** 31:12 35:19  
**craziness** 95:20  
**crazy** 15:25  
**create** 139:12,21  
 142:11  
**created** 6:1 44:3 126:4  
 141:12  
**credibility** 12:5 140:15  
 142:2,4  
**credible** 122:2 141:17  
**credit** 47:2,16 138:14  
**crime** 118:12,12 140:24  
**crimes** 99:21 100:5,17

101:12 102:4 103:21  
 104:22 129:12  
**criminal** 145:8  
**cross** 119:11  
**CROSS-EXAMINATI...**  
 17:13 37:12  
**CROSS-EXMINATION**  
 98:20  
**crowded** 15:21  
**crowds** 38:24  
**CT** 1:7  
**curious** 6:15 92:13  
**current** 88:5 126:23  
**currently** 88:10 92:8  
**cursing** 65:10 68:11  
**customer** 80:6  
**customers** 22:9 68:1  
 122:20 127:12  
**cut** 52:23 53:11 57:24  
 109:18

## D

**D-U-G-G-A-N** 74:10  
**D.C** 3:22 26:22 34:2  
 50:2 132:3 140:23  
 142:6 143:14,18,25  
 144:4 145:13 146:5  
**daily** 74:21  
**damaging** 141:10  
**danger** 30:12  
**Darian** 81:13,15  
**dated** 133:2  
**day** 3:1 20:15 22:25  
 25:14 32:20 36:1,4  
 74:21 108:23 144:20  
 144:25 146:7  
**day-to-day** 74:19  
**days** 26:19 27:16,17  
 55:17,19 143:6,8  
**DC** 1:20,21  
**deal** 43:8  
**dealing** 56:10 95:25  
**deals** 96:3 112:7  
**dealt** 36:25  
**December** 123:7  
**decision** 3:10 12:2  
 63:11 87:14 143:7  
**decisions** 88:24  
**deemed** 100:21  
**deep** 122:16  
**deescalate** 29:19 58:12  
 137:10  
**deescalating** 77:14  
**defend** 135:16  
**Defendant's** 83:1  
**defense** 78:10 136:19  
**defenses** 133:20  
**deferred** 3:9

**define** 30:6 79:25 82:3  
 82:5,20,21,24 99:8,20  
 101:10,12  
**defined** 71:8 82:5  
**defines** 83:2 85:14,20  
 100:14 101:15 102:3  
**defining** 99:3  
**definite** 82:15  
**definition** 52:13,17 87:3  
**definitively** 113:24  
**degree** 141:23  
**deliberate** 144:2  
**delivered** 108:3  
**deny** 6:21  
**Department** 102:22  
 115:25  
**depending** 39:4 81:9  
**depends** 27:14 52:12  
 52:12,22 53:1 80:3  
 107:25  
**depiction** 48:12  
**derogatory** 141:2  
**describe** 11:4 15:22  
 17:2,8 28:8 36:9 38:8  
 38:16,22 51:15 80:19  
 96:2 97:19 132:13  
 134:15 135:5 140:4  
**described** 19:7 30:21  
 82:1 109:8,8,9 135:18  
 141:20  
**describes** 50:23 100:17  
 140:25 141:5  
**describing** 135:9  
**description** 48:8 138:8  
**designed** 97:24 100:5  
**despite** 132:6 138:10  
 141:24  
**detail** 14:11  
**detective** 33:5,6,16  
 43:25 76:20  
**detectives** 124:4  
**determination** 84:5  
 89:5 90:16  
**determine** 91:5  
**determined** 50:7 84:14  
**determiner** 141:23  
**determines** 84:8 88:15  
 91:8,10  
**determining** 90:10  
**didn't** 11:16 14:24  
 33:10,14 43:13 48:19  
 50:25 51:5,9 56:8  
 61:12 63:2,4 65:15,22  
 65:23 67:5 68:19  
 105:6 106:18 113:12  
 117:8 120:4 121:9  
 124:3 134:24 135:4  
 136:5

**difference** 138:1  
**differences** 69:20 70:1  
**different** 7:9,15 27:18  
 27:19,19,22 28:10  
 38:15 46:21 48:15,18  
 51:22 90:23 106:7  
 117:13 132:5 134:19  
**differs** 135:7  
**difficult** 7:16  
**diner** 11:7 17:18 21:19  
 24:4  
**dinner** 45:6  
**direct** 9:12 26:7 29:13  
 74:6 81:11 102:19  
 103:17 105:4 119:15  
**directing** 99:16 105:16  
**direction** 14:14 58:1  
 78:19 113:14  
**directly** 18:9 26:23  
 28:24 39:8 92:25  
 110:4 139:22  
**disagreed** 106:19  
**disallow** 86:15  
**disclosed** 85:9  
**disclosure** 6:18  
**discussed** 82:9  
**discussing** 105:22  
 145:6  
**dismiss** 3:7  
**dispositive** 85:15  
**distance** 109:15  
**distinction** 106:12  
 138:20 139:25  
**District** 1:1 3:23 5:20  
 24:15 71:15 111:24  
 114:4 115:12 116:6  
 131:9 133:9 135:10  
 142:4 143:13 145:2  
**District's** 6:10  
**document** 29:9 72:1,4,7  
 72:10,16,21,23 73:4  
 87:17,18,22 88:2,4,6  
 88:15 89:14,15,16,25  
 90:15 91:3,7 92:10,22  
 92:25 93:10,13 95:7  
 99:3,7 100:13,16,17  
 101:15,15 102:20  
 103:10,18 106:11  
 108:14,16,18 127:2  
 129:18  
**documented** 103:22  
 104:11,22 129:13  
**documenting** 104:3  
 140:21  
**documents** 92:17  
 106:20,21 113:11  
**doesn't** 5:4 48:17 68:11  
 68:16 99:20,22

100:11 108:8 131:11  
136:5 138:9,17  
**doing** 10:14 23:14 40:7  
61:21 122:10 131:16  
**don't** 8:19 16:18 17:10  
18:16 20:20 22:14  
33:20,22 34:11,20  
37:9 38:3,20 40:25  
42:19,19 46:24 47:10  
48:2 51:17,18,19,19  
51:23 55:8 56:14,24  
57:3 58:16 59:12  
61:10,11 63:18 64:12  
65:4,7,25 66:2,3 67:4  
68:2,8 69:8,11 70:5  
75:12 76:11 78:11  
80:7 86:6,9,12 87:6  
87:10 90:21 91:10  
97:6,17 99:9 100:1  
101:6 102:6 104:14  
104:20,23 105:1  
110:11 112:14 113:23  
115:20 116:16 118:11  
123:1 124:15 125:12  
126:5,20 128:13  
**Donovan** 1:14,17  
**door** 11:13,15,16 12:12  
12:22 13:10,12,20  
14:13,20,23 15:11  
18:20 19:1,5,11,16,23  
19:25 20:3,6 24:6  
28:19 29:21 36:21  
39:1,3,9,13,24 40:3  
41:12 47:25 51:11,16  
60:9,12,17,22 61:5  
68:2 76:10 77:16 78:5  
81:2 109:14,16 110:4  
110:9,14 120:16  
122:25 123:1,16  
125:9,12 139:18  
**doors** 10:6  
**Doug** 4:9  
**download** 5:3,4  
**downloaded** 8:5  
**drafted** 73:3  
**drafting** 94:18  
**drastically** 134:19  
**draw** 32:14  
**drawing** 106:12 117:12  
**drew** 95:4  
**drink** 58:14  
**drug** 32:21  
**drunk** 11:14 32:21  
64:16,21,25 66:16  
67:10 68:22  
**ducks** 96:23  
**dude** 66:16 67:10 68:20  
68:22,25

**dude's** 66:19  
**due** 143:5  
**Duggan** 1:20 8:11,18  
8:23 9:3 21:1,5,13,17  
21:24 22:4,15,17 23:1  
23:4,9,14,20,24 24:10  
24:17,24 25:15 72:25  
73:2,20,21,24 74:10  
79:16,20 83:3,4,6,7  
83:13,25 85:6 87:9,13  
87:24 89:24 92:6,23  
93:17 98:15,22 101:9  
101:19,24 102:6  
105:17 106:25 107:4  
111:6,9,14,17,19,21  
112:2,14,23 113:1,10  
113:18,23 114:17  
115:11,13 116:14,16  
116:19 118:6,21  
119:12,15,17,20,25  
120:4 121:7,11 122:6  
122:15 123:3,5,12  
124:3,14,19,25 125:2  
125:11,20,22 126:5  
126:14 127:7,24  
128:6,8,14,17 129:10  
129:21,25 133:7  
138:22 139:4,8 140:7

**Duggan's** 119:3  
**duly** 9:7 26:2 74:1  
**duplicative** 71:17,25  
**duties** 27:6 61:23  
**duty** 49:10 119:20

## E

**E** 31:20 94:21 105:25  
107:8 133:14  
**ear** 22:8,12  
**earlier** 5:5 75:13 90:21  
101:4 116:25  
**early** 10:22 76:15  
**ears** 123:13,20  
**easy** 42:21  
**eating** 45:6  
**editing** 126:13  
**eight** 42:1,3 47:10  
**either** 42:4 50:9 100:22  
114:11  
**elderly** 45:5  
**electronic** 146:4  
**element** 127:2  
**elements** 126:9  
**elevate** 2:8  
**elevated** 2:11,13,15,16  
**email** 34:4 43:24 44:10  
44:11 76:20  
**emailed** 51:3  
**emails** 33:9,11,18 34:15

43:19,22 49:21,24  
75:9,15,18 121:15  
**embarrassed** 66:20  
**emergencies** 137:13  
**emergency** 17:8 28:13  
28:16 29:20 30:4,6,21  
31:18 40:22 42:22  
43:4,10 44:20,21 45:1  
45:8,13,24 46:4,8,9  
48:13 52:3,6,14,17,19  
53:16,23 54:5 61:2  
70:3 71:8,22 77:15  
79:2,6,8,25 80:5,11  
82:2,19,24 84:9 86:7  
88:20 90:23 91:9,11  
93:20 98:24 99:4,8,20  
100:14,18 101:11,16  
102:3 113:12 116:24  
117:2,3 120:8 132:24  
133:13,22 134:6,10  
134:12 135:17,20,24  
136:1,21,22 137:1  
139:6 142:9  
**emphatically** 140:9  
**employ** 41:21  
**employed** 59:24  
**employee** 66:24 67:20  
67:21,22 78:14  
103:24 104:12 129:15  
**employees** 27:13 28:6  
46:6 47:25 48:17  
67:25 69:21 80:21  
81:12 82:10,14,18  
127:9 132:13 133:1  
**employment** 10:3 66:25  
**empty** 15:21  
**EMS** 6:2 29:19 30:4,11  
44:20,25 45:13 46:7  
46:11 52:18 54:19  
77:15 80:8,12 90:14  
132:22 133:12,24  
136:21 137:13 142:8  
**ended** 64:18  
**endorsements** 115:13  
**engaged** 15:11  
**engaging** 59:15  
**English** 82:16  
**enter** 28:22  
**entire** 3:3,10 10:20 35:8  
127:2  
**entirely** 44:9 71:1  
**entirety** 92:16  
**entitled** 146:14  
**entity** 84:16 134:5  
**entrance** 40:21 98:7  
**entranceway** 57:21  
**entryway** 59:10  
**environment** 91:21

122:13 127:11  
**equipment** 28:13  
**error** 95:2  
**escalated** 48:4 132:14  
**escalating** 141:1  
**especially** 30:24 54:16  
78:5 128:25 135:12  
**espousing** 92:9  
**essentially** 98:1  
**establishing** 88:14  
**establishment** 5:24 6:6  
9:18,22,24,25 10:3  
12:13,23 19:10 22:10  
26:18 38:9 46:11  
49:17 50:2,10,15,15  
53:6 57:17 59:5,13,14  
64:9 68:4 69:4 71:3  
73:4 74:12,24 80:24  
84:12 85:3,19 86:21  
88:19 93:6,19 96:12  
97:16,17,20 103:8  
106:15 107:5 109:5  
109:13,22,23,24  
110:1,7,16,17,24  
115:14 116:6 119:3  
120:20 123:1,6 124:2  
124:12 125:9,13  
129:20 131:23 133:5  
133:19 134:3,23  
135:13,15 136:18  
137:4,14,20 138:5  
139:1,11,11,18,19,23  
140:16  
**establishment's** 71:19  
103:23 105:18 129:14  
134:14 136:6 141:25  
142:15  
**establishments** 10:19  
52:15 82:6,23 85:10  
89:9 90:2 103:2  
**et** 78:24 96:25  
**evaluate** 54:17 133:8  
**evaluated** 39:23  
**evaluating** 49:15 142:2  
**evaluations** 40:7  
**evening** 10:21 11:13  
15:23 20:15 21:20  
32:25 34:17,22 48:10  
54:25 74:24 75:4  
131:24  
**event** 21:4 45:13 60:2,3  
**events** 48:12 49:18  
132:5 134:18 135:6  
141:21  
**everybody** 75:17  
**Everyone's** 36:12  
**evidence** 71:17 72:1,22  
72:24 84:22 93:12

131:25 135:11 140:16  
**evidenced** 137:18  
 138:21  
**evolve** 127:17 128:15  
 129:3,4  
**evolves** 128:4,4,11,12  
 128:15  
**exactly** 56:14,25 64:22  
 91:20 99:7 121:22  
 126:18  
**EXAMINATION** 9:12  
 26:7 69:16 74:6  
**examined** 9:8 26:3 74:2  
**examining** 119:11  
**exasperated** 13:13  
**exasperation** 12:8  
**exception** 101:2  
**excuse** 3:6 136:6  
**execution** 57:15  
**executive** 146:11  
**exhibit** 85:8 87:19  
 88:19 91:24 93:11  
 105:24  
**exhibiting** 39:19  
**exists** 88:23  
**exit** 28:17 98:7  
**expand** 72:19  
**expanded** 102:23  
**expect** 78:17,22 94:8  
**experience** 10:8 17:1,7  
 26:21 36:25 86:16  
**expert** 85:23 86:11  
**experts** 86:20  
**explain** 128:11  
**explained** 23:21  
**extend** 139:2  
**extent** 139:16  
**extinguishers** 28:14  
**extreme** 121:24  
**extremely** 85:17 97:4,5  
 115:1 121:23 122:12  
 123:14 124:8 141:2  
**eye** 22:11  
**eyes** 123:13,20  
**eyewitness** 5:19 6:4  
 48:9 51:5 141:20

---

**F**


---

**face** 18:19,25 19:5 50:2  
 51:16 133:24  
**fact** 4:16 57:18 92:8,9  
 113:13 130:22 131:7  
 131:16 143:2,5,9  
**facts** 130:18 132:6  
 133:4 137:4 142:3,13  
**Failed** 1:9  
**failing** 142:7,10  
**fair** 93:4

**fake** 78:24 128:22  
**fall** 14:14,24 54:22 55:2  
 69:8  
**fallen** 45:3  
**falling** 53:8  
**falls** 54:18,20 69:7  
**false** 50:3,11 140:24  
**familiar** 9:17,21 28:3  
 41:14 77:1,18 94:22  
 111:23  
**far** 6:24 8:25 13:1 16:14  
 17:5 21:11 30:14  
 38:20 41:10 64:5  
 65:12 67:3 109:12  
**fart** 120:23  
**fashion** 127:15 142:11  
**faulty** 139:25  
**feel** 55:22 61:11  
**feet** 13:2 16:16,18,19  
 21:13,16 66:21  
 109:20  
**fell** 13:17 14:14,21,25  
 19:12 45:6 55:8,13  
 66:18 68:24 69:5  
**felt** 66:20,21  
**fence** 109:9  
**fight** 80:9 91:12 99:13  
 101:2 117:6 132:15  
 134:6,16  
**fighting** 80:10  
**figure** 4:22 130:19  
**file** 32:11 114:13 130:12  
 140:24  
**filed** 132:18 140:20  
**final** 58:24 70:15 128:1  
**finally** 114:25 140:14  
**find** 63:1 64:9 76:7  
 92:13 115:24 116:7  
 118:12 142:16  
**finding** 130:17  
**findings** 130:22 131:7  
 131:16 142:23 143:2  
 143:4  
**fine** 22:18 105:16  
 125:22 130:14 142:24  
**finger** 18:19,25,25 19:5  
 51:16 134:23  
**finish** 3:3 83:24 101:19  
 116:4 117:15 122:16  
**finished** 3:4  
**fire** 28:13,18 75:16  
 104:17 107:14  
**first** 3:20 4:18,20 8:13  
 8:13,15 9:7 20:13  
 23:6 26:2 28:14 34:24  
 43:15 45:4 59:24  
 71:16 74:1 78:9 81:4  
 87:23 133:20

**fistfight** 60:25  
**five** 26:25  
**flies** 133:24  
**floor** 38:13,14 81:5  
**floors** 27:20  
**fo** 25:13  
**focusing** 77:12  
**folks** 5:7 86:5 95:25  
**follow** 1:9 16:2 142:7  
**followed** 90:8 119:22  
 121:18  
**following** 34:18 45:1  
**follows** 9:9 26:4 74:3  
 120:18,19  
**foot** 53:11  
**football** 68:20  
**footing** 66:18 68:24  
**foregoing** 73:11  
**forget** 46:23  
**forgive** 111:22  
**forgot** 143:23  
**form** 85:8 104:11  
 129:15  
**formal** 10:2 23:23  
 142:20  
**forth** 137:25  
**forward** 85:8  
**found** 105:8 113:3  
 120:12 122:1,14  
**four** 38:10 72:7,19  
 80:25 134:1  
**fresh** 32:7  
**friend** 34:9  
**front** 10:10 11:7 12:14  
 16:17 28:19 29:21  
 36:21 39:8,13,18  
 41:12 58:13,19 68:2  
 77:15 91:20 97:25  
 99:9 110:4,14 122:25  
 139:22  
**full** 89:21  
**fully** 138:25  
**functionally** 138:20  
**further** 17:11 20:22  
 25:7,11 37:10 54:7  
 59:19 69:14 70:6 84:5  
 98:17 111:1 129:6,23  
 136:18 137:20 138:19  
 146:11  
**Furthermore** 136:3

---

**G**


---

**gains** 21:6  
**gash** 45:7  
**gathering** 38:25  
**gathers** 11:8 21:7  
**general** 3:22 26:16,17  
 26:24 27:5 37:16

46:19 62:10 71:11  
 78:2 81:19 82:8 93:22  
 94:12 101:3 102:25  
 103:6 108:1 122:12  
 122:19  
**generally** 46:4 72:6  
**generate** 42:25 47:19  
 71:21 136:10 138:6  
**generated** 46:17,19  
 47:11,14,24 55:1  
 137:21 138:11,13  
**gentleman** 11:12 13:2  
 13:16 19:19  
**gentlemen** 102:17  
**getting** 4:12 6:24 8:4  
 34:14 41:10 43:22  
 78:10,11 136:1  
**Giovanni** 65:15,19  
**girl** 66:4  
**give** 51:25 59:1 77:21  
 98:22 100:19 113:12  
 117:11 144:14 145:25  
**given** 41:25 57:18 59:6  
 90:6 116:1 130:8  
**gives** 47:1  
**glad** 5:6  
**glass** 53:11  
**go** 12:2,17 13:14,14  
 22:3,5 36:12 52:14  
 54:11 56:13 57:11  
 61:20 78:16,18,20  
 80:12 96:11 99:23  
 102:1 107:2 109:13  
 111:4,7,12,15 113:9  
 114:8,12 115:6,21,25  
 116:7 122:15 125:4  
 125:23 131:18  
**goal** 102:24  
**God** 103:4 128:22  
**goes** 31:5 32:23 39:5  
 76:2 78:22 79:12  
 85:19 92:19  
**going** 4:19 5:13 6:21  
 11:11 22:6,9 29:2  
 41:4 43:23 45:15,18  
 50:17 52:24 53:23  
 54:2 56:17 67:20  
 70:14 71:13 72:5,25  
 73:7 81:10 85:7 86:4  
 86:8,15,19 87:16,21  
 89:13,14,15 91:1 93:8  
 95:15,21 96:1,4,12  
 102:10,19 103:17  
 104:13 105:4,19  
 106:9,22,25 107:15  
 107:20 108:4 109:1  
 111:9 112:20 114:16  
 114:18 115:21 120:14



130:5 131:6 142:20  
142:25 143:1,10  
**goings** 11:3  
**good** 3:19 4:2 8:11,18  
9:1 54:12 111:6,11,13  
120:25 121:3  
**Google** 7:18  
**gotten** 33:9 36:8 87:7  
130:24  
**government** 3:4 34:2  
70:25 72:18 76:19  
92:14 145:4  
**Government's** 3:6  
**governs** 72:17  
**grab** 68:20  
**grabbed** 13:20 14:24  
19:16 20:3  
**grabbing** 134:11,15  
136:14  
**grammar** 82:16,17  
**Grand** 26:24  
**Grant** 1:17 57:12,13  
58:6,24 59:11,18  
125:24,25 126:6,22  
127:23 128:1,7,10,16  
129:5 144:12 145:14  
145:14,16,21,22,22  
**Gray** 81:13,20  
**great** 22:25 25:14 35:17  
98:14 104:8 122:11  
122:21 144:20 146:12  
**ground** 14:20 15:2 20:1  
54:18 55:2,8 61:8  
65:6 134:16  
**grounds** 71:16 87:23  
92:1 109:5 114:19  
**guard** 62:3  
**guards** 41:18 76:10  
**guess** 29:6 32:10 35:12  
38:19,22 52:13 58:18  
62:10 63:16 66:19  
131:2  
**guest** 53:11 64:25,25  
**guidance** 90:20 91:19  
116:22 117:7,11  
118:11 127:5  
**guideline** 91:18 127:24  
**guidelines** 102:23  
113:6,8,13 114:8,9  
116:2 129:11  
**guilty** 117:14  
**gun** 123:2,7 124:6  
**guy** 13:15,20,22 14:7,7  
14:22,23 43:23 64:17  
64:21 65:14 68:13  
75:18 76:10 107:13  
120:14 123:8 124:5  
**guy's** 76:7

**guys** 63:18 81:16

---

## H

---

**hand** 9:1,2,3 25:23  
52:23 73:22 79:7  
**handle** 28:24 80:7  
131:10 138:24  
**handling** 27:8 78:7,8  
**hands** 19:17 20:6 48:25  
50:25 51:6 68:22  
135:3  
**hanging** 11:6 39:7  
**happen** 61:12 62:3 63:1  
63:2,4,15 65:15,22,23  
108:21 134:25  
**happened** 13:9 20:21  
33:4,15 35:10,12  
51:24 53:12 56:1  
61:15,15,16,17 62:7  
63:14,15,17 64:6,11  
64:13,15,20 65:8,25  
67:18 84:20 110:14  
120:6,6 121:20  
124:12 132:17  
**happening** 97:10,14  
**happens** 32:3,18 37:3  
91:14 95:15,18,22  
**harm** 30:9,15 31:16  
52:8,11,20,21 53:4  
135:21,25  
**harsh** 117:16  
**hasn't** 53:12 113:8  
**haven't** 45:10 48:3  
52:21 55:23 87:7  
92:17 112:2 130:24  
130:24  
**he's** 4:14,16,20 6:24  
7:11,13,20 8:4 19:20  
34:8 81:16 84:1,1  
86:11 88:1 114:25  
**head** 10:10 36:21 45:7  
54:18,21,23 55:10  
**hear** 17:21 21:9 22:2  
111:10,16 130:6  
132:4  
**heard** 11:7 17:20,24  
20:20 21:12,15 30:19  
43:16 48:22 51:8  
63:22 64:2 71:11,18  
132:1,5 134:17  
**hearing** 1:3,7 2:5,6,24  
3:1,3,11 20:13 62:22  
75:6 84:12 85:9  
119:22,23 145:6  
146:13  
**hearings** 118:15  
**hearsay** 6:11  
**held** 3:1 95:17

**Hello** 8:10  
**help** 82:16 90:10 91:20  
94:1 112:7 123:22,22  
**hey** 8:11 41:11 54:15  
58:13,20  
**Hi** 54:14  
**highlight** 137:8  
**hire** 27:24  
**hired** 27:15  
**hiring** 27:8  
**history** 119:3  
**hit** 54:23 58:12,19  
**hits** 54:18,21  
**hitting** 55:9  
**hold** 22:16,16,17 23:2,2  
23:3 25:3 33:20 42:18  
60:8 68:21 73:16,17  
83:7,7,7,7 84:17  
100:1 101:18 102:17  
123:2 143:15 144:15  
145:5,25  
**home** 13:14,14  
**honestly** 112:2 113:23  
116:16  
**hope** 129:3  
**hoping** 107:19 112:14  
**hospitality** 10:9  
**hour** 75:19  
**hours** 108:23 132:19  
140:19  
**house** 10:11  
**hurt** 53:10,11,16,21  
54:4 66:20,22 67:13  
68:9 80:10 135:21  
136:1  
**hypothetical** 110:18

---

## I

---

**I'm** 63:10  
**I'd** 32:19 41:22 92:12  
112:4 115:2 118:2  
140:14  
**I'll** 22:5 33:21 42:21  
89:15,15 103:14  
118:15 142:22  
**I'm** 5:6 6:21 11:16 12:8  
19:3 21:3 22:5,7,7,8  
23:3,14 26:16 34:7  
35:1 36:2 37:3 42:19  
44:9 45:15 46:15  
50:17 51:24 52:24  
53:12,23 54:1 56:14  
56:20 57:2 58:14,20  
59:6,21 61:15 62:4,13  
62:17,25 63:3,4,10,14  
64:9,14,16 65:16  
67:20 70:14 73:7,16  
75:2 76:12 77:25

83:21 84:25 86:4,11  
86:15,19 87:16,21  
88:18 89:13,14,15,21  
93:8 97:4 99:24 100:7  
102:10,19 103:17  
105:4,5,19 106:9,22  
107:19 108:7,25  
109:1 112:14 113:5  
114:16,18 115:9,21  
117:14,20,20 119:7,7  
122:2 123:4 125:4,4  
125:22 127:3 128:12  
130:5,10,18 143:10  
143:21  
**I've** 10:13 12:4 21:8  
27:3 61:13 64:19  
87:24 96:14 112:19  
112:21 113:1 117:17  
118:16 128:8  
**ID** 28:10 60:14 96:9  
110:20  
**idea** 33:25 65:24 66:3,5  
90:22 117:1,3 124:14  
**identification** 87:20  
93:11  
**identified** 6:18 75:10  
**identify** 3:15 59:12  
75:22  
**identifying** 76:2 78:23  
**idiot** 16:12  
**IDs** 78:24 128:22,22  
**ignore** 34:7 96:7  
**Ill** 145:3  
**immediate** 30:12  
100:23  
**immediately** 35:8,11  
78:15 80:8 91:16  
97:22 139:17  
**important** 85:17 90:13  
124:9  
**impressing** 97:5  
**in-house** 27:23,25  
**inappropriate** 79:14  
**incident** 5:19 6:1,2,5,12  
6:14 16:15,20 17:16  
17:19 31:21,25 32:4,8  
32:17 33:7 35:10,13  
36:4,17 37:4,7 42:14  
42:25,25 43:6,19 44:6  
46:17,18,21,22 47:6  
47:10,14,19,24 50:24  
56:2,15,23 57:5,7  
62:2,18 63:7,13,17  
66:12 67:5,8 68:12,17  
71:9,21 78:25 79:1  
88:11 94:22 95:1  
103:23,25 104:2,11  
104:14,19,21 105:1

106:1,6,8 107:9,12,16  
 107:23 108:4,6,9,10  
 108:12 110:23 119:18  
 120:5,17 121:8,9,19  
 122:5,6,7 125:8,15  
 129:14,16 132:21  
 133:18 135:9 136:4  
 136:10,16 137:21,23  
 138:6,9,13 139:12,21  
 140:1,19 141:9,12,18  
 141:24 142:11  
**incidents** 37:6 42:9  
 44:24 55:20,21,24  
 60:17,21,23 99:22  
 100:6,18 101:13  
 102:5 103:22 104:10  
 104:15,22 106:8  
 107:22 108:1 129:13  
 133:16  
**include** 31:9 142:22  
**incorporated** 28:5  
**incredible** 135:12  
**indicating** 139:1  
**indication** 88:5,8  
**individual** 11:23 12:23  
 13:10 46:24 47:15  
 61:9 65:5 75:10 76:11  
 79:15 81:3 84:3 87:25  
 92:7 104:16 110:21  
 120:10  
**individuals** 39:16,22  
 42:13 49:9 71:8 78:1  
 81:7 94:14 121:19  
 122:17 134:11 136:15  
**industry** 26:22  
**inebriated** 40:9  
**inflicted** 30:15 53:7  
**influence** 29:1 31:7  
**inform** 136:8  
**information** 84:22  
 101:21 104:4 116:3  
 121:10,13,14  
**initial** 17:22  
**injured** 65:5  
**injuries** 16:7 101:2,7  
 141:7  
**injury** 91:15,15 100:24  
**input** 94:1 121:3  
**inside** 14:8 15:9 17:23  
 18:1 20:14,17 31:23  
 32:3,12,14 40:10,11  
 41:5 47:22 48:1 53:5  
 53:21 67:12,16,18  
 68:1 71:10 80:10 81:4  
 95:3,5,12,19 106:2,5  
 107:10,22 108:13  
 109:22,25 110:5,6,14  
 110:16,23,25 120:19

122:7 123:23 125:13  
 125:15 135:12 137:2  
 137:14,24 138:1,4  
 139:10 140:5,12  
 141:1  
**inside/outside** 138:19  
 139:24  
**instance** 135:18  
**instructed** 137:12  
**instructions** 59:2,3  
 119:23 127:15  
**insulting** 115:24  
**intend** 130:12  
**intended** 72:4  
**intent** 59:13  
**intention** 59:16  
**interact** 58:8  
**interaction** 17:3 33:3  
 34:14 43:16 64:25  
 75:5  
**interactions** 37:1,6  
**interfere** 97:3,12  
**interior** 139:3  
**internal** 127:4  
**internally** 126:25  
**interpret** 84:10  
**interpretation** 108:18  
**interview** 78:16  
**interviewing** 27:9 104:3  
**intoxicated** 39:18  
**introduce** 3:25 84:13  
 84:22  
**introducing** 86:24  
**introduction** 87:22  
**invalid** 5:1 7:1,3,4  
**inventory** 27:8  
**investigate** 21:22 22:3  
**investigating** 44:7  
 76:19  
**investigation** 36:4,15  
 49:9,12,25 50:12  
 62:25 64:3 141:15  
**investigations** 134:5  
 145:7  
**investigative** 85:13  
 145:11  
**investigator** 79:4 117:1  
 133:25 134:8  
**investigator's** 35:14  
 117:3  
**investigators** 95:10  
**invitation-** 93:21  
**invited** 94:16 121:1  
**involved** 32:5,6 40:17  
 61:5 74:18,20 123:19  
**involvement** 44:3  
**involving** 136:14  
**irrelevant** 84:6

**isn't** 4:13 6:5 67:7 72:5  
 108:14  
**issue** 28:22 34:14 40:12  
 40:13 41:5 71:6,7  
 85:3 108:24 114:22  
 115:3 117:12 122:18  
 143:7  
**issues** 31:22 82:17 95:2  
 106:1,5 107:10,11  
 108:12,21 133:16  
 137:23 138:11  
**it'll** 90:8  
**it's** 2:4 7:7 9:25 12:8,17  
 17:4 18:21 22:4,5  
 27:18 28:13 29:6  
 31:15,17,17,22 32:7  
 32:12,21 34:1,6 36:22  
 36:23 38:10 39:7  
 46:20 47:7 49:21 53:5  
 56:15 57:3 62:4 73:8  
 79:13 80:15 81:1 82:5  
 85:15,17 88:21 89:1,2  
 89:11 90:6,12,13  
 91:18 93:1,13 95:12  
 97:6,23 99:21 100:3  
 101:5 103:11 105:8  
 105:11 109:19,20  
 115:19 118:7 122:3  
 125:13 127:1 131:5,5  
 132:25 133:4 139:2  
**IV-V** 145:4

---

**J**


---

**JAMES** 1:18  
**Jameson** 98:6  
**Jersey** 121:16  
**job** 24:18 27:6 104:8  
 120:25 122:10,21  
**Johnson** 41:14 42:4  
 44:1 51:15 66:7,11,24  
 67:4,5,9,20,21 69:1,3  
 133:1 134:20 136:11  
 140:4  
**Johnson's** 134:21  
 138:8  
**join** 5:2  
**joins** 81:5  
**JOSE** 1:20  
**JR** 1:17,18  
**judgment** 31:7 34:7  
**June** 35:2,2 44:11,14  
 76:15,21,22 133:2

---

**K**


---

**keep** 12:15 22:11 58:17  
 94:4,5 95:12 114:5  
 122:20  
**keeping** 22:7

**kept** 13:3  
**kicked** 47:4  
**kind** 27:9,20 28:23  
 31:12 32:9 39:1 52:16  
 90:20  
**kits** 28:14  
**knew** 56:16  
**know** 8:19 9:2 11:17  
 13:19 14:1 16:18  
 19:20 20:21 21:7 33:4  
 33:14,22,24 34:1,20  
 38:3,20 44:6 47:10  
 50:25 51:18,19,19,23  
 53:7,13 58:9,14,22  
 61:10,13 62:17,22  
 63:16,18 64:10,11,12  
 64:15 65:5,7 66:2,3  
 67:4 75:12,17 80:7,15  
 83:17 87:6,10 89:19  
 96:7 112:9,11,14  
 113:5,20,24,24  
 116:17 123:6 124:15  
 125:12 126:3 128:18  
**knowledge** 20:19 48:2  
**known** 46:24 118:13  
**knows** 61:24 139:1

---

**L**


---

**lack** 78:19  
**laid** 97:20  
**land** 27:20  
**landed** 14:20  
**language** 72:15,20,23  
 100:11  
**late** 12:17 15:23 75:9  
**latest** 114:1  
**law** 72:6 115:11 120:18  
 130:18,22 131:8,17  
 143:2,5,9 145:9  
**lawfully** 146:2  
**laws** 103:1 111:25  
**lay** 27:20  
**layout** 38:9  
**learn** 33:2 35:23 36:3  
 36:15 75:5 107:20  
**learned** 43:21  
**learning** 35:6  
**leave** 31:2 97:8  
**led** 132:10  
**left** 31:3 97:23  
**legal** 103:10 143:16,24  
 145:10,10,11  
**legs** 19:25 20:7 48:25  
 51:1,7 66:17 68:23  
 135:4  
**let's** 8:23 33:17 67:21  
 70:14 76:7 77:3 93:15  
 99:23 103:15

**Letter** 30:3  
**letting** 44:5  
**level** 43:10 48:12 53:4  
 55:12 59:4 61:1 63:8  
 63:12 68:8,17 81:4,8  
 81:10 82:2,4,19  
 103:24 104:12 107:12  
 107:23 108:9 129:15  
 133:21 134:6 135:18  
 135:25 136:9 138:9  
 138:15,18  
**levels** 28:17 38:10  
 80:25  
**liable** 142:17  
**license** 1:8 2:7 116:9  
**licensed** 10:18 23:25  
 24:15,17,23  
**licensee** 1:20,21 4:4 9:7  
 26:2,14 74:1 131:5  
**licenses** 115:13  
**licensing** 145:12  
**lieu** 130:14  
**life** 100:24  
**lifespan** 126:2  
**lighting** 99:25  
**lights** 36:12  
**Lincoln** 94:10  
**line** 2:18 28:20 32:14  
 39:5,14,19 40:2,8,17  
 40:18,20 41:1,2,11,11  
 41:12 57:16,24 58:8  
 58:13,16,20 59:1,9  
 78:10 95:5 96:24  
 126:1 138:24 143:22  
**lines** 24:5  
**link** 4:14 5:1,9,10,12,14  
**liquor** 56:8 108:3  
**list** 103:1 143:11  
**listen** 79:3 96:13  
**listening** 96:19  
**little** 8:24 14:10 32:10  
 32:11,16 47:15 48:18  
 58:22 75:2 86:25  
 107:18 108:5,19,24  
 111:18 112:20 117:16  
**lived** 23:24  
**location** 8:20  
**lock** 61:25  
**locked** 31:12  
**log** 37:6,7 103:23  
 129:14  
**long** 10:1,14 15:1,3  
 16:20,23 21:8 26:17  
 31:16 37:17,24 56:25  
 74:15 81:20 126:3  
 137:12  
**Long-time** 10:10  
**look** 21:9 33:21 56:14

80:17 97:23 98:2  
 101:6 115:3 116:19  
**looked** 13:15,18 14:12  
 16:12  
**looking** 38:20 78:24  
 91:2 117:7 127:10,19  
 128:18,24  
**looks** 4:11 38:17,18,23  
**lost** 66:18 68:24  
**lot** 8:20 30:25 31:1,8,9  
 32:22 39:11 80:4,15  
 81:16 90:12 137:25  
**loud** 21:5,6,9,12,16,22  
 22:2  
**lounge** 38:14  
**luck** 7:19  
**luckily** 124:7  
**lucky** 55:23

## M

**M-I-L-L-E-R** 9:16  
**M-U-I-R** 33:22  
**ma'am** 63:10 69:11  
**machine** 76:3  
**mad** 68:15  
**Madam's** 1:6  
**Madam's** 2:6,23 9:18  
 11:13 16:17 20:12  
 21:19 26:14,20,24  
 37:19,20 38:6,17  
 41:21 55:15 56:1  
 57:22 58:9 59:16,24  
 60:4 65:13 66:25 67:6  
 74:12 132:10,12,20  
 133:11,17 140:18  
 141:8 142:6,17  
 143:18,25 144:3  
**main** 28:9 81:5,18  
**maintain** 29:22 77:16  
 91:21  
**maintaining** 77:16  
**maintains** 29:21  
**major** 13:25  
**majority** 6:10  
**making** 3:9 41:6 89:5  
 90:16 95:7 128:22  
 132:13 141:1  
**man** 14:13,20 68:9  
 120:16  
**management** 27:4  
 28:20 39:14 40:9,17  
 40:18,20 41:2,11 42:9  
 57:16 58:8 59:1  
 103:24 104:12 129:15  
 138:25  
**manager** 10:11 26:16  
 26:18,24 27:5 37:15  
 37:16,18,21,25 42:15

46:19 62:10 66:5  
 71:11 78:2 81:19  
 104:1 108:1 119:20  
 119:22 122:12,19  
 136:3,5  
**manager's** 82:8  
**managers** 31:21 38:5  
 42:5 103:1 105:25  
 107:8 108:11 133:15  
 137:22  
**managing** 114:11  
**manner** 133:17 146:5  
**manual** 29:22  
**March** 2:25 61:7  
**marked** 87:19 93:11  
 105:11  
**matter** 1:5 2:20,22 3:7  
 4:5 15:3 31:24 73:11  
 131:21 144:19 146:14  
**matters** 139:25  
**mayor's** 121:2  
**McDonald's** 16:11  
**mean** 7:3 14:2 34:5  
 35:25 37:3 38:19  
 40:19 41:8,10 46:2,20  
 52:22 60:21 62:5,21  
 63:2 67:7 69:8 72:5  
 74:20 77:25 79:17,23  
 96:6,7 104:16 107:12  
 110:20 126:16  
**meaning** 130:10 139:11  
 139:19  
**meaningless** 138:21  
**means** 71:14,20,24  
 72:10,10 91:11  
 108:19  
**meant** 72:9 102:25  
**medical** 53:13 100:23  
**meeting** 93:22 121:1  
 123:21 143:16 144:16  
 145:5 146:1  
**Meetings** 143:15 144:2  
 144:5,17 146:1  
**member** 1:17,18 32:5  
 53:10 83:25 84:2 88:1  
 92:10  
**members** 4:3 20:25  
 25:3 49:7 50:1 54:10  
 95:24 110:13 111:4  
 131:20 134:14 144:21  
 146:8,10  
**mention** 48:19 128:3  
**mentioned** 10:5 27:12  
 33:18  
**merely** 114:23  
**merit** 115:2  
**message** 6:24 7:12  
 76:2

**messing** 33:13  
**met** 1:14  
**Metropolitan** 82:22  
 90:7 102:22 115:25  
 123:20  
**mezzanine** 38:12 81:5  
**middle** 35:2  
**milder** 141:21  
**Miller** 1:22 4:10,11,20  
 4:23,23 8:16,17 9:5  
 9:16 17:15 20:25  
 22:24 23:3,8,13 24:25  
 25:4,12 30:20 48:8  
 51:5,9 63:21,25 64:6  
 134:18,24 135:1,2,4,8  
**Miller's** 30:17 63:22  
 69:20 81:23 135:6  
**mind** 12:5 32:7 33:21  
 34:11 70:2 100:1  
**minor** 101:2  
**minute** 16:23 70:15  
 100:19  
**mischaracterization**  
 106:17  
**mischaracterizing**  
 116:21  
**misconduct** 145:8  
**misleading** 50:3,11  
**missed** 45:4  
**misstating** 130:21  
**Mitchell** 77:4 95:9  
 113:15 127:16  
**moments** 128:4  
**money** 31:13 61:22  
 78:7 96:25  
**month** 35:3,4 60:3 90:9  
**months** 57:4 114:2  
**Morgan** 10:15 17:4  
 24:11,13 37:15  
**morning** 3:19 4:2,8  
 8:11,18 10:22 32:25  
 34:18,22 74:25  
**motion** 6:21 144:8,9,13  
 145:15,17,18,24  
**mouth** 92:15 106:16,19  
**move** 8:9 19:10,17,20  
 68:22 79:11 82:25  
 83:11 91:23 93:15  
 96:19 97:1,2 103:15  
 143:15 145:4  
**moved** 3:7 24:12  
**moving** 102:8  
**MPD** 31:24 43:17,18,20  
 44:5 52:18 56:10  
 76:16,20 78:20 83:2  
 83:25 84:2,4,7,15  
 85:10,10,14,20 86:5,5  
 86:8 87:14 88:1,6

89:2,4 91:6,8 92:8,10  
92:25 93:18 94:8 99:3  
99:4 114:8 115:25  
133:17 136:20 141:13  
142:8  
**MPD's** 44:3 52:14 68:18  
84:2,4,5,13 86:13  
88:10,15 106:7 113:8  
129:11  
**Muir** 33:22 75:14  
**murder** 123:8  
**mute** 2:18 143:22

---

**N**

---

**N** 1:21  
**name** 2:23 3:17,20,21  
4:3 9:14,15 26:10  
33:23 50:24 74:8  
75:12,14 76:12  
**names** 47:3  
**nasty** 45:7  
**nature** 101:1  
**near** 59:14 114:21  
**necessarily** 134:9  
**necessary** 131:12  
**need** 8:9 30:11 31:11  
40:22 54:19 79:18  
82:15 83:10 86:6,10  
89:20,21 100:23  
104:1 108:19 112:9  
117:23 118:1 119:13  
137:8 143:22,22  
**needed** 45:10 104:17  
105:13 107:13 133:8  
**needing** 61:1 108:10  
138:15  
**needs** 7:9 8:9 68:17  
136:9 138:18  
**negative** 56:1,3,7 108:2  
**neighborhood** 22:12  
30:25 32:16 123:23  
**neighborhoods** 94:4  
**never** 84:1 88:1 92:9  
128:8 133:21,24  
135:12 136:15  
**new** 78:14 95:9 113:21  
121:16  
**night** 6:2 17:16,18 31:3  
31:11 32:6 36:20,22  
38:23 41:25 43:14  
44:15 46:12 54:24  
61:19,22 81:9 82:23  
120:5 121:20 132:8  
132:20 133:3 136:16  
137:22 139:15 141:9  
141:13,18  
**nightclubs** 82:23  
**nightlife** 52:15 82:6

85:9 86:14 89:8 90:2  
129:11  
**nighttime** 74:22  
**nine** 42:1 119:4  
**noise** 8:21,22 11:7 22:2  
**non-issue** 17:5  
**non-prospective** 59:6  
**nonstop** 108:22  
**normally** 40:25 98:10  
**nosy** 11:10 21:25  
**noted** 146:2  
**notice** 144:14 145:25  
**notified** 136:10  
**notion** 140:9  
**Notwithstanding** 82:17  
**number** 2:4,6,7,22 5:6  
38:3 75:23,24 76:1,4  
85:2 91:24 103:20,21  
105:6,11 143:17,24  
144:2  
**numbered** 30:3  
**nut** 76:7 121:15  
**NW** 1:7

---

**O**

---

**OAG** 1:21  
**oath** 49:20  
**object** 45:15 49:3 53:18  
87:21 102:10 106:9  
114:16,18  
**objected** 6:13 92:18  
**objecting** 5:20  
**objection** 50:18 54:2  
73:7 83:10,15,16,24  
83:24 89:19 91:25  
93:9,14 103:9,15  
106:23 114:18 121:24  
**objects** 71:16  
**obligated** 42:13 43:5  
**obligation** 133:23 134:4  
137:15 139:12,19  
**obligations** 45:23 46:7  
133:6 139:2  
**obsolete** 126:8,10,16  
126:21,24 127:4,21  
127:22  
**obstructions** 96:3  
**obvious** 100:23  
**obviously** 27:22 30:11  
42:22 53:13 57:24  
62:5 78:6 81:15,18  
91:13 96:21  
**occasion** 93:18  
**occasions** 112:21  
**occupancy** 28:17  
**occupy** 42:13,24 61:9  
71:10 107:22 137:14  
**occurred** 35:6,24 36:5

60:2,3 62:18 66:12  
106:14 110:23 134:15  
135:20 139:9 140:5  
**occurrences** 11:1  
129:19  
**occurring** 139:7 140:20  
**offer** 53:13  
**offered** 133:20  
**offering** 92:22  
**office** 3:22 61:21 75:24  
93:23 94:13 121:2  
145:4  
**offices** 90:9  
**Official** 143:14,18 144:1  
144:4  
**oh** 56:24 73:16 103:18  
109:19 112:23 130:20  
**okay** 2:17,20 6:22 7:17  
9:17 10:2,21,25 11:4  
11:22 12:7,12,22 13:9  
14:17 16:5,25 18:8,12  
18:18 19:7,15,21,24  
20:5,9 23:16 24:21  
26:20 27:2,5,11,23  
28:1 29:2,13,17 30:1  
30:13,16 31:19 32:24  
33:2,8,17,24 34:1,4  
34:13,21,24 35:3,13  
35:21 36:7,14,24 37:5  
38:2,8 39:2,12 40:6  
41:9 42:2,7,17 44:1  
44:17 45:11 46:10,14  
46:16 47:9,13,23 48:7  
48:15,19,23 51:9,14  
51:25 55:14 56:9 58:6  
59:18,20,22 60:1,2  
67:23 69:24 70:5  
74:18 75:20 76:13,23  
77:9,21 78:13 79:23  
80:19 81:14,20 82:7  
83:12,19 89:24 91:1,2  
93:17 94:17,20,25  
98:14 101:21,23,24  
102:1 103:17 104:25  
105:4,9 107:8 109:12  
109:21 110:3 111:1  
112:24 118:21 123:11  
127:1 128:10,16  
129:5,9 130:25  
131:20 142:24  
**old** 10:12 92:11 97:24  
116:15  
**onboarded** 27:13  
**onboarding** 27:9,12  
**once** 12:2 19:25 28:22  
39:21 40:11 43:21,22  
58:12 61:19,19 62:12  
62:16 66:20 95:16

113:1 141:15  
**ones** 78:9 128:23  
**ongoing** 145:7  
**open** 6:25 22:11,11  
108:23 143:14 144:1  
144:4,17 145:4 146:1  
**opens** 98:8  
**operate** 94:5 129:1  
**operations** 74:19  
**opining** 86:20  
**opinion** 66:1 79:5  
**opportunity** 82:12  
**opposed** 102:4  
**oral** 3:8 130:14  
**order** 56:8  
**ordering** 27:7  
**ordinary** 36:18 91:12  
99:13 117:6  
**Orellana** 1:20 2:8,10  
29:4  
**Organ** 1:6 2:7,23 9:18  
20:12 26:15 37:19  
38:6,18 41:21 55:15  
56:1 57:22 58:10  
59:16,24 60:4 65:13  
67:1,6 74:12 132:10  
132:13,20 133:11,17  
140:18 141:8 142:6  
142:17 143:18,25  
144:3  
**organized** 80:21,22  
**originally** 2:25 100:8  
**originated** 20:17  
139:18,20 140:12  
**outdoor** 98:4  
**outlandish** 33:11  
**outlined** 87:24  
**outside** 16:18 20:10,18  
20:20 24:5 27:24  
32:15 38:17,25 39:7  
40:1,4,7,14 41:3,7  
57:16 64:8 68:6 95:5  
95:22 97:16,20 98:11  
106:14 109:22 110:16  
110:24 120:6,7,7  
123:6,24 124:1,12  
125:9,12 129:19  
138:2,25 139:17  
140:1,6  
**overrule** 50:18 54:2  
73:7 106:23  
**overwhelming** 6:9  
**owned** 10:13  
**owner** 71:3,12,13,23  
73:4 74:14 75:16  
114:4  
**owners** 103:1  
**owns** 112:19 116:5

**P**  
**P-R-O-C-E-E-D-I-N-G-S**  
 2:1  
**p.m** 73:12,13 146:14  
**page** 6:25 91:2,2,20  
 99:17,24 102:20  
 103:18,19 105:8  
 129:10,12  
**panhandlers** 96:22  
**paper** 128:5,13  
**paragraph** 29:14 31:20  
 77:11 94:21 102:21  
 105:6,7,9,10 129:12  
**paragraphs** 30:3  
**parents** 10:13  
**part** 24:18 29:23 36:19  
 51:18 71:6 96:13  
 109:24 127:21  
**partially** 80:1  
**participate** 94:17  
**participated** 146:9  
**particular** 17:2 33:3  
 81:9 85:5,19 89:20  
 94:25 97:18 117:12  
 134:8  
**particularly** 5:25  
 135:11  
**parties** 2:9 3:3,15  
 117:25 130:4 131:3  
 142:25 143:1  
**partner** 141:3  
**parts** 126:15,20  
**passed** 144:14 145:24  
**paste** 114:23 118:8  
**path** 12:24  
**pathway** 15:6  
**patron** 9:25 17:25,25  
 18:3 19:9,16,24 51:11  
 110:13 132:18 134:25  
 136:13,14 141:18  
**patron's** 20:6 135:3  
**patrons** 36:25 47:21  
 59:6 78:24 80:17  
 91:21 96:1,4,4 132:9  
 132:12 134:3 138:4  
 138:17 142:14  
**payouts** 61:21  
**Payton** 41:15 42:5 44:2  
 44:10 48:21 50:23  
 51:7,15 133:1 134:20  
 135:2 136:12 140:3  
**Payton's** 48:23 134:22  
 135:1  
**pen** 128:5,13  
**people** 15:18,24 18:6  
 18:15 22:9 24:6,19  
 29:1 30:11 31:2,6  
 32:22 38:24 39:3,6,10

39:11 40:1,2,10,20,24  
 41:10 48:1 57:21,24  
 58:8,16 59:2,8,11,15  
 69:8 78:4,10,11 80:10  
 80:23 81:1 90:19 96:8  
 96:13,24 101:22  
 122:15 123:15  
**perceived** 140:21  
**percent** 63:5 74:14  
 122:10  
**perfectly** 89:3 130:14  
**perimeter** 31:12  
**period** 64:10 75:19  
 126:10,11 127:18  
**permanently** 60:9,11  
**permit** 3:2  
**person** 7:4,23 11:13,15  
 11:16,22,24 12:12,22  
 13:11,12 14:12,19,24  
 15:4,5,11,15 16:1,5  
 18:17,20 19:1,5,11,16  
 19:25 20:3 23:22  
 24:16,18 28:25 33:3  
 33:24 36:15 51:12,16  
 55:3 73:3 81:18  
 112:18 120:11,13,14  
 139:14 141:22  
**person's** 20:7 90:22  
**personal** 16:25 17:7  
 91:15  
**personally** 77:25 93:23  
**personnel** 27:17 39:13  
 39:24 40:3 41:19,20  
 42:24 44:18,25 65:1  
 66:9 136:8,20 137:15  
 138:24 140:25 141:6  
**perspective** 61:17  
 65:25  
**pertinent** 104:4  
**phone** 31:3 76:4  
**photos** 97:17  
**physical** 14:11 15:15  
 19:7 30:12 91:15  
 100:22 132:10 133:21  
 138:4,8,16 139:16,21  
 140:6  
**physically** 97:3  
**pick** 15:4 58:16  
**picked** 15:7  
**PIF** 71:5  
**pizza** 21:18  
**place** 19:8 20:18 21:18  
 41:3 47:20,25 49:18  
 78:14,15 95:13 110:4  
 110:6,13,16 136:13  
 138:25 139:17,22  
 140:1,11  
**placed** 146:3

**places** 27:4  
**plain** 72:15,20,23  
**plan** 1:10 5:25 6:7  
 10:19 24:3 28:1 29:12  
 29:14 31:20 44:19  
 45:12,17,19,22,25  
 46:3,8 60:8 76:24  
 77:2,4,7,12 84:10  
 86:1,17,18 94:18,21  
 105:18,21 107:6  
 108:8 112:25 113:14  
 114:12,22 115:10,17  
 116:15 118:3,9,10  
 126:2,2,4,8,9,13,14  
 126:18,23 127:3,6,7  
 127:20 128:6,9,15  
 131:23 132:2,23  
 133:6,9 136:19  
 137:17 138:10 142:8  
 142:10,18  
**planned** 145:7  
**planning** 126:12  
**plans** 112:8,10 113:21  
**please** 2:8 3:17,25 9:15  
 25:23 26:9 29:5 73:22  
 74:9 91:4 96:19  
 110:10 114:17 116:4  
**point** 35:23 66:4 67:7  
 72:12 74:21 76:6  
 101:14 102:2 107:18  
 113:4  
**pointing** 18:19,25 19:4  
 51:16 134:23  
**points** 28:10 29:18  
 128:23  
**police** 28:15 29:19 30:3  
 34:18,21,25 44:20,25  
 45:13 46:7,11 77:15  
 80:13 82:5,22 85:4  
 88:6,7 89:5,7 90:7,14  
 90:17 93:23 94:2,12  
 102:22 112:12 115:25  
 121:2 123:10,12,20  
 132:18,22 133:12,23  
 137:13 140:20,24  
**policy** 71:12,14  
**poor** 31:7  
**porch** 97:24 109:8  
**portion** 51:23 86:15  
 99:16 131:1  
**position** 3:12 6:15  
 27:15 72:13  
**positioned** 58:3  
**possible** 18:21 58:18  
**possibly** 81:8  
**post-hearing** 131:11  
**posted** 114:5 146:2  
**potentially** 39:20

**practical** 146:6  
**practice** 85:13 86:3,21  
 88:23 90:1  
**practices** 52:15 78:20  
 82:6,22 84:3,4,6,13  
 86:13,14,24 88:10,11  
 88:16 90:1 92:8 100:4  
 112:1 117:5  
**pre-judged** 115:1  
**pre-judging** 115:20  
**preference** 8:1  
**premise** 140:1  
**premises** 36:16 97:9  
**presence** 141:4  
**present** 1:16,19 74:23  
 75:4 84:9 103:25  
 129:16  
**presentation** 144:18  
**presented** 140:16  
**president** 74:13  
**presiding** 1:14  
**pretty** 19:12 77:3  
 109:20 120:25 131:21  
**previously** 84:11 93:10  
**primarily** 130:8  
**prior** 20:12 26:23 33:9  
 37:21 57:7 83:1 84:12  
 85:9 140:18  
**private** 97:21  
**probably** 16:22 28:21  
 47:12 99:10 107:20  
**problem** 39:21 47:5  
 114:9 122:18  
**procedures** 28:17  
 36:10 71:20  
**proceeding** 115:10  
**proceedings** 5:22 84:7  
 84:15 93:7 144:15  
**process** 66:19 68:25  
 78:16 132:2 146:9  
**produce** 113:11  
**produced** 113:9 141:15  
**profanity** 12:10  
**proffer** 70:23 71:5  
**prompt** 127:5  
**proper** 119:7,8,10  
**properly** 144:9  
**property** 12:16,18  
 13:21 14:16 15:8  
 16:17 31:17 32:13,15  
 32:15 64:17 67:15  
 69:7  
**proposals** 143:8  
**proposed** 130:17,22  
 131:7,16 142:23  
 143:2,4  
**proposing** 131:3  
**prosecution** 84:23

**prospective** 17:25 18:3  
**protect** 68:3 69:4  
**prove** 5:6  
**provide** 49:8,10 59:4  
 73:6 118:23 119:2,3  
 134:4 135:24  
**provided** 5:9,10 48:16  
 49:17,25 50:10,14  
 71:3 79:12 111:23  
 116:3 134:19 137:3  
 139:15 142:14  
**provides** 7:5  
**providing** 49:10 50:3  
 70:24  
**provision** 32:2 94:20,25  
 114:22 129:17  
**provisions** 77:19  
**proximity** 34:13 57:21  
**pry** 20:6 48:25 50:25  
 135:3  
**prying** 51:6  
**public** 95:25 96:18,21  
 97:21 146:8  
**publication** 89:2  
**published** 145:12 146:5  
**pull** 99:10 123:7  
**pulled** 13:21 14:8 15:7  
 20:3 48:20  
**pulling** 66:19 68:25  
**punches** 15:12  
**purpose** 5:18 86:23,23  
 88:17,18 92:21,22  
 143:16 145:6  
**purposes** 79:25 100:20  
 128:2  
**pursuant** 143:18,25  
 144:16 146:1  
**pursue** 35:22  
**pursuing** 142:5  
**push** 14:22 19:22 31:10  
 134:9  
**pushed** 14:23  
**put** 32:9 72:22,24 75:23  
 85:7 106:18 121:24  
 128:5,8 131:15  
**puts** 79:7  
**putting** 71:6 106:16

---

**Q**


---

**question** 5:20 6:3,17  
 23:7,11 34:17 35:22  
 42:19 44:15 45:16  
 46:2 48:10 49:18  
 50:19,21 51:11 54:24  
 54:25 56:21 58:24  
 61:4,6 74:24 76:17  
 79:17,18,24 86:25  
 88:12 99:17 100:10

100:13 101:10,10,20  
 102:1,9,12,14,15  
 105:21 106:24 110:10  
 110:11 116:11,13,14  
 117:22,23 118:1,2,20  
 119:1,2,15 122:3,24  
 123:4 124:18,22,23  
 124:24 125:7 128:1  
 130:21 131:22 133:3  
 136:17 137:22 139:15  
 141:19  
**questioned** 135:22  
**questioning** 79:4 139:5  
**questions** 17:11 20:23  
 20:24 22:14,20,21  
 25:3,6,8,10,11 54:8  
 54:10 57:14 59:19  
 69:12,12,13,14 70:6  
 79:13 95:24 98:17  
 111:1,4 119:11,13  
 124:9 126:1 129:6,8,8  
 129:23  
**quickly** 29:13 40:23  
 72:12  
**quiet** 83:10  
**quieter** 8:24  
**quite** 10:6 18:21 113:18  
 113:18 122:1 130:24  
**quotes** 49:13  
**quoting** 49:1

---

**R**


---

**R-E-Y-N-O-L-D-** 26:11  
**R-I-C-H-A-R-D** 4:5  
**R-I-S** 3:21  
**rail** 98:2,3  
**raise** 9:1 25:22 73:22  
**raised** 9:2,3 38:11  
**raises** 135:8  
**ranch** 98:2  
**reach** 13:7  
**reached** 43:17 44:5  
 76:3,5  
**read** 45:19,19 49:4 83:5  
 100:2,2 103:3 104:4  
 106:12 115:16,19  
 129:10  
**reading** 89:25 114:20  
 115:9 137:3  
**reads** 102:21  
**ready** 130:4  
**real** 94:7 128:23  
**realize** 31:3  
**really** 17:5 33:14 79:24  
 116:5  
**reason** 112:17 121:1  
 122:2 137:21  
**reasonable** 89:4

**reasons** 87:23 144:3  
**rebut** 72:24  
**recall** 10:21 55:8 56:14  
 57:3 82:10  
**receipt** 143:8  
**receive** 28:6 44:18  
**received** 43:18 71:7  
 92:24 93:12 114:1  
 143:6  
**receiving** 47:15 138:14  
**recess** 144:15  
**reciting** 49:13  
**recognition** 28:11  
**recognize** 29:8,11,18  
 90:3 137:9  
**recognizing** 69:25  
 77:14  
**recollection** 48:3 135:6  
**recommendation**  
 104:10 106:7  
**recommendations**  
 118:8  
**record** 3:9,16,18 4:1  
 9:15 26:10 47:18  
 73:10,12,13,15 74:9  
 86:13 87:6 89:21  
 106:12 120:21 122:22  
 131:15 142:25 144:24  
 144:24  
**recusal** 115:2  
**redirect** 22:22 69:16  
**refer** 31:25 117:5  
**reference** 70:1  
**references** 88:6  
**referencing** 43:19  
 114:24  
**referred** 31:24 87:18  
 133:17  
**refers** 133:18  
**refute** 141:9  
**regards** 78:23 94:7  
 116:23 128:21  
**Register** 145:13 146:5  
**regular** 38:19 43:8,9  
**regularly** 116:19 126:15  
**regulation** 85:12  
**regulations** 78:20  
 113:21 116:8 120:19  
 145:9  
**related** 28:24 57:14  
 84:10 99:15  
**relation** 12:13 49:17  
**relationship** 74:11  
**relative** 78:14 96:14  
**relevance** 103:10  
**relevancy** 92:4  
**relevant** 5:22 6:6,15  
 70:23 71:2 72:5 73:6

84:15 85:11,16 89:9  
 89:11 93:6  
**relied** 87:3 92:23 99:2  
**relieve** 8:22  
**rely** 90:15,25 91:5  
 130:8  
**remain** 92:6  
**remark** 141:2  
**remarks** 114:25  
**remember** 16:4,9 18:14  
 18:16,22 19:6 20:2  
 42:10 52:4,8 56:24  
 69:22 76:11 98:25  
 101:20 109:10 113:19  
**removed** 36:16  
**renew** 91:25  
**repeat** 36:2 42:18 50:20  
 65:17  
**repeated** 141:3  
**repeating** 12:1,9 13:13  
**report** 6:1 31:25 32:4,8  
 32:17 35:14 42:14,24  
 43:1,6,12,13 46:24  
 47:6,19 55:6,7,24  
 56:15,21,24 57:5,7  
 63:13 65:14,15,19  
 66:2,11 67:8 71:9  
 103:24 104:10,11  
 106:6,8 107:16,24  
 114:15 119:18 120:3  
 120:5 121:9,19 122:3  
 122:5 123:2,10 124:1  
 124:3,4,11,20 125:10  
 129:15,19 132:19  
 133:18 134:2 136:10  
 137:21 138:6,9,13,16  
 139:12,21 140:20,24  
 141:12,17 142:11  
**reported** 55:20,20 56:2  
 66:11,16 67:5,9 68:4  
 68:17 82:19 91:16  
 108:10 120:18 138:18  
**reporter** 101:20  
**reporting** 42:9  
**reports** 31:21 35:10,13  
 46:17,18,22 47:10,14  
 47:24 55:1 56:11,22  
 63:17 71:21 82:9,13  
 82:18 94:22 95:1  
 106:1 107:9 108:12  
 115:18 116:2 133:16  
 137:23 138:10 145:6  
**represent** 4:4  
**representing** 3:23  
**request** 56:10  
**require** 32:2,6 106:6,8  
**required** 24:22 31:21  
 40:8 43:11 45:12 46:6

71:4 85:4 88:20  
105:25 107:9 108:11  
122:4,8 133:15  
137:23  
**requires** 77:12 136:20  
137:17  
**requiring** 107:23  
**resources** 68:18 94:3  
**respect** 5:25 50:7 57:16  
71:20,24 83:1 84:17  
93:18 101:9 121:6  
**respond** 34:18 83:11,18  
**responded** 102:14  
**Respondent** 3:6 87:19  
91:24 93:11  
**Respondent's** 3:14  
**response** 6:8 35:5  
83:19 84:18 95:16  
133:19 139:4 142:9  
**responses** 84:19  
**responsibilities** 123:14  
**responsibility** 136:6  
**responsible** 95:15,17  
95:17,22 104:2  
119:18  
**responsive** 79:18  
**rest** 7:7 130:1  
**restate** 107:1  
**restaurant** 9:18 108:22  
120:12  
**restaurants** 10:12,13  
23:18  
**rested** 131:1  
**restrictions** 94:7  
**result** 141:7  
**Retailer** 1:7  
**return** 146:11  
**review** 82:13 126:14  
**reviewed** 69:24,25  
**revisit** 126:12  
**Reynolds** 1:22 2:14  
4:10 25:20,22,25  
26:11,13 37:14 50:20  
53:20,24 54:13,14,20  
55:4,7,16,22 56:3,7  
56:13,19,23 57:8,23  
58:11 59:8,17,21,22  
59:25 60:6,13,18,24  
61:10,18 62:4,11,15  
62:20,23 63:3,16,24  
64:4,7,14 65:3,9,16  
65:20,24 66:8,14 67:2  
67:11,23 68:5 69:6,19  
70:8 71:19 75:13 76:6  
78:2 81:15,19 135:19  
136:7,16,25 138:3,12  
138:22,23  
**Reynolds's** 137:18

**Richard** 1:21 2:10 4:4  
**rid** 75:16  
**ridiculous** 34:10 117:9  
120:24  
**right** 2:3,20 3:24 4:21  
4:22 6:20,21 7:22 8:6  
8:8,12 9:1 12:24 13:1  
15:10 22:13 25:16,22  
25:22 29:6,9 34:11  
38:10 39:16 40:4 41:7  
41:22 44:3 46:1 50:13  
54:1,9 57:9 61:5,14  
62:23 63:5,20 64:4  
67:17 69:10,11,11  
70:7,13,14,16,18 73:8  
73:22 75:25 83:12  
85:22,23 87:1,1 98:6  
98:7,10 100:3 102:16  
105:20 107:24 112:25  
115:21 117:19,20,21  
117:21 121:7 124:22  
125:23 126:22 129:5  
130:3,17,25,25  
143:10 144:23  
**rights** 2:9  
**rings** 76:1  
**rise** 43:9 48:12 55:12  
68:16 82:2,19 91:15  
107:23 135:17 138:9  
138:18  
**rises** 53:3 63:12 68:8  
108:9 136:1,9  
**roadmap** 102:25 103:6  
**roll** 144:8 145:17  
**room** 146:3  
**rose** 61:1 63:7 82:4  
133:21 134:6 138:15  
**roster** 41:23  
**rude** 37:2  
**ruins** 12:5  
**Ruiz** 79:12 133:25  
134:8  
**rule** 72:1 101:3  
**ruled** 92:19  
**rules** 24:6 126:25  
**ruling** 84:25  
**run** 31:1 122:12  
**running** 41:7  
**rush** 68:20

---

**S**

---

**s** 3:22 26:12  
**S-A-R-A** 26:11  
**S-O-U-T-H-C-O-T-T**  
3:21  
**sad** 16:11  
**Safari** 7:13  
**safe** 22:8,10 91:21 94:6

122:12,21 123:23  
127:11  
**safety** 80:17  
**salt** 108:25  
**Sara** 1:22 2:14 25:19,25  
26:11 78:2 81:15,18  
**saw** 11:5 19:18 51:19  
51:23 63:18 82:2  
117:5  
**saying** 6:23 11:18,22  
11:23 12:20 14:3 19:2  
34:6,8 51:21 52:20  
53:12 55:9 59:8 61:12  
62:6,18 63:2,3,4,7  
64:12,14 65:22 67:19  
89:7 95:14 104:17  
107:13 110:19 117:4  
117:6 128:14 135:16  
138:10  
**says** 5:1 6:24 30:3  
31:20,23 45:17 50:24  
60:8,8 72:21 76:3  
85:10 86:9,18 95:1,3  
99:11,13 100:1,4,15  
100:20 102:20 103:21  
103:21 104:21 107:8  
108:11,14,16 114:21  
126:18 132:23 133:12  
133:15  
**scattered** 15:24 18:6  
**scenarios** 57:20 58:7  
58:25  
**scene** 15:22 34:19  
**scheduled** 2:25  
**scheduling** 27:9  
**scope** 79:13  
**screaming** 11:8,12  
13:23  
**screen** 29:3,9 87:16  
89:25,25 99:15 100:2  
100:3 105:19  
**screenshot** 6:23 7:12  
**seal** 123:1  
**Seattle** 23:25 24:9,11  
24:15,21  
**sec** 98:22  
**second** 30:2,2 35:18  
38:13 51:25 71:23  
81:7 102:21 144:5,6  
145:13,14  
**seconded** 144:8,10  
145:17,18  
**seconds** 15:3 16:22  
**section** 105:24 107:8  
114:23 116:7 132:3  
133:11,14 137:6,7,8  
142:7 143:14,19  
144:1,4,16

**security** 1:10 5:25 6:7  
10:10,19 15:5 23:18  
23:22 24:1,3,16,18  
27:17,21,23 28:1  
29:12,14,18,24 31:10  
31:20 32:5 35:9 39:12  
41:18,19,20 42:8,24  
44:18,19,25 45:12,17  
45:19,22,25 46:3,8  
54:17 55:3 58:2 60:7  
60:9,11 61:4,8,24  
62:2 65:1 66:8 71:24  
76:10,24 77:1,4,7,12  
80:20,20 81:12,16  
82:13 84:10 86:1,17  
86:18 94:18,21 96:3  
96:10 98:9 105:18,21  
107:6 108:8 110:22  
112:8,8,10,25 113:14  
113:21 114:12,22  
115:10,17 116:15  
118:3,9,10 126:2  
127:6,7 128:6,15  
129:1 131:23 132:2  
132:13,23 133:6,9  
134:14,23 136:5,8,14  
136:19 137:9,12,15  
137:17 138:10,24  
140:22,25 141:5,22  
142:8,10,15,17  
**see** 7:23 8:2,23 10:25  
11:11,20 14:19 15:11  
15:14 16:2,6,7 18:11  
19:17,24 21:10 22:6  
29:15 31:15 33:21  
35:18 58:3 77:3 97:10  
98:14 99:23,25  
103:20 105:6,12  
110:20 123:15,17  
139:6  
**seeing** 18:16 39:17  
**Seek** 143:23  
**seeking** 143:16 145:9  
**seemingly** 136:4  
**seen** 35:11 65:18 112:2  
112:5,21,22 113:1  
**sees** 95:20  
**seizure** 30:10 80:7  
**sells** 114:4 115:12  
**send** 5:13  
**sense** 107:19 108:5,20  
109:2 133:8 137:5  
**sent** 5:8 7:13 44:10,11  
78:21  
**separate** 63:13 84:7,16  
**serious** 43:3 99:22  
100:6,17,21,24 101:1  
101:12 102:4 135:8

- seriously** 33:10 34:12  
101:5 123:14
- service** 24:7 57:15
- services** 44:21 45:8  
61:2 93:20 137:1  
139:6
- serving** 36:11
- session** 146:11
- set** 98:10 106:20,20
- seven** 109:20
- severe** 94:7 97:10
- severity** 141:23
- sexual** 91:13 101:3,6
- Shaite** 132:18 140:8,17  
140:20 141:10
- Shaite's** 141:2
- share** 29:2,5 87:16  
99:15
- sharing** 89:24 105:19
- she's** 121:23 122:8,11  
122:20
- shirt** 68:21
- shooting** 124:5 137:14
- shop** 21:18
- Short** 1:18 23:5,11,12  
23:16,21 24:8,14,21  
24:25 54:11,12,15,24  
55:6,14,18,25 56:5,9  
56:16,20 57:9 73:16  
111:5,8,11,13,16,19  
111:22 112:6,16,24  
113:2,4,16,20,25  
114:21 115:4,7,8  
116:13,14,18 117:17  
117:24 118:2,17,19  
118:22,24 119:1,6,10  
119:10,17,21 120:2  
121:5,8 122:1,8,14,16  
122:24 123:3,4,5,11  
123:25 124:10,16,24  
125:4,7,8,11,17 139:5  
144:6,6,7,10,11,11  
145:19,20
- shortly** 19:12
- shot** 86:6,9 123:9 124:1  
124:5,7
- shouldn't** 7:15 28:21
- shove** 19:22
- show** 1:7 2:5,5,21 92:23
- showing** 96:9
- shows** 122:22
- side** 38:15 39:5 130:8
- sides** 92:14
- sidewalk** 13:21 14:15  
40:21 97:25 98:5,7,11  
109:10,13,16,20  
110:5,15,22 120:7,8  
120:15 125:13 139:9  
139:20
- sideways** 14:21,25
- SILAS** 1:17
- Similar** 92:1
- simple** 131:21
- simply** 84:20
- SIMULTANEOUS**  
101:17 121:25
- sir** 2:16,18 5:16 7:19  
8:20,22 9:1,2 22:14  
22:17 26:6 70:21  
73:18 74:5 77:20  
79:18,19 83:8,10,12  
83:14,15,17 102:1  
109:3 114:13 118:1  
125:21 130:2 131:14
- sitting** 96:23 114:10  
119:21
- situation** 13:25 28:24  
29:20 30:5,7,8,10,11  
30:20 42:23 43:5 45:1  
45:14,24 46:4,8,9  
48:3,13 52:3,7,7 53:9  
53:17,23 54:5,22 57:3  
58:5,12 70:3 85:20  
88:20 91:17 98:24  
99:5,8 100:14 101:11  
101:16 107:13 120:6  
120:9 132:14,24  
133:13,22 134:7,10  
134:12,15 135:17,20  
135:24 136:2 142:9
- situations** 44:21 45:10  
77:15 84:9 99:21  
100:18 102:4 103:3  
136:21,23 137:1
- six** 75:18 93:25 109:19  
128:19
- skip** 31:19
- slashing** 100:25
- slow** 81:1
- small** 21:18 38:11  
109:20
- smoothly** 41:7
- somebody** 13:19,19  
15:4 30:9 33:12,12  
34:1 38:25 39:2 47:1  
47:4 48:6 52:10 53:2  
53:6,15,21 54:4,22  
55:9,13 67:16 69:7  
79:8 86:9 96:18  
107:14,17 123:7,17  
123:17 135:20,21,23  
136:1 138:13
- somebody's** 41:4 52:20  
60:25 99:11 101:7
- Something's** 96:16
- soon** 95:14 121:13
- sorry** 16:12 21:3 23:3  
36:2 42:19 43:18  
56:14 58:14,20 61:16  
62:13 65:16 73:16  
75:2 76:12 88:18  
99:24 100:8 103:19  
103:19 105:5,13  
108:25 109:18,19  
117:20,20,20 125:4,4  
143:21
- sort** 38:16 97:6 109:7  
126:11 127:4
- sound** 68:11 109:18
- sounded** 48:18
- sounds** 65:3 68:13
- Southcott** 1:21 2:12  
3:16,19,20 4:6 5:15  
5:17 6:17,19 17:12,14  
20:22 22:19,22 25:4,7  
37:11,13 45:21 46:2,5  
49:6,23 50:16,22  
53:20 54:3,7 69:12,14  
69:19 70:20,22 71:15  
79:10 82:25 83:22,23  
87:21 89:17 91:25  
98:19,21 102:2,8,13  
102:18 103:16 105:5  
105:7,10,15 106:18  
107:3 129:7,10 131:9  
131:20 144:21
- space** 95:25 96:18  
97:21,21
- speak** 4:15 34:21 37:4  
66:5 88:2 140:14
- speaking** 46:4 72:6  
92:14 101:17,22  
121:25
- speaks** 72:2 103:10  
120:21
- specific** 37:4 38:3  
126:11
- specifically** 3:4 6:11  
10:16 59:7 77:13 89:8  
99:11,13 101:15  
102:3,21 129:11
- spell** 3:17 9:15 26:10  
74:9
- spelled** 75:13
- spilled** 140:12
- split** 38:14
- spoke** 76:9
- spoken** 64:16
- spot** 28:20
- stabbed** 110:21
- stabbing** 42:23 100:25  
139:9
- staff** 1:20 29:21 32:4  
35:9 37:1 42:8 50:15  
53:10 54:16 56:12,22  
64:16 80:18 91:22  
96:3,18 97:4 110:13  
122:21 127:12 128:25  
129:1 132:10,13  
134:14 136:13,14  
138:17 139:5 140:22  
141:22,25 142:15
- staffing** 94:8
- stage** 81:6
- stairs** 45:3 53:8 81:5
- stand** 9:8 26:3 40:25  
41:11,12 49:1 51:1  
72:7 74:2
- standard** 85:13 88:22  
89:11 93:5
- standards** 84:16 88:3  
89:4 111:23
- standing** 11:17 12:13  
12:22 16:14 18:9,16  
21:20 40:1,4
- standpoint** 78:7
- stands** 70:25
- start** 34:14 61:21 95:14
- started** 10:17 11:8  
17:20 24:3,12 43:21  
43:22 60:4 66:22  
87:13 132:15 135:14
- starters** 132:4
- starting** 9:24 47:5
- state** 9:14 24:2 26:10  
74:8 86:20
- stated** 64:1 73:3 131:6
- statement** 49:14 50:9  
50:11 51:2 65:19  
66:23 69:1,24 70:2  
71:5 113:7
- statements** 6:11 44:1,2  
49:7,10,11,15,16,24  
50:4,5,14 51:14,22  
62:5 64:15 69:21,25  
133:1 134:4,22  
136:11 140:3,8  
141:14,17,20
- states** 105:25 112:9  
115:10,15 129:18
- stating** 106:13 129:12
- stationed** 80:23
- statute** 72:16 88:23  
114:20,24 115:15
- stay** 14:1,1 98:10
- step** 45:4
- steps** 12:14 33:18 45:6
- stipulations** 126:24
- stop** 36:11 39:15 83:16  
105:19
- stopping** 40:9
- strange** 34:12



**street** 1:7 9:23 11:1,2,6  
11:10 13:10,16,24  
14:13,15 15:19,22  
16:10 20:10,20 21:6,8  
32:18,23 38:18 39:7  
64:1,18 65:11 68:10  
95:16,20 97:11  
120:15 123:13,18  
139:7 140:13  
**streets** 94:4  
**strike** 70:5 79:11 82:25  
**strong** 97:5  
**stuff** 31:14 32:23 87:10  
**subject** 75:6  
**submit** 115:18 124:10  
124:11  
**submitted** 127:8  
**substantially** 141:21  
**suffers** 135:21  
**sufficient** 67:6 118:3  
**suggested** 102:23  
**suggesting** 127:3  
**supervisor** 81:12  
**support** 140:9  
**supported** 137:4  
**supporting** 72:16  
**supposed** 48:9 115:16  
121:22  
**sure** 2:10 7:11 22:8  
31:11 34:20 35:1 37:3  
41:6,13 43:23 44:9  
51:24 52:1 62:4 71:1  
83:21 84:25 97:22  
127:11 128:22  
**surrounding** 97:16  
**Susan** 77:4 95:8 113:15  
127:16  
**sustain** 103:14  
**sustained** 52:21 142:12  
**sustaining** 141:6  
**sworn** 9:7 26:2 49:20  
74:1

## T

**t/a** 1:6  
**table** 108:25  
**take** 6:15 15:14 33:10  
33:17 34:12 70:14,14  
78:13,15 97:13 101:5  
110:15 115:3 121:24  
123:13 144:8,19  
145:17  
**takes** 68:10 138:25  
**talk** 76:6 86:2,16 87:13  
97:6  
**talked** 42:7 44:17 46:16  
52:2 64:19  
**talking** 46:3,24 59:7

78:1 100:7 105:3  
107:25 108:2 124:15  
124:16,20 128:25  
**talks** 94:21  
**teach** 28:15,16  
**team** 58:7,25 80:20  
**tell** 7:14 48:5 49:6 59:9  
91:4 95:4 112:15  
114:6 116:2 126:7  
136:5  
**telling** 62:6 75:15  
121:16  
**ten** 38:7 41:22,22 46:25  
47:8,10 119:4  
**tenants** 39:9  
**tend** 40:24  
**terms** 5:24 35:25 39:13  
42:8 49:14 94:1 97:21  
107:5 133:8 141:21  
**terrible** 99:25  
**testified** 9:9 26:4 37:14  
39:12 40:16 48:7,11  
52:6,19 53:21 63:22  
64:6 74:3 79:15 84:1  
98:23 99:2 109:4  
118:7 133:7 134:1  
135:19 136:7 138:3,7  
138:12,23 139:4,8  
**testify** 44:19 51:6,10,20  
56:11 62:7 63:18  
71:13 72:4 84:2 86:4  
87:10,25 92:7 135:13  
**testifying** 79:14 85:7,24  
108:7  
**testimony** 5:18,21 6:5  
14:12 22:24 23:17  
25:13 30:17 43:15  
48:9,10,11,15,16,19  
48:23 49:5,19,22 52:2  
53:15 63:22 69:20  
70:8,23 71:2,18,23  
73:6 76:24 79:12  
81:24 82:8 84:13  
86:23 88:18 90:21  
92:24 97:15 106:10  
107:21,24 116:25  
117:15 120:11,13  
129:25 131:25 133:25  
134:17 136:25 137:19  
138:21  
**texted** 6:23  
**texting** 4:14  
**thank** 2:17,19 9:14  
17:10,15 22:14,15,24  
23:1,15 24:25 25:2,13  
25:15,17 26:9 29:6,8  
46:10 54:10 57:9,13  
59:18 70:8 74:8 79:20

102:8 105:12 108:17  
111:3 122:16 123:25  
125:18,19,25 129:5  
129:22,24,25 142:18  
142:19 144:18,21  
146:8,12  
**thankfully** 45:9  
**that's** 2:16 5:12,14 7:24  
7:25 11:20 13:18  
22:17 23:6 25:1 41:2  
41:6 45:16 49:1 52:16  
56:1 57:10 58:4 63:9  
63:13 64:20 66:1,23  
76:9 79:8 80:11 84:20  
84:24 86:7,9 87:5  
88:13 89:21 90:6  
91:20 93:3 98:9 99:18  
101:8,9 105:16 106:6  
107:24 108:14,16  
109:25 110:18 112:16  
113:4 117:4 119:15  
121:11 123:21 125:17  
125:18,19 127:15  
**Theater** 94:10  
**there's** 7:23 15:20  
21:17 30:15 31:16  
32:10,22 38:11,13  
39:2,6,9,10 40:22  
71:4 76:1,8 78:19  
80:4,9,15,25 88:5,8  
88:13 95:2 97:23  
107:18 108:25 109:7  
110:3 116:22 121:1  
126:20 132:6 140:15  
**they'll** 57:25  
**they're** 39:15 40:13,14  
47:5 62:6,6 63:6 78:7  
78:7 80:22 82:15 96:8  
96:11 97:8 117:6  
131:6  
**they've** 142:10  
**thing** 2:10 17:24 19:19  
28:9 32:19 39:1 43:15  
66:22 83:13 85:18  
96:6 108:2 118:11  
**things** 27:10 34:10 41:7  
46:25 72:25 80:4,16  
84:10 85:2 90:12  
92:12 125:11 126:16  
128:21,24 139:6  
**think** 7:6 12:1 14:11,18  
14:21,22 31:22 34:11  
35:19 37:4 57:2 58:4  
60:19 65:25 67:6 68:8  
72:12 73:5 75:12,13  
76:14,21 80:1 85:16  
89:19 93:3 98:15  
109:19 114:14 115:1

115:8,20 116:4,5,20  
119:6,7 120:21,25  
121:21 122:22 126:15  
126:20,23  
**third** 4:10 81:10  
**Thirty-three** 120:22  
**thought** 17:6 33:10,12  
33:12 72:9  
**threatening** 75:17  
100:24  
**three** 4:9 26:19,25  
27:16 29:17,23 35:3  
46:22 55:17,18 76:15  
77:13,22 93:24 94:11  
143:4  
**throw** 15:11  
**throwing** 60:25  
**thugs** 75:16 121:17  
**Thursday** 1:11  
**tie** 66:16 68:22  
**time** 3:2,9 10:1,6,14,16  
10:20 11:1,17 21:8  
24:19,20 31:15 34:24  
35:25 36:1,4 37:10,18  
45:2 46:19 53:10 58:4  
58:19 61:7 64:11 69:8  
69:9 75:25 76:14  
80:14 88:11 95:8  
101:23 103:11,25  
107:15,17 108:3  
121:10 126:11,12  
127:1,16 129:16  
**timeline** 59:21  
**timely** 142:11 146:5  
**times** 31:8,9 97:9  
**tired** 12:1,9 13:13  
**Title** 145:3  
**today** 2:21 22:25 23:12  
25:13 56:5,17,18 70:9  
75:6 114:10 118:4  
119:24 120:3 126:1  
144:18 146:9  
**told** 12:4,17 15:8 36:6  
61:13 97:8 113:13  
136:15  
**ton** 39:6  
**tonight** 58:23  
**top** 38:14 81:4  
**totally** 41:3  
**touch** 95:8  
**trade** 2:23  
**trading** 9:18 26:14  
74:12  
**train** 27:22 28:12,19,23  
96:17 123:15  
**trained** 23:22 24:9,19  
39:13,15 40:8,9,17  
44:20 54:17,21 58:7

58:11 59:1 78:6 84:4  
95:9 136:20 137:9  
138:24  
**trainer** 77:5,6 95:8  
113:15 127:16  
**training** 23:23 24:22  
27:12,16,18,19 28:6,9  
29:24 40:18 42:8  
44:18 54:15,16,16  
57:15 71:7 77:13,21  
78:3,13 79:25 90:19  
137:8  
**transcript** 85:1 143:3,6  
**treatment** 100:23  
**tried** 13:15 14:13,22  
19:17 66:16 68:21,22  
72:18 84:12 98:1  
136:18  
**tries** 5:3 96:10  
**trouble** 4:11 8:4  
**true** 121:12 137:6,7  
**trust** 63:6  
**trusts** 136:7  
**truthful** 49:11,15 50:8  
50:10 134:4  
**try** 8:5 19:23 31:4 57:24  
57:25 75:23 94:6  
95:21 107:19  
**trying** 7:20,25 12:15  
15:15 16:5 18:10 19:9  
19:20 31:10 48:1 57:2  
59:21 62:25 64:9,17  
64:21 68:6 89:22 96:8  
96:8,24 101:21 113:5  
118:12 120:16 121:24  
122:20 130:18  
**turn** 3:13 21:9 91:1  
111:17  
**turned** 18:11 140:5  
**tussle** 67:9  
**two** 15:1,10 24:6 27:17  
33:17 39:3 41:18,18  
46:21 47:20 69:18  
76:15 81:1,7,8 83:8  
85:2 92:12 96:15  
101:22 118:16 120:22  
125:11 138:3  
**type** 66:12 67:25 91:19  
**typical** 38:23  
**typically** 22:2,3  
**typo** 31:22  
**typographical** 95:2

---

**U**

---

**unable** 135:24  
**unaware** 136:4  
**unconscious** 99:11  
100:22 101:7

**uncontested** 132:25  
133:4 142:13  
**underscores** 72:12  
**understaffing** 94:2  
**understand** 7:6 8:3  
32:1 51:21 56:9 86:22  
87:8,12 92:5 94:6  
95:21 110:11 120:2  
121:5 130:20  
**understanding** 98:23  
128:12 137:11  
**Understood** 95:23  
**unfortunately** 97:9  
**unmute** 8:9  
**unpredictability** 28:25  
31:6  
**unpredictable** 17:5  
**unusual** 10:25  
**updating** 126:13 127:9  
127:13  
**upset** 68:14  
**use** 7:15,18 8:5 52:16  
100:11 107:19,20  
108:5,19 109:2  
127:24  
**user** 2:15 4:13 7:23  
**uses** 29:22 93:6 107:17  
**usually** 39:3 48:5 81:1  
81:8  
**utilize** 94:3

---

**V**

---

**various** 27:4 140:15  
**vastly** 135:7  
**verbal** 140:4,10  
**version** 63:5  
**versions** 132:5  
**versus** 32:15 95:5  
97:21  
**victim** 100:21  
**videoconference** 1:14  
**view** 63:1  
**vigilant** 28:11  
**violate** 132:1  
**violated** 131:23 132:2  
133:5,11,14 142:6,10  
**violating** 50:2 72:1  
142:17  
**violation** 112:12 114:14  
**violations** 96:15 118:17  
120:23 145:9  
**violent** 47:20 136:12  
**visibility** 59:4  
**volume** 111:17  
**vote** 144:9 145:18

---

**W**

---

**W** 1:14,17

**Wait** 42:18  
**waiting** 96:23  
**waive** 142:20  
**walk** 38:11 78:16 96:9  
97:22 122:25  
**walked** 11:10,20 13:23  
13:24 14:7 16:2,3,7  
16:10 65:10  
**walking** 59:2 64:18  
65:10 68:10  
**Walter** 41:14 42:4 44:1  
51:15 66:6 140:4  
**want** 4:7 14:6,10 23:11  
29:13 31:19 35:18,22  
40:25 42:19,20 78:10  
78:11 83:4 90:21  
98:14 121:3 127:18  
141:14 146:8  
**wanted** 90:24  
**wanting** 13:3 17:23,25  
**wants** 93:2  
**warrants** 71:9  
**wasn't** 13:25 16:23  
18:12,18,23 43:23  
51:20 55:5,11 61:11  
62:8 63:6 64:23 67:11  
67:12,14,14,15,15  
69:6,7 108:3 120:17  
128:14 137:21  
**wasting** 68:18  
**watched** 123:8  
**watching** 19:19  
**way** 2:24 6:14 8:21  
12:20 19:22 28:5 61:5  
97:3,24 104:21  
106:13 122:11  
**ways** 102:23 127:10  
**we'll** 4:22 47:9 58:17,20  
73:8 83:11  
**we're** 31:13 46:23 56:5  
62:22 68:7 71:1,6  
73:9,14 90:19 95:14  
95:21 104:13 105:3  
107:15 108:4 112:17  
117:7 119:23 127:10  
127:11,12 128:24  
**we've** 28:10 55:23,24  
57:4 71:11,18 72:14  
77:11 86:9 96:15,23  
113:22 118:13,15  
126:17,19  
**web** 7:10,15  
**WebEx** 1:14  
**website** 146:4  
**week** 55:1 56:8 121:21  
**weekend** 38:23  
**weekends** 81:17  
**weeks** 34:16 35:3 44:14

76:15 93:25 133:2  
141:15 143:4  
**weight** 92:19 93:3  
**went** 14:8 21:22 24:14  
35:8 73:11,12 86:25  
95:6 121:18 134:16  
**weren't** 13:6,7 20:12,13  
**what's** 8:13,13 22:6  
49:4 74:11 116:12  
132:16  
**whatsoever** 43:16 88:9  
121:12 126:21 127:21  
129:21  
**whatever** 80:13  
**Whiskey** 98:6  
**white** 72:20  
**who's** 95:19  
**wholeheartedly** 133:10  
**wild** 32:16  
**William** 73:24 74:10  
**wish** 4:18  
**witness** 1:22,22 4:16,18  
5:17,21 6:17,18,22  
8:13,14,15 9:6,8,10  
17:11 20:23 22:20  
25:6,10,18 26:1,3,5  
37:10 45:22 50:18,19  
51:19 54:8 70:15,24  
73:16,18,25 74:2,4  
79:11,14 85:23,23  
98:18 102:11 103:13  
104:2 106:23 111:2  
117:24  
**witness's** 5:18  
**witnessed** 17:8  
**witnesses** 4:7 8:2 70:11  
104:3  
**woman** 18:12,19,24  
19:4 45:3,5 51:10,15  
53:8 134:22  
**word** 107:17  
**words** 106:16,18  
**work** 21:19 41:19  
**worked** 9:23 10:1,5,18  
24:10,19 27:3  
**working** 10:11 17:16,17  
22:5,7 24:3,12 26:20  
26:23 32:24 41:24  
47:25 60:4 78:1 96:16  
**works** 81:16  
**worse** 75:21  
**worth** 14:5  
**wouldn't** 43:5,9,11  
124:8 134:9  
**wound** 53:7  
**wrap** 19:24 73:9  
**write** 32:7,17 35:10  
57:4,7 107:15,16

109:1 116:2 120:4  
 121:8,10,13 122:4  
 123:2 124:3 138:16  
**writing** 63:12 86:17  
 114:14 119:18 121:16  
 122:3  
**written** 56:11 77:4 82:9  
 82:13 112:11 118:4  
 118:10 125:10 127:14  
 134:13  
**wrong** 47:2,15 138:14  
**wrote** 56:21,22 71:12  
 71:14 72:8 77:7 86:1  
 104:16 113:13 121:19  
 124:1

**X****Y**

**year** 26:19 37:17 47:11  
 55:16,18,21 60:16  
 62:18 112:20 114:2  
**years** 10:12 23:25 24:8  
 26:23,25 27:1 38:1  
 55:14 77:7,10 78:4  
 81:22 90:7 92:11  
 96:14,16 97:24  
 113:16 118:4,16  
 119:4 120:22 122:22  
 128:20  
**yell** 19:19  
**yelled** 13:22  
**yelling** 11:12,14,24  
 13:3,10 16:9 17:22  
 20:20 21:5,16,22  
 51:11 120:15 134:25  
**yesterday** 76:1 128:19  
**you'll** 112:15 119:14  
**you're** 8:20 12:18 19:2  
 38:20 45:12 46:3  
 57:20 59:8 62:9 64:12  
 65:21 68:6 77:1 79:17  
 86:8 95:17 100:7  
 103:4 106:25 107:20  
 107:25 110:18 111:9  
 114:10 115:16 116:20  
 117:12 118:25 119:9  
 124:15 142:20  
**you've** 12:17 37:15,16  
 37:18 55:19 57:6,6  
 58:14,22 60:16 76:3  
 76:23 111:19 112:22  
 119:21

**Z**

**Zach** 4:10 8:15 134:17  
**Zachary** 1:22 9:5,16

**0****1**

**1** 87:19 91:24 93:11  
 145:5,12  
**10** 16:18 44:11,14 133:2  
**10-** 70:14  
**100** 63:5 74:14 122:10  
**11** 105:24  
**11:10** 2:2  
**12** 38:1 103:18,20,21  
 105:7,9,10,11 129:12  
**12:43** 73:8,12  
**12:55** 73:9,10,13  
**12th** 112:20  
**14** 91:2,3 99:24 103:19  
**15** 78:4 81:22 105:8  
 129:10,12  
**15-20** 15:24  
**18** 114:2  
**18th** 1:7 11:1,2 32:18  
 39:7 95:20  
**1992** 74:17  
**1993** 111:20  
**1C** 1:7

**2**

**2:11** 146:14  
**2:30** 36:12  
**2:40** 36:12  
**2:45** 11:5 36:13  
**20** 2:25 10:22 26:23  
 32:25 35:7 43:14  
 46:12 61:16 74:24  
 131:24  
**2005** 9:24 10:17 24:4  
**2005-2011** 24:11  
**2011-2015** 24:12  
**2012** 120:23  
**2015** 24:13  
**2016** 88:7 113:2  
**2023** 10:23 44:12,14  
 59:25 74:25 131:24  
 133:2 140:18 142:6  
**2024** 1:12 2:25  
**20th** 54:25 56:2  
**21** 10:22 32:25 35:7  
 43:14 46:12 60:2  
 61:16,16 74:25 132:9  
 140:18 142:6  
**21st** 54:25 131:24  
**23** 76:21  
**23-** 143:24 144:2  
**23-251-00016** 1:8 2:6  
 2:22 143:17  
**24** 108:22  
**24-** 75:18  
**2461** 1:6,7 2:22

**25** 1:12  
**25-823(a)6** 132:3 142:7  
**25-8235(c)** 50:3  
**25-836** 112:7 116:7  
**251-00016** 143:25 144:3  
**25273** 1:8 2:7  
**2575** 143:14 144:16  
**2575B13** 144:4  
**2575B4A** 143:19 144:1  
**26** 76:21 145:13  
**28** 59:25

**3**

**3-0** 144:14  
**30** 96:15 143:6  
**30-40** 16:22  
**30-plus** 118:16  
**30-something** 96:14  
**3D** 90:9 93:23 94:13

**4**

**40-50** 21:13,16

**5**

**5-7117.05** 140:23

**6**

**6-10** 16:16  
**610** 76:3

**7****8**

**8** 16:19

**9**

**9** 10:12 102:20  
**90** 143:8  
**92** 111:21,22

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: Madam's Organ

Before: DC ABCA

Date: 04-25-24

Place: teleconference

was duly recorded and accurately transcribed under my direction; further, that said transcript is a true and accurate complete record of the proceedings.



-----  
Court Reporter

**NEAL R. GROSS**

COURT REPORTERS AND TRANSCRIBERS

1716 14TH ST., N.W., STE. 200

WASHINGTON, D.C. 20009-7831