CAMBRIDGE LICENSE COMMISSION HEARING

CITY OF CAMBRIDGE

IN RE: LICENSE COMMISSION HEARING

LICENSE COMMISSION BOARD MEMBERS:

CHAIR ANDREA JACKSON

SUPERINTENDENT CHRISTOPHER BURKE

ASSISTANT FIRE CHIEF GERARD MAHONEY

STAFF: EXECUTIVE DIRECTOR ELIZABETH LINT

AT: Michael J. Lombardi Building
Basement Conference Room
831 Massachusetts Avenue
Cambridge, Massachusetts 02139

DATE: November 25, 2014

TIME: 5:06 p.m.

REPORTERS, INC.
CAPTURING THE OFFICIAL RECORD
617.786.7783 - www.reportersinc.com

INDEX OF AGENDA

AGENDA MATTERS PAGE

APPLICATION:
COLWEN MANAGEENT, INC.
D/B/A FAIRFIELD INN & SUITES CAMBRIDGE

APPLICATION:
CAFE ARTSCIENCE
D/B/A CAFE ARTSCIENCE

APPLICATION:
SCIENCE PARTNERS INCORPORATED
D/B/A MIDDLESEX LOUNGE

APPLICATION:
CHIANG MAI THAI CAMBRIDGE INC.
D/B/A CHIANG MAI THAI

APPLICATION:
THELONIUS MONKFISH LTD

RATIFICATIONS

P R O C E E D I N G S

November 25, 2014

- - -

(Hearing is being audio and videotaped by Xavier Dietrich.)

- - -

EXECUTIVE DIRECTOR ELIZABETH LINT: Before we get started, if anyone has a cell phone on, we would appreciate it if you turned it off or silenced it or whatever you need to do.

This is the License Commission general hearing, Tuesday evening, November 25 at 5:06 p.m.

We are in the Michael J. Lombardi Building, 831 Mass. Ave, basement conference room. Before you are Commissioners Chair Andrea Jackson, Assistant Chief Gerard Mahoney and Superintendent Christopher Burke. Got everybody's titles right, I hope. And this

meeting is being videotaped and audio taped.

- - -

APPLICATION: COLWEN MANAGEMENT, INC.

- - -

EXECUTIVE DIRECTOR ELIZABETH LINT: The first matter is application Colwen Management Inc., d/b/a Fairfield Inn & Suites, Cambridge, has applied for an open air parking lot license at 215 Monsignor O'Brien Highway for 55 vehicles.

CHAIR ANDREA JACKSON: Good evening.

NORMAN DEMERS: Good evening.

CHAIR ANDREA JACKSON: Please state your name for the record spelling your first name and your relationship to the application.

NORMAN DEMERS: Norman Demers, N-O-R-M-A-N, Demers, D-E-M-E-R-S. I'm Regional Director of Operations for Colwen Hotels overseeing this hotel.

CHAIR ANDREA JACKSON: If you can tell us

about the application. I see it is for 55 vehicles for an open air parking lot.

NORMAN DEMERS: Right.

The information that I have currently is, and it hasn't been determined, this permit request might have been filed when it should not have been filed.

The property had a parking facility registration done on the property already. When we were reviewing the operations, we, as an entity, had decided to charge for parking for our guests.

We had contacted Adam Shulman requesting clearance.

CHAIR ANDREA JACKSON: And Adam Shulman is from Traffic and Parking.

NORMAN DEMERS: That's correct.

We contacted him to inquire if, in fact, we needed to apply for this permit. The answer

came back, well, if you are going to be charging for parking, then yes, you would.

So as part of my responsibilities, I went through Elizabeth Lint's office and got the proper documents and did apply for the permit, and that's -- and I did submit all the paperwork, paid the fee, sent out all the abutters' notices and just yesterday it was brought to our attention through our attorney that we weren't really needing an open air permit because it is not open to the public.

It is simply a parking lot with the 55 spots that we would control as the hotel.

We would have an internal charge for our guests. And that basically, I believe, brings everyone up to date as we are here.

CHAIR ANDREA JACKSON: So the parking is just for guests and employees as well?

NORMAN DEMERS: Employees have not been

determined at this point.

We anticipate right now that most of the employees would take public transportation or park off site.

CHAIR ANDREA JACKSON: So are the parking lots controlled by some type of arm mechanism, a gate, how would that work?

NORMAN DEMERS: No. We looked into that. The entryway is such the size that a gate would not be appropriate in that area, so we are working on a ticketing system with the guests once they check-in.

Upon their check-in, they would be issued a parking sticker that would go in their vehicle and that's how it would track that. We would also have a hotel associate that would monitor the parking lot throughout the day and evening to ensure compliance by the guests.

CHAIR ANDREA JACKSON: When are you

slated to open?

NORMAN DEMERS: We're looking at mid-January right now. Somewhere between the 15th and the 22nd. There is not a firm date.

CHAIR ANDREA JACKSON: So again, this parking is just really accessory parking, it is just for the hotel?

NORMAN DEMERS: Yes, ma'am.

CHAIR ANDREA JACKSON: I have no further questions.

ASST FIRE CHIEF GERARD MAHONEY: How many rooms?

NORMAN DEMERS: It's 123.

SUPERINTENDENT CHRISTOPHER BURKE: Can you talk about the entrance again? You said it was minimal size, it couldn't accommodate a gate?

NORMAN DEMERS: No, it is too large of a size. So the space of the entrance, and I believe -- and I don't have all the details, but

the road adjacent, it's part of the continuation of the road, and it's a pretty wide entrance, and therefore, putting a gate up would not allow folks enough clearance off the highway to get in and then to control out.

There's a center island, and it's 60 feet to the entrance of the building, so that would not allow. The back parking lot does have an area where we could put an arm but that really wouldn't be appropriate because of deliveries and the traffic that goes in and out.

So we spoke to a consultant that does parking lots and they could not come up with a feasible answer, so we are going to go with the ticket system.

SUPERINTENDENT CHRISTOPHER BURKE: Okay.

CHAIR ANDREA JACKSON: Any questions?

ASST FIRE CHIEF GERARD MAHONEY: I don't have any.

CHAIR ANDREA JACKSON: Any members of the public that wish to be heard in this matter?

JOHN FAHIMIAN: My name is John --

CHAIR ANDREA JACKSON: Please come forward, sir. Feel free to have a seat. And if you could state your name for the record.

JOHN FAHIMIAN: Yes. John Fahimian, F-A-H-I-M-I-A-N.

CHAIR ANDREA JACKSON: Okay.

JOHN FAHIMIAN: I'm over in the adjacent building at the Cambridge Antique Market and I see no problem with the way he's conducting his parking lot. I just wanted to mention that because I could be the only person that would really have a problem. I don't see a problem, okay.

CHAIR ANDREA JACKSON: Okay. Thank you. Thank you very much for taking the time come in.

JOHN FAHIMIAN: Okay. Thank you.

CHAIR ANDREA JACKSON: Excuse me, sir, are you the person that called earlier today?

JOHN FAHIMIAN: No, I didn't call.

CHAIR ANDREA JACKSON: Okay. All right. Thank you.

Anyone else like to testify?

Seeing none, I make the motion that we approve the open air parking lot license for Colwen Management, Inc., doing business as Fairfield Inn at 215 Monsignor O'Brien Highway for 55 vehicles. Is there a second?

ASST FIRE CHIEF GERARD MAHONEY: Second.

CHAIR ANDREA JACKSON: All those in favor signify by saying aye.

SUPERINTENDENT CHRISTOPHER BURKE: Aye.

ASST FIRE CHIEF GERARD MAHONEY: Aye.

CHAIR ANDREA JACKSON: You are all set. Thank you.

NORMAN DEMERS: Thank you very much.

EXECUTIVE DIRECTOR ELIZABETH LINT: Is there anyone here who wanted to speak on the review for Fairfield Inn?

(No response.)

- - -

APPLICATION: CAFE ARTSCIENCE

INCORPORATED D/B/A CAFE ARTSCIENCE

- - -

EXECUTIVE DIRECTOR ELIZABETH LINT: Application: Cafe Artscience Incorporated doing business as Cafe Artscience. Todd Maul, manager, holder of an alcoholic beverages restaurant license at 650 East Kendall Street has applied for a change of corporate name to Cafe Artscience, LLC, new members of the LLC, transfer of stock, and new stockholders.

Applicant is also seeking to amend their current approved alcohol hours of Monday through Saturday from 12 p.m. to 1 a.m. and Sunday from

10 a.m. to 5 p.m. to Monday through Friday from 11 a.m. to 1 a.m., 10 a.m. to 1 a.m. on Saturday, and 10 to 1 a.m. on Sunday.

CHAIR ANDREA JACKSON: Good evening.

ATTY. KRISTEN SCANLON: Hi. How are you? Kristen Scanlon with the Law Office of John Connell. Seated to my right is Robert Carson.

THE REPORTER: You have to spell your name for the record.

ATTY. KRISTEN SCANLON: S-C-A-N-L-O-N.

THE REPORTER: L-L-O-N?

ATTY. KRISTEN SCANLON: L-O-N.

THE REPORTER: Kristen?

ATTY. KRISTEN SCANLON: Yes.

THE REPORTER: Spell your first name.

ATTY. KRISTEN SCANLON: K-R-I-S-T-E-N.

CHAIR ANDREA JACKSON: And again, with you is? Did you get that, Jill?

THE REPORTER: I did. I just need a

spelling.

ROBERT CARSON: Carson, C-A-R-S-O-N. Robert, R-O-B-E-R-T.

ATTY. KRISTEN SCANLON: A few housekeeping matters and requests before you this evening, so I will take it one by one to try to make it as least as confusing as possible.

The first one is in regard to the corporate name change.

There was a conversion of the corporate entity from incorporation to an LLC between the time of the license approval and the license issuance. It was changed for tax purposes under -- for status under the tax code only and proper land is Delaware state law, and subsequently Massachusetts state law, and with that, we did change -- when it changed to the LLC, some of the managers and members, we did add two new LLC managers.

Initially it was just David Edwards solely and exclusively, and with the corporate name conversion, we changed and added Robert Carson, seated to my right, as an LLC manager, as well as Todd Maul, who is the previously approved manager of record, who is still the manager of record.

With that, Mr. Carson became one of the majority shareholders in the LLC, along with David Edwards, and we subsequently added ten minority shareholders that make up about 20 percent of the LLC at this point.

As far as the corporate name change and the new LLC managers and members go, that's the summary there.

I don't know if you have any questions about that before we move on to the change of hours.

CHAIR ANDREA JACKSON: And I know it is

included in the application, but for the record, can you state for the record who the other managers are?

ATTY. KRISTEN SCANLON: David Edwards, Robert Carson and Todd Maul, which is M-A-U-L. And then the new members?

CHAIR ANDREA JACKSON: Yes.

ATTY. KRISTEN SCANLON: Include those three names as well as Thomas Mastricolas, M-A-S-T-R-I-C-O-L-A, and Carrie Fitzsimmons, which is C-A-R-R-I-E F-I-T-Z-S-I-M-M-O-N-S.

And Brad and Tracy Curley, which is C-U-R-L-E-Y. James Ermilio, E-R-M-I-L-I-O. Andrew Larson, L-A-R-S-O-N. And Stephen Gray, S-T-E-P-H-E-N G-R-A-Y. Seth Gerber, G-E-R-B-E-R, and Patrick Campbell, C-A-M-P-B-E-L-L.

CHAIR ANDREA JACKSON: What necessitated the need for so many members?

ATTY. KRISTEN SCANLON: The additional -- the minority shareholder members, which are five percent and under, a majority of those names that we stated, actually being one percent, are part of a five-year employee payout. So they didn't actually put in a capital contribution, but it is equivalent to sweat equity for being part of the company.

ROBERT CARSON: So they are all our key employees that receive restricted shares that they earn over a five-year period, all relatively small percentage.

ATTY. KRISTEN SCANLON: We point out, too, that they are non-voting LLC members as well.

CHAIR ANDREA JACKSON: And the change in the name, was that back in June? When was that done?

ATTY. KRISTEN SCANLON: June. June 6th.

CHAIR ANDREA JACKSON: Do you have any questions as it relates to the change in the name?

SUPERINTENDENT CHRISTOPHER BURKE: No questions.

ASST FIRE CHIEF GERARD MAHONEY: Just is there any other holding, or is this the only establishment that these shareholders have holding in?

ATTY. KRISTEN SCANLON: Any other liquor license interest you mean?

ASST FIRE CHIEF GERARD MAHONEY: Yes.

ATTY. KRISTEN SCANLON: No.

CHAIR ANDREA JACKSON: I think I'm going to break it up into two pieces, if you don't mind.

ATTY. KRISTEN SCANLON: Sure.

CHAIR ANDREA JACKSON: Are there any members of the public that wish to be heard as it

relates to the change in corporate structure?

Seeing none, I make a motion that we approve the change for Cafe Artscience doing business as Cafe Artscience, Todd Maul, manager, holder of an alcoholic beverages license at 650 East Kendall Street for the change of corporate name to Cafe Artscience, LLC, new members of the LLC, transfer of stock, and new stockholders. Is there a second?

ASST FIRE CHIEF GERARD MAHONEY: Second.

CHAIR ANDREA JACKSON: All those in favor signify by saying aye.

SUPERINTENDENT CHRISTOPHER BURKE: Aye.

ASST FIRE CHIEF GERARD MAHONEY: Aye.

CHAIR ANDREA JACKSON: Aye.

Second part.

ATTY. KRISTEN SCANLON: As far as the request for change of hours, when we were initially before you to apply for the new

license, we requested and were granted hours as it relates to the alcohol license for Monday through Saturday at 12 -- from 12 p.m. to 1 a.m. and Sunday from 10 a.m. to 5 p.m. Since that time, and since they've opened and got their feet a little wet in the restaurant business, it's come to their attention that they might be better accommodated and be able to accommodate their patrons better in lunch service/brunch service on the weekends and for private functions to open an hour -- or to be able to serve an hour earlier Monday through Friday starting at 11 a.m. instead of 12 p.m. for the lunch hour, and then on the weekends from 10 a.m. to 1 a.m.

CHAIR ANDREA JACKSON: So we received two different pieces of correspondence, if I'm correct, as it related to the hours.

I believe we received a letter dated October 17th stating one set of hours, and then a

second piece of correspondence dated October 27th with a different set of hours and I'm wondering why.

ATTY. KRISTEN SCANLON: So the different set of hours was related to the alcohol service versus the food service because they do have a limited food and coffee service station that starts earlier than, obviously, would any table service or alcohol service, so the breakdown in the hours was a reflection of that.

So the request before you relates more so to when the licensee would be able to serve alcohol.

CHAIR ANDREA JACKSON: I do have a concern about it, and the concern is this: If I'm understanding the change, on Sundays, you are looking to from 10 a.m. to 5 p.m. to 10 a.m. to 1 a.m. in terms of service the alcohol?

ATTY. KRISTEN SCANLON: Correct.

CHAIR ANDREA JACKSON: But the food service remains 9 a.m. to 5 a.m.

ATTY. KRISTEN SCANLON: The food service would extend that way as well, that long as well.

CHAIR ANDREA JACKSON: That's not what the correspondence that we have states.

The letter that we have that is dated October 27th said "food service hours will remain as follows," and specifically it says "Sunday 9 a.m. to 5 p.m."

ATTY. KRISTEN SCANLON: I apologize for that because the request is 10 a.m. to 1 a.m., so the food and alcohol service would correspond together.

CHAIR ANDREA JACKSON: So you are saying the food would be 10 to 1?

ATTY. KRISTEN SCANLON: Yes.

Right now, the plan is to start with brunch, but they would like to have the option to

have the later hours for food and alcohol service especially to accommodate any private functions they might get in there because of the nature of the space.

CHAIR ANDREA JACKSON: Again, just looking at what was submitted, and my concern was really, in looking at it, that it looked as though food would stop at 5 p.m., but yet, you were going to serve the alcohol until 1 a.m.

ATTY. KRISTEN SCANLON: That's incorrect, and I apologize for that.

That was based on the, I think, the previous hours of what the food service is now, but it would extend. The request would extend for food as well as alcohol.

CHAIR ANDREA JACKSON: Were abutter notifications sent out?

ATTY. KRISTEN SCANLON: Mr. O'Neil told me it was not required.

EXECUTIVE DIRECTOR ELIZABETH LINT: For extending hours?

ATTY. KRISTEN SCANLON: Yes.

EXECUTIVE DIRECTOR ELIZABETH LINT: Yes, it does.

CHAIR ANDREA JACKSON: So we have no abutter notification as it relates to change of hours, so, again, we're going from -- you're originally closing at 5 p.m.?

ATTY. KRISTEN SCANLON: On Sunday.

CHAIR ANDREA JACKSON: Uh-huh.

ATTY. KRISTEN SCANLON: Yes.

CHAIR ANDREA JACKSON: Any comments? Do you have any questions?

ASST FIRE CHIEF GERARD MAHONEY: No. Just I'm concerned about that lack of abutter notification.

CHAIR ANDREA JACKSON: Exactly.

EXECUTIVE DIRECTOR ELIZABETH LINT:

Whenever we increase hours, we always notice to abutters.

ATTY. KRISTEN SCANLON: I do have an email from Mr. O'Neil because I specifically asked him about that. For the time being though, the immediate concern is for the brunch service and to be able to serve alcohol during those times, so if it was the case that we did have to do abutter notification, the licensee would certainly be happy, if the Board so obliged, to take the hours of 10 a.m. to 5 p.m. -- 10 a.m. for the alcohol service for the start time and end at 5 p.m., as it is allowed now, if the abutter notification is an issue for the Board.

EXECUTIVE DIRECTOR ELIZABETH LINT: To extend to what?

ASST FIRE CHIEF GERARD MAHONEY: To extend pending 30 days.

EXECUTIVE DIRECTOR ELIZABETH LINT: I

think that you can. I don't think it is a requirement in the statute and the ABCC doesn't control the hours, which is probably why he said that, but it always has been our practice that when we are extending to late hours that we do that.

ASST FIRE CHIEF GERARD MAHONEY: Interesting.

EXECUTIVE DIRECTOR ELIZABETH LINT: The statute is very clear that we can't deny them.

CHAIR ANDREA JACKSON: Let me think about it for a second. Do you have any other questions?

SUPERINTENDENT CHRISTOPHER BURKE: None.

ATTY KRISTEN SCANLON: I note that, if it is any amount of help to the Board, I know the abutters listed on the abutter list from the City include their landlord only.

CHAIR ANDREA JACKSON: I was going to

say, because in my head, I was thinking the building is set back. I don't think you really have any abutters because the apartment building is further over.

ROBERT CARSON: And it's -- yeah.

ATTY. KRISTEN SCANLON: And that certain entity owns -- there's two parcels. That landlord owns both parcels.

ASST FIRE CHIEF GERARD MAHONEY: And that is who?

ATTY. KRISTEN SCANLON: BMR.

ASST FIRE CHIEF GERARD MAHONEY: BMR?

ATTY. KRISTEN SCANLON: Yes.

CHAIR ANDREA JACKSON: Because it is set so far back there's nothing else right there.

EXECUTIVE DIRECTOR ELIZABETH LINT: And I remember a conversation specifically about the abutters going back and forth and do we and don't we, and so that makes sense.

CHAIR ANDREA JACKSON: Are there any members of the public that wish to be heard in this matter? Seeing none, at least this has been cleared up. So in terms of the hours and the food service --

ATTY. KRISTEN SCANLON: I apologize for that. I know there was some different -- there's several different chunks of time that were originally proposed and granted when we were here the first time around, so that last date just was confused with the food service versus the alcohol service.

CHAIR ANDREA JACKSON: Okay. Any questions? No?

SUPERINTENDENT CHRISTOPHER BURKE: No questions.

CHAIR ANDREA JACKSON: No questions?

ASST FIRE CHIEF GERARD MAHONEY: I'm fine.

CHAIR ANDREA JACKSON: I make a motion that we approve the change of hours. Let me make sure I get it right.

EXECUTIVE DIRECTOR ELIZABETH LINT: Wait a minute. Here.

CHAIR ANDREA JACKSON: I can't read your handwriting. It's horrible. That's what I'm looking at.

I make a motion to change the hours to Monday through Friday 11 a.m. to 1 a.m., Saturday 10 a.m. to 1 a.m., and Sunday 10 a.m. to 1 a.m., and food service will correspond with those hours as well, is that correct?

ATTY KRISTEN SCANLON: Yes. With the caveat that Monday --

CHAIR ANDREA JACKSON: Monday through Friday 6 a.m. to 1 a.m.

ATTY. KRISTEN SCANLON: Yes, yes.

CHAIR ANDREA JACKSON: I would also like

to request counsel to please send in an amended letter so at least that way we do have it in writing in terms of the correct food service hours.

I just don't want, you know, three years from now someone looks back through and they can't figure out what happened.

ATTY. KRISTEN SCANLON: Absolutely.

CHAIR ANDREA JACKSON: So I would like that in writing.

ATTY KRISTEN SCANLON: As far as the coffee and breakfast bar goes for Saturday?

CHAIR ANDREA JACKSON: For food service hours.

ATTY. KRISTEN SCANLON: For food service hours, it's 8 a.m. and Sunday is 9 a.m.

CHAIR ANDREA JACKSON: And I'm fine with that. What I want is just this last part.

ATTY. KRISTEN SCANLON: Absolutely. I

have it right here.

CHAIR ANDREA JACKSON: So motion's been made. Is there a second?

SUPERINTENDENT CHRISTOPHER BURKE: Second the motion.

CHAIR ANDREA JACKSON: All those in favor signify by saying aye.

SUPERINTENDENT CHRISTOPHER BURKE: Aye.

ASST FIRE CHIEF GERARD MAHONEY: Aye.

CHAIR ANDREA JACKSON: Aye.

ATTY KRISTEN SCANLON: Thank you very much.

- - -

APPLICATION - SCIENCE PARTNERS INCORPORATED D/B/A MIDDLESEX LOUNGE

- - -

EXECUTIVE DIRECTOR ELIZABETH LINT: We are going a little out of order.

Application: Science Partners

Incorporated, d/b/a Middlesex Lounge, Chris Lutes, manager, holder of an alcoholic beverages restaurant license at 315 Massachusetts Avenue has applied for a change of corporate name to MSEX, LLC.

CHAIR ANDREA JACKSON: Good evening.

MATTHEW CURTIS: Hi.

CHAIR ANDREA JACKSON: If you could please state your name for the record, please spelling your first name and last name.

MATTHEW CURTIS: Matthew Curtis, M-A-T-T-H-E-W C-U-R-T-I-S.

CHAIR ANDREA JACKSON: Mr. Curtis, can you please explain your relationship, just so we have it on the record, to the application.

MATTHEW CURTIS: So I am a 50 percent shareholder of an entity called Tigers and Bears Restaurant Operations, LLC. Chris Lutes, who is the manager of record for Middlesex, is the other

50 percent owner, and that entity owns all the shares of Science Partners Incorporated, the licensee. And Science Partners, as I'm sure you guys know, also is the licensee for Miracle of Science, and the intent of this application is to create a separate entity for Middlesex, so that Middlesex and Miracle have different licensee legal entities.

Both would be fully owned by Tigers and Bears Restaurant Operations, LLC, which in turn would continue to be fully and equally owned by Chris and me.

CHAIR ANDREA JACKSON: Do you have any questions?

SUPERINTENDENT CHRISTOPHER BURKE: None.

CHAIR ANDREA JACKSON: Any questions?

ASST FIRE CHIEF GERARD MAHONEY: Nope. I was just checking an address.

EXECUTIVE DIRECTOR ELIZABETH LINT: We

need the certificate of the good standing from the Secretary of State's Office, which he applied for a very long time ago, and it is unusual it has not been received.

CHAIR ANDREA JACKSON: Okay.

MATTHEW CURTIS: I was going to try to get over to their office in Boston tomorrow.

CHAIR ANDREA JACKSON: Good luck with that.

ASST FIRE CHIEF GERARD MAHONEY: Probably not a good idea tomorrow. Just a hunch.

MATTHEW CURTIS: Perhaps Monday.

EXECUTIVE DIRECTOR ELIZABETH LINT: Yeah.

CHAIR ANDREA JACKSON: That's fine. You probably stand a better chance.

ASST FIRE CHIEF GERARD MAHONEY: It might be open by then.

MATTHEW CURTIS: I appreciate your understanding. I don't know why it took them a

month. We called a couple times a week.

CHAIR ANDREA JACKSON: That's fine.

ASST FIRE CHIEF GERARD MAHONEY: It's election season. They're busy over there.

CHAIR ANDREA JACKSON: I don't have any other questions as it relates to this.

I had one other question, it was more along your hours, are your hours remaining the same?

MATTHEW CURTIS: We are -- our intent is to explore different arrangements with respect to the hours.

Thursday, Friday, Saturday, will remain the same.

On other week parts, we are planning on having more -- we want to do more private events, which is what we do a lot anyhow, because some of the other times of the week can be slow for us.

So we're gonna focus on filling those

week parts with events, and then Thursday, Friday, Saturday night with the music as we have been for years.

It's tough to just get natural walk-in business in that kind of a, you know, DJ, music lounge on a Monday or Tuesday, even a Wednesday night to some degree, so ...

CHAIR ANDREA JACKSON: Is there any requirement, Ms. Lint, for notifications in terms of if they change their hours?

EXECUTIVE DIRECTOR ELIZABETH LINT: Yes, we would need to be notified.

CHAIR ANDREA JACKSON: So if you can just keep that in mind if you change your hours.

MATTHEW CURTIS: Okay.

CHAIR ANDREA JACKSON: Are there any members of the public that wish to be heard in this matter?

Seeing none, I make a motion that we

accept the change of corporate name to MSEX, LLC.

ASST FIRE CHIEF GERARD MAHONEY: Second.

CHAIR ANDREA JACKSON: All those in favor signify by saying aye.

SUPERINTENDENT CHRISTOPHER BURKE: Aye.

ASST FIRE CHIEF GERARD MAHONEY: Aye.

CHAIR ANDREA JACKSON: You are all set.

MATTHEW CURTIS: Thank you.

CHAIR ANDREA JACKSON: Thank you.

ASST FIRE CHIEF GERARD MAHONEY: Have a good night.

CHAIR ANDREA JACKSON: I hate to have you sit there and wait.

EXECUTIVE DIRECTOR ELIZABETH LINT: But it will take longer.

CHAIR ANDREA JACKSON: Right.

EXECUTIVE DIRECTOR ELIZABETH LINT: We're leaving you for last.

ATTY. KEVIN CRANE: Okay.

- - -

APPLICATION: CHIANG MAI THAI CAMBRIDGE INCORPORATED D/B/A CHIANG MAI THAI

- - -

EXECUTIVE DIRECTOR ELIZABETH LINT: Application: Continued from October 30, 2014, Chiang Mai Thai Cambridge, Incorporated, doing business as Chiang Mai Thai, Kevin Morrall, manager, has applied for a common victualer license to be exercised at 100 Cambridgeside Place.

Said license, if granted, would allow food and non-alcohol beverages to be sold, served, and consumed on said premises inside the Cambridgeside Galleria Food Court.

JONATHAN WONG: Hi.

CHAIR ANDREA JACKSON: Good evening.

JONATHAN WONG: My name is Jonathan Wong, Vice President of Master Group Incorporated.

It is the parent company who owns all the shares of the company.

And seated to my left is my manager. Her name is Dana Wu.

THE REPORTER: Dana, spell your name.

DANA WU: D-A-N-A W-U.

CHAIR ANDREA JACKSON: You will be the manager?

DANA WU: Yeah.

CHAIR ANDREA JACKSON: So why don't you tell us about the restaurant.

JONATHAN WONG: It is Thai food quick-serve. It's inside the Cambridgeside Galleria Food Court and we'll be serving mostly southeast Asian foods like Pad Thai and curry chicken.

ASST FIRE CHIEF GERARD MAHONEY: Do you have a timeline for getting into operation?

JONATHAN WONG: We're already open.

CHAIR ANDREA JACKSON: They're open.

ASST FIRE CHIEF GERARD MAHONEY: Oh, okay.

CHAIR ANDREA JACKSON: When did you open?

JONATHAN WONG: We opened October, I think, 13th.

CHAIR ANDREA JACKSON: And you understand typically the process is that you come here first before you open?

JONATHAN WONG: I understand, yes.

CHAIR ANDREA JACKSON: So who is Kevin Morrall?

JONATHAN WONG: He's my project manager.

CHAIR ANDREA JACKSON: Okay, and is he going to be on site?

JONATHAN WONG: No, he's not. He's actually headquartered in our office in New Jersey.

CHAIR ANDREA JACKSON: So he wouldn't be

the manager as listed?

JONATHAN WONG: No. Dana is the manager of the store.

He's probably the one that filled out the application, though.

CHAIR ANDREA JACKSON: Is this the first restaurant that you've had?

JONATHAN WONG: No. We have 15 in the Boston area.

CHAIR ANDREA JACKSON: All under the same name or --

JONATHAN WONG: This is the first Chiang Mai Thai. We have the Master Wok and Bourbon Street Cafe.

CHAIR ANDREA JACKSON: I'm sorry, the name again?

JONATHAN WONG: Master Wok and Bourbon Street Cafe.

CHAIR ANDREA JACKSON: Okay.

And do those operate out of a mall-type setting?

JONATHAN WONG: They all do.

CHAIR ANDREA JACKSON: They all do. Any concerns? Any issues?

JONATHAN WONG: No, not that we know of.

ASST FIRE CHIEF GERARD MAHONEY: Actually, wasn't one of these previously operating in Cambridgeside?

JONATHAN WONG: Master Wok is already in Cambridgeside. It's a adjacent space.

CHAIR ANDREA JACKSON: We see where you hang out at.

JONATHAN WONG: Thank you for your business.

ASST FIRE CHIEF GERARD MAHONEY: Only on occasion.

CHAIR ANDREA JACKSON: So Master Wok is already in the mall?

JONATHAN WONG: Yes.

CHAIR ANDREA JACKSON: And who is the manager for that?

JONATHAN WONG: She's actually managing both stores.

CHAIR ANDREA JACKSON: Are they side by side?

JONATHAN WONG: Yes, they are.

CHAIR ANDREA JACKSON: And the hours are consistent, obviously, with the mall?

JONATHAN WONG: Correct.

CHAIR ANDREA JACKSON: Any further any questions?

ASST FIRE CHIEF GERARD MAHONEY: No.

SUPERINTENDENT CHRISTOPHER BURKE: None.

CHAIR ANDREA JACKSON: Are there members of the public that wish to be heard in this matter?

Seeing none, I make a motion that we

approve the CV license to be exercised at 100 Cambridgeside Place for Chiang Mai Thai Cambridge, Inc., doing business as Chiang Mai Thai.

ASST FIRE CHIEF GERARD MAHONEY: Second.

CHAIR ANDREA JACKSON: That was quick. All those in favor signify by saying aye.

SUPERINTENDENT CHRISTOPHER BURKE: Aye.

ASST FIRE CHIEF GERARD MAHONEY: Aye.

CHAIR ANDREA JACKSON: Aye.

You are all set. Good luck to you.

SUPERINTENDENT CHRISTOPHER BURKE: Good luck.

- - -

APPLICATION: THELONIUS MONKFISH LTD

- - -

EXECUTIVE DIRECTOR ELIZABETH LINT: Application, Thelonius Monkfish Limited, Jamme Chantler, manager, holder of a wine and malt

beverages restaurant license to 526 Massachusetts Avenue has applied to upgrade this license to alcoholic beverages.

The current approved alcohol hours are 11 a.m. to 11 p.m., seven days per week.

CHAIR ANDREA JACKSON: Good evening.

ATTY. KEVIN CRANE: Good evening, Madam Chair and Members of the Board. My name is Kevin Crane, K-E-V-I-N C-R-A-N-E. I'm the attorney that represents the petitioner in this particular matter.

To my left is Jamme Chanter, J-A-M-M-E C-H-A-N-T-L-E-R, who is the manager of record and the principal shareholder in the corporation.

I first have some notices. My client has been operating at this particular location for just over four years now, and they've had a beer and wine license, which was a new license, that was issued approximately three years ago.

Their hours are from 11:00 in the morning until 11:00 in the evening. The capacity is 49 inside. So it's a small operation. There are 34 seats, seven seats at a sushi bar and eight seats, my client described it, on the floor, that would be serving sushi, in, I guess, traditional style. They have a 25-seat capacity for outside seasonal seating on the sidewalk.

As far as the need is concerned, there are a number of other similar restaurants in the immediate area, within 50, 60 yards almost of each other, and they all have in one form or another an all alcoholic service, so in order for my client to keep up with the competition, it would be helpful to have all alcoholic service.

Again, the bar service itself is extremely limited, and as a matter of policy, he doesn't serve any patron that's not going to have food.

And, you know, across the street there's the Yoki Japanese sushi, which has got a full license. The Alley is two doors down from him, which also has a full license.

Also, as far as the outside seating is concerned, as far as the need goes, again, I think with all that's going on in Kendall Square, that's one of the things that's trying to be encouraged is outdoor seating to generate activity on the street.

As far as the "no harm" is concerned, my client has had no disciplinary issues at all. There's no blemishes at all on the record, and he's been serving beer and wine for three years, which would indicate his fitness.

He, again, is a ma-and-pa operation and is really a food-oriented establishment as per the regulations in this Commission.

I also have letters, petitions of support

of about 300 signatures that were just gathered in the last couple weeks. And there be no change in the hours of operation at all. Again, it is 11 p.m. closing, so that would reflect also that it is a food-oriented establishment.

If there's any questions, we'll try and answer them.

CHAIR ANDREA JACKSON: Are there any other alcohol licenses in your name?

JAMME CHANTLER: No.

CHAIR ANDREA JACKSON: Pepper Sky is what I'm thinking of.

JAMME CHANTLER: Right, we don't serve any alcohol.

CHAIR ANDREA JACKSON: Okay. You've had the wine and beer license since 2011?

ATTY. KEVIN CRANE: Yes, I believe it's been three years.

CHAIR ANDREA JACKSON: June 28, 2011.

And no issues at all?

JAMME CHANTLER: (Nodding.)

CHAIR ANDREA JACKSON: Is everybody on your staff going through 21 Proof training?

ATTY. KEVIN CRANE: Speak up, Jamme.

JAMME CHANTLER: Yes.

CHAIR ANDREA JACKSON: Thank you.

ASST FIRE CHIEF GERARD MAHONEY: How many employees?

JAMME CHANTLER: Probably around 12 or so.

CHAIR ANDREA JACKSON: And where did you obtain the signatures from?

JAMME CHANTLER: From people sitting and eating in the restaurant.

EXECUTIVE DIRECTOR ELIZABETH LINT: Madam Chair, I also have a letter in support from Central Square Business Association who they say they support the request of Thelonius Monkfish to

upgrade their license.

For nearly four years Monkfish has been a new and successful business in Central Square. During that time, the restaurant has been an active member of the Business Association supporting various food-related events and contributing to a livelier retail district.

Also, during this period, when Monkfish has been serving beer and wine, there has been no problems in and around their establishment, so we are confident there will be no problems arising from the upgrade of the license. They understand that a full liquor license is even more important these days with the growing array of competitive restaurants offering sushi menu options.

As a successful small business that contributes to the transformation of Central Square, Monkfish has earned this license expansion and the Association is in full support

and believes that it is fair and responsible.

And I also have a letter from Vice Mayor Dennis Benzan, who also supports the request for a full liquor license. In appreciation of Central Square's history as a cultural hub, Jamme would like to use the revenue from liquor sales to add a small jazz club where guests can enjoy great music along with their meal at no additional charge.

Thelonius Monkfish would greatly appreciate the opportunity to receive a full liquor license in order to partner with the Cambridge Jazz Festival and work together to revitalize Central Square by bringing back great live jazz.

Since its establishment, Jamme has ensured that Thelonius Monkfish remain a local business that gives back to the Cambridge community. In line with this value, Thelonius

Monkfish hosted a fundraiser in October for the Johnny Hodges Fund, a local scholarship fund, founded by the Cambridge Jazz Festival designed for students who plan to pursue an education in jazz. A full liquor license is essential to helping Thelonious Monkfish continue supporting the arts, local talent, and Cambridge students pursuing degrees in music in greater measure.

The City of Cambridge is proud to have residents who seek to reinvigorate our neighborhoods and support the arts.

Community spaces such as these help contribute to the social, economic, cultural and environmental fabric of our neighborhoods.

I am confident that with this full liquor license, Thelonious Monkfish will become a focal point for the social life of the Central Square neighborhood, a place where impromptu gatherings, and even political discourse, all naturally

intersect at a time when the faces in our City are rapidly changing.

And he proudly supports Jamme in his request for a license.

CHAIR ANDREA JACKSON: Mr. Crane, was any effort looked into of possibly purchasing a license?

ATTY. KEVIN CRANE: Well, I have contacted the inactive licenses, and I understand, or at least I -- there is a reason I buy The Chronicle and that's to read the legal notices anyway, and I did see where there was an ad that the Manray license was up for transfer. And the other inactive license would be the Hi-Fi Pizza, one which wouldn't really help in this instance as it is just a beer and wine license as well.

The other inactive license is in Harvard Square with the Tommy Doyle's license, which I

understand the landlord wants to keep there. And the other one I'm aware of would be the Western Front license, which I've had numerous contacts over the last couple months with the attorney that represents the license holder there and the price is in at least the six figures and the capacity just would not match 49.

CHAIR ANDREA JACKSON: When you say "the capacity," what do you mean?

ATTY. KEVIN CRANE: The capacity of the Western Front, I believe, is 175. Around there.

CHAIR ANDREA JACKSON: Any further questions? Any questions?

ASST FIRE CHIEF GERARD MAHONEY: No.

CHAIR ANDREA JACKSON: Any questions?

SUPERINTENDENT CHRISTOPHER BURKE: None.

CHAIR ANDREA JACKSON: Just a note, I know that we do get not all but many of the police reports that come through from the

department as it relates to licensed establishments, and I have not seen one in one year for your establishment, so kudos for that.

ATTY. KEVIN CRANE: Thank you.

EXECUTIVE DIRECTOR ELIZABETH LINT: I would add, I haven't seen one in four years.

CHAIR ANDREA JACKSON: Are there any members of the public that wish to be heard in this matter?

Seeing none, I make a motion that we approve the upgrade for Thelonius Monkfish, Jamme Chantler, as manager, from a wine and beer to all alcohol with the same hours, 11 a.m. to 11 p.m. seven days per week. Is there a second?

SUPERINTENDENT CHRISTOPHER BURKE: Second that motion.

CHAIR ANDREA JACKSON: All those in favor signify by saying aye.

SUPERINTENDENT CHRISTOPHER BURKE: Aye.

ASST FIRE CHIEF GERARD MAHONEY: Aye.

CHAIR ANDREA JACKSON: You are all set. Congratulations.

ATTY. KEVIN CRANE: Thank you very much. Have a good holiday.

EXECUTIVE DIRECTOR ELIZABETH LINT: You too.

- - -

RATIFICATIONS

- - -

EXECUTIVE DIRECTOR ELIZABETH LINT: And last but not least, ratifications, Medallion 87, 191, 209 were lines of credit.

147, 148, 50, refinances.

143 was a stock transfer and then a finance.

74 was a sale, a finance, and refinance. And it was a lot of paperwork to read.

CHAIR ANDREA JACKSON: I make a motion

that we accept the ratifications.

ASST FIRE CHIEF GERARD MAHONEY: Second.

CHAIR ANDREA JACKSON: All those in favor signify by saying aye.

SUPERINTENDENT CHRISTOPHER BURKE: Aye.

ASST FIRE CHIEF GERARD MAHONEY: Aye.

CHAIR ANDREA JACKSON: I make a motion that we adjourn.

ASST FIRE CHIEF GERARD MAHONEY: Second.

SUPERINTENDENT CHRISTOPHER BURKE: Second.

CHAIR ANDREA JACKSON: All those in favor signify by saying aye.

SUPERINTENDENT CHRISTOPHER BURKE: Aye.

ASST FIRE CHIEF GERARD MAHONEY: Aye.

(Hearing was adjourned)

ERRATA SHEET

INSTRUCTIONS: After reading the transcript, note any change or correction and the reason therefor on this sheet. Sign and date this errata sheet.

PAGE LINE

_____ _____ CHANGE: _____
REASON: _____
_____ _____ CHANGE: _____
REASON: _____
_____ _____ CHANGE: _____
REASON: _____
_____ _____ CHANGE: _____
REASON: _____
_____ _____ CHANGE: _____
REASON: _____
_____ _____ CHANGE: _____
REASON: _____

I have read the foregoing transcript, and except for any corrections or changes noted above, I hereby subscribe to the transcript as an accurate record of the statement(s) made by me.

_____

_____

_____

CERTIFICATION

Commonwealth of Massachusetts
Norfolk, ss.

I, Jill Kourafas, Certified Shorthand Reporter, in and for the Commonwealth of Massachusetts, do hereby certify that the hearing herein before set forth is a true and accurate record of the proceedings with the exception that some statements may not appear due to heavy accents, unclear speaking, rapid and overlapping speaking, private conversations, those speaking too softly or incoherently, not identifying themselves and proper names/places will be spelled phonetically if not spelled while on the record.

This record may not to be quoted from, or used in any formal proceeding, as this is not sworn testimony, administered by a notary public, and such record is strictly the inhouse minutes prepared for the Cambridge Licensing Board and is solely under the control and direction of the Cambridge Licensing Board.

_____

Jill Kourafas
Certified Shorthand Reporter - License No. 14903

THE FOREGOING CERTIFICATION OF THIS TRANSCRIPT DOES NOT APPLY TO ANY REPRODUCTION OF THE SAME IN ANY RESPECT UNLESS UNDER THE DIRECT CONTROL AND/OR DIRECTION OF THE CERTIFYING REPORTER.

0

02139 [1] - 1:14

1

1 [14] - 12:19, 13:2, 13:3, 20:3, 20:14, 21:17, 22:12, 22:16, 23:9, 29:10, 29:11, 29:12, 29:17
10 [13] - 13:1, 13:2, 13:3, 20:4, 20:14, 21:17, 22:12, 22:16, 25:11, 29:11
100 [2] - 38:10, 44:1
11 [8] - 13:2, 20:12, 29:10, 45:4, 45:5, 48:4, 55:13
11:00 [2] - 46:1, 46:2
12 [5] - 12:19, 20:3, 20:13, 49:10
123 [1] - 8:13
13th [1] - 40:6
143 [1] - 56:15
147 [1] - 56:14
148 [1] - 56:14
14903 [1] - 59:14
15 [1] - 41:8
15th [1] - 8:4
175 [1] - 54:11
17th [1] - 20:19
191 [1] - 56:13

2

20 [1] - 15:11
2011 [2] - 48:16, 48:19
2014 [3] - 1:15, 3:2, 38:6
209 [1] - 56:13
21 [1] - 49:4
215 [2] - 4:9, 11:10
22nd [1] - 8:4
25 [3] - 1:15, 3:2, 3:12
25-seat [1] - 46:7
27th [2] - 21:1, 22:8
28 [1] - 48:19

3

30 [2] - 25:18, 38:6
300 [1] - 48:1
315 [1] - 32:3
34 [1] - 46:3

4

49 [2] - 46:2, 54:7

5

5 [9] - 13:1, 20:4, 21:17, 22:2, 22:10, 23:8, 24:9, 25:11, 25:13
50 [4] - 32:16, 33:1, 46:11, 56:14
526 [1] - 45:1
55 [4] - 4:9, 5:1, 6:12, 11:11
5:06 [2] - 1:16, 3:12

6

6 [1] - 29:17
60 [2] - 9:6, 46:11
617.786.7783 [1] - 1:19
650 [2] - 12:13, 19:5
6th [1] - 17:19

7

74 [1] - 56:17

8

8 [1] - 30:16
831 [2] - 1:14, 3:15
87 [1] - 56:12

9

9 [3] - 22:2, 22:9, 30:16

A

a.m [35] - 12:19, 13:1, 13:2, 13:3, 20:3, 20:4, 20:12, 20:14, 21:17, 21:18, 22:2, 22:10, 22:12, 23:9, 25:11, 29:10, 29:11,

29:12, 29:17, 30:16, 45:5, 55:13
ABCC [1] - 26:2
able [4] - 20:8, 20:11, 21:12, 25:7
absolutely [2] - 30:8, 30:19
abutter [6] - 23:16, 24:7, 24:16, 25:9, 25:14, 26:17
abutters [4] - 25:2, 26:17, 27:3, 27:18
abutters' [1] - 6:7
accents [1] - 59:6
accept [2] - 37:1, 57:1
accessory [1] - 8:6
accommodate [3] - 8:16, 20:8, 23:2
accommodated [1] - 20:8
accurate [2] - 58:12, 59:5
active [1] - 50:5
activity [1] - 47:10
ad [1] - 53:13
Adam [2] - 5:13, 5:15
add [3] - 14:18, 51:7, 55:6
added [2] - 15:3, 15:10
additional [2] - 17:1, 51:9
address [1] - 33:18
adjacent [3] - 9:1, 10:10, 42:11
adjourn [1] - 57:8
adjourned [1] - 57:16
administered [1] - 59:10
AGENDA [2] - 2:1, 2:2
ago [2] - 34:3, 45:19
air [4] - 4:8, 5:2, 6:10, 11:8
alcohol [18] - 12:18, 20:2, 21:5, 21:9, 21:13, 21:18, 22:13, 23:1, 23:9, 23:15, 25:7, 25:12, 28:11, 38:13, 45:4, 48:9, 48:14, 55:13
alcoholic [6] - 12:12, 19:5, 32:2, 45:3, 46:13, 46:15
Alley [1] - 47:3
allow [3] - 9:3, 9:8, 38:12
allowed [1] - 25:13
almost [1] - 46:11
amend [1] - 12:17
amended [1] - 30:1
amount [1] - 26:16
AND/OR [1] - 59:17
ANDREA [118] - 1:7, 4:10, 4:12, 4:19, 5:15, 6:17, 7:5, 7:19, 8:5, 8:9, 9:17, 10:1, 10:4, 10:9, 10:17, 11:1, 11:4, 11:13, 11:17, 13:4, 13:17, 15:19, 16:7, 16:18, 17:16, 18:1, 18:14, 18:18, 19:11, 19:15, 20:15, 21:14, 22:1, 22:5, 22:15, 23:5, 23:16, 24:6, 24:11, 24:13, 24:18, 26:11, 26:19, 27:14, 28:1, 28:13, 28:17, 29:1, 29:6, 29:16, 29:19, 30:9, 30:13, 30:17, 31:2, 31:6, 31:10, 32:6, 32:8, 32:13,

33:13, 33:16, 34:5, 34:8, 34:14, 35:2, 35:5, 36:8, 36:13, 36:16, 37:3, 37:7, 37:9, 37:12, 37:16, 38:17, 39:7, 39:10, 40:1, 40:4, 40:7, 40:11, 40:14, 40:19, 41:6, 41:10, 41:15, 41:19, 42:4, 42:12, 42:18, 43:2, 43:6, 43:9, 43:12, 43:16, 44:6, 44:10, 45:6, 48:8, 48:11, 48:15, 48:19, 49:3, 49:7, 49:12, 53:5, 54:8, 54:12, 54:15, 54:17, 55:7, 55:17, 56:2, 56:19, 57:3, 57:7, 57:12

Andrea [1] - 3:16

Andrew [1] - 16:14

answer [3] - 5:19, 9:14, 48:7

anticipate [1] - 7:2

Antique [1] - 10:11

ANY [2] - 59:16, 59:17

anyhow [1] - 35:17

anyway [1] - 53:12

apartment [1] - 27:3

apologize [3] - 22:11, 23:11, 28:6

appear [1] - 59:6

applicant [1] - 12:17

APPLICATION [9] - 2:3, 2:5, 2:7, 2:9, 4:3, 12:6, 31:14, 38:2, 44:15

application [12] - 2:11, 4:6, 4:14, 5:1, 12:10, 16:1, 31:19, 32:15, 33:5, 38:6, 41:5, 44:18

applied [6] - 4:8, 12:13, 32:4, 34:2, 38:9, 45:2

apply [3] - 5:19, 6:5, 19:19

APPLY [1] - 59:16

appreciate [3] - 3:9, 34:18, 51:11

appreciation [1] - 51:4

appropriate [2] - 7:10, 9:10

approval [1] - 14:12

approve [5] - 11:8, 19:3, 29:2, 44:1, 55:11

approved [3] - 12:18, 15:5, 45:4

area [4] - 7:10, 9:9, 41:9, 46:11

arising [1] - 50:11

arm [2] - 7:6, 9:9

arrangements [1] - 35:11

array [1] - 50:14

arts [2] - 52:7, 52:11

ARTSCIENCE [4] - 2:5, 2:6, 12:6, 12:7

Artscience [6] - 12:10, 12:11, 12:15, 19:3, 19:4, 19:7

Asian [1] - 39:15

ASSISTANT [1] - 1:9

Assistant [1] - 3:17

associate [1] - 7:16

Association [3] - 49:18, 50:5, 50:19

ASST [36] - 8:11, 9:18, 11:12, 11:16, 18:6, 18:12, 19:10, 19:14, 24:15, 25:17,

26:7, 27:9, 27:12, 28:18, 31:9, 33:17, 34:10, 34:16, 35:3, 37:2, 37:6, 37:10, 39:17, 40:2, 42:7, 42:16, 43:14, 44:5, 44:9, 49:8, 54:14, 56:1, 57:2, 57:6, 57:9, 57:15

AT [1] - 1:13

attention [2] - 6:9, 20:7

attorney [3] - 6:9, 45:9, 54:4

ATTY [44] - 13:5, 13:12, 13:16, 14:4, 16:4, 16:8, 17:1, 17:13, 17:19, 18:10, 18:13, 18:17, 19:17, 21:4, 21:19, 22:3, 22:11, 22:17, 23:10, 23:18, 24:3, 24:10, 24:12, 25:3, 26:15, 27:6, 27:11, 27:13, 28:6, 29:14, 29:18, 30:8, 30:11, 30:15, 30:19, 31:11, 37:19, 45:7, 48:17, 49:5, 53:8, 54:10, 55:4, 56:4

aTTY [2] - 13:10, 13:14

audio [2] - 3:4, 4:1

Ave [1] - 3:15

Avenue [3] - 1:14, 32:3, 45:2

aware [1] - 54:2

aye [27] - 11:14, 11:15, 11:16, 19:12, 19:13, 19:14, 19:15, 31:7, 31:8, 31:9, 31:10, 37:4, 37:5, 37:6, 44:7, 44:8, 44:9, 44:10, 55:18, 55:19, 56:1, 57:4, 57:5, 57:6, 57:13, 57:14, 57:15

B

bar [3] - 30:12, 46:4, 46:16

based [1] - 23:12

basement [1] - 3:15

Basement [1] - 1:13

Bears [2] - 32:17, 33:10

became [1] - 15:8

become [1] - 52:16

beer [6] - 45:17, 47:14, 48:16, 50:9, 53:16, 55:12

believes [1] - 51:1

Benzan [1] - 51:3

better [3] - 20:7, 20:9, 34:15

between [2] - 8:3, 14:11

beverages [6] - 12:12, 19:5, 32:2, 38:13, 45:1, 45:3

blemishes [1] - 47:13

BMR [2] - 27:11, 27:12

BOARD [1] - 1:6

Board [6] - 25:10, 25:14, 26:16, 45:8, 59:11, 59:12

Boston [2] - 34:7, 41:9

Bourbon [2] - 41:13, 41:17

Brad [1] - 16:12

break [1] - 18:15

breakdown [1] - 21:9

breakfast [1] - 30:12

bringing [1] - 51:14

brings [1] - 6:15
brought [1] - 6:8
brunch [2] - 22:19, 25:6
Building [2] - 1:13, 3:15
building [4] - 9:7, 10:11, 27:2, 27:3
Burke [1] - 3:18
BURKE [21] - 1:8, 8:14, 9:16, 11:15, 18:4, 19:13, 26:14, 28:15, 31:4, 31:8, 33:15, 37:5, 43:15, 44:8, 44:12, 54:16, 55:15, 55:19, 57:5, 57:10, 57:14
Business [2] - 49:18, 50:5
business [11] - 11:9, 12:11, 19:4, 20:6, 36:5, 38:8, 42:15, 44:3, 50:3, 50:16, 51:18
busy [1] - 35:4
buy [1] - 53:11

C

C-A-M-P-B-E-L-L [1] - 16:17
C-A-R-S-O-N [1] - 14:2
C-R-A-N-E [1] - 45:9
C-U-R-L-E-Y [1] - 16:13
C-U-R-T-I-S [1] - 32:12
CAFE [4] - 2:5, 2:6, 12:6, 12:7
Cafe [8] - 12:10, 12:11, 12:14, 19:3, 19:4, 19:7, 41:14, 41:18
CAMBRIDGE [5] - 1:2, 1:3, 2:4, 2:9, 38:2
Cambridge [12] - 1:14, 4:7, 10:11, 38:7, 44:3, 51:13, 51:18, 52:3, 52:7, 52:9, 59:11, 59:12
Cambridgeside [6] - 38:10, 38:15, 39:13, 42:9, 42:11, 44:2
Campbell [1] - 16:16
capacity [5] - 46:2, 46:7, 54:7, 54:9, 54:10
capital [1] - 17:6
CAPTURING [1] - 1:18
Carrie [1] - 16:10
CARRIE [1] - 16:11
Carson [5] - 13:7, 14:2, 15:4, 15:8, 16:5
CARSON [3] - 14:2, 17:9, 27:5
case [1] - 25:8
caveat [1] - 29:15
cell [1] - 3:8
center [1] - 9:6
Central [6] - 49:18, 50:3, 50:17, 51:5, 51:14, 52:17
certain [1] - 27:6
certainly [1] - 25:10
certificate [1] - 34:1
CERTIFICATION [2] - 59:1, 59:16
Certified [2] - 59:3, 59:14
certify [1] - 59:4
CERTIFYING [1] - 59:17
cHAIR [1] - 18:18
Chair [3] - 3:16, 45:8, 49:17
CHAIR [117] - 1:7, 4:10, 4:12, 4:19, 5:15, 6:17, 7:5, 7:19, 8:5, 8:9, 9:17, 10:1, 10:4, 10:9, 10:17,

11:1, 11:4, 11:13, 11:17, 13:4, 13:17, 15:19, 16:7, 16:18, 17:16, 18:1, 18:14, 19:11, 19:15, 20:15, 21:14, 22:1, 22:5, 22:15, 23:5, 23:16, 24:6, 24:11, 24:13, 24:18, 26:11, 26:19, 27:14, 28:1, 28:13, 28:17, 29:1, 29:6, 29:16, 29:19, 30:9, 30:13, 30:17, 31:2, 31:6, 31:10, 32:6, 32:8, 32:13, 33:13, 33:16, 34:5, 34:8, 34:14, 35:2, 35:5, 36:8, 36:13, 36:16, 37:3, 37:7, 37:9, 37:12, 37:16, 38:17, 39:7, 39:10, 40:1, 40:4, 40:7, 40:11, 40:14, 40:19, 41:6, 41:10, 41:15, 41:19, 42:4, 42:12, 42:18, 43:2, 43:6, 43:9, 43:12, 43:16, 44:6, 44:10, 45:6, 48:8, 48:11, 48:15, 48:19, 49:3, 49:7, 49:12, 53:5, 54:8, 54:12, 54:15, 54:17, 55:7, 55:17, 56:2, 56:19, 57:3, 57:7, 57:12

chance [1] - 34:15

CHANGE [6] - 58:4, 58:5, 58:6, 58:7, 58:8, 58:9

change [21] - 12:14, 14:9, 14:17, 15:13, 15:17, 17:16, 18:2, 19:1, 19:3, 19:6, 19:18, 21:16, 24:7, 29:2, 29:9, 32:4, 36:10, 36:14, 37:1, 48:2, 58:2

changed [3] - 14:13, 14:17, 15:3

changes [1] - 58:11

changing [1] - 53:2

Chanter [1] - 45:12

Chantler [2] - 44:19, 55:12

CHANTLER [7] - 45:13, 48:10, 48:13, 49:2, 49:6, 49:10, 49:14

charge [3] - 5:11, 6:14, 51:9

charging [1] - 6:1

check [2] - 7:12, 7:13

check-in [2] - 7:12, 7:13

checking [1] - 33:18

Chiang [5] - 38:7, 38:8, 41:12, 44:2, 44:3

CHIANG [4] - 2:9, 2:10, 38:2, 38:3

chicken [1] - 39:16

CHIEF [37] - 1:9, 8:11, 9:18, 11:12, 11:16, 18:6, 18:12, 19:10, 19:14, 24:15, 25:17, 26:7,

27:9, 27:12, 28:18, 31:9, 33:17, 34:10, 34:16, 35:3, 37:2, 37:6, 37:10, 39:17, 40:2, 42:7, 42:16, 43:14, 44:5, 44:9, 49:8, 54:14, 56:1, 57:2, 57:6, 57:9, 57:15
Chief [1] - 3:17
Chris [3] - 32:1, 32:18, 33:12
Christopher [1] - 3:18
CHRISTOPHER [21] - 1:8, 8:14, 9:16, 11:15, 18:4, 19:13, 26:14, 28:15, 31:4, 31:8, 33:15, 37:5, 43:15, 44:8, 44:12, 54:16, 55:15, 55:19, 57:5, 57:10, 57:14
Chronicle [1] - 53:11
chunks [1] - 28:8
CITY [1] - 1:3
City [3] - 26:17, 52:9, 53:1
clear [1] - 26:10
clearance [2] - 5:14, 9:4
cleared [1] - 28:4
client [4] - 45:15, 46:5, 46:14, 47:12
closing [2] - 24:9, 48:4
club [1] - 51:7
code [1] - 14:14
coffee [2] - 21:7, 30:12
COLWEN [2] - 2:3, 4:3
Colwen [3] - 4:6, 4:17, 11:9
comments [1] - 24:13
Commission [2] - 3:11, 47:18
COMMISSION [3] - 1:2, 1:4, 1:6
Commissioners [1] - 3:16
common [1] - 38:9
Commonwealth [2] - 59:2, 59:4
community [1] - 51:19
Community [1] - 52:12
company [3] - 17:8, 39:1, 39:2
competition [1] - 46:14
competitive [1] - 50:14
compliance [1] - 7:18
concern [4] - 21:15, 23:6, 25:6
concerned [4] - 24:16, 46:9, 47:6, 47:11
concerns [1] - 42:5
conducting [1] - 10:12
Conference [1] - 1:13
conference [1] - 3:15
confident [2] - 50:11, 52:15
confused [1] - 28:11
confusing [1] - 14:7
congratulations [1] - 56:3
Connell [1] - 13:7
consistent [1] - 43:10
consultant [1] - 9:12
consumed [1] - 38:14
contacted [3] - 5:13, 5:18, 53:9
contacts [1] - 54:3
continuation [1] - 9:1
continue [2] - 33:11, 52:6
continued [1] - 38:6
contribute [1] - 52:13
contributes [1] - 50:17
contributing [1] -

50:7
contribution [1] - 17:6
control [4] - 6:13, 9:5, 26:3, 59:11
CONTROL [1] - 59:17
controlled [1] - 7:6
conversation [1] - 27:17
conversations [1] - 59:7
conversion [2] - 14:10, 15:3
corporate [9] - 12:14, 14:9, 14:10, 15:2, 15:13, 19:1, 19:6, 32:4, 37:1
corporation [1] - 45:14
correct [6] - 5:17, 20:17, 21:19, 29:13, 30:3, 43:11
correction [1] - 58:2
corrections [1] - 58:11
correspond [2] - 22:13, 29:12
correspondence [3] - 20:16, 21:1, 22:6
counsel [1] - 30:1
couple [3] - 35:1, 48:2, 54:4
Court [2] - 38:15, 39:14
Crane [1] - 45:9
crane [1] - 53:5
CRANE [8] - 37:19, 45:7, 48:17, 49:5, 53:8, 54:10, 55:4, 56:4
create [1] - 33:6
credit [1] - 56:13
cultural [2] - 51:5, 52:13
Curley [1] - 16:12
current [2] - 12:18, 45:4
curry [1] - 39:15
CURTIS [9] - 32:7, 32:11, 32:16, 34:6, 34:12, 34:18, 35:10, 36:15, 37:8
Curtis [2] - 32:11, 32:13
CV [1] - 44:1

D

D-E-M-E-R-S [1] - 4:16
d/b/a [2] - 4:7, 32:1
D/B/A [7] - 2:4, 2:6, 2:8, 2:10, 12:7, 31:15, 38:3
Dana [3] - 39:4, 39:5, 41:2
DANA [3] - 39:6, 39:9
DATE [1] - 1:15
date [4] - 6:16, 8:4, 28:10, 58:3
dated [3] - 20:18, 21:1, 22:7
David [3] - 15:1, 15:10, 16:4
days [4] - 25:18, 45:5, 50:14, 55:14
decided [1] - 5:11
degree [1] - 36:7
degrees [1] - 52:8
Delaware [1] - 14:15
deliveries [1] - 9:10
DEMERS [11] - 4:11, 4:15, 5:3, 5:17, 6:19, 7:8, 8:2, 8:8, 8:13, 8:17, 11:19
Demers [2] - 4:15, 4:16
Dennis [1] - 51:3
deny [1] - 26:10
department [1] - 55:1
described [1] - 46:5
designed [1] - 52:3
details [1] - 8:19
determined [2] - 5:5, 7:1
Dietrich [1] - 3:5
different [7] - 20:16, 21:2, 21:4, 28:7,

28:8, 33:7, 35:11
DIRECT [1] - 59:17
direction [1] - 59:11
DIRECTION [1] - 59:17
DIRECTOR [25] - 1:10, 3:7, 4:5, 12:1, 12:9, 24:1, 24:4, 24:19, 25:15, 25:19, 26:9, 27:16, 29:4, 31:17, 33:19, 34:13, 36:11, 37:14, 37:17, 38:5, 44:17, 49:16, 55:5, 56:6, 56:11
Director [1] - 4:17
disciplinary [1] - 47:12
discourse [1] - 52:19
district [1] - 50:7
DJ [1] - 36:5
documents [1] - 6:5
DOES [1] - 59:16
done [2] - 5:9, 17:18
doors [1] - 47:3
down [1] - 47:3
Doyle's [1] - 53:19
due [1] - 59:6
during [3] - 25:7, 50:4, 50:8

E

E-R-M-I-L-I-O [1] - 16:13
earn [1] - 17:11
earned [1] - 50:18
East [2] - 12:13, 19:6
eating [1] - 49:15
economic [1] - 52:13
education [1] - 52:4
Edwards [3] - 15:1, 15:10, 16:4
effort [1] - 53:6
eight [1] - 46:4
election [1] - 35:4
Elizabeth [1] - 6:4
ELIZABETH [25] - 1:10, 3:7, 4:5, 12:1, 12:9, 24:1, 24:4, 24:19, 25:15, 25:19, 26:9, 27:16, 29:4, 31:17, 33:19, 34:13, 36:11, 37:14, 37:17, 38:5, 44:17, 49:16, 55:5, 56:6, 56:11
email [1] - 25:4
employee [1] - 17:5
employees [5] - 6:18, 6:19, 7:3, 17:10, 49:9
encouraged [1] - 47:9
end [1] - 25:13
enjoy [1] - 51:7
ensure [1] - 7:18
ensured [1] - 51:17
entities [1] - 33:8
entity [6] - 5:11, 14:11, 27:7, 32:17, 33:1, 33:6
entrance [4] - 8:15, 8:18, 9:2, 9:7
entryway [1] - 7:9
environmental [1] - 52:14
equally [1] - 33:11
equity [1] - 17:7
equivalent [1] - 17:7
Ermilio [1] - 16:13
ERRATA [1] - 58:1
errata [1] - 58:3
especially [1] - 23:2
essential [1] - 52:5
establishment [6] - 18:8, 47:17, 48:5, 50:10, 51:16, 55:3
establishments [1] - 55:2
evening [11] -

3:12, 4:10, 4:11, 7:17, 13:4, 14:6, 32:6, 38:17, 45:6, 45:7, 46:2
events [3] - 35:16, 36:1, 50:6
exactly [1] - 24:18
except [1] - 58:11
exception [1] - 59:5
exclusively [1] - 15:2
excuse [1] - 11:1
EXECUTIVE [25] - 1:10, 3:7, 4:5, 12:1, 12:9, 24:1, 24:4, 24:19, 25:15, 25:19, 26:9, 27:16, 29:4, 31:17, 33:19, 34:13, 36:11, 37:14, 37:17, 38:5, 44:17, 49:16, 55:5, 56:6, 56:11
exercised [2] - 38:10, 44:1
expansion [1] - 50:19
explain [1] - 32:14
explore [1] - 35:11
extend [5] - 22:4, 23:14, 25:16, 25:18
extending [2] - 24:2, 26:5
extremely [1] - 46:17

F

F-A-H-I-M-I-A-N [1] - 10:8
F-I-T-Z-S-I-M-M-O-N-S [1] - 16:11
fabric [1] - 52:14
faces [1] - 53:1
facility [1] - 5:8
fact [1] - 5:18
FAHIMIAN [5] - 10:3, 10:7, 10:10, 10:19, 11:3
Fahimian [1] - 10:7
fair [1] - 51:1
Fairfield [3] - 4:7, 11:10, 12:3
FAIRFIELD [1] - 2:4
far [8] - 15:13, 19:17, 27:15, 30:11, 46:9, 47:5, 47:6, 47:11
favor [8] - 11:13, 19:11, 31:6, 37:3, 44:7, 55:17, 57:3, 57:12
feasible [1] - 9:14
fee [1] - 6:7
feet [2] - 9:6, 20:5
Festival [2] - 51:13, 52:3
few [1] - 14:4
Fi [1] - 53:14
figure [1] - 30:7
figures [1] - 54:6
filed [2] - 5:6, 5:7
filled [1] - 41:4
filling [1] - 35:19
finance [2] - 56:16, 56:17
fine [4] - 28:19, 30:17, 34:14, 35:2
FIRE [37] - 1:9, 8:11, 9:18, 11:12, 11:16, 18:6, 18:12, 19:10, 19:14, 24:15, 25:17, 26:7, 27:9, 27:12, 28:18, 31:9, 33:17, 34:10, 34:16, 35:3, 37:2, 37:6, 37:10, 39:17, 40:2, 42:7, 42:16, 43:14, 44:5, 44:9, 49:8, 54:14, 56:1, 57:2, 57:6,

57:9, 57:15
firm [1] - 8:4
first [10] - 4:6, 4:13, 13:15, 14:8, 28:10, 32:10, 40:8, 41:6, 41:12, 45:15
fitness [1] - 47:15
Fitzsimmons [1] - 16:10
five [3] - 17:2, 17:5, 17:11
five-year [2] - 17:5, 17:11
floor [1] - 46:5
focal [1] - 52:16
focus [1] - 35:19
folks [1] - 9:4
follows [1] - 22:9
Food [2] - 38:15, 39:14
food [23] - 21:6, 21:7, 22:1, 22:3, 22:8, 22:13, 22:16, 23:1, 23:8, 23:13, 23:15, 28:5, 28:11, 29:12, 30:3, 30:13, 30:15, 38:13, 39:12, 46:19, 47:17, 48:5, 50:6
food-oriented [2] - 47:17, 48:5
food-related [1] - 50:6
foods [1] - 39:15
FOREGOING [1] - 59:16
foregoing [1] - 58:10
form [1] - 46:12
formal [1] - 59:9
forth [2] - 27:18, 59:5
forward [1] - 10:5
founded [1] - 52:3
four [3] - 45:17, 50:2, 55:6
free [1] - 10:5
Friday [6] - 13:1, 20:12, 29:10, 29:17, 35:13, 36:2
Front [2] - 54:3, 54:11
full [8] - 47:2, 47:4, 50:13, 50:19, 51:4, 51:11, 52:5, 52:15
fully [2] - 33:9, 33:11
functions [2] - 20:10, 23:2
Fund [1] - 52:2
fund [1] - 52:2
fundraiser [1] - 52:1

G

G-R-A-Y [1] - 16:15
Galleria [2] - 38:15, 39:14
gate [4] - 7:7, 7:9, 8:16, 9:3
gathered [1] - 48:1
gatherings [1] - 52:18
general [1] - 3:11
generate [1] - 47:9
GERARD [37] - 1:9, 8:11, 9:18, 11:12, 11:16, 18:6, 18:12, 19:10, 19:14, 24:15, 25:17, 26:7, 27:9, 27:12, 28:18, 31:9, 33:17, 34:10, 34:16, 35:3, 37:2, 37:6, 37:10, 39:17, 40:2, 42:7, 42:16, 43:14, 44:5, 44:9, 49:8, 54:14, 56:1, 57:2, 57:6, 57:9, 57:15
Gerard [1] - 3:17
Gerber [1] - 16:15
GERBER [1] - 16:16

gonna [1] - 35:19
granted [3] - 20:1, 28:9, 38:12
Gray [1] - 16:14
great [2] - 51:8, 51:14
greater [1] - 52:8
greatly [1] - 51:10
Group [1] - 38:19
growing [1] - 50:14
guess [1] - 46:6
guests [6] - 5:12, 6:15, 6:18, 7:11, 7:18, 51:7
guys [1] - 33:4

H

handwriting [1] - 29:7
hang [1] - 42:13
happy [1] - 25:10
harm [1] - 47:11
Harvard [1] - 53:18
hate [1] - 37:12
head [1] - 27:1
headquartered [1] - 40:17
heard [6] - 10:2, 18:19, 28:2, 36:17, 43:17, 55:8
Hearing [1] - 3:4
HEARING [2] - 1:2, 1:4
hearing [3] - 3:12, 57:16, 59:4
heavy [1] - 59:6
help [3] - 26:16, 52:12, 53:15
helpful [1] - 46:15
helping [1] - 52:6
hereby [2] - 58:11, 59:4
herein [1] - 59:5
Hi [2] - 13:5, 53:14
hi [2] - 32:7, 38:16
Hi-Fi [1] - 53:14
Highway [2] - 4:9, 11:10
highway [1] - 9:4
history [1] - 51:5
Hodges [1] - 52:2
holder [5] - 12:12, 19:5, 32:2, 44:19, 54:5
holding [2] - 18:7, 18:9
holiday [1] - 56:5
hope [1] - 3:19
horrible [1] - 29:7
hosted [1] - 52:1
hotel [4] - 4:18, 6:13, 7:16, 8:7
Hotels [1] - 4:17
hour [3] - 20:11, 20:13
hours [35] - 12:18, 15:18, 19:18, 20:1, 20:17, 20:19, 21:2, 21:5, 21:10, 22:8, 23:1, 23:13, 24:2, 24:8, 25:1, 25:11, 26:3, 26:5, 28:4, 29:2, 29:9, 29:13, 30:4, 30:14, 30:16, 35:8, 35:12, 36:10, 36:14, 43:9, 45:4, 46:1, 48:3, 55:13
housekeeping [1] - 14:5
hub [1] - 51:5
hunch [1] - 34:11

I

idea [1] - 34:11
identifying [1] - 59:7
immediate [2] - 25:6, 46:11
important [1] - 50:13
impromptu [1] - 52:18
IN [2] - 1:4, 59:16
inactive [3] - 53:9,

53:14, 53:18
Inc [3] - 4:7, 11:9, 44:3
INC [4] - 1:18, 2:3, 2:9, 4:3
include [2] - 16:8, 26:18
included [1] - 16:1
incoherently [1] - 59:7
Incorporated [5] - 12:10, 32:1, 33:2, 38:7, 38:19
INCORPORATED [4] - 2:7, 12:7, 31:15, 38:3
incorporation [1] - 14:11
incorrect [1] - 23:10
increase [1] - 25:1
INDEX [1] - 2:1
indicate [1] - 47:15
information [1] - 5:4
inhouse [1] - 59:10
Inn [3] - 4:7, 11:10, 12:3
INN [1] - 2:4
inquire [1] - 5:18
inside [3] - 38:14, 39:13, 46:3
instance [1] - 53:16
instead [1] - 20:12
INSTRUCTIONS [1] - 58:2
intent [2] - 33:5, 35:10
interest [1] - 18:11
interesting [1] - 26:8
internal [1] - 6:14
intersect [1] - 53:1
island [1] - 9:6
issuance [1] - 14:13
issue [1] - 25:14
issued [2] - 7:13, 45:19
issues [3] - 42:5, 47:12, 49:1
itself [1] - 46:16

J

JACKSON [118] - 1:7, 4:10, 4:12, 4:19, 5:15, 6:17, 7:5, 7:19, 8:5, 8:9, 9:17, 10:1, 10:4, 10:9, 10:17, 11:1, 11:4, 11:13, 11:17, 13:4, 13:17, 15:19, 16:7, 16:18, 17:16, 18:1, 18:14, 18:18, 19:11, 19:15, 20:15, 21:14, 22:1, 22:5, 22:15, 23:5, 23:16, 24:6, 24:11, 24:13, 24:18, 26:11, 26:19, 27:14, 28:1, 28:13, 28:17, 29:1, 29:6, 29:16, 29:19, 30:9, 30:13, 30:17, 31:2, 31:6, 31:10, 32:6, 32:8, 32:13, 33:13, 33:16, 34:5, 34:8, 34:14, 35:2, 35:5, 36:8, 36:13, 36:16, 37:3, 37:7, 37:9, 37:12, 37:16, 38:17, 39:7, 39:10, 40:1, 40:4, 40:7, 40:11, 40:14, 40:19, 41:6, 41:10, 41:15, 41:19, 42:4, 42:12, 42:18, 43:2, 43:6, 43:9, 43:12, 43:16, 44:6, 44:10,

45:6, 48:8, 48:11, 48:15, 48:19, 49:3, 49:7, 49:12, 53:5, 54:8, 54:12, 54:15, 54:17, 55:7, 55:17, 56:2, 56:19, 57:3, 57:7, 57:12
Jackson [1] - 3:17
James [1] - 16:13
Jamme [7] - 44:18, 45:12, 49:5, 51:5, 51:16, 53:3, 55:11
JAMME [7] - 45:12, 48:10, 48:13, 49:2, 49:6, 49:10, 49:14
January [1] - 8:3
Japanese [1] - 47:2
jazz [3] - 51:7, 51:15, 52:5
Jazz [2] - 51:13, 52:3
Jersey [1] - 40:18
Jill [3] - 13:18, 59:3, 59:14
JOHN [5] - 10:3, 10:7, 10:10, 10:19, 11:3
John [3] - 10:3, 10:7, 13:6
Johnny [1] - 52:2
JONATHAN [20] - 38:16, 38:18, 39:12, 39:19, 40:5, 40:10, 40:13, 40:16, 41:2, 41:8, 41:12, 41:17, 42:3, 42:6, 42:10, 42:14, 43:1, 43:4, 43:8, 43:11
Jonathan [1] - 38:18
June [4] - 17:17, 17:19, 48:19

K

K-R-I-S-T-E-N [1] - 13:16
keep [3] - 36:14, 46:14, 54:1
Kendall [3] - 12:13, 19:6, 47:7
KEVIN [9] - 37:19, 45:7, 45:9, 48:17, 49:5, 53:8, 54:10, 55:4, 56:4
Kevin [3] - 38:8, 40:11, 45:8
key [1] - 17:9
kind [1] - 36:5
Kourafas [2] - 59:3, 59:14
KRISTEN [38] - 13:5, 13:10, 13:12, 13:14, 13:16, 14:4, 16:4, 16:8, 17:1, 17:13, 17:19, 18:10, 18:13, 18:17, 19:17, 21:4, 21:19, 22:3, 22:11, 22:17, 23:10, 23:18, 24:3, 24:10, 24:12, 25:3, 26:15, 27:6, 27:11, 27:13, 28:6, 29:14, 29:18, 30:8, 30:11, 30:15, 30:19, 31:11
Kristen [2] - 13:6, 13:13
kudos [1] - 55:3

L

L-A-R-S-O-N [1] - 16:14
L-O-N [1] - 13:12
lack [1] - 24:16
land [1] - 14:15
landlord [3] - 26:18, 27:8, 54:1
large [1] - 8:17
Larson [1]

- 16:14
last [7] - 28:10, 30:18, 32:10, 37:18, 48:2, 54:4, 56:12
late [1] - 26:5
Law [1] - 13:6
law [2] - 14:15, 14:16
least [6] - 14:7, 28:3, 30:2, 53:10, 54:6, 56:12
leaving [1] - 37:18
left [2] - 39:3, 45:12
legal [2] - 33:8, 53:11
letter [5] - 20:18, 22:7, 30:2, 49:17, 51:2
letters [1] - 47:19
License [2] - 3:11, 59:14
LICENSE [3] - 1:2, 1:4, 1:6
license [37] - 4:8, 11:8, 12:13, 14:12, 18:11, 19:5, 20:1, 20:2, 32:3, 38:10, 38:12, 44:1, 45:1, 45:2, 45:18, 47:3, 47:4, 48:16, 50:1, 50:12, 50:13, 50:18, 51:4, 51:12, 52:5, 52:16, 53:4, 53:7, 53:13, 53:14, 53:16, 53:18, 53:19, 54:3, 54:5
licensed [1] - 55:1
licensee [5] - 21:12, 25:9, 33:3, 33:4, 33:7
licenses [2] - 48:9, 53:9
Licensing [2] - 59:11, 59:12
life [1] - 52:17
Limited [1] - 44:18
limited [2] - 21:7, 46:17
LINE [1] - 58:4
line [1] - 51:19
lines [1] - 56:13
Lint [1] - 36:9
LINT [25] - 1:10, 3:7, 4:5, 12:1, 12:9, 24:1, 24:4, 24:19, 25:15, 25:19, 26:9, 27:16, 29:4, 31:17, 33:19, 34:13, 36:11, 37:14, 37:17, 38:5, 44:17, 49:16, 55:5, 56:6, 56:11
Lint's [1] - 6:4
liquor [7] - 18:10, 50:13, 51:4, 51:6, 51:12, 52:5, 52:15
list [1] - 26:17
listed [2] - 26:17, 41:1
live [1] - 51:15
livelier [1] - 50:7
LLC [16] - 12:15, 14:11, 14:17, 14:18, 15:4, 15:9, 15:12, 15:14, 17:14, 19:7, 19:8, 32:5, 32:18, 33:10, 37:1
LLON [1] - 13:11
local [3] - 51:17, 52:2, 52:7
location [1] - 45:16
Lombardi [2] - 1:13, 3:14
looked [3] - 7:8, 23:7, 53:6
looking [5] - 8:2, 21:17, 23:6, 23:7, 29:8
looks [1]

- 30:6
Lounge [1] - 32:1
LOUNGE [2] - 2:8, 31:15
lounge [1] - 36:6
LTD [2] - 2:11, 44:15
luck [3] - 34:8, 44:11, 44:13
lunch [2] - 20:9, 20:13
Lutes [2] - 32:2, 32:18

M

M-A-U-L [1] - 16:5
ma'am [1] - 8:8
ma-and-pa [1] - 47:16
Madam [2] - 45:7, 49:16
MAHONEY [37] - 1:9, 8:11, 9:18, 11:12, 11:16, 18:6, 18:12, 19:10, 19:14, 24:15, 25:17, 26:7, 27:9, 27:12, 28:18, 31:9, 33:17, 34:10, 34:16, 35:3, 37:2, 37:6, 37:10, 39:17, 40:2, 42:7, 42:16, 43:14, 44:5, 44:9, 49:8, 54:14, 56:1, 57:2, 57:6, 57:9, 57:15
Mahoney [1] - 3:17
Mai [5] - 38:7, 38:8, 41:13, 44:2, 44:3
MAI [4] - 2:9, 2:10, 38:2, 38:3
majority [2] - 15:9, 17:3
mall [3] - 42:1, 42:19, 43:10
mall-type [1] - 42:1
malt [1] - 44:19
MANAGEENT [1] - 2:3
MANAGEMENT [1] - 4:3
Management [2] - 4:6, 11:9
manager [17] - 12:11, 15:4, 15:6, 19:4, 32:2, 32:19, 38:9, 39:3, 39:8, 40:13, 41:1, 41:2, 43:3, 44:19, 45:13, 55:12
managers [4] - 14:18, 14:19, 15:14, 16:3
managing [1] - 43:4
Manray [1] - 53:13
Market [1] - 10:11
Mass [1] - 3:15
Massachusetts [7] - 1:14, 1:14, 14:16, 32:3, 45:1, 59:2, 59:4
master [2] - 41:17, 42:10
Master [3] - 38:19, 41:13, 42:18
MASTRICOLA [1] - 16:10
Mastricolas [1] - 16:9
match [1] - 54:7
matter [8] - 4:6, 10:2, 28:3, 36:18, 43:18, 45:11, 46:17, 55:9
matters [1] - 14:5
MATTERS [1] - 2:2
MATTHEW [10] - 32:7, 32:11, 32:12, 32:16, 34:6, 34:12, 34:18, 35:10, 36:15, 37:8
Matthew [1] - 32:11
Maul [4] - 12:11, 15:5, 16:5, 19:4
Mayor [1] - 51:2
meal [1] - 51:8
mean [2] - 18:11, 54:9
measure

[1] - 52:8
mechanism [1] - 7:6
Medallion [1] - 56:12
meeting [1] - 4:1
member [1] - 50:5
members [14] - 10:1, 12:15, 14:18, 15:14, 16:6, 16:19, 17:2, 17:14, 18:19, 19:7, 28:2, 36:17, 43:16, 55:8
Members [1] - 45:8
MEMBERS [1] - 1:6
mention [1] - 10:13
menu [1] - 50:15
Michael [2] - 1:13, 3:14
mid [1] - 8:3
mid-January [1] - 8:3
MIDDLESEX [2] - 2:8, 31:15
Middlesex [4] - 32:1, 32:19, 33:6, 33:7
might [4] - 5:6, 20:7, 23:3, 34:16
mind [2] - 18:16, 36:14
minimal [1] - 8:16
minority [2] - 15:11, 17:2
minute [1] - 29:5
minutes [1] - 59:10
Miracle [2] - 33:4, 33:7
Monday [9] - 12:18, 13:1, 20:2, 20:12, 29:10, 29:15, 29:16, 34:12, 36:6
monitor [1] - 7:16
MONKFISH [2] - 2:11, 44:15
Monkfish [11] - 44:18, 49:19, 50:2, 50:8, 50:18, 51:10, 51:17, 52:1, 52:6, 52:16, 55:11
Monsignor [2] - 4:9, 11:10
month [1] - 35:1
months [1] - 54:4
morning [1] - 46:1
Morrall [2] - 38:8, 40:12
most [1] - 7:2
mostly [1] - 39:14
motion [11] - 11:7, 19:2, 29:1, 29:9, 31:5, 36:19, 43:19, 55:10, 55:16, 56:19, 57:7
motion's [1] - 31:2
move [1] - 15:17
MSEX [2] - 32:5, 37:1
music [4] - 36:2, 36:5, 51:8, 52:8

N

name [25] - 4:13, 10:3, 10:6, 12:14, 13:9, 13:15, 14:9, 15:3, 15:13, 17:17, 18:3, 19:7, 32:4, 32:9, 32:10, 37:1, 38:18, 39:4, 39:5, 41:11, 41:16, 45:8, 48:9
names [2] - 16:9, 17:3
names/places [1] - 59:8
natural [1] - 36:4
naturally [1] - 52:19
nature [1] - 23:3
nearly [1] - 50:2
necessitated [1] - 16:18
need [7] - 3:10, 13:19, 16:19, 34:1, 36:12, 46:9, 47:6
needed [1] - 5:19
needing

[1] - 6:10
neighborhood [1] - 52:18
neighborhoods [2] - 52:11, 52:14
new [10] - 12:15, 12:16, 14:18, 15:14, 16:6, 19:7, 19:8, 19:19, 45:18, 50:3
New [1] - 40:17
night [3] - 36:2, 36:7, 37:11
non [2] - 17:14, 38:13
non-alcohol [1] - 38:13
non-voting [1] - 17:14
none [10] - 11:7, 19:2, 26:14, 28:3, 33:15, 36:19, 43:15, 43:19, 54:16, 55:10
Norfolk [1] - 59:2
NORMAN [12] - 4:11, 4:15, 4:16, 5:3, 5:17, 6:19, 7:8, 8:2, 8:8, 8:13, 8:17, 11:19
Norman [1] - 4:15
NOT [1] - 59:16
notary [1] - 59:10
note [3] - 26:15, 54:17, 58:2
noted [1] - 58:11
nothing [1] - 27:15
notice [1] - 25:1
notices [3] - 6:7, 45:15, 53:12
notification [4] - 24:7, 24:17, 25:9, 25:14
notifications [2] - 23:17, 36:9
notified [1] - 36:12
November [3] - 1:15, 3:2, 3:12
number [1] - 46:10
numerous [1] - 54:3

O

O'Brien [2] - 4:9, 11:10
O'Neil [2] - 23:18, 25:4
obliged [1] - 25:10
obtain [1] - 49:13
obviously [2] - 21:8, 43:10
occasion [1] - 42:17
October [6] - 20:19, 21:1, 22:8, 38:6, 40:5, 52:1
OF [5] - 1:3, 2:1, 59:16, 59:16, 59:17
offering [1] - 50:15
Office [2] - 13:6, 34:2
office [3] - 6:4, 34:7, 40:17
OFFICIAL [1] - 1:18
once [1] - 7:12
one [16] - 14:6, 14:8, 15:8, 17:4, 20:19, 35:7, 41:4, 42:8, 46:12, 47:8, 53:15, 54:2, 55:2, 55:6
open [12] - 4:8, 5:2, 6:10, 6:11, 8:1, 11:8, 20:10, 34:17, 39:19, 40:1, 40:4, 40:9
opened [2] - 20:5, 40:5
operate [1] - 42:1
operating [2] - 42:9, 45:16
operation [4] - 39:18, 46:3, 47:16, 48:3
Operations [3] - 4:17, 32:18, 33:10
operations [1] - 5:10
opportunit

y [1] - 51:11
option [1] - 22:19
options [1] - 50:15
order [3] - 31:18, 46:13, 51:12
oriented [2] - 47:17, 48:5
originally [2] - 24:9, 28:9
outdoor [1] - 47:9
outside [2] - 46:7, 47:5
overlapping [1] - 59:6
overseeing [1] - 4:18
owned [2] - 33:9, 33:11
owner [1] - 33:1
owns [4] - 27:7, 27:8, 33:1, 39:1

P

p.m [16] - 1:16, 3:13, 12:19, 13:1, 20:3, 20:4, 20:13, 21:17, 22:10, 23:8, 24:9, 25:11, 25:13, 45:5, 48:4, 55:13
Pad [1] - 39:15
PAGE [2] - 2:2, 58:4
paid [1] - 6:7
paperwork [2] - 6:6, 56:18
parcels [2] - 27:7, 27:8
parent [1] - 39:1
park [1] - 7:4
parking [16] - 4:8, 5:2, 5:8, 5:11, 6:2, 6:12, 6:17, 7:5, 7:14, 7:17, 8:6, 9:8, 9:13, 10:13, 11:8
Parking [1] - 5:16
part [6] - 6:3, 9:1, 17:4, 17:7, 19:16, 30:18
particular [2] - 45:10, 45:16
partner [1] - 51:12
PARTNERS [2] - 2:7, 31:14
Partners [3] - 31:19, 33:2, 33:3
parts [2] - 35:15, 36:1
Patrick [1] - 16:16
patron [1] - 46:18
patrons [1] - 20:9
payout [1] - 17:5
pending [1] - 25:18
people [1] - 49:14
Pepper [1] - 48:11
per [3] - 45:5, 47:17, 55:14
percent [5] - 15:12, 17:3, 17:4, 32:16, 33:1
percentage [1] - 17:12
perhaps [1] - 34:12
period [2] - 17:11, 50:8
permit [4] - 5:5, 5:19, 6:5, 6:10
person [2] - 10:14, 11:2
petitioner [1] - 45:10
petitions [1] - 47:19
phone [1] - 3:8
phonetically [1] - 59:8
piece [1] - 21:1
pieces [2] - 18:15, 20:16
Pizza [1] - 53:15
place [1] - 52:18
Place [2] - 38:11, 44:2
plan [2] - 22:18, 52:4
planning [1] - 35:15
point [4] - 7:1, 15:12, 17:13, 52:17
police [1] - 54:19
policy [1] - 46:17
political [1] - 52:19

possible [1] - 14:7
possibly [1] - 53:6
practice [1] - 26:4
premises [1] - 38:14
prepared [1] - 59:11
President [1] - 38:19
pretty [1] - 9:2
previous [1] - 23:13
previously [2] - 15:5, 42:8
price [1] - 54:6
principal [1] - 45:14
private [4] - 20:10, 23:2, 35:16, 59:7
problem [3] - 10:12, 10:15
problems [2] - 50:10, 50:11
proceeding [1] - 59:9
proceedings [1] - 59:5
process [1] - 40:8
project [1] - 40:13
Proof [1] - 49:4
proper [3] - 6:5, 14:14, 59:8
property [2] - 5:8, 5:9
proposed [1] - 28:9
proud [1] - 52:9
proudly [1] - 53:3
public [9] - 6:11, 7:3, 10:2, 18:19, 28:2, 36:17, 43:17, 55:8, 59:10
purchasing [1] - 53:6
purposes [1] - 14:13
pursue [1] - 52:4
pursuing [1] - 52:8
put [2] - 9:9, 17:6
putting [1] - 9:3

Q

questions [18] - 8:10, 9:17, 15:16, 18:2, 18:5, 24:14, 26:13, 28:14, 28:16, 28:17, 33:14, 33:16, 35:6, 43:13, 48:6, 54:13, 54:15
quick [2] - 39:13, 44:6
quick-serve [1] - 39:13
quoted [1] - 59:9

R

R-O-B-E-R-T [1] - 14:3
rapid [1] - 59:6
rapidly [1] - 53:2
RATIFICATIONS [2] - 2:12, 56:9
ratifications [2] - 56:12, 57:1
RE [1] - 1:4
read [4] - 29:6, 53:11, 56:18, 58:10
reading [1] - 58:2
really [8] - 6:10, 8:6, 9:9, 10:15, 23:7, 27:2, 47:17, 53:15
reason [2] - 53:10, 58:2
REASON [6] - 58:5, 58:6, 58:7, 58:8, 58:9, 58:10
receive [2] - 17:10, 51:11
received [3] - 20:15, 20:18, 34:4
record [17] - 4:13, 10:6, 13:9, 15:6, 15:7, 16:1, 16:2, 32:9, 32:15, 32:19, 45:13, 47:13, 58:12, 59:5, 59:8, 59:9, 59:10
RECORD [1] - 1:18
refinance [1] - 56:17

refinances [1] - 56:14
reflect [1] - 48:4
reflection [1] - 21:10
regard [1] - 14:8
Regional [1] - 4:16
registration [1] - 5:9
regulations [1] - 47:18
reinvigorate [1] - 52:10
related [3] - 20:17, 21:5, 50:6
relates [7] - 18:2, 19:1, 20:2, 21:11, 24:7, 35:6, 55:1
relationship [2] - 4:14, 32:14
relatively [1] - 17:11
remain [3] - 22:8, 35:13, 51:17
remaining [1] - 35:8
remains [1] - 22:2
remember [1] - 27:17
Reporter [2] - 59:4, 59:14
REPORTER [7] - 13:8, 13:11, 13:13, 13:15, 13:19, 39:5, 59:17
REPORTERS [1] - 1:18
reports [1] - 54:19
represents [2] - 45:10, 54:5
REPRODUCTION [1] - 59:16
request [9] - 5:6, 19:18, 21:11, 22:12, 23:14, 30:1, 49:19, 51:3, 53:4
requested [1] - 20:1
requesting [1] - 5:13
requests [1] - 14:5
required [1] - 23:19
requirement [2] - 26:2, 36:9
residents [1] - 52:10
RESPECT [1] - 59:17
respect [1] - 35:11
response [1] - 12:4
responsibilities [1] - 6:3
responsible [1] - 51:1
Restaurant [2] - 32:18, 33:10
restaurant [8] - 12:12, 20:6, 32:3, 39:11, 41:7, 45:1, 49:15, 50:4
restaurants [2] - 46:10, 50:15
restricted [1] - 17:10
retail [1] - 50:7
revenue [1] - 51:6
review [1] - 12:3
reviewing [1] - 5:10
revitalize [1] - 51:14
road [2] - 9:1, 9:2
Robert [4] - 13:7, 14:3, 15:3, 16:5
ROBERT [3] - 14:2, 17:9, 27:5
room [1] - 3:16
Room [1] - 1:13
rooms [1] - 8:12

S

S-C-A-N-L-O-N [1] - 13:10
sale [1] - 56:17
sales [1] - 51:6
SAME [1] - 59:16
Saturday [7] - 12:19, 13:2, 20:3, 29:11, 30:12, 35:13, 36:2
SCANLON [38] - 13:5, 13:10, 13:12, 13:14, 13:16, 14:4, 16:4, 16:8, 17:1, 17:13, 17:19,

18:10, 18:13, 18:17, 19:17, 21:4, 21:19, 22:3, 22:11, 22:17, 23:10, 23:18, 24:3, 24:10, 24:12, 25:3, 26:15, 27:6, 27:11, 27:13, 28:6, 29:14, 29:18, 30:8, 30:11, 30:15, 30:19, 31:11
Scanlon [1] - 13:6
scholarship [1] - 52:2
Science [4] - 31:19, 33:2, 33:3, 33:5
SCIENCE [2] - 2:7, 31:14
season [1] - 35:4
seasonal [1] - 46:8
seat [1] - 10:5
seated [3] - 13:7, 15:4, 39:3
seating [3] - 46:8, 47:5, 47:9
seats [3] - 46:4, 46:5
second [16] - 11:11, 11:12, 19:9, 19:10, 19:16, 21:1, 26:12, 31:3, 31:4, 37:2, 44:5, 55:14, 55:15, 57:2, 57:9, 57:11
Secretary [1] - 34:2
see [5] - 5:1, 10:12, 10:15, 42:12, 53:12
seeing [6] - 11:7, 19:2, 28:3, 36:19, 43:19, 55:10
seek [1] - 52:10
seeking [1] - 12:17
send [1] - 30:1
sense [1] - 27:19
sent [2] - 6:7, 23:17
separate [1] - 33:6
serve [7] - 20:11, 21:12, 23:9, 25:7, 39:13, 46:18, 48:13
served [1] - 38:14
service [25] - 20:9, 21:5, 21:6, 21:7, 21:9, 21:18, 22:2, 22:3, 22:8, 22:13, 23:1, 23:13, 25:6, 25:12, 28:5, 28:11, 28:12, 29:12, 30:3, 30:13, 30:15, 46:13, 46:15, 46:16
service/brunch [1] - 20:9
serving [4] - 39:14, 46:6, 47:14, 50:9
set [10] - 11:17, 20:19, 21:2, 21:5, 27:2, 27:14, 37:7, 44:11, 56:2, 59:5
seth [1] - 16:15
setting [1] - 42:2
seven [3] - 45:5, 46:4, 55:14
several [1] - 28:8
shareholder [3] - 17:2, 32:17, 45:14
shareholders [3] - 15:9, 15:11, 18:8
shares [3] - 17:10, 33:2, 39:2
SHEET [1] - 58:1
sheet [2] - 58:3
Shorthand [2] - 59:3, 59:14
Shulman [2] - 5:13, 5:15
side [2] - 43:6, 43:7
sidewalk [1] - 46:8

Sign [1] - 58:3
signatures [2] - 48:1, 49:13
signify [8] - 11:14, 19:12, 31:7, 37:4, 44:7, 55:18, 57:4, 57:13
silenced [1] - 3:10
similar [1] - 46:10
simply [1] - 6:12
sit [1] - 37:13
site [2] - 7:4, 40:15
sitting [1] - 49:14
six [1] - 54:6
size [3] - 7:9, 8:16, 8:18
Sky [1] - 48:11
slated [1] - 8:1
slow [1] - 35:18
small [4] - 17:12, 46:3, 50:16, 51:7
social [2] - 52:13, 52:17
softly [1] - 59:7
sold [1] - 38:13
solely [2] - 15:2, 59:11
someone [1] - 30:6
somewhere [1] - 8:3
sorry [1] - 41:15
southeast [1] - 39:15
space [3] - 8:18, 23:4, 42:11
spaces [1] - 52:12
speaking [3] - 59:6, 59:7
specifically [3] - 22:9, 25:4, 27:17
spell [3] - 13:8, 13:15, 39:5
spelled [2] - 59:8, 59:8
spelling [3] - 4:13, 14:1, 32:10
spots [1] - 6:13
Square [7] - 47:7, 49:18, 50:3, 50:18, 51:14, 52:17, 53:19
Square's [1] - 51:5
ss [1] - 59:2
STAFF [1] - 1:10
staff [1] - 49:4
stand [1] - 34:15
standing [1] - 34:1
start [2] - 22:18, 25:12
started [1] - 3:8
starting [1] - 20:12
starts [1] - 21:8
state [6] - 4:12, 10:6, 14:15, 14:16, 16:2, 32:9
State's [1] - 34:2
statement(s [1] - 58:12
statements [1] - 59:6
states [1] - 22:6
stating [1] - 20:19
station [1] - 21:7
status [1] - 14:14
statute [2] - 26:2, 26:10
STEPHEN [1] - 16:15
Stephen [1] - 16:14
sticker [1] - 7:14
still [1] - 15:6
stock [3] - 12:16, 19:8, 56:15
stockholders [2] - 12:16, 19:8
stop [1] - 23:8
store [1] - 41:3
stores [1] - 43:5
street [2] - 47:1, 47:10
Street [4] - 12:13, 19:6, 41:14, 41:18
strictly [1] - 59:10
structure [1] - 19:1
students [2] - 52:4, 52:7
style [1] - 46:7
submit [1] - 6:6
submitted [1] - 23:6

subscribe [1] - 58:11
subsequently [2] - 14:15, 15:10
successful [2] - 50:3, 50:16
SUITES [1] - 2:4
Suites [1] - 4:7
summary [1] - 15:15
Sunday [7] - 12:19, 13:3, 20:4, 22:9, 24:10, 29:11, 30:16
Sundays [1] - 21:16
SUPERINTENDENT [21] - 1:8, 8:14, 9:16, 11:15, 18:4, 19:13, 26:14, 28:15, 31:4, 31:8, 33:15, 37:5, 43:15, 44:8, 44:12, 54:16, 55:15, 55:19, 57:5, 57:10, 57:14
Superintendent [1] - 3:18
support [5] - 47:19, 49:17, 49:19, 50:19, 52:11
supporting [2] - 50:6, 52:6
supports [2] - 51:3, 53:3
sushi [4] - 46:4, 46:6, 47:2, 50:15
sweat [1] - 17:7
sworn [1] - 59:10
system [2] - 7:11, 9:15

T

table [1] - 21:8
talent [1] - 52:7
taped [1] - 4:1
tax [2] - 14:13, 14:14
ten [1] - 15:10
terms [4] - 21:18, 28:4, 30:3, 36:9
testify [1] - 11:6
testimony [1] - 59:10
THAI [4] - 2:9, 2:10, 38:2, 38:3
Thai [7] - 38:7, 38:8, 39:12, 39:15, 41:13, 44:2, 44:4
THE [11] - 1:18, 13:8, 13:11, 13:13, 13:15, 13:19, 39:5, 59:16, 59:16, 59:17, 59:17
Thelonious [2] - 52:6, 52:16
Thelonius [6] - 44:18, 49:19, 51:10, 51:17, 51:19, 55:11
THELONIUS [2] - 2:11, 44:15
themselves [1] - 59:8
therefor [1] - 58:2
therefore [1] - 9:3
they've [2] - 20:5, 45:17
thinking [2] - 27:1, 48:12
THIS [1] - 59:16
Thomas [1] - 16:9
three [5] - 16:9, 30:5, 45:19, 47:14, 48:18
throughout [1] - 7:17
Thursday [2] - 35:13, 36:1
ticket [1] - 9:15
ticketing [1] - 7:11
Tigers [2] - 32:17, 33:9
TIME [1] - 1:16
timeline [1] - 39:18
titles [1] - 3:19
TO [1] - 59:16
today [1] - 11:2
Todd [4] - 12:11, 15:5, 16:5, 19:4
together [2] -

22:14, 51:13
Tommy [1] - 53:19
tomorrow [2] - 34:7, 34:11
took [1] - 34:19
tough [1] - 36:4
track [1] - 7:15
Tracy [1] - 16:12
traditional [1] - 46:6
traffic [1] - 9:11
Traffic [1] - 5:16
training [1] - 49:4
transcript [3] - 58:2, 58:10, 58:11
TRANSCRIPT [1] - 59:16
transfer [4] - 12:15, 19:8, 53:13, 56:15
transformation [1] - 50:17
transportation [1] - 7:3
true [1] - 59:5
try [3] - 14:6, 34:6, 48:6
trying [1] - 47:8
Tuesday [2] - 3:12, 36:6
turn [1] - 33:10
turned [1] - 3:9
two [5] - 14:18, 18:15, 20:15, 27:7, 47:3
type [2] - 7:6, 42:1
typically [1] - 40:8

U

unclear [1] - 59:6
under [5] - 14:13, 14:14, 17:3, 41:10, 59:11
UNDER [1] - 59:17
UNLESS [1] - 59:17
unusual [1] - 34:3
up [9] - 6:16, 9:3, 9:13, 15:11, 18:15, 28:4, 46:14, 49:5, 53:13
upgrade [4] - 45:2, 50:1, 50:12, 55:11

V

value [1] - 51:19
various [1] - 50:6
vehicle [1] - 7:14
vehicles [3] - 4:9, 5:2, 11:11
versus [2] - 21:6, 28:11
Vice [2] - 38:19, 51:2
victualer [1] - 38:9
videotaped [2] - 3:4, 4:1
voting [1] - 17:14

W

W-U [1] - 39:6
wait [2] - 29:4, 37:13
walk [1] - 36:4
walk-in [1] - 36:4
wants [1] - 54:1
Wednesday [1] - 36:6
week [6] - 35:1, 35:15, 35:18, 36:1, 45:5, 55:14
weekends [2] - 20:10, 20:14
weeks [1] - 48:2
Western [2] - 54:2, 54:11
wet [1] - 20:6
wide [1] - 9:2
wine [7] - 44:19, 45:18, 47:14, 48:16, 50:9, 53:16, 55:12
wish [6] - 10:2, 18:19, 28:2, 36:17, 43:17, 55:8
Wok [4] - 41:13, 41:17, 42:10, 42:18
wondering [1] - 21:2
WONG [20] - 38:16, 38:18, 39:12, 39:19, 40:5, 40:10, 40:13, 40:16, 41:2, 41:8,

41:12, 41:17, 42:3, 42:6, 42:10, 42:14, 43:1, 43:4, 43:8, 43:11
Wong [1] - 38:18
writing [2] - 30:3, 30:10
WU [2] - 39:6, 39:9
Wu [1] - 39:4
www.reportersinc.com [1] - 1:19

X

Xavier [1] - 3:5

Y

yards [1] - 46:11
year [3] - 17:5, 17:11, 55:3
years [8] - 30:5, 36:3, 45:17, 45:19, 47:14, 48:18, 50:2, 55:6
yesterday [1] - 6:8
Yoki [1] - 47:2