CAMBRIDGE LICENSE COMMISSION HEARING

CITY OF CAMBRIDGE

IN RE: LICENSE COMMISSION HEARING

LICENSE COMMISSION BOARD MEMBERS:

CHAIR ANDREA JACKSON

POLICE COMMISSIONER ROBERT HAAS

CAPTAIN TOM CAHILL

STAFF: EXECUTIVE DIRECTOR ELIZABETH LINT

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

DATE: Tuesday, April 14, 2015

TIME: 6:03 p.m.
$\qquad$ REPORTERS, INC. $\qquad$
CAPTURING THE OFFICIAL RECORD 617.786.7783 - www.reportersinc.com
INDEX OF AGENDA
AGENDA MATTERS
PAGE
APPLICATION:
BLOOMFIELD HOSPITALITY 2, INC.,
D/B/A DK \& CO.

APPLICATION:
BRATTLE TRANSPORTATION SERVICE
D/B/A CAMBRIDGE RADIO DISPATCH

APPLICATION:
CLASSIC RESTAURANT CONCEPTS, LLC

APPLICATION:
ORHAN TAS D/B/A CAFE ANTHONY 98368

APPLICATION:
BOSTON TEA STOP, LLC77

APPLICATION:
SAIGON ALLEY, LLC D/B/A SAIGON ALLEY (NO show)

APPLICATION:
RESTAURANT ASSOCIATES, INC. D/B/A
RESTAURANT ASSOCIATES, INC @ NOVARTIS81

APPLICATION:
NOW VENTURE SCOOP SHOPS, LLC
D/B/A BEN \& JERRY'S HARVARD SQUARE85

APPLICATION:
BON ME FOODS, LLC D/B/A BON ME91

RATIFICATION:
1071 CAMBRIDGE STREET, LLC
D/B/A ANGEL'S SHARE

$$
P R \quad O \quad C \quad E \quad D \quad I \quad N \quad G \quad S
$$

$$
\text { April 14, } 2015
$$

EXECUTIVE DIRECTOR ELIZABETH LINT: We

```
would like to get started. If anybody has a cell
```

phone on, we would appreciate it if you turned it
off.

That doorway needs to remain clear.

And this hearing is being audio-taped and videotaped.

This is the License Commission General

Hearing on Tuesday, April 14, 6:01 p.m.

We're in the Michael J. Lombardi

Building, 831 Massachusetts Avenue, basement conference room.

Before you are the Commissioners Chair

Andrea Jackson, Commissioner Robert Haas and Captain Tom Cahill.

APPLICATION: BLOOMFIELD HOSPITALITY 2, INC., D/B/A DK \& CO.

EXECUTIVE DIRECTOR ELIZABETH LINT: First matter is application, Bloomfield Hospitality 2, Inc. d/b/a DK \& Co., Kalyan Gullapalli, Manager, has applied for a new All Alcoholic Beverages Restaurant License at 1128 Cambridge Street with proposed hours of $11: 00$ a.m. to $1: 00$ a.m., seven days per week and a seating capacity of 25 .

ATTY KRISTEN SCANLON: Good evening,

Madam Chair, Members of the Board. Kristen

Scanlon, attorney with the Law Offices of John

Connell. $K-R-I-S-T-E-N, \quad S-C-A-N-L-O-N$.

And with me this evening are Deepak

Diwan, $\quad D-E-E-P-A-K, \quad D-I-W-A-N$ and Kaylan

Gullapalli -- I'll spell that, too --
$K-A-L-Y-A-N, \quad G-U-L-L-A-P-A-L-L-I, \quad$ who are the co-owners of the proposed new establishment for

1128 Cambridge Street known as DK \& Company which will replace the previous recently closed East by Northeast Restaurant at the same location. What they would like to do is replace East by Northeast Restaurant with a new and interesting concept for the neighborhood which includes a mussels and burgers concept, which I would like to have Deepak speak a little bit further to the concept momentarily.

The food focus establishment will serve
lunch and dinner with proposed hours of operation from 11:00 a.m. to 1:00 a.m. seven days a week with seating for 25 in the 1400 square foot restaurant space located at 1128 Cambridge Street.

The seating itself will be three seats at a very small bar, and the rest of it will be table seating.

The co-owners, Kalyan and Deepak, have a

```
50/50 split and share in the company and the
proposed new all alcoholic beverages.
    Kal, who is the proposed manager of
record on the application, has extensive
experience in the restaurant industry, and has
grown up working in various restaurant
establishments, and is also the current co-owner
with Deepak at Lisa's Family Pizzeria in Woburn,
Massachusetts.
```

    He also has extensive experience in
    financial management positions, and also ran a
butcher and catering company on Long Island
before coming to Massachusetts.
Similarly, Deepak has extensive
background experience in the hospitality
industry, including a variety of positions at
companies like the Hilton, Sodexo and
Ritz-Carlton Company, which I would like them
both to speak to a little bit further of
themselves as to their backgrounds, and Deepak as to the concept itself.

CHAIR ANDREA JACKSON: If you could state your name for the record, please?

DEEPAK DIWAN: Sure Deepak Diwan.

CHAIR ANDREA JACKSON: And if you could
spell your first and last name?

DEEPAK DIWAN: Certainly. D-E-E-P-A-K,
last name D-I-W-A-N.

CHAIR ANDREA JACKSON: Sure.

DEEPAK DIWAN: Thank you very much for
your time.

First of all, about our concept. DK \&

Co. is going to be a mussel and burger concept.

We're going to offer specialty sandwiches, as
well as an eclectic blend of starters and several desserts.

When we came up with the idea, we thought
about the experiences that are enjoyable to us

```
when breaking bread with friends, with family,
with colleagues.
```

A hot pot of mussels with some good
French bread and deli-style French fries, a good
burger, whether a veggie burger, a turkey burger,
or a house-ground beef burger, or a speciality
sandwich, or a nice salad, perhaps with a glass
of wine over lunch, and so that was really the
genesis behind our concept.
And so, really this is about becoming an
establishment, much like East by Northeast was in
the same location, becoming an establishment that
is part of the community and supports families
and friends and colleagues coming together and
having shared meals.
And so, we're here today, really we feel
that the inclusion of a liquor license with the
DK \& Co. concept really makes sense because our
restaurant and the food that we propose is really

```
supported by an all alcohol license.
    So, while there is a bar, we plan to use
```

that bar as restaurant seating. This is not
going to be a place where -- this is not a
cocktail bar per se. This is a restaurant where
people are going to come and enjoy times with the
people that they want to share a meal with.
And then in terms of my experience, both
Kal and I studied at the University of Michigan
graduating in 2004 .
After that, I moved to Switzerland and I
studied hotel management and hospitality
management for two years, after which $I$ did an
apprenticeship with the Ritz Carlton Hotel
Company in both food and beverage and rooms
division.
I received training in the state of
Michigan on alcohol laws, serving techniques,
serving laws, IDing and things like that as well

```
as a variety of hospitality-focused training.
```

    After spending two years with the
    Ritz-Carlton, I moved to Sodexo where I was
involved in food-and-beverage service whether it
be a corporate services account, healthcare
education, sports stadiums, particularly with the
sports stadiums, that was a passion of mine,
dealing with and learning more and more and
reviewing how our company and how our operating
units were managing and working and complying
with alcohol-related laws throughout the country.
And then for the last five years, I
worked as a consultant for companies, like the
Hilton, Marriott, Hyatt, and I was also employed
at Hilton Worldwide in the corporate headquarters
in Washington, D.C., again, a similar capacity
where there was food and beverage analysis, as
well as analysis of the overall operations for
the restaurants in the hotels.

KALYAN GULLAPALLI: My name is Kalyan

Gullapalli. K-A-L-Y-A-N, last name
$\mathrm{G}-\mathrm{U}-\mathrm{L}-\mathrm{L}-\mathrm{A}-\mathrm{P}-\mathrm{A}-\mathrm{L}-\mathrm{L}-\mathrm{I}$.

As Deepak just said, we both grew up in

Michigan. During high school, I worked at a
company called Little Caesars, not too popular around here, but managed it during high school my senior year, probably the best time of my life in my career.

Went to college, graduated in 2004 from the University of Michigan, held various jobs in the food service business and spent six, seven years working in finance, Merrill Lynch, Bank of America. Disliked every day of those seven years, and went back to my true passion, which is food. Always loved it. Love eating it. Loved breaking bread with friends, family and whatnot. Loved Thanksgiving dinners, Christmas dinners and everything.

So Dee and I last year synced up and kind of decided to create a company where we figured out a concept where we could feel real passionate about.

And, like, to echo what Dee said, when we
found the location in Inman Square, we felt that the area needed a mussel and burger bar, and to really complement the liquor license is really vital.

As you guys know, the rents in Inman

Square are very high. So, to really make things work, the liquor license adds that extra ammo.

CHAIR ANDREA JACKSON: What are you
looking for in terms of hours of operation?

ATTY KRISTEN SCANLON: 11:00 a.m. to 1:00
a.m. seven days a week.

CHAIR ANDREA JACKSON: So we received an
email from Tim Stein, someone who, I'm assuming,
is from the area, and said that it was his

```
understanding, and I don't know if you had
community meetings, that the restaurant intends
to remain open until 11:00 p.m. on week nights
and midnight on weekends, not the 1:00 a.m.
closing.
    Is that -- do you recall any
conversations to that?
    ATTY KRISTEN SCANLON: We didn't have
community meetings, but they reached out
individually to their abutters and local
businesses and restaurants, and, Deepak, I'll let
you expand on that a little bit further.
DEEPAK DIWAN: Sure. We have spoken with
residents. We've made ourselves available to a
variety of residents and businesses and in the
conversations that we had and in the document
that we put together for residents to clarify
things.
```

The 11:00 a.m. to 1:00 a.m., after
discussion with the previous owner, extensive discussion, we understood that he applied for those hours so we wanted to be consistent with that.
It is our intention to on sunday through

Thursday to close the kitchen at 10:00 p.m., and then restaurant will shut down at 11:00 p.m., and then on Fridays and Saturdays, we will close the kitchen at 11:00 p.m. and shut down operations and close at midnight.

> We came up with these hours based on
discussion with the previous owner, based on his operations, and then also looking at the other
restaurants within the area that are doing well, and we thought that it would make sense to mirror those hours of operation as a dining establishment.

```
POLICE COMMISSIONER ROBERT HAAS: So tell
```

me your hours again?

DEEPAK DIWAN: Sunday through Thursday we
will be -- the kitchen will close at 10:00 p.m.,
and 11:00 p.m., the restaurant will close. And
then Friday and Saturday we'll close the kitchen at 11:00 p.m. and midnight the restaurant will close.

POLICE COMMISSIONER ROBERT HAAS: So your
hours are different than what is stated on the application?

DEEPAK DIWAN: Yes. When we filled out the application, we went based on guidance from the previous owner and how he had applied for it. POLICE COMMISSIONER ROBERT HAAS: Mm-hmm. DEEPAK DIWAN: And then after that when we were doing our community outreach and speaking with our businesses and other residents, we took that into consideration and these are the hours that we --

```
rolling it back then? You're rolling the hours
back?
```

    DEEPAK DIWAN: Yes, we will roll the
    hours back, absolutely.
CHAIR ANDREA JACKSON: Then another
concern, and again, $I$ think it was addressed
already, but the other concern was that the
owners intend to serve alcohol only with meals,
is that correct? So, meaning that it won't be a
bar per se, $I$ can't come off the street and get a
shot of tequila? Not saying that that's what $I$
drink.
DEEPAK DIWAN: It is our intention to
serve food in this establishment. This is a
restaurant, and the alcohol will be in support of
the food menu.
POLICE COMMISSIONER ROBERT HAAS: What do
you consider the ratio between food and alcohol?
What's your goal?

KALYAN GULLAPALLI: 70/30.

POLICE COMMISSIONER ROBERT HAAS: 70/30?

KALYAN GULLAPALLI: Yeah.

CHAIR ANDREA JACKSON: Now, are you
co-owners in Lisa's Pizzeria as well?

DEEPAK DIWAN: Yes.

CHAIR ANDREA JACKSON: How long have you
been co-owners in that establishment?

DEEPAK DIWAN: We took over

September 15th of 2014.

CHAIR ANDREA JACKSON: Okay. And how is
that going?
KALYAN GULLAPALLI: So far, it's really
good. We're very happy with the investment, and the community in Woburn has been great to us.

POLICE COMMISSIONER ROBERT HAAS: So, explain the combination of mussels and burgers; I don't quite get that.

DEEPAK DIWAN: Well, as you can see, we
both like to eat.

So, you know, initially, the concept was
let's -- you know, when we were just playing around with ideas, let's come with up some cool sandwiches. Again, with cool sandwiches, and then we found a space, and we said, "Well, you know, this would be great if we could grind our own burgers inhouse."

And then, we were thinking we need
something that's a little bit more elevated to really fit in what $I$ think of, or what we think of, as a destination in the Boston area in terms of dining.

My parents were in town last weekend and

I took them into Inman Square for dinner, and it was bustling. And so, to have something a little bit more elevated, we thought what better way
than to have -- you know, we'll have 7 to 8
preparations of mussels. So if you like the

```
moules marinières style, the classic, or if you'd
like a Thai style, or an Italian style, or just
simple with, you know, a little bacon, potato and
mushroom, and then some good bread and some
house-fried, house-cut French fries, that was
something that it's fun. People really embrace
mussels here, and we thought it was something we
could do really well.
    We want to do simple preparations and we
want to do them extremely well, and that's why we
came up with mussels and burgers.
    POLICE COMMISSIONER ROBERT HAAS: SO
would you describe this as more casual dining as
opposed to formal dining or...?
    DEEPAK DIWAN: This is casual dining.
    POLICE COMMISSIONER ROBERT HAAS: So it
strikes me that wine and beer are more
complementary to that type of menu than all
alcohol. I'm just trying to figure out.
```

KALYAN GULLAPALLI: I don't think we want to limit ourselves.

As we learn more about our customer, and
that's what we would do through testing every single day, we're asking the customers -especially, in Woburn, we were always asking our customer "How is your experience? Did you like your pizza."

$$
\text { If we have a catering order, } 24 \text { hours }
$$

later we're calling "How was the catering order?" So as we go through that process here in

Inman Square, we don't want to have -- you know, we always to have the ability to offer the customers everything they want.

And talking to Phil, the former owner, he said, you know, being in Inman Square, it's kinda vital to have the ability to serve the most you can to compete with everyone around you.
have an alcohol license in Woburn?

KALYAN GULLAPALLI: No. Woburn is your
typical pizzeria, sub shop, so there's no need for alcohol there.

POLICE COMMISSIONER ROBERT HAAS: North
by Northwest, do they all have an all alcohol or wine?

KALYAN GULLAPALLI: All alcohol, seven days.

DEEPAK DIWAN: And for us, we feel like this is a time when, you know, cocktails have come back into prevalence in the last, you know, let's say, the last decade just to -- just to -and so offering that and providing that as part of the experience, we feel enhances our overall, you know, value proposition to our customers and to the diners.

KALYAN GULLAPALLI: And it's similar to
how Philip ran his business, we're not gonna have

```
like ten different types of vodka. We're gonna
focus on two vodkas, and basically, one or two of
each type of sort've drink and, you know, have
craft cocktails for our patrons.
And, you know, again, our main concern
always is to stick with the rules, make sure
everyone leaves, you know, safe and sound.
    Even yesterday, we took a 21 Proof class
because we want to make sure that we do the right
thing at all times.
    DEEPAK DIWAN: It's critical to us to
understand the laws and the regulations and the
expectations that the law and the community and
the citizens have, and it's also critical -- that
class was very helpful for us because it -- it
really gives us a framework to create policies
and procedures within our organization, to train
our people successfully, and to provide them the
opportunity to receive that training from the
```

```
city as well.
```

POLICE COMMISSIONER ROBERT HAAS: So you
know we have our own training 21 Proof, right?

CHAIR ANDREA JACKSON: That's what he was saying they took yesterday.

DEEPAK DIWAN: We took it yesterday. POLICE COMMISSIONER ROBERT HAAS: Oh, you did, okay.

DEEPAK DIWAN: When we hire more
employees, we hope to be able to send them to that as well.

CHAIR ANDREA JACKSON: Have either of you ever held a liquor license in your name before? DEEPAK DIWAN: No.

CHAIR ANDREA JACKSON: I'll note for the record we received several letters in support of your application. East Cambridge Business

Association, City Councilor Tim Toomey and Tim Stein who said, "The owners' concept seems great,
and so is their outreach to the neighborhood. I support the application, but with the reduced hours and alcohol restrictions listed in this note," which you've addressed already. Were there other letters of support,

Ms. Lint?

EXECUTIVE DIRECTOR ELIZABETH LINT: Yes.

I'm just finding them. Ms. Scanlon had sent over several.

CHAIR ANDREA JACKSON: Any other
questions, Commissioner?

POLICE COMMISSIONER ROBERT HAAS: NO
other questions.

CHAIR ANDREA JACKSON: Any questions,

Captain?

TOM CAHILL: Do you anticipate any type
of renovations to the property, significant?

DEEPAK DIWAN: No significant
renovations. We'll do cosmetics. You know,

```
we'll replace the signage obviously. Paint, and
we'll bring in some new furniture, but there will
be no --
```

    KALYAN GULLAPALLI: No heavy lifting.
    CAPTAIN TOM CAHILL: Do you know if the
    existing cooking equipment is adequate for what
you're proposing?
KALYAN GULLAPALLI: We may have to add
fryers as we formalize our menu.
TOM CAHILL: So if you add fryers, are
you gonna have to change the ventilation system?
KALYAN GULLAPALLI: The current hood --
we actually -- we work with a gentleman named
Mike Demersky, out of Boston Showcase, he came in
last week to survey the spot. He's actually
giving us a quote tomorrow evening, but the
existing hood is sufficient for what we need.
TOM CAHILL: Okay. So just keep that in
mind if you're adding fuels or if you make it --

```
right now it is a compliant system. I want to
make sure that if you end up having a fuel or
changing the type of cooking how that could
impact whether your cleaning schedule or what you
might have to add for ventilation.
    DEEPAK DIWAN: Yep.
    CHAIR ANDREA JACKSON: Other than that,
no significant modifications to the kitchen?
    KALYAN GULLAPALLI: Except for replacing
equipment as-needed, but no major renovations
yet.
```

    CHAIR ANDREA JACKSON: Let the record
    reflect that we're looking through many of the
letters of support that have been submitted in
support of the application.
Any questions?
TOM CAHILL: No questions.
CHAIR ANDREA JACKSON: Do you have any
questions?

POLICE COMMISSIONER ROBERT HAAS: No
questions.

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

Sure.

SARAH MASSEY: Should I come around?

CHAIR ANDREA JACKSON: If you can come around or however you can get here, please.

SARAH MASSEY: Hi. My name is Sarah

Massey.

CHAIR ANDREA JACKSON: Sure. If you
could spell your last name?

SARAH MASSEY: Sure. It's $M-A-S-S-E-Y$.

THE REPORTER: Spell your first name,
too.

SARAH MASSEY: Sarah, $S-A-R-A-H$.

CHAIR ANDREA JACKSON: Thank you.

SARAH MASSEY: So, hi. I've been living
in the area for the last eight years. I work at

MIT Sloane School. Right now, I've worked at

Novartis and AT EF previously, all Cambridge
local businesses. And $I$ just wanted to stand up
in support of this business and this liquor
application. I have known Kal for probably 15
years. He's a very stand-up, responsible -- I
know him to be an incredibly responsible stand-up
guy who is hard-working and takes, you know,
takes things really seriously.

So I know that he will be a very
conscientious manager of this liquor license if he's granted it.

Both of these guys will, Deepak, too.

And I just wanted to also say that I
think this restaurant in the area would be really great.

As someone who goes out after work with
colleagues and friends in this area, $I$ am really

```
looking forward to being able to eat at their
restaurant, have a nice cocktail, have a great
bowl of mussels. I have tasted their food
before. It's really delicious, so I can't wait
for it to open.
    I hope you're able to approve their
petition here.
CHAIR ANDREA JACKSON: Thank you very
much for coming in.
    SARAH MASSEY: Thank you.
    CHAIR ANDREA JACKSON: Anyone else that
would like to speak?
    Come forward.
    SEAN HOOLEY: Hi, I'm Sean Hooley.
    CHAIR ANDREA JACKSON: If you could spell
your name, please?
    SEAN HOOLEY: S-E-A-N, H-O-O-L-E-Y.
    THE REPORTER: H-O-O --
    SEAN HOOLEY: Yes.
```

THE REPORTER: -- L-E-Y?

SEAN HOOLEY: Correct.

So I live on Carlisle Street, which is a
block and a half from the East by Northeast
location, and $I$ just wanted to speak in support of the concept and the restaurant.

I'm looking forward to another kind of
casual place so $I$ can have a sit-down dinner. A
lot of the places in Inman Square are great for dinner, but they're on the more expensive side. I'm looking forward to something a little bit more in my budget.

CHAIR ANDREA JACKSON: Thank you. Thank
you for coming in.

Is there anyone else that would like to
speak?

Please come forward.

GENESIS GUANGA: Hi, my name is Genesis,

G-E-N-E-S-I-S, Guanga, $G-U-A-N-G-A$.

And I'm here to support Deepak and Kal in
this business because $I$ have known Deepak since our days at Hilton, and we used to go to a

Belgium mussel bar, which is kind've a
restaurant, similar concept in our neighborhood, and it was always packed.

And $I$ know this is something he's really passionate about because for a guy who is working in the hotel industry, he had his own burger
blog. So I knew that this was something that really made sense when he said it was a Belgium and burger mix.

And $I$ know he runs a tight ship from the days $I$ spent working with him. So I'm all in support. Since my wife and I live up the street, we're looking for a place like that. We always had to go to Boston because there really wasn't a Belgium-type, you know, or a mussel-type bar. CHAIR ANDREA JACKSON: Thank you very
much.

Is there anyone else that would like to
speak?

GUNJAN SENAPATI: I may be the last vote
of confidence. Gunjan Senapati. G-U-N - -

THE REPORTER: Come on over here so $I$ can
hear you.

GUNJAN SENAPATI: $\quad \mathrm{G}-\mathrm{U}-\mathrm{N}-\mathrm{J}-\mathrm{A}-\mathrm{N}$,
$S-E-N-A-P-A-T-I$.

THE REPORTER: Yeah, say it over.

GUNJAN SENAPATI: First name is
$G-U-N-J-A-N$, last name is $S-E-N-A-P-A-T-I$.

THE REPORTER: Thank you very much.

GUNJAN SENAPATI: I'm a resident with my
husband in East Cambridge, we live on First

Street and Cambridge Street, and we just love the growth of the neighborhood, and we really think
it is great that friends of ours that we have
known since high school and middle school are

```
really growing the community. And, especially,
for me, as a property owner, in the area, I think
it's great to have this establishment. It's good
to have growth in Inman Square for the whole
neighborhood.
    I think their concept for food is
wonderful. Their food is delicious. I've tasted
it as well, and I think the liquor license will
only enhance the food that they hope to bring to
the restaurant.
```

We do hope you support them.
CHAIR ANDREA JACKSON: Thank you very
much.

Is there anyone else? I see a hand back
there.

JAMES PERRY: My name is James Perry,
that's J-A-M-E-S, $P-E-R-R-Y$.

I live with my wife on 36 William Street,
so just a few blocks off Central Square. I've
only known Deepak and Kal just a little time, but since I've gotten to know them, and I've shared food with them -- first off, $I$ know they make really good food; secondly, I heard their concept for the restaurant. I think it's fantastic. To me, when $I$ think mussels and burger, $I$ think French fries, I think summertime and I like a good cocktail or a beer. It's a restaurant I want to open because $I$ want to go there really soon.
So, to me, it's going to be a great
addition to the neighborhood. My wife and I love the Central square areas, but this is something that it needs, and we'll definitely be going frequently. And so, we're really hoping that they will be in the neighborhood really soon. CHAIR ANDREA JACKSON: Thank you.

I know I saw at least one other hand. Hi.

TIM ROBINSON: Tim Robinson.

THE REPORTER: Spell it.

TIM ROBINSON. T-I-M, R-O-B-I-N-S-O-N.

So I've worked at various tech companies in East Cambridge over the years. I spent a lot of time in Inman and that area. I think it's a great concept, Belgium beer and fries, perfect fit. To get that now, you have to go all the way over the river to Public House. Let's keep it north.

And besides that, $I$ have known Kal for
the last couple years, and he's nothing but a serious, driven, dedicated and passionate businessman. And so, go guys.

CHAIR ANDREA JACKSON: Thank you.

Is there anyone else that would like to
speak?

I'm not seeing your hand. Just tell me.

But I don't think I see anybody else.

Seeing no one.

POLICE COMMISSIONER ROBERT HAAS: When do you plan on opening?

DEEPAK DIWAN: We're looking at,
obviously with certain approvals, upon approval,
it will be 45 to 60 days is what we're hoping for, so June.

CHAIR ANDREA JACKSON: Again, so I'm
clear, you're looking for hours Sunday through

Thursday 11:00 a.m. to 11:00 p.m.?

DEEPAK DIWAN: Yes.

CHAIR ANDREA JACKSON: And then Friday
and Saturday 11:00 a.m. to midnight, is that correct?

DEEPAK DIWAN: That's correct.

CHAIR ANDREA JACKSON: It is clear you
have overwhelming neighborhood support.

I would like to make a motion that we
approve the application for Bloomfield

Hospitality doing business at DK \& Co. for an all
alcoholic beverage restaurant license at 1128

Cambridge Street with the proposed hours of 11:00
a.m. to 11:00 p.m. Sunday through Thursday, and

11:00 a.m. through midnight Friday and Saturday.

You've already attended 21 Proof, and I
would like something -- if approved, something in
writing from you, counsel, that clarifies the hours.

Motion's been made. Is there a second?

TOM CAHILL: Second.

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

POLICE COMMISSIONER ROBERT HAAS: Aye.

TOM CAHILL: Aye.

CHAIR ANDREA JACKSON: Aye. You're all
set. Congratulations and good luck to you.

Thank you very much.

APPLICATION: BRATTLE TRANSPORTATION SERVICE D/B/A CAMBRIDGE RADIO DISPATCH

EXECUTIVE DIRECTOR ELIZABETH LINT: We're going to go a little out of order. The bottom of

Page 2. Application of Brattle Transportation

Service doing business as Cambridge Radio

Dispatch, George Fiorenza, Manager, has applied for a Dispatch Association Permit at 180 Fawcett Street.

CHAIR ANDREA JACKSON: Good evening.

MIKE FIORENZA: Good evening.

CHAIR ANDREA JACKSON: Clearly not in the business.

GEORGE FIORENZA: No.

CHAIR ANDREA JACKSON: If you could state
your name for the record so we have it?

GEORGE FIORENZA: Sure. My name is

George Fiorenza, $G-E-O-R-G-E, \quad F-I-O-R-E-N-Z-A$.

CHAIR ANDREA JACKSON: How long have you
been in business?

GEORGE FIORENZA: I have been in the
transportation business for over 20 years.

CHAIR ANDREA JACKSON: When did you move
from One Hampshire Street?

GEORGE FIORENZA: Hampshire Street to

Fawcett on February 2nd of this year.

CHAIR ANDREA JACKSON: Why the move?

GEORGE FIORENZA: Just operational-wise just to reduce operating costs, we felt that the move would make sense.

CHAIR ANDREA JACKSON: I know there had
been some concern expressed by -- it is out my of
my league -- there was some concern, I believe,
expressed originally from the Fire Department
when you first moved in terms of where some of
the cars were being parked at. Has that been
rectified?

GEORGE FIORENZA: Ever since the snow has
been removed, yes.

CHAIR ANDREA JACKSON: Blame it on the
snow.

TOM CAHILL: Can $I$ speak on this?

CHAIR ANDREA JACKSON: Absolutely.

TOM CAHILL: Since February 2, at least

Monday through Friday, there's not a day that has gone by that there aren't cabs parked in that fire lane.
So snow or no snow every single day of
the week, five days a week, there are cabs parked there constantly up until about 4:30 p.m.
In addition to the parking lane, there
have been cabs that have blocked the apparatus doors where we have vehicles that respond out of there 24 hours a day, if necessary. The police have been called. These vehicles have been tagged. One of them just avoided being towed

```
because he came out of the establishment just in
time.
```

This has nothing to do with snow. This
is all day, every day that vehicles are parked in
that fire lane.
GEORGE FIORENZA: All right, so can I
answer?
CAPTAIN TOM CAHILL: Sure.
GEORGE FIORENZA: When we first moved, we
sent a message out to tell the drivers that
there's two spaces right before the parking area
of 30 minutes to an hour. They would pull up in
front. We kept telling them, "You can't park
here. You can't park here." That was the first
week. We still do that now. They come in, we
tell them "You can't park here. Pull either into
the spaces that we have now or don't park here at
all."
So we do this every day. We do see some
drivers who pull up, but they're not there for a
long period of time. They're there for a minute or two. We understand it is a fire lane and needs to be exited, but it's not that they're there for a long period of time.

In the beginning, $I$ understand that, they
were doing that and they'd get blocked. I
remember that issue the first week that they were blocking. Now that they've -- the parking lot in our building has been cleared out, there are open spaces, and we're telling drivers "When you're
coming in to cash out, you can come into the designated spots. So that's what we're doing.

I tell them all the time that they can't park there.

TOM CAHILL: So if you're telling them --
this is your company?

GEORGE FIORENZA: We own the dispatch
service, not the cabs.

TOM CAHILL: If they're cashing out with
you, then ultimately it is your responsibility, these drivers are your responsibility.

GEORGE FIORENZA: No, they're not, sir.

They're independent contractors.

TOM CAHILL: If nobody is going to take responsibility for the drivers, then I'm
hard-pressed to approve an application to move this if daily, every single day of the week, these guys, whether it's for two minutes or ten minutes, are pulling up and blocking the fire lane.

GEORGE FIORENZA: I'll definitely take responsibility. I can assure you from this point on, you will not see a cab pull up to that area, okay?

CHAIR ANDREA JACKSON: Are you saying
that the bay doors have been blocked as well?

TOM CAHILL: The bay doors have been
blocked. They have asked them to move. They have had words with some of the drivers who were refusing to move. It's been a battle. I'm sorry

I don't agree with the snow issue. Nothing has changed. Nothing has changed. You may be surprised to know where my office is. GEORGE FIORENZA: You're right across. TOM CAHILL: You walk out your door, you can look up at the second floor and we can wave to each other. Every day of the week I'm watching this happen. GEORGE FIORENZA: I can assure you that I
will get involved and I'll make sure it doesn't happen. I'm not in the office every day. So if people at our windows when they see the drivers come in, that's the first thing we're asking
them, "Where are you parking?" And if they say
"Out front," we say "You got to move your cab.

Go find some other place."

CHAIR ANDREA JACKSON: I mean, at the
very least, it should be common sense that they
shouldn't be parking in front of the Fire

Department bay doors.

GEORGE FIORENZA: I haven't seen that in
awhile. I saw that in the first week.

TOM CAHILL: I have spent a few weeks in
the front office since that happened, maybe
there's a policy where these guys don't cash out
if they're parked out front. I mean, I see your
desk is right there. Somebody is looking out the
window. And, "Is that you? Then relocate your
vehicle." Something has to be put in place to
keep these guys...

GEORGE FIORENZA: We'll do that. We'll
definitely -- if there's spaces in the parking
lot, which there are now, there are plenty of spaces.

TOM CAHILL: That's an option also. I

```
don't know how many drivers you have, how many
independent guys that maybe don't come in that
often, but maybe there's a sign in the door that
says "You're not checking out if the car is
parked illegally."
```

    GEORGE FIORENZA: We can tell them that.
    TOM CAHILL: Right now, as far as I'm
    concerned, $I$ think it is beyond a traffic
violation. I think you're in violation of Mass.
General Law Chapter 148, which is a very, very
stiff penalty. If this is your business, then, I
think, $I$ 'm going after you as the business owner.
You want to accept the responsibility to
make sure these drivers aren't obstructing the
apparatus doors or obstructing the fire lane,
then, I mean, is that a responsibility that
you're accepting?
GEORGE FIORENZA: Sure. I'll do it. I
can guarantee it won't happen. I'll get involved

```
so it won't happen. But, also, we're going to
let the owners of the medallions know there's an
```

ongoing issue. Like any other rule, sir, Hackney
has rules that they try to enforce, we try to
help, but if the owners of the medallion don't
help out, there's really not much $I$ can do.
I mean, $I$ can go out there and tell the
drivers "You need to leave," and they will leave,
but I think we have to get the owners involved.
I mean, the medallions $I$ own, sir, they all know.
I can give you the list of the medallions I own.
You will never see them park in the fire lane.
But the other medallions I don't own. I
can go out there and $I$ can tell the driver he
needs to leave, but $I$ think the owners have to do
that. We can do that as well. We're not - -
we're not there to fight with you, we're there to
work with you. We understand the importance of
that.

I know that the first week, a couple
weeks was kind've tough because we had bad
communication on both of our parts and with the drivers. But going forward, do we want to make it work? Absolutely. Absolutely.

POLICE COMMISSIONER ROBERT HAAS: IS
there a way to cone off the fire lane so it makes
it more obvious that you don't want the cars to park there? I mean --

GEORGE FIORENZA: You really don't have to when there's two signs that say it. We
literally have to go and say, "Look at what it says."

POLICE COMMISSIONER ROBERT HAAS: I'm
just trying to figure out if there's a way to discourage people from parking there and make it even more obvious that they can't park there. GEORGE FIORENZA: I don't know that. POLICE COMMISSIONER ROBERT HAAS: Again,
ut would solve you a lot of problems if you can get them not to park in that location, right?

GEORGE FIORENZA: I don't know if that's
an easy fix or not. I think if we go out and repeatedly tell these drivers, "You can't park there," it will work.

CHAIR ANDREA JACKSON: Captain, have you
had them tagged?

TOM CAHILL: No. The problem is by the
time you make a phone call to have them tagged, they're anywhere from maybe three minutes to ten or 15 minutes. It depends how many of them are there, how long the line is there inside, how long it takes them to check out themselves. It's one of those things that it doesn't
make sense to make a phone call because $I$ would be calling all the time. CHAIR ANDREA JACKSON: Okay. TOM CAHILL: So other measures have to be
put in place.

GEORGE FIORENZA: We had the same issue
on Hampshire Street. Before we had two,

30-minute parking in front of the building and
that got changed to meters. And then, all of a
sudden, it was the same issue, they would park in front of people's driveways, and we would have to go out and tell them, "Hey, listen"...

POLICE COMMISSIONER ROBERT HAAS: The
problem is this is more of a remote location. GEORGE FIORENZA: Yes, it's more -POLICE COMMISSIONER ROBERT HAAS: So if
it had PCOs and stuff, but it's not part of their
route. And so the captain's point is he has to
make a phone call and get a cruiser to go out
there to take enforcement action.

GEORGE FIORENZA: I can assure you --

POLICE COMMISSIONER ROBERT HAAS:

Hampshire Street would be a lot easier to manage
because we have PCOs there and they can tag cars all day long.

GEORGE FIORENZA: I guess so.

POLICE COMMISSIONER ROBERT HAAS: Your
location is almost contributing to some degree to
their point running in, cashing out and getting
back in their cars and then taking off.

GEORGE FIORENZA: Yeah.

TOM CAHILL: And if it makes you feel any
better, the parking situation is no better for
me. It takes me 15 minutes to find a spot in the
morning. I understand it is not an easy thing to
do. But $I$ also can't block the fire lane or I'll
get the phone call, so the same rules are applying.

GEORGE FIORENZA: I think the parking lot
we have now, they have snow there now, once it is
removed, there will be a lot more open spaces,
so, you know, that's what we're doing now.

So we'll definitely send a message
through the computer, that if you're coming to the office, you pull into the parking lot, and so we'll watch the outside. If we see somebody pull up, we'll definitely go outside and instruct them the right way, sir.

CHAIR ANDREA JACKSON: Any questions?

POLICE COMMISSIONER ROBERT HAAS: NO questions.

CHAIR ANDREA JACKSON: Any questions?

TOM CAHILL: No questions.

CHAIR ANDREA JACKSON: Already?

TOM CAHILL: I'll make a motion.

CHAIR ANDREA JACKSON: Is there anyone
here that would like to speak on behalf of this matter?

Seeing none.

TOM CAHILL: I will make a motion that we grant the application on a temporary basis for 30

```
days. You come back 30 days and see what --
    EXECUTIVE DIRECTOR ELIZABETH LINT: We
don't have any temporary licenses.
POLICE COMMISSIONER ROBERT HAAS: You can
```

have a review.
EXECUTIVE DIRECTOR ELIZABETH LINT: We
can have a review.
TOM CAHILL: Let's do that then.
CHAIR ANDREA JACKSON: So go ahead.
TOM CAHILL: So we'll make the motion to
grant the license with the review in
approximately 30 days.
EXECUTIVE DIRECTOR ELIZABETH LINT: We
can do that.
CHAIR ANDREA JACKSON: Motion's been
made. Second.
All those in favor signify by saying aye.
POLICE COMMISSIONER ROBERT HAAS: Aye.
CHAIR ANDREA JACKSON: Aye.

We'll see how you do for the first 30 .

APPLICATION: CLASSIC RESTAURANT CONCEPTS, LLC

## EXECUTIVE DIRECTOR ELIZABETH LINT:

Application: Classic Restaurant Concepts, LLC, William Goodwin, Manager, has applied to transfer the All Alcoholic Beverages Restaurant License currently held by Sandrine's, LLC, Gwyneth Trost, Manager, at 8 Holyoke Street. The proposed hours of operation are $10: 00$ a.m. to $1: 00$ a.m. on Sunday, 8:00 a.m. to 1:00 a.m. Monday through Wednesday, and 8:00 a.m. to 2:00 a.m. Thursday though saturday with a proposed seating capacity of 162. Applicant is also applying for an Entertainment license to include: Live Music with Amplification; Audio Tape Machine/CD playing music below conversation level; three TVs.

ATtY JAMES MCGRAIL: Good evening, Madam

Chair. My name is James McGrail, attorney for Classic Restaurants. With me this evening is Bill Goodwin.

THE REPORTER: Please spell your name for
the record.

JAMES MCGRAIL: My first name is James,
$J-A-M-E-S$. Last name is $M-C-G-R-A-I-L$.

With me is Bill Goodwin.

WILLIAM GOODWIN: William Goodwin,

G-O-O-D-W-I-N.

CHAIR ANDREA JACKSON: Okay.

ATTY JAMES MCGRAIL: Thank you, Madam

Chair, Members of the Commission.

This is somewhat of an interesting
application before you this evening. It becomes
interesting because Classic Restaurants was
seeking to purchase the license of Sandrine's
through a bankruptcy, and they submitted a bid

```
and through bankruptcy was accepted and the
assumption was made was that the all alcoholic
```

beverages restaurant license that was listed was
a for value license.
As a result, the price reflected as much.
Classic Restaurants submitted their transfer
application to the License Commission on the
Monday by the deadine, and four days later
received a phone call from the License
Commission, Executive Director's office to say
that the license that we're seeking to transfer
was a no-transfer, no-value license.
So we have been in this quandary ever
since going back and forth a little bit with
Sandrine's as to what the exact status of the
license was.
We have spoken to the Executive
Director's office, $I$ think as Sandrine has as
well.

Last week we were in front of the

Bankruptcy Court judge. There's been some back and forth between the two entities trying to settle on the reduced price for this transaction reflecting the fact that the license is a no-value, no-transfer license.

When we met before Judge Haymer last week
in Bankruptcy Court, one of the things he asked for is for the parties for Classic Restaurants to proceed with this license transfer application this evening, and see if there was any way for the License Commission to upgrade this license from a no-transfer, no-value license to a full-value license.

So I guess before we get started on the original application concept, we were looking to get the feedback from the Board as to whether that was even something that you would even entertain.

EXECUTIVE DIRECTOR ELIZABETH LINT: Can't
do it.

CHAIR ANDREA JACKSON: Can't do it?

EXECUTIVE DIRECTOR ELIZABETH LINT: We
have no policy. The wine and malt portion of the license has retained its value.

CHAIR ANDREA JACKSON: Right. I went
back even looked at the transcript for when it was upgraded, and this goes back to August of 2007 .

The hearing itself was June 25, 2007 .

EXECUTIVE DIRECTOR ELIZABETH LINT: Yeah.

The all alcohol upgrade was issued on August'07, and it states that it was no-value, non-salable, not transferable.

CHAIR ANDREA JACKSON: Right. Even the discussion was that it would be an upgrade from a beer and wine to full alcohol.
"So this license would not be available

```
to sell it."
```

    And the response was, "No, I'm not
    looking to sell it."
And it was clear during the discussion
that the beer and wine would retain the value,
but the all alcohol does not.
ATTY JAMES MCGRAIL: Okay. So, I'm just
asking: Has there ever been an instance where
the Board has upgraded a no-value license to a
full-value license?
EXECUTIVE DIRECTOR ELIZABETH LINT:
Never. Never.
POLICE COMMISSIONER ROBERT HAAS: In
fact, the last hearing we had the same situation
where they had a value wine and malt, and wanted
to go to all alcohol license, they could turn in
their wine and beer because of the
nontransferable no-value, all alcohol license.
It's inconsistent with what we have done in the
past.

WILLIAM GOODWIN: Well, thank you. This came as a surprise to me. It was represented as full alcohol license. One of the attorneys for the client is in the room, and we have a
bankruptcy hearing tomorrow with the judge to explain it to him. The attorney that -- Alex Mattera (phonetic), the attorney that represents Sandrine's, consistently told the judge it is a full-value license, although we provided the minutes and gave it to the judge through the evidence and the other the attorney said, "No, it's a value license," et cetera. So we have -CHAIR ANDREA JACKSON: The Chairman at
the time he said "Your other option would be to sell your beer and wine license and purchase a full alcoholic license if you want to. If we do approve this, it would be the all alcohol -- the all alcoholic portion would not be transferrable

```
and there would be no value to it."
    WILLIAM GOODWIN: I perfectly understand
that. Unfortunately, the judge doesn't and the
attorney representing --
    ATTY JAMES MCGRAIL: In fairness to the
judge, he just wanted to see the process play out
and get confirmation from this Commission as to
what its interpretation would be.
    WILLIAM GOODWIN: With that said, we
still would like to apply for the non-value
license. We still are trying to complete the
bankruptcy transfer. It's up to the judge to
rule on reducing our purchase price.
    We purchased an asset that we hoped would
be able to, down the road, perhaps sell the
business and sell the asset. We're just looking
for a reduction with the Bankruptcy Court and
that portion of it.
    ATTY JAMES MCGRAIL: You can't -- but,
```

```
you know, we wouldn't want the Commission to act
until that matter is resolved.
```

    WILLIAM GOODWIN: Okay.
    POLICE COMMISSIONER ROBERT HAAS: Right.
    WILIIAM GOODWIN: I planted the seed.
    CHAIR ANDREA JACKSON: We can ask if
    there's counsel here, to please come forward and
ask you if -- you can have lie a seat back or sit
here with you.
ATTY JAMES MCGRAIL: We get along.
ATTY ERIC SPEED: Eric Speed, E-R-I-C - -
CHAIR ANDREA JACKSON: Could you speak up
a little bit, please?
ATTY ERIC SPEED: Sure. Eric Speed,
counsel for Sandrine's.
THE REPORTER: Eric, you've got to spell
your last name.
ATTY ERIC SPEED: Sure. First name is
Eric, E-R-I-C. Last name Speed, $S-P-E-E-D$.

Just the issue $I$ wanted to raise quickly,
so as I've understood from our conversation with the Executive Director, the beer and wine portion retains its value going forward since that was a value license, and it was my understanding that the value licenses that were issued prior to 2008, if they were upgraded, when they came back in, was -- is this a new policy of the Board that they're asking them to turn them in to get a no-value or to get the upgrade to turn in their value license?

CHAIR ANDREA JACKSON: No, it's not a new policy.

ATTY ERIC SPEED: It's an ongoing policy
forward?

CHAIR ANDREA JACKSON: Yes. We've passed
no new policies recently.

ATTY ERIC SPEED: As far as the license,
there's no way at this point to essentially

```
transfer of value -- this is going to come up
with the bankruptcy judge as well, that we would
like to essentially, if they could transfer the
value portion of the license and then upgrade at
the location similar to what Sandrine's did, is
that a possibility in the future either for this
applicant or another applicant in the future?
    POLICE COMMISSIONER ROBERT HAAS: We
don't upgrade. You can't upgrade.
    ATTY ERIC SPEED: You can't upgrade any
license --
    POLICE COMMISSIONER ROBERT HAAS: You
have to turn your license in, in order to get --
so this will do. You have to turn in -- we're
trying to make sure that the applicant
understands you're giving away a value license in
exchange for no value, nontransferable license to
upgrade.
```

    ATTY ERIC SPEED: So the value license
    can't be upgraded essentially anymore.

And just for my knowledge, their hearing
was in 2007. Did that policy go into effect
after that at some point?

CHAIR ANDREA JACKSON: I'm deferring to
the Executive Director.

EXECUTIVE DIRECTOR ELIZABETH LINT: I
would say since that time, there have only been
two or three, not including the one that was
handled when $I$ was not here, that have upgraded the --

POLICE COMMISSIONER ROBERT HAAS: Are you
looking at me?

EXECUTIVE DIRECTOR ELIZABETH LINT: I'm
thinking. On Western Ave, the Indian restaurant.

POLICE COMMISSIONER ROBERT HAAS: Indian

Pavilion?

EXECUTIVE DIRECTOR ELIZABETH LINT: Yeah.

No. Mohan's (phonetic) Restaurant.

POLICE COMMISSIONER ROBERT HAAS: Yeah.

EXECUTIVE DIRECTOR ELIZABETH LINT: Okay.

That was upgraded and the licensee was told that the wine and malt would retain its value, but the all alcohol would not, and if they were going to sell the business, that the all alcohol came back and they could sell the wine and malt.

ATTY ERIC SPEED: So, essentially, the value is the beer and wine; whoever purchases that, they're buying a beer and wine license?

EXECUTIVE DIRECTOR ELIZABETH LINT:

Uh-huh.

CHAIR ANDREA JACKSON: Do I think our rules need modification? Yeah.

ATTY JAMES MCGRAIL: Do you want to start tonight?

EXECUTIVE DIRECTOR ELIZABETH LINT: Sadly
it requires public notice and hearing.

ATTY JAMES MCGRAIL: I understand.

CHAIR ANDREA JACKSON: And the hearing
date is tomorrow?

ATTY JAMES MCGRAIL: Yes. It was
continued to tomorrow morning.

EXECUTIVE DIRECTOR ELIZABETH LINT: To
add insult to injury, $I$ have an unpaid bill from the Assessors for Sandrine's.

ATTY ERIC SPEED: It is in bankruptcy, so I'll pass it along to the trustee.

EXECUTIVE DIRECTOR ELIZABETH LINT: Can I --

ATTY ERIC SPEED: Sure.

CHAIR ANDREA JACKSON: I'm deferring to you. Is that something that you can address that's going to effect steps?

EXECUTIVE DIRECTOR ELIZABETH LINT: Well,

I think they need to see what the bankruptcy
judge is going to determine, and then you make your own decision as to whether or not you're

```
going to come back with this application,
amended application. Or whatever steps you want
to take.
```

    ATTY JAMES MCGRAIL: Just so we're clear,
    it's the opinion or ruling of this Commission,
this is so we can convey to the bankruptcy judge
tomorrow is that this is a -- there's a value
beer and wine license, but as it relates to the
all alcoholic portion of the license, that
portion is a no-value, no-transferrable license?
CHAIR ANDREA JACKSON: That's correct.
ATTY JAMES MCGRAIL: And it cannot be
upgraded to a full-value license?
POLICE COMMISSIONER ROBERT HAAS: The
beer and wine you mean?
CHAIR ANDREA JACKSON: The beer and wine.
ATTY JAMES MCGRAIL: The beer and wine.
Or the no value, no-transfer all alcoholic
license can't be converted to a value license?

ATTY ERIC SPEED: No.

ATTY JAMES MCGRAIL: Thank you very much.

CHAIR ANDREA JACKSON: Thank you. I
guess I'll make a motion that -- we can't just leave it sitting.

EXECUTIVE DIRECTOR ELIZABETH LINT:

Right.

CHAIR ANDREA JACKSON: I make a motion that we continue this matter until we hear back from counsel, and he directs us what he would like us to do, whether or not to put it back on the agenda.

Is there a second?

CAPTAIN TOM CAHILL: Second.

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

POLICE COMMISSIONER ROBERT HAAS: Aye.

CHAIR ANDREA JACKSON: Aye.

ATTY JAMES MCGRAIL: Thank you very much

```
and good night.
    EXECUTIVE DIRECTOR ELIZABETH LINT:
You're welcome.
APPLICATION: ORHAN TAS D/B/A CAFE ANTHONY 983
```

    EXECUTIVE DIRECTOR ELIZABETH LINT:
    Application: Orhan Tas doing business as Cafe
Anthony 983, Orhan Tas, Manager, has applied for
a Common Victualer License to be exercised at 983
Massachusetts Avenue. Said license, if granted,
would allow food and non-alcoholic beverages to
be sold, served, and consumed on said premises
with a seating capacity of 26 . The hours of
operation will be 7:00 a.m. to 12:00 a.m. seven
days per week.
Applicant is also applying for an
Entertainment License to include background music
at conversation level.
TONIA GUARINO: Good evening. I'm Tonia

Guarino.

THE REPORTER: I need you to spell your first and last name.

TONIA GUARINO: $\mathrm{T}-\mathrm{O}-\mathrm{N}-\mathrm{I}-\mathrm{A}, \quad \mathrm{G}-\mathrm{U}-\mathrm{A}-\mathrm{R}-\mathrm{I}-\mathrm{N}-\mathrm{O}$.

ORHAN TAS: Hi my name is Orhan, $\mathrm{O}-\mathrm{R}-\mathrm{H}-\mathrm{A}-\mathrm{N}$, last name Tas, $\mathrm{T}-\mathrm{A}-\mathrm{S}$.

NANCY TAS: My name is Nancy, $N-A-N-C-Y$,
$T-A-S . A n d$ we're applying for the license.

CHAIR ANDREA JACKSON: Thank you.

TONIA GUARINO: Excuse me. I'm not going
to be able to speak loud now. Mr. and Mrs. Tas
are actually looking to simply purchase the
current license, or transfer the current license
that is owned by S\&H Coffee Company, Inc., doing
business as Simon's Too.

Everything would remain essentially the
same as a coffee shop.

CHAIR ANDREA JACKSON: Are they
subleasing the property from the current tenant?

TONIA GUARINO: They would be entering a whole new lease from the landlord.

EXECUTIVE DIRECTOR ELIZABETH LINT: It
looks like the current lessee is guaranteeing
that for a period of time, which makes to appear that it's a sublease.

TONIA GUARINO: It's only a portion of
the lease.

EXECUTIVE DIRECTOR ELIZABETH LINT: A
year and five months.

TONIA GUARINO: Yeah.

EXECUTIVE DIRECTOR ELIZABETH LINT:

Subsequent to that if it comes --

TONIA GUARINO: Barely, exactly.

CHAIR ANDREA JACKSON: So it is the
sublease for the first period.

TONIA GUARINO: I guess it could be
termed as that because they're entering into the
lease with the landlord directly simply with the
caveat it is guaranteed for the remainder of his current lease.

CHAIR ANDREA JACKSON: Can you tell me
about your client's experience or they can
certainly speak for themselves.

TONIA GUARINO: Orhan has over 20 years
of experience in the food industry in both
management and preparation.

You can probably go into more detail.

CHAIR ANDREA JACKSON: I need you to
speak up for me, please.

ORHAN TAS: I used to work in Kenmore

Square, 472 Commonwealth area.

CHAIR ANDREA JACKSON: In Kenmore Square?

ORHAN TAS: Kenmore Square. 1026

Commonwealth Avenue in PanRom, 1026 Commonwealth

Avenue.

I worked another place on Shawmut Ave,

616 Shawmut Ave.

CHAIR ANDREA JACKSON: Shawmut Ave, okay.

ORHAN TAS: I have experience there.

CHAIR ANDREA JACKSON: And what did you
do at those establishments?

ORHAN TAS: I do salads, sandwich and
side order and pasta and pizza. Everything I do in kitchen.

CHAIR ANDREA JACKSON: Have you run a restaurant before?

ORHAN TAS: I used to partner one time in

Dorchester, but two years after we separate and
in not my name, his name. My partner name. I
have a partner two years.

CHAIR ANDREA JACKSON: Will you be
operating this by yourself?

NANCY TAS: Both of us.

ORHAN TAS: Yeah, with my wife.

CHAIR ANDREA JACKSON: Can you tell us a
little bit about your background?

NANCY TAS: Well, $I$ worked in a lot of pizza places in my younger days. So I know how to make salads, subs. I know how to do all these things. I know how to work in the kitchen. And time to get a place for us so we can work together and call it our own, and hopefully, you know, make some money.

We have three kids between the two of us, and they're old, so hopefully they will be with us.

CHAIR ANDREA JACKSON: You're looking to be open seven days a week, 7:00 a.m. to midnight?

NANCY TAS: So that's what he has right
now, so we're hoping to keep the same hours.

CAPTAIN TOM CAHILL: What is its current
use? Is it a sandwich shop right now?

NANCY TAS: It's a sandwich shop and
coffee shop. They make, you know, coffees,
drinks, lattes, subs, you know, sandwiches,
salads.

CAPTAIN TOM CAHILL: Do they make hot
food?

ORHAN TAS: Yes, they do.

NANCY TAS: They make breakfast in the
mornings. Hot breakfast.

ORHAN TAS: Lunch and dinner.

NANCY TAS: It's the Simon's Too. It's
right at the corner of Dana and Mass Ave. It's right there. That's the corner.

CHAIR ANDREA JACKSON: When are you
looking to open?

NANCY TAS: Get the license hopefully
next week. I mean, it's already open.

CHAIR ANDREA JACKSON: You just would be
taking over for the person who is there now?

NANCY TAS: Yes.

CHAIR ANDREA JACKSON: Do you think you
will be making any changes to the interior?

NANCY TAS: No, not really. We like the way it is, so, you know.

CAPTAIN TOM CAHILL: Any changes to the
menu?

NANCY TAS: Well, we're gonna add like a couple more sandwiches and salads. A couple more stuff.

ORHAN TAS: I make the salad and sandwich, rollups.

CAPTAIN TOM CAHILL: Okay.

CHAIR ANDREA JACKSON: Will you have
anybody else help you?

NANCY TAS: There's people already there.

My kids are going to be there. I have a

32 -year-old, a 21 and a 22 , so they will be there with us.

CHAIR ANDREA JACKSON: Will you keep the same people who were there working now?

NANCY TAS: Yes, we're.

ORHAN TAS: Yes.

CHAIR ANDREA JACKSON: Any questions?

POLICE COMMISSIONER ROBERT HAAS: NO questions.

CHAIR ANDREA JACKSON: Any questions?

CAPTAIN TOM CAHILL: No questions.

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 CV license for Orhan Tas doing business as Cafe Anthony 983 -- at 983 Mass Ave with the hours of operation 7:00 a.m. to midnight seven days per week, and also applying for an entertainment license to include background music at conversation level.

Is there a second?

CAPTAIN TOM CAHILL: Second.

CHAIR ANDREA JACKSON: All those in favor

```
signify by saying aye.
```

    POLICE COMMISSIONER ROBERT HAAS: Aye.
    CHAIR ANDREA JACKSON: Aye.
    CAPTAIN TOM CAHILL: Aye.
    CHAIR ANDREA JACKSON: You're all set.
    ORHAN TAS: Thank you very much.
    NANCY TAS: Thank you.
    APPLICATION: BOSTON TEA STOP, LLC
EXECUTIVE DIRECTOR ELIZABETH LINT:
Application: Boston Tea Stop, LLC, Douglas Cho,
manger, holder of a Common Victualer License at
54 JFK Street has applied for an Entertainment
License to include: Radio; Music below
conversation level; TV; and Video game, pinball
machine or other.
CHAIR ANDREA JACKSON: Good evening. If
you could please state your name for the record,

```
please?
```

DOUGLAS CHO: My name is Douglas Cho, D-O-U-G-L-A-S, last name C-H-O.

CHAIR ANDREA JACKSON: I believe you were just in front of us recently.

DOUGLAS CHO: Not too long ago.

CHAIR ANDREA JACKSON: And you're looking

```
now for an entertainment license?
```

DOUGLAS CHO: Yeah. So I took over the business a little awhile ago and basically
inherited everything that came with it including
a --

CHAIR ANDREA JACKSON: Speak up a little bit.

DOUGLAS CHO: -- including a street
fighter arcade machine, so I guess -- and we have a TV and a stereo system, and so I need to reapply for the entertainment license.

CHAIR ANDREA JACKSON: All of that was

```
already there?
```

DOUGLAS CHO: Yeah.

CHAIR ANDREA JACKSON: Okay. Have you
added anything else to it?

DOUGLAS CHO: No.

CHAIR ANDREA JACKSON: Just everything
that was there before?

DOUGLAS CHO: Yeah.

CHAIR ANDREA JACKSON: Any questions?

POLICE COMMISSIONER ROBERT HAAS: NO questions.

CHAIR ANDREA JACKSON: Any questions?

CAPTAIN TOM CAHILL: No questions.

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

Seeing none, I make a motion to approve
the entertainment license for Boston Tea Stop,

LLC to include radio music playing at or below

```
conversation level, TV and video game, pinball
machine or other.
    Is there a second?
    CAPTAIN TOM CAHILL: Second.
```

    CHAIR ANDREA JACKSON: All those in favor
    signify by saying aye.
POLICE COMMISSIONER ROBERT HAAS: Aye.
CHAIR ANDREA JACKSON: Aye.
CAPTAIN TOM CAHILL: Aye.
CHAIR ANDREA JACKSON: You're all set.
DOUGLAS CHO: Thank you very much.
CHAIR ANDREA JACKSON: A clarification on
the record. Is there an easier way which we can
do these instead of making these people apply for
this?
EXECUTIVE DIRECTOR ELIZABETH LINT:
Sadly, no.
CHAIR ANDREA JACKSON: I think it's --
EXECUTIVE DIRECTOR ELIZABETH LINT: Just
like the TVs we do over-the-counter, but it's the pinball because of the ordinance.

We can look into it.

APPLICATION: SAIGON ALLEY, LLC D/B/A SAIGON ALLEY

Application: Saigon Alley, LLC doing
business as Saigon Alley, Evan Englehart,

Manager, has applied for a Peddler/Vendor License
to operate a mobile food truck every Tuesday from

11:00 a.m. to 2:00 p.m. at 32-34-36 Cambridge

Park Drive on private property.

CHAIR ANDREA JACKSON: Is there anyone
here for that application? Seeing none, let's
put it at the end and keep going.

APPLICATION: RESTAURANT ASSOCIATES, INC. D/B/A RESTAURANT ASSOCIATES, INC @ NOVARTIS.

Application: Restaurant Associates, Inc., doing
business as Restaurant Associates, Inc., William

Unterstein, Manager, has applied for a Common

Victualer License for 255 seats at 250

Massachusetts Avenue.

Said license, if granted, would allow
food and nonalcoholic beverages to be sold,
served and consumed on said premises and will
have operating hours from 7:00 a.m. until 4:00
p.m. Monday through Friday.

> JASON MAGNELL: My name is Jason,
$J-A-S-O-N, \quad M a g n e l l, M-A-G-N-E-L-L$.
I'm general manager of this property.

Will Unterstein works out of Connecticut. He was
the opening chef. So we're taking over for

Rita's Catering which formerly used to be there.

We took over on March 27, and we actually are not changing anything.

Originally, $I$ think when they went for

> the application, they were told that they could do up to 225 seats and their hours would be $7: 00$ to 4:00. They wanted to actually go with what Rita's Catering had which was 175 seats and $7: 00$ to $3: 00$, same exact thing.

CHAIR ANDREA JACKSON: 175 seats, 7:00 to

3:00 Monday through Friday?

JASON MAGNELL: Yes.

CHAIR ANDREA JACKSON: Is this just for
employees in the building?

JASON MAGNELL: Yes.

CHAIR ANDREA JACKSON: The building is
open, correct?

JASON MAGNELL: The building is open,
yes.

CHAIR ANDREA JACKSON: More just really
an employee-style cafeteria?

JASON MAGNELL: Exactly.

CHAIR ANDREA JACKSON: What floor is it
on?

JASON MAGNELL: It is considered -- it is
a free-standing building in the middle of the courtyard. You actually have to go up a dozen stairs to get to it, so actually it would be a second level with an auditorium underneath.

CHAIR ANDREA JACKSON: Any questions?

POLICE COMMISSIONER ROBERT HAAS: NO questions.

CHAIR ANDREA JACKSON: Any questions?

CAPTAIN TOM CAHILL: No questions.

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 CV license for 175 seats for

Restaurant Associates, Inc., doing business as

Restaurant Associates, Inc. at Novartis, 250 Mass Ave with the hours of operation of 7:00 a.m. to

```
3:00 p.m. Monday through Friday.
    Is there a second?
    CAPTAIN TOM CAHILL: Second.
```

    CHAIR ANDREA JACKSON: All those in favor
    signify by saying aye.
POLICE COMMISSIONER ROBERT HAAS: Aye.
CAPTAIN TOM CAHILL: Aye.
CHAIR ANDREA JACKSON: You're all set.
JASON MAGNELL: Thank you very much.
Have a good evening.
CHAIR ANDREA JACKSON: You, too.
APPLICATION: NOW VENTURE SCOOP SHOPS, LLC
D/B/A BEN \& JERRY'S HARVARD SQUARE
EXECUTIVE DIRECTOR ELIZABETH LINT: Now
Venture Scopes Shops, LLC, doing business as Ben
\& Jerry's Harvard Square, Stephen Marcus,
Manager, has applied for a Vendor/Peddler license
to operate a mobile food truck at 1 Oxford Street
(Harvard University Science Centre Plaza) from 11:30 a.m. to 9:00 p.m. seven days per week.

CHAIR ANDREA JACKSON: Good evening.

STEPHEN MARCUS: Hello, Madam Chair and

Commission. My name is Stephen Marcus,
$S-T-E-P-H-E-N, \quad M-A-R-C-U-S$.

CHAIR ANDREA JACKSON: And you're
operating a mobile food truck?

STEPHEN MARCUS: That's correct. I own
three Ben \& Jerry's, one of them in Harvard

Square. And $I$ received a fortunate opportunity
to have a food truck on the Science Plaza this summer working with Madeline Meehan. She's the director of events.

THE REPORTER: Spell her name.

$$
M-A-D-E-L-I-N-E, \quad M-E-E-H-A-N . \quad S o \text { she }
$$

invited me to participate. I just received a
contract from Harvard University today, as a
matter of fact. I lined up a food truck, I still
have to go through all the inspections, fire,
health, so forth. But hopefully $I$ will get
approved be on the plaza sometime in May.

EXECUTIVE DIRECTOR ELIZABETH LINT: We do have the letter from Harvard.

CHAIR ANDREA JACKSON: You said that you
have other trucks as well?

STEPHEN MARCUS: No, I have other shops.

I have three Ben \& Jerry's shops. In fact, it is
free cone day today. So, if you get out of here before 8:00 come over to Harvard Square. I was
going to bring some ice cream, but I'm afraid
there might be some impropriety, but next time.

POLICE COMMISSIONER ROBERT HAAS: Are all
three shops in Cambridge?

STEPHEN MARCUS: No, no. Harvard Square
and Natick, Mass and Braintree. This will be my first food truck. Just so you know, I have been
on the plaza with a food truck with the Boston
franchise before. I have been on the plaza. I have experience there. It will be my personal truck with the license with the City of

Cambridge.

CAPTAIN TOM CAHILL: Is it a new truck?

STEPHEN MARCUS: Not a new truck, it will
look new when it is done. 1995. Most of the
trucks are not new. It is in great condition,
it's going to be wrapped in Ben \& Jerry's and it will look very appealing and appropriate.

CAPTAIN TOM CAHILL: What is the fuel
you're using?

STEPHEN MARCUS: I don't use fuel. I
don't need to. It is a gas engine for the truck
but the freezers are called cold plate freezers.

You plug them at night and they stay cold for 12 ,

15 hours. I'm not going to be running a
generator or anything like that on the premises.

It doesn't require anything. And it's ice cream.

## EXECUTIVE DIRECTOR ELIZABETH LINT: You

have a balance on your property bill?

STEPHEN MARCUS: Okay. I'll take care of
the \$85. I'm sorry about that.

CHAIR ANDREA JACKSON: Any questions?

POLICE COMMISSIONER ROBERT HAAS: No
questions.

CHAIR ANDREA JACKSON: Any questions?

CAPTAIN TOM CAHILL: No questions.

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

Seeing none, I make a motion that we
approve the vendor/peddler license for Now

Venture Scoop Shops, LLC doing business as Ben \&

Jerry's to operate the mobile food truck located
at 1 Oxford Street, Harvard University Science

Center from 11:30 a.m. to 9:00 p.m.

STEPHEN MARCUS: If I may clarify on
that?

CHAIR ANDREA JACKSON: Yes.

STEPHEN MARCUS: My agreement with

Harvard University for now will be Saturday,

Sunday, Monday, Tuesday. That's the contract I am receiving. I guess there's opportunity to maybe expand upon that as the season develops, but that's what it is right now.

CHAIR ANDREA JACKSON: Saturday, Sunday

Monday and Tuesday. What are the hours?

STEPHEN MARCUS: I don't know
specifically. I'm going to say eight.

CHAIR ANDREA JACKSON: The letter says

8:30 a.m. to 9:00 p.m.

STEPHEN MARCUS: That's it. Just by
memory.

CHAIR ANDREA JACKSON: So with the -- to
operate a mobile food truck on 1 Oxford Street,

Harvard University Science Center on Saturday,

Sunday, Monday and Tuesday from 11:30 a.m. to

9:00 p.m.

Is there a second?

CAPTAIN TOM CAHILL: Second.

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

POLICE COMMISSIONER ROBERT HAAS: Aye.

CAPTAIN TOM CAHILL: Aye.

CHAIR ANDREA JACKSON: You're all set.

POLICE COMMISSIONER ROBERT HAAS: If you
expand your days, you know you have to come back.

STEPHEN MARCUS: I'm sitting here going,

I want to be honest. So, yeah, what would
happen? I have to go just put in a new request and come before you?

CHAIR ANDREA JACKSON: Yes.

STEPHEN MARCUS: Would $I$ have to wait
before coming before the Board to get -- to be able to do that. Madeline could say "Hey, we can use you another two days a week." Do I have to

```
wait a month?
    EXECUTIVE DIRECTOR ELIZABETH LINT:
Sadly, yes.
    CHAIR ANDREA JACKSON: So if he was
approved for seven days a week --
    STEPHEN MARCUS: That's what I'm sort've
kicking myself.
    CHAIR ANDREA JACKSON: But you have to
operate the seven days.
    STEPHEN MARCUS: We'll cross that bridge
when we come to it.
    Thank you very much.
    CHAIR ANDREA JACKSON: Thank you.
APPLICATION: BON ME FOODS, LLC D/B/A BON ME
    EXECUTIVE DIRECTOR ELIZABETH LINT:
Application: Bon Me Foods, LLC, doing business
as Bon Me, Patrick Lynch, Manager, has applied
```

for a Common Victualer License to be exercised at 201 Alewife Brook Parkway. Said license, if granted, would allow food and non-alcoholic beverages to be sold, served, and consumed on said premises with a seating capacity of 22 . The hours of operation will be 7:00 a.m. to 12:00 a.m. seven days per week.

CHAIR ANDREA JACKSON: Good evening.

Please state your name for the record, speling your first name and your last name, please. PATRICK LYNCH: My name is Patrick Lynch, P-A-T-R-I-C-K, $\quad \mathrm{L}-\mathrm{Y}-\mathrm{N}-\mathrm{C}-\mathrm{H}$. ALISON FONG: Alison Fong, A-L-I-S-O-N, F as in Frank, $O-N-G$.

MICHAEL FENNEY: Michael, M-I-C-H-A-E-L, $F-E-E-N-E-Y$.

CHAIR ANDREA JACKSON: The floor is
yours.

PATRICK LYNCH: So we're applying to

```
operate our restaurant, it's our third restaurant
overall at 201 Alewife Brook Parkway.
CHAIR ANDREA JACKSON: If you could speak
up a little.
```

    THE REPORTER: You have to speak up,
    Patrick.
PATRICK LYNCH: I'm coming off a cold and
I lost my voice.
We have been operating a restaurant in
Kendall Square for a little over two years now.
And we recently purchased Cheddar's Pizza from
the owner who was retiring, and we're looking to
break that into another restaurant with the same
concept.
EXECUTIVE DIRECTOR ELIZABETH LINT: I'll
take care of the abutter notifications.
CHAIR ANDREA JACKSON: Can you tell me a
little bit more about your experience?
PATRICK LYNCH: Sure. We got our start

```
about four years ago operating food trucks. We
currently have five food trucks and two
restaurants. My wife here is our chef. She's
from the Culinary Institute of America.
ALISON LYNCH: That's where I went to
```

school.
CHAIR ANDREA JACKSON: You said five food
trucks?
PATRICK LYNCH: Yep. And we have been
operating a restaurant in Cambridge for about a
little more than two years now, and we opened our
second restaurant in Boston in January.
CHAIR ANDREA JACKSON: Who would be the
manager of this location?
PATRICK LYNCH: Our current most likely
plan is to transfer the manager from our Kendall
Square restaurant over, and train and promote a
manager internally from one of the supervisors
working there.

CHAIR ANDREA JACKSON: Are you making any
changes to the space?

PATRICK LYNCH: Yeah, we're doing a
substantial renovation.

CHAIR ANDREA JACKSON: When you say
"substantial," can you go into a little bit more detail of this? Are you changing anything in the kitchen?

PATRICK LYNCH: Yeah. I think basically
we're taking out all the kitchen equipment,
putting in a different hood.

Are we doing HVAC?

MICHAEL FEENEY: I believe so. Actually, yes.

PATRICK LYNCH: We're replacing, I think, most of the HVAC and we're building two new bathrooms, one of them is in place of an existing bathroom. And new floors, new walls, new fixtures. So it's pretty much a full build-out.

CAPTAIN TOM CAHILL: Are these bathrooms,
the existing bathroom is not accessible to the public bathrooms?

PATRICK LYNCH: Yeah, we will have two new ADA-accessible bathrooms.

CHAIR ANDREA JACKSON: Have you started work already?

PATRICK LYNCH: We're hoping to start in the next few weeks.

CHAIR ANDREA JACKSON: You wanted to make sure you got your license first before?

PATRICK LYNCH: Yeah, I think we did our zoning hearing in February and so we're just trying to move through the process.

CAPTAIN TOM CAHILL: Is most of your
business in Kendall Square foot traffic?

PATRICK LYNCH: Most of it is office workers.

CAPTAIN TOM CAHILL: It is a very unique
location.

PATRICK LYNCH: Yeah. Yeah. I think most of our customers are like from the complex or the immediate surrounding businesses, so our business profile would be a little different in Fresh Pond where we get a lot more people shopping and passing through.

CAPTAIN TOM CAHILL: That's a tough
parking area, tough to get in and out of.

PATRICK LYNCH: That's a little.

CHAIR ANDREA JACKSON: Is that next to

Mama Goos?

CAPTAIN TOM CAHILL: No. Next to Circle

Furniture, Trader Joe's.

CHAIR ANDREA JACKSON: Oh.

CAPTAIN TOM CAHILL: That's been a
problematic parking there for a long time.

CHAIR ANDREA JACKSON: Busy.

CAPTAIN TOM CAHILL: Busy.

CHAIR ANDREA JACKSON: When do you think you would be slated to open?

PATRICK LYNCH: We would like to open
around the beginning of August.

CAPTAIN TOM CAHILL: Have you submitted
your plans for review with the Building

Department, or were you waiting until you were clear here?

PATRICK LYNCH: So we're currently in the

20-day licensing -- for licensing we're in the 20-day appeal period.

EXECUTIVE DIRECTOR ELIZABETH LINT: The

BZA?

PATRICK LYNCH: Yeah. Sorry. And we can
submit at the end of that. I think we may be
able to submit like to get pre-approved during
that window. So we're hoping to get stuff in
basically this week.

CAPTAIN TOM CAHILL: You just want to
make sure that pending the approval the Building

Department will forward your plans to the Fire Department. If you're ripping all of that existing equipment out, you're in for a significant overhaul to meet the new kind of standards as far as cooking equipment goes. PATRICK LYNCH: Okay. CAPTAIN TOM CAHILL: But you will do that with the Fire Prevention office.

CHAIR ANDREA JACKSON: It's a seating capacity of 22 ?

PATRICK LYNCH: Yes.

CHAIR ANDREA JACKSON: Hours of operation
will be 7:00 a.m. to midnight, seven days a week?

PATRICK LYNCH: We aren't totally sure
yet because we haven't opened yet. We will
probably look to open at 10:30 in the morning.

CHAIR ANDREA JACKSON: 10:30?

PATRICK LYNCH: Yes.

```
CHAIR ANDREA JACKSON: You have to
```

understand the hours we approve are the hours you have to operate. I just want to make sure. I want to be able to approve something that you think is really workable for you. I would hate to have you come back here and sit through another hearing.

PATRICK LYNCH: We're not serving breakfast currently. We'll probably be open for
lunch. I would like to open 10:30 to 9:00 p.m.

CHAIR ANDREA JACKSON: 10:30 to 9:00
p.m.?

PATRICK LYNCH: Yes.

CHAIR ANDREA JACKSON: That's seven days
a week?

PATRICK LYNCH: Yes.

POLICE COMMISSIONER ROBERT HAAS: What
are the hours?

CHAIR ANDREA JACKSON: $10: 30$ to $9: 00$

```
p.m., seven days a week.
CHAIR ANDREA JACKSON: Any questions?
```

CAPTAIN TOM CAHILL: No questions.

CHAIR ANDREA JACKSON: None.

POLICE COMMISSIONER ROBERT HAAS: No
questions.

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

Seeing none, I make a motion that we approve the CV license for Bon Me Foods, LLC doing business as Bon Me, seating capacity of 22 .

Hours of operation will be 10:30 a.m. to 9:00 p.m. seven days a week.

Is there a second?

CAPTAIN TOM CAHILL: Second.

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

POLICE COMMISSIONER ROBERT HAAS: Aye.

CAPTAIN TOM CAHILL: Aye.

```
CHAIR ANDREA JACKSON: You're all set.
```

Good luck. Congratulations.

```
RATIFICATION: 1071 CAMBRIDGE STREET, LLC
```

D/B/A ANGEL'S SHARE

## EXECUTIVE DIRECTOR ELIZABETH LINT:

Ratification: 1071 Cambridge Street, LLC, doing business as Angel's Share, Keith Pooler, Manager, holder of a Wine and Malt Restaurant License (not yet issued) has filed to change their d/b/a to "Bisq."

They own Bergamot in Somerville and they want this to be a play on that, so it would be Bergamot Inman Square, so it's Bisq.

CHAIR ANDREA JACKSON: They're not open.

EXECUTIVE DIRECTOR ELIZABETH LINT:

They're not.

I actually spoke to Keith a few weeks ago

```
and he said that the build-out is just taking
quite a bit longer than anticipated.
    CHAIR ANDREA JACKSON: Any idea when
they're thinking of opening?
    EXECUTIVE DIRECTOR ELIZABETH LINT: I
don't recall what he said.
    CHAIR ANDREA JACKSON: Okay. AnY
```

questions?
POLICE COMMISSIONER ROBERT HAAS: NO
questions.
CHAIR ANDREA JACKSON: Any questions?
CAPTAIN TOM CAHILL: No questions.
CHAIR ANDREA JACKSON: I make a motion
that we accept the name change from Angel's Share
to Bisq.
Is there a second?
CAPTAIN TOM CAHILL: Second.
CHAIR ANDREA JACKSON: All those in favor
signify by saying aye.

POLICE COMMISSIONER ROBERT HAAS: Aye.

CAPTAIN TOM CAHILL: Aye.

CHAIR ANDREA JACKSON: We have the one
that we skipped over.

EXECUTIVE DIRECTOR ELIZABETH LINT: And
they certainly did not appear.

CHAIR ANDREA JACKSON: That's for Saigon

Alley, LLC, doing business as Saigon Alley. They
were looking for a peddler/vendor license to
operate a mobile food truck every Tuesday.

Seeing that they're not here, it is
approximately 7:28 p.m., I make a motion that we continue this.

Is there a second?

CAPTAIN TOM CAHILL: Second.

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

POLICE COMMISSIONER ROBERT HAAS: Aye.

CAPTAIN TOM CAHILL: Aye.

CHAIR ANDREA JACKSON: Is there any other matters before the Board?

EXECUTIVE DIRECTOR ELIZABETH LINT:

Nothing.

CHAIR ANDREA JACKSON: I make a motion
that we adjourn at 7:29 p.m.

CAPTAIN TOM CAHILL: Second.

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

POLICE COMMISSIONER ROBERT HAAS: Aye.

CAPTAIN TOM CAHILL: Aye.

CHAIR ANDREA JACKSON: We're adjourned. (Whereupon, the hearing was adjourned at 7:30 p.m.)

## 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:
$\qquad$ CHANGE:
REASON:
$\qquad$

CHANGE:
$\qquad$
$\qquad$
$\qquad$ REASON: CHANGE:
$\qquad$
$\qquad$
$\qquad$ REASON: $\qquad$ CHANGE:

REASON: $\qquad$
CHANGE: $\qquad$
REASON: $\qquad$

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, a Notary Public 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. IN WITNESS WHEREOF, I have hereunto set my hand this $16 t h$ day of April 2015.

Jill Kourafas
Certified Shorthand Reporter
License No. 14903
Notary Public

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

| \$ | 5:13, | 49:12, | 58:11, | 2:00 [2] - |
| :---: | :---: | :---: | :---: | :---: |
| \$85 [1] - | 36:19 | 51:11, | 65:3 | 54:13, |
| 91:2 | 11:00 [15] | 90:15 | $\underline{2008}$ [1] - | 83:10 |
|  | $-5: 11$,$12: 14$, | $\frac{15 \text { th }}{17: 9}$ | $\underline{201} \text { [2] - }$ | $39: 7$ |
| - |  |  |  |  |
| $\frac{\prime 07}{58: 13}[1]-$ | $\begin{aligned} & 13: 2, \\ & 13: 18 \end{aligned}$ | $\frac{162}{51.15}[1]-$ | $94: 19,$ | $\underline{3}$ |
|  |  |  | $\begin{aligned} & 95: 19 \\ & 2014 \quad[1] \quad- \end{aligned}$ |  |
|  |  | $\begin{aligned} & 54: 15 \\ & \text { 16th [1] - } \end{aligned}$ |  | 30 [5] - |
| $\underline{0}$ | $14: 8,$ | $110: 11$ | $\overline{17: 9}$ <br> 2015 | 41:11, |
| 02139 [1] |  | $\underline{175}$ [3] - |  | 52:19, |
| - 1:14 | $\begin{aligned} & 15: 2, \\ & 15: 4, \\ & 36: 8, \end{aligned}$ | $\begin{aligned} & 85: 2, \\ & 85: 4 \end{aligned}$ | $\underline{2015} \text { [3] - }$ | $53: 1$ |
| $\underline{1}$ | $\begin{aligned} & 36: 8, \\ & 36: 11, \end{aligned}$ |  | $\begin{aligned} & 1: 15, \quad 3: 2, \\ & 110: 11 \end{aligned}$ | $\begin{aligned} & 53: 12, \\ & 54: 1 \end{aligned}$ |
| 1 [3] - | 37:1, | $86: 14$ | $\underline{21[4]-}$ | 30-minute |
| 87:17, | $37: 2$, | 38:8 | $22: 7,$ | [1] - 50:4$32-34-36$ |
| 91:14, | $37: 3$, | 1995 [1] - | 37:4, |  |
| 92:15 | 83:10 |  | 77:15 | [1] - |
| $\underline{102 ~[1] ~-~}$ |  | 1:00 [7] - | $\underline{22}$ [4] - | 83:10 |
| $2: 19$ $1026 ~[2] ~$ | - $87: 19$, | 4:8, 5:11, | 77:15, | 32-year- |
| $\frac{1026}{73 \cdot 15}$ [2] - | 91:15, | $12: 14,$ | 95:3, | old [1] - |
| 73:15, |  | 13:3, | 102:9, | 77:15 |
| 73:16 |  | 13:18, | 104:10 | 36 [1] - |
| $\underline{1071}$ [3] - | $\frac{11: 00}{-4: 8}[1]$ | $\begin{aligned} & 54: 11, \\ & 54: 12 \end{aligned}$ | 225 [1] - | 33:17 |
| 2:19, | $12 \text { [1] }$ |  | 84:19 | $\frac{37}{2: 5}$ |
| 105:4, | 90:14 |  | $\underline{24}$ [2] - |  |
| 105:7 | 12:00 [2] | $\underline{2}$ |  | 3:00 [3] - |
| 10:00 [3] | $\overline{-70: 14,}$ | 2 [5] | $20: 8$, $40: 16$ | 85:3, |
| - 14:5, | $95: 4$ | $2: 3,4: 1,$ | $\underline{25}$ [3] - | $\begin{aligned} & 85: 5, \\ & 86: 18 \end{aligned}$ |
| $\begin{aligned} & 15: 1, \\ & 54: 11 \end{aligned}$ | 14 [3] - | $4: 4, \quad 38: 5,$ | $4: 9, \quad 5: 12$ |  |
| 10:30 [6] | $3: 12$ |  | 250 [2] | $\underline{4}$ |
| $\frac{-102: 15,}{}$ | $\underline{1400}$ [1] - | $\frac{20}{39: 3,}[2]-73: 6$ | 84:2, | 4 [1] - |
| 102:16, | 5:12 | 20-day [2] | 86:16 | 2:3 |
| $103: 9 \text {, }$ | $\underline{148}$ [1] - | $\begin{aligned} & -101: 8, \\ & 101: 9 \end{aligned}$ | $255 \text { [1] }$ | 45 [1] - |
| 103:10, | $\begin{aligned} & 46: 10 \\ & 14903 \end{aligned}$ |  | 84:2 | $36: 4$472 [1] - |
| 103:18, |  | $\underline{2004}$ [2] - | $\underline{26}[1]-$ |  |
| $1128 \text { [4] - }$ | -110:14 | 9:9, 11:9 |  | $\frac{73: 13}{}$ |
| $\frac{1128}{4: 7, ~ 4: 19, ~}$ | $\frac{15}{28: 5, ~}$ | $\frac{2007}{58: 10}$ [3] | $\frac{27}{84: 15}[1]-$ | $\frac{4: 00}{84: 7, ~}{ }^{[2]}$ - |
|  |  |  |  |  |



| ago [4] - | [9] - 6:1, | 11:13, | 29:14, | 65:5, |
| :---: | :---: | :---: | :---: | :---: |
| 80: 6, | 36:19, | 97:2 | 30:12, | 66:13, |
| 80:10, | 56:2, | ammo [1] - | 31:18, | 67:1, |
| 96:18, | $60: 17$, | 12:11 | 33:11, | 67:13, |
| 105:18 | 60:19, | Amplificat | 34:16, | 68:11, |
| agree [1] | 68: 9, | ion [1] - | 35:13, | 68:16, |
| - 44:4 | 68:18, | 54:17 | 36:6, | 69:3, |
| agreement | $70: 11$, | analysis | 36:10, | 69:8, |
| [1] - | 95:1 | [2] - | 36:14, | 69:15, |
| 91:19 | Alcoholic | 10:16, | 37:10, | 69:18, |
| ahead [1] | [2] - 4:6, | 10:17 | 37:14, | 71:9, |
| - 53:9 | 54:8 | AND/OR [1] | 38:10, | 71:18, |
| alcohol | Alewife | - 110:17 | 38:12, | 72:15, |
| $\frac{\text { [21] - }}{\text { ale }}$ | [2] - | Andrea [1] | 38:15, | 73:3, |
| 8:19, | 94:19, | - 3:17 | 38:19, | 73:10, |
| 9:17, | 95:19 | ANDREA | 39:4, | 73:14, |
| 10:10, | Alex [1] - | $\frac{\text { ANDREA }}{[180]}$ | 39:8, | 74:1, |
| 16:7, | 60:7 | $1: 8,7: 2,$ | 39:12, | 74:3, |
| 16:14, | ALISON [3] | 7:8, 7 7: ${ }^{\text {7, }}$ | 40:2, | 74:8, |
| 16:17, | - 95:11, | 12:12, | 40:5, | 74:14, |
| 19:18, | 97:3 | 12:16, | 43:17, | 74:18, |
| 20:19, | Alison [1] | 16:4, | 45:1, | 75:11, |
| 21:3, | - 95:11 | 16.4, | 49:7, | 76:11, |
| 21:5, | ALLEY [4] | 17:6, | 49:18, | 76:15, |
| 21:7, | - 2:11, | $17: 10$, | 52:7, | 76:18, |
| 24:2, | 83:4, 83:5 | 23:3, | 52:10, | 77:11, |
| 58:13, | Alley [4] | $23: 3$, $23: 11$, | $52: 12$, | 77:17, |
| 58:18, | - 83:6, | 23:14, | 52:14, | 78:2, |
| 59:6, | 83:7, | 23:14, | 53: 9, | 78:5, |
| 59:16, | 107:7 | 24:13 | 53:15, | $78: 7$, |
| 59:18, | allow [3] | 26:13, 26: | 53:19, | 78:19, |
| 60:4, | $\frac{\text { allow }}{-70: 11,}$ | $26: 6$, $26: 11$ | 55:12, | 79:3, |
| 60:18, | 84:4, 95:1 | 26:17, | 58:3, | 79:5, |
| 66:5, 66:6 | $84: 4, ~ 95: 1$ almost [1] | 26:17, 27, | 58:7, | 79:18, |
| alcohol- | - 51:5 | 27:7, | 58:16, | 80:4, |
| related | amended | $27: 11$, | 60:14, | 80:7, |
| [1] | amended | 27:17, | 62:6, | 80:13, |
| 10:10 | - 68:2 | 29 | 62:12, | 80:19, |
| alcoholic | America |  | 63:12, | 81:3, |
| alcoholic | [2] - | 29:10, | $63: 16$, | 81: 6, |


| 81:9, | 97:5, | ANGEL ' S | 54:15, | 56:7, |
| :---: | :---: | :---: | :---: | :---: |
| 81:12, | 97:11, | [2] - | 70:16 | 57:10, |
| 81:14, | 97:18, | 2:19, | APPLICATIO | 57:16, |
| 82:5, | 98:3, | 105:4 | $\underline{\mathrm{N}}$ [18] - | 68:1, |
| 82:8, | 99:4, | answer [1] | 2:2, 2:4, | 68:2, |
| 82:10, | 99:8, | - 41:6 | 2:6, $2: 8$, | 83:13, |
| 82:12, | 100:9, | Anthony | 2:9, 2:11, | 84:18, |
| 82:18, | 100:13, | [2] - | 2:13, | 94:16 |
| 83:12, | 100:16, | 70:8, | 2:15, | applied |
| 85: 4 , | 100:18, | 78:12 | 2:17, 4:1, | [11] - |
| 85:7, | 102:8, | ANTHONY | 38:1, | 4:6, 14:1, |
| 85:10, | 102:11, | [2] - 2:8, | 54:3, | 15:11, |
| 85:14, | 102:16, | 70:4 | 70:4, | 38:7, |
| 85:17, | 102:19, | anticipate | 79:9, | 54:7, |
| 86:5, | 103:10, | [1] - | 83: 4 , | 70:8, |
| 86:8, | 103:13, | 24:15 | 83:15, | 79:14, |
| 86:10, | 103:15, | anticipate | 87:11, | 83: 8, |
| 87:2, | 103:18, | d [1] - | 94:13 | 84:1, |
| 87: 6, | 104:1, | 106:1 | Applicatio | 87:16, |
| 87:9, | 104:3, | ANY [2] - | $\underline{n}$ [5] - | 94:17 |
| 88:1, | 104: 6, | 110:17, | 38:5, | APPLY [1] |
| 88:5, | 104:15, | 110:17 ${ }^{\text {1 }}$ | 70:7, | - 110:17 |
| 89:4, | 104:19, | apparatus | 79:12, | apply [2] |
| 91:3, | 105:15, | $\frac{\text { apparatus }}{[2]-}$ | 83: 6, | - 61:10, |
| 91:6, | 106:2, | 40:14, | 83:18 | 82:14 |
| $91: 8$, $91: 18$, | 106:6, | 46:15 | applicatio | applying |
| 91:18, 92: | $106: 10$, $106: 12$, |  | $\underline{\mathbf{n}}$ [21] - | [6] - |
| $92: 6$, $92: 10$, | $106: 12$, $106: 17$, | $\frac{\text { appeal }}{-101: 9}$ | 4:4, 6:3, | 51:15, |
| 92:10, 92:14, | 106:17, | appealing | 15:8, | 54:15, |
| 93:2 | 107:6, | [1]-90:8 | 15:10, | 70:16, |
| 93:6, | 107:15, | appear [2] | 23:16, | $\begin{aligned} & 71: 8, \\ & 78: 14 \end{aligned}$ |
| 93:13, | 107:19, | - 72:5, | 24:1, | 95:17 |
| 94:2, | 108: 4, | 107:5 | $26: 14$, $28: 5$, | appreciate |
| 94:6, | 108:7, | applicant | 36:17 | [1] - 3:6 |
| 94:11, | 108:11 | [3] - | 43:8, | apprentice |
| 95: 6, | Angel's | 64:7, | 52:19, | ship [1] |
| 95:15, | [2] - | 64:15 | 54:6, | $\frac{\text { ship }}{9: 13}$ |
| 96:1, | 105:8, | Applicant | 55:16, | appropriat |
| 96:15, | 106:13 | [2] - | 55.16, | appropriat |


| e [1] - | 28:15, | - 43:14, | 67:12, | avoided |
| :---: | :---: | :---: | :---: | :---: |
| 90:8 | 28:18, | 44:12, | 68: 4 , | [1] - |
| approval | $33: 1$, | 50:17 | 68:12, | 40:18 |
| [2] - | 35:5, | AT [2] - | $68: 17$, | awhile [2] |
| 36:3, | 41:10, | 1:13, 28:2 | 69:1, | - 45:6, |
| 101:18 | 43:15, | attended | 69:2, | 80:10 |
| approvals | 73:13, | [1] - 37:4 | 69:19 | aye [35] - |
| [1] - 36:3 | 100:7 | attorney | audio [1] | 37:11, |
| approve | areas [1] | [6] - | - $3: 9$ | 37:12, |
| [11] - | - 34:12 | 4:12, | Audio [1] | $37: 13$, |
| 29:5, | as-needed | 55:2, | - 54:17 | 37:14, |
| 36:17, | [1] - $26: 9$ | 60:7, | audio- | 53:17, |
| 43:8, | Assessors | 60:8, | taped [1] | 53:18, |
| 60:18, | [1] - 67:7 | 60:12, | - $3: 9$ | 53:19, |
| 78:11, | asset [2] | 61: 4 | auditorium | 69:16, |
| 81:17, | - 61:14, | attorneys | [1] - 86:4 | 69:17, |
| 86:14, | 61:16 | [1] - 60:4 | August [3] | 69:18, |
| 91:11, | ASSOCIATES | ATTY [28] | - 58:9, | 79:1, |
| 103:1, | [4] - | - 4:10, | 58:13, | 79:2, |
| 103:3, | 2:13, | 12:14, | 101:2 | 79:3, |
| 104:9 | 2:14, | 13:7, | available | 79:4, |
| approved | 83:15, | 55:1, | [2] - | 82: 6, |
| [4] - | 83:16 | 55:13, | 13:13, | 82:7, |
| 37:5, | Associates | 59:7, | 58:19 | 82:8, |
| 89:1, | [4] - | 61:5, | Ave [7] - | 82:9, |
| 94:3, | 83:18, | 61:19, | 65:15, | 87:3, |
| 101:14 | 83:19, | 62:10, | 73:18, | 87: 4 , |
| April [4] | 86:15, | $62: 11$, | 73:19, | 93:3, |
| - 1:15, | 86:16 | 62:14, | $74: 1$, | 93:4, |
| 3:2, 3:12, | Associatio | 62:18, | 76:9, | 93:5, |
| 110:11 | $\underline{n}$ [2] - | 63:14, | 78:12, | 104:16, |
| arcade [1] | 23:17, | $63: 18$, | 86:17 | 104:17, |
| - 80:16 | 38:8 | $64: 10$, | Avenue [6] | 104:18, |
| area [13] | assuming | 64:19, | - 1:14, | 106:18, |
| - 12:6, | [1] - | 66:8, | 3:14, | 106:19, |
| 12:18, | 12:17 | 66:15, | 70:10, | 107:1, |
| 14:13, | assumption | 66:19, | 73:16, | 107:16, |
| 18:11, | [1]-56:2 | 67:3, | 73:17, | 107:17, |
| 27:19, | assure [3] | 67:8, | 84:3 | 107:18, |


| 108:8, | 68:6 | [2] - 8:9, | 81:19 | bid [1] - |
| :---: | :---: | :---: | :---: | :---: |
| 108:9, | bar [ | 8:11 | BEN [2] - | 55:19 |
| 108:10 | 5:16, 9:1, | beef [1] | 2:16, | bill [2] - |
| Aye [1] - | 9:2, 9:4, | 8:5 | 87:11 | 67:6, |
| 87:5 | 12: 6, | beer [14] | Ben [5] - | 90:19 |
|  | 16:9, | - 19:16, | 87:14, | Bill [2] - |
| B | 31:3, | 34:7, | 88:8, | 55:4, 55:9 |
| background | 31:17 | $35: 6$, | 89:7, | Bisq [3] |
| [4] - | Barely [1] | 58:18, | 90:7, | 105:11, |
| $6: 14$ | - 72:14 | 59:5, | 91:12 | 105:14, |
| $70: 17$, | based [3] | 59:17, | Bergamont | 106:14 |
| $74: 19$ | $\overline{-14: 10, ~}$ | 60:16, | [2] - | bit [13] - |
| $78: 15$ | $14: 11$ | 63:3, | 105:12, | $5: 7,6: 18,$ |
| background | 15:10 | 66:9, | 105:14 | $13: 11,$ |
| s [1] - | Basement | 66:10, | best [1] - | 18:9, |
| 6:19 | [1] - 1:13 | $68: 8 \text {, }$ | $11: 7$ | 18:16, |
| bacon [1] | basement | $68: 15$ | better | $30: 10 \text {, }$ |
| - 19:2 | [1] - 3:14 | 68:16, | - 18:16, | $56: 14$ |
| bad [1] - | basis [1] | 68:17 | 51:10 | $62: 13$ |
| 48:2 | - 52:19 | beginning | between | $74: 19$, |
| balance | bathroom | [2] - | [3] - | 80:14, |
| [1] - | [2] - | 42:5, | 16:17, | 96:16, |
| 90:19 | $98: 16$ | $101: 2$ | 57:3, 75:8 | 98:4, |
| Bank [1] - | $98: 19$ | behalf [1] | beverage | 106:1 |
| $11: 12$ | bathrooms | - 52:15 | [4] - | blame [1] |
| Bankruptcy | [4] - | behind [1] | 9:14, | - 40:2 |
| [3] - | 98:15, | - 8:8 | 10:3, | blend [1] |
| 57:2, | 98:18, | Belgium | 10:16, | - 7:15 |
| 57: 8, | 99:1, 99:3 | [4] - | 36:19 | block [3] |
| 61:17 | battle [1] | $31: 3$, | Beverages | - 30:3, |
| bankruptcy | - 44:3 | $31: 10$ | [2] - 4:6, | 31:9, |
| [8] - | bay [3] - | 31:17 | 54:8 | 51:13 |
| 55:19, | 43:18, | 35:6 | beverages | blocked |
| 56:1, | 43:19, | Belgium- | [5] - 6:1, | [4] - |
| 60:6, | 45:4 | type [1] - | 56:3, | 40:14, |
| 61:12, | becomes | 31:17 | 70:11, | 42: 6, |
| 64:2, | [1] - | below [3] | 84:5, 95:2 | 43:18, |
| 67:8, | 55:16 | - 54:18, | beyond [1] | 44:1 |
| 67:17, | becoming | 79:16, | - 46:8 | blocking |


| [2] - | bottom [1] | build [2] | $31: 1$, | [1] - |
| :---: | :---: | :---: | :---: | :---: |
| 42:8, | - 38:4 | - 98:17, | 36:18, | 18:15 |
| 43:11 | bowl [1] - | 105:19 | 38:6, | busy [2] |
| blocks [1] | 29:2 | build-out | 38:13, | 100:16, |
| - 33:18 | Braintree | [2] - | 39:1, | 100:17 |
| Bloomfield | [1] - | 98:17, | 39:3, | butcher |
| [2] - 4:4, | 89:15 | 105:19 | 46:11, | [1] - 6:11 |
| 36:17 | Brattle | Building | 46:12, | buying [1] |
| BLOOMFIELD | [1] - 38:5 | [4] - | 61:16, | - 66:10 |
| [2] - 2:3, | BRATTLE | 1:13, | 66:6, | BZA [1] - |
| 4:1 | [2] - 2:5, | 3:14, | $70: 7$, | 101:11 |
| Board [6] | 38:1 | 101:4, | 71:15, |  |
| - 4:11, | bread | 101:18 | 78:12, | c |
| 57:17, | -7:1 | building | 80:10, | C-H-O [1] |
| 59:9, | 8:3 | [7] - | 83:7, | - 80:3 |
| 63:8, | :16 | 42:9, | 83:19, | cab [2] |
| 93:15, | 19:3 | 50: 4 , | 86:15, | 43:15, |
| 108:1 | break [1] | 85:8, | 87:14, | 44:18 |
| BOARD [1] | - 96:11 | 85:10, | 91:12, | cabs [4] |
| - 1:7 | breakfast | 85:12, | 94:16, | 40:8, |
| BON [4] - | 3] | 86:1, | 99:14, | 40:11, |
| 2:17, | 76:5, | 98:14 | 100:3, | 40:14, |
| $94: 13$ | 76:6, | burger [9] | 104:10, | 42:19 |
| Bon [4] - | 103:8 | - 7:13, | 105:8, | Caesars |
| 94:16, | breakin | 8:4, 8:5, | 107:7 | [1] - 11:5 |
| 94:17, | breakin | 12:6, | Business | CAFE [2] - |
| 104:9, | 7:19 | 31:8, | [1] - | 2:8, 70:4 |
| 104:10 | 11:16 | 31:11, | 23:16 | Cafe [2] |
| BOSTON [2] | bridge [1] | 34:5 | businesses | 70:7, |
| - 2:10, | - 9 - ${ }^{\text {a }}$ | burgers | [5] - | 78:12 |
| 79:9 | bring | [4]-5:6, | 13:10, | cafeteria |
| Boston [7] | 25:1 | 17:16, |  | [1] - |
| - 18:11, | $33: 8$, | 18:7 | :15, | 85:15 |
| 25:13, | 89:10 | 19:10 | 28:3, | CAHILL |
| 31:16, | Brook [2] | business |  | [66] - |
| 79:12, |  | [28] - | businessma | 1:10, |
| 81:18, |  | 11:11, | $\underline{\mathrm{n}}$ [1] - | 24:15, |
| 89:17, | budget [1] | 21:18, | 35:12 | 25:4, |
| 97:10 | $\frac{-30: 11}{\text { - }}$ | 28:4, | bustling | 25:9, |


| 25:17, | 93:1, | 35:4, | 91:7, | - 11:8 |
| :---: | :---: | :---: | :---: | :---: |
| 26:16, | 93:5, | $37: 1$, | 93:1, | Carlisle |
| 37:9, | 98:18, | 38: 6, | 93:5, | [1] - 30:2 |
| 37:13, | 99:13, | 83:10, | 98:18, | Carlton |
| 40: 4 , | 99:17, | 89:13, | 99:13, | [3] - |
| 40:6, | 100:6, | 90:2, | 99:17, | 6:17, |
| 41:7, | 100:11, | 97: 8, | 100:6, | 9:13, 10:2 |
| 42:16, | 100:14, | 105:7 | 100:11, | cars [4] - |
| 43:1, | 100:17, | cannot [1] | 100:14, | 39:17, |
| 43:6, | 101:3, | - 68:12 | 100:17, | 48:8, |
| 43:19, | 101:17, | capacity | 101:3, | 51:1, 51:7 |
| 44:8, | 102: 6, | [7] - 4:9, | 101:17, | cash [2] - |
| 45:7, | 104:2, | 10:15, | 102: 6, | 42:11, |
| 45:19, | 104:14, | 54:14, | 104:2, | 45:9 |
| 46:7, | 104:18, | 70:13, | 104:14, | cashing |
| 49:9, | 106:11, | 95:3, | 104:18, | [2] - |
| 49:19, | 106:16, | 102:9, | 106:11, | 43:1, $51: 6$ |
| 51:9, | 107:1, | 104:10 | 106:16, | casual [3] |
| 52:11, | 107:14, | CAPTAIN | 107:1, | - 19:12, |
| 52:13, | 107:18, | [42] - | 107:14, | 19:14, |
| 52:18, | 108:6, | 1:10, | 107:18, | 30:7 |
| $53: 8$, 53.10, | 108:10 | 25:4, | 108:6, | Catering |
| $53: 10$, $69: 14$, | $\frac{\text { Cahill }}{-3.18}$ [1] | 41:7, | 108:10 | [2] - |
| 69:14, $75: 15$, | - 3:18 | 69:14, | Captain | 84:14, |
| $75: 15$, $76: 2$, | $\frac{\text { CAMBRIDGE }}{[6]-1 \cdot 2}$ | 75:15, | $\begin{aligned} & \text { [3] - } \\ & 2.18 \end{aligned}$ | 85:2 |
| $76: 2$, $77: 3$, | [6] - 1:2, | 76:2, | $3: 18$, 24.14, | catering |
| 77:3, | 1:3, 2:5, | $77: 3$, | 24:14, | [3] - |
| $77: 10$, 78.6, | 2:19, | 77:10, | 49:7 | 6:11, |
| $78: 6$, $78: 18$, | 38:1, | 78: 6, | captain's | 20:8, 20:9 |
| $78: 18$, $79: 4$, | 105:4 | $78: 18$, | [1] - | caveat [1] |
| 81: 13, | Cambridge | 79:4, | 50:14 | - 73:1 |
| 82:4, | 14 | 81:13, | CAPTURIN | cell [1] - |
| 82:9, | 1:14, $4: 19$, | 82:9, | car [1] - | 3:5 |
| 86:9, | 5:13, | 86:9, | 46:4 | Center [2] |
| 87:1, | 23:16, | 87:1, | care [2] - | - 91:15, |
| 87:5, | 28:2, | 87:5, | 91:1, | 92:16 |
| 90:3, | 32:14, | 90:3, | $96: 14$ | Central |
| $\begin{aligned} & 90: 9, \\ & 91: 7, \end{aligned}$ | 32:15, | 90: 9, | career [1] | $\begin{aligned} & {[2]-} \\ & 33: 18, \end{aligned}$ |


| 34:12 | 17:10, | 52:10, | 77:11, | 91:8, |
| :---: | :---: | :---: | :---: | :---: |
| Centre [1] | 23:3, | 52:12, | 77:17, | 91:18, |
| - 87:18 | 23:11, | 52:14, | 78:2, | 92: 6, |
| certain | 23:14, | 53:9, | 78:5, | 92:10, |
| [1] - 36:3 | 24:9, | 53:15, | 78:7, | 92:14, |
| certainly | 24:13, | 53:19, | 78:19, | 93:2, |
| [3] - 7:7, | 26:6, | 55:12, | 79:3, | 93: 6, |
| 73:5, | 26:11, | 58:3, | 79:5, | 93:13, |
| 107:5 | 26:17, | 58:7, | 79:18, | 94:2, |
| CERTIFICAT | 27:2, | 58:16, | 80: 4 , | 94:6, |
| ION [2] - | 27:7, | 60:14, | 80:7, | 94:11, |
| $\frac{110}{110} 1$ | 27:11, | 62: 6, | 80:13, | 95:6, |
| 110:16 | 27:17, | 62:12, | 80:19, | 95:15, |
| Certified | 29:7, | 63:12, | 81:3, | 96:1, |
| $\frac{\text { Certified }}{\text { [1] - }}$ | 29:10, | 63:16, | 81: 6, | 96:15, |
| 110:14 | 29:14, | 65:5, | 81: 9, | $97: 5$ |
| certify | 30:12, | 66:13, | 81:12, | 97:11, |
| certify | 31:18, | 67:1, | 81:14, | 97:18, |
| [1] - | 33:11, | 67:13, | 82:5, | 98:3, |
| 110:7 | 34:16, | $68: 11$, | 82: 8 , | 99:4, |
| CERTIFYING | 35:13, | 68:16, | 82:10, | 99:8, |
| [1] - | 36:6, | 69:3, | 82:12, | 100:9, |
| $110: 18$ | 36:10, | 69:8, | 82:18, | 100:13, |
| $\frac{\text { cetera [1] }}{\text { - } 60: 13}$ | 36:14, | 69:15, | 83:12, | 100:16, |
| - 60:13 | 37:10, | 69:18, | $85: 4,$ | 100:18, |
| Chair [5] | 37:14, | 71:9, | 85:7, | 102:8, |
| - 3:16, | $38: 10$, | 71:18, | 85:10, | 102:11, |
| $4: 11,$ | 38:12, | 72:15, | 85:14, | 102:16, |
| $55: 2,$ | 38:15, | $73: 3$, | 85:17, | 102:19, |
| $55: 14$ | 38:19, | 73:10, | 86:5, | 103:10, |
| 88:2 | 39:4, | 73:14, | 86:8, | 103:13, |
| CHAIR | 39:8, | 74:1, | 86:10, | 103:15, |
| [180] - | 39:12, | 74:3, | 87:2, | 103:18, |
| 1:8, 7:2, | 40:2, | 74:8, | 87: 6, | 104:1, |
| $7: 5,7: 9,$ | 40:5, | 74:14, | 87:9, | 104:3, |
| $12: 12,$ | 43:17, | 74:18, | 88:1, | 104: 6, |
| 12:16, | 45:1, | 75:11, | 88:5, | 104:15, |
| 16:4, | 49:7, | 76:11, | 89:4, | 104:19, |
| 17:3, | 49:18, | 76:15, | 91:3, | 105:15, |
| 17: 6, | 52:7, | 76:18, | 91: 6, | 106:2, |


| 106: 6, | 98:5 | 90:1 | client [1] | Coffee [1] |
| :---: | :---: | :---: | :---: | :---: |
| 106:10, | Chapter | clarificat | - 60:5 | - 71:14 |
| 106:12, | [1] - | ion [1] - | client's | coffee [2] |
| 106:17, | 46:10 | 82:12 | [1] - 73:4 | - 71:17, |
| 107:2, | check [1] | clarifies | close [7] | 75:18 |
| 107: 6, | - 49:14 | [1] - 37:6 | - 14:5 | coffees |
| 107:15, | checking | clarify | 14:7, | [1] - |
| 107:19, | [1] - 46:4 | [2] - | 14:9, | 75:18 |
| 108:4, | Cheddar's | 13:16, | 15:1, | cold [3] - |
| 108:7, | [1] - 96:9 | 91:16 | 15:2, | 90:13, |
| 108:11 | chef [2] - | class [2] | 15:3, 15:5 | 90:14, |
| Chairman | 84:13, | - 22:7, | closed [1] | 96:5 |
| [1] - | 97:1 | 22:14 | - 5:1 | colleagues |
| 60:14 | Chowdhury | Classic | closing | [3] - 8:1, |
| change [4] | [10] - | [5] - | [1] - 13:4 | 8:13, |
| - 25:10, | 79:13, | 54: 6, | CO [2] - | 28:18 |
| 105:10, | 80:2, | 55:3, | 2:3, 4:1 | college |
| 106:13, | $80: 3$, | 55:17, | Co [4] - | [1] - 11:9 |
| 109:2 | 80: 6, | 56:6, 57:9 | 4:5, 7:13, | combinatio |
| CHANGE [6] | 80: 9, | CLASSIC | 8:17, | n [1] - |
| - 109:4, | 80:15, | [2] - 2:7, | 36:18 | 17:16 |
| 109:5, | 81:2, | $54: 3$ | co [5] - | coming [8] |
| $\begin{aligned} & 109: 6, \\ & 109: 7 \end{aligned}$ | $81: 5 \text {, }$ | classic | 4:18, | - 6:12, |
| 109:7, | $81: 8 \text {, }$ | [1] - | $5: 18,6: 6$, | 8:13, |
| 109:8, | 82:11 | $18: 19$ | 17:4, 17:7 | 29:8, |
| 109:9 | Christmas | cleaning | co-owner | $30: 13$, |
| $\frac{\text { changed }}{\text { [3] - }}$ | $[1] \quad-$ | [1] - 26:3 | [1] - 6:6 | 42:11, |
| [3] - <br> 44.5 | $11: 17$ | clear [6] | co-owners | 52:2, |
| $44: 5,50: 5$ | Circle [1] | - 3:8, | [4] - | 93:15, |
| changes | $-100: 11$ | 36:7, | 4:18, | 96:5 |
| [4] - | citizens | 36:14, | 5:18, | Commission |
| $76: 19 \text {, }$ | [1] - | $59: 4,$ | 17:4, 17:7 | [9] - |
| $77: 3 \text {, }$ | $22: 13$ | $68: 4,$ | cocktail | $3: 11,$ |
| $\begin{aligned} & 97: 19, \\ & 109: 11 \end{aligned}$ | CITY [1] - | 101: 6 | [3] - 9:4, | 55:14, |
|  | 1:3 | cleared | 29:1, 34:7 | 56:7, |
| $\frac{\text { changing }}{\text { [3] - }}$ | city [1] - | [1] - 42:9 | cocktails | 56:10, |
| $\begin{aligned} & \text { [3] - } \\ & \text { 26:2, } \end{aligned}$ | 22:19 | clearly | [2] - | 57:12, |
| $26: 2$, $84: 16$, | City [2] - | [1] - | 21:10, | 61:7, |
| 84:16, | 23:17, | 38:12 | 22:3 | 62:1, |


| 68:5, 88:3 | 62: 4 , | 110:3, | ary [1] - | 16:5, |
| :---: | :---: | :---: | :---: | :---: |
| COMMISSION | 64:8, | 110: 6 | 19:17 | 16:6, |
| [3] - 1:2, | 64:12, | communicat | complete | 22: 4 , |
| 1:5, 1:7 | 65:12, | ion [1] - | [1] - | 39:13, |
| Commission | 65:16, | 48:3 | 61:11 | 39:14 |
| er [2] - | 66:1, | community | complex | concerned |
| 3:17, | 68:14, | [7] - | [1] - | [1] - 46:8 |
| 24:10 | 69:17, | 8:12, | 100:1 | condition |
| COMMISSION | 78:3, | 13:1, | compliant | [1] - 90:6 |
| ER [54] - | 79:2, | 13:8, | [1] - | cone [2] - |
| 1:9, | 81:10, | 15:14, | 25:19 | 48:7, 89:8 |
| 14:17, | 82:7, | 17:14, | complying | conference |
| 15:6, | 86:6, | 22:12, | [1]-10:9 | [1] - $3: 15$ |
| 15:12, | 87:4, | 32:19 | computer | Conference |
| 15:18, | 89:12, | companies | [1]-52:2 | [1] - 1:13 |
| 16:16, | 91:4, | [3] - | concept | confidence |
| 17:1, | 93:4, | 6:16, | [18] - | [1] - 32:4 |
| 17:15, | 93:7, | 10:12, | 5:5, 5:6, | confirmati |
| 19:11, | 103:16, | $35: 3$ | 5:8, 7:1, | on [1] - |
| 19:15, | $104: 4 \text {, }$ | Company | $7: 12,$ | 61:7 |
| 20:18, | $\begin{aligned} & 104: 17, \\ & 106 \cdot 8 \end{aligned}$ | [4] - | 7:13, 8:8, | congratula |
| 21: 4 , | 106:8, | 4:19, | 8:17, | tions [2] |
| 23:1, | $107: 17,$ | 6:17, | 12:2, | - 37:15, |
| 23: 6, | $\begin{aligned} & 107: 17, \\ & 108: 9 \end{aligned}$ | 9:14, | 18:1, | $105: 1$ |
| 24:11, |  | 71:14 | 23:18, | Connecticu |
| 26:19, | Commission | company | $30: 5$, | t [1] - |
| 35:19, | ers $3.16{ }^{\text {[1] - }}$ | [6] - | $31: 4$, | 84:12 |
| 37:12, | $3: 16$ | 5:19, | 33:5, | Connell |
| 48:6, | $\frac{\text { common }}{-45: 2}$ | $6: 11,$ | $34: 3$ | $[1]-4: 13$ |
| $48: 14$, $48: 19$, | $-45: 2$ Common [4] | $10: 8 \text {, }$ | $35: 6 \text {, }$ | conscienti |
| 50:9, | -70:9, | 12:1, | $16 \text {, }$ | ous [1] - |
| 50:12, | 79:13, | 42:17 | CONCEPTS | 28:11 |
| 50:18, | 84:1, | compete | [2]-2:7, | conside |
| 51: 4 , | 94:18 | [1] - | $54: 3$ | [1] - |
| 52:8, | Commonweal | 20:17 | Concepts | 16:17 |
| 53: 4, | th [5] - | complement | [1]-54:6 | considerat |
| 53:18, | 73:13, | [1] - 12:7 | concern | ion [1] - |
| 59:13, | 73:16, | complement | [5] - | 15:16 |


| considered | on [6] - | correction | create [2] | D |
| :---: | :---: | :---: | :---: | :---: |
| [1] - | 54:18, | [1] - | - 12:1, | D-I-W-A-N |
| 85:19 | 63:2, | 109:2 | 22:15 | [1] - 7:8 |
| consistent | 70:18, | correction | critical | D.C [1] - |
| [1] - 14:2 | 78:16, | s [1] - | [2] - | 10:15 |
| consistent | 79:16, | 109:11 | 22:10, | D/B/A [16] |
| $\underline{\underline{y}}$ [1] - | 82:1 | cosmetics | 22:13 | - 2:3, |
| 60:9 | conversati | [1] - | cross [1] | $2: 5,2: 8,$ |
| constantly | ons [2] | 24:18 | - 94:8 | 2:11, |
| [1] - | 13:6, | costs [1] | cruiser | 2:13, |
| 40:12 | 13:15 | - 39:10 | [1] - | 2:16, |
| consultant | converted | Councilor | 50:15 | 2:17, |
| [1] - | [1] | [1] - | Culinary | 2:19, 4:1, |
| 10:12 | $68: 19$ | 23:17 | [1] - 97:2 | $38: 1,$ |
| consumed | convey [1] | counsel | current | $70: 4,$ |
| [3] - | - 68:6 | [4] - | [9]-6:6, | 83: 4, |
| 70:12, | cooking | 37: 6, | 25:11, | 83:15, |
| 84:6, 95:2 | [3] - | 62:7, | 71:13, | 87:11, |
| continue | 25:5, | 62:15, | 71:19, | 94:13, |
| [2] - | 26:2, | 69:10 | 72:4, | 105:4 |
| 69:9, | 102:4 | counter | 73:2, | d/b/a [2] |
| 107:12 | cool [2] - | [1] - 83:1 | 75:15, | $\overline{-4: 5}$ |
| continued | 18:3, 18:4 | country | 97:13 | $105: 10$ |
| [1] - 67:4 | corner [2] | [1] - | customer | daily [1] |
| contract | - 76:9, | 10:10 | [2] - | - 43:9 |
| [2] - | 76:10 | couple [4] | 20:2, 20:6 | Dana [1] - |
| 88:16, | corporate | - 35:10, | customers | 76:9 |
| 92:2 | [2] - | 48:1, 77:6 | [4] - | date [2] |
| contractor | 10:4, | Court [3] | 20:4, | 67:2, |
| s [1] - | 10:14 | - 57:2, | 20:13, | 109:3 |
| 43:5 | correct | 57:8, | 21:15, | DATE [1] |
| contributi | [7] - | 61:17 | 100:1 | 1:15 |
| ng [1] - | 16:8, | courtyard | cut [1] - | days [26] |
| 51:5 | 30:1, | [1] - 86:2 | 19:4 | - 4:9, |
| CONTROL | 36:12, | craft [1] | CV [3] - | 5:11, |
| [1] - | 36:13, | - 22:3 | 78:11, | 12:15, |
| 110:17 | 68:11, | cream [2] | 86:14, | 21:8, |
| conversati | $85: 11,$ | - 89:10, | 104:9 | $31: 2$, |
|  | 88:7 | 90:17 |  | $31: 13$, |


| 36:4, | 5:18, 6:7, | 34:13, | determine | 38:3, |
| :---: | :---: | :---: | :---: | :---: |
| 40:11, | 6:13, | 43:13, | [1] - | 53:2, |
| 53:1, | 6:19, 7:4, | 45:16, | 67:18 | 53: 6, |
| 53:12, | 11:3, | $52: 1,52: 5$ | develops | 53:13, |
| 56:8, | 13:10, | degree [1] | [1] - 92:4 | 54:5, |
| 70:15, | 28:13, | - 51:5 | different | 58:1, |
| 75:2, | $30: 19$, | deli [1] - | [4] - | 58:4, |
| 75:12, | $31: 1$, | 8:3 | 15:7, | 58:12, |
| 78:14, | 33:19 | deli-style | 21:19, | 59:11, |
| 87:19, | DEEPAK | [1] - 8:3 | 98:9, | 65:7, |
| 93:8, | [25] - | delicious | 100:3 | 65:14, |
| 93:17, | 4:15, 7:4, | [2] - | diners [1] | 65:18, |
| 94:3, | 7:7, 7:10, | 29:3, 33:6 | - 21:16 | 66:2, |
| 94:7, | 13:12, | Demersky | dining [5] | 66:11, |
| 95:5, | 14:19, | [1] - | - 14:15, | 66:17, |
| 102:12, | 15:9, | 25:13 | 18:12, | 67:5, |
| 103:13, | 15:13, | Department | 19:12, | 67:10, |
| 103:19, | 16:2, | [5] - | 19:13, | 67:16, |
| 104:12 | 16:12, | 39:15, | 19:14 | 69:6, |
| deadline | 17:5, | 45:4, | dinner [5] | 70:2, |
| [1] - 56:8 | 17:8, | 101:5, | - 5:10, | 70: 6, |
| dealing | 17:18, | 101:19, | 18:14, | 72:3, |
| [1] - 10:7 | 19:14, | 102:1 | 30:7, | 72:9, |
| decade [1] | 21:9, | describe | 30:9, 76:7 | 72:12, |
| - 21:12 | 22:10, | [1] - | dinners | 79:11, |
| decided | 23:5, | 19:12 | $\frac{\text { [2] - }}{\text { dinners }}$ | 82:16, |
| [1] - 12:1 | 23:8, | designated | 11:17 | $82: 19 \text {, }$ |
| decision | 23:13, | $\frac{\text { [1] - }}{\text { designated }}$ | DIRECT [1] | 83:17, |
| [1] - | 24:17, | 42:12 | - 110:17 | 87:13, |
| 67:19 | 26:5, | desk [1] - | DIRECTION | 89:2, |
| dedicated | 36:2, | 45:11 | $\frac{\text { [1] - }}{\text { DIRECIION }}$ | 90:18, |
| [1] - | $36: 9$, $36: 13$ | desserts | 110:18 | $\begin{aligned} & 93: 19, \\ & 94: 15, \end{aligned}$ |
| 35:11 | $36: 13$ deferring | [1]-7:16 | directly | $\begin{aligned} & 94: 15, \\ & 96: 13, \end{aligned}$ |
| Dee [2] - | $\frac{\text { deferring }}{[2]-}$ | destinatio | [1] - | 101:10, |
| $\begin{aligned} & 11: 19, \\ & 12 \cdot 4 \end{aligned}$ | 65:5, | $\underline{\mathrm{n}}$ [1] - | 72:19 | 102:17, |
| 12:4 | 67:13 | 18:11 | DIRECTOR | 105:6, |
| $\frac{\text { Deepak }}{[13]}$ | definitely | detail [2] | [45] - | 105:16, |
| [13] - $4: 14,5: 7$ | [5] - | - 73:9, | 1:11, 3:4, | 106:4, |
| 4:14, 5:7, |  | 98:5 | 4:3, 24:6, | 107:4, |


| $108: 2$ <br> Director | $\begin{aligned} & -4: 15, \\ & 7: 4 \end{aligned}$ | $\begin{aligned} & \text { 90:5 } \\ & \text { door [2] - } \end{aligned}$ | $\frac{\text { drinks }}{-75: 19}$ | $\begin{aligned} & 23: 16, \\ & 30: 3, \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| [2] - | $\underline{\text { DIWAN [24] }}$ | 44:8, 46:3 | Drive [1] | $32: 14,$ |
| $\begin{aligned} & 63: 3,65: 6 \\ & \text { director } \end{aligned}$ | $\begin{aligned} & -4: 15, \\ & 7: 4,7: 7, \end{aligned}$ | $\frac{\text { doors }}{-40: 15,}$ | - 83:11 | $\begin{aligned} & 35: 3 \\ & \text { easy } \end{aligned}$ |
| [1] - | 7:10, | 43:18, | - 35:11 | 49:4, |
| 88:12 | 13:12, | 43:19, | driver [1] | 51:12 |
| Director's | 14:19, | 45:4, | - 47:14 | eat [2] - |
| [2] - | 15:9, | 46:15 | drivers | 17:19, |
| 56:10, | 15:13, | doorway | 12] | 28:19 |
| 56:18 | 16:2, | [1] - $3: 8$ | 41:9, | eating [1] |
| directs | 16:12, | Dorchester | 41:19, | - 11:15 |
| [1] - | 17:5, | [1] - | 42:10, | echo [1] |
| 69:10 | 17:8, | 74:11 | 43:3, | 12:4 |
| discourage | 17:18, | DOUGLAS | 43:7, | eclectic |
| [1] - | 19:14, | [9] - | $44: 2$, | [1] - 7:15 |
| 48:16 | 21:9, | 80:2, | 44:15, | education |
| discussion | 22:10, | 80:3, | 46:1, | [1] - 10:5 |
| [5] - | 23:5, | 80: 6, | 46:14, | EF [1] - |
| 13:19, | 23: 8, | 80: 9, | 47:8, | 28:2 |
| 14:1, | 23:13, | 80:15, | 48:4, 49:5 | effect [2] |
| 14:11, | 24:17, | 81:2, | driveways | - 65:3, |
| 58:17, | 26:5, | 81:5, | [1] - 50:7 | $67: 15$ |
| 59:4 | 36:2, | 81:8, | during [4] | eight [2] |
| disliked | 36:9, | 82:11 | - 11:4, | - 27:19, |
| [1] - | 36:13 | Douglas | $11: 6$ | $92: 9$ |
| 11:13 | DK [7] - | [2] - | 59:4, | either [3] |
| Dispatch | $\begin{aligned} & 2: 3,4: 1, \\ & 4: 5,4: 19 \end{aligned}$ | 79:12, | 101:14 | - 23:11, |
| $\begin{aligned} & {[2]-} \\ & 38: 7,38: 8 \end{aligned}$ | $\begin{aligned} & 4: 5, \quad 4: 19, \\ & 7: 12, \end{aligned}$ | 80:2 ${ }_{\text {down [4] }}^{\text {de }}$ | E | $41: 15,$ |
| DISPATCH | 8:17, | 14: 6, | E-R-I-C | elevated |
| [2] - 2:5, | documen | 14:8, | [1] - 62.19 | [2] - |
| 38:1 | documen | 30:7, | 62:19 | $18: 9$ |
| dispatch | [1] - | 61:15 | easier [2] | $18: 16$ |
| $[1]-$ | DOES [1] - | $\frac{\text { dozen }}{-86.2}$ | $\begin{aligned} & -50: 19, \\ & 82: 13 \end{aligned}$ | ELIZABETH |
| $42: 18$ | $110: 17$ | $\begin{gathered} -86: 2 \\ \text { drink [2] } \end{gathered}$ | East [7] - | [45] - |
| $\frac{\text { division }}{[1]-9: 15}$ | done [2] - | $\frac{\text { drink }}{-16: 11, ~}$ | 5:1, 5:4, | $\begin{aligned} & 1: 11, \quad 3: 4, \\ & 4: 3,24: 6 \end{aligned}$ |
| Diwan [2] | 59:19, |  | 8:10, | 38:3, |


| 53:2, | email [1] | entering | Eric [4] - | 4:10, |
| :---: | :---: | :---: | :---: | :---: |
| 53: 6, | - 12:17 | [2] - | 62:11, | 4:14, |
| 53:13, | embrace | 72:1, | 62:14, | 25:15, |
| 54:5, | [1] - 19:5 | 72:18 | 62:16, | $38: 10$, |
| 58:1, | employed | entertain | 62:19 | 38:11, |
| 58:4, | [1] - | [1] - | ERRATA [1] | 55:1, |
| 58:12, | 10:13 | 57:19 | - 109:1 | $55: 3$, |
| 59:11, | employee | Entertainm | errata [1] | $55: 16$, |
| 65:7, | [1] - | ent [3] - | - 109:3 | 57:11, |
| 65:14, | 85:15 | 54:16, | especially | $70: 19 \text {, }$ |
| $65: 18 \text {, }$ | employee- | 70:17, | [2] - | $79: 18 \text {, }$ |
| 66:2, | style [1] | 79:15 | $20: 5,$ | $87: 8 \text {, }$ |
| 66:11, | -85:15 | entertainm | $32: 19$ | 88:1, 95:6 |
| 66:17, | employees | ent [4] - | essentiall | events [1] |
| $67: 5$, $67: 10$, | [2] - | 78:15, | $\underline{\underline{y}}$ [5] - | - 88:12 |
| $67: 16 \text {, }$ | 23:9, 85:8 | 80:8, | 63:19, | evidence |
| 69:6, | end [3] - | 80:18, | 64:3, | [1] 60:12 |
| 70:2, | 26:1, | 81:18 | 65:1, | 60:12 |
| 70:6, | 83:14, | entities | 66:8, | exact [2] |
| 72:3, | 101:13 | [1] - 57:3 | 71:16 | - 56:15, |
| 72:9, | enforce | equipment | establishm | 85:3 |
| 72:12, | [1] - 47:4 | [5] - | ent [9] - | exactly |
| 79:11, | enforcemen | 25:5, | 4:18, 5:9, | [2] - |
| 82:16, | t [1] - | 26:9, | 8:10, | 72:14, |
| 82:19, | 50:16 | 98:8, | 8:11, | 85:1 |
| 83:17, | engine [1] | 102:2, | 14:16, | except [2] |
| 87:13, | - 90:12 | 102: 4 | 16:13, | - 26:8, |
| 89:2, | Englehart | ERIC [12] | 17:7, | 9:1 |
| 90:18, | [1] - 83:7 | - 62:11, | 33:2, | exchange |
| 93:19, | enhance | 62:14, | 40:19 | [1] - |
| 94:15, | [1] - 33:8 | 62:18, | establishm | 64:17 |
| 96:13, | enhances | 63:14, | ents [2] - | excuse [1] |
| 101:10, |  | 63:18, | 6:6, 74:4 | - 71:10 |
| 102:17, | 21:14 | $64: 10$, | et [1] - | Executive |
| 105:6, | enjoy [1] | 64:19, | 60:13 | [4] - |
| 105:16, | $\frac{\text { enjoy }}{-9: 5}$ | 66:8, | Evan [1] - | 56:10, |
| 106:4, | enjoyable | 67:8, | 83:7 | 56:17, |
| 107:4, | $\frac{\text { enjoyable }}{[1]-7: 18}$ | 67:12, | evening | 63:3, 65:6 |
| 108:2 | [1] 7.18 | 69:1 | [14] - | EXECUTIVE |


| [45] - | 105:16, | explain | [1] - $34: 4$ | 99:7, |
| :---: | :---: | :---: | :---: | :---: |
| 1:11, 3:4, | 106:4, | [2] - | far [4] - | 105:18 |
| 4:3, $24: 6$, | 107: 4, | 17:16, | 17:12, | fight [1] |
| 38:3, | 108:2 | 60:7 | 46:7, | - 47:17 |
| 53:2, | exercised | expressed | 63:18, | fighter |
| 53: 6, | [2] - | [2] - | 102:4 | ] - |
| 53:13, | 70:9, | 39:13, | favor [11] | 80:16 |
| 54:5, | 94:18 | 39:15 | - 37:10, | figure [2] |
| 58:1, | existing | extensive | 53:17, | - 19:18, |
| 58: 4 , | [5] - | [4] - 6:3, | 69:15, | 48:15 |
| 58:12, | 25:5, | 6:9, 6:13, | 78:19, | figured |
| 59:11, | 25:16, | 13:19 | 82:5, | [1] - 12:1 |
| 65:7, | 98:15, | extra [1] | 87:2, | filed [1] |
| 65:14, | 98:19, | - 12:11 | 93:2, | - 105:10 |
| 65:18, | 102:2 | extremely | 104:15, | filled [1] |
| 66:2, | exited [1] | [1] - 19:9 | 106:17, | - 15:9 |
| 66:11, | - 42:3 |  | 107:15, | finance |
| 66:17, | expand [3] | F | 108:7 | [1] - |
| 67:5, | - 13:11 | F-E-E-N-E- | Fawcett | 11:12 |
| 67:10, | 92:4, 93:8 | $\underline{\mathbf{Y}}$ [1] - | [2] - | financial |
| 67:16, | expectatio | 95:14 | 38:8, 39:7 | [1] - 6:10 |
| 69:6, $70: 2$, | ns | F-I-O-R-E- | February | Fiorenza |
| 70:2, | 22:12 | N-Z-A [1] | [3] - | [2] - |
| 70:6, | expensive | - 38:18 | 39:7, | 38:7, |
| $72: 3$, $72: 9$, | [1] - $30: 9$ | fact [4] - | 40:6, | 38:18 |
| $72: 9$, $72: 12$, | experience | 57:5, | 99:11 | FIORENZA |
| 79:11, | [11] - | 59:14, | feedbac | [27] - |
| 82:16, | 6:4, 6:9, | 88:17, | [1] - | 38:11, |
| 82:19, | 6:14, 9:7, | 89:7 | 57:17 | 38:14, |
| 83:17, | 20:6, | fairness | FEENEY [1] | 38:17, |
| 87:13, | 21:14, | [1] - 61:5 | - 98:11 | 39:2, |
| 89:2, | 73: 4, | families | felt [2] - | 39:6, |
| 90:18, | 73:7, | [1] - 8:12 | 12:5, | 39:9, |
| 93:19, | $74: 2$, | Family [1] | 39:10 | 39:19, |
| 94:15, | 89:19, | - 6 | FENNEY [1] | 41:5, |
| 96:13, | 96:16 | family [2] | - 95:13 | 41:8, |
| 101:10, | experience | 19 | few [4] - | 42:18, |
| 102:17, | s [1] - | 11:16 | 33:18, | 43:4, |
| 105:6, | 7:18 | fantastic | 45:7, | 43:13, |


| 44:7, | 39:16, | 95:11 | beverage | 30:16, |
| :---: | :---: | :---: | :---: | :---: |
| 44:12, | 41:8, | Fong [1] - | [1] - 10:3 | 48: 4, |
| 45:5, | 41:13, | 95:11 | FOODS [2] | 62:7, |
| 45:15, | 42:7, | food [34] | - 2:17, | 63: 4, |
| 46:6, | 44:16, | - 5:9, | 94:13 | 63:15, |
| 46:18, | 45: 6, | 8:18, | Foods [2] | 101:19 |
| 48:10, | 48:1, | 9:14, | - 94:16, | four [2] - |
| 48:18, | 54:1, | 10:3, | 104:9 | 56:8, |
| 49:3, | 55:7, | 10:16, | foot [2] - | 96:18 |
| $50: 2$, | $71: 3$, | 11:11, | 5:12, | framework |
| $50: 11$, | 72:16, | 11:15, | 99:14 | [1] - |
| 50:17, | 89:16, | 16:13, | foregoing | 22:15 |
| $51: 3$, | 95:8, 99:9 | 16:15, | [1] - | franchise |
| 51:8, | fit [2] - | 16:17, | 109:11 | [1] - |
| 51:16 | 18:10, | 29:2, | FOREGOING | 89:18 |
| Fire [4] - | 35:6 | 33:5, | [1] - | Frank [1] |
| 39:15, | five [5] - | 33: 6, | 110:16 | - 95:12 |
| 45:3, | 10:11, | 33: 8, | formal [1] | free [2] - |
| 101:19, | 40:11, | 34:2, | - 19:13 | 86:1, 89:8 |
| 102:7 | 72:10, | 34:3, | formalize | free- |
| fire [9] - | 96:19, | $70: 11$, | [1] - 25:8 | standing |
| 40:9, | 97:5 | 73:7, | former [1] | [1] - 86:1 |
| $41: 4$, $42: 2$, | $\underline{\text { fix }}$ [1] - | 76:3, | - 20:14 | freezers |
| 42:2, | 49:4 | 83:9, | formerly | [2] - |
| 43:11, | fixtures | 84:5, | [1] - | 90:13 |
| $46: 15$, $47: 12$, | [1] - | $87: 17$, $88: 6$, | 84:14 | French [4] |
| $47: 12$, $48: 7$, | 98:17 | $88: 6$, $88: 10$, | forth [4] | - 8:3, |
| 51:13, | $\frac{\text { floor }}{-44}$ | 88:17, | - 56:14, | 19:4, $34: 6$ |
| 88:18 | :17 | 89:16, | 57:3, | frequently |
| First [2] | 95:15 | 89:17, | 88:19, | [1] - |
| 32:14, | floors | 91:13, | 110:8 | 34:14 |
| 62:18 |  | 92:15, | fortunate | Fresh [1] |
| first [20] | focus | 95:1, | [1] - 88:9 | - 100:4 |
| - 4:3, | 5:9 | 96:18, | forward | Friday [7] |
| 7:6, 7:12, | 22:1 | 96:19, | [10] - | - 15:3, |
| 27:14, |  | 97:5, | 28:19, | 36:10, |
| $32: 10,$ |  | 107:9 | 29:12, | 37:3, |
| $34: 2,$ | [1] - 9:19 FONG [1] - | food-and- | 30:6, | 40:7, |
|  | FONG |  | 30:10, | 84:8, |


| $\begin{aligned} & 85: 5, \\ & 86: 18 \end{aligned}$ | $\begin{aligned} & 60: 4, \\ & 60: 10, \end{aligned}$ | 90:12 <br> general | $\begin{aligned} & 43: 13, \\ & 44: 7, \end{aligned}$ | 100:10 graduated |
| :---: | :---: | :---: | :---: | :---: |
| Fridays | $60: 17$, | [1] - | $44: 12$, | [1] - 11:9 |
| [1] - 14:7 | 68:13, | 84:11 | 45:5, | graduating |
| fried [1] | 98:17 | General | 45:15, | [1] - 9:9 |
| - 19:4 | full-value | [2] - | 46:6, | grant [2] |
| friends | [4] - | 3:11, | 46:18, | - 52:19, |
| [5] - | 57:14, | 46:10 | 48:10, | 53:11 |
| 7:19, | 59:10, | generator | 48:18, | granted |
| 8:13, | 60:10, | [1] - | 49:3, | [4] - |
| 11:16, | 68:13 | 90:16 | 50:2, | 28:12, |
| 28:18, | fun [1] - | genesis | 50:11, | 70:10, |
| 32:17 | 19:5 | [1] - 8:8 | 50:17, | 84:4, 95:1 |
| fries [4] | Furniture | GENESIS | 51:3, | great [11] |
| - 8:3, | [1] - | [2] - | 51: 8 , | $-17: 14$ |
| 19:4, | 100:12 | 30:17, | 51:16 | $18: 6 \text {, }$ |
| $34: 6,35: 6$ | furniture | 30:18 | $\underline{\text { glass }}$ [1] | 23:18, |
| front [9] | [1]-25:1 | Genesis | - 8:6 | 28:16, |
| - 41:12, | future [2] | [1] - | goal [1] - | 29:1, |
| 44:18, | -64:6, | 30:17 | 16:18 | 30:8, |
| 45:3, | 64:7 | gentleman | gonna [4] | 32:17, |
| 45:8, |  | [1] - | - 21:18, | 33:2, |
| 45:10, | $\underline{\text { G }}$ | 25:12 | 21:19, | 34:10, |
| 50: 4, | G-O-O-D-W- | George [2] | 25:10, | 35:5, 90:6 |
| 50:7, | $\underline{\mathrm{I}-\mathrm{N}}$ [1] - | - 38:7, | 77:5 | grew [1] - |
| 57:1, 80:5 | 55:11 | 38:18 | Goodwin | 11:3 |
| fryers [2] | G-U-A-N-G- | GEORGE | [4] - | grind [1] |
| - 25:8, | A [1] | [27] - | 54:7, | - 18:6 |
| 25:9 | 30:18 | 38:14, | 55:4, | ground [1] |
| fuel [3] - | G-U-A-R-I- | 38:17, | 55:9, | - 8:5 |
| 26:1, | N-O [1] - | $38: 18$, | 55:10 | growing |
| 90:9, | $\overline{71: 4}$ | 39:2, | GOODWIN | [1] - |
| 90:11 | G-U-L-L-A- | 39:6, | [6] - | 32:19 |
| fuels [1] | P-A-L-L-I | 39:9, | 55:10, | grown [1] |
| - 25:18 | [1]-11:2 | 39:19, | $60: 2,$ | -6:5 |
| full [8] - | game [2] - | 41:5, | $\begin{aligned} & 61: 2 \\ & 61: 9 \end{aligned}$ | growth [2] |
| 57:14, | $79: 16 \text {, }$ | $41: 8 \text {, }$ | $\begin{aligned} & 61: 9, \\ & 62: 3,62: 5 \end{aligned}$ | $-32: 16,$ |
| 58:18, | $82: 1$ | 42:18, | 62:3, 62:5 Goos [1] - | $33: 3$ |
| 59:10, | gas [1] - | 43:4, | Goos [1] - | GUANGA [1] |


| - 30:17 | 4:17, | 29:16 | 68:14, | hard [2] - |
| :---: | :---: | :---: | :---: | :---: |
| Guanga [1] | 10:19, | Haas [1] - | 69:17, | 28:8, 43:8 |
| - 30:18 | 16:19, | 3:17 | 78:3, | hard- |
| guarantee | 17:2, | HAAS [54] | 79:2, | pressed |
| [1] - | 17:12, | - 1:9, | 81:10, | [1] - 43:8 |
| 46:19 | 19:19, | 14:17, | 82:7, | hard- |
| guaranteed | 21:1, | 15: 6, | 86:6, | kin |
| [1] - 73:1 | 21:7, | 15:12, | 87: 4, | [1] - 28:8 |
| guaranteei | 21:17, | 15:18, | 89:12, | Harvard |
| ng [1] - | 25:3, | $16: 16,$ | $91: 4,$ | $[10]-$ |
| 72: 4 | 25:7, | 17:1, | $93: 4$ | $87: 15 \text {, }$ |
| GUARINO | 25:11, | 17:15, | $93: 7$ | $87: 18$ |
| [9] - | 26:8 | 19:11, | 103:16, | 88:8, |
| 70:19, | GUN [1] - | 19:15, | 104:4, | 88:16, |
| 71:4, | 32:4 | 20:18, | 104:17, | 89:3, |
| 71:10, | GUNJAN [6] | 21:4, | 106:8, | 89:9, |
| $72: 1$, | - 32:3, | 23:1, | 106:19, | 89:14, |
| 72:7, | 32:7, | 23:6, | 107:17, | 91:14, |
| 72:11, | 32:10, | 24:11, | 108:9 | 92:1, |
| 72:14, | 32:11, | 26:19, | Hackney | 92:16 |
| 72:17, | 32:13 | 35:19, | [1] - 47:3 | HARVARD |
| 73:6 | Gunjan [1] | 37:12, | half [1] | [2] - |
| Guarino | - 32:4 | 48:6, | 30:3 | 2:16, |
| [1] - 71:1 | guy [2] - | 48:14, | Hampshire | 87:11 |
| guess [6] | 28:8, 31:7 | 48:19, | [4] - | hate [1] - |
| - 51:3, | guys [6] - | 50:9, | 39:5, | 103:4 |
| 57:15, | 12:9, | 50:12, | 39:6, | Haymer [1] |
| 69:4, | 28:13, | 50:18, | $50: 3$, | - 57:7 |
| 72:17, | 35:12, | 51: 4 , | 50:19 | headquarte |
| 80:16, | 43:10, | 52:8, | hand [4] - | headquarte |
| 92:3 | 45:9, $46: 2$ | 53: 4, | 33:13, | $5: 14$ |
| guidance | guys.. [1] | 53:18, | $34: 17$, | health |
| [1] - | - 45:14 | 59:13, | 35:16, | $\frac{\text { health }}{-88: 19}$ |
| 15:10 | Gywenth | 62:4, | 110:11 | healthcare |
| Gullapalli | [1] - 54:9 | $\begin{aligned} & 64: 8, \\ & 64: 12, \end{aligned}$ | handled | [1] - 10:4 |
| $[3]-4: 5,$ | H | 65:12, | 65:10 | hear [2] - |
| GULLAPALLI | H-O-O-L-E- | 65:16, | happy [1] | $32: 6,69: 9$ |
| $\frac{\text { GULLAPALLI }}{\text { [13] - }}$ | $\underline{\underline{Y}}$ [1] - | 66:1, | - 17:13 | heard [7] |


| 34:3, | hereby [2] | 29:17 | 6:14, | 84:7, |
| :---: | :---: | :---: | :---: | :---: |
| 78:8, | - 109:12, | hood [3] - | 9:11, 9:19 | 84:19, |
| 81:15, | 110:6 | 25:11, | hospitalit | 86:17, |
| 86:11, | herein [1] | 25:16, | $\underline{y}$-focused | 90:15, |
| 91:9, | - 110:8 | 98:9 | [1] - 9:19 | 92:7, |
| 104:7 | hereunto | HOOLEY [4] | hot [3] - | 95:4, |
| HEARING | [1] - | - 29:13, | 8:2, 76:2, | 102:11, |
| [2] - 1:2, | 110:10 | 29:16, | 76:6 | 103:1, |
| 1:5 | Hi [2] - | 29:18, | hotel [2] | 103:17, |
| Hearing | 27:9, | 30:1 | - 9:11, | 104:11 |
| [1] - 3:12 | 30:17 | Hooley [1] | 31:8 | House [1] |
| hearing | hi [4] - | - 29:13 | Hotel [1] | - 35:8 |
| [11] - | 27:18, | hope [4] - | - 9:13 | house [3] |
| 3:9, | 29:13, | 23:9, | hotels [1] | - 8:5, |
| 58:11, | 34:18, | 29:5, | - 10:18 | 19:4 |
| 59:14, | 71:5 | 33:8, | hour [1] - | house-cut |
| 60: 6, | high [4] - | 33:10 | 41:11 | [1] - 19:4 |
| 65:2, | 11: 4, | hoped [1] | hours [32] | house- |
| 66:18, | 11: 6, | - 61:14 | - 4:8, | fried [1] |
| 67:1, | 12:10, | hopefully | 5:10, | - 19:4 |
| 99:11, | 32:18 | [4] - | 12:13, | house- |
| 103:6, | Hilton [4] | 75: 6, | 14:2, | ground [1] |
| 108:12, | - 6:16, | 75:9, | 14:10, | - 8:5 |
| 110:8 | 10:13, | 76:13, | 14:15, | husband |
| heavy [1] | 10:14, | 88:19 | 14:18, | [1] - |
| - 25:3 | 31:2 | hoping [5] | 15:7, | 32:14 |
| held [3] - | hire [1] - | - 34:14, | 15:16, | HVAC [2] - |
| 11:10, | 23:8 | 36:4, | 15:19, | 98:10, |
| 23:12, | hmm [1] - | 75:14, | 16:3, | 98:14 |
| 54:9 | 15:12 | 99:6, | 20:8, | Hyatt [1] |
| hello [1] | holder [2] | 101:15 | 24:2, | - 10:13 |
| - 88:2 | - 79:13, | HOSPITALIT | 36:7, |  |
| help [3] - | 105:9 | $\underline{\mathbf{Y}}$ [2] - | 37:1, | I |
| 47:5, | Holyoke | 2:3, 4:1 | 37:7, | ice [2] - |
| 47: 6, | [1] - | Hospitalit | 40:16, | 89:10, |
| 77:12 | 54:10 | $\underline{\underline{y}}$ [2] - | $54: 11$, | 90:17 |
| helpful | honest [1] | 4:4, 36:18 | 70:13, | idea [2] - |
| [1] - | - 93:10 | hospitalit | 75:14, | 7:17, |
| 22:14 | HOO [1] - | $\underline{\underline{y}}$ [3] - | 78:13, | 106:2 |


| ideas [1] | 79:15, | - 67:6 | $\underline{\underline{g}}$ [3] - | itself [3] |
| :---: | :---: | :---: | :---: | :---: |
| - 18:3 | 81:19 | Inman [9] | 5:5, | - 5:15 |
| IDing [1] | includes | - 12:5 | 55:15, | $7: 1,58: 11$ |
| - 9:18 | [1] - 5:6 | 12:9, | 55:17 |  |
| illegally | including | 18:14, | interior | J |
| [1] - 46:5 | [4] - | 20:11 | [1] | J-A-M-E-S |
| immediate | 6:15, | 20:15, | 76:19 | [1] - 55:8 |
| [1] - | 65: 9, | $30: 8$, | internally | JACKSON |
| 100:2 | 80:11, | $33: 3$, | [1] - | [180] - |
| impact [1] | 80:15 | 35:5, | 97:16 | 1:8, 7:2, |
| - 26:3 | inclusion | 105:14 | interpreta | 7:5, 7:9, |
| importance | [1] - 8:16 | inside [1] | tion [1] - | 12:12, |
| [1] - | inconsiste | - 49:13 | 61:8 | 12:16, |
| 47:18 | nt | inspection | investment | 16:4, |
| impropriet | 59:19 | S [1] - | [1] - | 17:3, |
| $\underline{\underline{\mathbf{y}} \text { [1] - }}$ | incredibly | 88:18 | 17:13 | 17:6, |
| 89:11 | [1] - 28:7 | instance | invited | :10, |
| IN [3] - | independen | [1] - 59:8 | [1] - | 23:3, |
| 1: | t [2] | instead | 88:15 | 23:11, |
| 110:10, | 43:5, $46: 2$ | [1] - | involved | 23:14, |
| 110:17 | INDEX [1] | 82:14 | [4] - | 24:9, |
| Inc [6] - | 2:1 | Institute | 10:3, | : 1 |
| 4:5, | Indian [2] | [1] - 97:2 | 44:13, | 26:6, |
| 71:14, | - 65:15, | instruct | 46:19, | $26: 17$ |
| 83:18, | 65:16 | [1] - 52:5 | 47:9 | $27: 2,$ |
| 83:19, | individual | INSTRUCTIO | Island [1] | $27: 7,$ |
| 86:15, | ly [1] - | NS [1] - | - 6:11 | 27:11, |
| 86:16 | 13:9 | 109:2 | issue [6] | 27:17, |
| INC [7] | industry | insult [1] | - 42:7, | 29:7, |
| 1:18, 2:3, | [4] - 6:4, | - 67:6 | 44:4, | 29:10, |
| 2:13, | $6: 15,$ | intend [1] | 47:3, | 29:14, |
| 2:14, 4:1, | $31: 8,73: 7$ | - 16:7 | 50:2, | 30:12, |
| 83:15, | inherited | intends | $50: 6,63: 1$ | 31:18, |
| 83:16 | [1] - | [1] - 13:1 | issued [3] | 33:11, |
| include | 80:11 | intention | - 58:13, | 34:16, |
| [5] - | inhouse | [2] - | 63:6, | 35:13, |
| 54:16, | [1] - 18:7 | 14:4, | 105:10 | 36:6, |
| $70: 17$, | injury [1] | 16:12 | Italian | 36:10, |
| 78:15, |  | interestin | [1] - 19:1 | 36:14, |


| 37:10, | 69:18, | 85: 4 , | 100:18, | 66:15, |
| :---: | :---: | :---: | :---: | :---: |
| 37:14, | 71:9, | 85:7, | 102:8, | 66:19, |
| 38:10, | 71:18, | 85:10, | 102:11, | 67:3, |
| 38:12, | 72:15, | 85:14, | 102:16, | 68: 4 , |
| 38:15, | 73:3, | 85:17, | 102:19, | 68:12, |
| 38:19, | 73:10, | 86:5, | 103:10, | 68:17, |
| 39:4, | 73:14, | 86:8, | 103:13, | 69:2, |
| 39:8, | 74:1, | 86:10, | 103:15, | 69:19 |
| 39:12, | $74: 3$, | 87:2, | 103:18, | James [3] |
| 40:2, | 74:8, | 87: 6, | 104:1, | - 33:15, |
| 40:5, | 74:14, | 87:9, | 104:3, | 55:2, 55:7 |
| 43:17, | 74:18, | 88:1, | 104: 6, | January |
| 45:1, | 75:11, | 88:5, | 104:15, | [1] - |
| 49:7, | 76:11, | 89:4, | 104:19, | 97:10 |
| 49:18, | 76:15, | 91:3, | 105:15, | JASON [8] |
| 52:7, | 76:18, | 91:6, | 106:2, | - 84:9, |
| 52:10, | 77:11, | 91:8, | 106:6, | 84:10, |
| 52:12, | 77:17, | 91:18, | 106:10, | 85: 6, |
| 52:14, | 78:2, | 92: 6, | 106:12, | 85: 9, |
| 53:9, | 78:5, | 92:10, | 106:17, | 85:12, |
| 53:15, | 78:7, | 92:14, | 107:2, | 85:16, |
| 53:19, | 78:19, | 93:2, | 107: 6, | 85:19, |
| 55:12, | 79:3, | 93:6, | 107:15, | 87:7 |
| 58:3, | 79:5, | 93:13, | 107:19, | Jason [1] |
| 58:7, | 79:18, | 94:2, | 108: 4, | - 84:9 |
| 58:16, | 80: 4 , | 94: 6, | 108:7, | JERRY'S |
| 60:14, | 80:7, | 94:11, | 108:11 | [2] - |
| $62: 6,$ | 80:13, | 95: 6, | Jackson | 2:16, |
| 62:12, | 80:19, | 95:15, | [1] - 3:17 | 87:11 |
| 63:12, | 81:3, | 96:1, | JAMES [17] | Jerry's |
| $63: 16,$ | 81: 6, | 96:15, | - 33:15, | [5] - |
| 65:5, | 81:9, | 97:5, | 33:16, | 87:15, |
| 66:13, | 81:12, | 97:11, | 55:1, | 88:8, |
| 67:1, | 81:14, | 97:18, | 55:7, | 89:7, |
| 67:13, | 82:5, | 98:3, | $55: 13$, | 90:7, |
| 68:11, | 82: 8, | 99:4, | 59:7, | 91:13 |
| $68: 16 \text {, }$ | 82:10, | 99:8, | 61:5, | JFK [1] - |
| 69:3, | 82:12, | 100:9, | 61:19, | 79:14 |
| 69:8, | 82:18, | 100:13, | 62:10, | Jill [2] - |
| 69:15, | 83:12, | 100:16, |  |  |


| 110:5, | 10:19, | kids [2] - | 12:14, | 57:1, |
| :---: | :---: | :---: | :---: | :---: |
| 110:13 | 11:1, | 75:8, | 13:7 | 57:7, |
| jobs [1] - | 16:19, | 77:14 | Kristen | 59:14, |
| 11:10 | 17:2, | kind [3] - | [1] - 4:11 | 62:17, |
| Joe's [1] | 17:12, | 11:19, |  | 71:3, |
| - 100:12 | 19:19, | 30:6, | $\underline{\text { I }}$ | 71:6, |
| John [1] - | 21:1, | 102:3 | $\mathrm{L}-\mathrm{Y}-\mathrm{N}-\mathrm{C}-\mathrm{H}$ | 80:3, 95:8 |
| 4:12 | 21:7, | kind've | [1] - | Last [1] |
| judge [10] | 21:17, | [2] - | 95:10 | 62:19 |
| - 57:2, | 25:3, | 31:3, 48:2 | landlord | lattes [1] |
| 60:6, | 25:7, | kinda [1] | [2] - | - 75:19 |
| 60: 9, | 25:11, | - 20:15 | 72:2, | Law [2] - |
| 60:11, | 26:8 | kitchen | 72:19 | 4:12, |
| 61:3, | Kaylan [1] | [9] - | lane [9] - | 46:10 |
| 61: 6, | - 4:15 | 14:5, | 40:9, | law [1] - |
| 61:12, | keep [6] - | 14:8, | 40:13, | 22:12 |
| 64:2, | 25:17, | 15:1, | 41:4, | laws [4] - |
| 67:18, | 35:8, | 15:3, | 42:2, | 9:17, |
| 68: 6 | 45:14, | 26:7, | 43:12, | 9:18, |
| Judge [1] | 75:14, | 74:7, | 46:15, | 10:10, |
| - 57:7 | 77:17, | 75:4, | 47:12, | 22:11 |
| June [2] - | 83:14 | 98:6, 98:8 | 48:7, | league [1] |
| $36: 5,$ | Keith [2] | knowledge | 51:13 | - 39:14 |
| 58:11 | - 105:8, | [1] - 65:2 | last [23] | learn [1] |
|  | 105:18 | known [6] | - 7:6, | - 20:2 |
| $\underline{\text { K }}$ | Kendall | - 4:19, | 7:8, | learning |
| Kal [6] - | [3] - | 28:5, | 10:11, | [1] - 10:7 |
| $\overline{6: 2}, \quad 9: 8,$ | $96: 8 \text {, }$ | $31: 1,$ | $11: 1$ | lease [4] |
| $28: 5,$ | $97: 14,$ | $32: 18 \text {, }$ | 11:19, | $-72: 2,$ |
| $30: 19$ | 99:14 | $33: 19 \text {, }$ | $\begin{gathered} 18: 13, \\ 21 \cdot 11 \end{gathered}$ | $72: 8 \text {, }$ |
| $33: 19 \text {, }$ | Kenmore | 35:9 | 21:11, | $72: 19 \text {, }$ |
| 35:9 | [3] - | Kourafas | 21:12, | $73: 2$ |
| $\frac{\text { Kalyan }}{-4: 5}$ | $73: 12 \text {, }$ | [2] - | $\begin{aligned} & 25: 14, \\ & 27: 12, \end{aligned}$ | least [3] |
| $-4: 5$ $5: 18$ | $73: 14,$ | 110:5, | $\begin{aligned} & 27: 12, \\ & 27: 19, \end{aligned}$ | - 34:17, |
| $\begin{aligned} & 5: 18, \\ & 10: 19 \end{aligned}$ |  | 110:13 | 27:19, 32, | 40:6, 45:2 |
|  | $\frac{\text { kept }}{41: 12}$ - | KRISTEN | $32: 11$, | leave [4] |
| $\frac{\text { KALYAN }}{[14]-}$ | 41:12 | [4] - | $35: 10 \text {, }$ | - 47:8, |
| $\begin{aligned} & {[14] \text { - }} \\ & 4: 17, \end{aligned}$ | $\frac{\text { kicking }}{[1]-94: 5}$ | 4:10, | $55: 8,$ | 47:15, |
| 4:17, | [1] - 94:5 | 4:13, |  | 69:5 |


| leaves [1] | 56:11, | 78:11, | 62:8 | 70: 6, |
| :---: | :---: | :---: | :---: | :---: |
| - $22: 6$ | 56:12, | $78: 15$, | life [1] - | 72:3, |
| lessee [1] | 56:16, | 80:8, | 11:7 | 72:9, |
| - 72:4 | 57:5, | 80:18, | lifting | 72:12, |
| letter [2] | 57: 6, | 81:18, | [1] - 25:3 | 79:11, |
| - 89:3, | 57:10, | 84:4, | likely [1] | 82:16, |
| 92:10 | 57:12, | 86:14, | - 97:13 | 82:19, |
| letters | 57:13, | 87:16, | limit [1] | 83:17, |
| [3] - | 57:14, | 90:1, | - 20:1 | 87:13, |
| 23:15, | 58: 6, | 91:11, | LINE [1] - | $89: 2 \text {, }$ |
| 24:4, | 58:19, | 94:19, | 109:4 | $90: 18 \text {, }$ |
| 26:13 | 59:9, | 99:9, | line [1] - | 93:19, |
| level [6] | 59:10, | 104:9, | 49:13 | 94:15, |
| - 54:18, | 59:16, | 107:8 | lined [1] | 96:13, |
| $70: 18,$ | 59:18, | License | $\frac{\text { - 88:17 }}{}$ | 101:10, |
| $78: 16 \text {, }$ | 60:4, | [15] - | - 8iNT [45] | 102:17, |
| 79:16, | 60:10, | 3:11, 4:7, | $\frac{-1: 11,}{}$ | 105: 6, |
| 82:1, $86: 4$ | 60:13, | 54:8, | 3:4, 4:3, | 105:16, |
| LEY [1] - | 60:16, | 56:7, | $3: 4,4: 3$, $24: 6$, | 106:4, |
| 29:19 | 60:17, | 56:9, | $24: 6$, $38: 3$, | 107: 4, |
| LICENSE | 61:11, | 57:12, | 38:3, | 108:2 |
| [3]-1:2, | 63:5, | 70:9, | 53: 6, | Lint [1] - |
| $1: 5,1: 7$ | 63:11, | $70: 17$, | 53:13, | 24:5 |
| license | 63:18, | 79:14, | 54:13, | liquor [7] |
| $\frac{\text { [70] - }}{\text { [ }}$ | 64:4, | 79:15, | 58:1, | - 8:16, |
| $8: 16 \text {, }$ | 64:11, | 83:8, | 58:4, | 12:7, |
| 8:19, | 64:13, | 84:2, | 58.4, | 12:11, |
| $12: 7,$ | 64:16, | 94:18, | 59:11, | 23:12, |
| 12:11, | 64:17, | 105:9, | 65:7, | 28: 4 , |
| 12:11, | 64:19, | 110:14 | 65:14, | 28:11, |
| 23:12, | $66: 10$, $68: 8$, | licensee | 65:18, | 33:7 |
| 28:11, | 68:8, | [1] - 66:3 | 66:2, | Lisa's [2] |
| 33:7, | 68:9, | licenses | 66:11, | - 6:7, |
| 36:19, | 68:10, | [2] - | 66:17, | 17: 4 |
| 53:11, | 68:19 | 53:3, 63:6 | 67:5, | list [1] - |
| 54:16, | 68:19, | licensing | 67:10, | 47:11 |
| 55:18, | 70:10, | [2] - | 67:16, | listed [2] |
| 56:3, | $71: 8$ | 101:8 | 69: 6, | - 24:2, |
| 56:4, | $76: 13$ | lie [1] - | 70:2, | 56:3 |


| listen".. | 28:3 | 36:7, | 97: 13, | 88:14 |
| :---: | :---: | :---: | :---: | :---: |
| [1] - 50:8 | located | 45:11, | 98:1, | machine |
| literally | [2] - | 57:16, | 98:7, | [3] - |
| [1] - | 5:13, | 59:3, | 98:13, | 79:17, |
| 48:12 | 91:13 | 61:16, | 99:2, | 80:16, |
| live [4] - | location | 65:13, | 99:6, | 82:2 |
| 30:2, | [10] - | 71:12, | 99:10, | Machine/CD |
| 31:14, | 5:2, 8:11, | $75: 11$, | 99:15, | [1] - |
| 32:14, | 12:5, | 76:12, | 99:19, | 54:17 |
| 33:17 | 30: 4 , | 80:7, | 100:8, | Madam [4] |
| Live [1] - | 49:2, | 96:10, | 101:1, | - 4:11, |
| 54:16 | 50:10, | 107:8 | 101:7, | 55:1, |
| living [1] | 51:5, | looks [1] | 101:12, | 55:13, |
| - 27:18 | 64:5, | - 72:4 | 102:5, | 88:2 |
| LLC [23] - | 97:12, | lost [1] - | 102:10, | Madeline |
| 2:7, 2:10, | 99:18 | 96:6 | 102:13, | [2] - |
| 2:11, | Lombardi | loud [1] - | 102:18, | 88:11, |
| 2:15, | [2] - | 71:11 | 103:7, | 93:16 |
| 2:17, | 1:13, 3:13 | love [3] - | 103:12 | MADELINE |
| 2:19, | look [5] - | 11:15, | Lynch [3] | [1] - |
| $54: 3$, | 44:9, | 32:15, | - 11:12, | 88:14 |
| 54: 6, | 83:3, | 34:11 | 94:17, | MAGNELL |
| 54: 9, | 90:5, | loved [3] | 95:9 | [7] - |
| 79:9, | 90:8, | - 11:15, | $\underline{M}$ | 84:9, |
| 79:12, | 102:15 | 11:17 | $\frac{\underline{M}}{\text { M-A-G-N-E- }}$ | 85: 6, |
| 81:19, | Look [1] - | luck [2] - | M-A-G-N-E- | 85: 9, |
| 83:4, | 48:12 | 37:15, | L-L [1] | 85:12, |
| 83: 6, | looked [1] | 105:1 | 84:10 | 85:16, |
| 87:11, | - 58:8 | lunch [4] | M-A-R-C-U- | 85:19, |
| 87:14, | looking | - 5:10, | S [1] - | 87:7 |
| 91:12, | [20] - | 8:7, 76:7, | 88:4 | Magnell |
| 94:13, | 12:13, | 103:9 | M-A-S-S-E- | [1] - |
| 94:16, | 14:12, | LYNCH [25] | $\underline{\mathbf{Y}}$ [1] - | 84:10 |
| 104:9, | 26:12, | - 95:9, | 27:13 | main [1] - |
| 105: 4, | 28:19, | 95:17, | M-C-G-R-A- | 22:4 |
| 105:7, | $30: 6$, | 96:5, | I-L [1] - | major [1] |
| 107:7 | 30:10, | 96:17, | 55:8 | - 26:9 |
| local [2] | $31: 15$, | 97:3, | M-E-E-H-A- | malt [4] - |
| - 13:9, | 36:2, | 97:7, | $\underline{\mathbf{N}}$ [1] - | 58:5, |


| $\begin{aligned} & 59: 15, \\ & 66: 4, \quad 66: 7 \end{aligned}$ | $\begin{aligned} & -87: 15, \\ & 88: 3 \end{aligned}$ | $\begin{gathered} 110: 6 \\ \text { MASSEY [6] } \end{gathered}$ | $\begin{aligned} & 66: 19, \\ & 67: 3, \end{aligned}$ | $\frac{\text { Meehan }}{-88: 11}$ |
| :---: | :---: | :---: | :---: | :---: |
| Malt [1] - | MARCUS | $-27: 6,$ | 68: 4, | $\frac{\text { meet }}{\text { [1] - }}$ |
| $105: 9$ | [15] - | 27:9, | 68:12, | 102:3 |
| Mama [1] - | 88:2, | 27:13, | $68: 17$, | meetings |
| 100:10 | 88:7, | 27:16, | 69:2, | [2] - |
| manage [1] | 89:6, | 27:18, | 69:19 | 13:1, 13:8 |
| - 50:19 | 89:14, | 29:9 | McGrail | MEMBERS |
| managed | 90:4, | Massey [1] | [1] - 55:2 | [1] - 1:7 |
| [1] - 11:6 | 90:11, | - 27:10 | ME [4] - | members |
| management | 91:1, | matter | 2:17, | [6] - |
| [4] - | 91:16, | [11] - | 94:13 | 27:3, |
| 6:10, | 91:19, | 4:4, 27:4, | meal [1] - | 78:8, |
| 9:11, | 92:8, | 52:16, | 9:6 | 81:15, |
| 9:12, 73:8 | 92:12, | 62:2, | meals [2] | 86:11, |
| manager | 93: 9, | 69:9, | - 8:14, | 91:8, |
| [6]-6:2, | 93:14, | 78:9, | 16:7 | 104:6 |
| 28:11, | 94:4, 94:8 | 81:16, | mean [8] - | Members |
| 84:11, | marinières | 86:12, | 45:1, | [2] - |
| 97:12, | [1] - | 88:17, | 45:10, | 4:11, |
| 97:14, | 18:19 | 91:9, | 46:16, | 55:14 |
| 97:16 | Marriott | 104:7 | 47:7, | memory [1] |
| Manager | [1] - | Mattera | 47:10, | - 92:13 |
| [11] - | 10:13 | [1] - 60:8 | 48: 9, | menu [4] - |
| 4:5, 38:7, | Mass [5] - | matters | 68:15, | 16:15, |
| 54:7, | 46:9, | [1] - | 76:14 | 19:17, |
| 54:10, | 76:9, | 108:1 | meaning | 25:8, 77:4 |
| 70:8, | 78:12, | MATTERS | [1] - 16:8 | Merrill |
| 79:13, | 86:16, | [1] - 2:1 | measures | [1] - |
| 83:8, | 89:15 | MCGRAIL | [1] - | 11:12 |
| 84:1, | Massachuse | [15] - | 49:19 | message |
| 87:16, | tts [9] - | 55:1, | medallion | [2] - |
| 94:17, | 1:14, | $55: 7$, | [1] - 47:5 | 41:9, 52:1 |
| 105:8 | $1: 14,$ | 55:13, | medallions | met [1] |
| managing | 3:14, 6:8, | 59:7, | [4] - | 57:7 |
| [1] - 10:9 | 6:12, | 61:5, | 47:2, | meters [1] |
| March [1] | $70: 10$, 84.3 | 61:19, | 47:10, | $-50: 5$ |
| - 84:15 | $84: 3$, $110: 3$, | $62: 10 \text {, }$ | $47: 11$ | Michael |
| Marcus [2] | 110:3, | 66:15, | 47:13 | [3] - |


| 1:13, | [7] - | 86:18, | 107:11, | 31:17 |
| :---: | :---: | :---: | :---: | :---: |
| 3:13, | 41:11, | 92:2, | 108:4 | mussels |
| 95:13 | 43:10, | 92:7, | motion's | [8] - 5:6, |
| MICHAEL | 43:11, | 92:17 | [2] - | 8:2, |
| [3] - | 49:11, | money [1] | 37:8, | 17:16, |
| 95:13, | 49:12, | -75:7 | 53:15 | 18:18, |
| 98:11 | 51:11, | month [1] | moules [1] | 19:6, |
| Michigan | 60:11 | - 93:18 | - 18:19 | 19:10, |
| [4]-9:8, | mirror [1] | months [1] | move [8] - | 29:2, $34: 5$ |
| $9: 17$ | $-14: 14$ | $-72: 10$ | $39: 4,$ | N. |
| $11: 4,$ | MIT ${ }^{28: 1] ~-~}$ | morning | $39: 8,$ | name [41] |
| $11: 10$ | $28: 1$ | [3] - | 39:11, | name [41] |
| middle [2] | mix [1] - | $51: 12,$ | $43: 8,$ | $-7: 3$, $7: 6,7: 8$, |
| $-32: 18,$ | 31:11 | 67: 4, | 44:1, | $\begin{aligned} & 7: 6, \quad 7: 8, \\ & 10: 19, \end{aligned}$ |
| $86: 1$ | mobile [6] | $102: 15$ | $44: 3$, $44: 18$, | $11: 1,$ |
| midnight | $-83: 9,$ | mornings | $44: 18$, $99: 12$ | 23:12, |
| [8] - | 87:17, | [1] - 76:6 | 99:12 | $\begin{aligned} & 23: 12, \\ & 27: 9, \end{aligned}$ |
| 13:3, | 88: 6, | most [7] - | moved [4] | 27:9, 27:12, |
| 14:9, | 91:13, | 20:16, | - 9:10, | 27:12, |
| 15:4, | 92:15, | 90:5, | 10:2, | 27:14, |
| 36:11, | 107:9 | 97:13, | 39:16, | 29:15, |
| 37:3, | modificati | 98:14, | 41:8 | 30:17, |
| 75:12, | on [1] - | 99:13, | mushroom | $32: 10$, |
| 78:13, | 66:14 | 99:15, | [1] - 19:3 | 32:11, |
| 102:12 | modificati | 100:1 | Music [2] | $33: 15$, |
| might [2] | ons [1] - | motion | - 54:16, | 38:16, |
| - 26:4, | 26:7 | [14] - | 79:15 | $38: 17$ $55: 2$, |
| 89:11 | Mohan's | 36:16, | music [4] | 55:5, |
| MIKE [1] - | [1] - | $52: 13$, | - 54:18, | 55:7, |
| 38:11 | 65:19 | 52:18, | 70:17, | $55: 8 \text {, }$ |
| Mike [1] - | momentaril | 53:10, | $78: 15$ | $62: 17,$ |
| 25:13 | $\underline{\mathbf{y}}[1] \quad-$ | 69:4, | 81:19 | $62: 18 \text {, }$ |
| mind [1] - | $5: 8$ | $69: 8 \text {, }$ | mussel [4] | 62:19, |
| 25:18 | Monday [9] | $78: 10$, | - 7:13, | 71:3, |
| mine [1] - | - 40:7, | 81:17, | $12: 6,$ | $71: 5,$ |
| 10:6 | $54: 12$ | 86:13, | 31:3, | $71: 6,$ |
| minute [1] | 56:8, | 91:10, | $31: 17$ | 71:7, |
| $-42: 1$ | 84:8, | $\begin{aligned} & 104: 8, \\ & 106: 12, \end{aligned}$ | mussel- | $74: 12$ |
| minutes | 85:5, | 106:12, | type [1] - | 79:19, |


| 80:2, | 67:17, | 98:14, | - 43:6 | north [1] |
| :---: | :---: | :---: | :---: | :---: |
| 80:3, | 71:2, | 98:16, | non [4] | - 35:8 |
| 84:9, | 73:10, | 99:3, | 58:14, | Northeast |
| 88:3, | 80:17, | 102:3 | 61:10, | [4] - 5:2, |
| 88:13, | 90:12 | next [5] - | 70:11, | $5: 4,8: 10$, |
| 95:7, | needed [2] | 76:14, | 95:1 | 30:3 |
| 95:8, | - 12:6, | 89:11, | non- | Northwest |
| 95:9, | 26:9 | 99:7, | alcoholic | [1] - 21:5 |
| 106:13 | needs [4] | 100:9, | [2] - | NOT [1] - |
| named [1] | - 3:8, | 100:11 | 70:11, | 110:17 |
| - 25:12 | 34:13, | nice [2] - | 95:1 | Notary [2] |
| NANCY [15] | 42:3, | 8:6, 29:1 | non- | - 110:5, |
| - 71:7, | 47:15 | night [2] | salable | 110:15 |
| 74:16, | neighborho | - 70:1, | [1] - | note [3] - |
| 75:1, | od [8] - | 90:14 | 58:14 | 23:14, |
| $75: 13$, | 5:5, | nights [1] | non-value | 24:3, |
| 75:17, | 23:19, | - 13:2 | [1] - | 109:2 |
| $76: 5 \text {, }$ | $31: 4,$ | no- | 61:10 | noted [1] |
| $76: 8 \text {, }$ | $32: 16,$ | transfer | nonalcohol | - 109:11 |
| 76:13, | $33: 4,$ | [4] - | ic [1] - | nothing |
| $76: 17$ | $34: 11$ | 56:12, | 84:5 | [5] - |
| $77: 1 \text {, }$ | $34: 15$ | 57: 6, | none [8] - | 35:10, |
| $77: 5 \text {, }$ | 36:15 | 57:13, | 52:17, | 41:2, |
| 77:13, | never [3] | 68:18 | 78:10, | 44:4, |
| $\begin{aligned} & 77: 19, \\ & 79: 7 \end{aligned}$ | $-47: 12,$ | no- | 81:17, | 44:5, |
| 79:7 | $59: 12$ | transferrab | e83:13, | 108:3 |
| $\frac{\text { Nancy }}{-71: 7}$ | new [20] - | [1] - | 86:13, | notice [1] |
|  | 4:6, 4:18, | 68:10 | 91:10, | - 66:18 |
| $\frac{\text { Natick }}{-89: 15}$ | $5: 4,6: 1,$ | no-value | 104:3, | notificati |
| necessary | $25: 1$ | [8] - | 104:8 | ons [1] - |
| necessary | 63:8, | 56:12, | nontransfe | 96:14 |
| [1] - | $63: 12$, $63: 17$, | 57: 6, | rable [2] | Novartis |
|  | 63:17, | 57:13, | - 59:18, | [2] - |
| need [10] | 72:2, | 58:14, | 64:17 | 28:2, |
| - 18:8, | 90:3, | 59:9, | Norfolk | 86:16 |
| 21:2, | 90:4, | 59:18, | [1] - | NOVARTIS |
| 25:16, | 90:5, | 63:10, | 110:4 | [2] - |
| $47: 8 \text {, }$ | $\begin{aligned} & 90: 6, \\ & 93: 11 \end{aligned}$ | 68:10 | North [1] | 2:14, |
| 66:14, | 93:11, | nobody [1] | - 21:4 | 83:16 |


| NOW [2] - | Offices | 85:11, | 14:15, | ordinance |
| :---: | :---: | :---: | :---: | :---: |
| 2:15, | [1] - 4:12 | 85:12, | 54:11, | [1] - 83:2 |
| 87:11 | OFFICIAL | 100:19, | 70:14, | organizati |
|  | [1] - 1:18 | 101:1, | 78:13, | on [1] - |
| - | often [1] | 102:15, | 86:17, | $\overline{22}: 16$ |
| $\underline{\mathrm{O}-\mathrm{N}-\mathrm{G}}$ [1] | - 46:3 | 103:8, | 95:4, | ORHAN [15] |
| - 95:12 | old [1] - | 103:9, | 102:11, | $-2: 8$ |
| obstructin | $75: 9$ | $105: 15$ | $104: 11$ | 70:4, |
| $\underline{\mathrm{g}}$ [2] - | once [1] - | opened [2] | operationa | 71:5, |
| 46:14, | $51: 17$ | $-97: 9,$ | $\underline{1}[1]-$ | 71: 6, |
| 46:15 | one [13] - | 102:14 | 39:9 | 73:12, |
| obvious | 22:1, | opening | operationa | 73:15, |
| [2] - | 34:17, | [3] - | 1-wise [1] | 74:2, |
| 48:8, | 35:18, | 36:1, | - 39:9 | 74:5, |
| 48:17 | 40:18, | 84:13, | operations | $74: 10$, |
| obviously | 49:15, | 106:3 | [3] - | 74:17, |
| [2] - | 57: 8, | operate | 10:17, | 76:4, |
| 24:19, | 60: 4 , | [7] - | 14:8, | 76:7, |
| 36:3 | 65:9, | 83:9, | 14:12 | 77:8, |
| OF [5] - | 74:10, | 87:17, | opinion | 78:1, 79:6 |
| 1:3, 2:1, | 88:8, | 92:15, | [1] - 68:5 | Orhan [5] |
| 110:16, | 97:16, | 94:7, | opportunit | - 70:7, |
| 110:17, | 98:15, | $95: 18 \text {, }$ | $\underline{\mathbf{y}}[3]-$ | $70: 8 \text {, }$ |
| 110:18 | $107: 2$ | 103:2, | $22: 18$ | $71: 5,$ |
| offer [2] | One [1] - | $107: 9$ | 88:9, 92:3 | $73: 6,$ |
| - 7:14, | 39:5 | $\frac{\text { operating }}{[8] \text { - }}$ | opposed | $78: 11$ |
| 20:12 | ongoing | [8] - | $[1]-$ | original |
| offering | [2] - | $\begin{aligned} & 10: 8, \\ & 39 \cdot 10 \end{aligned}$ | $19: 13$ | [1] - |
| [1] - | $47: 3,$ | $\begin{aligned} & 39: 10, \\ & 74: 15, \end{aligned}$ | option [2] | 57:16 |
| 21:13 | $63: 14$ | $74: 15 \text {, }$ $84: 7$ | $-45: 19,$ | originally |
| office [8] | open [16] | $84: 7 \text {, }$ | $60: 15$ | [2] - |
| - 44:6, | - 13:2, | $88: 6 \text {, }$ | or.. [1] - | 39:15, |
| 44:14, | 29:4, | 96:7, | 19:13 | 84:17 |
| 45:8, | 34:8, | 96:18, | order [5] | ourselves |
| 52:3, | 42:10, | 97:8 | $-20: 8 \text {, }$ | [2] - |
| 56:10, | 51:18, | operation | $20: 9,$ | 13:13, |
| 56:18, | 75:12, | [10] - | $38: 4$ | 20:1 |
| 99:15, | 76:12, | 5:10, | $64: 13$ | outreach |
| 102:7 | 76:14, | 12:13, | 74:6 | [2] - |


| 15:14, | 33:1, | 84:8, | parked [6] | [3] - |
| :---: | :---: | :---: | :---: | :---: |
| 23:19 | 46:12, | 86:18, | - 39:17, | 74:10, |
| outside | 96:10 | 87:19, | 40:8, | 74:12, |
| [2] - | owners [9] | 91:15, | 40:11, | 74:13 |
| 52:4, 52:5 | - 4:18, | 92:11, | 41:3, | parts [1] |
| over-the- | 5:18, | 92:18, | 45:10, | - 48:3 |
| counter | 16:7, | 103:9, | 46:5 | pass [1] |
| [1] - 83:1 | 17:4, | 103:11, | parking | 67:9 |
| overall | 17:7, | 103:19, | [13] - | passed [1] |
| [3] - | 47:2, | 104:12, | 40:13, | - 63:16 |
| 10:17, | 47:5, | 107:11, | 41:10, | passing |
| 21:14, | 47:9, | 108:5, | 42:8, | [1] - |
| 95:19 | 47:15 | 108:13 | 44:17, | 100:5 |
| overhaul | owners' | packed [1] | 45:3, | passion |
| [1] - | [1] - | - 31:5 | $45: 16$, | [2] - |
| 102:3 | 23:18 | Page [1] - | 48:16, | 10:6, |
| overwhelmi | Oxford [3] | 38:5 | 50: 4, | 11:14 |
| ng [1] - | - 87:17, | PAGE [2] - | 51:10, | passionate |
| 36:15 | 91:14, | 2:1, 109:4 | 51:16, | [3] - |
| own [11] - | 92:15 | paint [1] | 52:3, | 12:2, |
| 18:7, |  | - 24:19 | 100:7, | 31:7, |
| 23:2, | $\underline{\mathrm{P}}$ | PanRom [1] | 100:15 | 35:11 |
| 31:8, | $\underline{\mathrm{P}-\mathrm{E}-\mathrm{R}-\mathrm{R}-\mathrm{Y}}$ | - 73:16 | Parkway | past [1] |
| 42:18, | [1] - | parents | [2] - | 60:1 |
| 47:10, | 33:16 | [1] - | 94:19, | pasta [1] |
| 47:11, | p.m [26] | 18:13 | 95:19 | - 74:6 |
| 47:13, | 1:16, | park [11] | part [3] - | Patrick |
| 67:19, | 3:12, | - 41:12, | 8:12, | [3] - |
| 75:6, | 13:2, | 41:13, | 21:13, | 94:17, |
| 88:7, | 14:5, | 41:15, | 50:13 | 95:9, 96:4 |
| 105:12 | 14:6, | 41:16, | participat | PATRICK |
| owned [1] | 14:8, | 42:15, | e [1] - | [25] |
| - 71:14 | 15:1, | 47:12, | 88:15 | 95:9, |
| owner [8] | 15:2, | 48:9, | particular | 95:10, |
| - 6:6, | $15: 4$, $36: 8$, | 48:17, | $\underline{\underline{y}}$ [1] - | 95:17, |
| 13:19, |  | 49:2, | 10:5 | 96:5, |
| 14:11, | $40: 12$ | 49:5, 50:6 | parties | 96:17, |
| 15:11, | $\begin{aligned} & 40: 12, \\ & 83 \cdot 10 \end{aligned}$ | Park [1] - | [1] - 57:9 | 97:7, |
| 20:14, | 83.10, | 83:11 | partner | 97:13, |


| 98:1, | [10] - | - 76:16 | 44:19, | - 43:14, |
| :---: | :---: | :---: | :---: | :---: |
| 98:7, | 9:5, 9:6, | personal | 45:13, | 50:14, |
| 98:13, | 19:5, | [1] - | $50: 1$, | 51: 6, |
| 99:2, | 22:17, | 89:19 | 73:18, | 63:19, |
| 99:6, | 44:15, | petition | 75:5, | 65:4 |
| 99:10, | 48:16, | [1] - 29:6 | 98:15 | police [1] |
| 99:15, | 77:13, | Phil [1] - | places [2] | - 40:16 |
| 99:19, | 77:18, | 20:14 | - 30:8, | POLICE |
| 100:8, | 82:14, | Philip [1] | 75:2 | [54] - |
| 101:1, | 100:4 | - 21:18 | plan [3] - | 1:9, |
| 101:7, | people's | phone [6] | 9:1, 36:1, | 14:17, |
| 101:12, | [1] - 50:7 | - 3:6, | 97:14 | 15: 6, |
| 102:5, | per [7] - | 49:10, | plans [2] | 15:12, |
| 102:10, | 4:9, 9:4, | 49:16, | - 101:4, | 15:18, |
| 102:13, | 16:9, | 50:15, | 101:19 | 16:16, |
| 102:18, | $70: 15$, | 51:14, | planted | 17:1, |
| 103:7, | 78:14, | 56:9 | [1] - 62:5 | 17:15, |
| 103:12 | 87:19, | phonetic | plate [1] | 19:11, |
| patrons | 95:5 | [2] | - 90:13 | 19:15, |
| [1] - 22:3 | perfect | 60:8, | play [2] - | 20:18, |
| Pavilion | [1] - 35:6 | 65:19 | $61: 6$ | 21:4, |
| [1] - | perfectly | pinball | 105:13 | 23:1, |
| 65:17 | [1] - 61:2 | [3] - | playing | $23: 6 \text {, }$ |
| $\underline{\text { PCOs }}$ [2] - | perhaps | 79:17, | [3] - | 24:11, |
| $50: 13$ | [2]-8:6, | 82:1, 83:2 | 18:2, | 26:19, |
| 51:1 | $61: 15$ | Pizza [1] | 54:18, | $\begin{aligned} & 35: 19, \\ & 27.12 \end{aligned}$ |
| Peddler/ | period [5] | - 96:9 | 81:19 | $37: 12 \text {, }$ |
| Vendor [1] | - 42:1, | pizza [3] | Plaza [2] | $48: 6,$ |
| - 83:8 | $42: 4,$ | $-20: 7,$ | $-87: 18,$ | $\begin{aligned} & 48: 14, \\ & 48: 19 \end{aligned}$ |
| peddler/ | $72: 5$ | $74: 6,75: 2$ | $88: 10$ | $\begin{aligned} & 48: 19, \\ & 50: 9, \end{aligned}$ |
| vendor [1] | 72:16, | Pizzeria | plaza [3] | $\begin{aligned} & 50: 9, \\ & 50 \cdot 12 \end{aligned}$ |
| - 107:8 | 101:9 | [2]-6:7, | - 89:1, | 50:12, |
| penalty | Permit [1] | 17:4 | 89:17, |  |
| [1] - | 38:8 | pizzeria | 89:18 | 51:4, |
| 46:11 | PERRY [1] | [1]-21:2 | plenty [1] | 52:8, |
| pending | - 33:15 | place [9] | - 45:17 | $53: 18$ |
| [1] - | Perry [1] | - 9:3, | plug [1] - | $53: 18$, $59: 13$, |
| 101:18 | $-33: 15$ | $30: 7$, | $\overline{90: 14}$ | 62:4, |


| 64:8, | popular | 18:18, | [1] - | $\underline{\mathrm{n}}$ [1] - |
| :---: | :---: | :---: | :---: | :---: |
| 64:12, | [1] - 11:5 | 19:8 | 57:10 | 21:15 |
| 65:12, | portion | pressed | proceeding | provide |
| $65: 16$, | [8] - | [1] - 43:8 | s [1] - | [1] - |
| 66:1, | 58:5, | pretty [1] | 110:9 | 22:17 |
| 68:14, | 60:19, | - 98:17 | process | provided |
| 69:17, | 61:18, | prevalence | [3] - | [1] - |
| 78:3, | 63:3, | [1] - | 20:10, | 60:10 |
| 79:2, | 64: 4, | 21:11 | 61: 6, | providing |
| 81:10, | 68: 9, | Prevention | 99:12 | [1] - |
| 82:7, | 68:10, | [1] - | profile | 21:13 |
| 86:6, | 72:7 | 102:7 | [1] - | public [8] |
| 87: 4, | positions | previous | 100:3 | - 27:3, |
| 89:12, | [2] - | [4]-5:1, | promote | 66:18, |
| 91:4, | $6: 10,6: 15$ | 13:19, | [1] - | $78: 8$, |
| 93:4, | possibilit | 14:11, | 97:15 | 81:15, |
| $93: 7,$ | $\underline{\underline{y}}$ [1] - | 15:11 | Proof [3] | 86:11, |
| 103:16, | 64: 6 | previously | - 22:7, | 91:9, |
| $104: 4 \text {, }$ | pot [1] - | [1] - 28:2 | 23:2, 37:4 | 99:1, |
| 106:8, | 8:2 | price [3] | property | 104:7 |
| $106: 19$ | potato [1] | - 56:5, | [6] - | Public [3] |
| 107:17, | - 19:2 | 57: 4, | 24:16, | - 35:8, |
| 108:9' | pre [1] - | 61:13 | $33: 1$, | 110:5, |
| policies | 101:14 | private | 71:19, | 110:15 |
| [2] - | pre- | [1] - | 83:11, | pull [6] |
| $22: 15 \text {, }$ | approved | 83:11 | 84:11, | 41:11, |
| $63: 17$ | [1] - | problem | 90:19 | 41:15, |
| policy [6] | 101:14 | [2] - | propose | 41:19, |
| $-45: 9,$ | premises | 49:9, | [1] - 8:18 | 43:15, |
| $58: 5,$ | [4] - | 50:10 | proposed | 52:3, 52:4 |
| $63: 8,$ | 70:12, | problemati | [8] - 4:8, | pulling |
| 63:13, | 84: 6, | c [1] - | 4:18, | [1] - |
| $63: 14$ | 90:16, | 100:15 | $5: 10,6: 1$, | 43:11 |
| $65: 3$ | 95:3 | problems | 6:2, 37:1, | purchase |
| Pond [1] - | preparatio | [1] - 49:1 | 54:10, | [4] - |
| $100: 4$ | $\underline{n}$ [1] - | procedures | 54:14 | 55:18, |
| Pooler [1] | 73:8 | [1] - | proposing | 60:16, |
| $\frac{\text { - 105:8 }}{}$ | preparatio | 22:16 | [1] - 25:6 | 61:13, |
|  | ns [2] - | proceed | propositio | 11:12 |


| purchased | 81:12, | $\underline{\text { ran [2] - }}$ | 29:3, | [1] - 92:3 |
| :---: | :---: | :---: | :---: | :---: |
| [2] - | 81:13, | 6:10, | 31: 6, | recently |
| 61:14, | 86:5, | 21:18 | 31:10, | [4] - 5:1, |
| 96:9 | 86:7, | ratificati | $31: 16$, | 63:17, |
| purchases | 86:8, | on [1] - | 32:16, | 80:5, 96:9 |
| [1] - 66:9 | 86:9, | 105:7 | 32:19, | RECORD [1] |
| put [6] - | 91:3, | RATIFICATI | $34: 3$, | - 1:18 |
| 13:16, | 91:5, | ON [2] | 34:8, | record |
| 45:13, | 91: 6, | 2:18, | $34: 14$, | [11] - |
| 50:1, | 91:7, | 105:4 | 34:15, | 6:3, 7:3, |
| 69:11, | 104:1, | ratio [1] | 47: 6, | 23:15, |
| 83:14, | 104:2, | - 16:17 | 48:10, | 26:11, |
| 93:11 | 104:5, | RE [1] - | 77:1, | 38:16, |
| putting | 106:7, | $\frac{K L}{1}: 5$ | 85:14, | 55: 6, |
| [1] - 98:9 | 106:9, | reached | 103:4 | 79:19, |
|  | 106:10, | $\frac{\text { reached }}{[1] ~-~ 13.8 ~}$ | reapply | 82:13, |
| $\underline{1}$ | 106:11 |  | [1] - | 95:7, |
| quandary | quickly |  | 80:18 | 109:12, |
| [1] - | [1] - 63:1 | 109:11 | reason [1] | 110:9 |
| 56:13 | quite [2] | reading | - 109:2 | rectified |
| questions | - 17:17, | [1] - 109:2 | REASON [6] | [1] - |
| [34] - | 106:1 |  | - 109:5, | 39:18 |
| 24:10, | quote [1] | $\frac{\text { real }}{12: 2}$ | $109: 6$ | reduce [1] |
| 24:12, | - $25: 15$ | really | 109:7, | - 39:10 |
| 24:13, |  | $\frac{\text { really }}{\text { [31] }}$ | 109:8, | reduced |
| 26:15, | R | [31] - | 109:9, | [2] - |
| 26:16, | R-O-B-I-N- | 8:7, 8:9, | 109:10 | 24:1, 57:4 |
| 26:18, | $\underline{\mathbf{S}-\mathbf{O}-\mathbf{N}}$ [1] | 8:15, | receive | reducing |
| 27:1, | - 35:2 | $\begin{aligned} & 8: 17, \\ & 8: 18, \end{aligned}$ | [1] - | [1] - |
| 52:7, | radio [1] | $8: 18 \text {, }$ | $22: 18$ | $61: 13$ |
| 52: 9, | - 81:19 | $12: 7$ | received | reduction |
| 52:10, | Radio [2] |  | [6] - | $[1]-$ |
| 52:11, | - 38:6, | 17:12, $18: 10,$ | 9:16, | $61: 17$ |
| 78:2, | 79:15 | 18:10, | 12:16, | reflect |
| $78: 4$, | RADIO [2] | $\begin{aligned} & 19: 5, \\ & 19: 7, \end{aligned}$ | $23: 15$ | $[1]-$ |
| $78: 5$, | - 2:5, | $\begin{aligned} & 19: 7, \\ & 22: 15, \end{aligned}$ | $56: 9,$ | $26: 12$ |
| 78:6, | 38:1 | $\begin{aligned} & 22: 15, \\ & 28: 9, \end{aligned}$ | 88:9, | 26.12 reflected |
| 81:9, | raise [1] | $28: 15 \text {, }$ | 88:15 | $[1]-56: 5$ |
| 81:11, | - 63:1 | 28:18, | receiving | reflecting |


| [1] - 57:5 refusing | [1] - 49:5 replace | $\frac{\text { request }}{\text { [1] - }}$ | $\frac{\text { rest }}{5: 16}{ }^{[1]}$ - | $\begin{aligned} & 74: 9, \\ & 83: 18, \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| [1] - 44:3 | [3] - 5:1, | 93:11 | RESTAURANT | 95:18, |
| regulation | 5:3, 24:19 | require | [6] - 2:7, | 96:7, |
| s [1] - | replacing | [1] - | 2:13, | 96:11, |
| 22:11 | [2] - | 90:17 | 2:14, | 97:8, |
| related | 26:8, | requires | $54: 3$, | 97:10, |
| [1] - | 98:13 | 1] - | 83:15, | 97:15 |
| 10:10 | Reporter | 66:18 | 83:16 | Restaurant |
| relates | [1] - | resident | Restaurant | S [4] - |
| [1] - 68:8 | 110:14 | [1] - | [10] - | 55:3, |
| relocate | REPORTER | 32:13 | 4:7, 5:2, | 55:17, |
| [1] - | [13] - | residents | $5: 4,54: 6$, | 56:6, 57:9 |
| 45:12 | 27:14, | [4] - | 54:8, | restaurant |
| remain [3] | 29:17, | 13:13, | 65:19, | s [4] - |
| - 3:8, | 29:19, | 13:14, | 83:19, | 10:18, |
| 13:2, | 32:5, | 13:16, | 86:15, | 13:10, |
| 71:16 | 32:9, | 15:15 | 86:16, | 14:13, |
| remainder | 32:12, | resolved | 105:9 | 97:1 |
| $[1]-73: 1$ <br> remember | 35:1, | [1] - 62:2 | restaurant | restrictio |
|  | 55:5, | RESPECT | [30] - | ns [1] - |
| [1]-42:7 | 62:16, | [1] - | 5:13, 6:4, | 24:2 |
| remote [1] | 71:2, | 110:17 | $6: 5,8: 18$, | result [1] |
| - 50:10 | 88:13, | respond | 9:2, 9:4, | - 56:5 |
| removed | 96:3, | 1] - | 13:1, | retain [2] |
|  | 110:18 | 40:15 | 14:6, | - 59:5, |
|  | REPORTERS | response | 15:2, | 66:4 |
|  | [1] - 1:18 | [1] - 59:2 | 15:4, | retained |
| 51:18 renovation | represente | responsibi | 16:14, | [1] - 58:6 |
| $\begin{aligned} & {[1]-98: 2} \\ & \text { renovation } \end{aligned}$ | d [1] - | ity [6] - | 28:15, | retains |
|  | 60:3 | 43:2, |  | [1] - 63:4 |
| s [3] | representi | 43:3 | 5 | retirin |
| 24:16, | $\underline{\mathrm{ng}}$ [1] - | 43:7, |  | [1] - |
| 24:18, | 61:4 | 43:14, |  | 96:10 |
| 26:9 | represents | 46:13, |  | review [4] |
| rents [1] | [1] - 60:8 | 46:16 | , 19 | - 53:5, |
| $\begin{aligned} & -12: 9 \\ & \text { repeatedly } \end{aligned}$ | REPRODUCTI | responsibl |  | 53:7, |
|  | ON [1] - | e [2] - |  | $53: 11$, |
|  | 110:17 | 28:6, 28:7 |  | 101: 4 |


| reviewing | 35:19, | 34:19, | S | 75:3, |
| :---: | :---: | :---: | :---: | :---: |
| [1] - 10:8 | 37:12, | 35:2 | S\&H [1] - | 76:1, 77:6 |
| ripping | 48: 6, | Robinson | 71:14 | SAME [1] |
| [1] - | 48:14, | [1] - | S-A-R-A-H | 110:17 |
| 102:1 | 48:19, | 34:19 | [1] - | Sandrine |
| Rita's [2] | 50:9, | roll [1] - | 27:16 | [1] - |
| - 84:14, | 50:12, | 16:2 | S-C-A-N-L- | 56:18 |
| 85:2 | 50:18, | rolling | O-N [1] | Sandrine's |
| Ritz [3] - | 51: 4 , | [2] - | 4:13 | [7] - |
| 6:17, | 52:8, | 15:19 | S-E-N-A-P- | 54: 9, |
| 9:13, 10:2 | 53: 4 , | rollups | $\frac{\text { A-T-I }}{\text { [2] }}$ | 55:18, |
| Ritz- | 53:18, | [1] - 77:9 | $\frac{\text { A-T-1 }}{-32.8}$ | 56:15, |
| Carlton | 59:13, | Room [1] - | $\begin{aligned} & -32: 8, \\ & 32: 11 \end{aligned}$ | 60:9, |
| [2] - | $62: 4,$ | $1: 13$ | S-P-E-E-D | 62:15, |
| $6: 17,10: 2$ | $64: 8,$ | room [2] - | S-P-E-E-D | 64:5, 67:7 |
| river [1] | 64:12, | 3:15, 60:5 | 62 | sandwich |
| - 35:8 | 65:16, | rooms [1] | sadly [3] | [5] - 8:6, |
| road [1] - | 65:16, | - 9:14 | $\frac{\text { sady }}{-66: 17}$ | 74:5, |
| $61: 15$ | 66:1, | route [1] | - 66:17, | 75:16, |
| Robert [1] | 68:14 | :14 |  | 75:17, |
| - 3:17 |  | rule [2] - | safe | 77:9 |
| ROBERT | 2, | 47:3, | 22:6 | sandwiches |
| [54] - | $81: 10 \text {, }$ | 61:13 | Saigon [4] | [5] - |
| 1:9, | $82: 7,$ | rules [4] | - 83:6, | 7:14, |
| 14:17, | $86: 6 \text {, }$ | - 22:5, | $83: 7,$ | 18: 4, |
| 15:6, | $86: 6$, $87: 4$, | 47:4, |  | 75:19, |
| 15:12, | . 12 | 51:14, | 107:7 | 77: 6 |
| 15:18, | : 4 , | 66:14 | IGON [4] | SARAH [6] |
| 16:16, | $3: 4,$ | ruling [1] | IGON [4] | - 27:6, |
| 17:1, | $3: 7,$ | - 68:5 | 11, | 27:9, |
| 17:15, | $03: 1$ | run [1] | salable | 27:13, |
| 19:11, | $0 \text { : }$ | $\frac{74: 8}{}$ | salable | 27:16, |
| 20:18, |  |  | 58:14 | 29:9 |
| $21: 4,$ | 106:19 | 51: 6, | salad [2] | Sarah [2] |
| $23: 1,$ | 106:19, | 0 | - 8:6, | - 27:9, |
| $23: 6 \text {, }$ | 107:17, | 90:15 | 77:8 | 27:16 |
| 24:11, | ROBINS | $\frac{\text { runs }}{31: 12}$ | salads [4] | Saturday |
| 26:19, | $\frac{\text { ROBINS - }}{\text { [2] }}$ |  | - 74:5, | [7] - |


| 15:3, | - 91:12 | 69:13, | [10] - | 45:2, |
| :---: | :---: | :---: | :---: | :---: |
| 36:11, | Scopes [1] | 69:14, | 35:16, | 49:16 |
| 37:3, | - 87:14 | 78:17, | 35:18, | sent [2] |
| 54:14, | se [2] - | 78:18, | 52:17, | 24:7, 41:9 |
| 92:1, | 9:4, 16:9 | 82:3, | 78:10, | separate |
| 92:6, | SEAN [5] - | 82: 4 , | 81:17, | [2] - |
| 92:16 | 29:13, | 86:4, | 83:13, | $74: 11$, |
| Saturdays | 29:16, | 86:19, | 86:13, | 91:13 |
| [1] - 14:7 | 29:18, | 87:1, | 91:10, | September |
| saw [2] - | 30:1 | $92: 19,$ | $104: 8$ | [1] - 17:9 |
| 34:17, | Sean [1] - | $93: 1$ | $107: 10$ | serious |
| 45: 6 | 29:13 | 97:10, | seeking | [1] - |
| SCANLON | season [1] | 104:13, | [2] - | 35:11 |
| [3] - | - 92:4 | $104: 14,$ | 55:18, | seriously |
| $4: 10,$ | seat [1] - | 106:15, | $56: 11$ | [1]-28:9 |
| $12: 14$ | $62: 8$ | $106: 16 \text {, }$ | sell [7] - | serve [4] |
| 13:7 | seating | 107:13, | $59: 1$ | -5:9, |
| Scanlon | $[10]-$ | 107:14, | $59: 3$ | 16:7, |
| [2] - | 4:9, 5:12, | $108: 6$ | $60: 16$, | 16:13, |
| 4:12, $24: 7$ | $5: 15,$ | secondly | $61: 15$, | 20:16 |
| schedule | 5:17, 9:2, | [1] - $34: 3$ | 61:16, | served [3] |
| [1]-26:3 | $54: 14,$ | see ${ }_{\text {s }}$ [14] 18 - | 66:6, 66:7 | $-70: 12$ |
| school [5] | $70: 13$ | $\begin{aligned} & 17: 18, \\ & 33: 13 \end{aligned}$ | $\frac{\text { SENAPATI }}{[4]-}$ | $84: 6, \quad 95: 2$ |
| - 11:4, | $95: 3 \text {, }$ | $33: 13 \text {, }$ | [4] - | service |
| 11: 6, | 102:8, | $\begin{aligned} & 35: 17, \\ & 41: 18 . \end{aligned}$ | $\begin{aligned} & 32: 3, \\ & 32 \cdot 7 \end{aligned}$ | [3] - |
| 32:18, | $104: 10$ | 41:18, $43: 15$ | $\begin{aligned} & 32: 7, \\ & 32: 10 \end{aligned}$ | $10: 3$ |
| 97:4 | seats [6] | $\begin{aligned} & 43: 15, \\ & 44: 15, \end{aligned}$ | $\begin{aligned} & 32: 10 \\ & 32: 13 \end{aligned}$ | 11:11, |
| School [1] | $-5: 15$ | $\begin{aligned} & 44: 15, \\ & 45: 10, \end{aligned}$ | $32: 13$ | $42: 19$ |
| - 28:1 | $84: 2 \text {, }$ | 45:10, | $\frac{\text { Senapati }}{[1]-32.4}$ | SERVICE |
| Science | 84:19, |  | [1] - 32:4 | [2] - 2:5, |
| [4] - | 85:2, | 52:4, | send [2] - | 38:1 |
| 87:18, | 85:4, | 53:1, | 23:9, 52:1 | Service |
| 88:10, | 86:14 | $54: 1$, $57: 11$, | senior [1] | [1] - $38: 6$ |
| 91:14, | second | $57: 11$, $61: 6$, | - 11:7 | services |
| 92:16 | [23] - | $\begin{aligned} & 61: 6, \\ & 67: 17 \end{aligned}$ | sense [6] | [1]-10:4 |
| SCOOP [2] | 37: 8, | seed [1] | - 8:17, | serving |
| - 2:15, | 37:9, |  | 14:14, | [3] - |
| 87:11 | 44:9, | 62:5 | 31:10, | 9:17, |
| Scoop [1] | 53:16, | seeing | 39:11, | 9:18, |


| $\begin{aligned} & 103: 7 \\ & \text { set }[8] \end{aligned}$ | $\begin{aligned} & -105: 8, \\ & 106: 13 \end{aligned}$ | $\begin{aligned} & {[1]-} \\ & 110: 14 \end{aligned}$ | $\frac{\text { signs }}{-48: 11}$ | $\begin{aligned} & {[1]-} \\ & 107: 3 \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| 37:15, | SHARE [2] | shot [1] - | similar | slated [1] |
| 79:5, | - 2:19, | 16:10 | [4] - | - 100:19 |
| 82:10, | 105:4 | show [1] - | 10:15, | Sloane [1] |
| 87: 6, | shared [2] | 2:11 | 21:17, | - $28: 1$ |
| 93: 6, | - 8:14, | Showcase | 31:4, 64:5 | small [1] |
| 104:19, | 34:1 | [1] - | similarly | - 5:16 |
| 110:8, | Shawmut | 25:13 | [1] - 6:13 | snow [7] - |
| 110:10 | [3] - | shut [2] - | Simon's | 39:19, |
| settle [1] | 73:18, | 14:6, 14:8 | [2] - | 40:3, |
| - 57:4 | 73:19 | side [2] - | 71:15, | 40:10, |
| seven [17] | 74:1 | 30:9, 74:6 | 76:8 | 41:2, |
| - 4:8, | SHEET [1] | sign [1] - | simple [2] | 44:4, |
| 5:11, | - 109:1 | 46:3 | - 19:2, | 51:17 |
| 11:11, | sheet [2] | Sign [1] - | 19:8 | Sodexo [2] |
| 11:13, | - 109:3 | 109:3 | simply [2] | - 6:16, |
| 12:15, | ship [1] - | signage | - 71:12, | 10:2 |
| 21:7, | 31:12 | [1] - | $72: 19$ | sold [3] - |
| 70:14, | shop [5] - | 24:19 | single [3] | 70:12, |
| $75: 12$, | 21:2, | significan | - 20:4, | 84:5, 95:2 |
| 78:14, | 71:17, | t [4]- | 40:10, | solve [1] |
| 87:19, | 75:16, | 24:16, | 43:9 | - 49:1 |
| 94:3, | 75:17, | $24: 17$ | sit [3] - | someone |
| $94: 7$, $95: 5$, | 75:18 | 26:7, | $30: 7$, | [2] - |
| $\begin{aligned} & 95: 5, \\ & 102: 12, \end{aligned}$ | shopping | 102:3 | 62:8, | 12:17, |
| 102:12, | [1] - | signify | 103:5 | 28:17 |
| 103:13, | 100:5 | [11] - | sit-down | Somerville |
| $104: 12$ | SHOPS [2] | 37:11, | [1] - $30: 7$ | [1] - |
| several | - 2:15, | 53:17, | sitting | 105:12 |
| several | 87:11 | 69:16, | [2] - | sometime |
| 7:15, | Shops [2] | 79:1, | 69:5, 93:9 | [1] - 89:1 |
| 23:15, | - 87:14, | 82: 6, | situation | somewhat |
| $24: 8$ | 91:12 | 87:3, | [2] - | [1] - |
| share [2] | shops [3] | 93:3, | 51:10, | 55:15 |
| share | - 89:6, | 104:16, | 59:14 | soon [2] - |
| $9: 6$ | 89:7, | 106:18, | six [1] - | $34: 9$ |
| Share [2] | 89:13 | 107:16, | 11:11 | 34:15 |
| Share [2] | Shorthand | 108:8 | skipped | sorry [3] |




| 52:19, | 110:16, | 36:8, | 42:16, | 100:14, |
| :---: | :---: | :---: | :---: | :---: |
| 53:3 | 110:17, | 37:2, | 43:1, | 100:17, |
| ten [3] - | 110:17, | 54:13 | 43: 6, | 101:3, |
| 21:19, | 110:18 | tight [1] | 43:19, | 101:17, |
| 43:10, | themselves | - 31:12 | 44:8, | 102: 6, |
| 49:11 | [3] - | TIM [3] - | 45:7, | 104:2, |
| tenant [1] | 6:19, | 34:19, | 45:19, | 104:14, |
| - 71:19 | 49:14, | 35:2 | 46:7, | 104:18, |
| tequila | 73:5 | Tim [4] - | 49:9, | 106:11, |
| [1] - | therefor | 12:17, | 49:19, | 106:16, |
| 16:10 | [1] - | 23:17, | 51:9, | 107:1, |
| termed [1] | 109:2 | 34:19 | 52:11, | 107:14, |
| - 72:18 | they've | TIME [1] - | 52:13, | 107:18, |
| terms [4] | [1] - 42:8 | 1:16 | 52:18, | 108: 6, |
| - 9:7, | thinking | TO [1] - | 53:8, | 108:10 |
| 12:13, | [3] - | 110:17 | 53:10, | tomorrow |
| 18:11, | 18:8, | today [3] | 69:14, | [5] - |
| 39:16 | 65:15, | - 8:15, | 75:15, | 25:15, |
| testing | 106:3 | 88:16, | 76:2, | 60: 6, |
| [1] - 20:3 | third [1] | 89:8 | 77:3, | 67:2, |
| Thai [1] - | - 95:18 | together | 77: 10, | 67:4, 68:7 |
| 19:1 | THIS [1] - | [3] - | $78: 6$, | TONIA [10] |
| Thanksgivi | 110:16 | 8:13, | 78:18, | - 70:19, |
| ng [1] - | three [8] | 13:16, | 79:4, | 71: 4, |
| $\frac{\mathrm{ng}}{11}: 17$ | - 5:15, | 75:6 | 81:13, | 71:10, |
| THE [17] - | 49:11, | Tom [1] - | 82: 4 , | $72: 1$, |
| 1:18, | 54:18, | 3:18 | 82:9, | 72:7, |
| 27:14, | 65:9, | TOM [66] - | 86:9, | $72: 11$, |
| 29:17, | 75:8, | 1:10, | 87:1, | 72:14, |
| 29:19, | 88:8, |  | 87:5, | 72:17, |
| 32:5, | 89:7, |  | 90:3, | 73: 6 |
| $32: 5$, $32: 9$, | 89:13 | 25:9, | 90:9, | Tonia [1] |
| $32: 9$, $32: 12$, | throughout | 25:9, | 91:7, | - 70:19 |
| 35:1, | [1] - | 26:16, | 93:1, | tonight |
| 55:5, | 10:10 | 37:9, | $93: 5$, $98: 18$, | [1] - |
| 62:16, | Thursday | 37:13, | 98:18, | 66:16 |
| 71:2, | [5] - | 40:4, | $99: 13$, $99: 17$, | took [8] - |
| 88:13, | 14:5, | 40: 6, |  | 15:15, |
| 96:3, | 14:19, | 41:7, | 100:11, | 17:8, |


| 18:14, | 110:16 | - 83:9, | 3:12, | 96:19, |
| :---: | :---: | :---: | :---: | :---: |
| 22:7, | transcript | 87:17, | 83:9, | 97:9, |
| 23:4, | [4] - | 88: 6, | 92:2, | 98:14, |
| 23:5, | 58:8, | 88:10, | 92:7, | 99:2 |
| 80: 9, | 109:2, | 88:17, | 92:17, | type [6] |
| 84:15 | 109:11, | 89:16, | 107:9 | 19:17, |
| Toomey [1] | 109:12 | 89:17, | turkey [1] | 22:2, |
| - 23:17 | transfer | 90:1, | - 8:4 | 24:15, |
| totally | [13] - | 90:3, | turn [5] - | 26:2, |
| [1] - | 54:7, | 90: 4 , | 59:16, | 31:17 |
| 102:13 | 56: 6, | 90:12, | 63:9, | types [1] |
| tough [3] | 56:11, | 91:13, | 63:10, | - 21:19 |
| - 48:2, | 56:12, | 92:15, | 64:13, | typical |
| 100:6, | 57: 6, | 107:9 | 64:14 | [1] - 21:2 |
| 100:7 | 57:10, | trucks [5] | turned [1] |  |
| towed [1] | 57:13, | - 89:5, | - 3:6 | $\underline{\square}$ |
| - 40:18 | 61:12, | 90: 6, | TV [3] - | ultimately |
| town [1] - | 64:1, | 96:18, | 79:16, | [1] - 43:2 |
| 18:13 | 64:3, | 96:19, | 80:17, | UNDER [1] |
| Trader [1] | 68:18, | 97:6 | 82:1 | - 110:17 |
| - 100:12 | 71:13, | true [2] - | TVs [2] - | underneath |
| traffic | 97:14 | 11:14, | 54:19, | [1] - 86:4 |
| [2] - | transferab | 110:9 | 83:1 | understood |
| 46:8, | le [1] | Trust [1] | two [20] - | [2] - |
| 99:14 | 58:15 | - 54:9 | 9:12, | 14:1, 63:2 |
| train [2] | transferra | trustee | 10:1, | unfortunat |
| - 22:16, | ble [2] - | [1] - 67:9 | 22:1, | ely [1] - |
| 97:15 | 60:19, | try [2] - | 41:10, | 61:3 |
| training | 68:10 | 47:4 | 42:2, | unique [1] |
| [4] - | TRANSPORTA | trying [6] | 43:10, | - 99:17 |
| 9:16, | TION [2] - | - 19:18, | 48:11, | units [1] |
| 9:19, | 2:5, 38:1 | 48:15, | $50: 3$, | - 10:9 |
| 22:18, | Transporta | 57:3, | 57:3, | University |
| 23:2 | tion [1] - | 61:11, | $65: 9,$ | [7] - 9:8, |
| transactio | 38:5 | 64:15, | 74:11, | 11:10, |
| $\underline{n}$ [1] - | transporta | 99:12 | 74:13, | 87:18, |
| $57: 4$ | tion [1] - | Tuesday | $75: 8$, | 88:16, |
| TRANSCRIPT | 39:3 | [7] - | 93:17, | 91:14, |
| [1] - | truck [14] | 1:15, | 96:8, | 92:1, |


| $\begin{array}{r} 92: 16 \\ \text { UNLESS }  \tag{1}\\ \hline \end{array}$ | $\begin{aligned} & 57: 12, \\ & 58: 13, \end{aligned}$ | $\begin{aligned} & 63: 5, \\ & 63: 6, \end{aligned}$ | $\frac{\text { vendor/ }}{\text { peddler }}$ | $\frac{\text { vote }}{32: 3}[1]-$ |
| :---: | :---: | :---: | :---: | :---: |
| $-110: 17$ | $58: 17,$ | $\begin{aligned} & 63: 10, \\ & 63: 11, \end{aligned}$ | [1] - |  |
| $\frac{\text { unpaid }}{-67: 6}$ [1] | $\begin{aligned} & 63: 10, \\ & 64: 4, \end{aligned}$ | $\begin{aligned} & 63: 11, \\ & 64: 1, \end{aligned}$ | $91: 11$ | $\underline{\text { wait [3] }}$ |
| Unterstein | 64: 9, | 64: 4, | n [2] - | 29:3, |
| [2] - | 64:10, | 64:16, | 25:10, | 93:14, |
| 84:1, | 64:18 | 64:17, | 26:4 | 93:18 |
| 84:12 | upgraded | 64:19, | Venture | waiting |
| up [29] - | [7] - | 66:4, | [2] - | [1] - |
| 6:5, 7:17, | 58: 9, | 66:9, | 87:14, | 101:5 |
| 11:3, | 59:9, | 68:7, | 91:12 | walk [1] - |
| 11:19, | 63:7, | 68:10, | VENTURE | 44:8 |
| 14:10, | 65:1, | 68:13, | 2] - | walls [1] |
| 18:3, | 65:10, | 68:18, | $2: 15$ | - 98:16 |
| 19:10, | 66:3, | 68:19 | $87: 11$ | Washington |
| 26:1, | 68:13 | variety | Victualer | [1] - |
| 28:3, | ut [1] - | [3] - | [4] - | 10:15 |
| 28: 6, | 49:1 | 6:15, | 70:9, | watch [1] |
| 28:7, | v | 9:19, | 79:13, | - 52:4 |
| 31:14, |  | 13:14 | 84:2, | watching |
| 40:12, | value [34] | various | 94:18 | [1] - |
| 41:11, | - 21:15, | [3] - 6:5, | Video [1] | $44: 11$ |
| 41:19, | 56:4, | 11:10, | -79:16 | wave [1] |
| 43:11, | $56: 12 \text {, }$ | $35: 3$ | video [1] | 44:9 |
| 43:15, | $\begin{aligned} & 57: 6, \\ & 57 \cdot 12 \end{aligned}$ | veggie [1] | - 82:1 | Wednesday |
| 44: 9, | 57:13, | - 8:4 | videotaped | [1] - |
| 52:5, | 57:14, | vehicle | [1] - 3:10 | 54:13 |
| $61: 12$, | 58:6, | [1] - | violation | week [28] |
| 62:12, | $\begin{aligned} & 58: 14, \\ & 59: 5, \end{aligned}$ | 45:13 | [2]-46:9 | - 4:9, |
| 64:1, | $\begin{aligned} & 59: 5, \\ & 59: 9 \end{aligned}$ | vehicles | vital [2] | 5:11, |
| $73: 11$, | $59: 9$, 59.10, | [3] - | - 12:8, | 12:15, |
| 80:13, | $59: 10$, $59: 15$, | 40:15, | 20:16 | 13:2, |
| 84:19, |  | 40:17, | vodka [1] | 25:14, |
| 86:2, | 59:18, | 41:3 | - 21:19 | 40:11, |
| 88:17, | 60:10, | Vendor/ | vodkas <br> [1] | 41:14, |
| 96:2, 96:3 | $60: 13 \text {, }$ | Peddler | $\frac{\text { vodkas }}{-22: 1}$ | 42:7, |
| upgrade |  | [1] - | voice | 43:9, |
| [9] - | $\begin{aligned} & 61: 10, \\ & 63: 4, \end{aligned}$ | 87:16 | $\frac{\text { voice }}{-96: 6}$ | 44:10, |


| 45: 6, | - 33:3, | 66:7, | Worldwide | younger |
| :---: | :---: | :---: | :---: | :---: |
| 48:1, | 72:2 | 66:9, | [1] - | [1] - 75:2 |
| 57:1, | wife [5] - | 66:10, | 10:14 | yourself |
| 57:7, | 31:14, | 68:8, | wrapped | [1] - |
| 70:15, | 33:17, | 68:15, | [1] - 90:7 | $74: 15$ |
| 75:12, | 34:11, | 68:16, | writing |  |
| 76:14, | 74:17, | 68:17 | [1] - $37: 6$ | $\underline{z}$ |
| $78: 14$, | 97:1 | Wine [1] - | www. | zoning [1] |
| 87:19, | WILLIAM | 105:9 | reportersin | - 99:11 |
| 93:17, | [6] - | wise [1] - | .com [1] - |  |
| 94:3, | 55:10, | 39:9 | $\overline{1: 19}$ |  |
| 95:5, | 60:2, | wish [6] - |  |  |
| 101:16, | 61:2, | 27:3, | $\underline{Y}$ |  |
| 102:12, | 61: 9, | 78:8, | year [4] - |  |
| 103:14, | 62:3, 62:5 | 81:15, | 11:7, |  |
| 103:19, | William | 86:11, | 11:19, |  |
| 104:12 | [4] - | 91:9, | 39:7, |  |
| weekend | $33: 17$, | 104:7 | 72:10 |  |
| [1] - | 54:7, | WITNESS | years [16] |  |
| 18:13 | 55:10, | [1] - | - 9:12, |  |
| weekends | 83:19 | 110:10 | 10:1, |  |
| [1] - 13:3 | window [2] | Woburn [5] | 10:11, |  |
| weeks [4] | - 45:12, | - 6:7, | 11:12, |  |
| - 45:7, | 101:15 | 17:14, | 11:14, |  |
| 48:2, | windows | 20:5, | 27:19, |  |
| 99:7, | [1] - | 20:19, | 28: 6, |  |
| 105:18 | 44:15 | 21:1 | 35:4, |  |
| welcome | wine [18] | wonderful | 35:10, |  |
| [1] - 70:3 | - 8:7, | [1] - 33:6 | 39:3, |  |
| Western | 19:16, | words [1] | 73: 6, |  |
| [1] - | 21: 6, | - 44:2 | $74: 11$, |  |
| 65:15 | 58:5, | workable | 74:13, |  |
| whatnot | 58:18, | [1] - | 96:8, |  |
| [1] - | 59:5, | 103:4 | 96:18, |  |
| 11:16 | 59:15, | workers | 97:9 |  |
| WHEREOF | 59:17, | [1] - | yesterday |  |
| [1] - | 60:16, | 99:16 | [3] - |  |
| 110:10 | $63: 3,$ | works [1] | $22: 7,$ |  |
| whole [2] | 66:4, | - 84:12 | 23:4, 23:5 |  |

