



Excerpts from the Depositions of Brian Lafemina

March 30, 2022
April 8, 2022

Committee on Oversight and Reform
U.S. House of Representatives
oversight.house.gov

On March 30, 2022, the Committee conducted a deposition of Brian Lafemina, former President of Business Operations and Chief Operating Officer for the Commanders in 2018. The Committee conducted a supplemental deposition of Mr. Lafemina on April 8, 2022. Below are key excerpts from the depositions.

Mr. Lafemina Informed Team Owner Daniel Snyder of Sexual Harassment Allegations Against Senior Executive Larry Michael (pp. 147-150)

Q: You mentioned that there were allegations that were brought to your attention by an employee named Rachel Engleson. What, if anything, did she tell you were her concerns?

A: So Rachel told Steve Ziff and Jake Bye about the allegations and Steve Ziff brought them to my attention.

Q: I believe you testified earlier that Rachel at one point began reporting to Steve Ziff?

A: Yes.

Q: She was moved from one department to another?

A: Yes. And it was this move that—in a meeting around that move is when Rachel made this information known to both Jake and Steve. And then, as I said, Steve brought it to my attention.

Q: What did Steve tell you?

A: He told me that Rachel had come to him talking about how Larry Michael had, you know, made her feel uncomfortable over a number of years and that he would—he would talk about her appearance in front of audiences where—they might be at like a fan function where Larry was the emcee and talk about Rachel, her looks or, you know, something along those lines. He would touch her face in an unwanted fashion. And I believe he said—Steve told me that he might—you know, would kiss her on the forehead. And that made her very uncomfortable.

And I believe what precipitated it was now that she was going to be moving back to Redskins Park where Larry office out of, Rachel, I think, wanted to make sure Steve and Jake knew about this.

Q: Do you recall when that conversation took place?

A: It was soon after I arrived. I don't know. I would imagine it's in the first 30 to 40 days of my being there. And, you know, based upon the date on the Sageview, I think that tracks.

Q: What, if anything, did you do when you learned of her concerns?

A: I brought it to Mr. Schaffer.

Q: General counsel?

A: Yes.

Q: What did you tell Mr. Schaffer?

A: I told him about the allegations and our concern, and he was—he said that he was going to have an investigation into it.

Q: Do you know if he investigated?

A: I believe he did.

Q: Why do you believe that?

A: Well, he said he was going to.

Q: Do you have any evidence that he conducted an investigation?

A: Nothing material, no.

Q: Who else did you talk to about the allegations concerning Ms. Engleson?

A: Stephen Choi.

Q: What did you tell or discuss with Mr. Stephen Choi?

A: I told him about the allegations that human resources reported to him. I thought it was appropriate for him to know and just those who brought it to me.

Q: What did Mr. Choi say, if anything?

A: I don't recall.

Q: Did he say he was going to do anything, to your knowledge?

A: Well, no. That was with Mr. Schaffer.

Q: Other than Mr. Choi and Mr. Schaffer, did you speak to anyone else?

A: I don't believe so.

Q: Do you know if Mr. Snyder was aware of these allegations?

A: Yes, he was.

Q: How do you know that?

A: I made a phone call to Mr. Snyder to tell him about them.

After Being Informed of Sexual Harassment Allegations Against Larry Michael, Daniel Snyder Defended Him as a “Sweetheart” and Said “Larry Wouldn’t Hurt Anybody” (p. 14, Supplemental Deposition)

Q: Now, what, if anything, did you tell Mr. Snyder on the call?

A: I conveyed to Dan Snyder what I had been told by Steve Ziff.

Q: And what is it that you were told by Steve Ziff?

A: That Rachel had come to him to let him know that she had felt uncomfortable over a period of time with her interactions with Larry Michael, the fact that he had commented about her appearance in public at events where he was the emcee and she was working the event, and that at times he had touched her on the cheeks and kissed her on the forehead.

Q: Anything else?

A: That's all I recall.

- Q: Now, in response to what you told Mr. Snyder, do you recall what he said?
- A: Yeah. He said that Larry was a sweetheart and that Larry wouldn't hurt anybody.

Daniel Snyder Believed Allegations of Misconduct During a Costa Rica Photo Shoot Trip Were a Witch Hunt (pp. 77, 80-81)

- Q: What was your understanding of how the club was going to handle the allegations?
- A: There was to be an internal investigation assisted by an outside law firm that was going to look into all the allegations.
- Q: Do you recall the law firm?
- A: I believe it was McGuireWoods, but I'm not certain.
- Q: What was the PR strategy, to the best of your recollection?
- A: I don't think there was much of a PR strategy. It was really pushing back at the story itself and the writer. The sentiment from Bruce Allen and Dan Snyder was that it was a witch hunt and that the writer had an agenda.
- ...
- Q: You mentioned that Mr. Snyder and Mr. Allen characterized the allegations as a witch hunt, correct?
- A: Those were my words, not necessarily their words.
- Q: Words to that effect?
- A: Yes.
- Q: Do you have any understanding of why they thought it was a witch hunt?
- A: No. I mean, as I mentioned a moment ago, they seemed to believe that the allegations weren't true.
- Q: On those calls, did they ever discuss why they believed those allegations were not true?
- A: No.

Mr. Lafemina Described a Culture of "Fear that Emanated Throughout the Place" When He Began His Position at the Commanders (pp. 105-106)

- Q: So you decided to undertake this challenge. And as you acknowledged, like with any position, you never fully know, until you get there, what you're undertaking. If there was—what was the biggest kind of unknown that you encountered when you were there that, as a challenge goes, that you weren't as—realizing when you first took on the role?
- A: I think there are a couple of things.

I would say, with the staff in general, I was surprised at sort of the dynamic inside the office. As I mentioned earlier, you know, just some of the anecdotes about not being able to go to lunch, and just that sort of heavy-handed management style of the staff who I thought were all, you know, for the most part, great young talented people who I thought could do really good things. So that was surprising to me.

There was a fear that emanated throughout the place that everyone was afraid to make mistakes. They were afraid if they, you know, did the wrong thing, there might be repercussions for them. So that was something that, you know, you don't really know until you get into the environment.

I think probably the biggest one, and I mentioned this earlier, my conversations with Bruce Allen prior to going there. I think it became obvious to me soon upon arriving that Bruce wasn't terribly happy with the team dynamic, and that there was tension, there was competitiveness, and that, you know, there were these sort of back channels to Dan where he would hear things, not from me directly, but would hear from others.

So I think all of those things are things that you don't know until you get on the ground.

Human Resources Was Not a Priority for the Commanders (pp. 135-36)

Q: What did you infer about the value of human resources based on the team's limited allocation of resources to that department?

A: It wasn't a priority.

Q: Why did you think that?

A: Because it wasn't resourced.

Q: Why does something not being resourced lead you to believe that it's not a priority?

A: Because in a business, you prioritize things based on the resources that you provide for that function.

Q: That's been your experience in those workplaces.

A: Yes.

Q: For a team to be a model team, do you believe that they would need to provide adequate resources to departments such as human resources?

A: Yes.

Q: What was your understanding of whether this was a longstanding understaffing issue at the team? Did you have any understanding?

A: Repeat that, please.

- Q: Did you have an understanding that the lack of resources afforded to the human resources department, did you have any understanding that that was a longstanding issue?
- A: I don't think it was new. I don't know how long it was an issue, but it wasn't something that was brand new. Something that seemed to exist for a while.
- Q: Why do you believe that?
- A: Just based on the conversation I had with Stephen Choi when I was asking why things were the way they were in the human resources department.

Mr. Lafemina is Subject to a Separation Agreement (p. 188)

- Q: Were you required to sign a nondisclosure agreement as part of your separation from the Commanders?
- A: Yeah, there was a nondisclosure as part of my separation agreement.

1 ALDERSON COURT REPORTING

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11 INTERVIEW OF: BRIAN LAFEMINA

12 WEDNESDAY, MARCH 30, 2022

13 U.S. HOUSE OF REPRESENTATIVES

14 COMMITTEE ON OVERSIGHT AND REFORM

15 WASHINGTON, D.C.

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25 The Interview Commenced at 8:59 a.m.

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27 Appearances.

28 For the COMMITTEE ON OVERSIGHT AND REFORM:

29

30 For the DEMOCRATIC STAFF:

31 [REDACTED], Majority Counsel

32 [REDACTED], Majority Counsel

33

34 For the REPUBLICAN STAFF:

35 [REDACTED], Minority Counsel

36 [REDACTED], Minority Counsel

37 [REDACTED], Minority Counsel

38

39 For the WITNESS:

40 MICHAEL R. SHERWIN ESQ.

41 GEOFFREY J. DERRICK, ESQ.

42 Kobre & Kim

43 1919 M Street, N.W.

44 Washington, DC 20036

45

46 ALSO PRESENT:

47 [REDACTED], Oversight Majority

48 [REDACTED], Oversight Majority

49 [REDACTED], Oversight Majority, ECP

50 [REDACTED], Oversight Majority

51

52	Exhibits	
53	Exhibit No.	Page No.
54	1 - Subpoena, House of Representatives	
55	Congress of the United States of America	5
56	2 - National Football League Personal	
57	Conduct Policy, December 2014	47
58	3 - Commissioner Goodell Announces	
59	Findings in Carolina Panthers Workplace	
60	Investigation, 6/28/18	69
61	4 - Email dated 5/31/2018 to Eric Shaffer	
62	and others from Tony Wyllie, Bates commencing	
63	NFL-00030914	96
64	5 - Email dated 5/31/2018 to [REDACTED]	
65	from Bruce Allen, Bates commencing	
66	NFL-00133370	98
67	6 - Executive Team organizational chart	
68	Bates NFL-00097855	109
69	7 - Document titled Sageview Consulting	
70	dated July 12, 2018	137
71	8 - Email from Stephen Choi to FedEx	
72	Field and Redskins Park front office	145
73	9 - Letter dated December 26, 2018 from	
74	Eric Schaffer to Brian Lafemina	
75	Bates NFL-00101116	173
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77	Exhibits (Continued):	
78	Exhibit No.	Page No.
79	10 - Letter dated March 30, 2022	
80	from Carolyn B. Maloney, Chairwoman, to	
81	Brian Lafemina	200
82		
83	A - Email communication dated November	
84	18-27, 2013, Bates commencing FNL-00101080	156
85	B - Email communication dated November	
86	9-16, 2009 between [REDACTED] and Jason	
87	Friedman	159
88	C - Email communication dated September	
89	5-6, 2009 between [REDACTED] and Jason	
90	Friedman	159
91	- - -	
92		

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

94 [REDACTED]. We are going on the record. It is
95 8:59.

96 This is the deposition of Brian Lafemina conducted
97 by the House Committee on Oversight and Reform. This
98 deposition is occurring under subpoena issued by the
99 Chairwoman Carolyn Maloney on March 28, 2022, as part of
100 the committee's investigation into the Washington
101 Commanders' toxic work environment and the NFL's handling
102 of that matter.

103 The person transcribing this deposition to my left,
104 to your right, is a House stenographer and a notary public
105 authorized to administer oaths. The House stenographer
106 will now place you under oath. Whereupon,

107 BRIAN LAFEMINA,
108 having been duly sworn by the Notary Public, was examined
109 and testified as follows:

110 [REDACTED]. Before we begin, I will mark the
111 subpoena as Exhibit 1 and enter it into the record.

112 (Lafemina Exhibit No. 1 was
113 identified for the record.)

114 EXAMINATION BY COUNSEL FOR THE COMMITTEE

115 BY [REDACTED]

116 Q Would the witness please state his full name
117 and spell his last name for the record.

118 A Brian Anthony Lafemina, L-A-F-E-M-I-N-A.

119 Q Mr. Lafemina, my name is [REDACTED], and

120 I have been designated Majority counsel for this

121 deposition. I am accompanied by [REDACTED], and he is

122 also Majority counsel for the committee.

123 [REDACTED]. At this time, I will ask the

124 additional individuals in the room to introduce themselves

125 for the record, starting with the Majority staff.

126 [REDACTED]. [REDACTED], Oversight Majority.

127 [REDACTED], counsel.

128 [REDACTED]. [REDACTED], ECP detailee.

129 [REDACTED], legal extern.

130 [REDACTED]. [REDACTED] Minority counsel.

131 [REDACTED], Minority counsel.

132 [REDACTED]. And [REDACTED] will be joining in

133 a few minutes.

134 BY [REDACTED]

135 Q Because the witness is compelled to be here

136 by subpoena, we are operating pursuant to committee rules,

137 specifically Rules 15 and 16, which cover the guidelines

138 for today's deposition.

139 We have previously provided Mr. Lafemina's personal

140 counsel with a copy of these rules. I have copies of

141 these rules here with us today if you would like to review

142 them at any time.

143 I will now briefly review the ground rules for
144 today's deposition.

145 The way the questioning will proceed today is as
146 follows: The deposition will begin with the Majority
147 asking questions of you for up to one hour; thereafter,
148 the Minority will have an opportunity to question you for
149 an equal period of time. We will rotate back and forth
150 one hour per side until we are out of questions.

151 If you need a break for any reason, at any time,
152 please do let me know. We're happy to accommodate you.
153 Ordinarily we'll take a five-minute break at the end of
154 each hour of questioning, but if you need a break before
155 that, please do let me know. To the extent that there is
156 a pending question, I would ask that you finish answering
157 the question before you take a break.

158 Do you understand?

159 A Yes.

160 Q Under the Committee's rules, you are allowed
161 to have an attorney present to advise you. Mr. Lafemina,
162 do you have an attorney present for today?

163 A I do.

164 [REDACTED]. Would counsel for Mr. Lafemina please
165 identify themselves for the record?

166 Mr. Sherwin. Michael Sherwin, with Kobre & Kim,
167 and with me is my associate.

168 Mr. Derrick. Jeff Derrick, with Kobre & Kim.

169 BY [REDACTED]

170 Q As you can see, the stenographer is taking
171 down everything I say and everything you say to make a
172 written record of this deposition. For the record to be
173 clear, I would ask that you please wait until I finish
174 each question before you answer, and I will wait for you
175 to finish your answer or respond before asking you the
176 next question.

177 The stenographer cannot record nonverbal answers,
178 such as shaking your head, so it's important that you
179 answer questions verbally with an audible answer.

180 Do you understand?

181 A I do.

182 Q You are required to answer all questions
183 unless you are asserting a privilege. To the extent you
184 or your counsel object to a question, to assert a
185 privilege, you must clearly state the specific privilege
186 being asserted and the reason for the assertion on or
187 before the scheduled date of testimony. Objections may be
188 made in a non-suggestive and non-argumentative manner.
189 Members of committee staff are not permitted to raise
190 objections.

191 You may only refuse to answer a question to
192 preserve a privilege recognized by the committee and not

193 for any other reason. For example, it is improper to
194 object to questions on the basis of confidentiality and/or
195 concurrent litigation interests.

196 Do you understand?

197 A Yes.

198 Q The House of Representatives and the
199 committee do not recognize any common-law nondisclosure
200 privileges, including, but not limited to, deliberative
201 process privilege, attorney-client privilege, attorney
202 work product protection, and any purported contractual
203 privileges such as nondisclosure agreements.

204 Do you understand?

205 A Yes.

206 Q The only assertions of executive privilege
207 that the chair of the committee will consider are those
208 made in writing by an Executive Branch official authorized
209 to assert privilege.

210 Do you understand?

211 A Yes.

212 Q If you refuse to answer a question on the
213 basis of privilege, the Majority staff will either proceed
214 with the deposition or seek a ruling from the chairwoman
215 on the objection by telephone or otherwise during the
216 deposition at the time of Majority staff's choosing. If
217 the chairwoman overrules any such objection during the

218 deposition, you are required to answer.

219 Do you understand?

220 A Yes.

221 Q If you refuse to answer a question after
222 being directed by the chairwoman in writing or orally
223 during the deposition as reflected in the record, you may
224 be subject to sanction.

225 Do you understand?

226 A Yes.

227 Q We want you to answer our questions in the
228 most complete and truthful manner as possible, so we are
229 going to take our time. If you have any questions or
230 don't understand any of the questions that we ask, please
231 do let me know. We will be happy to clarify or rephrase
232 our question.

233 Do you understand?

234 A Yes.

235 Q If I ask you about conversations or events
236 in the past and you're unable to recall the exact words or
237 details, you should testify to the substance of those
238 conversations or events to the best of your recollection.
239 If you recall only a part of the conversation or an event,
240 you should give us your best recollection of those events
241 or parts of the conversations that you do recall.

242 Do you understand?

243 A Yes.

244 Q Mr. Lafemina, because you have been placed
245 under oath, your testimony here today has the same force
246 and effect as if you were testifying before the committee.
247 If you knowingly provide false testimony, you could be
248 subject to criminal sanctions and prosecution for perjury,
249 making false statements, or other related offenses.

250 Do you understand?

251 A Yes.

252 Q Have you consumed anything, including
253 medications, alcoholic beverages, or other substances,
254 that would impair your ability to testify truthfully
255 today?

256 A No.

257 Q Is there any reason that you are unable to
258 testify truthfully today?

259 A No.

260 Q Do you have any questions before we begin?

261 A No.

262 Q I would like to ask you, Mr. Lafemina, about
263 your employment history.

264 Are you currently employed?

265 A Yes.

266 Q Where are you employed?

267 A I work for the Los Angeles 2028 organizing

268 committee for the Olympic Games.

269 Q And what is your title?

270 A I'm a chief business officer.

271 Q What does that role entail?

272 A It entails contracting all of the venues in
273 which the Olympic games are going to be played; it entails
274 security, transportation, logistics, ticketing,
275 hospitality, sport -- what sports will be played in the
276 Olympic games, accommodations, out-of-home advertising.
277 There's a number of other verticals.

278 Q When did you first begin working for L.A.
279 2028?

280 A I began in April of 2019.

281 Q Have you had any other job titles other than
282 chief business officer?

283 A No.

284 Q Now, prior to joining L.A. 2028, I would
285 like to understand more about your work history before
286 joining the Washington Commanders. Can you walk me
287 through your professional experience before you joined the
288 team?

289 A Sure. I began my career as a college intern
290 at the Madison Square Garden Company, where I spent 22
291 years in a variety of roles leading up to my final role as
292 the senior vice president of MSG Sports.

293 Q And what did your job entail as senior vice
294 president of MSG Sports?

295 A It was -- the responsibilities were for all
296 of the business operation elements of the New York Nicks,
297 New York Rangers, New York Liberty professional
298 franchises, as well as responsibilities related to Madison
299 Square Garden arena as well.

300 Q After you left Madison Square Garden, did
301 you have any other employment?

302 A I was self-employed for approximately a year
303 doing consulting.

304 Q What type of consulting did you do?

305 A Sports marketing.

306 Q So after you were a consultant, did you have
307 any other employment?

308 A Yes, I took a position as the vice president
309 of club business development at the National Football
310 League.

311 Q What did that role entail?

312 A Club business development is an internal
313 consultancy working with all 32 member clubs to assist
314 them in their local business operations, revenue
315 generation, and marketing.

316 Q To whom did you report in that role?

317 A I originally reported to [REDACTED].

318 Q Did you have any other supervisors in that
319 role?

320 A So [REDACTED] left the organization, was promoted
321 to senior vice president of club business and corporate
322 development, and worked for [REDACTED], who was the chief
323 financial officer.

324 Q Is [REDACTED] still with the NFL?

325 A Yes, he is. And then, some reorganizations
326 and reported to [REDACTED] at one point who runs the
327 media business for the NFL, and [REDACTED], who was
328 the COO at the time of the NFL.

329 Q At the time when you left the NFL, who were
330 you reporting to?

331 A [REDACTED].

332 Q How did your job duties change, if at all,
333 when you were promoted to SVP?

334 A I became more involved in other elements of
335 the business, such as monetizing the NFL's ten bowl
336 events, such as the Super Bowl, Pro Bowl, working more
337 closely on the NFL draft, and working closely on stadium
338 development and financing issues.

339 Q How long were you employed with the NFL?

340 A I believe it was eight years.

341 Q Was that between 2010 and 2018?

342 A Yes.

343 Q And for how long were you a senior vice
344 president while at the NFL?

345 A I think it was my last five years, if I'm
346 not mistaken.

347 Q So roughly 2013 to 2018?

348 A I think so.

349 Q [REDACTED], to whom does she report?

350 A Commissioner Goodell.

351 Q Directly?

352 A Yes.

353 Q [REDACTED], to whom does he report?

354 A Commissioner Goodell.

355 Q What about [REDACTED]?

356 A Commissioner Goodell.

357 Q So as the senior vice president for club
358 business development, I believe you mentioned that you
359 worked with the 32 teams. Did you in that role create or
360 share any best practices across all of the 32 NFL teams?

361 A Yes.

362 Q And what types of practices were you focused
363 on creating?

364 A Everything from sales and marketing, best
365 practices, data and analytics, game day operations,
366 organizational structures, compensation structures. It
367 ran the gamut of anything that a club might do in their

368 local business operations. Also, media rights, local
369 media rights negotiations, things of that nature.

370 Q When you say organizational structure, what
371 do you mean by that?

372 A Helping teams devise the appropriate and
373 optimal organizational structure. So how would you
374 structure a sales department, how would you structure a
375 marketing department, what roles, what titles, what
376 responsibilities?

377 Q And you said compensation structures. Is
378 that for the club teams that you were discussing?

379 A Yes.

380 Q And what did that entail?

381 A That really entails how do you set up a
382 sales compensation structure to -- you know, with
383 commissions and things of that nature.

384 Q And you mentioned media, local media
385 strategy. What did that entail?

386 A So as a team was going out and trying to
387 negotiate for local media rights, whether it was a radio
388 or a regional sports network, to cover their -- you know,
389 in radio would be their game day presentation, the
390 regional sports network would be what we call shoulder
391 programming. So anthology shows about the team.

392 Q Did you, in that role as senior vice

393 president of club business development, have any
394 experience creating best practices around ticketing
395 operations?

396 A Yes.

397 Q And what would that entail?

398 A Everything from how do you utilize data and
399 analytics to sell tickets, to market tickets, CRM systems;
400 the appropriate, again, organizational structures within a
401 ticketing department, sales strategies, marketing
402 strategies.

403 Q Anything else?

404 A I mean, that's essentially it.

405 Q In your role as senior vice president, did
406 you ever have occasion to work with the Washington
407 Commanders?

408 A Yes.

409 Q And how often would you work with that team
410 specifically?

411 A We worked with all the teams on a fairly
412 regular basis. The Commanders were probably a little less
413 engaged, I would say, than your average -- your average
414 club. But we did talk to them on a regular basis.

415 Q What do you mean when you say less engaged?

416 A They were just, you know, generally less
417 engaged in utilizing the league resources than maybe some

418 others.

419 Q And when you say utilizing the club's
420 resources, do you mean best practices that you were --

421 A The club's development resources that the
422 league provided to all of the clubs.

423 Q Is it required that clubs use the resources
424 --

425 A No.

426 Q -- developed by the league?

427 A No.

428 Q And when you would interact with the
429 Washington Commanders, do you recall who within the
430 organization you would interact with?

431 A It would depend upon what the issue was. So
432 there was ticketing people, there were sponsorship people.
433 At different times it would be with the president of the
434 club, Bruce Allen, and from time to time the owner Dan
435 Snyder.

436 Q When you say ticketing people, who are you
437 referring to?

438 A Ticketing people at that time were -- well,
439 Stephen Choi, who is the CFO who ticketing reported to.
440 We would deal with -- on a day-to-day it was really
441 Stephen more than anybody. We would go from time to time
442 down to clubs and have meetings with the entire staff. So

443 it could be anyone down from a ticket seller to a sales
444 manager to whoever was running the department.

445 Q Did you ever have occasion to work with an
446 individual named Jason Friedman?

447 A Yeah.

448 Q Do you recall what Jason Friedman's role
449 was?

450 A Yeah, I think he had different roles at
451 different times. I believe he was the head of ticket
452 sales and ticket sales operations.

453 Q How often would you say that you would
454 interact with Bruce Allen prior to joining the team?

455 A I would see Bruce mostly at league meetings.
456 And I think I had occasion -- one or two occasions where
457 we made visits to Washington where I would see Bruce.

458 Q How would you describe the nature of your
459 relationship with Mr. Allen before joining the team?

460 A Cordial.

461 Q What do you mean by cordial?

462 A Hello, good-bye, how are you. You know, it
463 wasn't a deep relationship.

464 Q How often would you interact with
465 Mr. Snyder?

466 A I would see Dan at committee meetings that
467 could be held anywhere from the league office to another

468 offsite location from time to time. I would see
469 Mr. Snyder at league meetings, or if he was paying a visit
470 to the NFL league office in New York for some reason.

471 Q Do you know or recall which committees
472 Mr. Snyder sat on?

473 A Mr. Snyder sat on, I believe, the business
474 ventures committee, and I think he was cochair of the
475 digital committee.

476 Q What is the business ventures committee?

477 A That would be anything having to do with
478 licensing NFL product. So sponsorships, consumer products
479 such as hats and t-shirts and things of that nature. You
480 know, different deals that we would have with third-party
481 companies, he was involved in that. And, as I said, the
482 digital committee, which really were involved around all
483 of our digital strategies.

484 Q How often does the league hold committee
485 meetings, to your knowledge?

486 A I believe it's four times a year.

487 Q Is that to say that each committee would
488 meet four times a year?

489 A Mm-hmm.

490 Q Do you recall how many committees across the
491 league?

492 A Off the top of my head, I don't.

493 Q How often do the league meetings occur?

494 A Four times a year.

495 Q Do the committee meetings and the league
496 meetings happen at different times?

497 A They do. So usually there's a committee
498 meeting several weeks before the actual league meetings.
499 So the committees will meet, report out, and the business
500 will be taken up and voted on at the league meetings.

501 Q Are the league meetings available to the
502 public?

503 A Not inside meetings, no.

504 Q So is that to say that all the information
505 that's discussed at the league meetings would not be
506 publicly available?

507 A That's correct.

508 Q What about the committee meetings. Is that
509 something that's available to the public?

510 A No.

511 Q Are --

512 A And just to be clear. You know, many of the
513 issues that are taken up at the league meetings do become
514 public either through press conferences or press releases,
515 depending on the what the issue -- you know, the issue of
516 the day is.

517 Q Were owners required to sit on the

518 committee, to your knowledge?

519 A They were not required to. I think -- I
520 can't think of an owner that didn't sit on at least one
521 committee, though.

522 Q Now, going back to your interaction with
523 Mr. Snyder, you said you would see him. Did you have
524 occasion to interact with him?

525 A From time to time.

526 Q And how would you describe the nature of
527 those interactions?

528 A Again, you know, you see every NFL owner.
529 So you'd see them in committee meetings. You'd have to --
530 I would need to make presentations to different
531 committees, to the membership at large, might answer
532 questions from Mr. Snyder or any other owner. There might
533 be times where he would ask us, you know, questions
534 related to his own business and we would try to answer
535 those questions.

536 Q How would you describe the nature of your
537 relationship with Mr. Snyder before you joined the team?

538 A Again, I would say it was cordial, friendly.

539 Q Did you ever have occasion to work with
540 other Commanders' executives prior to joining the team?
541 We obviously talked about Mr. Snyder. But does the name,
542 for example, Mitch Gershman sound familiar?

543 A Yes.

544 Q Did you ever have occasion to work with him?

545 A Did I ever -- excuse me?

546 Q Work with him.

547 A Yeah, I did work with him on some issues
548 over the years.

549 Q What types of issues would you work with
550 Mr. Gershman on?

551 A Again, delivering best practices to the
552 club. I think we made one or two visits to the club while
553 Mitch was employed there. I think one of the visits
554 revolved around CMR systems and, again, the utilization or
555 not utilization of data analytics.

556 Q And how would you describe the nature of the
557 relationship with Mr. Gershman?

558 A Again, it was -- not to use the word, but it
559 was cordial. I would say that Mitch was somewhat
560 standoffish with any interaction with the league office,
561 but we did what we needed to do.

562 Q What do you mean when you say he was
563 standoffish?

564 A I think he just felt as though, you know,
565 the league office, you know, was in an ivory tower and
566 didn't understand what he was doing or what the clubs
567 needed to be doing. So --

568 Q Was he the only individual at the Commanders
569 that you understood to share that sentiment?

570 A I think that was a fairly widely held
571 sentiment at the club. I'm not saying everybody, but
572 certainly I don't think he was the only one.

573 Q What would give you the impression that
574 individuals at the club felt that the NFL was somewhat in
575 an ivory tower?

576 A I think, as I mentioned earlier, the fact
577 that they were less engaged maybe than other NFL clubs.

578 Q Were your visits to the Commanders'
579 organization, as you've described of going there from time
580 to time, were those part of like some type of audit within
581 the league?

582 A No, there's a separate audit department
583 inside the NFL. That wasn't our responsibility.

584 Q What was the role of the audit department
585 within the league?

586 A The audit department, I believe, would audit
587 each team on regular cycles, like every three years if I'm
588 not mistaken, and look at all of their sort of policies,
589 making sure that revenues were recorded appropriately,
590 that all of the revenue-sharing mechanisms were in place
591 and that the money was flowing in the appropriate way.

592 So that was the -- you know, the parts of what the

593 audit department did that sort of intersected with my
594 role. They may have done other things that I'm not aware
595 of.

596 Q Do you recall who was responsible for the
597 revenue -- excuse me, for the audit department when you
598 were working for the league?

599 A I have trouble remembering his last name, so
600 forgive me. Ken, but I can't remember his last name.

601 Q Is that the same person in that role today?

602 A That, I don't know.

603 Q And, to your knowledge, how often does the
604 audit department conduct the audit that you just
605 described?

606 A Again, my understanding is it's on a regular
607 rotation of every three years. I don't know if they have
608 reason to audit off that schedule for some reason, but
609 they may.

610 Q And jumping ahead a little bit, when you
611 were employed with the team, did you ever have occasion to
612 interact with the audit department at the NFL?

613 A I can't -- I don't believe so. I can't
614 remember if I -- I think they may have done an audit prior
615 to my getting there I seem to recall. So I don't think
616 they were auditing while I was at the club.

617 Q You mentioned that at the NFL, you had --

618 excuse me, you reported to several individuals who then
619 reported directly to Commissioner Goodell. Did you ever
620 work directly with Commissioner Goodell?

621 A Yes.

622 Q How often would you work with him?

623 A On a fairly regular basis.

624 Q And what does that mean?

625 A It would depend upon the issue of the day.

626 You know, I don't think I can come up with an exact number
627 of how often I worked with Commissioner Goodell. But
628 there were issues that were -- we were dealing with,
629 whether it be at the committee level or at the league
630 meeting level where I would be giving presentations.

631 So I would work with the commissioner on what those
632 presentations looked like, or I would present to him first
633 usually. I would be in, you know, meetings with
634 Commissioner Goodell on any number of issues. And I would
635 say for the last several years, you know, a lot related to
636 the moving of teams back to Los Angeles as well as the
637 stadium development around the league.

638 Q You mentioned you would do presentations and
639 usually present to Mr. Goodell first?

640 A Mm-hmm.

641 Q Do you recall how often you would have those
642 presentations?

643 A It would be prior to committee meetings,
644 prior to league meetings.

645 Q Were you, in your role as a senior vice
646 president, responsible for identifying or raising concerns
647 at any point about any business operations or practices
648 that were occurring across any of the 32 leagues?

649 A Can you clarify concerns?

650 Q I believe you mentioned that you were
651 responsible for putting together best practices.

652 A Mm-hmm.

653 Q So if there was something that you observed
654 as you were working with the teams on the best practices
655 that they chose to utilize or not, were you responsible
656 for identifying any concerns that you observed? Meaning
657 maybe the team was doing something that was inconsistent
658 with the best practice, was it your job to then report
659 that up?

660 A So we -- yeah, we delivered regular reports
661 on any number of areas inside a club. How are ticket
662 sales doing? How are sponsor sales doing? So these
663 reports were bubbled up inside the league office, but also
664 made available to all 32 clubs.

665 So if a result wasn't good, we would then obviously
666 be looking at the underlying practices to see how we can
667 help them improve their business operation.

668 So I would say, yes, certainly what -- the
669 information that we were -- you know, that we had and the
670 reports that we ultimately generated, you know, would
671 create transparency to any number of people inside the
672 league office and at the teams.

673 Q Do you recall ever having concerns about the
674 performance of the Commanders before joining the team?

675 A Yes.

676 Q What were your concerns?

677 A Their business was generally moving in the
678 wrong direction. Ticket sales were down, sponsorships
679 were starting to come down, suite sales were down. So,
680 you know, generally speaking, their business was just
681 moving in the wrong direction.

682 And we also did a survey called The Voice of the
683 Fan, which was sort of a survey of customers inside the
684 marketplace, and those scores were on a downward trend
685 also. So, yes.

686 Q Did you have discussions with Mr. Snyder
687 about those concerns prior to joining the Commanders?

688 A Yes.

689 Q How did Mr. Snyder receive those concerns?

690 A Mr. Snyder, in the spring of 2017, had asked
691 to come to New York to meet with me and my team to receive
692 a presentation about the state of the overall team's

693 business. And we delivered all the information we had to
694 him and to the executives who joined him.

695 Q Do you recall who joined him from the team?

696 A Bruce Allen was on the phone, I think he was
697 recovering from a medical issue; Stephen Choi, who was the
698 CFO; and they had somebody from a consulting company with
699 them.

700 Q Anyone else?

701 A There may have been others. I don't recall.

702 Q And on your end, from the NFL, do you recall
703 who was present?

704 A Myself, [REDACTED], [REDACTED]. I'm
705 not certain who else would have been there. There may
706 have been, but I don't recall. And those folks all worked
707 for me.

708 Q And during that 2017 meeting, the concerns
709 that you previously outlined regarding the downward trend
710 of the business practices, the results of the survey, et
711 cetera, were those concerns raised with Mr. Allen --
712 excuse me, with Mr. Snyder?

713 A Yes.

714 Q And do you recall what, if any, reaction
715 they had when you raised those concerns with them?

716 A Dan was -- he was making -- he was making
717 light of it. I think I made a statement. He had asked me

718 very specifically like what my thoughts on it were, and I
719 wanted to have that conversation privately with him
720 because it wasn't great news. And I told him that, you
721 know, his team was in a downward spiral, and he laughed
722 and sort of made light of it.

723 Q Is there anything else notable that you
724 recall from that meeting?

725 A Yeah. So during a break, Mr. Snyder had
726 asked me to walk him to the men's room, show him where it
727 was. This is at the league office. And he grabbed me and
728 said, "Come work for me in Washington."

729 Q What was your reaction?

730 A I told him I was not going to Washington.

731 Q Why did you say that?

732 A Because I was happy at the league office.

733 Q Were you surprised by that question?

734 A Yeah, I was a little surprised.

735 Q Why was that?

736 A Because I was walking somebody to the men's
737 room and they asked me if I wanted to go be the president
738 of a football team. So that was surprising.

739 Q Do you recall what Mr. Snyder asked you to
740 do specifically on the Commanders if you were to join?

741 A No, it was a very short interaction.

742 Q Is there anything else that you recall from

743 that meeting?

744 A No.

745 Q Did you and Mr. Snyder have follow-up
746 conversations regarding coming to the team?

747 A Mr. Snyder had reached out to the league
748 office, as was protocol, and asked for permission to speak
749 to me about a role at the team.

750 Q Can you tell me more about what that
751 protocol is that you just referred to?

752 A Yes. So he called, I don't know who. He
753 may have called Jeff Pash, who was the general counsel, or
754 he may have called the commissioner's office directly.
755 But the commissioner let me know that Dan was interested
756 in speaking to me about a senior role at the club.

757 Q You mentioned that's protocol. Is that
758 something that's required of clubs if they want to --

759 A Yes.

760 Q -- attract someone to the club, a different
761 club?

762 A Yes.

763 Q Do you recall how long after the 2017
764 meeting Commissioner Goodell called you to inform you?

765 A I don't recall specifically. It wasn't that
766 long after. So a matter of weeks, probably.

767 Q What was your reaction when Commissioner

768 Goodell raised that with you?

769 A I asked him what he thought.

770 Q And what did he think?

771 A He said, you should have a conversation with
772 Dan.

773 Q Did he say anything else?

774 A Not specifically. Not that I remember.

775 Q And what were you thinking after that
776 conversation with Commissioner Goodell?

777 A Well, a lot of thoughts. I think it was
778 flattering, certainly. I was happy at the league, I was
779 happy with the work we were doing. I thought a lot about
780 the challenges in Washington as it related to their
781 business operation and started to think about whether
782 attacking those challenges would be something that might
783 interest me.

784 Q Do you recall how long you were considering
785 that option?

786 A So it went in fits and starts. Dan and I
787 had a conversation, a face-to-face conversation in, I
788 believe it was, May of 2017. We had a series of
789 conversations probably during that summer. And then he
790 would travel, he would get busy. I was in the middle of
791 negotiating some deals at the league office and was in the
792 middle of the Los Angeles process, which was taking up a

793 lot of my time. So the conversation, you know, as I said,
794 in fits and starts went on for over a year.

795 Q Do you recall when you made the decision of
796 in fact joining the team?

797 A It was sometime in April of 2018.

798 Q What led you to make that decision?

799 A I think there were a lot of things. Some of
800 the deals that I'd been working on and negotiating had
801 come to fruition. The Los Angeles process had wound
802 itself up with the Rams moving to Los Angeles with what is
803 now Sofi Stadium being approved by ownership, which I had
804 spent close to four years working on.

805 So there was sort of a natural endpoint to a lot of
806 the big things I had been working on at that point in
807 time. I had been thinking a lot about Washington.
808 Washington was in the process of trying to figure out how
809 they were going to build their new stadium.

810 I believed that the market being what it was and
811 the long history of that franchise and this market, this
812 being an incredibly important market for a number of
813 reasons, the challenge appealed to me. I thought that I
814 could have a positive impact on the business operations,
815 and I thought that we could be very successful here if I
816 was able to improve the team that I wanted and create the
817 culture that I thought was important to have a successful

818 franchise. So it began to be something that interested
819 me.

820 Q Did you speak to anyone outside of
821 Commissioner Goodell about your contemplation of accepting
822 an offer to go to the Washington Commanders prior to
823 joining the team?

824 A Yes.

825 Q Who did you speak with?

826 A A number of people. Friends, family, you
827 know, colleagues that I was close to.

828 Q Do you recall if any of those individuals
829 advised against the decision to join the team?

830 A I think the consensus of those who, you
831 know, had that opinion was just, are you sure you know
832 what you're getting yourself into?

833 Q Did any of the individuals with whom you
834 spoke raise concerns about the culture of the Washington
835 Commanders before you joined the team?

836 A I think it was more around the demanding
837 nature of Dan Snyder and the fact that, you know, there
838 had been any number of executives who had been there and
839 left. So I think it was -- you know, it was along those
840 lines that they raised concerns.

841 Q Do you recall what they told you about
842 executives leaving the team?

843 A Again, I don't think this is necessarily
844 from any firsthand knowledge. Just sort of, you know,
845 watching from afar and not having a lot of any sort of
846 details around it. But just, you know, if you are in NFL
847 circles, you certainly are aware that, you know, people
848 would be there and not be there. And so it was something
849 that people just reminded me of.

850 Q Were you concerned about that?

851 A I think on some level. On some level. I
852 had had so many conversations with Dan and was very, very
853 clear about what -- you know, what I would need to be able
854 to do in order to turn the franchise around. And it
855 seemed to me that in those conversations he'd had a -- had
856 come to an epiphany and a real understanding that things
857 needed to be changed.

858 And he convinced me that he believed that I was the
859 perfect person to do that for the club, and that, you
860 know, he would entrust me to do what I saw fit to change
861 the results that they were currently experiencing, or were
862 experiencing at that time.

863 Q You mentioned that you had some of these
864 conversations with Mr. Snyder and that he appeared to have
865 an epiphany. Is that to say that you made clear to
866 Mr. Snyder what your plan was, or would be, for the team
867 and the effect it may have on business operations in the

868 short term and the long term?

869 A Yeah, I think that's fair.

870 Q And did Mr. Snyder indicate that he
871 understood those implications?

872 A Yes.

873 Q Do you know if other team executives were
874 aware of your vision for the team?

875 A Certainly not. The only other team
876 executive who knew that this was a possibility, as far as
877 I know, was Bruce Allen.

878 Q Do you recall what, if any, reaction
879 Mr. Allen had to your vision for the team?

880 A So Mr. Allen was a part of a couple of -- a
881 number of the conversations that Dan and I had. We had,
882 you know, dinner or two dinners I think with Bruce. And
883 on my own, I had reached out to Bruce to just talk to him
884 about the fact that Mr. Allen had full responsibility for
885 all team operations, football and business. I was
886 somewhat concerned that if he wasn't on board with my
887 coming to the club, that could create friction.

888 So I made sure that I talked to Bruce and asked him
889 that question specifically, how do you feel about the fact
890 that, you know, this might happen and that, you know, part
891 of the portfolio would ultimately end up coming to me?
892 And he said he couldn't wait for that to happen. He only

893 wanted to focus on football. He couldn't wait to not be a
894 part of the business operation, and that, you know, he was
895 more than happy to cede control of all of that.

896 Q Do you recall if Mr. Snyder ever relayed
897 concerns about Mr. Allen's handling of business
898 operations?

899 A Something to the effect of that Bruce is a
900 football guy.

901 Q What did you understand that to mean?

902 A That I thought it meant that Bruce was
903 better equipped to handle football than the business, and
904 that's why Dan was looking to make this change to the
905 organization.

906 Q Now, earlier you said that the Washington
907 Commanders' market or the Washington market was special.
908 Can you explain what you meant by that?

909 A Well, just being in the nation's capital,
910 and I think that the perception of the Washington Football
911 Team probably has an outside influence on the way that our
912 elected officials think about the NFL on the whole. So
913 that's my perception, and I think it's important that a
914 model franchise be situated in the nation's capital.

915 Q Has that perception changed?

916 A Has my perception changed of that?

917 Q Yes.

918 A No.

919 Q Is there anything else that you would say
920 makes this market special, this being the Washington
921 market?

922 A I just think that the historic nature of
923 that franchise, and the fact that it was really a regional
924 franchise in many, many ways before we had newer
925 franchises in the southeastern part of the United States.
926 You know, the Redskins, now the Commanders, had an
927 outsized fan base maybe compared to even what the size of
928 the city is. So I think that it's an important
929 institution and important for the league that one of its
930 oldest franchises, again, be a model franchise.

931 Q Do you have any understanding if that is a
932 widely-held sentiment within the league, that the
933 Washington Commanders should be a model franchise because
934 of its location?

935 A I can't speak for anybody else. And, you
936 know, I think we want all -- the NFL wants all 32 of their
937 franchises to be model franchises. You know, growing up
938 in the northeast, you know, I might have a different view
939 than others.

940 Q And what does model franchise mean to you?

941 A It means a lot of things. It means making
942 sure that you're connecting with the community, making

943 sure that you are running your business practice in the
944 most upstanding way; that you were treating your employees
945 the right way; that you are treating your customers, your
946 suite holders, your sponsors, your ticket holders the
947 right way; that you are being transparent and open and
948 serving the community at large.

949 Q With respect to running a business the right
950 way as it relates to the Washington Commanders, prior to
951 joining, did you believe that they were in fact doing so?

952 A I thought there was room for improvement.

953 Q With respect to treating employees the right
954 way, did you believe that they were in fact doing so?

955 A Again, I think there was room for
956 improvement in a number of areas.

957 Q And I'm speaking about before you joined the
958 team.

959 A Mm-hmm. Yeah.

960 Q What did you believe, before you joined the
961 team, the areas for improvement were with respect to
962 treatment of employees?

963 A So on some of our visits we would, you know,
964 talk to employees and, you know, they felt as though --
965 well, they felt as though they -- on the sales side, they
966 weren't given the appropriate resources, that, you know,
967 senior leadership wasn't really aware of or totally

968 invested in, you know, the people who worked there,
969 weren't necessarily invested in the growth and development
970 of the people who were working there, and that, as I said,
971 they didn't feel as though they were being put in the best
972 position to do their jobs to the best of their ability.

973 Q Did any Washington Commander employee raise
974 those concerns with you before you joined the team?

975 A Again, when we would go on our meetings, we
976 would meet with people and some of these things would come
977 out.

978 Q Do you recall if any employee raised
979 concerns about the workplace culture generally?

980 A I don't remember specifically an employee
981 saying that. You know, certainly two names that I had
982 heard over the years were Mitch Gershman, which you
983 mentioned earlier, and Dennis Greene as being challenging
984 people to work for.

985 Q What did you hear about Mitch Gershman?

986 A Just that he was a difficult person to work
987 for, demanding, emotional, would yell, things of that
988 nature.

989 Q Do you recall who you heard that from about
990 Mr. Gershman?

991 A I don't.

992 Q Did you hear that from multiple Commanders

993 employees?

994 A Again, I don't know if I heard it from
995 Commanders employees directly, if this was folks who
996 worked for me who had conversations with people at the
997 Commanders who I heard from.

998 Q Do you recall what you would hear about
999 Mitch Gershman yelling?

1000 A Not really more than that. And knowing
1001 Mitch, it didn't -- as I said earlier, it didn't
1002 necessarily surprise me.

1003 Q And when you say yell, do you mean yelled in
1004 the workplace at employees?

1005 A Yes.

1006 Q And what was your understanding of what they
1007 meant when they said he's emotional?

1008 A Just that, that he would yell and kind of
1009 fly off the handle.

1010 Q And what was your understanding of what they
1011 meant when they said demanding?

1012 A Just that -- again, the same thing. That,
1013 you know, if things weren't going the way he wanted them
1014 to, he would -- he would be -- you know, he would resort
1015 to yelling and sort of treating people that way.

1016 Q Do you recall what you heard about Dennis
1017 Greene?

1018 A Similar.

1019 Q So that he was demanding?

1020 A Demanding, and that he didn't treat people
1021 particularly well.

1022 Q Did you also hear that he was emotional and
1023 would yell?

1024 A I don't remember hearing that about him, but
1025 just that he didn't treat people well was sort of the
1026 overriding theme.

1027 Q With respect to what a model franchise is,
1028 you explained what your understanding of what that meant
1029 to you. Did you have any understanding of what that meant
1030 to the league office?

1031 A I think it would be very similar.

1032 Q Do you know what Mr. Goodell -- Commissioner
1033 Goodell's relationship was with Dan, if at all?

1034 A No.

1035 Q Do you know if they interacted at all?

1036 A Well, the commissioner interacts with all
1037 NFL owners.

1038 Q Do you know if they had a personal
1039 relationship?

1040 A I do not.

1041 Q Prior to joining the team, you mentioned
1042 that there were surveys conducted. There was something

1043 called the Voice of the Fan?

1044 A The Voice of the Fan, yes.

1045 Q Did the league issue team employee surveys
1046 to get a sense of what was happening on the ground within
1047 the clubs?

1048 A Not to the best of my knowledge. The league
1049 would do surveys of its own employees on a regular basis.

1050 Q Why, to your knowledge, would they not do
1051 that, issue surveys?

1052 A Each one of the 32 clubs is an independent
1053 business.

1054 Q So is there a reason why you would survey
1055 the fan base but not the employees from the league side,
1056 is what we're trying to understand.

1057 A I think, you know, part of the league
1058 responsibility is to understand the vibrancy of the
1059 marketplace and things that might hold the club back from
1060 being more successful in their marketplace. And that has
1061 implications not just for that individual market, but has
1062 national implications for the league at large.

1063 Obviously, you want as many franchises as healthy
1064 as possible, and so ensuring that each owner understands
1065 and has the tools necessary to achieve that goal is
1066 important to everybody in the league.

1067 Q Is it important to the league to have

1068 healthy workplaces, to your knowledge?

1069 A I think the NFL league office does have a
1070 healthy workplace.

1071 Q And what about clubs?

1072 A Again, each one of the clubs is an
1073 individual business.

1074 Q I believe you said you made the decision to
1075 join the Washington Commanders in or around April of 2018.

1076 A Yes.

1077 Q Prior to joining the team, in the course of
1078 those discussions, did you feel that you had the
1079 information that you needed to make an informed decision
1080 about what you would be getting yourself into at the
1081 Washington Commanders?

1082 A I believe I thought that at the time, yes.

1083 Q Sitting here today, do you believe that?

1084 A I probably did not have perfect information
1085 at the time.

1086 Q Why do you think that?

1087 A I think -- first of all, I think it would be
1088 impossible to have perfect information until you get into
1089 the situation. And once I got there, it was apparent to
1090 me that there were a lot of issues that needed to be dealt
1091 with, you know, pretty quickly; and probably a larger task
1092 than I thought it might have been when I was talking about

1093 taking the job.

1094 Q I am going to switch gears for a second and
1095 ask you some questions, still dealing with the NFL, but
1096 about certain NFL policies --

1097 A Mm-hmm.

1098 Q -- that you might be aware of.

1099 In 2014, the league hired an outside lawyer to
1100 conduct an investigation into its pursuits and handling of
1101 evidence in the Ray Rice domestic violence incident.

1102 A Mm-hmm.

1103 Q Do you recall the incident that I'm
1104 referring to?

1105 A Yes.

1106 Q What do you recall about that incident?

1107 A Mr. Rice was a running back with the
1108 Baltimore Ravens, was in a casino, I believe, in an
1109 elevator, and there was video of him assaulting his
1110 fiancée at the time.

1111 Q And what was your understanding of what the
1112 NFL was investigating?

1113 A I mean, certainly investigating the
1114 incident, and that, you know, how -- you know, personal
1115 conduct policy and how, you know, the league would deal
1116 with it and what the punishment, if any, was going to be
1117 to Mr. Rice.

1118 Q At the time of that incident, you were still
1119 employed with the league, correct?

1120 A I was.

1121 Q Were you ever made aware that, as a result
1122 of that incident, the league developed a mandatory
1123 domestic violence training and sexual assault education
1124 for all NFL employees league-wide?

1125 A Yes.

1126 Q Were those trainings at all part of the best
1127 practices that you were working on in developing?

1128 A That would have been coming out of a
1129 separate group. That would have been coming out of human
1130 resources, legal, not out of my group.

1131 Q Do you recall who was in charge of human
1132 resources at that time?

1133 A I believe it was [REDACTED].

1134 Q And who was in charge of legal?

1135 A Jeff Pash as the general counsel.

1136 Q Are you aware that, as a result of the Ray
1137 Rice investigation, the NFL revamped its personal conduct
1138 policy?

1139 A Yes.

1140 Q Are you familiar with the personal conduct
1141 policy?

1142 A I'm aware of it. I certainly don't know it

1143 chapter and verse.

1144 (Lafemina Exhibit No. 2 was
1145 identified for the record.)

1146 BY [REDACTED].

1147 Q I'm now handing you what we've marked as
1148 Exhibit 2 for identification purposes. This is a personal
1149 conduct policy of the league dated December 2014.

1150 Do you recognize what I just handed you?

1151 A Yeah.

1152 Q How do you recognize it?

1153 A Well, it's on league stationery and personal
1154 conduct policy. It seems like a document from the league
1155 office.

1156 Q Is it a fair and accurate depiction of the
1157 league's personal conduct policy as you last remember it?

1158 A I haven't had time to go through this, but I
1159 have no reason to believe that it's not.

1160 Q I would like to give you a few moments to
1161 look through it, and then I'd like to ask you some
1162 questions about it.

1163 A Sure.

1164 Q Just let me know when you're done.

1165 A Okay. It seems to be in line with what I
1166 know of the personal conduct policy.

1167 Q I'd like to direct you to page 1 of the

1168 policy, the fourth paragraph, beginning with, "This
1169 Personal Conduct Policy is issued."

1170 Do you see that?

1171 A Yes.

1172 Q It states that the policy "is issued
1173 pursuant to the Commissioner's authority under the
1174 Constitution and Bylaws to address and sanction conduct
1175 detrimental to the league and professional football."

1176 What do you understand conduct detrimental to mean?

1177 A Well, it's a pretty broad phrase, so I think
1178 it can mean a lot of things.

1179 Q Such as?

1180 A I mean, anything that would -- you know,
1181 anything that would put, you know, the league office -- or
1182 the league itself, I should say, in a bad light.
1183 Certainly -- I mean, again, it's so broad it's hard to
1184 focus on one thing.

1185 Q Would you say that workplace misconduct such
1186 as sexual harassment and discrimination would constitute
1187 conduct detrimental?

1188 A Once again, I honestly don't know what they
1189 mean when they say conduct detrimental. You know, that
1190 would certainly seem to be something that could be
1191 included in conduct detrimental.

1192 Q I'd like to direct you to page 6.

1193 A Mm-hmm.

1194 Q The second paragraph.

1195 A Mm-hmm.

1196 Q Beginning with owner, "Ownership and club."

1197 Do you see that?

1198 A Yes.

1199 Q It says, "Ownership and club or league
1200 management have traditionally been held to a higher
1201 standard and will be subject to more significant
1202 discipline when violations of the Personal Conduct Policy
1203 occurs."

1204 Do you see that?

1205 A Mm-hmm.

1206 Q Was your understanding of the league's
1207 practice that ownership and league management and club
1208 management were in fact held to higher standards than
1209 others when violations of policy occurred?

1210 A I'm not aware of violations of the policy or
1211 how this would have been applied to that. I don't know
1212 who would have violated the policy, how, what the findings
1213 were, or what the punishment was.

1214 Q I'd like to direct your attention to page 7.

1215 A Mm-hmm.

1216 Q Do you see where it says Reporting?

1217 A Yes.

1218 Q It says, "Clubs are obligated to promptly
1219 report any matter that comes to their attention," and then
1220 it goes on to say, "that may constitute a violation of
1221 this Policy."

1222 Was it your understanding that clubs were obligated
1223 to report potential violations of policy?

1224 A This is not something that was on my radar.

1225 Q The next sentence goes on to say, "Clubs are
1226 expected to educate their employees on this obligation to
1227 report."

1228 You mentioned that this was not something that was
1229 on your radar. Is that to say that when you were at the
1230 Washington Commanders, it was never brought to your
1231 attention that you were supposed to report violations of
1232 the conduct policy?

1233 A It's not something that I remember
1234 discussing when I was at Washington.

1235 Q Okay.

1236 [REDACTED] I think we're at time, so we'll go off
1237 the record.

1238 (Recess.)

1239 [REDACTED]. We can go back on the record.

1240 BY [REDACTED].

1241 Q I'm [REDACTED], counsel for the Minority,
1242 and I'll be handling questions for this hour.

1243 So just to start off, I want to reiterate Ranking
1244 Member Comer's concerns raised at the roundtable two weeks
1245 ago. Specifically, the House Oversight Committee is not
1246 the proper forum for this investigation. And while he and
1247 the committee's Minority members agree that the alleged
1248 behavior is troubling, there is no relief for any of these
1249 parties in this committee. This investigation is wasting
1250 valuable taxpayer resources, especially at a time when the
1251 American people are struggling with inflation.

1252 In any case, thank you for taking time to sit down
1253 with us today, Mr. Lafemina.

1254 A Thank you.

1255 Q I would like to run through some of the
1256 team's structure while you were president.

1257 There were two office locations; is that right?

1258 A That's right.

1259 Q Can you tell me which ones?

1260 A There was FedEx Field located in Landover,
1261 Maryland, and what was then called Redskins Park in
1262 Ashburn, Virginia.

1263 Q And where did you spend the most time?

1264 A In Ashburn.

1265 Q And who would spend time in Ashburn versus
1266 FedEx Field?

1267 A So the football operations were in Ashburn,

1268 general counsel's office, finance, marketing --

1269 Q Okay.

1270 A -- sponsorship sales, the foundation, the
1271 charitable foundation, human resources.

1272 Q And then who would spend the most time at
1273 FedEx Field?

1274 A It was really the ticket sales department.

1275 Q Ticket sales department. Okay. So who in
1276 the organization, while you were president, reported
1277 directly to you?

1278 A So we had the chief commercial officer, Todd
1279 Kline.

1280 Q Okay.

1281 A The head of ticketing Jake Bye; head of
1282 marketing Steve Ziff; the chief financial officer Stephen
1283 Choi. I'm trying to think if there was -- there were a
1284 couple of dotted lines. Human resources, I guess,
1285 reported to me -- not directly to me, but the CFO.
1286 Reported to the CFO's office and the CFO reported to me.

1287 Q And who was the HR officer, if you remember?

1288 A [REDACTED]. [REDACTED]

1289 Q And were there other nonexecutive-level
1290 staff that ever reported directly to you?

1291 A No.

1292 Q Okay. So for the ticket sales team at FedEx

1293 Field, who would run operations there since everyone else
1294 was in Ashburn?

1295 A Well, Jake Bye was there.

1296 Q Jake Bye? Jake Bye was at FedEx Field?

1297 A Jake Bye was at FedEx Field.

1298 Q Right.

1299 A So he was in charge of all things ticketing.

1300 Q Okay. And if you recall, who reported
1301 directly to him?

1302 A When I first got there, it was Jason
1303 Friedman reported to him, and I believe Rachel Engleson
1304 reported directly to him when I first got there.

1305 Q Okay.

1306 A And I don't recall who else.

1307 Q All right. So Jake Bye would have been your
1308 main point of contact --

1309 A Yes.

1310 Q -- for all of that.

1311 And would you ever interact with Jason Friedman or
1312 Rachel Engleson?

1313 A So Rachel -- Jason infrequently. I would
1314 see Jason generally on game days. I would go by his
1315 office just to see where ticket sales were because he sort
1316 of had access to the latest sales numbers.

1317 And then Rachel, soon after I got there, was given

1318 a new responsibility where she was going to be coming to
1319 the marketing department and moving her office from FedEx
1320 Field to Ashburn.

1321 Q Okay. What was her new role?

1322 A She was, I think, the director of marketing.

1323 Q Since we were just talking about Jason
1324 Friedman, earlier when the Majority was questioning you,
1325 you mentioned that when you worked for the NFL, you heard
1326 during site visits that sometimes people in the sales team
1327 didn't feel like their supervisors believed in them,
1328 didn't feel like they could grow in their positions there.
1329 And you mentioned a couple of names. But did you ever
1330 hear any of those complaints come through about Jason
1331 Friedman?

1332 A No.

1333 Q Okay. And so did you hear anything about
1334 the way that he treated his employees?

1335 A I didn't hear one way or the other.

1336 Q Okay. Thank you.

1337 So as far as Jason Friedman's role goes, how much
1338 autonomy and decisionmaking power did he have in his sales
1339 role? Would he be able to make any decisions on his own
1340 or would he have to go through Jake Bye and others?

1341 A When I was there?

1342 Q Yes, sorry, when you were there.

1343 A No. Jake Bye was his direct supervisor and
1344 so he would -- there's certain things I'm sure on the
1345 operations side that Jason could handle on his own.
1346 Generally, ticketing is two sides, you've got sales and
1347 you've got operations, which is sort of dealing with
1348 Ticketmaster and the Ticketmaster software and, you know,
1349 dealing with a lot of the sort of technical ins and outs
1350 on how you get a ticket on sale on the internet, things of
1351 that nature.

1352 You know, Jake certainly could do all those things,
1353 but he was also more on the sort of sales oversight and
1354 strategy. So there were things that Jason certainly, I'm
1355 sure, could be doing on his own.

1356 Q Okay.

1357 A But he was a vice president at the club.

1358 Q Okay. That all makes sense.

1359 So I want to talk a little bit more about how
1360 ticket sales occurred and what was going on there, and I
1361 know that you had experience on both sides, which gives
1362 you a little bit of extra expertise.

1363 So would you say that you have a good understanding
1364 of how the ticket sales and finances work on the league
1365 side as well as the team side?

1366 A I think so, yes.

1367 Q Okay. So each NFL team is required to be

1368 part of some ticket revenue-sharing agreement; is that
1369 right?

1370 A Yes. So there's something called VTS or
1371 visiting team share. So 34 percent of all ticket revenue
1372 gets put into a pool that is then divided equally between
1373 the 32 clubs.

1374 Q And so then the remainder of that would go?

1375 A To the club.

1376 Q To the club. Okay. And would there ever be
1377 any revenue that came in from a ticket sale from any of
1378 the teams that would not be subject to that agreement?

1379 A The only ticket that would not be subject to
1380 that -- well, all tickets were subject to the agreement.

1381 Q Okay.

1382 A It's a little bit wonky.

1383 Q Okay. Just talk us through it.

1384 A So suites are a different product, right?
1385 So suites have two portions to the revenue stream; one is
1386 the tickets in the suite and then a license fee. The
1387 tickets in the suite are subject to VTS; the license fee
1388 for the suite is not subject.

1389 And the way that the determination is made as to
1390 what each seat is worth in a suite that could be -- is at
1391 the time -- and I think this has changed since I got
1392 there. Basically, the 2500 and first most expensive

1393 ticket is the marker.

1394 Q Is --

1395 A So wherever the 2500 and first most
1396 expensive ticket in the stadium is, that's the price
1397 ascribed to every suite ticket, which then is subject to
1398 VTS. Anything above that is not subject.

1399 So to use sort of easy math, if the 2500 and first
1400 most expensive ticket is \$200, right, then that's the
1401 price of every suite ticket. So if you had ten tickets in
1402 the suite, as an example, right, that would be -- if I'm
1403 doing the math right -- \$680; right? So -- sorry.

1404 Q So each one -- it's okay.

1405 A So each one is -- so each ticket is \$200 and
1406 there are ten seats in a suite.

1407 Q Okay.

1408 A All right? So that's \$2,000, and then the
1409 VTS would be 34 percent of that. Okay?

1410 Q Okay.

1411 A If the suite were sold for \$100,000, the
1412 team would keep all the rest of that outside of the VTS.
1413 They would keep the ticket -- they would keep the 60-plus
1414 percent of the ticket price plus whatever would be license
1415 fee for the suite is.

1416 Q Okay.

1417 A But the ticket piece was subject to sharing.

1418 Q Okay. And that's for all teams in the NFL?

1419 A That's all teams in the NFL.

1420 Q Is it always the 20 -- 2,500 and first?

1421 A It was that. The policy's since changed.

1422 Q Okay.

1423 A But that was the policy at the time I was
1424 there.

1425 Q Okay. That makes a lot of sense.

1426 So have you ever heard -- this is still in the
1427 financial stream here -- but did you ever hear the term
1428 "juice" used while you were there?

1429 A No.

1430 Q You did not. Okay.

1431 So in another interview during the course of this
1432 investigation, we had somebody discuss the term "juice."
1433 And what they described it to be was extra money that
1434 would come from ticket sales or other places that wasn't
1435 reported as revenue. It would be some sort of extra money
1436 coming in saying -- you know, for the team, I think --
1437 there was not an exact definition, we'll say.

1438 But basically this idea that there's a price that's
1439 reported for the VTS, and then there's a price that the
1440 team's receiving for a ticket.

1441 A Never heard of that.

1442 Q Never heard of that?

1443 A No.

1444 Q Would that be something you would be aware
1445 of if it was going on, in your role as president?

1446 A Not necessarily.

1447 Q Okay.

1448 A You know, specifically, you know -- I think
1449 it's important to remind everybody that I worked at the
1450 club for seven months. And if a practice like that was
1451 going on, I would assume that I would be the last person
1452 they would ever let know that based on where I came from.

1453 Q Because of the league?

1454 A Yeah.

1455 Q Okay. While you were at the team, were you
1456 involved in any financial conversations about ticket
1457 sales?

1458 A Sure.

1459 Q Okay. And you never heard about any kinds
1460 of questionable sales or accounting or cooking books type
1461 --

1462 A No.

1463 Q -- engagements?

1464 A No.

1465 Q Okay. Did you ever talk to Dan Snyder about
1466 the financial side of things?

1467 A Yes.

1468 Q And when you were having those discussions,
1469 were you in agreement with the way that you wanted to take
1470 the team? Were you able to say, like, I think this is how
1471 we boost sales, I think this is where we do this. Were
1472 you able to speak freely on those conversations?

1473 A I spoke freely. I don't know that we had
1474 agreement.

1475 Q Okay. That's perfectly fine.
1476 As far as the books go, I know that there are
1477 audits done by the NFL; is that correct?

1478 A Yes.

1479 Q And then there are internal audits done by
1480 the team; is that correct?

1481 A I would assume that they get audited from
1482 time to time, but I'm not specifically aware of that.

1483 Q Okay. So then let's talk about the NFL
1484 audits. Who would conduct those audits?

1485 A So the audit department at the NFL.

1486 Q Okay. Would they go to you, or did they
1487 ever go to you while you were president, to have
1488 discussions about the audit?

1489 A The league?

1490 Q The league, yes.

1491 A No. As I said, the league's audit was on a
1492 cycle. I believe that the last audit was the year before

1493 I got to the club, if I'm not mistaken.

1494 Q Okay. So there was no audit that occurred
1495 while you were there?

1496 A Not that -- I don't believe so.

1497 Q Okay. All right. So in the cycle of the
1498 NFL audits, do you happen to recall how frequently? Is it
1499 yearly?

1500 A It's on a three-year rotating basis.

1501 Q Three-year rotating basis, okay. And then
1502 as far as team operations go, whether during your time at
1503 the NFL or with teams, did teams ever have discussions
1504 about having their own internal audits, or was that just
1505 something that was more random and outside of?

1506 A I don't understand the question.

1507 Q So when -- let's start with when you were at
1508 the NFL.

1509 A Mm-hmm.

1510 Q You worked with all 32 teams.

1511 A Yes.

1512 Q Did they ever talk to you about their own
1513 internal audits outside of what the NFL was auditing?

1514 A It wouldn't necessarily have been something
1515 that they would talk to me.

1516 Q Because you're not on the audit team?

1517 A Right.

1518 Q And so in your time at the team, there was
1519 never a discussion about an internal audit or a team audit
1520 versus an NFL audit?

1521 A Not that I recall.

1522 Q All right. Thank you.

1523 Let's talk a little bit about your closing time
1524 with the team.

1525 A Sure.

1526 Q So I think that there's obviously a lot of
1527 rumors about why you might have departed the team. But in
1528 your own words, can you talk to us about why you decided
1529 to leave the team?

1530 A So I didn't decide to leave the football
1531 team. I was relieved of my duties.

1532 Q Okay.

1533 A And I think the reasons for that focused on
1534 a couple things. One, I think there were serious
1535 disagreements between myself and Dan Snyder about a lot of
1536 the strategies and tactics related to the business
1537 operations around marketing, around ticketing, around
1538 sponsor strategies, around public relations.

1539 Secondly, there were a number of holdover employees
1540 who had been with the club for a long time who I think
1541 were invested in the status quo who didn't want to see
1542 change happen; it was sort of working for them. And I

1543 think that some of those people had relationships with the
1544 owner.

1545 And lastly, I think maybe as important as the first
1546 issue, when we came to town, myself and the folks that I
1547 recruited, we were getting very positive press attention,
1548 and other people in the organization, Bruce Allen
1549 specifically, the owner, were not. They were getting very
1550 bad press attention. I think there was an incredible
1551 amount of jealousy and animosity from some people who had
1552 been close to Dan over a long period of time and muddied
1553 the waters.

1554 And so I think those are the reasons that
1555 ultimately I was asked to leave.

1556 Q Okay. And when you said the holdover
1557 employees perhaps didn't want to see change happen, what
1558 changes are you referring to?

1559 A Anything and everything. From
1560 accountability to -- you know, responsibility,
1561 accountability, sort of the culture we were trying to
1562 instill of transparency. I think some of the training
1563 that I was putting into place, the human resources
1564 training I was putting into place, you know, trying to
1565 just create a more responsible business operation.

1566 [REDACTED] That's all we have for this hour.

1567 Thank you so much. We can go off the record.

1568 (Recess.)

1569 [REDACTED]. 10:41, back on the record.

1570 BY [REDACTED].

1571 Q So I'd like to ask some additional questions
1572 about the personal conduct policy which is Exhibit 2.

1573 A Okay.

1574 Q I believe when we left -- where we left off
1575 was talking about the reporting obligations of the club.

1576 A Yes.

1577 Q And I believe you said you were not aware of
1578 those obligations.

1579 A Not specifically. I was obviously aware of
1580 the personal conduct policy, you know.

1581 Q I wanted to direct your attention to page 8
1582 of the policy.

1583 A Yes.

1584 Q At the top, beginning where it says Conduct
1585 Committee. Do you see that?

1586 A Yes.

1587 Q Are you familiar with the league's conduct
1588 committee?

1589 A I am aware that it exists. But beyond that,
1590 no.

1591 Q Okay. This states, "To ensure that this
1592 policy remains current and consistent with best practices

1593 and evolving legal and social standards, the Commissioner
1594 has named a Conduct Committee. This committee will be
1595 made up of NFL owners, who will review this policy at
1596 least annually and recommend any appropriate changes in
1597 the policy, including investigatory practices,
1598 disciplinary levels or procedures, or service components."

1599 Were you familiar with any of the responsibilities
1600 of the conduct committee before today's deposition?

1601 A Not specifically.

1602 Q On the committees, are there anyone other
1603 than owners who sit on those committees?

1604 A There are -- no, there are no members of the
1605 committee other than owners.

1606 Q And then with respect to what committees are
1607 responsible for doing, can you briefly explain how those
1608 committees operate? When things are brought to the
1609 committee, how does that then become league policy?

1610 A So the committee will take up any number of
1611 issues, any committee, and it can be brought to a
1612 committee's attention by -- you know, an issue can be
1613 brought up by league staff, it can be brought up by other
1614 owners, people at the commissioner's office, and they will
1615 debate the issues.

1616 And to the extent that a league rule needs to be
1617 made or changed, the committee will vote on it first; it

1618 will make its way to the floor of a league meeting, and it
1619 will be motioned, seconded, and voted on.

1620 Q And when it's voted on at a league meeting,
1621 does it then become -- if it passes, does it then become
1622 league policy?

1623 A Yes. And it's been a while since I've been
1624 there. I think there are things that don't need to be
1625 voted on and there are things that do need to be voted on.
1626 I don't know if this would fall into one or the other
1627 category, anything coming out of that committee.

1628 Q Were you ever aware that as a result of the
1629 Ray Rice incident that we discussed earlier, that the NFL
1630 created a new position within the league to oversee or
1631 conduct independent investigations in cases of off-field
1632 misconduct?

1633 A Yes.

1634 Q What was your understanding of the new
1635 rules?

1636 A Really just what you laid out. That we had
1637 hired somebody to run investigations on any matters so
1638 that the league could have an understanding of issues that
1639 did not fall into the legal system, but that ultimately
1640 needed to be dealt with in some way by the league office.

1641 Q Do you know who was hired to fulfill that
1642 role?

1643 A Lisa Friel.

1644 Q Do you recall her title?

1645 A I don't.

1646 Q Do you recall who Lisa Friel reported to?

1647 A I don't know. I don't know.

1648 Q Do you know if she was under Jeff Pash?

1649 A It would make sense, I think, that she may
1650 have reported to Jeff.

1651 Q Do you have any understanding, sitting here
1652 today, of how those investigations are handled when
1653 there's off-field misconduct?

1654 A No.

1655 Q Do you know if there's any league
1656 representative that audits the team's compliance with the
1657 personal conduct policy?

1658 A I don't know.

1659 Q Now, at any point during your employment
1660 with the NFL or subsequently with the Washington
1661 Commanders, were you ever made aware of a hotline or other
1662 system to allow NFL employees or team employees to report
1663 issues of workplace misconduct on a confidential basis?

1664 A Yes.

1665 Q Can you tell me about that?

1666 A It was part of our training at the NFL that
1667 we were -- that we did. I remember it being presented to

1668 us in that setting.

1669 Q What was presented to you?

1670 A Just what you said, that there was a hotline
1671 that people could call. And there were -- you know,
1672 depending on what the training was, there were a number of
1673 hotlines for different subjects that people could call.

1674 Q Were those hotlines available to club
1675 employees?

1676 A I don't know the answer to that.

1677 Q Do you recall when you received the
1678 training?

1679 A Sometime after the 2014 Ray Rice incident.

1680 Q How often did that training occur?

1681 A There was regular training at the NFL on any
1682 number of subjects.

1683 Q Well, specifically on training that resulted
1684 from the Ray Rice incident; do you recall how often the
1685 training would occur?

1686 A I don't, but I think it was more than once.
1687 But I don't recall.

1688 Q Were you ever aware of any specific
1689 prohibition by the NFL on the use of nondisclosure
1690 agreements to limit reporting of potential violations of
1691 that personal conduct policy?

1692 A I'm not aware.

1693 Q Were you ever aware of any specific
1694 prohibition by the NFL on the use of nondisclosure
1695 agreements to limit cooperation in league investigations
1696 under the personal conduct policy?

1697 A Again, not aware.

1698 (Lafemina Exhibit No. 3 was
1699 identified for the record.)

1700 BY [REDACTED].

1701 Q I am now handing you what we've marked as
1702 Exhibit 3 for identification purposes. This is an NFL
1703 press release titled Commissioner Goodell Announces
1704 Findings in Carolina Panthers Workplace Investigation
1705 dated June 28, 2018.

1706 A Mm-hmm.

1707 Q I'll give you a moment to review it. Just
1708 let me know when you're finished.

1709 Are you finished?

1710 A Yes.

1711 Q As I mentioned, this release is dated June
1712 28, 2018.

1713 A Mm-hmm.

1714 Q Were you employed with the Commanders at
1715 that time?

1716 A I was.

1717 Q Do you recall hearing about the NFL's

1718 investigation into race and gender-based harassment by the
1719 former owner of the team of the Carolina Panthers Jerry
1720 Richardson?

1721 A Yes.

1722 Q What do you recall about that incident?

1723 A Largely, what I just read in the press
1724 release.

1725 Q Do you recall having an understanding of the
1726 allegations at the time when you were employed with the
1727 Commanders?

1728 A To the extent that they were reported on
1729 publicly, yes.

1730 Q I want to direct your attention to page --
1731 the second page, the bottom paragraph, beginning with, "In
1732 addition." Do you see that?

1733 A Yes.

1734 Q It states that Mary Jo White "made a number
1735 of recommendations of broader applicability for the
1736 League, which would be presented to the Conduct Committee
1737 for consideration in advance of the 2018 season."

1738 Do you see that?

1739 A Yes.

1740 Q It goes on to list four specific
1741 recommendations, one of which includes the specific
1742 prohibition on the use of NDAs "to limit reporting of

1743 potential violations or cooperation in League

1744 investigations under the Personal Conduct Policy."

1745 Do you recall having an understanding that that was

1746 a recommendation that was made in connection with the

1747 Carolina Panthers investigation?

1748 A I recall it was a recommendation.

1749 Q Do you recall what the result was of the

1750 recommendation that was made by Mary Jo White?

1751 A No.

1752 Q Turning to the last page, the first bullet.

1753 A Mm-hmm.

1754 Q It says there was "A specific requirement

1755 that claims of workplace misconduct issues be reported to

1756 the League Office under the Personal Conduct Policy."

1757 Do you recall what happened to that recommendation,

1758 if it was ever taken up by the conduct committee?

1759 A I don't know.

1760 Q And I'm sorry.

1761 A I don't know.

1762 Q Third bullet. "Establish a hotline or other

1763 system to allow League and club employees to report issues

1764 of workplace conduct on a confidential basis."

1765 I believe you said you recall there being a

1766 confidential hotline. Do you recall if the hotline was

1767 consistent with that recommended by Mary Jo White?

1768 A I don't think this is necessarily the
1769 hotline I was discussing. I think after the Ray Rice
1770 thing, there was a DVSA hotline that was established.

1771 Q What does DVSA stand for?

1772 A Domestic violence, sexual assault.

1773 Q Do you know what the result was of this
1774 particular recommendation made by Mary Jo White?

1775 A No, I don't.

1776 Q Do you recall if there was ever an effort to
1777 review best practices and policies with owners, club
1778 counsel, and human resource executives?

1779 A Again, I wasn't at the league office at this
1780 time.

1781 Q You were at the Commanders.

1782 A Yes.

1783 Q Do you recall if that ever happened at the
1784 Commanders during your tenure?

1785 A No.

1786 Q You don't recall?

1787 A I don't recall.

1788 Q When did you begin your employment with the
1789 Washington Commanders?

1790 A I signed my contract the first week of May
1791 of 2018. My first day in Washington was the first week in
1792 June. I had represented the team at the league meeting in

1793 late May, where I transitioned from league office to the
1794 football team.

1795 Q Do you recall what, if anything, that
1796 Commissioner Goodell said to you when you accepted the
1797 role with the Commanders?

1798 A He congratulated me.

1799 Q Anything else?

1800 A Once I accepted it? It was just
1801 congratulations, good luck. He told me to knock 'em dead,
1802 I think, was maybe the exact quote.

1803 Q Did he issue any -- to the best of your
1804 recollection -- any directives or recommendations about
1805 how you should proceed in your new role?

1806 A No.

1807 Q Did he raise any concerns, to the best of
1808 your recollection?

1809 A No.

1810 Q Now, two weeks before the Washington
1811 Commanders announced your hiring, The New York Times
1812 reported that during a 2013 trip to Costa Rica, the
1813 Washington Commanders cheerleaders were required to pose
1814 topless or were pressured to serve as escorts.

1815 Do you recall those allegations?

1816 A I remember reading that in The New York
1817 Times, yes.

1818 Q Do you recall reading it when the news
1819 broke?

1820 A Yes.

1821 Q And do you recall around the time that you
1822 read those allegations, the month?

1823 A Pardon me?

1824 Q Do you recall the month that you read those
1825 allegations?

1826 A It was right around the time that I had
1827 signed my contract. So early May, I believe.

1828 Q What was your understanding of what was
1829 being alleged?

1830 A Really, just what I had read in the article,
1831 which was that they had had a trip for the cheerleaders to
1832 go and do a photo shoot for their annual calendar; that a
1833 number of executives from the football team were on the
1834 trip, they had brought clients down, I think it was either
1835 sponsors or suite holders or both.

1836 And the allegations were that the clients were
1837 allowed to watch the cheerleaders during the photo shoot,
1838 and that as cheerleaders were changing costumes or
1839 outfits, they had access to see the cheerleaders; and that
1840 at night some of the cheerleaders were requested to go out
1841 to dinner or, you know, out to a bar or something with
1842 them, the clients.

1843 Q What was your reaction when you read about
1844 those allegations?

1845 A I was concerned.

1846 Q What do you mean by that?

1847 A It's -- you know, if the allegations were
1848 true, that's a terrible blemish on the organization, and
1849 obviously it was going to have an impact on the public
1850 perception of the team. And if what was being alleged was
1851 true, that was a terrible experience for the women
1852 involved.

1853 Q You testified that that happened right
1854 around the time that you signed your contract.

1855 A (Nodding head).

1856 Q What, if any, impact did that have on your
1857 decision to move forward on the agreement?

1858 A The decision was already made. I had
1859 already let the NFL know I was leaving, I had already
1860 accepted verbally, and I think I had already signed my
1861 contract by the time I read that article.

1862 Q Did you have concerns about moving forward
1863 with your role after you read those allegations?

1864 A I had concerns. There wasn't a moment where
1865 I said I'm not going to move forward with it. I thought,
1866 you know, that ship had already sailed. I was going to
1867 Washington.

1868 Q Did you have conversations with anyone
1869 within the NFL about the allegations once it was brought
1870 to your attention?

1871 A Not that I can remember. I think some --
1872 you know, I think some comments may have been made like --
1873 you know, because everybody knew I was leaving -- like,
1874 wow, you've got something to deal with right out of the
1875 chute.

1876 Q Do you recall if any of those comments were
1877 made by Commissioner Goodell?

1878 A No, none were.

1879 Q Do you recall if Commissioner Goodell was
1880 aware of those allegations?

1881 A I have no way or knowing. I would assume,
1882 since it was in The New York Times and it was a big story.

1883 Q Did you have any conversations with anyone
1884 within the team, since you had already signed the
1885 contract, about the allegations?

1886 A Yes.

1887 Q With whom did you speak?

1888 A I spoke with Bruce Allen, Eric Schaffer, the
1889 general counsel, and Dan Snyder.

1890 Q What was the nature of your conversation
1891 with Bruce Allen?

1892 A It was all about the way that the team was

1893 going to respond from a public relations perspective and,
1894 you know, under the media coverage of the allegations.

1895 Q What was the nature of your conversation
1896 with Mr. Snyder?

1897 A Similar.

1898 Q What was the nature of your conversation
1899 with Mr. Schaffer?

1900 A Similar. And just getting an understanding
1901 of how the club was going to handle the allegations.

1902 Q What was your understanding of how the club
1903 was going to handle the allegations?

1904 A There was to be an internal investigation
1905 assisted by an outside law firm that was going to look
1906 into all the allegations.

1907 Q Do you recall the law firm?

1908 A I believe it was McGuireWoods, but I'm not
1909 certain.

1910 Q What was the PR strategy, to the best of
1911 your recollection?

1912 A I don't think there was much of a PR
1913 strategy. It was really pushing back at the story itself
1914 and the writer. The sentiment from Bruce Allen and Dan
1915 Snyder was that it was a witch hunt and that the writer
1916 had an agenda.

1917 Q Just to be clear, that PR strategy was

1918 discussed before the investigation was conducted?

1919 A I don't recall the exact sequencing of
1920 events. I think that that was the general theme of the
1921 PR, you know, when the allegations were made known and
1922 throughout.

1923 Q Do you recall who devised the PR strategy?

1924 A I think it was sort of led by Dan and Bruce.
1925 And there was an outside PR firm [REDACTED] who was
1926 also a part of those conversations.

1927 Q Did you find it unusual that Dan Snyder was
1928 involved in the PR strategy?

1929 A I hadn't really begun working there yet, so
1930 I didn't know if it was unusual or not.

1931 Q Do you recall which PR firm was consulted?

1932 A Yeah, [REDACTED].

1933 Q I'm sorry, can you spell that?

1934 Mr. Sherwin. We can maybe Google it during a
1935 break.

1936 [REDACTED] No problem.

1937 BY [REDACTED].

1938 Q Do you know if that's a firm with whom the
1939 team would work with often?

1940 A They had -- yeah, they had a retainer with
1941 them and utilized them on a number of issues.

1942 Q And do you recall the name of the person

1943 that was the point of contact?

1944 A [REDACTED]

1945 Q Did you ever sit in on any discussions
1946 regarding the PR strategy?

1947 A Again, I had not yet begun at the club. So
1948 I was on a conference call the day or two after just to
1949 listen in on what they were thinking. I didn't have
1950 really any context since I wasn't at the club at the time,
1951 and, you know, wasn't yet working for the club.

1952 Q When you say the day after, are you
1953 referring to after the allegations were made public?

1954 A After The New York Times article, whenever
1955 that was.

1956 Q Do you recall anything about that particular
1957 conference call, what was discussed?

1958 A Again, just there really wasn't much of a
1959 strategy other than that it was -- it was all -- it was a
1960 witch hunt, it was trumped up. This isn't what really
1961 happened.

1962 Q I know we discussed Bruce Allen, Eric
1963 Schaffer, Dan Snyder, the PR consulting firm. Was there
1964 anyone else that you remember was on that PR strategy
1965 call?

1966 A Not that I recall. But I was remote and it
1967 was before Zoom.

1968 Q Outside of those individuals, did you talk
1969 to anyone else at the Commanders about the allegations?

1970 A Will Rawson, who was the assistant general
1971 counsel, who was working for Eric.

1972 Q Anyone else?

1973 A No.

1974 Q What were the nature of your conversations
1975 with Will Rawson?

1976 A Again, I would check in to just see how it
1977 was going with the outside law firm and if there was going
1978 to be a report.

1979 Q Were you ever made aware that there was
1980 going to be a report?

1981 A Not that I am aware of.

1982 Q You mentioned that Mr. Snyder and Mr. Allen
1983 characterized the allegations as a witch hunt, correct?

1984 A Those were my words, not necessarily their
1985 words.

1986 Q Words to that effect?

1987 A Yes.

1988 Q Do you have any understanding of why they
1989 thought it was a witch hunt?

1990 A No. I mean, as I mentioned a moment ago,
1991 they seemed to believe that the allegations weren't true.

1992 Q On those calls, did they ever discuss why

1993 they believed those allegations were not true?

1994 A No.

1995 Q Who did you understand was involved in those
1996 allegations from the Washington Commanders?

1997 A There were, my understanding is, two
1998 executives. I can't remember one of the names because I
1999 didn't know them at all. The second one was Dennis
2000 Greene, who I mentioned earlier in my testimony.

2001 Q Does the name [REDACTED] --

2002 A I think that was the second one.

2003 Q What was Dennis Greene's role within the
2004 Commanders?

2005 A Dennis was responsible for suite sales.

2006 Q So was he in the ticketing department?

2007 A No. Suites was a separate department.

2008 Q To whom did Dennis report, to your
2009 knowledge?

2010 A Bruce Allen.

2011 Q Directly?

2012 A Yes.

2013 Q Was Mr. Greene part of the executive team?

2014 A Again, Mr. Greene left just prior to me
2015 getting to the Commanders. I actually think maybe I had
2016 signed my contract, but it was before I started working in
2017 DC.

2018 Q And just so I understand the timing of you
2019 accepting your job, learning about the allegations, and
2020 then starting. So you signed your contract, but you were
2021 not physically -- you didn't physically relocate to
2022 Washington, DC until later?

2023 A Yes. So originally I was going to start, I
2024 think it was the first week in June. I can't remember
2025 what the date was exactly. Dan had asked me to represent
2026 the team at the league meetings which were in late May.
2027 So in order to do that, I needed to resign from the league
2028 right before then.

2029 So what I would say, while I went to league
2030 meetings representing the team, my first day at work at
2031 The Washington Football Team was in June.

2032 Q According to reports, Bruce Allen promised
2033 an internal investigation into the allegations the day
2034 that the allegations were made public. I believe you
2035 mentioned that there was in fact an internal investigation
2036 which was assisted by an outside law firm. And I believe
2037 you mentioned that you don't know if there in fact was a
2038 report that was created as a result.

2039 A Right.

2040 Q Do you know if the team documented their
2041 efforts of that investigation?

2042 A I don't know.

2043 Q Did you receive updates about the status of
2044 investigation as it was ongoing?

2045 A Not -- I wouldn't say there were official
2046 updates. Again, I would have hallway conversations about
2047 -- with Will about how it was going. And I knew they were
2048 interviewing all of the cheerleaders that were on the
2049 trip, but I was not involved in any way in the
2050 investigation.

2051 Q Now, according to public reports, after the
2052 investigation, the Commanders placed oversight of the
2053 cheerleading squad under the chief marketing officer with
2054 a mission to be more family friendly.

2055 A Yes.

2056 Q Do you recall that?

2057 A Yes.

2058 Q Who was the chief marketing officer?

2059 A Steve Ziff.

2060 Q And who was Steve Ziff?

2061 A Steve Ziff was the chief marketing officer.

2062 Q Was Steve Ziff someone that you hired --

2063 A Yes.

2064 Q -- after you were brought on to the team?

2065 A Yes.

2066 Q And what were his duties?

2067 A He was responsible for the overall brand of

2068 the team. He was responsible for enabling sales of season
2069 tickets and regular season tickets, not selling them, but
2070 the marketing of those products, game day presentation.
2071 Sorry, it threw me off a little bit. Game day
2072 presentation, activating sponsorship, sponsor agreements,
2073 and so on. And the cheerleaders as well, as well as our
2074 -- all of our content, our digital media.

2075 Q Do you know who made the decision to put the
2076 cheerleaders under Mr. Ziff's leadership?

2077 A I think it was -- it was a joint decision,
2078 it was a collective decision. But it was ultimately my
2079 decision.

2080 Q Why did you make that decision?

2081 A Because I felt I could trust Steve to have a
2082 cheerleading program that was appropriately representative
2083 of the brand that we were trying to create. And I think
2084 the cheerleaders are an extension, in many ways, of that
2085 brand on game days.

2086 Q Prior to moving the cheerleaders under Mr.
2087 Ziff, which team -- or to whom did they report?

2088 A I don't recall. I don't know. I wasn't at
2089 the club, so I don't really know how they had it
2090 organized.

2091 Q Did you receive any pushback when you
2092 recommended that the team cheerleaders be move under Ziff?

2093 A No.

2094 Q Did you have any understanding of how
2095 cheerleaders were treated, generally, within the
2096 organization?

2097 A Not before I took the position. I think --
2098 you know, I know that there had been -- Eric Schaffer had
2099 worked on sort of cheerleader compensation and things of
2100 that nature. But, generally, no.

2101 Q And what do you mean when you say worked on
2102 cheerleader compensation?

2103 A Just how much cheerleaders got paid for
2104 doing what they did, what hours they would be paid for,
2105 and making sure that that was in line with industry
2106 standards.

2107 Q Were there concerns about how much
2108 cheerleaders were paid?

2109 A I think at one point there were. It wasn't
2110 a concern that was brought to my attention when I got to
2111 the club.

2112 Q To your knowledge, were those concerns
2113 resolved before you got to the club?

2114 A That's my understanding.

2115 Q Do you recall what Dennis Greene's title
2116 was?

2117 A I believe they had given him the title of

2118 president of business operations. That was not indicative
2119 of his responsibilities, though.

2120 Q What do you mean by that?

2121 A He was only responsible for suite sales.

2122 Q Do you recall when his job title changed?

2123 A It would have changed when I got there. But
2124 Dennis was relieved of his duties before I had started my
2125 first day in Washington.

2126 Q Do you know why Mr. Greene was relieved of
2127 his duties?

2128 A I think so. I got a phone call from Bruce
2129 Allen sometime between me signing my contract and ending
2130 up in Washington, and Bruce had said to me, listen, we
2131 don't think that Dennis is your kind of guy. You know, we
2132 don't think that he's going to make it long term with you.
2133 He was involved in this cheerleader thing. So the
2134 question is, you know, should we see how it goes and you
2135 can fire him if you want to or should we fire him?

2136 And my response to him was, if you think he's not
2137 going to make it and he's already problematic, then I
2138 think you guys should do it before I get there.

2139 Q And so did they do it?

2140 A They did.

2141 Q So at no point in time did you work with Mr.
2142 Greene directly?

2143 A No.

2144 Q Is that fair to say?

2145 Outside of Mr. Allen, did you have conversations
2146 with anyone else about Dennis Greene?

2147 A Yes.

2148 Q With whom did you speak?

2149 A Eric Schaffer, Will Rawson, Dennis' direct
2150 reports. Other people after Dennis was gone who would
2151 come to me to talk about him.

2152 Q What was the nature of your conversations
2153 with Eric Schaffer about Mr. Greene?

2154 A Just, you know, he would tell me how much he
2155 -- how he did not respect nor did he necessarily think
2156 highly of Mr. Greene.

2157 Q Did he tell you why he didn't respect or
2158 think highly of him?

2159 A He thought that he was abusive to the people
2160 who worked for him and around him.

2161 Q Anything else?

2162 A That's pretty much the extent of it.

2163 Q What about Will Rawson?

2164 A Similar.

2165 Q Is that to say that Mr. Rawson felt that Mr.
2166 Greene was abusive --

2167 A Yes.

2168 Q -- to the people around him?

2169 A Yes.

2170 Q And you said employees --

2171 A Yes.

2172 Q -- would speak to you about Mr. Greene.

2173 What, if anything, did they tell you?

2174 A So on one of my first days, I got each
2175 department together to introduce myself, to sort of, you
2176 know, get a sense of each of them, let them know that I
2177 would be available to talk to them about anything they
2178 wanted to.

2179 And in the meeting around Mr. Greene's group, the
2180 suite's group, one of the employees became visibly upset
2181 during the meeting and I didn't know what was upsetting
2182 her. I thought maybe she was close to Dennis or he had
2183 just got fired or there was a lot of change. And the
2184 question that she asked me was, is it okay if we go to
2185 lunch?

2186 I was a little confused because it was like 9:30 in
2187 the morning. But she said, no, we're not allowed to go to
2188 lunch. Dennis tells us to sit at our desk all day long.
2189 We're never allowed to leave.

2190 And I said, well, first of all, of course. You
2191 know, of course you can take lunch, of course you can
2192 leave your desk. Of course, you know, we have to make

2193 sure we're staffed appropriately and we have coverage on
2194 our business, but absolutely.

2195 And so that was, you know, a little bit shocking to
2196 me that that would have been the environment that these
2197 people were asked to work in.

2198 Q Did you ever learn why the employee was
2199 upset?

2200 A Well, she told me. She said, you know, she
2201 was hoping that it would change and, you know, she didn't
2202 want to work like that any longer. And I assured her that
2203 this was going to be a welcoming workplace, it was going
2204 to be a place where they could feel safe and that they
2205 could do their best work.

2206 Q Which employee was this?

2207 A Ana Nunez.

2208 Q What did you understand her to mean when she
2209 said she was hoping things would change?

2210 A I think that she felt that, you know, it was
2211 a bad environment.

2212 Q Outside of what you just mentioned about
2213 Dennis Greene forcing employees to sit at their desks, did
2214 she mention anything else about what made the environment
2215 bad?

2216 A No. She just felt as though the employees,
2217 specifically the younger employees, but they just weren't

2218 listened to, their input wasn't welcomed or accepted.

2219 They were basically told to just do your job and, you

2220 know, not to have opinions.

2221 Q What, if anything, did you do when -- after

2222 you had that conversation with Ms. Nunez?

2223 A Well, the first thing that we wanted to make

2224 sure we did was to communicate the kind of culture that we

2225 expected inside the organization; and that it was to be a

2226 culture of respect, of mutual respect, and -- you know,

2227 almost peer respect from leadership to the employees.

2228 That it was an environment where I expected people to

2229 challenge their bosses and me respectfully. That a great

2230 idea could come from anywhere, and that our door -- myself

2231 and our direct reports -- our doors would be open to all

2232 the employees for any and every issue they wanted to

2233 discuss with us.

2234 Q How did you communicate that to the

2235 workforce?

2236 A Verbally in a series of meetings. And then

2237 once we got our feet under us a little bit, we started

2238 having monthly all-hands-on-deck meetings with everybody

2239 in the organization where we would give opportunities for

2240 the younger staff members to make presentations to their

2241 colleagues, make sure that we were giving people the

2242 opportunities to grow and develop.

2243 And long term, the idea was going to be that we
2244 would implement training throughout the organization on a
2245 whole host of topics, you know, how can we help them get
2246 better with their job, obviously workplace culture, you
2247 know, human resources, things of that nature.

2248 So we were trying to convey the messages that
2249 whatever happened before, you know, we got there, this was
2250 going to be a different workplace.

2251 Q How was your message received by the
2252 employees?

2253 A I think very favorably, for the most part.

2254 Q Why do you say for the most part?

2255 A As I mentioned earlier, I think there were
2256 some people who were invested in the status quo who -- you
2257 know, they were people who sort of were able to operate
2258 however they wanted to. And that was not going to be the
2259 case anymore.

2260 Q Who were those people?

2261 A Again, I would say Nancy Hubacher was one of
2262 them who was a vice president of sponsorship sales. There
2263 were -- any number of people who were kind of holdovers
2264 that were more senior. I think -- you know, I don't
2265 necessarily think that Bruce Allen -- to the extent that
2266 he cared at all -- I don't think he thought that this was
2267 -- you know, it was sort of touchy feely.

2268 Q What does touchy feely mean?

2269 A What it means is that it was, you know, it
2270 was like a feel-good thing that I don't think he put a lot
2271 of value in.

2272 Q Anyone else?

2273 A No. Again, there were just people who were
2274 able to operate. Everything -- everything from no
2275 accountability for when people would come to the office or
2276 leave the office. Other -- you know, there were several
2277 people who were working for the organization that had kind
2278 of side hustles that I felt were taking away from their
2279 primary roles and responsibilities, and none of that was
2280 going to be accepted going forward.

2281 Q How did Dan Snyder receive your message in
2282 terms of workplace culture changes?

2283 A Say the first part of the question.

2284 Q How did Dan Snyder receive your message?

2285 A So during all the time I was talking to Dan,
2286 I was very clear, you know. I'm a firm believer that
2287 success is downstream from a great culture. I told him
2288 that.

2289 I think every -- everything that I communicated to
2290 Dan in the year that we were talking about this started
2291 with culture, and he certainly didn't ever say to me that
2292 he disagreed with that or that he wasn't on board with

2293 that. He basically said, you know what's best. Go do
2294 what you think the right thing is.

2295 Q Were there any other executives that you
2296 felt wanted to maintain the status quo that we haven't
2297 discussed?

2298 A I don't know that -- some of the ones you
2299 mentioned earlier. I don't know that Jason Friedman was
2300 excited about some of the changes. And changes for Jason
2301 had started earlier. Jake Bye was hired sometime in early
2302 2013 to be his boss, so he got layered and was no longer
2303 the head of the ticketing department. And outside of
2304 that, I'm not really -- nothing is coming to mind. I
2305 would say mostly in the sponsor sales department, though.

2306 Q Now, going back to the Costa Rica
2307 allegations. You mentioned that Bruce Allen called you,
2308 and during that call about Dennis Greene, said he's not
2309 your kind of guy. What did you understand him to mean by
2310 that?

2311 A I think Dennis was sort of a -- you know,
2312 get the sale at all costs kind of person. The way that he
2313 treated employees wasn't sort of a -- you know.

2314 Bruce, he didn't say this outright, but sort of
2315 intimated that he didn't think that he was a high
2316 character guy. And I had been telling Bruce and Dan and
2317 everybody that that was imperative for me that we have,

2318 you know, people we'd be proud of working for the
2319 organization.

2320 Q Do you recall how long Mr. Greene was
2321 employed with the organization before you arrived?

2322 A It was quite sometime. I think he may have
2323 been there from -- I think he worked for Dan at his
2324 predecessor company, Snyder Communications. So he had
2325 been with Dan Snyder for many years.

2326 Q Did you have an understanding that Bruce
2327 Allen believed the allegations about Mr. Greene's
2328 involvement in the cheerleader Costa Rica trip?

2329 A I don't know one way or the other.

2330 Q If Mr. Allen had raised on these calls about
2331 PR strategy that the allegations were a witch hunt or that
2332 the allegations weren't accurate, why do you think he
2333 raised it with you?

2334 A I'm not sure I understand the question.

2335 Q If he didn't believe the allegations about
2336 the cheerleaders, the cheerleaders in Costa Rica and Mr.
2337 Greene's involvement, when he called you to tell you about
2338 Mr. Greene and how he's not your kind of guy, why do you
2339 think he would have raised his concerns about Mr. Greene
2340 in connection with the cheerleader allegations?

2341 A I can only assume it was expedient. Since
2342 Mr. Greene's name was all over those press reports, Mr.

2343 Greene not being there probably wasn't a terrible thing
2344 for the team.

2345 Q And if I've asked you this, I apologize.
2346 But did you ever -- were you ever made aware of the
2347 results of the investigation, the internal investigation?

2348 A No.

2349 Q Did you ever ask?

2350 A Again, as I mentioned earlier, I had checked
2351 in with Will just to see how it was going. And I don't
2352 recall ever, you know, seeing a report or being delivered
2353 a report on all that.

2354 Q And so is that to say that you never had an
2355 understanding if the allegations were corroborated?

2356 A That's right.

2357 Q Do you have any reason to believe that the
2358 allegations were not true?

2359 A I have no basis one way or the other.

2360 Q Did you ever speak with Mr. Snyder after the
2361 investigation concluded about the allegations and the
2362 results?

2363 A I don't know if the investigation concluded.
2364 I just don't know one way or the other.

2365 Q Are you aware that there were public reports
2366 that the investigation concluded and that there were
2367 recommendations made?

2368 A I remember the recommendations. I can't --
2369 what I don't recall, whether there was a report or
2370 anything. I know we took steps on the cheerleader side to
2371 say how we were going to run the cheerleader program on a
2372 go-forward basis. So that was something I was involved
2373 in. But as it relates to whether the allegations were
2374 corroborated or not, I don't know one way or the other.

2375 Q Do you know if there were any other
2376 employees who were disciplined or asked to resign in
2377 connection with the investigation?

2378 A Not to the best of my knowledge.
2379 (Lafemina Exhibit No. 4 was
2380 identified for the record.)

2381 BY [REDACTED].

2382 Q I am now handing you what we've marked as
2383 Exhibit 4 for identification purposes. It's an email
2384 dated May 31, 2018, and it's titled "Redskins front-office
2385 executive Dennis Greene resigns." It was produced to the
2386 committee by the NFL, Bates stamped ending in 30914.

2387 A Mm-hmm.

2388 Q I want to direct your attention -- before I
2389 direct your attention, do you recognize what I just handed
2390 you?

2391 A Yes.

2392 Q How do you recognize it?

2393 A Again, it was an email that was obviously
2394 sent from our PR department to a number of executives at
2395 the team, and Karl Schreiber, who is Dan's CFO for his
2396 personal business.

2397 Q I'd like to give you a moment to review it.
2398 Just let me know when you're done.

2399 A Mm-hmm. Yes.

2400 Q This email is from Tony Wyllie. Who is
2401 that?

2402 A Tony was the head of public relations for
2403 the Redskins.

2404 Q To your knowledge, was he employed with the
2405 team at the time of your departure?

2406 A He was employed at the time of my departure,
2407 yes.

2408 Q Do you know if he's currently employed by
2409 the team?

2410 A I do not know if he is currently employed by
2411 the team.

2412 Q You mentioned Karl Schreiber is Mr. Snyder's
2413 personal --

2414 A CFO.

2415 Q For what business, to your knowledge?

2416 A Just Dan's other business interests,
2417 including the Redskins. All of it.

2418 Q Do you recall receiving this email?

2419 A Not specifically, but obviously. I remember
2420 the article very well.

2421 Q This email states that Mr. Greene resigned.
2422 But I believe you just testified that he was in fact
2423 terminated; is that correct?

2424 A I think it's fair to say that he was asked
2425 to resign.

2426 Q After you began your employment with the
2427 team, do you recall if there were any remaining issues
2428 with the way cheerleaders were treated?

2429 A Once I got to the team, were there any
2430 cheerleader issues? Is that the question?

2431 Q Correct.

2432 A Not that anybody brought to my attention.

2433 Q I mentioned that this email is dated May
2434 31st. So is it fair to say that you were not physically
2435 in DC working for the team at the time that you received
2436 this email?

2437 A That's right.

2438 (Lafemina Exhibit No. 5 was
2439 identified for the record.)

2440 BY [REDACTED].

2441 Q I'm now handing you what we've marked as
2442 Exhibit 5 for identification purposes. This is an email

2443 dated May 31st, 2018.

2444 A Mm-hmm.

2445 Q It was produced to the committee by the NFL,
2446 Bates stamp ending in 133370. It's an email from Bruce
2447 Allen to [REDACTED], [REDACTED] and [REDACTED]. Do you
2448 know any of those individuals?

2449 A I don't.

2450 Q I want to direct your attention to the first
2451 line. Do you see that, where it says, "Did I mention"?

2452 A Yes.

2453 Q It states, "Did I mention that the NFL is
2454 coming to investigate our cheerleading?"

2455 Mr. Lafemina, were you aware of the NFL conducting
2456 an investigation into the allegations surrounding Costa
2457 Rica?

2458 A I don't recall that.

2459 Q Would you have known if the NFL was
2460 conducting an investigation into those allegations?

2461 A I would assume I would.

2462 Q Did you ever speak with Mr. Allen about the
2463 NFL coming to investigate the cheerleading allegations?

2464 A I don't recall a conversation like that.

2465 Q I believe you testified earlier that you
2466 were aware that individuals at the league were aware of
2467 the allegations, correct?

2468 A Yes.

2469 Q Do you recall how corporate sponsors or
2470 customers reacted to the allegations surrounding the Costa
2471 Rica allegations after you began your employment?

2472 A Yes, several of them. They were obviously
2473 not happy.

2474 Q What do you mean by that?

2475 A They were unhappy with the story. They were
2476 -- they wanted to understand, you know, what the club was
2477 going to do to make sure that this was dealt with. So
2478 they were -- obviously, anything that brings bad press to
2479 a club that you're sponsoring is not good for the sponsor.

2480 Q What, if anything, did you tell the sponsors
2481 that was being done to address their concerns?

2482 A So there was -- really, all I could offer
2483 was how we were going to conduct the cheerleading program
2484 on a go-forward basis. So we communicated that to
2485 customers that had questions about it.

2486 And there was a -- one of our big training camp
2487 sponsors, [REDACTED], was very upset. And they were
2488 dealing with Bruce Allen and Eric on the issues, for the
2489 most part, since I didn't have any relationship with that
2490 client. And there was a back and forth, and I think
2491 ultimately a meeting that I did sit in on with those
2492 executives from that sponsor.

2493 Once again, all I could -- Bruce spoke to sort of,
2494 you know, the incident and, you know, what was happening
2495 with the investigation, and I just gave my -- I gave what
2496 our go-forward strategy would be as related to, really, to
2497 the cheerleading program.

2498 Q Whatever happened to that relationship?

2499 A I think they continued on for a number of
2500 years after that. I don't know if they're still sponsors.

2501 Q Did you have a sense from any of the
2502 sponsors that they were concerned about how the
2503 investigation was being conducted or the PR strategy?

2504 A Not specifically about any of those two
2505 issues. I think they were just concerned about the story
2506 in general.

2507 Q Do you know if there were any sponsors who
2508 backed out of their sponsorship agreement as a result?

2509 A I believe there was one suite owner that
2510 hadn't signed a contract. They were sort of -- had a
2511 verbal commitment, who I spoke to about this and they
2512 ended up not going forward.

2513 Q Do you recall how Mr. Snyder reacted to
2514 that?

2515 A He didn't know the specifics of that.

2516 Q Do you recall, generally, how Mr. Snyder
2517 reacted to concerns raised about corporate sponsors?

2518 Meaning that if a corporate sponsor was concerned about
2519 something happening with the team, how would he generally
2520 react to that criticism or those concerns?

2521 A I don't recall having any conversations
2522 about that with Dan Snyder.

2523 [REDACTED]. So I think we're at time. We'll go
2524 off the record.

2525 (Recess.)

2526 BY [REDACTED].

2527 Q I'm going, to the best of your recollection,
2528 kind of like dates and just capping off your time with The
2529 Washington Football Team.

2530 So you were the NFL league office. What was the
2531 date or roughly the time that you first were approached by
2532 Dan Snyder to entertain coming to The Washington Football
2533 Team?

2534 A It was about a year before that.

2535 Q So what month and year?

2536 A It was May-ish of 2017.

2537 Q And is that the moment that, when you were
2538 at that meeting --

2539 A Yes.

2540 Q -- that would be the time number one?

2541 A Yes.

2542 Q And then for the following year, the

2543 conversation, as you described it, about joining it came
2544 in fits and starts and had a lot of energy and then things
2545 would get busy and then they'd come back to it.

2546 A (Nodding head.)

2547 Q So you formally signed the contract in May
2548 of 2018?

2549 A Correct.

2550 Q And you were relieved of your duties that
2551 year?

2552 A December 26th, 2018.

2553 Q And so some of the events that you discussed
2554 last hour had transpired before you arrived, correct?

2555 A Correct.

2556 Q So going back to a couple of comments you
2557 made generally with regard to your time at the NFL, that
2558 there was a perception by the folks with The Washington
2559 Football Team that the league office was a bit of an ivory
2560 tower. They don't really understand how it is down here,
2561 working down here on the assembly line.

2562 But there are 32 teams, and so there's different
2563 personalities on each one of those teams because they're
2564 each owned individual business, correct?

2565 A Correct.

2566 Q So there's some teams who probably are model
2567 citizens as far as the franchise goes, correct, and then

2568 others that have their own kind of unique personality or
2569 struggles with different aspects of their business. Is
2570 that a fair assessment?

2571 A I think it's a fair assessment.

2572 Q And when you're with -- and in your role,
2573 specifically, when you were with the NFL league office,
2574 did you -- like, what was your kind of sense about what
2575 the best role for the NFL was vis-à-vis its franchises,
2576 all the 32 franchise teams?

2577 A I think it would depend on what part of the
2578 business you're talking about. Obviously, the league
2579 office is there ostensibly to monetize the asset for the
2580 32 clubs. So, you know, obviously handling all the
2581 national television agreements, all the national sponsor
2582 agreements on behalf of the 32. So sort of collecting all
2583 the influx of property of the league at large, and then
2584 going out and selling it. So from that standpoint, that's
2585 a big part of what the league does.

2586 There are parts of the league that interact
2587 directly with the clubs on their business, my group being
2588 one of them, club finance being another one. We talked
2589 about audit. So depending on what the issue was, I think
2590 the league plays different roles.

2591 Q Going back to that initial meeting where Dan
2592 -- it was a meeting in which you were telling these folks,

2593 things aren't looking good, it's a downward trend for
2594 ticket sales on the business side. And they were pointing
2595 this out to you, but there needs to be kind of action that
2596 you need to take. And you said that Dan took it kind of
2597 lightly, Mr. Snyder took it lightly.

2598 But in that same -- that same kind of day, he also
2599 apparently took it seriously enough to try to see like,
2600 hey, would you be willing -- I apparently do have a
2601 problem here. Would you be willing to even consider
2602 coming to the football team, my football team, to see if
2603 we can't work this out?

2604 Is that a fair takeaway?

2605 A That's a fair takeaway. I think that Dan
2606 was saving face by not seeming overly concerned about it,
2607 but he saw the truth in what we were delivering.

2608 Q So you decided to undertake this challenge.
2609 And as you acknowledged, like with any position, you never
2610 fully know, until you get there, what you're undertaking.

2611 If there was -- what was the biggest kind of
2612 unknown that you encountered when you were there that, as
2613 a challenge goes, that you weren't as -- realizing when
2614 you first took on the role?

2615 A I think there are a couple of things.

2616 I would say, with the staff in general, I was
2617 surprised at sort of the dynamic inside the office. As I

2618 mentioned earlier, you know, just some of the anecdotes
2619 about not being able to go to lunch, and just that sort of
2620 heavy-handed management style of the staff who I thought
2621 were all, you know, for the most part, great young
2622 talented people who I thought could do really good things.
2623 So that was surprising to me.

2624 There was a fear that emanated throughout the place
2625 that everyone was afraid to make mistakes. They were
2626 afraid if they, you know, did the wrong thing, there might
2627 be repercussions for them. So that was something that,
2628 you know, you don't really know until you get into the
2629 environment.

2630 I think probably the biggest one, and I mentioned
2631 this earlier, my conversations with Bruce Allen prior to
2632 going there. I think it became obvious to me soon upon
2633 arriving that Bruce wasn't terribly happy with the team
2634 dynamic, and that there was tension, there was
2635 competitiveness, and that, you know, there were these sort
2636 of back channels to Dan where he would hear things, not
2637 from me directly, but would hear from others.

2638 So I think all of those things are things that you
2639 don't know until you get on the ground.

2640 Q Going back to a couple of topics that my
2641 colleague [REDACTED] had asked about going to just ticket
2642 sales.

2643 A Mm-hmm.

2644 Q You obviously had -- I forget, is that Jake

2645 Bye?

2646 A Jake Bye.

2647 Q -- who was in charge of the ticket sales?

2648 A Yes.

2649 Q So it was really his primary responsibility.

2650 And he reported up to you, correct?

2651 A Correct.

2652 Q So what did you feel like was your

2653 visibility, or what was your role like as president with

2654 the ticket sales side operations?

2655 A So we spent most of our time, the time that

2656 I got there, really thinking through the ticketing

2657 strategy. So things like, you know -- although this

2658 decision was actually made prior to me getting there, it

2659 was a recommendation from the league office. But dealing

2660 with the waiting list that was employed for many, many

2661 years, dealing with how tickets would or would not be sold

2662 to ticket brokers and what that looked like.

2663 Pricing strategies, sort of how do we create a

2664 better game day environment for our season ticket members.

2665 How do we differentiate value from season ticket members

2666 and people who just buy tickets on an individual game

2667 basis. You know, certainly sales reports. So how many

2668 sales did we sell in a given day, week, month? Where are
2669 we versus last year?

2670 So all of those sort of sales metrics, all of those
2671 success metrics and KPIs that we were driving towards were
2672 things, you know, I talked to Jake about all the time.

2673 Q And during that time, then, did you ever
2674 come across or anything was raised to your attention about
2675 anything within the ticket operation that was -- I mean,
2676 obviously, there was suffering in sales. But was there
2677 anything inappropriate happening with the ticket sales as
2678 an operation?

2679 A Not -- no, not inappropriate. I thought
2680 there were bad business practices.

2681 Q Such as what?

2682 A Again, selling too many tickets to brokers,
2683 destroying season ticket member value. Having no data or
2684 analytics, you know, no real strategy around how you were
2685 going to outreach. I didn't think there was a strong
2686 service culture of how do we take care of our customers.
2687 They were understaffed, they were underpaid.

2688 So all of those things sort of led to bad results.
2689 And those were the things that, you know, starting in
2690 June, when I got there, I was hyper-focused on. It was
2691 like trying to fly a 747 while you're rebuilding it at the
2692 same time because I get there in June, our first game is

2693 going to be in August. And so, you know, a lot of the
2694 stuff was already baked in the cake from renewals. So we
2695 were trying to sell as many tickets as we could, but we
2696 didn't have the operation to support what needed to
2697 happen.

2698 Q One follow-up question from some of the
2699 testimony from the last hour.

2700 After you placed Ziff in charge of the cheer team,
2701 did you receive any complaints of misconduct after that
2702 change happened?

2703 A No complaints from the cheerleaders coming
2704 to my attention, no.

2705 [REDACTED]. We'll go off the record.

2706 (Recess.)

2707 Ms. [REDACTED] Back on the record. It's 12:11.

2708 BY [REDACTED].

2709 Q Now, a moment ago, Mr. Lafemina, you
2710 testified that Mr. Allen may not have been particularly
2711 happy about you joining the team, which appeared to have
2712 been a different sentiment than was expressed before you
2713 joined the team.

2714 I'm going to ask you some additional questions
2715 about Mr. Allen. But before I do that, I'm handing you
2716 what will be marked Exhibit 6 for identification purposes.

2717 (Lafemina Exhibit No. 6 was

2718 identified for the record.)

2719 BY [REDACTED].

2720 Q This is a document that was produced to the
2721 committee by the NFL.

2722 A Um-hmm.

2723 Q It's Bates stamped ending in 97855.

2724 A Mm-hmm.

2725 Q Do you recognize what I just handed you?

2726 A Yes.

2727 Q How do you recognize it?

2728 A This was the organizational chart of my
2729 operation at the Washington Redskins.

2730 Q Is this a fair and accurate representation
2731 of the organizational structure as you last remember it?

2732 A Yes.

2733 Q I'd like to ask you a few questions about
2734 the structure. So according to this organizational chart,
2735 you have what appears to be seven lines of business
2736 reporting directly to you.

2737 A Mm-hmm.

2738 Q You talked about Todd Kline, who was the
2739 chief commercial officer?

2740 A Yes.

2741 Q You hired Mr. Kline, correct?

2742 A I did.

2743 Q You talked about Steve Ziff, who was the SVP
2744 of chief marketing officer. And you hired Mr. Ziff?

2745 A I did.

2746 Q Eric Schaffer was the SVP of football
2747 operations and general counsel?

2748 A Correct. And that was a dual report between
2749 me and Bruce Allen.

2750 Q So that is to say that the general counsel
2751 office reported directly to you?

2752 A It wasn't that clean. That's -- I think
2753 that was the intent. But Bruce, having been the president
2754 of the entire organization for many years, was still
2755 working with Eric on a number of general counsel issues.

2756 Q And what was your understanding of how dual
2757 reporting structure was supposed to work?

2758 A Well, again, I think there were things that
2759 were under my purview that Eric would work on. And to the
2760 extent that that was the case, I would, you know, work
2761 with Eric on those issues, whether it be commercial
2762 contracts or things of that nature.

2763 Eric was also involved in the football operation
2764 and contracting players, coaches, so on and so forth,
2765 where Bruce would direct him. And then I would say, for
2766 the time I was there, which is such a short period of
2767 time, this gray area of things that Bruce had been

2768 responsible for, that he would still potentially be
2769 involved in that and Eric would work with him on.

2770 Q And so with respect to workplace
2771 investigations relating to harassment, discrimination, et
2772 cetera, would that have fallen under your purview or
2773 Mr. Allen's purview under this dual reporting structure?

2774 A Well, as we talked about previously, you
2775 know, the Costa Rica incident, you know, that was all
2776 Bruce because I wasn't there, had no knowledge of or any
2777 framework to be helpful, frankly. And then as it related
2778 to investigations, I would say that Eric was very much
2779 operating independently on those things, because it was an
2780 investigation.

2781 Q And so assuming that he was operating
2782 independently relating to an investigation, what was your
2783 understanding of who he was responsible for reporting that
2784 information to after your arrival?

2785 A I think it would depend. It would be
2786 situational. And, you know, additionally, Dan Snyder
2787 would call Eric directly on issues as well. So I guess it
2788 wasn't totally clear on any given day.

2789 Q Did you ever find that there were issues
2790 that fell under your portfolio that were reported by
2791 Mr. Schaffer to Mr. Allen?

2792 A I don't know.

2793 Q And you mentioned that Mr. Snyder would call
2794 Mr. Schaffer directly. How did you know that?

2795 A Eric would say, you know, Dan called me
2796 about this or that. And, you know, I'm sure that was not
2797 a complete recitation of all phone calls, but I knew Dan
2798 to call him directly from time to time.

2799 Q Did you find that Mr. Snyder was aware
2800 and/or involved in matters such as investigations that
2801 Mr. Schaffer was responsible for?

2802 A Mr. Schaffer never said that to me directly,
2803 so I don't know one way or the other.

2804 Q You didn't have any personal observations
2805 about Mr. Snyder's involvement?

2806 A Not on that, no.

2807 Q Jake Bye?

2808 A Yes.

2809 Q SVP of consumer sales and marketing.

2810 A Yes.

2811 Q Was that an individual you hired as well?

2812 A So Jake came to the club before I got there.
2813 When I was in my role at the NFL, they were looking to
2814 hire somebody to run ticketing and they had asked me for
2815 some recommendations. I gave them four names, Jake was
2816 one of those four names, and they ended up hiring Jake
2817 prior to my arrival.

2818 Q And how did you know Jake?

2819 A Jake had worked for the St. Louis and
2820 Los Angeles Rams previously. So I worked with him in my
2821 capacity at the league office.

2822 Q Stephen Choi, did he report to you directly?

2823 A He did.

2824 Q Was there any confusion about who he was
2825 reporting to outside of yourself?

2826 A Yeah, I think so.

2827 Q What do you mean by that?

2828 A Karl Schreiber, who I mentioned earlier,
2829 Dan's CFO, would contact Stephen directly on issues
2830 unbeknownst to me for some period of time. And Dan would
2831 call Stephen directly. So not everything sort of flowed
2832 through the organizational chart.

2833 Q Do you know what kinds of things Mr.
2834 Schreiber would call Stephen Choi about?

2835 A You know, generally, financial in nature.
2836 But, you know, Karl Schreiber in many instances seemed to
2837 be acting in lieu of Dan on certain issues. So Dan would,
2838 you know, have him interface with different people in the
2839 organization.

2840 Q Mr. Schreiber was not on the payroll,
2841 correct?

2842 A Not for the Redskins, no.

2843 Q What types of things would he act as

2844 Mr. Snyder's agent?

2845 A There didn't seem to be clear lines on that.

2846 Just whatever -- whatever he was asked to look into.

2847 Q Do you know why he would call Mr. Schreiber

2848 as opposed to someone else?

2849 A Why Mr. Snyder would?

2850 Q Why Mr. Snyder, correct.

2851 A You know, Mr. Schreiber actually, I believe,

2852 worked out of Dan Snyder's home where his office was. And

2853 they had worked together for many, many years, and I think

2854 Karl was pretty intimate with all of Dan's business

2855 properties.

2856 Q To your knowledge, is Mr. Schreiber one of

2857 the individuals who wanted things to remain as the status

2858 quo, as you had referenced earlier?

2859 A I believe so, yes.

2860 Q What makes you think that?

2861 A He had indicated that to me personally on

2862 several occasions towards the end of my tenure.

2863 Q What did he indicate to you?

2864 A That he disagreed with the strategies we

2865 were putting in place, and he thought that we were not

2866 very -- not very accomplished at our jobs.

2867 Q When you say "we," who are you referring to?

2868 A I'm referring to myself, Todd Kline, Steve
2869 Ziff, and Jake Bye.

2870 Q Did you understand Mr. Schreiber to be
2871 speaking for himself when he communicated those things to
2872 you?

2873 A I don't believe he was speaking -- I don't
2874 know, is the answer. But I'm certain that he was not
2875 alone in those sentiments.

2876 Q What do you mean by that?

2877 A I mean, I'm certain that he and Mr. Snyder
2878 had talked about all of these things, and it was fair to
2879 assess that these were also the sentiments of Mr. Snyder.

2880 Q Why are you certain of that?

2881 A Because I don't think that Karl would
2882 necessarily break ranks with his boss.

2883 Q Was there anyone in the organization who
2884 would break ranks with Mr. Snyder, to your knowledge,
2885 while you were employed?

2886 A I think there were. I think, depending on
2887 the issue. I certainly would, and I think that the folks
2888 that I have recruited felt, you know, they had the
2889 expertise to make certain decisions and calls, and I think
2890 Bruce Allen from time to time did.

2891 But at the end of the day, Dan is the owner, he's
2892 your boss, and you try to convince him. And if not, you

2893 know, he's the final say.

2894 Q Did Mr. Schreiber ever tell you that he
2895 disagreed with any of your strategies or changes to the
2896 workplace culture which were dealing with human resources,
2897 et cetera?

2898 A Not specifically.

2899 Q Going back to this organizational chart.

2900 A Yes.

2901 Q Does the name Chris Bloyar --

2902 A Yes.

2903 Q -- SVP of stadium operations?

2904 A I forgot to mention Chris earlier. But,
2905 yes, Chris reported to me. Again, that was another place
2906 where lines were not necessarily clearly drawn. Karl
2907 would often deal directly with Chris on any number of
2908 issues.

2909 Q Is it fair to say that Karl Schreiber would
2910 deal with the holdover executives on issues during your
2911 employment?

2912 A I think that's a fair statement. And I
2913 would say, you know, towards the end of my tenure, he
2914 would reach out even to some of the other ones.

2915 Q Like whom?

2916 A Todd Kline, most specifically.

2917 Q In what capacity?

2918 A Just trying to get information from Todd
2919 about the things that we were doing and working on, and
2920 why we were making the decisions that we were making.

2921 Q Did he do that throughout the course of your
2922 employment?

2923 A I don't know if he did it throughout the
2924 course of my employment. He certainly did it towards the
2925 end of my employment.

2926 Q And how do you know that?

2927 A Because Mr. Kline told me so.

2928 Q It happened on more than one occasion?

2929 A Yes.

2930 Q Was Mr. Kline concerned with the questioning
2931 that he was facing?

2932 A Absolutely.

2933 Q Do you recall when that questioning began?

2934 A Sometime in November of 2018.

2935 Q Did you ever have a conversation with
2936 Mr. Snyder about those questions that were raised by Mr.
2937 Schreiber?

2938 A No.

2939 Q Did Mr. Snyder ever contact Mr. Kline
2940 directly and ask questions?

2941 A Yes.

2942 Q Around the same time?

2943 A Yes.

2944 Q Did Mr. Kline also report that to you?

2945 A Yes.

2946 Q Did Mr. Snyder contact any of your other
2947 direct reports?

2948 A Certainly, Stephen Choi, Chris Bloyar, Eric.
2949 Again, the holdovers.

2950 Q And when Mr. Snyder would contact those
2951 individuals, he would be asking questions about your
2952 strategies?

2953 A I believe so. Certainly I know that Stephen
2954 Choi, yes, he told me that. Chris, I'm not certain one
2955 way or the other.

2956 Q Eric Schaffer?

2957 A I can't say with certainty.

2958 Q The last person I would like to ask about is

2959 [REDACTED] --

2960 A Yes.

2961 Q -- who appears to be the executive director
2962 of the foundation.

2963 A Mm-hmm.

2964 Q Did she report to you or was it an even-line
2965 level?

2966 A She on paper reported to me and Bruce.

2967 Because a lot of what she did had to do with the

2968 foundation and the alumni which fell sort of more into the
2969 football operations. She spent more time with Bruce.

2970 She was certainly a part of all of our, you know,
2971 business leadership meetings and, you know, I was -- you
2972 know, I connected with her on a regular basis. But she
2973 was more dealing with Bruce on most of these issues.

2974 Q Did you view her as a holdover?

2975 A She was, yeah.

2976 Q Did you view her as somebody who wanted to
2977 maintain the status quo?

2978 A I think there were some things that she
2979 wanted to maintain the status quo on, but I think she was
2980 also eager for the environment to improve. So I think she
2981 was kind of on the fence.

2982 Q You mentioned the environment that [REDACTED].

2983 [REDACTED] was interested in seeing improved, and I believe
2984 you also testified earlier about there being two
2985 locations, Redskins Park versus FedEx Field. Was there a
2986 difference in the culture or the environment of the
2987 locations?

2988 A I don't necessarily think so. I think there
2989 was probably less intensity at FedEx Field, just because
2990 it was a place where Bruce Allen and the other sort of
2991 senior executives from the club wouldn't spend a lot of
2992 time at and it's a place that Mr. Snyder wouldn't be at

2993 other than on game days. So it was probably -- you know,
2994 the intensity was dialed down probably a little bit there.

2995 Q What are you referring to when you say
2996 intensity?

2997 A Again, just people being, you know,
2998 generally on -- again, Dennis Greene wasn't there. Like
2999 the people who were sort of -- as I mentioned earlier,
3000 whether it was Mitch Gershman yelling or Dennis generally
3001 not treating people well. Those people weren't at FedEx
3002 Field, so I would say the culture was probably a little
3003 bit different there.

3004 Q I believe you used the word "fear" earlier.

3005 A Mm-hmm.

3006 Q That employees -- there was a culture of
3007 fear among employees. Is that how you would describe the
3008 nature of the environment when the executives, Bruce
3009 Allen, Mr. Snyder, were around?

3010 A I don't think there was necessarily a fear
3011 of Bruce. I think Bruce was, you know, disconnected from
3012 a lot of the day-to-day employees if they weren't
3013 responsible for football. I think with Mr. Snyder, yes,
3014 people were on edge when he was around.

3015 Q Do you know why?

3016 A Just, you know, over the years people had
3017 kind of been told like Mr. Snyder is in the building, just

3018 sort of steer clear. I don't have any specifics.

3019 Q When you used the term "steer clear," what
3020 do you mean by that?

3021 A Again, you know, don't engage Dan.

3022 Q And you understood that to be a widely-held
3023 sentiment at the FedEx Field?

3024 A Well, at Redskins Park, but probably for
3025 FedEx Field also. I didn't understand it until I, you
3026 know, got there and started operating there. But I had
3027 heard that from several people.

3028 Q And but to be clear, you had heard that
3029 before you started with the team?

3030 A No. To steer clear? No. I had heard that
3031 when I got to the team.

3032 Q I see. When you say that you didn't
3033 understand it, how did you come to understand it.

3034 A I'm not sure I understand exactly what your
3035 question is.

3036 Q Sure. You had said you didn't understand
3037 what they meant by steer clear until you got there.

3038 A I don't -- if that's what I said. I don't
3039 know if that's exactly what I meant to articulate.

3040 What I meant to say is that I didn't understand
3041 that that was a thing until I got to the team. So I had
3042 heard it before, and I only understood it once I got to

3043 the Redskins.

3044 Q I see. How did you -- how did that strike
3045 you?

3046 A Odd.

3047 Q Why?

3048 A Well, these were good folks who were doing
3049 their best and were his employees. And based on other
3050 operations I had seen up close and personal, that wasn't -
3051 - it wasn't the norm, you know.

3052 Q When you say other teams that you'd seen up
3053 close and personal, are you talking about in your capacity
3054 when you were working at the league and you were visiting
3055 different --

3056 A NFL teams, when I worked for teams myself.
3057 Other colleagues and friends that worked for teams,
3058 although that, you know, isn't something that I had really
3059 experienced previously.

3060 Q I'll just ask you to allow me to finish my
3061 question.

3062 A I'm sorry.

3063 Q That's fine. I take a while to ask my
3064 question. Understood.

3065 Okay. Earlier you testified that you told
3066 Mr. Snyder that success is downstream. What did you mean
3067 by that?

3068 A What I mean is if you're doing the right
3069 things, the results should take care of themselves.

3070 Q When you say you are doing the right things,
3071 who is "you" referring to?

3072 A "You" is everyone in an organization.

3073 Q Do you believe that that comes from the top?

3074 A Yes.

3075 Q So when you started as a Commanders
3076 employee, I know you said you were met with certain
3077 challenges that you weren't expecting and that you had a
3078 conversation with an employee that was describing some of
3079 the culture issues.

3080 How would you describe the culture that you
3081 observed when you first arrived among employees?

3082 A Again, I think that there were -- people
3083 were probably trepidatious at first, new guy coming in
3084 from the league office. So I didn't know what to
3085 attribute, you know, what I experienced when I got there,
3086 if it was just, you know, people not knowing what -- how
3087 this change was going to manifest itself, what sort of the
3088 new guy was going to do, or if it was something other than
3089 that. And I think there was a little bit of that and a
3090 little bit of, you know, sort of what they had been
3091 experiencing for some period of time.

3092 Q And when you say been experiencing, what do

3093 you mean?

3094 A The issues that we discussed about Dennis
3095 and Mitch and things like that.

3096 Q What else did you observe about culture
3097 issues within the organization?

3098 A It just seemed like a place that didn't
3099 necessarily have a lot of cross-functional interactions;
3100 that people stayed in their silos. Probably an element of
3101 distrust amongst the staff. And, as I said, it seemed
3102 like people were afraid of making mistakes, which meant
3103 they were afraid of making decisions.

3104 Q I believe you had testified earlier that
3105 people were afraid of making mistakes because they were
3106 afraid that the mistakes would cause them to lose their
3107 jobs?

3108 A I don't think I said that. I think there'd
3109 be repercussions, whatever that might mean.

3110 Q Did you have any understanding of what those
3111 repercussions were?

3112 A Not really. You know, it might have just
3113 been getting, you know, yelled at by one of the executives
3114 we talked about. It could be that. Certainly people, I
3115 think, were always concerned about their job status.

3116 Q The culture that you observed, did you find
3117 that to be inconsistent with this idea like a model club

3118 as you had described earlier?

3119 A Yes.

3120 Q How so?

3121 A Again, none of what I experienced would have
3122 had me saying that this is sort of the model. But that's
3123 why I was brought there, I thought, was to make sure that
3124 we instilled that culture.

3125 Q How would you describe the level of
3126 professionalism among the executives when you were on the
3127 team?

3128 A Below average.

3129 Q What do you mean by that?

3130 A Again, just the way that people sort of
3131 comported themselves, compared to my colleagues at the NFL
3132 were what I would consider would be exemplary executives
3133 throughout the league. I didn't see that same level of
3134 sort of professionalism or skill set, frankly.

3135 Q Did you have any concerns about the
3136 professionalism of Eric Schaffer?

3137 A No. Not at that time, no.

3138 Q At any time?

3139 A I thought -- I thought that Eric was -- I
3140 thought Eric was probably the top of the executives that
3141 were there that were holdovers.

3142 Q What do you mean by the top of?

3143 A If I had to, you know, compare them all, I
3144 thought he was the one who had kind of the most on the
3145 ball.

3146 Q Did your perception of Mr. Schaffer change?

3147 A I think that towards the end of my tenure,
3148 Mr. Schaffer was -- and I -- were both put in difficult
3149 situations where he was communicating directly with either
3150 Mr. Schreiber or Mr. Snyder as I was on my way out. So --
3151 but I -- outside of that, I thought highly of Eric.

3152 Q What were your observations about Mr. Choi's
3153 level of professionalism?

3154 A I thought he was a good accountant. I
3155 thought he was a decent CFO. He certainly wouldn't be one
3156 of the top in the league, but I thought he was capable of
3157 doing what needed to be done inside an operation of that
3158 size and scope.

3159 Q You said that he was capable. Was he in
3160 fact performing up to his capabilities?

3161 A I don't know that I was there long enough to
3162 actually assess that. As I said, I thought he was a
3163 capable CFO for a standalone NFL football team. You know,
3164 I think that he -- again, I don't know if I can give any
3165 more than that. He was fine.

3166 Q Chris Bloyar, how would you describe his
3167 level of professionalism?

3168 A Again, I would say he was average.

3169 Q Would he yell at other employees?

3170 A No, that wasn't Chris' style at all.

3171 Q To your knowledge, did he disrespect

3172 employees publicly?

3173 A Not to the best of my knowledge.

3174 Q How about Mr. Choi?

3175 A Never. When I say -- you're talking about

3176 yelling and things of that nature?

3177 Q Mm-hmm.

3178 A Yeah. That's not his style at all.

3179 Q What about Mr. Schaffer?

3180 A I don't believe that's his style, either.

3181 Q Bruce Allen, how would you describe his

3182 level of professionalism?

3183 A Depending upon the issue. You know, Bruce

3184 is polished and he certainly has a gravitas when he walks

3185 into a room. I didn't think that his strategies were

3186 necessarily the strongest on the business side. I don't

3187 think I'm the best person to assess, you know, the job he

3188 was doing on the football side other than what the team's

3189 record had been over the course of his tenure.

3190 Q Did you ever find that Mr. Allen would yell

3191 or disrespect employees publicly?

3192 A Bruce is more of the type to rib people and

3193 sort of, you know -- you know, more on the football side.
3194 You know, kind of make fun of or, you know, sort of, you
3195 know, kid around with them and -- to get his point across.
3196 And he could be sarcastic and things of that nature. But
3197 he wasn't a yeller.

3198 Q I believe you mentioned people were not
3199 fearful when he was around because he was somewhat
3200 disconnected from the operations. Did you find that
3201 people were intimidated by him?

3202 A I don't know that they were intimidated by
3203 Bruce as much as he just didn't care about, you know, the
3204 business side of the equation. And so to the extent that
3205 when he was the president of the club, they would need to
3206 go get resources or get decisions on things, it was more
3207 of a frustration than a fear.

3208 Q What about Mr. Snyder. How would you
3209 describe his level of professionalism in the workplace?

3210 A Again, Dan was very rarely at Redskins Park.

3211 Q What about outside of the workplace?

3212 A What's the question?

3213 Q How would you describe his level of
3214 professionalism?

3215 A Professionalism outside the workplace.
3216 Look, Dan -- similarly -- I guess the context I can give
3217 is league meetings where I would see Dan. You know, he

3218 was, you know, a little bit of a cut-up. You know, he was
3219 -- you know, he would try to make jokes about everything.
3220 And, you know, he could be very, very serious. He could
3221 be sarcastic as well.

3222 Q So is that to say that his level of
3223 professionalism was average?

3224 A I think it's a hard question to answer
3225 honestly, because you're asking me outside the workplace.
3226 So I would normally meet with Dan at his home and so, you
3227 know, it was not exactly a workplace setting.

3228 Q Were there any aspects of Mr. Snyder's
3229 behavior that you found surprising?

3230 A I wouldn't say surprising necessarily, but I
3231 would say exaggerated -- more exaggerated than I might
3232 have imagined on some levels.

3233 Q What does that mean?

3234 A So, again, if -- you know, if, you know, Dan
3235 was angry about something, like I might see him get more
3236 angry about something than I might have thought. But
3237 generally -- the answer, generally, no. He was pretty
3238 much as advertised.

3239 Q Would Mr. Snyder ever get angry in front of
3240 other employees, to your knowledge?

3241 A I would say only to, like, at the most
3242 senior level.

3243 Q Did you have any concerns about the
3244 professionalism of executive meetings that were held by
3245 the Commanders?

3246 A Executive meetings, with whom?

3247 Q With the executives. So meetings with the
3248 executives. Were there any concerns about the level of
3249 professionalism displayed at those meetings?

3250 A Well, again, I can only speak to the
3251 meetings I led once I came to the Commanders -- or
3252 Redskins. And no. So once I started holding those
3253 meetings, which was the only ones I was in, I thought they
3254 were fine.

3255 Q You had also mentioned that your goal was to
3256 try -- earlier, to try to instill responsible business
3257 practices. Based on your observations of the work
3258 culture, would you say that what you observed was
3259 consistent with responsible business practices?

3260 A I would say that they weren't the best
3261 business practices that I thought would lead to the best
3262 results.

3263 Q How would you describe the human resources
3264 department when you started your employment?

3265 A Almost nonexistent.

3266 Q What do you mean by that?

3267 A We had one staffer who was very, very

3268 junior. There really were no resources to speak of.

3269 On-boarding was challenging even for me, which was a red
3270 flag. Since I was coming in as the president of the
3271 organization, I would have thought that they would have
3272 been on point on that and they really weren't. So it was
3273 something that was certainly on my radar early on.

3274 Q Do you believe that the on-boarding
3275 challenges existed because of the skeletal human resources
3276 department?

3277 A I think there was a lack of resources, yes.

3278 Q And so I think you just mentioned that there
3279 was one employee -- one junior employee who was the human
3280 resources department?

3281 A And that person reported up to the CFO.

3282 Q Mr. Choi?

3283 A Yeah.

3284 Q Who then reported to you?

3285 A Correct.

3286 Q That human resources person, was that [REDACTED]

3287 A [REDACTED], yeah.

3288 Q Did you find the human resources department
3289 to be effective during your employment?

3290 A No.

3291 Q Why not?

3292 A For the reasons I just mentioned. It wasn't

3293 resourced either from a human resources perspective, from
3294 a budgetary perspective. There was no, you know, training
3295 to speak of in place. There was no infrastructure around
3296 human resources.

3297 Q Did you ever make any recommendations to
3298 anyone about how the human resources department could be
3299 improved?

3300 A Yes. So I had hired an outside human
3301 resources consultant to come in to do an audit of the
3302 entire human resources operation, where we were -- where
3303 we were deficient, where we had room for improvement,
3304 recommendations that they would make that we would then
3305 try to implement.

3306 Q Was that audit conducted?

3307 A Yes.

3308 Q Were you able to see the results of the
3309 audit?

3310 A Yes.

3311 Q What was your understanding of the findings?

3312 A Again, what we've talked about here.
3313 Underresourced, not enough people, that it wasn't a place
3314 that employees felt they could go to should they have a
3315 problem in the workplace. They were stretched too thin,
3316 being asked to do things that were outside of the purview
3317 of a human resources department such as staffing the front

3318 desk or making travel arrangements or, you know,
3319 processing in some instances, I think, expense reports.

3320 So, you know, there were a number of things that
3321 were deficient. There were some things that -- like
3322 things as simple as EEOC posters and the like out of date,
3323 not where they should be, files not being under lock and
3324 key on employee files. So there were a whole host of
3325 things that they had brought to our attention.

3326 Q What was the most striking or concerning
3327 thing that was brought to your attention as a result of
3328 the audit?

3329 A I don't know that there was anything, having
3330 -- by the time I got the report, it was December of 2018.
3331 So I had already been there for six months, so I don't
3332 know if there was anything that was -- I think the non --
3333 not being in compliance with some of the regulations as it
3334 relates to posting of different information was something
3335 that, to my untrained eye, I never would have known or
3336 understood. So those things were things that were sort of
3337 new information for me.

3338 Q Were the results of the audit communicated
3339 to Mr. Snyder?

3340 A I don't know.

3341 Q Was he aware you were doing the audit?

3342 A I believe he was.

3343 Q Why do you believe that?

3344 A I just think he was. I didn't specifically
3345 tell him, but I heard that he was aware of it.

3346 Q Who did you hear that from?

3347 A I heard from -- I think Eric Schaffer and I
3348 at one point had a conversation about it, that he had
3349 talked to Mr. Snyder about it.

3350 Q Mr. Snyder never asked you questions
3351 directly?

3352 A No.

3353 Q Is that to say that you did not need Mr.
3354 Snyder's approval to engage in the consulting agreement?

3355 A I did not ask for permission to do it.

3356 Q What was your -- what did you infer based on
3357 -- strike that.

3358 What did you infer about the value of human
3359 resources based on the team's limited allocation of
3360 resources to that department?

3361 A It wasn't a priority.

3362 Q Why did you think that?

3363 A Because it wasn't resourced.

3364 Q Why does something not being resourced lead
3365 you to believe that it's not a priority?

3366 A Because in a business, you prioritize things
3367 based on the resources that you provide for that function.

3368 Q That's been your experience in those
3369 workplaces.

3370 A Yes.

3371 Q For a team to be a model team, do you
3372 believe that they would need to provide adequate resources
3373 to departments such as human resources?

3374 A Yes.

3375 Q What was your understanding of whether this
3376 was a longstanding understaffing issue at the team? Did
3377 you have any understanding?

3378 A Repeat that, please.

3379 Q Did you have an understanding that the lack
3380 of resources afforded to the human resources department,
3381 did you have any understanding that that was a
3382 longstanding issue?

3383 A I don't think it was new. I don't know how
3384 long it was an issue, but it wasn't something that was
3385 brand new. Something that seemed to exist for a while.

3386 Q Why do you believe that?

3387 A Just based on the conversation I had with
3388 Stephen Choi when I was asking why things were the way
3389 they were in the human resources department.

3390 Q Did Mr. Choi share your view that the human
3391 resources department was understaffed?

3392 A Yes.

3393 Q Did Mr. Allen share that view?

3394 A I don't know. I never spoke to him about
3395 it.

3396 Q Which other executives did you speak to?

3397 A Eric Schaffer and Stephen and may have
3398 discussed it with either Steve or Todd.

3399 Q Did Eric Schaffer share the view that the
3400 human resources was understaffed?

3401 A I think so, yes.

3402 (Lafemina Exhibit No. 7 was
3403 identified for the record.)

3404 BY [REDACTED]

3405 Q I just handed you what we have marked as
3406 Exhibit 7 for identification purposes.

3407 A Mm-hmm.

3408 Q I'll give you a moment to review.

3409 A Okay.

3410 Q What I handed you is a document titled
3411 Sageview Consulting. It is dated July 12, 2018, and it
3412 was produced to the committee by the NFL. It's the
3413 document ending in Bates stamp 97843.

3414 Do you recognize what I just handed you?

3415 A Yes.

3416 Q How do you recognize it?

3417 A It's an agreement that I had in place to

3418 have Sageview come in and do the aforementioned audit of
3419 the human resources department as well as workplace
3420 training.

3421 Q Is it a fair and accurate representation of
3422 the agreement between the Washington Commanders and
3423 Sageview Consulting as you last remember it?

3424 A Yes.

3425 Q I'm going to direct your attention first to
3426 the very last page. Notice that there are no signatures.
3427 Do you know if this agreement was ever executed?

3428 A I believe it was.

3429 Q Now, turning back to the first page. The
3430 first paragraph.

3431 A Mm-hmm.

3432 Q This agreement states that it's made and
3433 entered into as of the 16th day of July 2018 among WFI
3434 Stadium, Inc., and in parens Stadium Company.

3435 What is Stadium Company?

3436 A I think that's the separate entity for FedEx
3437 Field in the corporate structure.

3438 Q And then it goes on to say, "and Pro
3439 Football, Inc."

3440 A Which is the team proper.

3441 Q I want to direct your attention to the next
3442 paragraph which starts with "Pursuant to this agreement."

3443 Do you see that?

3444 A Yes.

3445 Q It says, "Sageview will provide human
3446 resources services and training to the companies."

3447 A I'm sorry, I'm not reading the same thing.
3448 You said the second paragraph?

3449 Q "Pursuant to this agreement."

3450 A Yes. I'm sorry, yes.

3451 Q "Sageview will provide human resources
3452 services and training to the companies."

3453 Do you see that?

3454 A Yes.

3455 Q So is this what you were referring to
3456 earlier when you said there was a consulting agreement
3457 where there were -- you would ask them to conduct an audit
3458 of the human resources department?

3459 A Yes.

3460 Q And as part of that, there was an agreement
3461 for the consulting company to provide training --

3462 A Yes.

3463 Q -- to staff. I want to direct your
3464 attention to the last paragraph under background.

3465 Do you see that?

3466 A Mm-hmm.

3467 Q It says, "The companies have approximately

3468 150 to 200 employees."

3469 A Mm-hmm.

3470 Q Is that a fair representation of the number
3471 of employees that were employed between the two, the FedEx
3472 Field and Redskins Park, as you last remember it?

3473 A I don't have an exact number, but that seems
3474 directionally correct.

3475 Q And those 150 to 200 employees to your
3476 knowledge were all -- in terms of the human resources
3477 function, the one junior employee that you mentioned was
3478 responsible for providing services to all of these
3479 employees; is that correct?

3480 A Yes. And, you know, potentially -- may have
3481 also had some role in some aspects of the football
3482 operation with players as well. So if they were like
3483 moving, you know. So -- but yes, the answer is yes. And
3484 there may have been more that she was responsible for as
3485 well.

3486 Q Again, we said that that employee reported
3487 to Mr. Choi. Did he ever raise concerns about the fact
3488 human resources was reporting through him as the CFO?

3489 A No.

3490 Q This paragraph goes on to say that "The new
3491 president of business operations and COO has identified a
3492 need to conduct an assessment of the company's human

3493 resources function to ensure compliance with federal and
3494 state laws as well as determine what it needed to
3495 strengthen human resources function."

3496 Is this paragraph referring to you in your role on
3497 the team?

3498 A Yes.

3499 Q And in terms of what you identified, do you
3500 recall what, if anything, specifically that you identified
3501 as a reason for this assessment to be conducted outside of
3502 what we discussed?

3503 A Just what we were discussing.

3504 Q The paragraph concludes by saying, "In
3505 addition, there is an immediate need to conduct respect in
3506 the workplace training for senior management and
3507 management and the staff of the companies."

3508 Why was there an immediate need to conduct this
3509 training to your knowledge?

3510 A So this is something I would have done
3511 anyway. This was something I would have done independent
3512 of anything. But because the Rachel Engleson allegations
3513 had come to light, I felt that we needed to make sure this
3514 happened immediately.

3515 Q I want to direct your attention to the next
3516 page.

3517 A Mm-hmm.

3518 Q First bullet. It states that "Sageview will
3519 provide the following as part of the assessment. A review
3520 of current human resources policies and practices," and
3521 then it goes on to list a number of things that would be
3522 included as part of the assessment.

3523 To your knowledge, did Sageview in fact include as
3524 part of their assessment the different items that are
3525 listed on this page?

3526 A I believe so.

3527 Q At the bottom of the page it states that "As
3528 part of this assessment, Sageview will provide companies
3529 with a written report that will be presented which will
3530 identify the following." And it goes on to identify areas
3531 of practice, recommendations, et cetera.

3532 I believe you testified that in December of 2018,
3533 that there was in fact a report that was completed and
3534 provided to you which in fact contained the
3535 recommendations and the areas that required changes,
3536 correct?

3537 A Correct.

3538 Q And I believe you testified that
3539 Mr. Schaffer said that Mr. Snyder was aware that this was
3540 going on, but you're not sure if he actually saw the
3541 report, correct?

3542 A Correct.

3543 Q Turning to the next page.

3544 A Mm-hmm.

3545 Q It starts "The outline for the training are
3546 as follows." Do you see that?

3547 A Yes.

3548 Q And it starts by saying, "To gain a clear
3549 understanding of the organization's expectations regarding
3550 respect in the workplace as it relates to issues of sexual
3551 and other harassment in the workplace."

3552 A Mm-hmm.

3553 Q I believe you just mentioned that you felt
3554 that there was an immediate need to conduct this training
3555 because of the allegations made by an employee named by
3556 Rachel Engleson that were brought to your attention; is
3557 that correct?

3558 A Yes.

3559 Q Is that reason for the focus of the training
3560 being on sexual harassment explicitly?

3561 A I think it was one of the focuses. I think
3562 if I'm not mistaken, the actual terminology was respect in
3563 the workplace. So it wasn't only limited to sexual
3564 harassment. It was certainly one of the issues that was
3565 discussed.

3566 Q At the bottom of the page, it states, "For
3567 executive/managers." Do you see that?

3568 A Yes.

3569 Q It says -- the first bullet says, "Impact of
3570 disrespectful behavior. And the second bullet says,
3571 "Managers' tips to address harassment."

3572 Did you have any role in helping Sageview to
3573 identify areas of focus based on what you observed
3574 happening within the Washington Commanders workplace?

3575 A There were conversations between myself and
3576 Sageview. And probably -- I don't recall if they were
3577 like this is what the program would look like. I think it
3578 was collaborative, that I certainly wanted to make sure
3579 that we were touching on these issues. But they may have
3580 recommended it to me and I made no changes or we may have
3581 collaborated to get to where we did. But it certainly --
3582 you know, I certainly agree with what they were trying to
3583 get to.

3584 Q And did you see a need for there to be, as
3585 part of the training, a section that addressed the impact
3586 of managers' and executives' behaviors on their workforce?

3587 A Yes.

3588 Q Did you feel that the managers and/or
3589 executives were well-equipped to address harassment in the
3590 workplace?

3591 A Well, I felt that they needed this training
3592 to make sure that they were continuing to get better at

3593 it.

3594 Q Was there, to your knowledge, any harassment
3595 or antidiscrimination training prior to your arrival?

3596 A I don't know one way or the other.

3597 Q Do you have a copy of the report that
3598 Sageview Consulting completed?

3599 A No.

3600 (Lafemina Exhibit No. 8 was
3601 identified for the record.)

3602 BY [REDACTED]

3603 Q I'm handing you what we've marked as Exhibit
3604 8 for identification purposes. Let me know when you
3605 finished reviewing it.

3606 A Mm-hmm.

3607 Q I just handed you a document that's an email
3608 from Stephen Choi to what appears to be FedEx Field and
3609 Redskins Park front office. This document was provided to
3610 the committee by the NFL and it ends in Bates stamp 97849.

3611 Do you recognize what I just handed you?

3612 A Yes.

3613 Q How do you recognize it?

3614 A Again, this was the notice to employees that
3615 the workplace training would be taking place from Stephen
3616 to the organization.

3617 Q The workplace training that's described

3618 here, is that the workplace training that was discussed in
3619 the Sageview Consulting agreement?

3620 A Yes.

3621 Q And this is the same training that you
3622 believe needed to happen based on the allegations that
3623 were brought to your attention concerning Rachel Engleson?

3624 A Yes.

3625 Q To your knowledge, did this email go to all
3626 Commanders employees?

3627 A I'm not sure if the Redskins Park front
3628 office list is just business employees or if it had
3629 football employees on it. We had made a decision not to
3630 have the football side of the organization participate at
3631 this time. Eric and I had talked about doing it once the
3632 season was over. Obviously, in the middle of the season
3633 it's tough to get all the coaches and all those guys to
3634 take a day to do this. So the plan was that sometime
3635 after the season was over, they would do it. So this was
3636 specifically for business employees.

3637 Q Do you have any reason to believe that there
3638 were any business employees that were not included on the
3639 mailing list?

3640 A Not that I'm aware of.

3641 Q It says that the training would happen on
3642 August 21st and Wednesday, August 22nd. Do you recall if

3643 in fact the trainings were held on the two days indicated?

3644 A I don't recall.

3645 Q But you do recall that there in fact was a
3646 training for all employees?

3647 A Yes.

3648 Q Do you know if Mr. Snyder is included on
3649 either of those listservs?

3650 A I don't know.

3651 Q You mentioned that there were allegations
3652 that were brought to your attention by an employee named
3653 Rachel Engleson. What, if anything, did she tell you were
3654 her concerns?

3655 A So Rachel told Steve Ziff and Jake Bye about
3656 the allegations and Steve Ziff brought them to my
3657 attention.

3658 Q I believe you testified earlier that Rachel
3659 at one point began reporting to Steve Ziff?

3660 A Yes.

3661 Q She was moved from one department to
3662 another?

3663 A Yes. And it was this move that -- in a
3664 meeting around that move is when Rachel made this
3665 information known to both Jake and Steve. And then, as I
3666 said, Steve brought it to my attention.

3667 Q What did Steve tell you?

3668 A He told me that Rachel had come to him
3669 talking about how Larry Michael had, you know, made her
3670 feel uncomfortable over a number of years and that he
3671 would -- he would talk about her appearance in front of
3672 audiences where -- they might be at like a fan function
3673 where Larry was the emcee and talk about Rachel, her looks
3674 or, you know, something along those lines. He would touch
3675 her face in an unwanted fashion. And I believe he said --
3676 Steve told me that he might -- you know, would kiss her on
3677 the forehead. And that made her very uncomfortable.

3678 And I believe what precipitated it was now that she
3679 was going to be moving back to Redskins Park where Larry
3680 office out of, Rachel, I think, wanted to make sure Steve
3681 and Jake knew about this.

3682 Q Do you recall when that conversation took
3683 place?

3684 A It was soon after I arrived. I don't know.
3685 I would imagine it's in the first 30 to 40 days of my
3686 being there. And, you know, based upon the date on the
3687 Sageview, I think that tracks.

3688 Q What, if anything, did you do when you
3689 learned of her concerns?

3690 A I brought it to Mr. Schaffer.

3691 Q General counsel?

3692 A Yes.

3693 Q What did you tell Mr. Schaffer?

3694 A I told him about the allegations and our
3695 concern, and he was -- he said that he was going to have
3696 an investigation into it.

3697 Q Do you know if he investigated?

3698 A I believe he did.

3699 Q Why do you believe that?

3700 A Well, he said he was going to.

3701 Q Do you have any evidence that he conducted
3702 an investigation?

3703 A Nothing material, no.

3704 Q Who else did you talk to about the
3705 allegations concerning Ms. Engleson?

3706 A Stephen Choi.

3707 Q What did you tell or discuss with
3708 Mr. Stephen Choi?

3709 A I told him about the allegations that human
3710 resources reported to him. I thought it was appropriate
3711 for him to know and just those who brought it to me.

3712 Q What did Mr. Choi say, if anything?

3713 A I don't recall.

3714 Q Did he say he was going to do anything, to
3715 your knowledge?

3716 A Well, no. That was with Mr. Schaffer.

3717 Q Other than Mr. Choi and Mr. Schaffer, did

3718 you speak to anyone else?

3719 A I don't believe so.

3720 Q Do you know if Mr. Snyder was aware of these
3721 allegations?

3722 A Yes, he was.

3723 Q How do you know that?

3724 A I made a phone call to Mr. Snyder to tell
3725 him about them.

3726 Q When did that phone call occur?

3727 A I don't recall.

3728 Q Was it before or after you spoke to Mr.
3729 Schaffer?

3730 A After.

3731 Q When you had the conversation with
3732 Mr. Snyder, were you aware of any updates to Mr.
3733 Schaffer's investigation?

3734 A I don't recall.

3735 Q What, if anything, did you tell Mr. Snyder?

3736 Mr. Sherwin. At this point, I haven't said
3737 actually a word in four hours, but I'm going to have to
3738 object as to this is a privileged communication, and I'm
3739 saying this for a few reasons.

3740 One is at the request of The Washington Football
3741 Team, last night I told staff counsel that this objection
3742 would be raised based upon privilege. Washington Football

3743 Team and the case law is clear that Mr. Lafemina cannot
3744 waive that privilege. That privilege resides with the
3745 team and not Mr. Lafemina even as a former employee cannot
3746 waive that privilege.

3747 So in an abundance of caution, I've instructed
3748 Mr. Lafemina not to answer that question based upon
3749 privilege until we navigate this issue. So I'm making the
3750 following recommendations.

3751 One is questions can obviously be asked as to why
3752 you had this conversation with Mr. Snyder and/or why Mr.
3753 Schaffer was on the phone call. But any substantive
3754 conversations related to the substance of what Mr. Snyder
3755 said or what Mr. Schaffer said during that conversation is
3756 at this point claimed under parochial privilege.

3757 That being said, since Mr. Lafemina does not hold
3758 the privilege and the privilege is held by the team, we
3759 also recommend that if you want to get into the substance
3760 of that conversation, that since the team has to waive,
3761 that you engage with team counsel and I'll be happy to
3762 give you their cell phone numbers and that this discrete
3763 issue be shelved until you resolve that with the team,
3764 again, since they hold the privilege.

3765 And then when there's a final ruling based upon that
3766 privilege, Mr. Lafemina will comport with any filing
3767 ruling. So I know I said a lot there, but hopefully we

3768 can navigate around this in the best way forward.

3769 [REDACTED] Thank you. The question I have, I
3770 guess, in response to you is what is the basis for the
3771 privilege? Because I know Mr. Lafemina just testified
3772 that he spoke to Mr. Snyder. So I want to make sure I
3773 understand.

3774 Mr. Sherwin. Sure. Again, I'm communicating this
3775 via the team. We don't hold the privilege. The privilege
3776 is held and can only be waived by the team. So in an
3777 abundance of caution, we don't want to impute upon that
3778 privilege.

3779 So this is what I know the following. The team is
3780 claiming that that's privileged. Only the team under
3781 applicable case law, federal case law and in the D.C.
3782 Circuit, only the team can waive that privilege.
3783 Mr. Lafemina cannot do that.

3784 And according to the team -- they can articulate
3785 this. I don't want to advocate on behalf of the team, so
3786 take this with a grain of salt -- that since Mr. Snyder,
3787 Mr. Lafemina and Mr. Schaffer were on that call and that
3788 call -- one of the purposes of the call was to elicit and
3789 seek legal advice on behalf of Mr. Snyder, that we have
3790 been told by the team that Mr. Lafemina is treading into
3791 privileged territory.

3792 So, again, take that with a grain of salt. I'm not

3793 an advocate for The Washington Football Team. That's why
3794 their counsel instructed me at your request to give them
3795 their phone numbers and they would, they said, address
3796 this issue with you, again, since I can't represent the
3797 team or this privilege.

3798 [REDACTED] And if I heard you correctly, the team
3799 was saying that we were wading into privileged territory?

3800 Mr. Sherwin. That's correct. That's correct.

3801 [REDACTED] And I don't know that we've
3802 established, was Mr. Schaffer in fact on the call?

3803 Mr. Sherwin. Again, as far as I'm concerned, fair
3804 game as to who was on the call, why you wanted the call or
3805 why you spoke to Mr. Schaffer. But in terms of the
3806 substance of what was said, Mr. Snyder, Mr. Schaffer,
3807 Mr. Lafemina, the team has told us that that's privileged
3808 at this point.

3809 [REDACTED] Sure.

3810 BY [REDACTED].

3811 Q Mr. Lafemina, was Mr. Schaffer on the call?

3812 A I don't recall if Mr. Schaffer was on the
3813 call or not.

3814 [REDACTED] I think we're at time, so we're going
3815 to go off the record for now. Five-minute break, I
3816 assume.

3817 (Recess.)

3818 BY [REDACTED]

3819 Q I'll be jumping around a little bit, so just
3820 bear with me.

3821 A Sure.

3822 Q So quickly going back to Exhibit 6 from --
3823 previously with the executive team chart. Is it normal
3824 practice for an NFL team owner to have -- to the best of
3825 your knowledge -- have communications with its employees
3826 at any given time? Or is that --

3827 A I think it depends upon the organization.
3828 But again, if you own a club, you can pick up the phone
3829 and talk to anybody.

3830 Q And in your experience working at the NFL,
3831 would -- again, are you aware, would owners frequently
3832 have conversations with, for example, their CFOs?

3833 A Yes.

3834 Q And of the seven lines of folks reporting up
3835 to you, do you know which one that Mr. Snyder interacted
3836 with the most frequently?

3837 A Probably Eric Schaffer.

3838 Q The general counsel?

3839 A Yes.

3840 Q And then, again, this is during your time
3841 there?

3842 A Yeah.

3843 Q Quickly going to the matter with Rachel

3844 Engleson.

3845 A Yes.

3846 Q So an investigation, to the best of your
3847 knowledge, was initiated because Mr. Schaffer said that he
3848 was going to initiate one?

3849 A Yes.

3850 Q So to the extent that that was your
3851 expectation, was that the right course of action for the
3852 team to take initiating an investigation?

3853 A I believe so.

3854 Q And then subsequent, Mr. Michael was
3855 relieved of -- or left the organization. Do you know
3856 whether or not that was a result of the investigation?

3857 A I don't. Mr. Michael left the organization
3858 long after I left.

3859 Q But it's -- so you're not aware of whether
3860 he left as a direct result of the investigation or not?

3861 A That's right.

3862 Q So you've discussed today the workplace
3863 culture you observed and heard about when you became
3864 president and some of the characteristics of what that
3865 looked like. And your observation was aggressive language
3866 or foul language. Was that also part of the problem as
3867 you either, A, observed or, B, heard about?

3868 A I wouldn't say foul language in and of
3869 itself was an issue. You know, I think the way that
3870 managers communicated with their staff was, to me, the
3871 issue.

3872 Q And the way that they communicated with
3873 their staff is -- was that aggressively? I mean, I
3874 don't want to -- how would you characterize it?

3875 A I don't know that I can characterize it
3876 because I wasn't there.

3877 Q Okay.

3878 A Just hearing what others had said to me that
3879 these were, you know, aggressive people who were, you
3880 know, who -- you know, would yell and they were
3881 challenging people to work with.

3882 (Lafemina Exhibit A was
3883 identified for the record.)

3884 BY [REDACTED]

3885 Q I'll give you a moment to look at this, but
3886 essentially it's an email conversation between Jason
3887 Friedman and somebody that -- [REDACTED], who reported
3888 to him at the time, and involving a ticket holder that was
3889 choosing to not continue his -- to remain a season ticket
3890 holder.

3891 A Mm-hmm.

3892 Q So I'll just give you a moment and then

3893 point to you one part of it.

3894 A Okay.

3895 Q So particularly the email that Jason
3896 Friedman sends, down kind of three-quarters of the page,
3897 and says, "What has happened here? Why did you tell them
3898 that you left us? I am blank paying you. I want an
3899 explanation now."

3900 I mean, is it fair to characterize this as a type
3901 of -- like kind of aggressive?

3902 A Completely unacceptable.

3903 Q And this is the type of issues that were
3904 like coming to -- that had been reported to you in the
3905 sense of this type of treatment of subordinates?

3906 A Yeah. Not this one specifically, but, you
3907 know, of this ilk, yeah.

3908 Q Thank you. While you were president -- I
3909 know you talked about this a little bit. But did the team
3910 have a code of conduct or like personnel conduct policy
3911 already in place even regardless of how it was treated?

3912 A They had something that I believe was handed
3913 to all employees upon beginning at the Redskins.

3914 Q And when you had arrived there, do you have
3915 any idea of when it was last updated?

3916 A I don't. And I think that was part of what
3917 the consultant was going to be working on is how do we

3918 update all these to make sure that they're relevant.

3919 Q Would you be familiar at all like with what
3920 it was when you arrived or have any --

3921 A I read it, but I don't recall it.

3922 Q To the best of your recollection, did it
3923 have anything about prohibiting like romantic
3924 relationships between supervisors and subordinates?

3925 A I don't recall that one way or the other.

3926 Q Okay.

3927 A I'd have to read it again.

3928 Q During your time as president, do you recall
3929 hearing about any inappropriate relations of --
3930 relationships of that nature where you had a supervisor
3931 have an inappropriate relationship or I guess romantic
3932 relationship -- I don't want to characterize it that way
3933 -- with a subordinate?

3934 A I don't know what the reporting relationship
3935 was. I heard rumors of things that happened prior to me
3936 getting there with people who weren't there any longer.
3937 But I -- you know, not people who were there at the time.

3938 Q At the time. So were you ever aware of any
3939 type of that -- of Jason Friedman ever having any of that
3940 type of relationships?

3941 A I never heard anything like that about
3942 Jason.

3943 Q Okay.

3944 [REDACTED]. I'm going to introduce two exhibits, B
3945 and C.

3946 (Lafemina Exhibits B and C were
3947 identified for the record.)

3948 BY [REDACTED]

3949 Q So I'll let you take a look at it. There's
3950 two different emails. And based on these emails, our
3951 understanding is that this person, the woman listed here
3952 in these emails, was an intern at one point with the
3953 Redskins organization, and based on these emails appeared
3954 to have had a romantic relationship with Jason Friedman
3955 during this span of time.

3956 So I'm not going to like read through all aspects
3957 of it, but one of the emails -- the one email exchange is
3958 between this woman and Jason Friedman and then the other
3959 exchange is an email exchange with [REDACTED] about her.

3960 And at the very last email on D, it says, "Nobody
3961 at work knows about me and this woman. So please" -- oh,
3962 sorry, C. "So please do not say anything to anyone."

3963 And so to reiterate, like don't know the duration
3964 of this inappropriate relationship that he had with this
3965 intern at the time. But you weren't aware of him having
3966 any of this type while you were there?

3967 A No.

3968 Q So you weren't aware -- and it's at this
3969 point, based on these emails, it was unclear of when it
3970 ended. But had you become aware of it, how would you
3971 think best to handle a situation like this?

3972 A And I'm not even really sure what I'm
3973 looking at and I don't know this other person.

3974 Q Yeah. I mean, like -- like I said, she's
3975 got a Redskins.com. She was with the Redskins. She could
3976 go back, she was an intern. Jason Friedman, you know who
3977 he is.

3978 And like I said, I didn't really think it
3979 appropriate to read all of this into the record, but it
3980 does seem, based on it, that they have some type of
3981 romantic relationship. And she's at this point an intern
3982 and he's with -- firmly within the organization.

3983 A I think the appropriate course of action
3984 first would be to understand what the policy of the
3985 company is, understand that through human resources.
3986 Certainly understand through our general counsel's office
3987 what the legal ramifications were, what the
3988 responsibilities of the club are. And then after having
3989 all that information at my disposal, handling it, you
3990 know, in accordance with whatever the appropriate action
3991 would be.

3992 Q Okay.

3993 [REDACTED]. That's all the questions right now.

3994 We'll go off the record.

3995 (Recess.)

3996 [REDACTED]. Back on the record 1:46.

3997 I wanted to state on the record that before this last
3998 break, Minority counsel introduced into the record two emails
3999 that are not Bates stamped, do not appear to be
4000 authenticated, but it was represented to us that these
4001 documents were provided to Minority counsel by the Washington
4002 Commanders.

4003 These emails appear to be emails that were sent
4004 in 2009, at least nine years before Mr. Friedman joined the
4005 Washington Commanders. It appears that Mr. Lafemina --
4006 before he joined the Commanders -- he's nowhere on these
4007 emails, he's not a recipient, he did not send the emails and
4008 has no reason to know or understand the nature of the
4009 discussions.

4010 But, again, it appears that the team has been
4011 providing documents to Minority counsel without making those
4012 documents available to Majority counsel. So we have no way
4013 to authenticate or verify the veracity of the content of
4014 those documents.

4015 BY [REDACTED].

4016 Q Now, Mr. Lafemina, before the questioning
4017 ended, I was asking you about the human resources

4018 department and your work with Sageview Consulting to make
4019 recommendations about the department, the human resources
4020 side.

4021 You also mentioned that Eric Schaffer was
4022 responsible for investigations, and one of the complaints
4023 that was brought to your attention by an employee, Rachel
4024 Engleson, that that was a matter that Mr. Schaffer was
4025 going to handle as the team's general counsel.

4026 I would like to better understand the legal
4027 department, just the structure of the legal department.
4028 Do you recall how many employees were part of the legal
4029 department during your tenure?

4030 A No, I don't have an exact number.

4031 Q Outside of Mr. Will Rawson and Eric
4032 Schaffer, were there other employees that were part of
4033 that department?

4034 A There were.

4035 Q Was the legal department better resourced
4036 than the human resources department, to your knowledge?

4037 A Well, yes.

4038 Q And what makes you say that?

4039 A There were more employees and more resources
4040 against that department than human resources.

4041 Q In your experience, did you find that the
4042 legal department was effective in performing their job

4043 duties?

4044 A They seemed to be. Again, I was not there
4045 that long to give, you know, a lengthy assessment of their
4046 work.

4047 Q Did you find that the legal department was
4048 free to exercise independent judgment in performing their
4049 job duties?

4050 A They seemed to be.

4051 Q Did you find that the legal department was
4052 in any way influenced by Mr. Snyder in making decisions?

4053 A I don't think I have any way of really
4054 knowing that.

4055 Q But you did mention prior to your
4056 termination that you had reason to believe that Mr. Snyder
4057 and Mr. Schreiber were having conversations with Eric
4058 Schaffer, and that you guys were put in difficult
4059 positions.

4060 Did you find that Mr. Schaffer was influenced in
4061 some way by his conversations with Mr. Snyder and the way
4062 that he handled your termination?

4063 A It's hard for me to say what influenced Eric
4064 one way or the other. As I said in my previous testimony,
4065 I think Dan and Eric were having conversations, whether --
4066 you know, what was driving those decisions, I can't know.

4067 Q You said your employment with the Washington

4068 Commanders ended December 26, 2018; is that correct?

4069 A Yes.

4070 Q Before you were terminated, you said that
4071 there were certain operational changes you were trying to
4072 make to improve the culture. You had mentioned a waiting
4073 list?

4074 A Mm-hmm.

4075 Q I believe, at least according to public
4076 reports, you made a decision to announce that there were
4077 no more wait lists and that employees and fans would be
4078 able to attend home games and buy tickets directly; is
4079 that correct?

4080 A Yeah, I think -- I think you're conflating
4081 two things, frankly. The wait list was certainly a
4082 business operations issue. I don't know that that has
4083 anything to do with the culture, which I think you alluded
4084 to in your question.

4085 But, yes, the answer on the waiting list is that my
4086 recommendation while I was at the league office to the
4087 Redskins was that they should do away with the waiting
4088 list. And that decision was made prior to my getting
4089 there and it was announced after I got there.

4090 Q So while you were employed with the NFL, you
4091 made the recommendation?

4092 A Yes.

4093 Q And then after you began your employment,
4094 the recommendation was acted upon and implemented?

4095 A Correct. Well, I would say the decision was
4096 made prior to me getting there. So the decision was made
4097 they are going to do it, and then we announced it after I
4098 got there.

4099 Q How did the executives on the team receive
4100 the decision to make that announcement?

4101 A I think executives who sort of understood
4102 the issue, understood it to be a step in the right
4103 direction. I think those who had less than an
4104 understanding believed in some way that the wait list made
4105 it seem as though there was more demand for tickets than
4106 there actually was in the marketplace, and that it was an
4107 effective marketing tool to let people believe that there
4108 was scarcity when none existed.

4109 Q Who were the executives that believed that
4110 that was an effective marketing tool?

4111 A I think Bruce Allen believed it.

4112 Q Anyone else?

4113 A Others may have, but I think, you know,
4114 Bruce -- you know, Bruce is the one that comes to mind.

4115 Q What about Dan Snyder. What did he believe
4116 as it relates to the waiting list decision?

4117 A During my discussions with Dan to come to

4118 the team, I had made sure that I was very, very clear that
4119 I thought that this was a really bad business practice;
4120 that I thought it was keeping us -- or keeping them from
4121 success. Jake Bye, as I mentioned, who was hired before I
4122 was there, I think he actually told Dan that he wouldn't
4123 take the job unless they did away with the wait list.

4124 So it was something that both of us who, you know,
4125 studied these issues felt pretty strongly about. So Dan
4126 knew my position on it for sure.

4127 Q After you made the announcement, how did the
4128 executives, including Dan Snyder, react?

4129 A Dan was overseas at the time, so I wasn't in
4130 sort of constant contact with him during that. He and I
4131 never really had a conversation about it one way or the
4132 other.

4133 The press had sort of two takes on it. One was,
4134 it's about time that, you know, they're being transparent
4135 about this. Because it was obvious to everybody, since
4136 games weren't sold out, there were a lot of empty seats,
4137 there were a lot of seats populated with people from other
4138 teams wearing other jerseys, which if you study this, is
4139 an indicator that brokers have tickets and they're selling
4140 them on the secondary market.

4141 So the press on the one hand took the position of
4142 this is a step in the right direction and, oh, by the way,

4143 you know, why were they lying to us all this time? So
4144 it's sort of a mixed bag. And I think that people who had
4145 been the owners of those decisions previously might have
4146 felt as though it made them look bad.

4147 Q How did the team address the concerns raised
4148 by the media that they had in fact been misleading the
4149 public about the demand for team tickets?

4150 A So there was a list. I mean, that's
4151 important. There was a list of people who at one time
4152 somewhere in the past had expressed interest to buying
4153 tickets to the Redskins. So that was the list that
4154 existed. It wasn't fresh or up to date necessarily. They
4155 didn't do a lot with the list. So it was a legitimate
4156 list, but when they would call those people to say, hey,
4157 we have tickets available, not a lot of them were taking
4158 the club up on it.

4159 So the strategy that we employed was to say, which
4160 is true, there is a list, we're going to make a bona fide
4161 offer to every single person on that list to give them the
4162 ability to buy tickets if they so want. And after that,
4163 we're going to extinguish the list and anybody who wants
4164 to buy tickets can call the ticket office and buy season
4165 tickets.

4166 Q The list that you just described --

4167 A Mm-hmm.

4168 Q -- do you recall when that list was
4169 generated?

4170 A I think it was generated over many, many
4171 years and it was adding to it.

4172 Q Did you ever calculate or estimate the
4173 percentage of individuals on that list who were in fact
4174 interested in purchasing tickets?

4175 A I don't recall what the take rate was on it.

4176 Q Do you recall, to use your word, what the
4177 "take rate" was after you made the announcement?

4178 A Well, again, we went through the list. We
4179 didn't generate a lot of sales from the list, and we were
4180 sort of now open for business from anybody who wants to
4181 buy tickets.

4182 Previously, a customer would call and say I want to
4183 buy four tickets in the general admissions section. They
4184 were told, if you're not on the wait list you can't buy
4185 those tickets, but we'll sell you club seats, which are
4186 way more expensive and people wouldn't buy those, either.
4187 So you were basically choking off your own sales, which is
4188 why I thought it was a terrible business practice.

4189 Q Do you know if the team has gone back to the
4190 practice of maintaining a wait list, or at least
4191 representing that there in fact is a wait list for their
4192 tickets?

4193 A I don't know for sure, but I haven't heard
4194 anything like that.

4195 Q When Mr. Snyder came back from being
4196 overseas, do you recall if he had any reaction to the
4197 decision to publicly announce that there was no wait list?

4198 A He never brought it up to me.

4199 Q Did Mr. Schreiber ever bring it up to you?

4200 A Yes.

4201 Q When?

4202 A In December of 2018.

4203 Q Before your termination?

4204 A Yes.

4205 Q In what context?

4206 A In the context that he thought it was a very
4207 -- to quote his words -- a stupid strategy.

4208 Q Did he tell you why he thought it was a
4209 stupid strategy?

4210 A I don't think Mr. Schreiber could articulate
4211 why he thought it was a stupid strategy.

4212 Q Do you stand by that decision today?

4213 A One hundred percent.

4214 Q I'm sorry?

4215 A One hundred percent. Sorry to jump on your
4216 question.

4217 Q You talked earlier about the revenue-sharing

4218 practice with the NFL. Can you remind me what types of
4219 revenue teams must share with the league?

4220 A So the sharing mechanisms have changed over
4221 the years. The predominant one is -- sort of two -- at
4222 the league level, all television revenue -- all
4223 league-generated revenue is shared equally across the 32
4224 teams, whether that's television or licensing or
4225 merchandising. Any deal that the league does at the
4226 league level is shared equally amongst the 32.

4227 The predominant sharing mechanism at a club level
4228 is what I explained earlier, which is the visiting team's
4229 share of tickets, which is 34 percent, that goes into a
4230 pool and is then shared equally.

4231 Q Do you know if there is any policy, whether
4232 it's within the NFL, NFLPA, or any entity that would
4233 govern the practice of revenue sharing?

4234 A The collective bargaining agreement, I
4235 believe, governs all of that.

4236 Q And that CBA, collective bargaining
4237 agreement, is negotiated between whom?

4238 A The NFLPA and the NFL.

4239 Q You had mentioned earlier that if there was
4240 some type of practice happening where the team was
4241 shielding revenue from the league, that you would have
4242 been one of the last people to know, correct?

4243 A Yes.

4244 Q And why do you think that is?

4245 A Well, I had just come from the league
4246 office, was involved in the sharing mechanisms and the
4247 policies related to it. I was new. They didn't know me,
4248 and, you know, if a practice like that was going on, you
4249 know, I don't believe any of them would have brought it to
4250 my attention.

4251 Q What would have happened if you would have
4252 learned that there in fact was a practice where the team
4253 was hiding revenue from the league?

4254 A Well, we would have -- you know, I would
4255 have brought it to the owner's attention to the extent
4256 that he didn't know about it, and tell him that we should
4257 report that and make it right.

4258 Q Report that to whom?

4259 A Report that to the audit department at the
4260 NFL.

4261 Q Would that type of practice be a violation
4262 of the collective bargaining agreement?

4263 A I don't know the CBA well enough to say.

4264 Q Are there any policies that would govern the
4265 practice of revenue sharing where this would in fact be a
4266 violation?

4267 A Again, the audit department, you know,

4268 would, in the normal course, look for these types of
4269 things. To the extent that it became known to them, the
4270 league office would then make sure that the team made the
4271 rest of the league whole.

4272 Q Now, during your employment, the seven
4273 months that you were there, did you know whether the team
4274 was continuing to collect security deposits for club seat
4275 holders, private skybox holders, or loge seat holders at
4276 the time?

4277 A I don't know if that practice was still in
4278 place when I was there. I'm not certain.

4279 Q Do you know who would have known that?

4280 A It would have been, prior to my arrival,
4281 Dennis Greene, who ran that department for many, many
4282 years. I assume that the legal department would know as
4283 they were drawing up the contracts.

4284 And collecting security deposits for a suite is
4285 common practice, you know, in the industry. So similar to
4286 if you rented an apartment, you would put a security
4287 deposit down and to the extent there was damage, it would
4288 be taken out of that deposit.

4289 Q Is it also common practice, for teams that
4290 collect security deposits, to return those security
4291 deposits upon the expiration of the contract?

4292 A To return it minus whatever damage was done

4293 to the suite.

4294 Q And in terms of the practice that's
4295 happening across the 32 leagues, as you understand it, is
4296 it industry practice to collect security deposits for
4297 suites, or also for club seats, private skybox holders,
4298 and loge seats?

4299 A So private skyboxes are luxury suites. For
4300 club seats, I'm not aware of that being a widely
4301 instituted practice.

4302 Q Have you ever known any other of the 31
4303 teams to collect security deposits and not return them to
4304 holders?

4305 A I mean, absent the situation that's
4306 mentioned where if there was damage to the suite, no, you
4307 would return the security deposit.

4308 (Lafemina Exhibit No. 9 was
4309 identified for the record.)

4310 BY [REDACTED].

4311 Q I just handed you what we have marked as
4312 Exhibit 9 for identification purposes.

4313 A Mm-hmm.

4314 Q This is a document that was produced to the
4315 committee by the NFL, Bates stamp ending 101116. It's a
4316 letter dated December 26, 2018, addressed to you, signed
4317 by Eric Schaffer.

4318 Do you recognize what I just handed you?

4319 A Yes, I do.

4320 Q How do you recognize it?

4321 A This is my termination letter.

4322 Q Is it a fair and accurate representation of
4323 your termination letter as you last remember it?

4324 A Yes.

4325 Q I want to direct your attention to the first
4326 paragraph.

4327 A Mm-hmm.

4328 Q The last sentence states, "Your employment
4329 is terminated for cause under Section 10.b. subsections
4330 i, ii, and iii, of the Agreement."

4331 Do you recall looking at that section of this
4332 letter?

4333 A Yes.

4334 Q What was your reaction when you saw that?

4335 A I thought it was -- it was nonsense.

4336 Q Why?

4337 A Hmm?

4338 Q Why is that?

4339 A Because I don't believe that I was --
4340 because I didn't believe there was any cause relating to
4341 my termination.

4342 Q What did Mr. Schaffer or Mr. Choi, who

4343 appears to be copied on this letter, or anyone else tell

4344 you the reasons you were being terminated for cause?

4345 A They didn't tell me when they fired me.

4346 They just said for cause.

4347 Q How did you receive this letter?

4348 A By hand.

4349 Q From whom?

4350 A Karl Schreiber and Eric Schaffer.

4351 Q Together?

4352 A They came to my office at Redskins Park,

4353 yes.

4354 Q And what, if anything, did they say to you

4355 when they handed you this letter?

4356 A They said, "We're terminating you for cause.

4357 Here's a letter." It was a pretty short conversation.

4358 Q Did you ask any questions?

4359 A No. I told them both that -- I shook their

4360 hands, said thanks, and that was the end of it.

4361 Q You had mentioned that Mr. Schreiber and

4362 Mr. Snyder had been having discussions with some of your

4363 employees in the lead-up to this. Were you surprised when

4364 you received this letter?

4365 A No.

4366 Q Did you anticipate that those conversations

4367 that were taking place would in fact lead up to your

4368 termination?

4369 A Yes.

4370 Q Did anyone preview for you that you may be
4371 terminated in the course of those discussions?

4372 A They didn't need to.

4373 Q Did you have any conversations with anyone
4374 at the league office about your concerns or questions in
4375 the lead-up to your termination and/or the receipt of this
4376 termination letter?

4377 A Not about the -- not about -- nothing
4378 surrounding the -- you know, the letter and nothing around
4379 the termination, per se. I mean, I certainly let people
4380 close to me know that I was leaving and that I had been
4381 terminated, but not the specifics of it.

4382 Q Were you having conversations with folks in
4383 the league office about things unrelated to your
4384 termination around this time?

4385 A No.

4386 Q The folks who were closest to you that you
4387 mentioned, were some of those individuals employed by the
4388 league office?

4389 A Talked to them after my termination?

4390 Q Mm-hmm.

4391 A Yes.

4392 Q And who were those individuals?

4393 A [REDACTED] [REDACTED]
4394 Q Anyone else?
4395 A I think I had a conversation with [REDACTED]
4396 [REDACTED]. And Commissioner Goodell called me a couple of
4397 days after.
4398 Q After your termination?
4399 A Yes.
4400 Q What did Commissioner Goodell say?
4401 A He said he was checking in on me, he hoped
4402 that I was all right. Told me -- let me know if -- let
4403 him know if I needed anything. He was generally
4404 supportive.
4405 Q Mr. Goodell was aware of your termination?
4406 A Yes.
4407 Q Do you know how he was aware?
4408 A I'm certain this went to the league office
4409 as soon as it was delivered to me.
4410 Q It being this termination letter?
4411 A This letter, yes. And it had been -- it hit
4412 the press literally minutes, minutes to an hour after I
4413 was terminated.
4414 Q When you say hit the press, what do you
4415 mean?
4416 A I mean, it was reported widely in
4417 Washington, on sports talk radio, in The Washington Post,

4418 on social media, that I had been relieved of my duties.

4419 Q Do you have a sense of who would have
4420 provided that information to the media?

4421 A No.

4422 Q Do you have any understanding if that was
4423 standard practice by the team, to leak information to the
4424 media?

4425 A It wasn't surprising to me that it made its
4426 way out. I had been relatively -- it's a relatively
4427 high-profile job and the press had been reporting on the
4428 work we were doing there. So it wasn't surprising that it
4429 was reported.

4430 Q What, if anything, did you tell Commissioner
4431 Goodell when he called you?

4432 A I just thanked him for reaching out to me,
4433 and that was pretty much it.

4434 Q At any point during your termination or
4435 after, did you ever make Commissioner Goodell aware of any
4436 of the allegations or concerns regarding the workplace
4437 misconduct or some of the bad business practices that you
4438 were aware of?

4439 A No.

4440 Q Why not?

4441 A I just -- I didn't think it was appropriate.
4442 You know, my -- my termination was, you know, to the

4443 extent that there were going to be conversations about my
4444 contract and the like, that was going to fall to the
4445 league office and arbitration. And so I didn't think it
4446 was appropriate for me to have those conversations with
4447 anybody at the league office.

4448 Q You mentioned you talked to [REDACTED].

4449 A Mm-hmm.

4450 Q What, if anything, did you guys discuss?

4451 A [REDACTED] a good friend of mine. He worked
4452 for me for many years both at the league office and at the
4453 NFL. So it was more personal in nature than anything.

4454 Q Did you make [REDACTED] aware of the concerns
4455 that you had had, what you had observed during your
4456 seven-month tenure with the team?

4457 A What do you mean, observed?

4458 Q In terms of the workplace culture, bad
4459 business practices.

4460 A The bad business practices were something
4461 that he was aware of, because we were both aware of it
4462 when we were at the league office together, and, you know,
4463 had made recommendations to the club over the years.

4464 Q What about the workplace misconduct?

4465 A No.

4466 Q Why didn't you tell him anything about that?

4467 A I didn't think -- you know, when you say

4468 workplace misconduct, can you be more specific?

4469 Q So in terms of the Costa Rica allegations,
4470 what Rachel Engleson brought to your attention, the
4471 concerns that Ana Nunez brought to your attention, what
4472 you observed with Mitch Gershman yelling at employees.

4473 A I didn't observe that. I never worked with
4474 Mitch.

4475 Q Sure. Well, what you heard about Mitch
4476 Gershman yelling at employees, et cetera.

4477 A Yeah. Well, [REDACTED] had heard that, too,
4478 while we were working together. As it relates to the
4479 Costa Rica trip, that was widely reported in The New York
4480 Times and other places, so there was no reason for me to
4481 talk about it as I had no firsthand knowledge about it one
4482 way or the other.

4483 The Rachel Engleson situation was a legal and human
4484 resources and confidential situation that shouldn't have
4485 been ever talked about beyond the four walls of the
4486 Redskins until, you know, such time that there was
4487 something to be done or it could have gone farther.

4488 But no, I would never talk about personnel
4489 situations with [REDACTED] or anybody else at the league
4490 office.

4491 Q So is it fair to say you did not have that
4492 conversation about any of those things with [REDACTED]

4493 [REDACTED], [REDACTED], as well?

4494 A Correct.

4495 Q Now, going back to the termination letter.

4496 A Mm-hmm.

4497 Q The third paragraph. It says, "I also want
4498 to remind you." Do you see that?

4499 A Yes.

4500 Q It goes on to say, "I also want to remind
4501 you of the Confidentiality provisions in the Agreement
4502 (Section 18) and in the Redskins Employee Handbook, which
4503 survive the termination of your employment."

4504 What was your understanding of the confidentiality
4505 provisions in the agreement?

4506 A Can you be more specific?

4507 Q What was your understanding of what that
4508 sentence meant when you read this letter?

4509 A That I was not to, nor was anybody, to
4510 disclose confidential Redskins information to the press or
4511 anybody else.

4512 Q Did you view the culture issues and the
4513 workplace misconduct issues that were brought to your
4514 attention, did you view that as part of what would be
4515 protected under the confidentiality provision of your
4516 agreement?

4517 A Generally, no. But specifically to issues

4518 like Rachel, yes.

4519 Q And in your mind, what's the difference
4520 between the two?

4521 A Well, one had legal ramifications, human
4522 resources ramifications, confidentiality ramifications
4523 that were specific to an employee. The other one is just,
4524 you know, it's not a great culture. And so those are two
4525 -- in my mind, those are two very different things.

4526 Q I see. You said that you weren't
4527 immediately provided any information about why you were
4528 terminated in that conversation. Were you provided a
4529 reason for your termination at any point after you were
4530 provided the letter on December 26th?

4531 A Look, they made many false allegations as to
4532 the rationale for why they fired me. You know, the fact
4533 they claimed to fire me for cause, which they had no
4534 cause. And, you know, one of the things, as an example,
4535 was they accused me of leaking stories to the press, which
4536 I never did, and that was one of those rationales.

4537 Q Do you recall who accused you of leaking
4538 information to the media?

4539 A Yes, Karl Schreiber. And this revolved
4540 specifically around the Reuben Foster signing.

4541 Q Tell me about that.

4542 A So Reuben Foster was a player who was

4543 playing for the San Francisco 49ers. He was released
4544 after his second accusation of a domestic violence. None
4545 of the other 31 teams claimed him off of waivers, which is
4546 where you can pick a player if he is released.

4547 Washington picked Reuben Foster off of waivers,
4548 which obviously was a Bruce Allen and/or Dan Snyder
4549 decision. And the marketplace at large, the press were
4550 really unhappy. They went after Bruce really hard and
4551 went after Dan really hard. They thought it was atrocious
4552 that we would pick a player with that reputation.

4553 Sponsors, suite holders, and ticket holders were
4554 outraged, and we had a lot of sort of inbound traffic both
4555 on the phone and emails telling us they couldn't believe
4556 that we would make such a move.

4557 Q What, if anything, did you communicate to
4558 Mr. Snyder about what you were hearing from sponsors, et
4559 cetera, about that decision?

4560 A I did not communicate with Mr. Snyder. He
4561 was not communicating at that time.

4562 Q At that time?

4563 A Yeah.

4564 Q Can you give me a timeline of when that
4565 trade occurred?

4566 A I think it was November 27th-ish of 2018,
4567 somewhere in that week.

4568 Q You said he was not communicating with you.

4569 When did he stop?

4570 A It had just become, you know, intermittent

4571 at best. And when I say communicate, we were

4572 communicating by text message here and there, but we

4573 weren't having conversations. And, again, the picking up

4574 of Reuben Foster was one that the -- it was a football

4575 decision, so it had business implications, but I didn't

4576 talk to Dan about it.

4577 Q Who did you talk to about it?

4578 A I talked to Bruce about the public relations

4579 around it and suggested to him it would have been better

4580 had he sort of let us know that they were going to make

4581 this move and helped him craft messaging around it to the

4582 extent that there could be messaging crafted around it.

4583 And he really wasn't interested in any of it. So --

4584 Q Outside of the concerns raised by sponsors,

4585 was there any tangible fallout from that decision?

4586 A Well, I mean, from a -- can you be more

4587 specific?

4588 Q Sure. Did any of the sponsors pull out of

4589 their agreements?

4590 A Season ticket holders said they were going

4591 to cancel. Suite holders threatened to cancel. A lot of

4592 these are contractual, so they can't just pull out at a

4593 moment's notice, but certainly there were a lot of unhappy
4594 customers.

4595 Q What was Bruce's response when you raised
4596 those concerns with him?

4597 A He kind of blew it off.

4598 Q Did he ever indicate to you that Mr. Snyder
4599 was fine with that decision?

4600 A He didn't say one way or the other.

4601 Q Did you think it was a bad decision?

4602 A I think it was a bad business decision. I
4603 can't speak to whether it was a good football decision or
4604 not. But from a business perspective, it was not a good
4605 move.

4606 And, you know, more to the point, from a -- I think
4607 we were talking about from a culture standpoint, from a --
4608 representing the fan base and the marketplace, no, I
4609 thought it was bad on all those fronts.

4610 Q How do you think that that decision would
4611 have affected the culture?

4612 A I think it -- I think it sent a message that
4613 those issues weren't necessarily that important at The
4614 Washington Football Team. And I think that was
4615 underscored by the fact that 31 other teams decided not to
4616 pick this talented player.

4617 Q What issues are you referring to?

4618 A What he was accused of. So, you know, we
4619 weren't necessarily totally sensitive to the fact that we
4620 had a player who was accused of domestic violence.

4621 Q You had previously mentioned that when you
4622 would interact with Mr. Snyder, oftentimes that would
4623 happen in his home?

4624 A Mm-hmm.

4625 Q Is that correct?

4626 A Yeah.

4627 Q Did you view his home as a secondary
4628 workplace?

4629 A I think for him it was. It was his primary
4630 workplace, actually.

4631 Q So I had asked you earlier how Mr. Snyder
4632 conducted himself professionally, or your observations of
4633 his level of professionalism, both inside and outside the
4634 work place. And then you had mentioned when you
4635 interacted with him, that would be in his home.

4636 Since that is considered his primary workplace, so
4637 to speak, how would you say he conducted himself when he
4638 was working at home?

4639 A Again, I think it was generally fine. You
4640 know, his family was around, his children were around, his
4641 wife was around. So, yes, that's where he did business,
4642 but it was very much his home.

4643 Q Did you ever meet his wife?

4644 A Sure.

4645 Q Tanya Snyder is her name?

4646 A Yes.

4647 Q Do you know if Ms. Snyder had any background
4648 in football operations or business?

4649 A I think she was a small businessowner prior
4650 to being married to Dan.

4651 Q Was she involved at all in the operations of
4652 the team?

4653 A I wouldn't say she was involved in the
4654 operations. She was certainly interested in things
4655 related to marketing and the brand, and was very involved
4656 in our foundation, as well as breast cancer awareness,
4657 which we had a large initiative against.

4658 Q So outside of leaking media -- excuse me,
4659 leaking information to the media, were there any other
4660 reasons that were provided to you about the reasons for
4661 your termination?

4662 A Again, it was a laundry list of, you know,
4663 things that they thought I had done wrong.

4664 Q Were those things mainly dealing with
4665 strategies that you had tried to implement?

4666 A It was -- some of it had to do with results
4667 that, in their opinion, weren't happening fast enough.

4668 The media thing was a big flashpoint.

4669 Q At any time did they identify your changes
4670 to the -- attempted changes to the workplace culture,
4671 including the changes to human resources, as a reason?

4672 A No.

4673 Q Did you ever have any reason to believe that
4674 was part of the reason for your termination?

4675 A Yeah, nobody ever said that to me directly.

4676 Q Did anyone say it to you indirectly?

4677 A There were rumors. You know, I think Eric
4678 Schaffer had mentioned that Dan wasn't the biggest fan of
4679 some of that stuff. But it was watercooler talk more than
4680 anything.

4681 Q When you say some of that stuff, are you
4682 talking about some of the touchy feely stuff that you had
4683 mentioned earlier?

4684 A Yeah.

4685 Q Were you required to sign a nondisclosure
4686 agreement as part of your separation from the Commanders?

4687 A Yeah, there was a nondisclosure as part of
4688 my separation agreement.

4689 Q What do you understand the effects of the
4690 nondisclosure to be and your ability to speak about your
4691 experience with the Washington Commanders?

4692 A Again, I'm not an attorney so I don't

4693 exactly know what, you know, what it all means. If I had
4694 a question about that, I would turn to my counsel in
4695 negotiating my separation fee.

4696 Mr. Sherwin. And just for record purposes, no
4697 guardrails have been put up with answering any questions
4698 other than that one discrete question. So that NDA that I
4699 was not a part of, another attorney, that is not
4700 inhibiting his ability to answer all of these questions.

4701 The Witness. If that's the question.

4702 [REDACTED] That is not my question.

4703 BY [REDACTED]

4704 Q I'm trying to get a sense of your
4705 understanding of how a nondisclosure would impact someone
4706 like yourself to be able to just kind of speak freely
4707 about issues or experiences that you had while working at
4708 the Washington Commanders.

4709 A To whom?

4710 Q To anyone. Outside of your counsel, of
4711 course.

4712 A Again, as a general practice, I wouldn't
4713 speak about my experience at any former employer, you
4714 know, about any substantive issue. Just it's not -- it's
4715 not a great practice.

4716 Q Do you know whether there was a
4717 non-disparagement clause included in your agreement?

4718 A I believe there was.

4719 Q What do you understand the effect of a
4720 nondisclosure agreement to be?

4721 A That I'm not allowed to speak negatively
4722 about the club, the owner, and other senior executives
4723 working for the club.

4724 Q Are you aware that after you were
4725 terminated, that there were reports that there was an
4726 exodus of employees, roughly a quarter of the workforce,
4727 following your termination?

4728 A Yes, I'm aware of those reports.

4729 Q How were you made aware of those reports?

4730 A They were reported.

4731 Q Did you read the report?

4732 A I read it in the press. And then subsequent
4733 to that, several former employees, you know, called me to
4734 discuss it.

4735 Q Were you surprised to learn that so many
4736 employees left shortly after your separation?

4737 A On some level I was surprised. I mean,
4738 that's an astounding amount of people in a very short
4739 period of time to leave a workplace. So from that
4740 perspective, yes. I don't know if I would be surprised
4741 that any one of those people would leave, but that they
4742 would all leave in such a short period of time was

4743 eye-opening.

4744 Q Were you ever made aware that Ana Nunez, who
4745 you mentioned earlier, was terminated shortly after you
4746 separated?

4747 A Yes.

4748 Q Did you ever learn the reasons for her
4749 termination?

4750 A Not specifically.

4751 Q Were you surprised to learn that she was
4752 terminated?

4753 A I was sad to hear it. I don't know if
4754 surprised would be the right word.

4755 Q Were you interviewed by Beth Wilkinson, the
4756 investigator who was hired by the Washington Commanders to
4757 examine allegations of workplace misconduct?

4758 A No.

4759 Q Were you ever contacted by the Wilkinson law
4760 firm?

4761 A My attorney was -- my attorney, not this
4762 attorney, my other attorney was contacted by
4763 Ms. Wilkinson's firm.

4764 Q Why did you not participate in an interview?

4765 A On advice of counsel, I didn't participate.
4766 Mr. Sherwin. If I may interrupt.

4767 I wouldn't go into the communication with counsel,

4768 but you can -- it is permissible to say your understanding
4769 of why you didn't participate in talking to Ms. Wilkinson.

4770 The Witness. So there was a -- you know, we were
4771 still involved in arbitration with The Washington Football
4772 Team at the time, and so my attorney felt that it was best
4773 for me not to speak to Ms. Wilkinson at that time.

4774 BY [REDACTED].

4775 Q When did the arbitration conclude?

4776 A The end of 2020.

4777 Q Following your arbitration, did you ever
4778 contact the Wilkinson law firm to speak with Ms. Wilkinson
4779 or any of her associates?

4780 A No.

4781 Q Did they ever contact you?

4782 A No.

4783 Q Do you believe that the individuals who were
4784 responsible for the toxic work environment at the
4785 Washington Commanders have been removed?

4786 A I don't really know how to answer that. I
4787 think that a lot of the toxicity that we talked about here
4788 today existed prior to me being there. I felt as though
4789 we were running an organization that was a welcoming place
4790 during the time that we were there. And I don't know what
4791 happened once I left.

4792 Q Were you ever made aware that there were

4793 several executives that separated from the Washington
4794 Commanders, Larry Michael being one of them,
4795 non-executives, Alex Santos being one of them?

4796 A (Nodding head).

4797 Q Did you read reports relating to those
4798 persons?

4799 A I did.

4800 Q Bruce Allen was separated from the team
4801 after your termination.

4802 A Right.

4803 Q Were you surprised to learn that?

4804 A I wasn't surprised to learn that, no.

4805 Q Why not?

4806 A Just based on the record on the field and
4807 the, you know, negative feeling about Bruce generally
4808 amongst fans, media, sponsors, ticket holders.

4809 Q Did Mr. Allen ever reach out to you after
4810 his separation?

4811 A He texted me once in -- I believe it was
4812 early 2021, which was shocking because I hadn't heard from
4813 him since before I left the club.

4814 Q What did he say in his text?

4815 A He was commenting on the new president of
4816 the Redskins.

4817 Q Is that a person named Jason Wright?

4818 A Yes.

4819 Q What was his comment?

4820 A It was something to do with some of the
4821 business practices. I don't remember specifically, but it
4822 was like a two-sentence thing just talking about, oh, I
4823 guess this president is allowed to talk to the media or
4824 something like that. And I was, like, okay.

4825 Q Did you respond to Mr. Allen?

4826 A I did, because I had actually taken his
4827 number out of my phone, so I didn't know who it was. So,
4828 who is this? And he said, Bruce. Oh, okay. And he made
4829 his comment, and I said -- you know, I asked him, like,
4830 who told you that? He said something like friends. I
4831 said, okay, it's good to have friends. And that was the
4832 end of it. So two minutes back and forth that meant
4833 nothing.

4834 Q Are you surprised to know that Mr. Wright,
4835 Jason Wright, has been granted the latitude that Mr. Allen
4836 seems to suggest in his text message?

4837 A Not -- no, I guess. You know, I don't know
4838 what's going on over there, so I have no idea why they're
4839 making whatever decisions they're making.

4840 Q Do you know Jason Wright?

4841 A I met Jason for the first time about a month
4842 ago, actually.

4843 Q How did you meet him?

4844 A We were at the Super Bowl and just ran into
4845 each other.

4846 Q And did he know who you were?

4847 A He didn't. He actually -- I was in a
4848 conversation with somebody else who he knew, and he said,
4849 hey, Jason Wright. I said, hey, Brian Lafemina. He was
4850 like, oh, my God. So we had a nice chat.

4851 Q Did you guys talk at all about Mr. Wright's
4852 experience with the team?

4853 A No, we just exchanged pleasantries, told him
4854 I was rooting for him, wished him luck, hoped he was
4855 successful.

4856 Q You left the team, or were forced out of the
4857 team, December 2018. You say that your arbitration
4858 concluded December 2020; is that correct?

4859 A Mm-hmm.

4860 Q So is it fair to say that the arbitration
4861 lasted for two years?

4862 A Yes.

4863 Q To your knowledge, is it common practice for
4864 executives, when they are terminated from a team, to be
4865 subject to arbitration?

4866 A I mean, that's the process. That's the
4867 process, where you sign a dispute resolution agreement

4868 prior to signing your contract and that's the process that
4869 you go through if there's a disagreement about, you know,
4870 any contractual obligation.

4871 Q Was Commissioner Goodell the arbitrator?

4872 A He was not the arbitrator. He designates an
4873 arbitrator.

4874 Q Do you recall who was designated?

4875 A I'm trying to recall his name. I don't have
4876 it.

4877 Mr. Sherwin. We can always provide you that after.

4878 The Witness. [REDACTED].

4879 BY [REDACTED].

4880 Q Do you recall the law firm?

4881 A I don't think he's currently with a law
4882 firm. I think he was a former [REDACTED] at the
4883 league.

4884 Q The dispute resolution forms, is that for
4885 all executives?

4886 A It's all executives over a certain level. I
4887 think, you know, it's general managers, I think it's team
4888 presidents. I don't know how far down it goes, but it's
4889 not ubiquitous.

4890 Q And then with respect to any appeals about
4891 the decisions issued by an arbitrator, are there any
4892 appeals that are allowed, and to whom would the appeal go?

4893 A I'm not a lawyer. I don't know how that
4894 works.

4895 Q Okay. Were you concerned about
4896 participating in today's deposition?

4897 A Not particularly. I think it's always a
4898 little bit daunting to come to the Capitol and be deposed,
4899 but --

4900 Q Have you told us everything that you think
4901 we should know about your experience with The Washington
4902 Football Team?

4903 A I believe so.

4904 Q What role do you think Congress could play
4905 in addressing the workplace issues that we've discussed
4906 here today?

4907 A I would never presume to tell this august
4908 body how they should conduct themselves or whether it's in
4909 their purview or outside of their purview.

4910 [REDACTED] Can we go off the record now?

4911 (Recess.)

4912 [REDACTED] Back on the record. I just have a
4913 couple of questions to follow up on.

4914 BY [REDACTED].

4915 Q You were discussing the Foster pickup right
4916 before you departed, and you said it was bad business to
4917 pick up a player who was dropped because of a criminal

4918 record of something like domestic violence. But as I
4919 understand it, teams over the years, including quite
4920 recently, tend to pick up these types of players
4921 regardless of these records.

4922 So if it's such a bad business decision, why do you
4923 think teams still pick these players up?

4924 A I don't think I can possibly answer for why
4925 teams, you know, make the decisions that they do.

4926 I know that specific situation was incredibly
4927 volatile at that time and it was very toxic. It had just
4928 -- literally, it had just happened, and I don't think
4929 anybody could have known what the actual facts were. And
4930 I think just by virtue of 31 other teams deciding not to
4931 pick up a very talented player, it called it into question
4932 even more than it might otherwise have been.

4933 So I think that each one of these things has its
4934 own fact patterns and different situations, and I
4935 certainly can't get into the head of any executive who
4936 makes that decision.

4937 Q Absolutely. We could talk about the player
4938 with the 22 sexual assault allegations that just got
4939 picked up. But moving on to security deposits.

4940 You talked briefly with our colleagues about how
4941 it's common practice to have a security deposit in these
4942 types of ticket sales, and then the security deposit like

4943 rent goes straight back to the person minus any damages.

4944 In your knowledge, I guess, how frequent would it
4945 be for you not to be able to locate that person to give
4946 their deposit back?

4947 A I would assume that that's very rare. As I
4948 mentioned, the application of a deposit, to me, has -- in
4949 my experience, has been largely, if not exclusively,
4950 around luxury suites. So you have a contracting party
4951 that you're dealing with, whether it's an individual,
4952 whether it's a company, and you know where they are.

4953 As it relates to club seats, I can't imagine why
4954 you would take a deposit on a club seat, unless it was
4955 taking a deposit that they would ultimately buy the seat
4956 later.

4957 Q Got it.

4958 A But that would be a really short window, so
4959 I can't imagine that, the fact pattern that you just
4960 described of not being able to find a person would really
4961 be applicable in many, if any, situations.

4962 Q And for the situations that it could
4963 potentially be applicable, in this world that anything can
4964 happen, where would that money go?

4965 A So in my previous job at Madison Square
4966 Garden, we would take the security deposit and put it in
4967 escrow, and then it would be returned upon termination of

4968 the lease.

4969 Q Okay.

4970 [REDACTED]. We can go off the record. Thank you.

4971 [REDACTED]. Back on the record, 2:51 p.m.

4972 (Lafemina Exhibit No. 10 was

4973 identified for the record.)

4974 BY [REDACTED].

4975 Q Mr. Lafemina, I just handed you what we've
4976 marked as Exhibit 10 for identification purposes.

4977 Now, earlier during the deposition I asked you a
4978 question about a conversation that you had had with
4979 Mr. Snyder regarding Rachel Engleson, an employee who had
4980 raised concerns about sexual harassment by another
4981 employee.

4982 Before answering the question, you were instructed
4983 by counsel not to answer on the basis of preserving the
4984 potential privilege that was held by the Washington
4985 Commanders and that they requested for you to preserve.

4986 Pursuant to committee rules, the chairwoman has
4987 issued a ruling on that objection, which I would like to
4988 read into the record.

4989 "Mr. Lafemina: You were compelled to testify at
4990 today's deposition by a subpoena I issued dated March 28,
4991 2022, and you are required to provide full truthful, and
4992 accurate testimony. You were asked to recall a

4993 conversation you had with Mr. Snyder" -- "Daniel Snyder
4994 concerning allegations of sexual harassment by Washington
4995 Commanders executives. Your counsel objected to the
4996 question on the basis of attorney-client privilege.

4997 "The information requested is important to this
4998 Committee's investigation into the Commanders' handling of
4999 employee harassment and other workplace misconduct and the
5000 National Football League's response to allegations of
5001 harassment and misconduct.

5002 "Attorney-client privilege does not apply to, and
5003 is not recognized by the Committee. In 2017, Chairman
5004 Jason Chaffetz and Ranking Member Elijah Cummings wrote to
5005 the Transportation Security Administration (TSA) after TSA
5006 cited attorney-client privilege as a reason to withhold
5007 documents: 'The House of Representatives derives its
5008 authority from the United States Constitution and is bound
5009 only by the privileges derived therefrom.' The Committee
5010 further explained that 'neither the Committee nor the
5011 United States House of Representatives recognizes
5012 purported nondisclosure privileges associated with the
5013 common law.

5014 "Further, providing information to Congress in
5015 response to a subpoena does not waive privileges otherwise
5016 available in other contexts.

5017 "Even if the Committee were to recognize

5018 attorney-client privilege, your counsel has not
5019 established that the communication at issue was a
5020 confidential communication to the team's legal counsel as
5021 you testified that you did not recall whether the team's
5022 legal counsel was present on the call. As a result, the
5023 privilege would not apply.

5024 "Therefore, I am overruling your counsel's
5025 assertion of attorney-client privilege, and I instruct you
5026 to answer the question.

5027 "Sincerely, Chairwoman Maloney."

5028 So, Mr. Lafemina, the question that I have for you,
5029 the call that you had where you were making Mr. Snyder
5030 aware of the allegations that were brought to your
5031 attention concerning Rachel Engleson, what did that
5032 discussion entail?

5033 Mr. Sherwin. And I'm going to object at this
5034 point. One, actually, I'm quite shocked how this
5035 cooperative witness over the past several months, with
5036 full transparency, is being treated in this way for
5037 several reasons.

5038 One, you didn't even allow the witness to establish
5039 the predicate as to whether or not this privilege exists.
5040 I stated multiple times with you that we do or do not know
5041 whether this privilege exists. This is being conveyed to
5042 us through Washington Football Team, and they should have

5043 the ability to address the legal merits of this position,
5044 not us, because I cannot waive that nor can my client.

5045 So I believe at this point, this is a resolution
5046 that has not been properly addressed with counsel that
5047 could look at the legal ramifications of this ruling to
5048 include recent Supreme Court precedent from Mazars -- the
5049 Mazars case in 2020 that clearly established this through
5050 dicta that there is recognized attorney-client privileges
5051 within congressional investigations.

5052 So I think this is -- actually, I'm shocked.
5053 Putting that aside, this is extremely heavy-handed and
5054 premature. One, I think this committee should investigate
5055 talking to Mr. Snyder -- talking to Dan Snyder, talking to
5056 Eric Schaffer whether they were on that phone call.

5057 And I'm not going to do your investigation for you.
5058 But if you could establish through your investigation
5059 phone records, easy to get pen trap and trace records, was
5060 he on that phone call? If he was not, he will clearly
5061 answer every question as he has today for the past
5062 five-and-a-half hours with one single objection.

5063 And I also find it interesting that the whole reason
5064 you learned about that phone call was through me, through
5065 attorney proffers to show how day one, when I first
5066 contacted you, we had full transparency with all
5067 information, no guardrails related to any nondisclosure

5068 agreement.

5069 So I'm actually again shocked with the heavy hand in
5070 this of an instant letter that was generated within the
5071 past hour in which the committee chairperson doesn't even
5072 know the full facts in making that ruling.

5073 So at this point, I'm going to instruct him not to
5074 answer until there's consultation with the Washington
5075 Football Team related to their privilege. And if and when
5076 that is fully explored, then Mr. Lafemina will answer
5077 every and any question that this committee wants to know.

5078 So I think that me allowing him to answer that
5079 question is treading into very significant privilege
5080 issues, and it would be malpractice to allow him to
5081 address that question without full factual inquiry related
5082 to this specific example.

5083 And I have -- I have stated over an hour ago that I
5084 will give you the attorneys' numbers -- the two attorneys
5085 that made the request to me last night, I will give you
5086 their names and numbers so you could do a proper inquiry.
5087 Do that inquiry. Mr. Lafemina will come here tomorrow,
5088 next week or next month or in three hours to answer that
5089 question once you have the full facts to articulate
5090 whether or not that ruling is proper.

5091 And this is not a frivolous -- I don't say this in a
5092 frivolous way and I don't say this in an obstructionist

5093 way. Mr. Lafemina coming here has -- he's taken time out
5094 of his busy schedule over the last several weeks to talk
5095 to me, all day to obviously sit here.

5096 And I trust everyone in this room can recognize how
5097 candid Mr. Lafemina has been not only today but over the
5098 past, I think -- I'll go through my emails -- the past
5099 eight weeks in which I had countless calls with this
5100 committee telling them exactly a roadmap of all the facts
5101 we would articulate.

5102 And I would surmise everyone in this room is not
5103 surprised with one single thing Mr. Lafemina has said
5104 because of the courtesies we provided this full committee
5105 with a discrete and exact roadmap with all the facts that
5106 would be articulated.

5107 So, again, I want to make that clear for the record
5108 purposes. And until and if, when this committee talks to
5109 Washington Football Team counsel, I am not going to allow
5110 Mr. Lafemina to answer that question.

5111 [REDACTED] Off the record, please.

5112 (Recess.)

5113 [REDACTED] Back on the record, 3:26.

5114 BY [REDACTED].

5115 So, just to kind of clarify the state of play. As I
5116 understand it, going back, you are testifying here today
5117 before the committee under subpoena that was requested by

5118 your counsel.

5119 At the outset of this deposition, we read through
5120 the preamble which made clear that as part of the
5121 questioning that would be posed here today, that the
5122 committee does not recognize attorney-client privilege,
5123 and I believe you said that you understood that as part of
5124 the housekeeping matters for this deposition.

5125 Do you recall that?

5126 A Not specifically, but, yeah, I remember the
5127 preamble. I thought it was about -- I don't remember the
5128 attorney-client privilege specifically, but I'm sure if
5129 you read it, I heard it.

5130 Q Earlier your counsel stated on the record
5131 that he was attempting to preserve a potential privilege
5132 by the Washington Commanders pursuant to their
5133 instructions in this deposition.

5134 A Mm-hmm.

5135 Q Is that correct?

5136 A Yes.

5137 Q And as a result, that you were not going to
5138 answer the question about the content of the conversation
5139 that you had with Mr. Snyder about an employee who had
5140 been sexually harassed by a team executive; is that
5141 correct?

5142 A Yes.

5143 Q Now, after that call between yourself and
5144 Mr. Snyder, what, if anything, did Mr. Snyder do in
5145 relation to the concerns that you raised?

5146 A Nothing.

5147 Q Did you have any additional conversations
5148 with Mr. Snyder after that call?

5149 A Not about the subject, no.

5150 Q Did he attempt to raise the issue with you
5151 at a later time after that initial call?

5152 A No.

5153 Q Were you in any way concerned by his lack of
5154 response to the concerns that had been brought to his
5155 attention?

5156 A Not particularly, no.

5157 Q Why not?

5158 A Because there was nothing preventing Eric
5159 from going forward and doing an investigation.

5160 Q Do you know whether the results of the
5161 investigation were ever communicated to Mr. Snyder?

5162 A I do not.

5163 Q Do you know whether Mr. Snyder had a role in
5164 the decision to take any action against the employee,
5165 Larry Michael, if in fact an action had been taken?

5166 A I do not.

5167 Q Do you know if Mr. Snyder ever had a

5168 conversation with Rachel Engleson after the allegations
5169 were raised?

5170 A I do not.

5171 Q Do you know if Mr. Snyder ever addressed the
5172 workforce about sexual harassment and how to prevent
5173 sexual harassment in the workplace?

5174 A Not while I was with the club.

5175 Q Okay. As it relates to the question that
5176 you have refused to answer regarding the call and Mr.
5177 Snyder, the committee will consider next steps.

5178 Do you understand?

5179 A No.

5180 [REDACTED] Okay.

5181 Mr. Sherwin. Well, I guess, for record purposes,
5182 is that next steps meaning he's going to be sanctioned
5183 without notice, or is next steps meaning are we going to
5184 try to find a middle ground to try to address this claimed
5185 privilege so Mr. Lafemina can come in here knowing that
5186 that privilege doesn't exist, to be fair and candid, as he
5187 has been all day?

5188 So what does next steps mean? Is that a threat or
5189 is that an olive branch?

5190 [REDACTED] It's a decision for the chairwoman.

5191 Mr. Sherwin. Okay. Is that decision going to be
5192 communicated to my client before a threat or any type of

5193 punitive action is taken?

5194 [REDACTED]. We'll have to take it back to the
5195 chairwoman. It's -- under the rules, it's her discretion
5196 on how to proceed here.

5197 Mr. Sherwin. Well, for record purposes -- for
5198 record purposes, I would like to state that if punitive
5199 action is going to be taken against Mr. Lafemina given
5200 his, I think, extensive cooperation with this committee,
5201 not only today but over the past several weeks, if not two
5202 months since I first communicated with you in January, I
5203 would appreciate the courtesy of a call before any
5204 sanction is taken against my client so we can confer with
5205 Washington Football Team before that decision is made. I
5206 think you owe that to Brian Lafemina and the chairwoman
5207 owes that to Brian Lafemina.

5208 [REDACTED]. We will continue to follow the
5209 committee's rules as we have here today.

5210 We're off the record.

5211 (Whereupon, at 3:32 p.m., the taking of the instant
5212 interview ceased.)

1 ALDERSON COURT REPORTING

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10 SUPPLEMENTAL INTERVIEW OF: BRIAN LAFEMINA

11 WEDNESDAY, APRIL 8, 2022

12 U.S. HOUSE OF REPRESENTATIVES

13 COMMITTEE ON OVERSIGHT AND REFORM

14 WASHINGTON, D.C.

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24 The Interview Commenced at 11:01 a.m.

25

26 Appearances

27

28 For the COMMITTEE ON OVERSIGHT AND REFORM:

29 For the DEMOCRATIC STAFF:

30 [REDACTED] U, Majority Counsel

31 [REDACTED], [REDACTED] Majority Counsel.

32 [REDACTED], Majority Counsel.

33 [REDACTED], Majority Counsel.

34

35 For the REPUBLICAN STAFF:

36 [REDACTED], Minority Counsel

37 [REDACTED], Minority Counsel

38 [REDACTED], Minority Counsel

39

40 For the WITNESS:

41 MICHAEL R. SHERWIN ESQ.

42 Kobre & Kim

43 1919 M Street, N.W.

44 Washington, DC 20036

45

46

47 Appearances (Continued)

48

49 ALSO PRESENT:

50 [REDACTED], Oversight Majority.

51 [REDACTED], ECP

52

53

Exhibits

54

Exhibit No.

Page No.

55

1 - March 28 Subpoena

5

56

2 - Chairwoman Maloney's March 30 letter

6

57

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

59 [REDACTED] We're on the record. It's 11:01. This
60 is the supplemental deposition of Brian Lafemina conducted
61 by the House Committee on Oversight and Reform. This
62 deposition is occurring under subpoena issued by
63 Chairwoman Carolyn Maloney on March 28th, 2022 as part of
64 the Committee's investigation into the Washington
65 Commanders' toxic work environment and the NFL's handling
66 of that matter.

67 However, unlike the March 30th, 2022 in-person
68 deposition, this one will occur by Zoom.

69 Mr. Lafemina, I'd like to personally thank you for
70 appearing before the Committee today.

71 Will you please state your full name and spell your
72 last name for the record.

73 The Witness. Brian Anthony Lafemina,
74 L-A-F-E-M-I-N-A.

75 [REDACTED]. Before we begin, I will mark the March
76 28 subpoena as Exhibit 1, a copy of which has been
77 provided to the stenographer and counsel as well as the
78 Minority and enter it into the record.

79 (Lafemina Exhibit No. 1 was
80 identified for the
81 record.)

82 [REDACTED] Now, during Mr. Lafemina's March 30th,

83 2022 deposition, he was asked to recall a conversation
84 with Daniel Snyder concerning allegations of sexual
85 harassment by the Washington Commanders' executives. Mr.
86 Lafemina's counsel objected to the question on the basis
87 of potential attorney/client privilege at the direction of
88 the Washington Commanders.

89 In a hand-delivered letter addressed to Mr.
90 Lafemina, Chairwoman Maloney overruled counsel's objection
91 and instructed Mr. Lafemina to answer the question. Mr.
92 Lafemina's counsel instructed his client not to answer,
93 and Mr. Lafemina did not answer the question.

94 I will now mark the Chairwoman's March 30th letter
95 as Exhibit 2, a copy of which has been provided to the
96 stenographer and counsel as well as the Minority, and
97 enter it into the record.

98 (Lafemina Exhibit No. 2 was
99 identified for the
100 record.)

101 [REDACTED] Following the March 30th deposition,
102 counsel for Mr. Lafemina confirmed his client's intent to
103 follow the Chairwoman's ruling to make Mr. Lafemina
104 available for this supplemental deposition and to answer
105 the Committee's question as well as any questions that flow
106 from it.

107 I would now like to re-review the ground rules for

108 today's deposition, which are the same rules that governed
109 the March 30th deposition.

110 The person on the Zoom who is transcribing this
111 deposition is a House stenographer and a notary public
112 authorized to administer oaths.

113 The stenographer will now place you under oath.
114 Whereupon,

115 BRIAN ANTHONY LAFEMINA,
116 was called for interview by the House Committee on
117 Oversight and Reform, and having been duly sworn by the
118 Notary Public, was examined and testified as follows:

119 EXAMINATION

120 BY [REDACTED]

121 Q Mr. Lafemina, as you may recall, my name is
122 [REDACTED], and I have been designated Majority counsel
123 for this deposition. I'm accompanied by Peter Kenny, and
124 he is also Majority counsel for the Committee.

125 [REDACTED]. At this time, I will ask the additional
126 individuals on Zoom to unmute and introduce themselves for
127 the record, starting with Majority staff.

128 [REDACTED], [REDACTED] counsel for the
129 Majority staff.

130 [REDACTED], [REDACTED] for
131 the Majority staff.

132 [REDACTED], Majority counsel.

133 [REDACTED] - [REDACTED], counsel from the
134 Economic and Consumer Policy Subcommittee.

135 [REDACTED] [REDACTED] Minority Counsel.

136 [REDACTED] [REDACTED] [REDACTED] counsel,
137 Minority.

138 [REDACTED] - [REDACTED], Minority Counsel.

139 BY [REDACTED].

140 Q Mr. Lafemina, because you remain under
141 subpoena, we are operating pursuant to Committee rules,
142 specifically Rules 15 and 16, which cover the guidelines
143 for today's deposition. We previously provided your
144 personal counsel with a copy of these rules, and I have
145 also e-mailed you an additional copy of the rules if you
146 would like to review them at any time.

147 I will now briefly re-review the ground rules.
148 First, the way the questioning will proceed today is as it
149 did on March 30th. The deposition will begin with
150 Majority counsel asking questions of you for up to one
151 hour. Thereafter, the Minority counsel will have the
152 opportunity to question you for an equal period of time.
153 We will rotate back and forth, one hour per side, until we
154 are out of questions.

155 If for any reason you need to take a break, please
156 let us know. We are happy to accommodate you.
157 Ordinarily, we take a five-minute break at the end of each

158 hour of questioning, but if you need to take a break
159 before that, just let us know. To the extent there's a
160 pending question, I would just ask that you finish
161 answering the question before you take a break.

162 Do you understand?

163 A I do.

164 Q Under the Committee rules, you are allowed to
165 have an attorney present to advise you. Mr. Lafemina, do
166 you have an attorney present with you today?

167 A I do.

168 [REDACTED]. Would counsel for Mr. Lafemina please
169 identify himself for the record?

170 Mr. Sherwin. Michael Sherwin, S-H-E-R-W-I-N, from
171 Kobre & Kim, K-O-B-R-E, Kim.

172 BY [REDACTED]

173 Q As you can see, Mr. Lafemina, the stenographer
174 is taking down everything that I say and everything that
175 you say to make a written record of this deposition. For
176 the record to be clear, please wait until I finish each
177 question before you begin your answer, and I will wait for
178 you to finish your response before asking you the next
179 question. The stenographer cannot record nonverbal
180 answers such as shaking your head, so it is important that
181 you answer each question with an audible verbal answer.

182 Do you understand?

183 A I do.

184 Q You are required to answer all questions unless
185 you are asserting a privilege. To the extent you or your
186 counsel object to a question to assert privilege, you must
187 clearly state the specific privilege being asserted and
188 the reason for the assertion on or before the scheduled
189 date of testimony. Objections made in a non-suggestive
190 and non-argumentative manner, they should be made.

191 Members of the Committee -- of Committee staff are
192 not permitted to raise objections.

193 You may only refuse to answer a question to preserve
194 a privilege recognized by the Committee and not for any
195 other reason. For example, it is improper to object to
196 questions on the basis of confidentiality and/or
197 concurrent litigation interests.

198 Do you understand?

199 A I do.

200 Q The House of Representatives and the Committee
201 do not recognize common law nondisclosure privileges,
202 including, but not limited to, deliberative process
203 privilege, attorney/client privilege, attorney work
204 product protection, and any purported contractual
205 privileges such as nondisclosure agreements.

206 Do you understand?

207 A I do.

208 Q The only assertions of executive privilege that
209 the chair of the Committee will consider are those made in
210 writing by an Executive Branch official authorized to
211 assert the privilege.

212 Do you understand?

213 A I do.

214 Q If you refuse to answer a question on the basis
215 of privilege, the Majority staff may either proceed with
216 the deposition or seek a ruling from the Chair on the
217 objection by telephone or otherwise during the deposition
218 at a time of the Majority staff's choosing. If the Chair
219 overrules any such objection during the deposition, you
220 are required to answer the question.

221 Do you understand?

222 A I do.

223 Q If you refuse to answer a question after being
224 directed by the Chair in writing or orally during the
225 deposition as reflected in the record, you may be subject
226 to sanction.

227 Mr. Lafemina, do you understand?

228 A I do.

229 Q We want you to answer our questions in the most
230 complete and truthful manner possible, so we are going to
231 take our time. If you have any questions or you do not
232 understand any of the questions, please do let us know.

233 We'll be able happy to clarify or rephrase our questions.

234 Do you understand?

235 A I do.

236 Q If I ask you about conversations or events in
237 the past and you're unable to recall the exact words or
238 details, you should testify to the substance of those
239 conversations or events to the best of your recollection.
240 If you recall only a part of the conversation or events,
241 you should give us your best recollection of those events
242 or parts of the conversations that you do recall.

243 Do you understand?

244 A I do.

245 Q Now, Mr. Lafemina, because you've been placed
246 under oath, your testimony here today has the same force
247 and effect as if you were testifying before the Committee.
248 If you knowingly provide false testimony, you could be
249 subject to criminal prosecution for perjury, making false
250 statements, or other related offenses.

251 Do you understand?

252 A I do.

253 Q Have you consumed anything, including
254 medications, alcoholic beverages, or other substances that
255 would impair your ability to testify truthfully today?

256 A No, I have not.

257 Q Is there any reason that you are unable to

258 testify truthfully today?

259 A No.

260 Q Do you have any questions before we begin?

261 A No, I don't.

262 Q Now, Mr. Lafemina, during your March 30th
263 deposition, you testified that Dan Snyder, the owner of
264 the Washington Commanders, was aware of allegations that a
265 team executive, Larry Michael, had made female employee
266 Rachel Engleson feel uncomfortable over a number of years
267 due to unwanted comments and touching, including kisses on
268 her forehead.

269 You testified that after you learned of these
270 allegations, you had a phone call with Mr. Snyder to tell
271 him about Ms. Engleson's allegations. Now, do you recall
272 if the phone call with Mr. Snyder occurred before or after
273 you contracted with Sageview Consulting to review the
274 team's human resources structure and conduct the workplace
275 training in July 2018?

276 A I believe it was before.

277 Q As it relates to the call, you testified
278 previously that you could not recall who, if anyone else,
279 was on the call with you and Mr. Snyder; is that correct?

280 A Yes.

281 Q Is that still your testimony today?

282 A Yes.

283 Q Now, what, if anything, did you tell Mr. Snyder
284 on the call?

285 A I conveyed to Dan Snyder what I had been told
286 by Steve Ziff.

287 Q And what is it that you were told by Steve
288 Ziff?

289 A That Rachel had come to him to let him know
290 that she had felt uncomfortable over a period of time with
291 her interactions with Larry Michael, the fact that he had
292 commented about her appearance in public at events where
293 he was the emcee and she was working the event, and that
294 at times he had touched her on the cheeks and kissed her
295 on the forehead.

296 Q Anything else?

297 A That's all I recall.

298 Q Now, in response to what you told Mr. Snyder,
299 do you recall what he said?

300 A Yeah. He said that Larry was a sweetheart and
301 that Larry wouldn't hurt anybody.

302 Q Did he say anything else?

303 A Not that I recall.

304 Q What was your reaction to Mr. Snyder's
305 statements?

306 A I don't know if I had a reaction necessarily.
307 It was obvious that he was fond of Larry and that he

308 thought that Larry was well intentioned and that he didn't
309 want anything bad to happen to Larry.

310 Q And when you say that he didn't want anything
311 bad to happen -- he wouldn't want anything bad to happen
312 to Larry, what do you mean by that?

313 A Either reputational damage, this becoming
314 public, embarrassment, and the like.

315 Q Do you recall how long that call lasted?

316 A I don't recall specifically. It wasn't all
317 that long.

318 Q Do you recall where you were when that call
319 occurred?

320 A Yeah, I was at my house in New Jersey.

321 Q Do you know if Mr. Snyder was in the office at
322 Redskins Park?

323 A I believe Mr. Snyder was overseas.

324 Q After that call ended, do you recall if you had
325 any conversations with anyone else at the organization
326 about the conversation you had with Mr. Snyder?

327 A Yes, I had a conversation with Eric Schaffer,
328 the general counsel of the club.

329 Q And what was the nature of your conversation
330 with Mr. Schaffer?

331 A Once again, it was about the fact that there
332 would be an investigation that Eric would run out of his

333 department, and that based on what the findings were, we
334 would consider what next steps, if any, would be
335 necessary.

336 Q Did you share with Mr. Schaffer Mr. Snyder's
337 response to the allegations that you raised?

338 A Once again, I don't recall if Eric was on that
339 phone call with Mr. Snyder or not. So depending upon
340 whether he was or he wasn't, he either would have heard
341 that or I most likely would have conveyed it to him.

342 Q Now, on March 30th, you testified that you did
343 not speak to Mr. Snyder about the subject regarding Ms.
344 Engleson after the phone call that occurred where you
345 raised her concerns; is that correct?

346 A That's correct.

347 Q You previously testified that you also reported
348 the concerns raised by Rachel Engleson against Mr. Michael
349 to Eric Schaffer as we just discussed; correct?

350 A Yes.

351 Q Now, you were terminated from the Washington
352 Commanders in December 2018; is that accurate?

353 A That's correct.

354 Q At the time of your termination, was Mr.
355 Michael still employed by the team?

356 A He was.

357 Q Is it fair to say that he had not been

358 terminated by Mr. Snyder at the time of your separation?

359 A Yes.

360 Q In fact, you previously testified that Mr.
361 Michael left the Commanders long after you separated from
362 the team in December 2018; is that correct?

363 A It was certainly after I left. I don't know
364 how long after.

365 Q Do you have any understanding of why Mr.
366 Michael left the organization?

367 A I believe it came on the heels of the press
368 reports in The Washington Post about the culture inside
369 the then Washington Football Team or Redskins
370 organization.

371 Q And do you recall, as part of that report, the
372 allegations concerning Ms. Engleson were revealed?

373 A I believe Rachel was quoted in the article, but
374 I don't recall the specifics of what was in print.

375 Q Now, just so I'm clear, while you were employed
376 with the Commanders, you never reported Ms. Engleson's
377 allegations to the NFL; is that correct?

378 A That's correct.

379 Q And after you separated from the team, you did
380 not report to the league Ms. Engleson's allegations?

381 A No.

382 Q Now, going back to your conversation with Mr.

383 Snyder, why did you feel it was important to raise those
384 allegations with Mr. Snyder?

385 A Well, I was concerned about the allegations,
386 obviously. I wanted to make sure he was aware of it. It
387 had legal implications, sensitive human resources
388 implications. Larry Michael, in addition to being an
389 employee, was very public facing, and should there need to
390 be any further action, I wanted to make sure Mr. Snyder
391 was well aware of everything that was happening.

392 Q What did you expect or hope that Mr. Snyder
393 would do?

394 A I don't think I had any expectations or hopes
395 of what Mr. Snyder would do. I was conveying the
396 information, and there was going to be an investigation,
397 and we would come back to him once that process was
398 completed, and I would imagine have recommendations one
399 way or the other.

400 Q And do you recall if there were any
401 recommendations coming out of the investigation into Ms.
402 Engleson's allegations?

403 A Not before I left the club.

404 Q I believe you may have said this previously,
405 but do you recall having any follow-up conversations with
406 Mr. Schaffer after the conversation where he said he was
407 going to conduct an investigation?

408 A I think just general touch-ins, touch bases to
409 see -- you know, I knew that one of the attorneys who
410 worked for Eric was looking into this, and just seeing how
411 that was going.

412 Q And I believe you testified that you raised the
413 concerns with Mr. Snyder you believe before July 2018. At
414 the time of your termination in December 2018, at least to
415 your understanding, there was no recommendation made as to
416 how to proceed with the investigation?

417 A I think I testified that my conversation with
418 Mr. Snyder was before the engagement of Sageview. I don't
419 know exactly when that was. Whether it was in July or
420 before July, I can't say.

421 Q It was in July?

422 A I think so.

423 Q And just so the record is clear, so you have
424 that conversation with Mr. Snyder before the July 28th
425 engagement with Sageview, and by the time you separated in
426 2018, at least to the best of your knowledge, there was no
427 resolve or recommendations made about Ms. Engleson?

428 A Yes.

429 Q Did you view the Sageview Consulting as part of
430 the investigation into Ms. Engleson's allegations?

431 A No.

432 Q In terms of the time that had lapsed between

433 you raising the complaints of Ms. Engleson and your
434 separation, which appears to be roughly five months, do
435 you view that as a long period of time for an
436 investigation to be ongoing?

437 A I don't know that I have a frame of reference
438 for that one way or the other, to be honest with you.

439 Q I believe you testified previously about Mr.
440 Snyder's inner circle. Do you recall that?

441 A Not specifically.

442 Q Do you recall if Mr. Snyder had an inner
443 circle?

444 A What do you mean by inner circle, I guess?

445 Q People with whom he was close and confided.

446 A Sure. Yes.

447 Q Was Mr. Michael part of that inner circle?

448 A I don't -- I don't know.

449 Q Did you have any understanding of Mr. Michael's
450 relationship with Mr. Snyder?

451 A I know that Larry was a long-time employee and
452 obviously understood, after the phone call with Mr.
453 Snyder, that there was a certain level of -- I don't know
454 if affection is the right word, but Dan certainly liked
455 Larry.

456 Q And is your understanding for Mr. Snyder's
457 affinity for Mr. Michael the use of the term "sweetheart"

458 on that call?

459 A Can you repeat that question?

460 Q Sure.

461 [REDACTED] Could you read that back, [REDACTED],
462 please.

463 (Record read.)

464 The Witness. I can't speak to why Dan used that --
465 that term one way or the other. That was -- that was, you
466 know, my impression, but I can't speak to why he said what
467 he said.

468 BY [REDACTED].

469 Q Was there anything else that Mr. Snyder ever
470 said or did that gave you the impression that he had a
471 close relationship with Mr. Michael?

472 A Not particularly.

473 Q Did you ever observe them interact?

474 A At public events, you know, from time to time,
475 but not -- not a lot, certainly.

476 Q And when you would see them interact, did you
477 have any impression about the nature of the relationship
478 or the closeness?

479 A From those interactions, it just -- it was, you
480 know, strictly business.

481 Q Is there anything else you think we should
482 know, Mr. Lafemina, or would like to share with us?

483 A Not that I can think of.

484 [REDACTED] No further questions at this time.

485 [REDACTED] You guys need a break or we okay to go
486 straight through?

487 Mr. Sherwin. Brian, you good?

488 The Witness. I'm fine.

489 Mr. Sherwin. All right. Let's keep it up.

490 [REDACTED] All right. Awesome. We only have a
491 few questions. It won't take too much time.

492 Thank you for being here, Mr. Lafemina.

493 The Reporter. I'm sorry. You're echoing. Is there
494 --

495 [REDACTED] I'm not sure why that's occurring. I
496 don't know how to fix it.

497 Any better?

498 The Reporter. A little bit.

499 [REDACTED] If it's an issue, [REDACTED] you might
500 want to try dialing in, so connect your audio and just
501 have your video on. It might be clearer that way.

502 [REDACTED] I've got terrible cell service in here,
503 so I don't know that -- yeah, sure. All right. Let's
504 see.

505 Is that any better?

506 The Reporter. Yeah, a little bit.

507 [REDACTED] Okay. Sorry. House wifi is so good.

508 All right.

509 EXAMINATION

510 BY [REDACTED].

511 Q During this conversation between you, Mr.
512 Lafemina, and Mr. Snyder, did Mr. Snyder say anything
513 derogatory or improper about Ms. Engleson?

514 A No.

515 Q Did he say anything derogatory or improper
516 about the cheerleading program?

517 A No, not that I recall.

518 Q Did he say anything about sexual harassment
519 being acceptable in the workplace?

520 A No.

521 Q Did he ask the general counsel not to
522 investigate this allegation?

523 A Once again, I don't recall if the general
524 counsel was on the phone or not. He certainly didn't say
525 that to me.

526 Q And did the general counsel initiate an
527 investigation into this allegation?

528 A To the best of my knowledge, yes.

529 Q And is it possible that Mr. Michael left as a
530 result of that investigation?

531 A I don't know.

532 [REDACTED]. Thank you. That's all the questions we

533 have. I think we can go ahead and go off the record,

534 right, [REDACTED]

535 [REDACTED] Yeah, I think we're done.

536 Thank you so much, Mr. Lafemina. Thank you so much,

537 Michael. We appreciate your time.

538 (Whereupon, at 11:30 a.m., the taking of the instant

539 deposition ceased.)

