

**In The Matter Of:**

*Rio Nuevo  
Board Meeting*

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*1/25/2022  
January 25, 2022*

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Tucson, AZ 85713  
520/624/8644*

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**Min-U-Script® with Word Index**

1 RIO NUEVO MULTIPURPOSE FACILITIES DISTRICT  
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10 BOARD MEETING VIA ZOOM  
11 Tucson, Arizona  
12 January 25, 2022  
13 1:00 p.m.  
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21 REPORTED BY:  
22 Thomas A. Woppert, RPR  
23 AZ CCR No. 50476  
24  
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1 **CHAIRMAN McCUSKER:** Good afternoon, everyone.  
2 Welcome to the January 25th, 2022, Rio Nuevo meeting.  
3 Happy New Year. I think this is our 20th meeting via  
4 Zoom. We're on our way to a two-year run of COVID, so I  
5 don't see anything that's going to change that quickly.  
6 So, Brandi, let's do the pledge. You should  
7 have a virtual flag.  
8 (Pledge of Allegiance)  
9 **CHAIRMAN McCUSKER:** That was kind of stereo.  
10 Brandi, will you call the roll, please?  
11 **MS. HAGA-BLACKMAN:** Jannie Cox.  
12 **MS. COX:** (No oral response).  
13 **CHAIRMAN McCUSKER:** Just wave.  
14 **MS. COX:** I'm here.  
15 **MS. HAGA-BLACKMAN:** Edmund Marquez.  
16 **MR. MARQUEZ:** Here.  
17 **MS. HAGA-BLACKMAN:** Mike Levin?  
18 **MR. LEVIN:** Here.  
19 **MS. HAGA-BLACKMAN:** Fletcher McCusker?  
20 **CHAIRMAN McCUSKER:** I'm here.  
21 **MS. HAGA-BLACKMAN:** And that's all.  
22 Chris Sheafe. Sorry.  
23 **CHAIRMAN McCUSKER:** Chris Sheafe.  
24 Mark Irvin's on his way and --  
25 (Discussion off the record)

1 **BOARD MEMBERS PRESENT:**  
2 Fletcher McCusker, Chair  
3 Chris Sheafe, Treasurer  
4 Jannie Cox  
5 Edmund Marquez  
6 Mark Irvin  
7 Michael Levin  
8  
9 **ALSO PRESENT:**  
10 Brandi Haga-Blackman, Operations Administrator  
11 Mark Collins, Board Counsel  
12 Mr. Daniel Meyers, CFO  
13 \* \* \* \*  
14  
15 BE IT REMEMBERED that a special meeting of the  
16 Board of Directors of the Rio Nuevo Multipurpose  
17 Facilities District was held via ZOOM, in the City of  
18 Tucson, State of Arizona, before THOMAS A. WOPPERT, RPR,  
19 Certified Reporter No. 50476, on the 25th day of January  
20 2022, commencing at the hour of 1:00 p.m.  
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22  
23  
24  
25

1 **CHAIRMAN McCUSKER:** Mr. Hill is not going to  
2 make it today. Mr. Irvin is going to be two minutes late.  
3 Mike, you can forever correct the pronunciation  
4 of your last name. I say it Levin, other people say it  
5 Levin. How do you say it?  
6 **MR. LEVIN:** We say it Levin, but I answer to  
7 anything, but it is Levin.  
8 **CHAIRMAN McCUSKER:** Mike, welcome to the board.  
9 I can't imagine why you volunteered for this, but we're  
10 happy to have you. We're going to do a more robust  
11 introduction when we reconvene. We'll have substantially  
12 more attendees there, but we're really grateful for you  
13 stepping up. And I think your family's done more for  
14 economic development in this region probably than anybody,  
15 so thank you again very much. And right after exec, we  
16 might have you say a few words about you and your family.  
17 So let's go ahead and get a motion to recess to  
18 executive session.  
19 **MS. COX:** So moved.  
20 **MR. MARQUEZ:** Second.  
21 **MR. SHEAFE:** You have the meeting -- the  
22 minutes.  
23 **MS. COX:** Don't we have to do the minutes  
24 first?  
25 **CHAIRMAN McCUSKER:** Oh, I missed the minutes.

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1 Thank you for that, Mr. Sheafe.  
2 So you have the minutes that are transcribed  
3 and --  
4 **MR. SHEAFE:** Normally I would not do this, Mr.  
5 Chairman, but there is an error in the minutes that I  
6 would like to correct.  
7 **CHAIRMAN McCUSKER:** Wow. That's never happened  
8 before, so go ahead.  
9 **MR. SHEAFE:** Yeah. Well, a lot of times  
10 they're just, you know, conjunctive misspellings or  
11 something, but in this case, the error goes to the heart  
12 of the agreement that Mark and I have worked out with the  
13 Arizona Hotel and I want the base document to be correct.  
14 We actually caught it in a draft that Mark  
15 Collins was producing; however, that draft is no longer  
16 being used, at least it went one way and didn't come back.  
17 So I would like to just get the minutes to be  
18 corrected as follows: On page 66, line eight, the wording  
19 is, after two years, the rate for the spaces, we're  
20 talking about parking spaces, will be \$15 per day or  
21 market. And what it should say -- and this may have been  
22 my error in making the motion -- it should say, the spaces  
23 will be \$15 per day per space or market. So I'm asking to  
24 add the two words per space between the words day and or.  
25 And with that change agreed to, I move that the minutes be

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1 approved.  
2 **MS. COX:** Second.  
3 (Discussion off the record)  
4 **CHAIRMAN McCUSKER:** All right. So Mr. Sheafe  
5 has made a change to the minutes and a motion with a  
6 second to approved as amended. All in favor say aye.  
7 (Motion made, seconded and passed unanimously).  
8 **CHAIRMAN McCUSKER:** Okay. Now we can hear a  
9 motion to recess.  
10 **MS. COX:** So moved.  
11 **MR. LEVIN:** Second.  
12 **CHAIRMAN McCUSKER:** All in favor say aye.  
13 (Motion made, seconded and passed unanimously).  
14 **CHAIRMAN McCUSKER:** Okay. We're clicking out  
15 of this meeting. If you're an attendee, we'll see you in  
16 approximately an hour. Thank you.  
17 (Recess)  
18 **CHAIRMAN McCUSKER:** Okay. I need a motion to  
19 reconvene.  
20 **MS. COX:** So moved.  
21 **MR. MARQUEZ:** Second.  
22 **CHAIRMAN McCUSKER:** All in favor say aye.  
23 (Motion made, seconded and passed unanimously).  
24 **CHAIRMAN McCUSKER:** Okay. We're back in the  
25 regular session.

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1 Jannie should be able to log on --  
2 **MS. COX:** I'm here.  
3 **CHAIRMAN McCUSKER:** Oh, there you go. All we  
4 did was reconvene, so we haven't done any business.  
5 **MS. COX:** No. I voted.  
6 **CHAIRMAN McCUSKER:** Thank you, dear.  
7 In my remarks, I'm mostly going to talk about  
8 the board membership. You can see we have a lot of  
9 activity -- deal-related activity. A lot of it is in  
10 legal, which is why we discussed it in the executive  
11 session. We're working really hard on a variety of deals  
12 across the Rio Nuevo boundary, which, of course, includes  
13 the west side, downtown and the so-called Sunshine Mile  
14 Corridor, so still very busy.  
15 COVID is still a plague. No pun intended. I  
16 think Pima County had over 2,000 positive cases yesterday,  
17 so I think we acknowledge this is our 20th Zoom meeting  
18 and we don't see any urgency on our part to change that,  
19 so we'll probably continue to stay virtual for a while.  
20 I think everyone knows or everyone should know  
21 that Mr. Irvin after 12 years has resigned from the Rio  
22 Nuevo board effective March 12th, which I believe, Mark,  
23 is your 12th anniversary exactly, which is the reason he  
24 selected that date. We all have acknowledged publicly and  
25 privately the contributions that Mark has made, and indeed

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1 he will be sorely missed.  
2 We get to acknowledge a new member today. Mike  
3 Levin is now appointed to the Rio Nuevo Board by the  
4 speaker. This is his first meeting, and we're really  
5 thrilled to see Mike join the Rio Nuevo Board. If you  
6 know anything about the Port of Tucson and the Levin  
7 family, you know the work they've done to create over  
8 two million, almost two and a half million square feet of  
9 industrial space. They were instrumental in attracting  
10 Amazon to Tucson.  
11 So, Mike, we're thrilled to have you on the  
12 board. If you want to take a minute and introduce  
13 yourself, we're happy to do that. Then I have a little  
14 surprise for Mr. Irvin.  
15 **MR. LEVIN:** Thank you very much, Mr. Chair.  
16 Thank you for the kind words about what we've been doing  
17 out here. As mentioned, I'm the CEO of the Port of Tucson  
18 business operations overseeing 700 acres and just over  
19 2.4 million square feet worth of industrial space, which  
20 we've been doing since, oh, the late '80s here in town,  
21 been contractors here ever since.  
22 My father, Alan, my brother Matt and I, we've  
23 slowly but surely just built up what we have out here with  
24 a lot of blessings and just -- I'm just honored and  
25 humbled to have been considered for the board and to be,

1 you know, appointed to the board. The group has done  
2 great work over the years. I tell people from time to  
3 time that, you know, it's amazing what you see when you go  
4 downtown, whereas when I was in high school, even, you  
5 know, past high school, downtown wasn't a place you wanted  
6 to go. And for all the things that have gone on, I was  
7 just amazed, so to be a part of that, this board, the  
8 district, I'm just very, very honored.

9 **CHAIRMAN McCUSKER:** Thank you, sir. We're  
10 looking for a long run, and we've all aged substantially.  
11 We believe you double age once you join the Rio Nuevo  
12 Board. Mr. Irvin was blonde when he started.

13 **MS. COX:** Is that what happened to me. Darn.

14 **CHAIRMAN McCUSKER:** So, Mr. Irvin, you will  
15 remember complaining loudly about being uncompensated for  
16 your role in -- I think it was in a public session. I  
17 offered you a dollar a year if you would stay on the  
18 board, and I've welshed on that historically since then.  
19 So in my hand, which I think you'll be able to see on  
20 camera, are six 2-dollar bills. These are not just your  
21 regular 2-dollar bills. These are the gold engraved 22  
22 carat 2-dollar bank note. There are six of those, which I  
23 intend to gift to you when we see each other again. But  
24 you can spend them indeed at Starbucks, but --

25 **MR. IRVIN:** I'm not going to spend them. I

1 So to kind of put that in perspective, the  
2 fiscal year that ended June 30th was 9.7, so we're up  
3 significantly from the last fiscal year. We're at almost  
4 \$7 million already for the first five months of this  
5 fiscal year, so revenue's been good.

6 I'm not super optimistic about December. The  
7 gross revenue that comes into the state has been about  
8 \$3.4 million for the last few months. It seems to  
9 stabilize there. Of course, we've got the holidays for  
10 December, but our -- our baseline is \$3.3 million, I  
11 believe. So, you know, I kind of get the feeling we're  
12 going to get a few hundred thousand dollars out of  
13 December, but I'm not expecting zero like we did last  
14 year, but I'm not super optimistic that it's going to be a  
15 big number either, so just stay tuned.

16 Really nothing else I think I need to point  
17 out. We're 75 percent of money spent for the TCC. You  
18 know, we had about a \$65 million budget and we've used  
19 about 48, \$49 million of that.

20 So I think that pretty well sums it up. I'm  
21 open for any questions if anybody's got any.

22 **MR. SHEAFE:** Your estimate for November?

23 **MR. MEYERS:** The department of revenue's  
24 estimate is 1.1 million. They're pretty close. When they  
25 give you an estimate, they're usually pretty close to

1 still have the original eight that you gave me.

2 **CHAIRMAN McCUSKER:** Okay. Well, I get to keep  
3 two of these.

4 **MS. COX:** He only owes you four.

5 **MR. IRVIN:** No, no. He's supposed to be giving  
6 me that every year, so, you know -- but I'm going to take  
7 anything I can get.

8 **CHAIRMAN McCUSKER:** The face value is \$2, but I  
9 guarantee you they're worth a lot more, my friend. So I'm  
10 caught up, my credit's still good and we wish you all the  
11 best.

12 **MR. IRVIN:** Thanks, Fletch.

13 **CHAIRMAN McCUSKER:** Dan, how we doing?

14 **MR. MEYERS:** This is Dan Meyers. I'm the CFO  
15 of Rio Nuevo.

16 So the cash balances as of September 31st,  
17 we've got about 7.6 -- excuse me, \$7.45 million on hand.  
18 If you look down on our list of commitments, we've got  
19 about \$8.1 million in commitments of which 3.3 of that  
20 is -- is being deferred for one reason or another.

21 We've not received our allotment for November  
22 yet; however, my contact at the Arizona Department of  
23 Revenue let me know we can expect it be to be about \$1.1  
24 million. That means for the calendar year we're about  
25 \$13.3 million through 11 months.

1 that.

2 **MR. SHEAFE:** So that's, you know, 300,000  
3 better than a year earlier.

4 **CHAIRMAN McCUSKER:** Yeah, we're almost  
5 4 million ahead of where we thought we'd be. It's  
6 unbelievable news. You've really seen the business -- the  
7 patrons pour into downtown. The entertainment venues are  
8 back open. We haven't seen the card sales. Those were  
9 huge for us. We've heard it's likely because they don't  
10 have any card inventory, you know, so, you know, that was  
11 a big contributor probably to -- but the restaurant sector  
12 is dramatically up, some as much as 25, 30 percent  
13 pre-COVID.

14 Any questions for Dan?

15 (No oral response).

16 **CHAIRMAN McCUSKER:** Any questions on the  
17 commitments coming or going?

18 (No oral response).

19 **CHAIRMAN McCUSKER:** It's a good segue into the  
20 TCC update. I think Mr. Swain's online. We're not taking  
21 any action today. We can update everyone on the status.  
22 We are a little delayed. We had hoped the meeting room  
23 addition would be done by now. We've had some delays both  
24 COVID and shipping related. You know, I'll let Phil  
25 update us on that and gave us an update on where we are

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1 with the contingency.  
2           So, Mr. Swaim, thank you.  
3           **MR. SWAIM:** Thank you, Chairman McCusker,  
4 members of the board. And, Mike Levin, welcome aboard.  
5 The community's fortunate to have you on the board here,  
6 so thank you.  
7           The convention center is doing well. You  
8 mentioned the meeting room addition. Sundt-Concord, when  
9 they returned after New Years, had nine notices of  
10 problems with delays or loss of crews and materials and  
11 things like that from their crews to try to finish up that  
12 project. They've been doing some amazing things, pulling  
13 in some favors. They even got some companies to come and  
14 share people to be able to help install ceilings and  
15 others things, so they've been pulling in their community  
16 ties and working around the clock, weekends.  
17           So next Tuesday, the 1st of February, a portion  
18 of the meeting room addition will be in use with the gem  
19 show. We're getting our temporary C of O on Monday, and  
20 so the whole ground level will be connected to the  
21 exhibition hall, so that will be in use. And then they're  
22 right now trying to figure out the timing to wrap up some  
23 of the last interior items on the first floor. They've  
24 also got the patios that they're wrapping up, but they've  
25 got them in condition that makes them somewhat usable at

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1 this point. But they've done a Herculean effort to be  
2 able to be ready for the gem show. And, as ASM says, the  
3 show must go on, so kudos to the team there.  
4           They will have to figure out how to be able to  
5 wrap up the last few items because fortunately or  
6 unfortunately -- fortunately for the community and for the  
7 TCC, the convention center is busy, and so starting  
8 February, they're going to have to work around a lot of  
9 shows and other things, so it's a nice problem to have.  
10           The lot C garage that had problems with the  
11 storms this last summer is still on pace, will be  
12 completed in April, and so that will be a great addition,  
13 having those 500 parking spaces completed behind the music  
14 hall.  
15           The music hall is -- it's also in use, as we  
16 know, from last September. There have been a few items  
17 just left to go ahead and complete, and they've been  
18 trying to work around shows. It's another busy venue. I  
19 think they have maybe about five days a month that they  
20 can even work in there and avoid complications, so -- but  
21 we're in good shape and nothing's being delayed or no  
22 problems with any shows at this point.  
23           Outside the -- as you know, the central plaza,  
24 historic plaza, was completed. There's water in the  
25 fountains. There's the stretch that goes north up to

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1 Broadway that we call the north walkway, and that will be  
2 complete the end of February. They will have water in  
3 those fountains, and that will really be a nice addition  
4 to make that connection to the bridge going over Broadway  
5 and Congress, so that will be wrapping up then with  
6 coordinating with HSL and the construction on either side.  
7           There's work going on in the arena. We now  
8 have new ribbon boards installed on the south end of  
9 the -- around the perimeter of the concourse, a really  
10 nice addition. I think those will be up and operational  
11 for games this coming weekend, so I would encourage  
12 everybody to go show up for Roadrunner's hockey games and  
13 see the new ribbon boards.  
14           We're also just wrapping up -- there's some  
15 nice box seats that we've done. There's four sets of  
16 those on the -- on either end of the south end of the  
17 concourse on both the east and west sides. Those will be  
18 ready -- should be ready within the next week or so.  
19           And also we have a VIP lounge on the south  
20 concourse that is also wrapping up with bar seating along  
21 the edge to watch the events and things. We're delayed a  
22 little bit getting the -- the video screens up there, but  
23 that will tie into the scoreboard and instant replay and  
24 that sort of thing. But that will be a real nice addition  
25 for events there in the arena.

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1           A month or so ago, you approved for us to start  
2 spending a little bit of our contingency dollars. I think  
3 what we discussed was we were about a little over a  
4 million and a half dollars back in December remaining in  
5 our contingency. We authorized to spend probably about 4  
6 or 500,000 of that, including to pave lot C, replace the  
7 parking booths over in lots C and B, put up new monument  
8 signs along Granada and Cushing so people will actually  
9 know the convention center exists from the streetcar, so  
10 that work is ongoing, materials ordered. And  
11 Sundt-Concord is starting to pull from their different  
12 allowances and contingencies to help pay for a lot of  
13 that, so we think we're still over a million dollars in  
14 contingency that we have remaining at this point.  
15           I think we want to be diligent on how we  
16 utilize that. There's some options coming up with other  
17 priorities to see how you guys want to be able to go,  
18 whether it's for technology or things about history or  
19 other elements. I think we've got a longer -- you know,  
20 an additional list of things that we're going forward  
21 with.  
22           We also are working to be able to order some  
23 furniture that will go in the meetings rooms and also on  
24 the east end of the galleria where it's really becoming  
25 kind of the activity center coming off the east side right

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1 outside the lobby of the hotel, and so I think that will  
2 be a nice addition. We're also working to improve the  
3 acoustics on that end, which certainly needs some  
4 attention, so --  
5 I did mention IT. We've been continuing to  
6 interview some technology companies to find a couple of  
7 partners to be able to help us take the convention center  
8 to the next level. It's really exciting. We've narrowed  
9 it down to a final few, and I think it's really going to  
10 help the convention center stand out with competitors  
11 across the country. And so it will take a little bit more  
12 of our capital possibly to complete that, and it will  
13 probably take, you know, over the next year or so to be  
14 able to get all that implemented. But wi-fi, digital  
15 signage, security, all sorts of things we've got to be  
16 able to sort of enhance the performance and experience,  
17 including potential apps that -- you know, for visitors  
18 not just within the convention center but that could be,  
19 you know, expanded to go downtown or other places.  
20 So exciting and we feel like we're in the home  
21 stretch. And fortunately the place is busy, so we're back  
22 to having some challenges working around things, but,  
23 again, it's a nice problem to have.  
24 **MS. COX:** Can I ask a question, Phil?  
25 You say there's a little over a million

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1 dollars, what, \$1.3 million, but it sounds like the list  
2 of potential additional projects will take that  
3 \$1.3 million probably. Is that correct?  
4 **MR. SWAIM:** We have a number of options. We  
5 could certainly spend more than the 1.3, but I think  
6 depending upon what your priorities -- our goal is to try  
7 and to come back and meet with you next month in February  
8 here as we're getting closer and learn more about what  
9 options and where you'd like to be able to spend  
10 those dollars. So we've been talking with ASM and the  
11 city and others about what those priorities might be,  
12 but --  
13 **MS. COX:** Right.  
14 **MR. SWAIM:** -- it's your money to direct.  
15 **MS. COX:** Okay. I just wanted to just clarify.  
16 Although there is contingency money left, it's not likely  
17 to be left when were finished?  
18 **MR. SWAIM:** That's correct. Our goal is to  
19 spend all your money if we possibly can, so --  
20 **MS. COX:** Okay.  
21 **MR. MARQUEZ:** Hey, Phil, it's Edmund. Just in  
22 a feel good moment, with our Rio Nuevo marketing funds,  
23 we've supported numerous arts organizations and/or  
24 nonprofits that have had events there and the feedback is  
25 fantastic. I mean, people are really enjoying the new, I

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1 want to say modern TCC. It feels like a convention center  
2 should feel like now. But feedback is fantastic,  
3 especially the acoustics in the main ballroom and then the  
4 music hall. People are going gaga, so thank you for all  
5 your work there.  
6 **MR. SWAIM:** Oh, that's wonderful. Thanks for  
7 the feedback. That's certainly what we're all doing this  
8 for, I think, on all sides of the screens here, so that's  
9 great to hear. Thank you.  
10 **CHAIRMAN McCUSKER:** That word's getting around  
11 the artist community, too, Edmund. We just booked Bob  
12 Dylan at the music hall. And, you know, people who  
13 otherwise might have passed because of the acoustics now  
14 are reengaging as they took at a tour that might go L.A.,  
15 Palm Springs, Phoenix but now L.A., Palm Springs, Tucson  
16 and then, you know, east into Texas. So we're  
17 competitive, which is what we wanted to accomplish, and  
18 it's only going to get better, I think, from here.  
19 So nice job. We will put the contingent items,  
20 both dollars and options, available in the meeting next  
21 month and direct Phil. Hopefully that budget holds. And  
22 the most amazing thing about this even with the delays is  
23 that we've remained under budget on a, you know,  
24 \$70 million project. So hats off to everybody.  
25 Phil, you guys have been great and we're very

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1 appreciative for Sundt and Concord, obviously, for the  
2 work they're doing.  
3 Any other questions for --  
4 **MS. COX:** I'd like to just make one other  
5 comment about the music hall. I was at Martina McBride a  
6 few months back, and she stopped in the middle of her song  
7 to say, I love the way I sound in this room.  
8 **MR. MARQUEZ:** That's awesome.  
9 **MS. COX:** That was pretty cool. I mean, she  
10 literally stopped and said, I love the sound of my voice  
11 in this room, so that was -- I wanted to stand up and  
12 clap.  
13 **MR. MARQUEZ:** The only person in history to  
14 ever say that.  
15 **MR. SWAIM:** And that's huge. From what we're  
16 hearing, Martina McBride and her manager are incredibly  
17 particular and very influential in the entire country  
18 music swing, and so we're -- we were really concerned  
19 about making sure we had a good showing, because if we  
20 came off well, word would get back to Nashville and we  
21 could get more, but if it -- if it did not come off well,  
22 that wouldn't have been good. So that's great.  
23 It's nice having dressing rooms and a green  
24 room now that we're not embarrassed to have them use  
25 either, so --

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1       **MR. MARQUEZ:** Amen.  
2       **MR. SWAIM:** -- that's fantastic.  
3       **CHAIRMAN McCUSKER:** On that wish list is still  
4 some improvements to the old concession situation at the  
5 music hall. That's one of the things we'll review next  
6 month, you know, do we invest in the plaza, do we invest  
7 in that, do we help the Sosa-Carrillo house. They're  
8 facing a huge renovation challenge. You know, some of  
9 that money could go to them. So we'll discuss all that in  
10 the next meeting.  
11       Phil, thanks again.  
12       **MR. SWAIM:** Yeah. ASM has ordered a couple of  
13 new portable concession and bar elements that they can use  
14 at the music hall and at the convention center.  
15       **CHAIRMAN McCUSKER:** Thank you.  
16       **MR. SWAIM:** Great. Thank you.  
17       **CHAIRMAN McCUSKER:** Okay. Item number eight,  
18 let me just paraphrase kind of how officers are chosen for  
19 Rio Nuevo. I think everybody knows that we are appointed  
20 to the board by either the president of the senate, the  
21 speaker of the house or the governor. However, the  
22 officerships are not appointed. They're elected by the  
23 members. We typically do that in January annually.  
24 Unless nobody wants to make a change, as was the case last  
25 year, if there's no interest in changing the officership,

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1 we are allowed -- under our bylaws, we don't have a term  
2 attached to the officers unless and until there's an  
3 election, nomination, second and a roll-call vote that  
4 changes that.  
5       This year, of course, we do have to think about  
6 replacing Mr. Irvin as he steps down. He is an executive  
7 officer. That will open up the executive officer  
8 positions that he currently occupies. He's vice-chairman  
9 and secretary. And I'll let Mr. Collins touch on who and  
10 how many officers we can have as you think about that.  
11       So those are your options today. We can leave  
12 the slate alone for some time and revisit this later. We  
13 will have to replace Mark in the February meeting if we  
14 don't today. We can make a motion to replace him with a  
15 date in the future. We can add an officer to the current  
16 officer roll, so all those options are available to you.  
17       Mr. Collins, have I misstated the rules?  
18       **MR. COLLINS:** No, Mr. Chairman, that's  
19 accurate. The officers of the board are chairman or  
20 chairperson, secretary, treasurer, which is what we've had  
21 for quite some time now, but the admin rules allow the  
22 board to appoint as many other officers that it deems  
23 appropriate, so you have flexibility. This board has  
24 functioned with three executive officers for quite some  
25 time.

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1       **MR. SHEAFE:** Let me make a proposal --  
2       **MS. COX:** Mr. Chairman --  
3       **MR. SHEAFE:** Oh, I'm sorry, Jannie. You go  
4 ahead.  
5       **CHAIRMAN McCUSKER:** Ms. Cox. Go ahead, Jannie.  
6       **MS. COX:** In light of the importance of keeping  
7 Mr. Irvin involved as long as we can, and in light of the  
8 importance of having executive officers work so that there  
9 is continuity throughout our year starting in January, I  
10 move that we create a new position, a new office --  
11 executive office, that being vice-chair, and that the  
12 slate of officers for 2022 be Fletcher McCusker, chair;  
13 Mark Irvin, vice-chair; Chris Sheafe, treasurer, and  
14 Edmund Marquez, secretary.  
15       **MR. SHEAFE:** Second.  
16       **CHAIRMAN McCUSKER:** Was that Mr. Sheafe?  
17       **MR. SHEAFE:** That was Sheafe.  
18       **CHAIRMAN McCUSKER:** All right. So Jannie's  
19 nominated a slate. We have a second for that. Any  
20 discussion, conversation about the motion?  
21       **MR. MARQUEZ:** I would just say thank you for  
22 the motion. Jannie, I'd be honored to serve on the  
23 executive. I love this community, ready to rock and roll.  
24       **MS. COX:** I know you'll do a great job.  
25       **CHAIRMAN McCUSKER:** Mr. Collins, based on your

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1 earlier remarks, that's perfectly legal and appropriate?  
2       **MR. COLLINS:** It is indeed, Mr. Chairman.  
3       **CHAIRMAN McCUSKER:** All right. We have a  
4 motion and a second.  
5       Brandi, will you call the roll.  
6       **MS. HAGA-BLACKMAN:** Edmund Marquez.  
7       **MR. MARQUEZ:** Aye.  
8       **MS. HAGA-BLACKMAN:** Jannie Cox.  
9       **MS. COX:** Aye.  
10       **MS. HAGA-BLACKMAN:** Chris Sheafe.  
11       **MR. SHEAFE:** Aye.  
12       **MS. HAGA-BLACKMAN:** Mark Irvin.  
13       **MR. IRVIN:** Aye.  
14       **MS. HAGA-BLACKMAN:** Mike Levin.  
15       **MR. LEVIN:** Aye.  
16       **MS. HAGA-BLACKMAN:** Fletcher McCusker.  
17       **CHAIRMAN McCUSKER:** Hell, no.  
18       No, I'm sorry. I vote aye.  
19       Thank you, everyone.  
20       Mark, you've got big shoes to fill and we're  
21 forever grateful. And I know you're going to run at full  
22 speed for the next six weeks and, you know, we'll go out  
23 in a blaze of glory here. So we're very grateful again to  
24 your contributions over the years. I know I talked you  
25 out of it a couple years ago and you had some really

1 important things you wanted to accomplish. The TCC is one  
 2 of those, we're weeks away from delivering that legacy  
 3 and, of course, unshuttering the hotel, and we're weeks  
 4 away from that. So I think you deserve a lion's share of  
 5 the credit for both of those, and we'll give you free  
 6 parking for the rest of your life.

7 **MR. IRVIN:** I'll take it. I still plan to be  
 8 downtown a bunch. I promised the board I'm, you know,  
 9 available any time you want my thoughts and opinions,  
 10 although I'm sure you'll probably be glad not to have them  
 11 anymore. But I will tell you, somebody said to me the  
 12 other day that it was hard to believe that I was stepping  
 13 off with things so buzzing. And I said, that's the reason  
 14 I feel I can step off. I said, there's a great buzz going  
 15 on, there's a lot of work still to happen and we've got a  
 16 great new board member in Mr. Levin. So I feel really  
 17 good about stepping off. And, again, guys, I promise you  
 18 I'll put my head down and do everything you expect of me  
 19 until I step off.

20 **CHAIRMAN McCUSKER:** Thank you again.  
 21 We have three possible action items. Next, the  
 22 hotel Congress. I think I saw Todd, maybe Mr. Oseran  
 23 available. I believe they also have a presentation for  
 24 us. We did approve an investment in their extraordinary  
 25 project a few months ago. That project's become even more

1 extraordinary since then, so I'll turn it over to someone.  
 2 Brandi, is someone on the line from --

3 **MS. HAGA-BLACKMAN:** Todd and Richard are here.  
 4 **MR. OSERAN:** Hello.

5 **CHAIRMAN McCUSKER:** You're actually together.  
 6 There you go. Yeah, Richard, Todd, we'll turn this over  
 7 to you. I think you do have a presentation.

8 **MR. OSERAN:** I do. I do. And to bring  
 9 Mr. Levin up to date, I'm sure he's familiar with the  
 10 Hotel Congress, but in regard to our project, the project  
 11 we have partnered with Rio Nuevo gratefully, there are two  
 12 major components. One is a full development of the Hotel  
 13 Congress plaza. The other is development of a premier  
 14 jazz venue, the Century Room.

15 Neither of the projects are fully completed.  
 16 They are both substantially completed. And it has become  
 17 abundantly clear to us that what we're doing is a  
 18 substantial driver for -- for downtown and for Rio Nuevo.

19 The -- in regard to the -- and Brandi will have  
 20 some pictures we just sent over this morning that we can  
 21 kind of show you where we're at.

22 This is our logo for the Century Room. We will  
 23 have a blade sign being made by Cook that will be on the  
 24 corner of the building to match historical signs in the  
 25 past. These are a couple pictures of concerts on the

1 plaza and an original sort of a drawing of what things  
 2 were expected to be.

3 Next, Brandi.  
 4 These were the pictures of concerts on the  
 5 plaza.

6 The next one is a rendering of the Century  
 7 Room. And on the right, you see what has not been built,  
 8 but we refer to it as our tower of jewels. Right now,  
 9 it's a complicated process. This is what our rendering  
 10 looks like. And this is where we got the idea, our  
 11 designer did, from Mexico City. When you come into the  
 12 building, the entry will be on 5th Avenue and Congress.  
 13 And when you come in through the new vestibule, you'll see  
 14 this bar right here and you'll see the tower of jewels  
 15 behind it. Right now you just see some steel poles, and  
 16 then to your right is the staging area.

17 There's another look at the -- a closeup of the  
 18 stage. And it was interesting for you talking about how  
 19 important sound was. One of our unexpected expenses was a  
 20 sound engineer and about \$150,000 worth of sound  
 21 abatement, including building this room within a room,  
 22 double paning all the windows, and if you go back to the  
 23 last slide, Brandi, and installing this sound cloud.

24 Shutters are being installed currently. There  
 25 will be about three windows up today. And you're all

1 invited to -- tonight is our first training session, and  
 2 music is going to be performing also to make sure how  
 3 that's going to sound. And the musicians will be fabulous  
 4 musicians, including a 2022 Grammy Award nominee who will  
 5 be up for Grammy awards.

6 So thankfully the basketball game we've been  
 7 reminded of will start at 9 o'clock our time, so that  
 8 gives you from 6:00 to 8:00 to drop in, have a drink and  
 9 take a look at what we've accomplished here.

10 In regard to the -- yeah, this is just -- you  
 11 can go on to the next one, Brandi. That's it.

12 In regard to the Hotel Congress plaza, it's  
 13 become much more important to the entire community than we  
 14 had imagined, especially with COVID present. We now have  
 15 a capacity of 700 people on the plaza, over 1,000 with all  
 16 our venues put together. And we have over 900 events a  
 17 year. And an event is anything that is scheduled and open  
 18 to the public. It can be a concert to a poetry reading.

19 And we have been very, very busy on the plaza.  
 20 People are far more comfortable with an outside venue than  
 21 an inside venue. In a way, we were able to really help  
 22 the jazz festival when Chris Dodge came to us and said,  
 23 we've got problems, musicians are canceling, and we were  
 24 able to move some things around and schedule some events  
 25 on the plaza for the Tucson Jazz Festival.

1 But when you have 700 people, you're bringing  
2 them downtown. And 900 events are far more than the  
3 Rialto and the Fox put together, a multiple of that.  
4 Those people come downtown and they want a place to eat,  
5 and we cannot serve all of them. We have been -- there  
6 has been gratitude expressed to us by our neighbor  
7 restaurateurs who are thanking us for filling their seats  
8 by virtue of bringing the people downtown. So there's  
9 really a multiple of what we do that benefits all of  
10 downtown and benefits Rio Nuevo as well.

11 When we have out of -- frequently people from  
12 Phoenix come down for concerts. And with the Century  
13 Room, which is going to be really something. It's already  
14 being considered the premier jazz club in the southwest  
15 United States and we're not even open. We've been  
16 contacted by -- I mean, they're talking about it in New  
17 York. The jazz musicians that came for the jazz festival  
18 are all asking to be booked. The -- the Western -- the --  
19 what we do we call it, the Jazz Presenters Network of the  
20 west coast and the southwest has contacted us, asked us to  
21 schedule -- and wants us to schedule the musicians that  
22 are coming out from New York to California, going back to  
23 New York, they want to send them to Tucson. So this is a  
24 really big deal. I hope you'll all be able to come and  
25 take a look at it tonight, 6:00 to 8:00. Please, please

1 come down if you can. You'll be very impressed with  
2 the -- with the -- with the place.

3 Costs, of course, as Phil Swaim could probably  
4 tell you all, have more than doubled as well as the scope  
5 of work. For example, a sheet of stainless steel when we  
6 started this project was \$85. It's now \$540. Labor is  
7 high, materials are high, equipment is high. We've  
8 literally doubled our costs that we had projected. But,  
9 additionally, we -- you know, the scope of the work has  
10 changed as well, structural -- there were structural  
11 improvements that had to be looked into. The sound  
12 abatement became critical. And tonight we'll get a good  
13 idea of what we've got.

14 As I indicated, we've double paned all the  
15 windows. They're hanging the shutters. The room within  
16 the room where the stage is, it's -- it's -- you know,  
17 we're really very, very proud of what's going on. My wife  
18 hasn't slept for months, and she's kind of really running  
19 this project and really deserves credit for what she's --  
20 what she's accomplished.

21 So basically we're into it now for -- costs to  
22 date, some are paid, some are unpaid, of about a  
23 \$1,078,000. We estimate what we need to complete the work  
24 is another \$260,000, which puts it at \$1,338,000. What  
25 we're asking for is a final quarter payment -- or a final

1 third, a payment of \$300,000 of help from Rio Nuevo. We  
2 can incur the \$438,000 to complete the project.

3 In things that have not been done, the outside  
4 stage, for example, has not been completed. We don't have  
5 a hard roof, which means when the band wants to perform,  
6 they can't leave equipment out under the stage. So if you  
7 have a rain that goes -- blows over in 15 minutes, you've  
8 lost the whole concert. These are the kind of things that  
9 we really -- we really need to do.

10 Our sound upgrade, we've been trying to buy  
11 equipment for over a year. As Phil Swaim can tell you,  
12 it's hard to get things these days and -- and -- but these  
13 are things that will enhance what we're doing  
14 substantially. And I think what we're doing is driving a  
15 great benefit to this community, so I hope you can help  
16 us.

17 **CHAIRMAN McCUSKER:** Richard, talk about  
18 revenue. I'm assuming that with the improvements and the  
19 jazz club and the crowds that your revenue forecast is  
20 greater, you know, so is there a way you can help us  
21 understand the return on our investment in terms of new  
22 revenue that --

23 **MR. OSERAN:** 2019 pre-COVID, our revenues  
24 exceeded \$10 million. The -- the ability to have the  
25 outside performances has really given us the opportunity

1 to keep going and revenues are now starting to climb  
2 again. As you -- as you know from the community center,  
3 people are coming back. We think we'll be able to enhance  
4 our 2019 numbers by \$3 million the first year, and we  
5 think we can continue to grow it after that.

6 But also, you know, there is that multiple. I  
7 mean, everybody that comes down and buys a 20-dollar  
8 concert ticket is going to, you know, buy a -- have a  
9 cocktail before they come to the concert, they're going to  
10 have a cocktail at the concert, and then they're going to  
11 go before or after out to dinner. They're going to spend  
12 50, \$60 a person. You know, 900 events a year will bring  
13 a lot of people downtown spending a lot of money at a lot  
14 of businesses. So there's just a tremendous multiple  
15 effect of what we're accomplishing.

16 Initially probably it will take us a while to  
17 develop the rhythm of the jazz club, but ultimately we see  
18 that as gross revenues probably in the, you know, 2 to  
19 3 million-dollar range.

20 **CHAIRMAN McCUSKER:** Will food be available  
21 there? Are you going to --

22 **MR. OSERAN:** There will be small plates.  
23 And -- and, you know, that's being developed right now.  
24 It's a -- it's a real jazz club. Arthur Vint, who has --  
25 and we've partnered with the University of Arizona, by the

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1 way, and those musicians will be there tonight. And  
2 through them, we've also been able to partner or get the  
3 benefit from the NEA, the National Endowment Education --  
4 **CHAIRMAN McCUSKER:** Education.  
5 **MR. OSERAN:** Yeah, because they can't give any  
6 business money, but they give the U of A money, and the U  
7 of A is partnering with us to bring really special, you  
8 know, musicians down for us. So, you know --  
9 I don't recall the full question.  
10 **MR. HANLEY:** Just revenue.  
11 **MR. OSERAN:** Yeah, revenue. So I just see the  
12 revenue growing and growing. You know, I -- I -- you  
13 know, I think this is a big deal. I think having three  
14 music venues -- I mean, with the Hotel Congress, but the  
15 hotel is a very minor part of what we do. You have to  
16 think of us as a venue with over 1,000 seats and over 900  
17 events a year. And we're -- you know, we're really  
18 excited about the future of what we bring to the  
19 community.  
20 **CHAIRMAN McCUSKER:** Thank you.  
21 Questions for Todd or Richey?  
22 **MR. MARQUEZ:** I have a question. Can you  
23 please go through the numbers again. I think you asked us  
24 for 300,000 and you said you were handling a portion  
25 yourself or --

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1 **MR. OSERAN:** 438,000. We're already into it  
2 for probably, you know, a couple of hundred  
3 thousand dollars at least. We have, you know, in progress  
4 right now and what we've paid for or -- yeah, what we've  
5 paid for or work in progress is almost a million one right  
6 now. What we need to complete the project is 260. But  
7 that million one is -- a substantial amount of that is  
8 unpaid. I think we're about, you know, somewhere around  
9 \$900,000 or, you know, close to it paid in at this point.  
10 **MR. MARQUEZ:** So the 260 that you need is that  
11 before or after our 300?  
12 **MR. OSERAN:** No, if you are able to give us  
13 \$300,000 and we are able to put in the \$438,000, that will  
14 fully complete the project. That will be the sound, that  
15 will be the staging, that will be everything that's in  
16 process and everything that's required.  
17 **MR. MARQUEZ:** So not to be a mind reader of my  
18 other boards, but I think we're -- we all -- we're all big  
19 fans of Hotel Congress. We know what you already mean to  
20 downtown. I think we're all probably looking at the  
21 additional economic impact from our original \$600,000 that  
22 we've agreed to put it. It sounds like from the original  
23 600 we're not quite done with that.  
24 **MR. OSERAN:** No, that's -- that's long gone.  
25 **MR. MARQUEZ:** Yeah. So it sounds like for what

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1 was kind of agreed upon or promised with the 600,000, we  
2 haven't finished that part of the construction yet, like  
3 the covering of the --  
4 **MR. OSERAN:** Not -- not completely because  
5 we're working -- well, our costs doubled, and so we've had  
6 to go to where we can go and prioritize what we can to  
7 keep -- to open, and we've had to pass over certain things  
8 that just have to be done but were not absolutely  
9 necessary to be able to operate.  
10 **CHAIRMAN McCUSKER:** And the jazz club, Edmund,  
11 was a pivot. None of us envisioned a world class, New  
12 York-style, sit down jazz venue that's going to attract  
13 the kind of artists that they're talking about. And that  
14 investment alone was probably more than -- 300,000 more  
15 than anybody anticipated. And I can echo what Todd and --  
16 you know, we know those bookers, and they've been very  
17 eager and very complimentary about the Tucson Jazz  
18 Festival. We're on the radar now along with places like  
19 New Orleans and Telluride for jazz patronage, and to have  
20 a full-time jazz club I think is going to be huge. And I  
21 do think it's going to dramatically improve the revenue.  
22 You know, typically, Richard we have a hard  
23 forecast as opposed to something as spongy as we're  
24 currently discussing, but I'm convinced it's going to  
25 dramatically improve the revenue base. The number we use,

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1 just FYI, indirect we know that anybody who comes downtown  
2 for any reason, they spend on average \$30, you know,  
3 parking, eating, drinking, you know, in addition to the  
4 ticket, you know. So any time we look at the Fox  
5 attendance or the Rialto attendance, your attendance, we  
6 know that's an indirect benefit to downtown, about 30  
7 bucks a head. And it sounds like, you know, you can  
8 probably document it's more than that.  
9 **MR. MARQUEZ:** So we --  
10 **MR. HANLEY:** I'm sorry. I just wanted to  
11 interject.  
12 **MR. MARQUEZ:** Go ahead.  
13 **MR. HANLEY:** What Richard and Fletcher had  
14 mentioned was the jazz club has obviously pivoted into  
15 something far beyond what was the original vision because  
16 it, you know, came out of the gates a little bit less kind  
17 of aggressive, but can Arthur Vint and all of these  
18 collaborations --  
19 I will tell you that I'm looking at 2022 and  
20 2023. And a very specific month in 2021, November,  
21 offered me perspective on the plaza, the venue concert  
22 space outside, which is nowhere near complete with the  
23 addition of the sound, that we all know is critical, and  
24 just the green room. We saw the hotel rooms at the Hotel  
25 Congress literally jump by 65 percent from October to

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1 November and then go back down in December, because  
2 November we had four sell-out shows on the plaza, you  
3 know, thanks primarily to David and his team, David  
4 Slutes, the entertainment director. So for me that was  
5 just an absolute, you know, kind of unbelievable calling  
6 card for what is possible with that space not just from a  
7 food and beverage perspective but also from a hotel. And  
8 to Richard's point, when you have 700 individuals downtown  
9 and you're a multiple of 30, we really can probably  
10 service about two-thirds of those individuals from the  
11 perspective of hospitality. So that was pretty striking  
12 to me as just kind of an additional number to kind of soak  
13 up a little bit without throwing too much at you all.  
14 **MR. MARQUEZ:** So from mile high view also for  
15 Mr. Mike Levin, who's new to the conversation, you  
16 originally came to us, we did a lesser dollar amount, you  
17 came to us again and we fulfilled the rest of the 600,000.  
18 Kind of, I guess, a two-part question. If we invest again  
19 another \$300,000, number one -- back to Jannie's original  
20 question that happened last time when we got to the 600,  
21 number one, is this the last time that we'll be asked to  
22 invest?  
23 **MR. OSERAN:** We will not be back. We've never  
24 asked you for anything before. And we did ask for  
25 600,000, but you didn't have the money, and so you told us

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1 to come back a second time.  
2 **MR. MARQUEZ:** Right. And we did.  
3 **MR. OSERAN:** Yeah. Now we're back for the  
4 third time, but we had no idea nor did almost anybody in  
5 the country what was going to happen to skyrocketing costs  
6 of building. I mean --  
7 **MR. MARQUEZ:** And the whole purpose that Rio  
8 Nuevo exists is to support our downtown businesses and the  
9 businesses in our district.  
10 So second part of my question, as we consider  
11 this \$300,000, it sounds like it's the last time, which is  
12 fantastic, do we get the complete picture completed,  
13 meaning the original plans from the 600,000 now plus the  
14 jazz club? Can you afford to do it all still?  
15 **MR. OSERAN:** 100 percent complete. As you will  
16 see when you come down tonight and take a look at the jazz  
17 club, it's substantially complete, just unpaid for. And  
18 we have, you know, a few more things to do, but you -- it  
19 is an impressive -- you know, the -- the design work and  
20 the craftsmanship that went into that place is incredible.  
21 I mean --  
22 And Arthur Vint, who is a jazz musician from  
23 Tucson and also worked at the Village Vanguard for 10  
24 years, which is the oldest jazz club in the United States,  
25 I mean, he's connected and this is the real deal. I mean,

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1 people are going to be coming down on the weekends from  
2 Phoenix for shows. And, you know, although we love our  
3 103-year-old building, a lot of them would like to spend a  
4 little bit more money and stay at a little newer  
5 facilities around downtown and fill up those hotel rooms.  
6 So we see this as just a big win-win. And we  
7 want to get it done. We don't want to hang on and do a  
8 little bit this year and a little bit next year and maybe  
9 never get it done. This will be done complete. We have  
10 stuff that we haven't ordered that we've already, you  
11 know, had bids on. We -- and we're just waiting basically  
12 to hear from you to go forward and get the job done.  
13 **MR. SHEAFE:** Richard, would you have a problem  
14 with being specific to answer a question that's probably  
15 floating around in the members of the board? Everybody  
16 can see that you've stepped up what you're doing, and your  
17 arguments about the whole jazz concept and what that opens  
18 market-wise are very intriguing and very interesting. And  
19 there's no reason to question that, but the concept  
20 looking at it is, okay, we've invested a certain amount of  
21 the money and that's generating a certain amount of  
22 return. Now you've stepped up to a much bigger program,  
23 so can you put this into a very concise and detailed  
24 analysis that says, look, you can put in another 300, but  
25 we've expanded the revenue base by X number of dollars,

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1 and so this is the extra revenue that's going to be  
2 generated? And that helps us be able to make a decision  
3 where we can justify it so we're just not handing money  
4 out to requests, especially in light of the fact that the  
5 last time -- and this is what I think Jannie was going to  
6 bring up. The question came out, is this your last come.  
7 And the answer from Todd was, absolutely, you'll never see  
8 us again, and now all of a sudden we're coming back, so --  
9 **MR. OSERAN:** That wasn't our answer last --  
10 **MR. SHEAFE:** You're coming back, but what is it  
11 that you're putting on the table that says, hey, it's  
12 still a good investment, because we're not only coming  
13 back for another ask, we're coming back with another  
14 revenue stream which makes it sensible and doing that  
15 specifically?  
16 As Fletcher referenced, you make these  
17 decisions not just sort of in a loose thing, but let's put  
18 the numbers on the table and say, this is what we're  
19 gaining in revenue, this is the longer term, here's the  
20 specifics and here's your payback so we can look at it and  
21 say, okay, this made good sense as a separate, stand-alone  
22 decision.  
23 **CHAIRMAN McCUSKER:** One way to get there, I  
24 would suggest, is to allow the executive officers to  
25 finish this up, you know, approve the amount subject to us

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1 getting comfortable with a new set of projections, and  
2 that would keep them from having to wait a whole month to  
3 come back. We could help you build that, Richard, and  
4 then, you know, give the executive officers authority to  
5 execute the deal.  
6 **MR. SHEAFE:** Jannie has an opportunity to step  
7 in, too, because I know she has a permit.  
8 **MR. HANLEY:** I think a couple specific points  
9 to reiterate that we could expand upon a little bit more.  
10 Pre-COVID, we were sitting around 9.8 million in gross  
11 revenue annually in 2019. Obviously hard to project 2020,  
12 2021. As most experts will contend, 2023 is when  
13 everybody will climb back to pre-COVID numbers. At this  
14 point, we'll be to pre-COVID numbers by the end of 2022  
15 with the addition of the Century Room, which would bring  
16 us to again probably in the ballpark of 10 million. And  
17 from there into 2023 and beyond, when we start to see the  
18 Century Room and the plaza really find their rhythm and  
19 really find a toehold in the entire entertainment industry  
20 as Tucson becomes a destination to Fletcher's point and I  
21 think even Jannie's point, all of a sudden from  
22 9.8 million pre-COVID to 2022 looking to be 10 million,  
23 10.5 million, if we can -- if we go up to that 12.5,  
24 \$13 million, that's the generation -- that's the revenue  
25 generation that we can really lean on to showcase the

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1 actual return on investment from Rio Nuevo.  
2 **CHAIRMAN McCUSKER:** What we're not doing, Todd,  
3 is tying that to our investment. What we're trying to  
4 suggest is that you do X if we don't invest, you do X plus  
5 Y if we do invest. So, you know, what Chris and Edmund I  
6 think are suggesting, it's a specific connection to our  
7 investment and new revenue and we haven't really been able  
8 to show that.  
9 **MR. HANLEY:** Okay.  
10 **CHAIRMAN McCUSKER:** Yeah, go ahead.  
11 Jannie is muted.  
12 Jannie, unmute yourself.  
13 **MS. COX:** I move that we assign the executive  
14 officers to continue meeting with Todd and Richard from  
15 Hotel Congress until we have a clear projection of how  
16 much additional revenue will be created with this project  
17 and in what time, and when the executive officers -- when  
18 and if they are comfortable with that number, they are  
19 authorized to approve an additional 300,000-dollar  
20 investment.  
21 **MR. LEVIN:** Second.  
22 **CHAIRMAN McCUSKER:** Okay. That's very clear to  
23 me. That authorizes the executive officers, Todd and  
24 Richard, to finish this conversation subject to us being  
25 comfortable with the new math.

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1 Any other questions, conversation about the  
2 motion?  
3 **MR. SHEAFE:** Jannie, did you mean to include  
4 the authority to execute any documents?  
5 **MS. COX:** Of course.  
6 **CHAIRMAN McCUSKER:** I think she did actually.  
7 I think she said authorize.  
8 **MS. COX:** Yes, that should include, and that  
9 the executive officers will finish the deal, sign the  
10 papers.  
11 **CHAIRMAN McCUSKER:** Who was the second on that  
12 motion.  
13 **MS. COX:** Mike was, I believe.  
14 **CHAIRMAN McCUSKER:** Okay. That amendment's,  
15 okay?  
16 **MR. LEVIN:** Yes.  
17 **CHAIRMAN McCUSKER:** All right.  
18 Brandi, call the roll.  
19 **MS. HAGA-BLACKMAN:** Jannie Cox.  
20 **MS. COX:** Aye.  
21 **MS. HAGA-BLACKMAN:** Edmund Marquez.  
22 **MR. MARQUEZ:** Aye.  
23 **MS. HAGA-BLACKMAN:** Chris Sheafe?  
24 **MR. SHEAFE:** Aye.  
25 **MS. HAGA-BLACKMAN:** Mike Levin.

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1 **MR. LEVIN:** Aye.  
2 **MS. HAGA-BLACKMAN:** Mark Irvin.  
3 **MR. IRVIN:** Aye.  
4 **MS. HAGA-BLACKMAN:** Fletcher McCusker.  
5 **CHAIRMAN McCUSKER:** And I vote aye.  
6 Guys, we'll be in touch posthaste so we can get  
7 after this as quick as we can.  
8 **MR. OSERAN:** Thank you. And it will have to be  
9 posthaste because we'll have to put a bunch of commitments  
10 on hold until we're able to resolve this and --  
11 **CHAIRMAN McCUSKER:** We'll -- we'll reach out  
12 tomorrow.  
13 **MR. OSERAN:** Okay. Thank you so much. Thank  
14 you very much for your time.  
15 **CHAIRMAN McCUSKER:** Thank you.  
16 **MR. HANLEY:** Thanks, everyone.  
17 **CHAIRMAN McCUSKER:** The next item, Sugar  
18 Skulls. This is basically a ratification request on our  
19 part. A quick update and background on this item. I  
20 think most people have seen the \$70 million worth of  
21 advertising regarding the new gaming laws associated with  
22 sports gambling in Arizona. That law was changed to allow  
23 major league professional teams to be the sponsor of a  
24 sports betting operation or so-called sports book. The  
25 only such team eligible for that in Tucson is, of course,

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1 the Sugar Skulls. The Roadrunners are a minor league  
2 team. The Sugar Skulls are indeed a major league team.  
3 In Phoenix, the Coyotes, the Suns, the  
4 Diamondbacks, the NASCAR event are all moving to establish  
5 these gaming operations. It requires that they be in a  
6 venue that has accommodations of 10,000 or more. It took  
7 an amendment to our lease, and I credit Mayor Romero for  
8 getting this through the city council. They approved  
9 these changes unanimously, which basically gives the Sugar  
10 Skulls access to additional seating. They need it. This  
11 would qualify them to have a sports book operation  
12 affiliated with the TCC. They've also indicated their  
13 desire to develop a physical location. That would have to  
14 be within six blocks of the arena proper.  
15 So this has been approved by the city. This  
16 has been approved by the Sugar Skulls. What is being  
17 asked of us is to basically ratify those changes.  
18 Mr. Collins, anything else that we need to say  
19 about the agreement?  
20 **MR. COLLINS:** Mr. Chairman, I think you've done  
21 a good job of summarizing it. I think all that needs to  
22 happen is for this board to approve those changes and  
23 authorize the execution of the appropriate amendment.  
24 **CHAIRMAN McCUSKER:** And I used the word lease.  
25 It's really a licensing agreement; correct? It's --

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1 **MR. COLLINS:** It is. It is.  
2 **MR. SHEAFE:** I'd like to move that we approve  
3 the licensing agreement in accordance with the discussions  
4 we had in executive session, and the reason that I'm  
5 posturing it that way is because in the executive session,  
6 we were dealing with sort of a fluid situation that  
7 counsel's going to have to work out in order to get the  
8 final approval put together, and that we authorize the  
9 executive officers to approve the final document in  
10 accordance with what counsel has worked out so that we can  
11 move forward as rapidly as possible.  
12 **MR. MARQUEZ:** Second.  
13 **CHAIRMAN McCUSKER:** Okay. That's a long-winded  
14 motion to basically authorize the executive officers to  
15 not only work on, approve and executive the licensing  
16 amendment with the Sugar Skulls.  
17 I think we can do this by voice vote. All in  
18 favor say aye.  
19 (Motion made, seconded and passed unanimously).  
20 **CHAIRMAN McCUSKER:** Okay. That passes.  
21 Item last is the marketing budget.  
22 Brandi, I think you have an update for us on  
23 the previous expenditures.  
24 **MS. HAGA-BLACKMAN:** I did not bring anything to  
25 show you.

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1 **CHAIRMAN McCUSKER:** Can you -- can you --  
2 **MS. HAGA-BLACKMAN:** Yeah, we've got 2,500 left  
3 in the -- in the -- in the event sponsorship.  
4 **CHAIRMAN McCUSKER:** So we may have to do this a  
5 little bit on the fly. We have authorized \$200,000 as we  
6 reengage with downtown events to help sponsor them. It's  
7 been incredibly lucrative from my perspective in terms of  
8 ROI, in terms of creating pedestrian traffic, in terms of  
9 events that we probably saved that maybe otherwise would  
10 not have occurred. And if you want to list those off for  
11 the record maybe, I think that's certainly appropriate.  
12 But as Brandi and Dan just mentioned, we've spent all but  
13 2,500 of those dollars, so I think the ask is going to be  
14 for an additional something to continue this effort. Our  
15 original budget pre-COVID was 400,000 a year. We're  
16 currently at 200,000.  
17 **MR. SHEAFE:** Mr. Chairman, your remark about --  
18 and I hope this is consistent, but I just learned that we  
19 haven't been able to move forward with the sidewalk cafe  
20 program because we're having difficulty getting approvals  
21 on the various approvals for each one of the restaurants  
22 where the enclosed areas need some kind of review and  
23 approval from staff and that somehow is not happening.  
24 **CHAIRMAN McCUSKER:** It's between the  
25 restaurateur, Chris, and the city. Again, all we offered

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1 to do was pay for these, so we're not involved in the  
2 design. We don't hire the contractors, we're not doing  
3 the work. Each restaurateur has to do that, and they have  
4 to go through city permitting and development services to  
5 build a structure that's not going to fall over when it  
6 gets nipped by a garbage truck. And that's been more  
7 challenging, I think, than anybody imagined, so it has  
8 been slower than we would otherwise like.  
9 We think -- Dan, correct me if I'm wrong. We  
10 still have that money reserved, it's committed to them,  
11 but they have to individually in their own right and in  
12 their own timing advance the sidewalk cafe.  
13 **MR. SHEAFE:** The concept was that if we could  
14 have them kind of bundled together, then the demising  
15 walls between these spaces wouldn't have to be double  
16 built and there could be some real savings. And that  
17 whole process should be moving along, but as carried out  
18 and, as you say, it's turned out to be more complex, but,  
19 you know, intelligent minds ought to be able to figure  
20 that out pretty quick.  
21 **CHAIRMAN McCUSKER:** I think if you see those  
22 that are done and you see the patronage they attract, we  
23 should be equally ambitious that everyone should have  
24 outdoor seating downtown. As Richard and Todd indicated,  
25 the desire for people to sit outdoors has never been

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1 greater. And it's -- you know, there's nothing we can  
2 really do as the third party to accelerate that process.  
3 **MR. LEVIN:** I've got a quick question on the  
4 marketing budget as far as the money for the TCC. Both  
5 the board members and staff have been great about bringing  
6 me up to speed on a lot of things. I wasn't aware that  
7 the original budget number was 400,000 and reduced  
8 200,000. Is there any input that any of the other board  
9 members have as to how effective the \$200,000 was or if  
10 there is more good work to be done along those lines just  
11 from that budget standpoint?  
12 **MR. MARQUEZ:** I'm happy to take a swing at  
13 that. Thank you, Mr. Levin.  
14 Yes, it's been a fantastic investment. Not  
15 only are events trying to get back into play in our  
16 community, but we're not only helping them do that, we're  
17 helping them come downtown, which helps generate sales tax  
18 dollars for our district.  
19 Secondly, as Fletcher had mentioned, we just  
20 recently came to the rescue of two large economic  
21 juggernaut events in our community. One will be actually  
22 in a press conference this evening at Hotel Congress,  
23 which is the major league soccer event that's happening in  
24 our community bringing numerous major league soccer and  
25 their fans to Tucson, which we're excited to be part of.

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1 They had lost their sponsor and we were able to come to  
2 the rescue.  
3 And second is a large taco dropped at midnight  
4 in connection to our bowl game that happened downtown,  
5 which created the celebration downtown that wouldn't have  
6 been in our downtown area without Rio Nuevo.  
7 So on my explanation, I'd like to actually make  
8 a motion that we increase or add a -- I move that we add  
9 an additional \$100,000 towards our marketing budget  
10 immediately.  
11 **MR. LEVIN:** That's \$300,000 -- over \$300,000  
12 together?  
13 **CHAIRMAN McCUSKER:** That would be an annual  
14 number, Mike, yeah, so that would run through the end of  
15 fiscal year June 3rd.  
16 **MR. LEVIN:** I would second that.  
17 **CHAIRMAN McCUSKER:** And, Brandi, I think we can  
18 get around the report that you run that shows  
19 attendance dollars spent, return on investment, so let's  
20 just make sure we do that.  
21 We do have a motion and a second. Any  
22 questions, Mr. Irvin?  
23 **MR. IRVIN:** My concern, Mr. Chairman, remains  
24 the same. First off, I think it's good money for us to  
25 spend. It's a good investment. My concern is not what

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1 we're doing, it's probably the way we're doing it. I  
2 really think these are decisions that the entire board  
3 should chime in on and be a part of. If an organization  
4 waits until the 11th hour to come and approach us, I think  
5 that kind of rings hollow with me. It just shows me that  
6 maybe they shouldn't get the money, they're not well  
7 prepared.  
8 But I don't have any problem with the fact that  
9 we're spending money. What I have a problem with is the  
10 way we're doing it. And I think when we spend time  
11 looking at making decisions like we do at the TCC or even  
12 approving 2,500-dollar bids for surveys and environmental  
13 reports and this that and the other, we should have that  
14 same type of transparency that we do there that we do with  
15 our grants and gifting process. We can't be sort of  
16 sometimes transparent. We're either transparent or we're  
17 not. And that to me is not a transparent issue.  
18 So I don't have any concern with what we're  
19 doing. I have a concern with how we're doing it. And,  
20 again, I just think it should be something that we set  
21 aside this pool of money and the entire board should weigh  
22 in on how it's spent. Those are just my comments.  
23 **MS. COX:** Well, Mark, I'd like to say I can  
24 certainly understand your concern on that, but these  
25 things come up and the opportunities to step in and

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1 attract an event downtown when there's a really short fuse  
2 on a lot of those decisions. There's no way to bring  
3 that -- to be as nimble as we have been and transparent, I  
4 might say, and bring those to a board meeting once a  
5 month, it's just not going to work. I think it's  
6 important and I would agree with you that we need better  
7 reporting. And I will take responsibility for making sure  
8 that going forward we have a full and transparent report  
9 for the board of everything that has happened in the  
10 marketing budget since our last meeting, but to do this  
11 just once a month is not going to work.  
12 **CHAIRMAN McCUSKER:** The other thing that  
13 contributes to that is we were -- we were silent for  
14 almost two years, and then we kind of opened the flood  
15 gates, so there was dozens of requests that all came to us  
16 like in a very short amount of time. So in the normal  
17 course, yes, these can be budgeted, they could be  
18 addressed as part of the budget exercise and we can  
19 approve them going into the new year. We have  
20 historically done that.  
21 However, Jannie's right. You're going to want  
22 to be opportunistic when you can be. The MLS Soccer is a  
23 great example. They've lost their sponsor. The entire  
24 event, eight professional teams coming to Tucson, was at  
25 risk of being canceled. All they needed was a few

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1 thousand dollars. And in exchange for that, they agreed  
2 to host a number of events downtown, including a watch  
3 party, the press conference kickoff. These events are  
4 held at Kino, so how do we benefit. Well, we benefit by  
5 attracting the entire league to downtown, to downtown  
6 hotels. If we had to wait for that, that wouldn't happen.  
7 So there's some combination, Mark, of -- you  
8 know, and a process where things are vetted and approved  
9 and the whole board weighs in, but then --  
10 **MS. HAGA-BLACKMAN:** Mark just texted his  
11 internet went down. That's why he's not here.  
12 **CHAIRMAN McCUSKER:** You know, they have to have  
13 some flexibility to react urgently.  
14 So we lost Mr. Irvin's connection? Is that  
15 what you're saying?  
16 **MR. SHEAFE:** Yeah, he appears to have lost his  
17 internet connection.  
18 **MS. COX:** I think Mike has a question.  
19 **CHAIRMAN McCUSKER:** Keep him available by text,  
20 Brandi, in case we have to do a text vote.  
21 Mr. Levin, go ahead.  
22 **MR. LEVIN:** Thank you, Mr. Chair. I wanted to  
23 know what type of reporting or if there is an application  
24 process. I'm not suggesting anything, you know, but is  
25 there any reporting when those monies go out that will

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1 alert the board or staff, you know, what is being done? I  
2 agree 100 percent with what Ms. Cox said. I think that --  
3 and what you touched base on. It does need to be  
4 something where you have the -- you can react quickly, but  
5 I wanted to address the concern about how that is. What  
6 is the reporting of those monies back to staff or to --  
7 **CHAIRMAN McCUSKER:** Brandi, I know you have  
8 that. Can you pull it up? Can you find --  
9 **MS. HAGA-BLACKMAN:** I'll have to e-mail it from  
10 my other computer.  
11 **CHAIRMAN McCUSKER:** It's on your other  
12 computer?  
13 **MR. MARQUEZ:** And also to help with your  
14 answer, Mike, is they will typically approach Brandi via  
15 the Rio Nuevo website and/or they will apply on the Rio  
16 Nuevo website, and then it usually is brought to several  
17 of us that help with the marketing budget. And then  
18 what's missing here, which we don't have today, is there's  
19 typically -- Brandi will share her screen and you'll be  
20 able to see what we invested in, what the population of  
21 the event was, what's our return on investment. And,  
22 frankly, on the return on investment, we're hitting it out  
23 of the park, so it would have been nice to actually show  
24 that today.  
25 **CHAIRMAN McCUSKER:** Yeah, I should have

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1 reminded her to circulate that or to post for in the  
2 meeting.  
3 Mike, it's actually pretty complete. It shows  
4 the event, the dollar amount, the attendance, you know, so  
5 it is pretty well thought out. We're not just throwing  
6 money around. And once we get it, I think it will be good  
7 for the public to see, too, is these are the things we're  
8 investing in. If they da make a request of us. They have  
9 to convince us that there is an ROI. If it's not  
10 associated with downtown, they've got to be prepared to  
11 show us how it affects downtown, so it's a pretty well  
12 thought out process. The challenge is it has to involve  
13 fewer than three people or it becomes an open meeting law  
14 issue. And that's the question Mr. Irvin has had, is why  
15 can't the whole board see all this, and we literally would  
16 have to call a meeting once a week to stay light footed on  
17 doing this.  
18 So go ahead and pull it up.  
19 **MS. HAGA-BLACKMAN:** Do want the Excel sheet?  
20 You want the list of what we sponsored for how much?  
21 **CHAIRMAN McCUSKER:** The 200 that we've  
22 currently spent, where did that go --  
23 **MS. HAGA-BLACKMAN:** Yeah, there it is.  
24 **CHAIRMAN McCUSKER:** So is this in order by date  
25 or alphabetical or what's the --

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1 **MS. HAGA-BLACKMAN:** This is in order by when  
2 they've come in, so you can see the event, the date and  
3 the amount.  
4 **CHAIRMAN McCUSKER:** So you might just for  
5 everybody's edification, Edmund, Jannie, just touch on  
6 these events at a very high level and, you know, why we  
7 invested in them.  
8 **MR. MARQUEZ:** Do you want to, Jannie, or --  
9 **MS. COX:** Okay. Well, I'll just start with the  
10 first one in the last block, the GABA bike swap. And this  
11 is a perfect example of being able to be nimble. I was  
12 sitting at breakfast after a bike ride with the guy who  
13 runs the GABA bike swap and he's talking about how  
14 frustrated he was trying to work with the nonexistent  
15 structure on 4th Avenue to put on the bike swap that's  
16 there been for years and years and years. And I said, why  
17 don't you bring it downtown. He says, oh, that would be  
18 great, but we wouldn't know how to do that. We've always  
19 been on 4th Avenue. And I said, well, what does it cost  
20 you to put on this event, and he says \$2,500. I said,  
21 well, we can get you the \$2,500 if you'll bring that event  
22 to Armory Park. He got together with Brandi, it was done  
23 in a week and they are now committed and they're already  
24 advertising. And that will bring in several thousand  
25 people who will spend the entire morning downtown.

1 **MR. MARQUEZ:** Yeah. There's several home  
 2 runs --  
 3 **MS. COX:** That's just one example of something  
 4 that had to happen quickly.  
 5 **MR. MARQUEZ:** Yeah, there's several home runs  
 6 in this report from the mariachi conference that was  
 7 originated here in Tucson. It's a regional event,  
 8 meaning, you know, people from all around the United  
 9 States come to hear our local mariachi music, plus this  
 10 was downtown. It was a massive event that ended up having  
 11 to be moved to the casino and we moved it back downtown.  
 12 We put 25,000 into it, which is actually a low -- a low  
 13 amount based on the number of people that attend that.  
 14 And then if you put that \$30 per person figure that we  
 15 were just talking with the Hotel Congress folks, I mean,  
 16 this is just -- we hit a home run on return on investment.  
 17 Now I know what I'm looking at.  
 18 Arizona Bowl, as we all know, one of the teams  
 19 backed out. We unfortunately didn't have the Arizona Bowl  
 20 in town this year. They were really concerned with their  
 21 downtown event, which we were investing zero in  
 22 originally. The sponsors kind of got cold feet with the  
 23 bowl game not happening, et cetera. We put up the money  
 24 to help them have that event downtown, which was -- I  
 25 think they had three or four concerts downtown. They

1 dropped the taco. It was well attended. Probably not as  
 2 well attended as it could be because it rained a bit, but  
 3 it's a defining piece. I mean, every downtown typically  
 4 has a good downtown party, and ours would have been silent  
 5 without Rio Nuevo's investment. So many good events here.  
 6 But you can kind of see here as you walk through the  
 7 sponsorship levels the economic impact --  
 8 Look at the economic impact of All Souls  
 9 Procession. We put in \$5,000 and it's a  
 10 1.5 million-dollar economic impact. I mean, that's --  
 11 **MS. COX:** And with FC Tucson, although that's  
 12 not all downtown, it's more city wide, Edmund did a great  
 13 job working with them and getting commitments for hotel  
 14 rooms and downtown events that have just been fabulous.  
 15 And they're working with Hotel Congress to do a whole lot  
 16 of big events at Hotel Congress. So it was pretty neat  
 17 the way that turned out, but it all had to happen fast.  
 18 They were without a sponsor. They were frozen until we  
 19 got involved and were able to turn that around in like two  
 20 weeks.  
 21 **MR. LEVIN:** And just, you know, as part of my  
 22 being brought up to speed, I have seen this information.  
 23 In fact, I have it right next to me here, so I appreciate  
 24 that. It was more of a clarifying question on, you know,  
 25 the application process and this and that.

1 **CHAIRMAN McCUSKER:** We've been remiss, I think,  
 2 in sharing this with the whole board. I think that was  
 3 part of the commitment we made with the board, is that we  
 4 would keep data, we would share the data, so we've just  
 5 got to be better disciplined about getting this out and  
 6 around. And we can do that. We do have the data. We  
 7 track it. We know where the money's going. Dan knows  
 8 when the obligations are being made. So it's a lot more  
 9 polished than just throwing money at the wall. And I  
 10 think it's conditional that if we approve this, you know,  
 11 it's got to have good data with it. Then, you know, we'll  
 12 make sure that gets circulated for the rest of the fiscal  
 13 year.  
 14 So we do have a motion and a second to add  
 15 \$100,000 to this effort.  
 16 Brandi, let's call the roll.  
 17 Is Mr. Irvin around? Is he available by phone?  
 18 **MS. COX:** Do you want me to --  
 19 **CHAIRMAN McCUSKER:** Well, let's see how close  
 20 the vote is. He may be a swing voter.  
 21 Go ahead and call the roll.  
 22 **MS. HAGA-BLACKMAN:** Jannie.  
 23 **MS. COX:** Aye.  
 24 **MS. HAGA-BLACKMAN:** Edmund.  
 25 **MR. MARQUEZ:** Aye.

1 **MS. HAGA-BLACKMAN:** Mike.  
 2 **MR. LEVIN:** Aye.  
 3 **MS. HAGA-BLACKMAN:** Chris.  
 4 **MR. SHEAFE:** Aye.  
 5 **MS. HAGA-BLACKMAN:** Fletcher.  
 6 **CHAIRMAN McCUSKER:** I vote aye, so Mr. Irvin's  
 7 vote won't matter one way or the other, so we approve that  
 8 five with one missing in action.  
 9 Thank you for that. That's the last item on  
 10 the agenda. I'll entertain a motion to adjourn.  
 11 **MR. MARQUEZ:** So moved.  
 12 **MS. COX:** So moved .  
 13 **MR. MARQUEZ:** Second.  
 14 **CHAIRMAN McCUSKER:** All in favor say aye.  
 15 (Motion made, seconded and passed unanimously).  
 16 (3:35 p.m.)  
 17  
 18  
 19  
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 23  
 24  
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	10:19	57:12	<b>Alan (1)</b> 8:22	<b>appears (1)</b> 53:16
<b>\$</b>	<b>\$85 (1)</b>	<b>add (5)</b> 5:24;22:15;50:8,8; 59:14	<b>alert (1)</b> 54:1	<b>application (2)</b> 53:23;58:25
<b>\$1,078,000 (1)</b> 30:23	<b>\$900,000 (1)</b> 34:9	<b>addition (11)</b> 12:23;13:8,18;14:12; 15:3,10,24;17:2;36:3, 23;41:15	<b>Allegiance (1)</b> 3:8	<b>apply (1)</b> 54:15
<b>\$1,338,000 (1)</b> 30:24	<b>A</b>	<b>additional (9)</b> 16:20;18:2;34:21; 37:12;42:16,19;45:10; 47:14;50:9	<b>allotment (1)</b> 10:21	<b>appoint (1)</b> 22:22
<b>\$1.1 (1)</b> 10:23	<b>abatement (2)</b> 27:21;30:12	<b>address (1)</b> 54:5	<b>allow (3)</b> 22:21;40:24;44:22	<b>appointed (4)</b> 8:3;9:1;21:19,22
<b>\$1.3 (2)</b> 18:1,3	<b>ability (1)</b> 31:24	<b>addressed (1)</b> 52:18	<b>allowances (1)</b> 16:12	<b>appreciate (1)</b> 58:23
<b>\$10 (1)</b> 31:24	<b>able (28)</b> 7:1;9:19;13:14;14:2, 4;16:17,22;17:7,14,16; 18:9;28:21,24;29:24; 32:3;33:2;34:12,13; 35:9;40:2;42:7;44:10; 47:19;48:19;50:1; 54:20;56:11;58:19	<b>additionally (1)</b> 30:9	<b>allowed (1)</b> 22:1	<b>appreciative (1)</b> 20:1
<b>\$100,000 (2)</b> 50:9;59:15	<b>aboard (1)</b> 13:4	<b>admin (1)</b> 22:21	<b>almost (6)</b> 8:8;11:3;12:4;34:5; 38:4;52:14	<b>approach (2)</b> 51:4;54:14
<b>\$13 (1)</b> 41:24	<b>absolute (1)</b> 37:5	<b>Administrator (1)</b> 2:10	<b>alone (2)</b> 22:12;35:14	<b>appropriate (4)</b> 22:23;24:1;45:23; 47:11
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