In The Matter Of:

Rio Nuevo Special Board Meeting

9/9/21 September 9, 2021

Kathy Fink & Associates 2819 E 22nd St Tucson, AZ 85713 520/624/8644

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Min-U-Script® with Word Index

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	ciai Board Meeting		September 9, 2021
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1	RIO NUEVO MULTIPURPOSE FACILITIES DISTRICT	1	CHAIRMAN McCUSKER: Good morning, everyone, and
2			welcome to the special meeting for September 9th of the
3			Rio Nuevo board.
4		4	We are missing a couple members, but we do have
5		_	a quorum, so we're going to go ahead and launch the
6			meeting.
7			
8		7	Brandi, are you
9		8	Brandi's working at home, but you're probably
10	SPECIAL BOARD MEETING VIA ZOOM	9	smart enough to figure out the flag thing.
11		10	MS. HAGA-BLACKMAN: Yes, I've got a flag.
12	Tucson, Arizona	11	
	September 9, 2021	12	
13	9:08 a.m.	13	E
14		14	- · · · · · · · · · · · · · · · · · · ·
15		15	Here we go. Do you see it?
16		16	(Discussion off the record)
17		17	CHAIRMAN McCUSKER: Let's do the pledge.
18		18	(Pledge of Allegiance).
19		19	CHAIRMAN McCUSKER: Okay. We're transcribing
20		20	
21	REPORTED BY: Thomas A. Woppert, RPR	21	Brandi, go ahead and call the roll.
22	AZ CCR No. 50476	22	
23	KATHY FINK & ASSOCIATES	23	MS. COX: Here.
24	2819 East 22nd Street Tucson, Arizona 85713	24	1
25	(520)624-8644	25	MR. MARQUEZ: Here.
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1 to Tucson. So, you know, I think that will continue to

We have another opportunity to talk about 4 today, and then we've always been interested in primary 5 employment. You know, we've enabled Hexagon and 6 Caterpillar, Southern New Hampshire University and others. We have another opportunity we're going to talk about today.

So before we do that, we did want to give the 10 board and the public a little update on our financial 11 situation. It's been a challenging year and a half. I think if you've watched us over the year, we really hunkered down in March of '20 and pretty much shut everything down that would expend money and our revenue dropped literally to zero because of the way the Rio Nuevo base works. 16

So we're now into the 1.2, 1.3 range. That's 17 pretty close to where we were pre COVID, so we're optimistic that the economy's back. 19

COVID has not gone away, but it doesn't appear 20 like there's any shutdown in place. Most people are 21 dealing with either mandated vaccines or mandated masks. 22 The Fox has reopened to a sold out show.

Jackson Brown will be at the Music Hall next week, that's 25 sold out, so you're beginning to see signs of life from

1 so that kind of skews the first six months off, but for 2 the year, we're just under \$10 million, which honestly is

3 higher than I was expecting and I'm happy to see that.

Like Fletcher said, we've done a pretty good 5 job of cutting back on our commitments, not overcommitting on anything, so for that reason, our cash available for investment that's sitting in the bank right now again is creeping up and now it's at about \$3.8 million.

I think some more good news coming our way is 10 that in August, we had what I believe to be a very significant amendment from a store -- a merchant that 12 hadn't filed properly in seven or eight months at least, and I'm hoping that to be somewhere in the vicinity of 14 maybe \$700,000. So we're anxious when October gets here to see what that number really is, but I was alerted by my contact at the Arizona Department of Revenue that that is in place and we should see that money in October.

Like I said, June's collection was a little over \$1.1 million. I continually try to study the tends and what each entity or which type of business is doing what and how they're comparing. And, you know, we're seeing it jump around a little bit, but it's certainly a lot better than it has been. And I will keep an eye on it and, of course, keep the board informed.

25 So does anybody have any questions?

1 all sectors downtown, entertainment, food and beverage, 2 street festivals, Tucson Meet Yourself is coming back, so 3 we're optimistic.

So, Dan, with that, if you would -- I think 5 you've probably got a screen to share with us. Tell us where we are financially before we deliberate on these.

MR. MEYERS: Okay. These are still kind of 8 preliminary numbers, but I think they're pretty darn 9 close.

10 So after our set asides for debt service for 11 September and a payment we need to get to the city of Tucson, we've got about \$5.8 million cash on hand at the end of August. You know, that's been slowly creeping up. 13 One good thing that happened in August was that 14 we had a 500,000-dollar restricted CD to assist the Fox, and that was released back to us. We also had revenues of about \$1.1 million, just a touch over, for June, which we received in August, so we are seeing our TIF revenue creep 19 up.

20 For the first six months of the fiscal year 21 that ended June 30th, we are averaging about \$810,000 a 22 month. Before the pandemic, we were at 1.3. For the last six months, we're just a little below 1.1 million per 24 month, so, you know, there's been some increase. 25

Keep in mind, we had zero revenue in December,

MS. COX: No. Great job. 1

MR. MARQUEZ: Yeah, great job. 2

CHAIRMAN McCUSKER: Go ahead and go through the 3 commitments, Dan, just so we see what's out there.

MR. MEYERS: Okay. So this one kind of keeps 5 getting kicked down the road, but there's \$200,000 for 123 North Stone. I think that was in the form of a note that

we were going to pay.

Hexagon is an ongoing parking assistance program we have. 10

El Presidio, that construction has started and 12 we will still have another \$380,000 to finish that project 13 up.

Sunshine Mile, I know we're getting close. The 14 15 legal fees and administration fees keep trickling in, but, you know, I think we're closing on the end of that.

We've offered \$500,000 to assist both Rocco's and Lerua's. 18

19 Hotel Congress, that was another 300,000-dollar commitment that we paid one invoice last month. 20

I'm not sure where we stand with the TRE program and the outdoor dining with the city. 22

23 Again, Fletcher, we've got a 100,000-dollar 24 commitment to assist Riley's, \$1.1 million for television 25 assistance as Fletcher mentioned a little bit ago.

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We've got a tentative commitment to help out the Volvo site, and 75 East Broadway is -- I don't know what the status is as of now, but we've got possible

4 commitments to that which will be deferred.

5 Southern New Hampshire University, we had a 6 \$650,000 commitment to have them downtown. I don't know 7 if they're back working there or not, so I don't know if 8 that commitment is going to be continued.

9 And then we've got a 100,000-dollar commitment 10 for One South Church.

The things in blue I haven't updated, but those are simply showing how the process of the TCC renovation's going. None of that money is used from Rio Nuevo. That's all set aside and being funded with a loan.

15 **MR. MARQUEZ:** Dan, it's Edmund. I have a question. The Hexagon parking subsidy is ongoing and it's through August of next year. Have we not paid any of it? 18 We show \$100,000 still remaining.

MR. MEYERS: No, we pay it every month.

MR. MARQUEZ: Oh. So wouldn't the remaining be
decreasing?

MR. MEYERS: Well, I've just got the next year in there. I've got 12 months in there.

CHAIRMAN McCUSKER: It's all a go-forward projection.

1 employers are going to keep some people remote.

We should confirm what we think they're going to do, Dan, so we can get a better idea of how to forecast that.

5 MS. COX: Yeah.

6 CHAIRMAN McCUSKER: So I'll reach out to them 7 or Mr. Irvin will.

MR. MEYERS: Yeah. I think Mark has been in touch with them, but I don't think he's gotten an answer yet, but we'll see what -- yeah, that's -- I'm not

planning on paying anything. You know, I think it'susually paid in September, so I've not heard a peep fromthem. I don't anticipate paying them anything.

MR. MARQUEZ: And what was the original amount of Hexagon that we had budgeted?

16 CHAIRMAN McCUSKER: It's 100 --

17 **MR. MEYERS:** 750,000.

18 CHAIRMAN McCUSKER: Yeah, 100 a year for seven 19 years.

MR. MARQUEZ: Okay.

MR. MEYERS: I mean, obviously the intent is to bring people downtown so they can utilize the restaurants and stuff, so that's the reason for those incentives.

24 CHAIRMAN McCUSKER: We do have a new parking 25 subsidy commitment to Farhang & Medcoff.

Page 10

1 MR. MARQUEZ: Yeah. I got you. Okay.

CHAIRMAN McCUSKER: And talk about how the
 Southern New Hampshire University -- is that all parking
 subsidy, too, Dan?

MR. MEYERS: Yes. It all based on the number of employees working downtown, and I've not heard, you know, that they're back to their level to get funding.

8 CHAIRMAN McCUSKER: And do they -- they can
9 just -- if they hit a certain threshold, it's automatic or
0 do they send us an invoice? How does that work?

MR. MEYERS: They send us an invoice upon proof that those people are in fact working, so it's something that we respond to instead of just automatically paying.

MS. COX: So we are not paying.

MS. COX: So we are not paying --MR. MAROUEZ: Go ahead, Jannie.

MS. COX: So I assume we are not actually paying anywhere near what we budgeted to pay. Is that

18 correct?

MR. MEYERS: We made one payment last year and I am not anticipating paying one this year.

21 MS. COX: Okay.

22 **CHAIRMAN McCUSKER:** So, if I recollect, it 23 triggers if they go above 100 employees. And that, of 24 course, has not happened during COVID. And it's probably 25 pretty likely that in a hybrid model, most of these

Dan, you don't show that. It's a small amount.

2 MR. MEYERS: Oh, that 40,000. You're right.

3 **CHAIRMAN McCUSKER:** Yeah, it's like 10 grand a 4 month kind of thing or 40,000 a year.

5 **MR. MEYERS:** Yeah. I'll make sure that's 6 updated for the next board meeting.

7 **CHAIRMAN McCUSKER:** The parking deals that 8 we've made just to refresh everyone's memory, of course,

9 the big one is the Doubletree. That's 100 spaces

10 dedicated to the hotel at no cost. Any parking space they 11 use in the garage, they pay for those.

We have a big subsidy for Hexagon that was instrumental in moving them to downtown. We have a big subsidy for Southern New Hampshire that was instrumental in getting them to come to Tucson. We did a deal with Farhang & Medcoff that helped recruit them downtown.

You know, one of the challenges we have is people look at office space around. Of course, if you go

midtown or east or any place else, the parking istypically free, so we've always tried to help our

20 typically free, so we've always tried to help our21 landlords compete with parking subsidies. We're going to

22 talk about one of those today.

Any questions for Dan?

MS. COX: I would just like to go back to that

25 Southern New Hampshire University. I mean, we allocated

Page 12

Page 13

1 650,000, but, Dan, do you -- I mean, it seems like we're
2 not going to use anywhere near that much, so that money
3 might be --

MR. MEYERS: I have no idea what their 5 long-term plans are. I mean, nobody's communicated to me, 6 and I believe Mark Irvin has tried to get in touch with 7 them. So I honestly don't know, and that's why it's 8 sitting there in black as deferred. I mean, it --

9 **CHAIRMAN McCUSKER:** At a minimum, we've saved 10 one year, Jannie, because -- assuming they go to full 11 capacity, which is what that was based on. We didn't 12 pay --

And maybe we saved two years, Dan. You know, we haven't paid anything during the pandemic, so I think at a minimum we've probably saved 260,000 of that. **MR. MEYERS:** We paid last September, is the

17 last time we paid.

18 CHAIRMAN McCUSKER: Was that going forward --

19 that was going forward? Yeah, so we probably saved one 20 year at a minimum.

MR. MEYERS: I think one year for sure.

MS COX: And how many years does this go out?

MS. COX: And how many years does this go out?
CHAIRMAN McCUSKER: I think it's a seven-year

23 **CHAIRMAN McCUSKER:** I think it's a seven-year 24 deal, is what I --

MR. MEYERS: Yeah. It's based on the number of

1 at is this is like a balance sheet. It's an event and it

2 expresses what is occurring at one point in time. What

3 Dan's working with is a moving target, so we have a

4 spreadsheet that we're constantly changing, anybody's

5 welcome to see that, and then the numbers become far more

6 detailed.

But this just says in essence, here's where we're at and these are the obligations that are out there, but we don't know exactly the timing or when they're going to happen, but it gives a general picture of where we're at and what our income stream is.

12 CHAIRMAN McCUSKER: If you treat it like a
13 balance sheet and if you look at, Dan, the balance
14 available less the commitments, I think we have about
15 \$2 million if you do that math live for me.
16 MR. MEYERS: Yes, that looks about right. Yep.

17 CHAIRMAN McCUSKER: Yeah. So that's pretty
18 good given that we could have ended up with nothing.
19 MR. MEYERS: And it keeps going up. I mean, it
20 goes up a little bit every month, so it's not like we're
21 going the other direction. We've been very conservative,
22 and I think we should be for a little while longer until
23 we really get these numbers --

MR. SHEAFE: We're still under water, but we're not under water like we were and we see real light at the

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1 employees, so, I mean, it's kind of a moving --

MS. COX: Right. But it lasts several years?

3 CHAIRMAN McCUSKER: So they would be into it 4 for three --

5 **MS. COX:** We have four years left.

6 CHAIRMAN McCUSKER: Yeah, they have four years 7 left.

MR. MARQUEZ: As we're patiently waiting for 9 our income to increase and for us to, you know, get back 10 to normal post COVID, it sure would be nice -- and maybe,

11 Dan, if you could run us a report that shows all the parking dollars that we haven't used or may not use so we

can find some extras dollars that we might be able to put into new projects.

15 CHAIRMAN McCUSKER: I think this is the only

one that flexes. Everything else is fixed.

17 Right, Dan?

16

18 MR. MEYERS: Yes.

19 CHAIRMAN McCUSKER: Hexagon is fixed, Farhang &

20 Medcoff is fixed, the Doubletree obviously is fixed. This 21 one slides based upon a number of employees above 100

base, so it's possible they may never use it at all,

again, if they stay at less than 100 employees, so we'll find out between now and the September meeting.

MR. SHEAFE: Keep in mind what you're looking

1 end of the tunnel. And that's very encouraging. I feel2 much different today than I did 45 days ago.

3 CHAIRMAN McCUSKER: Okay. Any other questions 4 for Dan?

5 (No oral response).

6 **CHAIRMAN McCUSKER:** If not, I'll entertain a 7 motion to move to executive session.

8 MS. COX: So moved.

9 MR. MARQUEZ: Second.

CHAIRMAN McCUSKER: All in favor say aye.
 (Motion made, seconded and passed unanimously)

12 CHAIRMAN McCUSKER: Okay. So we're going to 13 recess for those on the call to our exec. It shouldn't 14 take very long, and we'll come back to this meeting. So 15 if you're a member, remember to leave this meeting.

16 (Executive Session)

17 CHAIRMAN McCUSKER: I can entertain a motion to 18 reconvene.

MS. COX: So moved.

MR. MARQUEZ: Second.

CHAIRMAN McCUSKER: All in favor say aye.(Motion made, seconded and passed unanimously)

23 **CHAIRMAN McCUSKER:** We're back in the public 24 session. Thank you for your patience. It's really only a 25 two item agenda, but obviously these are very interesting

20

8

Page 17

1 times and interesting opportunities.

So most of my comments I made before we heard 3 from Dan. Just overall, I think, and I mentioned this, 4 you know, at the beginning, we're in a position now where 5 we can start to entertain some economic development.

6 That's not been the case for us for a year and a half,

7 but, you know, our revenue's up. We're starting to see

8 things turn around in the restaurant sector, in the

entertainment sector. It's kind of been our life's blood.

10 So combine that with some windfalls, things are looking up 11 for Rio Nuevo.

12 So we want to invest, and the two things we're looking at today could be huge upsides for downtown. I'll 13 take them in the order of the agenda.

15 The first item is an entertainment industry subsidy. You've seen us agendize this in the past for an episodic television series. And as you saw Dan's financial report, we have set aside over a million dollars to incentivize a network filming of an episodic series in Tucson. The likelihood of that is very high. In my

regard, no one will be able to say anything officially

about that until the network announces it one way or the 23 other.

We've been approached recently by a major 24 25 network to help incentivize a food series, episodic food 1 propose that we establish a fund of half a million

2 dollars. We'll work that out financially. We'll turn

3 that over to a committee. I would suggest that committee

4 would make up yourself and Edmund Marquez that you can

5 respond and make decisions that could be a commitment that

eventually would materialize when things could be made public.

MS. COX: We can't have a committee.

MR. SHEAFE: You have a working ability to 10 respond without waiting for a board meeting.

11 CHAIRMAN McCUSKER: So I'm going to take that as a conversation, not yet a motion because we're restricted from establishing a committee because of open 14 meeting laws, but we have in the past designated certain 15 people to preside over funds that are allocated for a special purpose.

So I understand the gist of your suggestion to 18 create a half a million dollar call it entertainment fund that would be discretionary. And, of course, it's the marketing representatives -- it sounds like to me it's myself, Jannie and Edmund. That makes sense since these 22 are primarily marketing efforts, you know, so if you want to try and be a little more distinct in that, I think people are ready for a motion.

25 MR. SHEAFE: Well, let's adjust the motion to

Page 18

9 SO --

Page 20

Page 19

1 show. We've partnered with Visit Tucson on the former, 2 and we have an opportunity to partner with Visit Tucson 3 again to attract another TV episode that would be based in 4 Tucson and based in downtown.

I've made a pretty broad agenda because a 6 number of us, myself, Edmund in particular, have received 7 inbound requests from the entertainment industry once word got around that we were in the incentive business to see if they might be able to attract some Rio Nuevo dollars to help launch a local production.

So the main part of the agenda is to talk about 11 an episodic food show and our willingness to support that 12 financially. And then while we're talking about this, do we want to continue to deal with these one off as they come to us, or maybe a better idea would be to create some sort of incentive fund that we can let Visit Tucson and others know is available if you have a worthwhile project 17 that creates a return on investment for downtown Tucson. So with that, I'll turn it over to the board.

19 Mr. Sheafe. 20 21 **MR. SHEAFE:** I would propose that since 22 oftentimes these things have to be done confidentially and we need to be able to respond, at the same time, we need 24 to be -- we need to declare what we're doing and let the 25 public be aware of how these dollars are being spent, so I

1 include the marketing committee with a separate allocation --

CHAIRMAN McCUSKER: We can't have a committee. Drop the word committee from your vocabulary.

MR. SHEAFE: Yeah, whatever, the marketing group with a separate allocation of funding that is available for response to inquiries that would drive the benefit to Tucson as the group determines is appropriate,

10 CHAIRMAN McCUSKER: I'm going to stop you again 11 because we've got this like paragraph. I move -- start 12 with that, I move, and then tell us what you want. And I would identify the individuals, you know, myself, Edmund 14 and Jannie, to preside over this fund if that's your 15 inclination.

16 MR. SHEAFE: I move --17

MR. MARQUEZ: And the dollar amount.

MR. SHEAFE: -- that the three individuals. 18 19 Edmund, Jannie and yourself, operate in a position or have

a reserve fund established that is available to respond to these opportunities. We can drive the focus on downtown

activities for Tucson and it's --

23 **CHAIRMAN McCUSKER:** And the amount. MR. SHEAFE: And the amount would be half a 25 million dollars.

3

25

Page 21

1 **CHAIRMAN McCUSKER:** Okay.

MR. MARQUEZ: I will second that. 2

CHAIRMAN McCUSKER: All right. We now have a

4 motion and a second that we can discuss further.

Any other comments or conversation about the 6 idea of establishing an incentive fund to continue to

incentivize film and TV projects that benefit the downtown 8 core?

9 **MR. MARQUEZ:** I just have a brief comment.

As most people know that are on this Zoom, the 10 state of Arizona tax credits for film sunsetted years ago

12 and the state legislature has not put it back into play.

So this is an awesome opportunity, but if any 13 14 of you that are listening are thinking, oh, my gosh, we've

got an entertainment fund, here we go, it's focused on

downtown and it's focused, obviously, within our district,

which extends down Broadway, and it has to generate sales

tax within our district. That's what we're focused on.

But there's some amazing opportunities and 19 20 there's some peripheral impact economically from just

Tucson. If you think about the networks that are

approaching us, these are big-name networks and it's a

great time to highlight Tucson, which is growing and

prospering, so this is a great opportunity.

CHAIRMAN McCUSKER: Two side bars related to

1 We've subsidized Hexagon, we've subsidized Farhang &

Medcoff, we've subsidized Southern New Hampshire

University.

So this is a One South Church request where

5 they have a major marquee tenant with 30 to 50 employees

6 looking at coming to that location downtown. Free parking

is a barrier to them to compete. They've suggested that,

you know, they'd like to see a subsidy, something in the

9 neighborhood of 30 spaces, to accommodate them being

competitive with this particular brand.

11 So I don't know that we need any other 12 information other than it's a major employer, someone that we would all be surprised about coming to downtown, and we have a history of subsidizing parking.

So with that, I'll turn it over to the board.

16 MR. SHEAFE: Well, Mr. Chairman, may I ask 17 that -- because the person who's really focused on this and has issues that need to be resolved is Mark Irvin and he's not here. If we could defer this discussion until Mark has a chance to come back. It's very important to him. And since he's not here, we would be making a decision blind without really knowing what the issues are that he has raised.

CHAIRMAN McCUSKER: I'm not inclined to do that 25 because of the timing of the negotiations. I understand

Page 22

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Page 24

1 that. These are non-TIF dollars that we would invest, and

2 I'll remind everyone that we are exempt from the

3 constitutional gift clause, so if anyone were to challenge

4 us on either, neither of those are going to go anywhere

5 because we can, in fact, create these kind of incentives

so long as we use non-TIF sources.

So with that, I think, Brandi, we're ready to call the roll.

9 MS. HAGA-BLACKMAN: Edmund Marquez.

MR. MARQUEZ: Aye. 10

MS. HAGA-BLACKMAN: Jannie Cox. 11

12 MS. COX: Aye.

MS. HAGA-BLACKMAN: Chris Sheafe. 13

MR. SHEAFE: Aye. 14

MS. HAGA-BLACKMAN: Fletcher McCusker. 15

CHAIRMAN McCUSKER: Aye. 16

So it's unanimous by a vote of 4-0. We've 17

created a new entertainment fund which will be presided

over by the three of us.

20 Item next, parking incentive. This is also 21 anonymous by design, but we have a major recognizable

22 brand interested in moving to downtown Tucson. As you

heard us talk about in the financial summary section, we

24 have historically incentivized parking when that becomes a

25 barrier for a landlord to create a lease with a tenant.

1 and I do believe that the principals have talked to other 2 members on the board. The reason it's on the special 3 meeting agenda is it's urgent. They have to respond this

week. So Mr. Irvin was aware of this conversation.

All of us at some point are going to miss a 5 meeting, so I thought if there was any opportunity to

defer or wait until our September meeting, I would do

that, but Edmund and Jannie, you've also talked to the

landlords. I think that they're looking for us to make a decision today. If we don't today, I think we risk the

tenant. 11

12 MR. MARQUEZ: I'll go.

This is a win for downtown. The company that 13 14 would be coming downtown is a brand that we'd love to see in the downtown area. It's my understanding there would be signage on the building, et cetera, which I think is great for the corporate atmosphere. It's also good for the organic economy of downtown as we're bringing folks downtown to eat and to spend their workdays.

I'm going to go ahead and make a motion.

21 Mine's going to be semi specific here. I'll make a motion

years, which is \$30,000 a year, but the company has to

24 have a minimum of 30 people occupying that property

20

Page 25 CHAIRMAN McCUSKER: Your math was a little off. 2 It's 20 grand a year --**MR. MARQUEZ:** Oh, sorry. Sorry. 4 **CHAIRMAN McCUSKER:** -- over five years. Does someone want to second that? 5 MS. COX: Second. 6 CHAIRMAN McCUSKER: Okay. So we have a motion 8 and a second for a \$100,000 subsidy for One South Church specific to this unnamed tenant. We're not just going to give them the money 10 11 unless it's part of this package, right? That's what I 12 assume, Edmund, and to be used specifically for this particular recruitment. MR. MARQUEZ: Correct. 14 15 CHAIRMAN McCUSKER: Any questions, comments? (No oral response). 16 CHAIRMAN McCUSKER: Okay. Brandi, you can call 17 18 the roll. MS. HAGA-BLACKMAN: Edmund Marquez. 19 20 MR. MARQUEZ: Aye. MS. HAGA-BLACKMAN: Jannie Cox. 21 MS. COX: Aye. 22 23 MS. HAGA-BLACKMAN: Chris Sheafe? 24 **MR. SHEAFE:** Nay. 25 MS. HAGA-BLACKMAN: Fletcher McCusker. Page 26 CHAIRMAN McCUSKER: I vote ave, so that motion 2 passes three to one. We'll communicate that to One South 3 Church. With nothing else on the agenda, I would 5 entertain a motion to adjourn. 6 MS. COX: So moved. MR. MARQUEZ: Aye. 7 CHAIRMAN McCUSKER: All in favor say aye. 8 9 (Motion made, seconded and passed unanimously) CHAIRMAN McCUSKER: Thank you, everyone. See 10 11 you at our regular meeting. Thanks again. (10:10 a.m.) 12 13 14 15 16 17 18 19 20 21 22 23 24 25

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