

In The Matter Of:

Rio Nuevo

3/26/24

March 26, 2024

Fink & Associates

6095 E Grant Road

Tucson, AZ 85712

Original File 032624 Rio Nuevo.txt

Min-U-Script® with Word Index

1
2
3 RIO NUEVO MULTIPURPOSE FACILITIES DISTRICT
4
5
6
7
8
9
10 BOARD MEETING VIA ZOOM
11 Tucson, Arizona
12 March 26, 2024
13 1:00 p.m.
14
15
16
17
18
19
20
21 REPORTED BY:
22 Thomas A. Woppert, RPR
23 AZ CCR No. 50476
24
25

FINK & ASSOCIATES
6095 East Grant Road
Tucson, Arizona 85712
(520)624-8644

1 CHAIRMAN McCUSKER: Good afternoon, everyone.
2 Welcome to the March Rio Nuevo meeting. Nice to see
3 everybody.
4 Nice Seattle day, Chris, just for you.
5 Let's deal with the pledge.
6 Who hasn't done one lately? I think Mike Levin
7 has been escaping this.
8 Mike, will you lead the pledge?
9 MR. SHEAFE: I saw his second grade report
10 card. He did really well with it.
11 (Pledge of Allegiance)
12 MR. MARQUEZ: Still awkward.
13 CHAIRMAN McCUSKER: We're terrible.
14 MR. MARQUEZ: We are no choir, that's for sure.
15 CHAIRMAN McCUSKER: Brandi, call the roll,
16 please.
17 MS. HAGA-BLACKMAN: Mike Levin.
18 MR. LEVIN: Here.
19 MS. HAGA-BLACKMAN: Jannie Cox.
20 MS. COX: Here.
21 MS. HAGA-BLACKMAN: Richard Oseran.
22 MR. OSERAN: Here.
23 MS. HAGA-BLACKMAN: Edmund Marquez.
24 MR. MARQUEZ: Here.
25 MS. HAGA-BLACKMAN: Corky Poster.

1 BOARD MEMBERS PRESENT:
2 Fletcher McCusker, Chair
3 Edmund Marquez, Vice Chair
4 Chris Sheafe, Treasurer
5 Taunya Villicana, Secretary
6 Jannie Cox
7 Sharayah Jimenez
8 Mike Levin
9 Corky Poster
10 Richard Oseran
11
12 ALSO PRESENT:
13 Ms. Brandi Haga-Blackman, Administrative Director
14 Mr. Mark Collins, Board Counsel
15 Mr. Timothy Medcoff, Board Counsel
16 Mr. Dan Meyers, CFO
17 * * * *
18
19 BE IT REMEMBERED that a meeting of the Board of
20 Directors of the Rio Nuevo Multipurpose Facilities
21 District was held via ZOOM, in the City of Tucson, State
22 of Arizona, before THOMAS A. WOPPERT, RPR, Certified
23 Reporter No. 50476, on the 26th day of March 2024,
24 commencing at the hour of 1:00 p.m.
25

1 MR. POSTER: Here.
2 MS. HAGA-BLACKMAN: Chris Sheafe.
3 MR. SHEAFE: Here.
4 MS. HAGA-BLACKMAN: Shay Jimenez.
5 We can't hear you, Shay.
6 MS JIMENEZ: (No oral response).
7 MS. HAGA-BLACKMAN: Fletcher McCusker.
8 CHAIRMAN McCUSKER: I'm here. I see Shay, so
9 we'll acknowledge her.
10 Taunya's en route from Atlanta, so she should
11 join us later, so it looks like we have 100 percent
12 attendance.
13 In your packet you have the minutes. They're
14 transcribed from the February meeting. Unless you have a
15 comment or change, I just need a motion to approve.
16 MS. COX: So moved.
17 MR. LEVIN: Second.
18 CHAIRMAN McCUSKER: All in favor say aye.
19 (Motion made, seconded and passed unanimously).
20 CHAIRMAN McCUSKER: Thank you.
21 This is the time we set aside for executive
22 session. I need a motion to recess.
23 MR. LEVIN: So moved.
24 MS. COX: Second.
25 CHAIRMAN McCUSKER: All in favor say aye.

Page 5

1 (Motion made, seconded and passed unanimously).
 2 **CHAIRMAN McCUSKER:** I notice we have some
 3 attendees. We always go into exec first. It typically
 4 takes us about an hour, so we will exit and come back.
 5 You're welcome to hang around or sign back in around 2
 6 o'clock.
 7 So for members, leave this meeting and click on
 8 your link to the executive session.
 9 (Recess)
 10 **CHAIRMAN McCUSKER:** I think everybody's back
 11 and accounted for. Yeah.
 12 Thank you, everyone. We have some fun things
 13 later today to talk about, some projects that we hope to
 14 activate, some things that have happened between the last
 15 meeting and now and are available for you to peruse.
 16 Ms. Saigon, we're going to talk to them later
 17 today. They should open up in April before our next
 18 meeting.
 19 Zemam's or Z Street, as they call it, the
 20 Ethiopian bazaar at Treat and Broadway should open between
 21 today and our April meeting.
 22 Whole Slice Pizza is scheduled to open in a
 23 couple of weeks.
 24 You probably saw the news where the El Sur
 25 family is moving to downtown. We're excited to see them

Page 6

1 take over the Elvira's space. They likely will be open in
 2 April as well. So there's a lot of things happening
 3 downtown. Tabu Bar and Grill has opened. La Macaron has
 4 opened. There's usually two, three people getting a
 5 macron, not a macaroon. A macaroon is a coconut macaron.
 6 I've learned that after 75 years of calling them
 7 macaroons. So things are happening. We have a lot of
 8 activity. You'll see some of that in Dan's report in
 9 terms of pending projects.
 10 We're going to show you the first draft of our
 11 master plan today, first time we've ever released a master
 12 plan. And we have some exciting projects to talk about
 13 even today.
 14 So with that, I'll get out of the way and, Dan,
 15 if you'll do your financial report.
 16 **MR. MEYERS:** This is Dan Meyers. I'm the CFO
 17 here at Rio Nuevo.
 18 At the end of February, we had a little over
 19 \$9.5 million in our operating accounts. 527,000 of that
 20 is restricted for our debt service on March 1st leaving a
 21 little over \$9 million in available cash. We typically
 22 try to estimate our cash flow from our TIF revenue offset
 23 by operating expenses, and that's 3.6 million, which gives
 24 us about \$12.6 million for the upcoming year. And, again,
 25 that's based on a budget of \$1.3 million of TIF revenue.

Page 7

1 Some great news last month is that in January
 2 we earned \$1.78 million in TIF revenue. We surpassed the
 3 baseline -- two times the baseline for the first time in a
 4 while, so I think that's due primarily to, you know,
 5 several of our investments coming to fruition and starting
 6 to dump some sales tax into our district, so great news.
 7 Other good news is, due to the nice interest
 8 rates these days, our debt service is going down about
 9 almost \$170,000 a month. It actually started February 1st
 10 through the end of our fiscal year, so that's going to
 11 generate some extra cash anyway. So the excess of the
 12 interest in a couple reserve accounts, that gets allocated
 13 into our debt service account and that drives the mortgage
 14 payment down.
 15 Let's see, what else. On page two you'll see a
 16 list of our commitments item by item, the commitment
 17 amount what we paid through February --
 18 (Discussion off the record)
 19 **CHAIRMAN McCUSKER:** So, Dan, we're going to go
 20 through these. We've got a budget coming up here in a
 21 month or so. We just kind of want to hear from you on the
 22 status of each project and whether or not it's something
 23 that might be something we could think about terminating
 24 if it's been too long.
 25 So just starting at the top, obviously parking

Page 8

1 subsidy is permanent.
 2 The marketing budget is negotiated year in,
 3 year out, so that's something that will come up in the
 4 budget.
 5 The El Presidio Neighborhood, that was a
 6 one-time budget. Jannie is working through that.
 7 And then, you know, just, Dan, update kind of
 8 each project and, I guess, handicap whether or not it's
 9 going to use all that money.
 10 **MR. MEYERS:** Okay. Well, Rocco's is just
 11 getting started, and I've heard we're going to continue to
 12 do that.
 13 Solot Plaza, we've got one more payment to make
 14 on that.
 15 The Friedman Block, I guess that's still in
 16 negotiations.
 17 The Sunshine Mile parking easement, that's yet
 18 to be completed, and I think that's legitimate.
 19 Zemam's just got done. I haven't taken it off
 20 the schedule yet.
 21 Phase 2, same.
 22 Gibson's Event Center, same.
 23 Cordova Properties, they keep assuring us that
 24 they're going to come up with some --
 25 **CHAIRMAN McCUSKER:** So go back to Zemam's for a

Page 9

1 minute, because we're going to talk to them today.
 2 The 500,000 that they've used was in so-called
 3 phase 1, and phase 2 is the money we -- I think it's
 4 probably phase 1-and-a-half really, or did we divide that
 5 into three phases? Is there a phase 1, phase 2 and a
 6 phase 3?
 7 **MR. MEYERS:** No, I think it's just phase 1 and
 8 phase 2 as far as I know of now.
 9 **CHAIRMAN McCUSKER:** Okay. And that doesn't
 10 include the so-called coffee shop building?
 11 **MR. MEYERS:** I don't believe so.
 12 **MR. MARQUEZ:** The official phase 2 really, I
 13 believe, was the bazaar, the outdoor area that was going
 14 to be developed. That's still in the future.
 15 **CHAIRMAN McCUSKER:** All right. So we've got
 16 roughly \$800,000 invested in Z Street.
 17 Go ahead.
 18 **MR. MEYERS:** Okay. Gibson's Event Center, we
 19 paid them their last payment this month.
 20 Cordova Properties, again they --
 21 **CHAIRMAN McCUSKER:** That -- we -- that's going
 22 to open in April, too. That's the latest report on it.
 23 **MR. MEYERS:** Congress Street Block is a
 24 commitment we made. We still owe them the \$500,000.
 25 Indian trading Post --

Page 10

1 **CHAIRMAN McCUSKER:** Go back to -- go back to
 2 Cordova.
 3 Are they done. Are they all in or do they have
 4 another payment coming in?
 5 **MS. HAGA-BLACKMAN:** So as of one month ago,
 6 they were four weeks out, so -- from La Canada to finish
 7 with the draws at that location, so we should be getting
 8 something this month.
 9 And then Antojitos is about three months out --
 10 three to six months out for a complete draw. That is as
 11 of one month ago.
 12 **CHAIRMAN McCUSKER:** All right. So they're
 13 going to use their money.
 14 **MR. MEYERS:** We check on these every single
 15 month Brandi, and so, you know, people say, yeah, we're
 16 just slow getting this request in, so I think this is a
 17 pretty current list, but --
 18 **CHAIRMAN McCUSKER:** What's the deliverable on
 19 the Congress Street Block. What has to happen for them
 20 to --
 21 **MR. MEYERS:** Well, that's based on some leasing
 22 and the certificates of occupancy.
 23 **CHAIRMAN McCUSKER:** Okay.
 24 **MR. MEYERS:** Indian Trading Post, that hasn't
 25 even been started. That's for tenant improvements and

Page 11

1 stuff. That hasn't been started, but I'm sure we're going
 2 to pay all that.
 3 Playground, we speak to them every month.
 4 We're supposed to be getting requests for the balance of
 5 this. It's up and going and, you know, I don't know why
 6 they haven't asked for the money, but I --
 7 **CHAIRMAN McCUSKER:** They're done and open, I
 8 think, right? So --
 9 **MR. MEYERS:** Oh, yeah.
 10 Whole Slice, again, you know, they're on the
 11 verge of opening.
 12 Funky Monk, we just gave him a draw earlier
 13 this month and they assure us that this thing is going to
 14 be up and going.
 15 1-2-1 Gifts and Floral, I'm not sure what's
 16 going on there to be honest with you.
 17 **CHAIRMAN McCUSKER:** We're going to talk about
 18 them later.
 19 **MS. JIMENEZ:** L Offices is done.
 20 Proper Shops Marketing, they've got a request
 21 in, I think, now to get the rest of that.
 22 Fox Theater, that's a quarterly installment.
 23 We should be getting a request from them for up to
 24 \$250,000.
 25 **CHAIRMAN McCUSKER:** And so that's a match. For

Page 12

1 new members and people that aren't following that, we
 2 agreed to commit to match their capital campaign on a
 3 quarterly basis. That's why that's kind of a to-the-penny
 4 amount. So they submit that quarter by quarter and they
 5 fully expect to achieve our match.
 6 **MR. MARQUEZ:** It is it's dollars in the bank,
 7 not pledge dollars?
 8 **CHAIRMAN McCUSKER:** Right.
 9 **MR. MEYERS:** Empire Pizza, you know, again, we
 10 keep asking them and they say, here's our schedule, so
 11 we're waiting for a draw request from them. I'm pretty
 12 sure it's going to happen.
 13 **CHAIRMAN McCUSKER:** Yeah, they had some issues
 14 with historical on apparently the building's exterior, but
 15 they do check in with us and they intend to finish their
 16 project.
 17 **MR. MARQUEZ:** That's happening. They have some
 18 of the interior work done already.
 19 **MR. MEYERS:** Basqueria, we just got another
 20 request from them, so that's happening.
 21 Obon was pushed out a year. They didn't want
 22 to try to open during, you know, tourist season, so I
 23 think that will come to life in the summer.
 24 La Macaron, we keep hoping there'll make their
 25 request and they've been --

Page 13

1 **CHAIRMAN McCUSKER:** So they're also open. Have
 2 they not submitted their draw request?
 3 **MS. HAGA-BLACKMAN:** Yes or no. She's busy
 4 running her business, so it's just getting her to respond
 5 to submit the correct items that need to be submitted.
 6 **CHAIRMAN McCUSKER:** Okay.
 7 **MR. MEYERS:** Okay. Ms. Saigon, I think we're
 8 close to -- I know we gave them another check this month,
 9 so I think we're close to having them paid off.
 10 The lease has been paid off. The commissions
 11 that Chris negotiated that was budgeted for \$200,000, I
 12 think Chris got it done for 63.
 13 Roadrunner Coffee was paid this month.
 14 La Estrella is taking draws as we go.
 15 Tucson Children's Museum is something that's
 16 out there a ways still.
 17 Sosa-Carrillo, same. You know, we're kind of
 18 slowly getting started on that, but I'm sure that will be
 19 spent.
 20 The Melon grant match, same. That will be
 21 matched.
 22 2711 East Broadway demolition, you know,
 23 they're close to having that wrapped up and we're going to
 24 be getting a request from them, I'm sure.
 25 One South Church, we just get -- that's at

Page 14

1 \$20,000 a year. We pay two payments.
 2 100 South Church parking, we get occasional
 3 invoices from them for that.
 4 Downtown security, it's going out faster than
 5 we anticipated. I think it's up to close to \$60,000 a
 6 month now.
 7 The TPD vehicles, I think those are supposed to
 8 be getting here some time soon, and the --
 9 **CHAIRMAN McCUSKER:** We've heard they've taken
 10 delivery on those, so are we paying the supplier directly
 11 or are we reimbursing the department?
 12 **MR. MEYERS:** I don't know the answer to the
 13 question.
 14 **MS. HAGA-BLACKMAN:** We don't know.
 15 **MR. SHEAFE:** Well, yeah, we were paying the
 16 city. Well, we're paying the police department from what
 17 I understand.
 18 **CHAIRMAN McCUSKER:** Okay. Let's research that,
 19 because I thought maybe we were paying a vendor directly.
 20 **MR. MARQUEZ:** And Roadrunner Coffee, I've
 21 driven down Congress numerous times. I just haven't
 22 looked right. Is it open?
 23 **MS. HAGA-BLACKMAN:** They should be soon.
 24 **MR. MARQUEZ:** Very cool. Very cool.
 25 **MR. MEYERS:** And then last but not least, Pima

Page 15

1 County parking assistance, after March, I think we've got
 2 two more months and that's paid off, so I don't know if
 3 that's going to be (inaudible) or not.
 4 So everything on this list is constantly
 5 updated to the best of our abilities. And, you know, I
 6 leave them sitting on there for a month or two after just
 7 to show that the thing is completed and we're done with
 8 it, and then I take them off. So I took three or four of
 9 these items off this month.
 10 **CHAIRMAN McCUSKER:** So Rocco's has been on
 11 there for four years. Of course, he got caught up in the
 12 pandemic, and then he's made a deal to move into the
 13 Larsen Baker Solot Block, which they call, I think, the
 14 Sol Block. So he indicated just this week or late last
 15 week he'll be submitting draw requests as he moves over.
 16 We did hear that La Estrella is close to
 17 opening, so that's good.
 18 The one that we're going to talk about, the one
 19 that seems to be the furthest behind, is the 1-2-1.
 20 **MR. MEYERS:** Yeah. So to summarize, we've got
 21 about \$9.6 million in outstanding commitments. A rough
 22 estimate of what will not be paid within the next year is
 23 approximately \$2 million, so that means we've got about
 24 7.6 commitments for the next year. And, as I said
 25 earlier, we've got about 12.6 in the bank or heading our

Page 16

1 direction within the next year, so we've got about a
 2 500,000-dollar -- or 5 million-dollar spread at this point
 3 in time.
 4 **CHAIRMAN McCUSKER:** Any questions for Dan?
 5 (No oral response).
 6 **CHAIRMAN McCUSKER:** What's the budget timing,
 7 Dan, now for us? When do we see --
 8 **MR. MEYERS:** We'll have three-quarters of the
 9 year done in the next few days, so I'll start looking at
 10 the numbers for this year extrapolating through the end of
 11 this fiscal year and then start putting a budget together
 12 and get some input from the board and maybe have a draft
 13 of it possibly by the end of April. And we can refine it
 14 and pretty much come to a decision towards the end of May
 15 and then submit it end of June.
 16 **CHAIRMAN McCUSKER:** Okay. We ready to go on?
 17 Item number seven, you saw it in Dan's report.
 18 We have an annual contract for off duty police. It's
 19 actually with a separate company that hires off duty
 20 officers. That's about to term out. That's right around
 21 \$60,000 a month. Every ounce of feedback we've had
 22 indicates this has been very well received. It's very
 23 effective and it's up for renewal, so I would ask what the
 24 board's pleasure is regarding the TPD contract.
 25 **MR. SHEAFE:** Mr. Chairman, I'd like to

Page 17

1 promote -- make the motion that we approve the budget for
 2 another year at the same amount that we have spent in the
 3 past year.
 4 **MS. COX:** Second.
 5 **CHAIRMAN McCUSKER:** And to remind everyone,
 6 that's \$60,000 a month. That would approve it for the
 7 next year. Dan will build that into the budget.
 8 Any questions or comments about the motion?
 9 **MR. MARQUEZ:** I'd just like to say that I've
 10 been on several Zooms with downtown vendors, restaurants,
 11 et cetera. This has been fantastic for keeping this
 12 economic area safe and secure for the people that come and
 13 visit. It's been a home run.
 14 **MR. LEVIN:** Mr. Chairman, maybe this is a
 15 question for counsel, but do they have enough to go off
 16 off that motion in order to draft the extension and get
 17 the executive to sign that?
 18 **CHAIRMAN McCUSKER:** What was your motion again,
 19 Chris? Was it to approve the contract?
 20 **MR. SHEAFE:** Yeah. In other words, extend the
 21 contract for another year at the same rate that we have in
 22 the contract currently.
 23 **CHAIRMAN McCUSKER:** Yeah. So they actually
 24 present a written agreement to us, Mike, so I think that
 25 gives us the authority to sign.

Page 18

1 **MR. LEVIN:** All right.
 2 **CHAIRMAN McCUSKER:** Okay. Brandi, call the
 3 roll.
 4 **MS. HAGA-BLACKMAN:** Mike Levin.
 5 **MR. LEVIN:** Aye.
 6 **MS. HAGA-BLACKMAN:** Chris Sheafe.
 7 **MR. SHEAFE:** Aye.
 8 **MS. HAGA-BLACKMAN:** Richard Oseran.
 9 **MR. OSERAN:** Aye.
 10 **MS. HAGA-BLACKMAN:** Edmund Marquez.
 11 **MR. MARQUEZ:** Aye.
 12 **MS. HAGA-BLACKMAN:** Jannie Cox.
 13 **MS. COX:** Aye.
 14 **MS. HAGA-BLACKMAN:** Corky Poster.
 15 **MR. POSTER:** Aye.
 16 **MS. HAGA-BLACKMAN:** Shea Jimenez.
 17 **MS. JIMENEZ:** Aye.
 18 **MS. HAGA-BLACKMAN:** Taunya Villicana.
 19 Taunya?
 20 **MS VILLICANA:** (No oral response).
 21 **CHAIRMAN McCUSKER:** She's probably en route.
 22 **MR. SHEAFE:** Yeah. I think she may be trying
 23 to reconnect.
 24 **MS VILLICANA:** Okay. I was muted. I -- I
 25 approve. Thank you.

Page 19

1 **MS. HAGA-BLACKMAN:** Fletcher McCusker.
 2 **CHAIRMAN McCUSKER:** I vote aye.
 3 (Motion made, seconded and passed unanimously).
 4 **CHAIRMAN McCUSKER:** That passes unanimously.
 5 We're very grateful to the chief and his leadership for
 6 making this a priority and the officers that take these
 7 off-duty shifts. I will tell you it's 100 percent filled.
 8 We've never posted a shift that has not been accepted by a
 9 Tucson uniformed police officer that's working on their
 10 private time. It's been a great year and we'll keep doing
 11 it as long as we need to.
 12 The next item is related to downtown security.
 13 We have a direct request from the chief to help the
 14 department install some downtown cameras. Not only would
 15 this camera system be able to record criminal activity,
 16 but it also has an AI feature to recognize and photograph
 17 automobile license plates. And that allows us to hone in
 18 on cars that might be misbehaving but not having to
 19 disrupt traffic to cite them but literally track them down
 20 at a later date. So this seems to be a priority for the
 21 department. It's only a 40,000-dollar request.
 22 **MR. LEVIN:** Mr. Chairman, I'd move that the
 23 board support the Tucson Police Department's effort to put
 24 the cameras in the downtown area and fund the full
 25 40,000-dollar ask that the chief has asked for. I believe

Page 20

1 it's a good program, and I think it would do a lot of good
 2 for helping out with the issues we have down there.
 3 **MR. OSERAN:** I second that motion.
 4 **MS. COX:** And I'd just like to say that I'm
 5 really pleased to see this happen. There has been from
 6 all of my sources, and I have several of them, there's
 7 been an alarming exodus of people, residents downtown,
 8 primarily for this reason, and so I'm thrilled to see that
 9 maybe \$40,000 will make a big difference.
 10 **MR. MARQUEZ:** We've heard lots of reports about
 11 drag racing happening downtown. It happens in the middle
 12 of the night while the residents are trying to sleep, so
 13 it's very loud with the engine noise. I've even witnessed
 14 on Second Saturdays where they've been on -- there's been
 15 folks on four-wheelers, ATVs, doing wheelies through
 16 downtown.
 17 This is for license plate recognition. I was
 18 asked earlier today whether or not this had facial
 19 recognition. It has the capabilities, but we are not
 20 purchasing facial recognition software right now. I've
 21 also been asked if it had an AI component. It can be
 22 added, but we're not -- that's not what's coming in this
 23 package right enough. We are getting the basic cameras in
 24 place along the downtown corridors. Basically as those
 25 people are drag racing, we can now recognize their plate

Page 21

1 and find them outside of downtown at a later time.
 2 **CHAIRMAN McCUSKER:** Any other questions?
 3 (No oral response).
 4 **CHAIRMAN McCUSKER:** I think we can do this
 5 roll-call vote.
 6 All in favor say aye.
 7 (Motion made, seconded and passed unanimously).
 8 **CHAIRMAN McCUSKER:** Okay. That motion passes.
 9 Thank, you Chief Kasmar. And, again, we're
 10 very grateful to the department. This has become a
 11 nuisance issue. And Jannie's right, we've seen a lot of
 12 letters and termination of leases because of what they've
 13 called street racers and the department really doesn't
 14 want to engage them in a huddle, but this would allow them
 15 to identify them for future discipline. Let's leave it at
 16 that.
 17 I'm going to come back to the master plan.
 18 Let's go through the rest of this agenda.
 19 We're finished with that.
 20 The 1-2-1 project, you saw it on Dan's list.
 21 To say it's dormant is probably an understatement. It's
 22 really been inactive. There are issues with the developer
 23 and it's probably one of those projects that, even though
 24 we really liked it at one point in time, its ability to
 25 close is probably highly doubtful at this point.

Page 22

1 **MR. SHEAFE:** Mr. Chairman, I'd like to move
 2 that we approve the motion to withdraw our commitment and
 3 officially terminate it.
 4 **MR. MARQUEZ:** Second.
 5 **CHAIRMAN McCUSKER:** All right. So we have a
 6 motion to terminate the economic benefit agreement with
 7 this project and it's been seconded.
 8 Any questions, comments, concerns?
 9 (No oral response)
 10 **CHAIRMAN McCUSKER:** This doesn't prohibit her
 11 from reapplying, you know, if they can reactivate the
 12 project. It was an empty building in the middle of a very
 13 active block. We are eager to see it improved.
 14 We have a motion and a second. Let's do a
 15 roll-call vote.
 16 Brandi, please.
 17 **MS. HAGA-BLACKMAN:** Mike Levin.
 18 **MR. LEVIN:** Aye.
 19 **MS. HAGA-BLACKMAN:** Chris Sheafe.
 20 **MR. SHEAFE:** Aye.
 21 **MS. HAGA-BLACKMAN:** Richard Oseran.
 22 **MR. OSERAN:** Aye.
 23 **MS. HAGA-BLACKMAN:** Edmund Marquez.
 24 **MR. MARQUEZ:** Aye.
 25 **MS. HAGA-BLACKMAN:** Jannie Cox?

Page 23

1 **MS. COX:** Aye.
 2 **MS. HAGA-BLACKMAN:** Poster, Corky?
 3 **MR. POSTER:** Aye.
 4 **MS. HAGA-BLACKMAN:** Shay Jimenez.
 5 **MS. JIMENEZ:** Aye.
 6 **MS. HAGA-BLACKMAN:** Taunya Villicana?
 7 **MS VILLICANA:** Aye.
 8 **MS. HAGA-BLACKMAN:** Fletcher McCusker.
 9 **CHAIRMAN McCUSKER:** I vote aye.
 10 (Motion made, seconded and passed unanimously).
 11 **CHAIRMAN McCUSKER:** That's unanimous. Sorry
 12 that happened, but maybe it comes back around.
 13 This project we know is happening. I saw Art
 14 on the line. I think Rob and maybe Danny as well.
 15 Last month we talked about an extraordinary
 16 project to activate the downstairs first two floors of the
 17 Chase/Valley National Bank building. We wanted everybody
 18 to ponder on it for a month. We've done that and the
 19 developer/owner/restaurateur have done that and I think
 20 you guys are ready to finalize a deal.
 21 I think you have a presentation. Are we
 22 running that or, Brandi, are they running it.
 23 **MS. HAGA-BLACKMAN:** They are.
 24 **CHAIRMAN McCUSKER:** Okay, Huna, if you'll let
 25 Art be the host.

Page 24

1 Who's driving the presentation?
 2 Art, do you have it?
 3 **MR. WADLUND:** I can talk about the economics of
 4 it. If you would like to -- if the board would like to
 5 hear more about the operation, Daniel would be the guy.
 6 **CHAIRMAN McCUSKER:** Do you have a PowerPoint?
 7 We've seen the PowerPoint, so is there anything
 8 new --
 9 **MR. WADLUND:** No.
 10 **CHAIRMAN McCUSKER:** -- anesthetically?
 11 Okay. So this is basically economics.
 12 Art, go ahead.
 13 **MR. WADLUND:** Yeah. So economically when we
 14 met last time a month ago, we made -- we made a request.
 15 We have since revised our request, and our request to the
 16 board is for 500,000-dollar up front economic development
 17 and the remainder of approximately \$1.4 million to come as
 18 we produce sales tax for the district.
 19 In addition to that, we'd like to be reimbursed
 20 for the sales tax of the construction.
 21 Also I might add from the last meeting, this is
 22 quite important. Just so you know the whole scope of the
 23 project, the project is for half the basement. Half the
 24 basement is currently and will be forever mechanical, et
 25 cetera, for the building. Half the basement will be for

Page 25

1 what we call the new project, Treasury 1929. The ground
 2 floor's for that. The mezzanine is for that.
 3 The second floor, we plan to build apartments
 4 and we also plan to build apartments on floors six through
 5 10. The total scope of that project exceeds \$12 million,
 6 and, again, we -- the developers, we plan on putting in
 7 all of that basically except for what we get from Rio
 8 Nuevo.
 9 In addition to that, Daniel Scordato has
 10 committed \$869,000 outside of that for FF& E and start-up
 11 funds.
 12 **CHAIRMAN McCUSKER:** So your ask -- again, just
 13 kind of pause on each component of that. And I do
 14 understand you've rejected the idea of the GPLET; right?
 15 The GPLET just doesn't work for you economically?
 16 **MR. WADLUND:** Correct. Yeah. Our building
 17 right now real estate tax-wise, if we did a GPLET, the
 18 taxes best case stay about the same, likely go up maybe
 19 \$10,000. And as we build out apartments, maybe those
 20 apartments are taxed at a lower multiplier than
 21 commercial, and so our taxes will further decrease as
 22 we -- as we build those out.
 23 So the Rio Nuevo --
 24 **CHAIRMAN McCUSKER:** So that affects the notion
 25 of a rebate. Since there isn't a GPLET, we actually don't

Page 26

1 have a way to rebate, so we basically would term out to
 2 you an equivalent amount. So it's not taxes being passed
 3 on necessarily, but -- so walk through -- you have a half
 4 a million dollars cash. And is that at closing,
 5 pre-closing, COO. When would you need that money?
 6 **MR. WADLUND:** I believe the way that the
 7 district does it, and you can help me out on this, is you
 8 reimburse 50 percent of what we actually pay. So once we
 9 get to the first million dollars of construction that has
 10 been done, completed, we would then get a reimbursement of
 11 half of that \$500,000.
 12 **CHAIRMAN McCUSKER:** And then the -- we're going
 13 to have to come up with a different word, Tim. You might
 14 help us. It's in lieu of a tax rebate, but you were
 15 looking for the construction sales tax amount?
 16 **MR. WADLUND:** Your 50 percent portion, correct.
 17 **CHAIRMAN McCUSKER:** Yeah. So our portion of
 18 the construction sales tax, whatever that number is would
 19 come back to you as a part of your thinking about this
 20 deal?
 21 **MR. MARQUEZ:** So, Tim, could we do something
 22 equivalent to whatever was reported via the sales tax
 23 report that month?
 24 **MR. MEDCOFF:** Yeah. So it's going to be a
 25 trailing two or three months, Edmund and Mr. Chair, so --

Page 27

1 because the deal are numbers as Dan Meyers can attest to.
 2 Sometimes they're faster, sometimes they're slower, but it
 3 would be at least a trailing 60 days, oftentimes 90 days,
 4 and then we do an equivalent TIF coming out of Rio Nuevo's
 5 non-TIF bucket.
 6 **CHAIRMAN McCUSKER:** And then the -- what you
 7 described as the rebate section, Art, how do you see that
 8 working?
 9 **MR. WADLUND:** The rebates are the -- the monies
 10 over \$5,00,000? Is that what you're talking about?
 11 **CHAIRMAN McCUSKER:** Yeah.
 12 **MR. WADLUND:** We'd be reimbursed as we -- as we
 13 produce sales tax revenues.
 14 **CHAIRMAN McCUSKER:** Up to --
 15 **MR. WADLUND:** Up to the 1 -- I didn't print it
 16 out -- 1.4.
 17 **CHAIRMAN McCUSKER:** Is that a total? So it's
 18 500, plus sales tax, plus the --
 19 **MR. WADLUND:** Yeah, plus 900. Yes. Correct.
 20 **CHAIRMAN McCUSKER:** The sales tax is probably
 21 around 250 -- I mean, the construction piece of that is
 22 probably around 250,000, we think, so there would be some
 23 amount due you.
 24 And what Tim has suggested in lieu, we identify
 25 your sales tax, we remit an equivalent amount to you in

Page 28

1 just a termed-out agreement.
 2 **MR. WADLUND:** Correct.
 3 **MR. MARQUEZ:** I can give it a shot in the form
 4 of a motion.
 5 I move that we support this project with up to
 6 \$1.4 million with \$500,000 coming at a 50/50 reimbursement
 7 via the construction expenses. The additional \$900,000
 8 would be an equivalent payment to whatever's reported on
 9 the DOR sales tax report, including the construction sales
 10 tax.
 11 **MS. COX:** Second.
 12 **CHAIRMAN McCUSKER:** Until you hit the cap?
 13 **MR. MARQUEZ:** Until you hit the cap, the
 14 additional 900, right.
 15 **MS. COX:** Second.
 16 **CHAIRMAN McCUSKER:** Do you want to authorize
 17 the officers to --
 18 **MR. MARQUEZ:** Oh, yes. I authorize the
 19 executive and our attorney to complete this transaction.
 20 **MS. COX:** Second.
 21 **CHAIRMAN McCUSKER:** Okay. Mike, did you want
 22 to say something, Mike Levin?
 23 **MR. LEVIN:** No, I was just going for the
 24 second, but Jannie beat me to it.
 25 **CHAIRMAN McCUSKER:** Okay. Thank you. It was

Page 29

1 challenging to work through it.
 2 Good job, Edmund.
 3 So basically a million four commitment from Rio
 4 Nuevo, 500,000 of that comes to a 50/50 match. As you
 5 spend money, we reimburse you up to 500,000, and that
 6 balance comes back to you as reported by ADOR. Pretty
 7 simple. Our total commitment to that is a million four.
 8 **MR. SHEAFE:** Edmund, does your motion require
 9 the 500,000 be spent on construction improvements?
 10 **MR. MARQUEZ:** I said construction expenses.
 11 And I did include the construction sales tax in the
 12 900,000-dollar reimbursed sales tax match with
 13 non-TIF dollars.
 14 **MR. SHEAFE:** That makes it clear.
 15 **CHAIRMAN McCUSKER:** Any questions about it? I
 16 think we've clarified --
 17 **MR. POSTER:** Mr. Chairman, I just wanted to say
 18 that Art and Crystal gave me a tour of the building the
 19 other day and it's pretty spectacular. I'm very
 20 enthusiastic about the project. They thought through all
 21 the details very carefully. This is not kind of a blind
 22 investment. They're very thorough and careful about
 23 everything we talked about, you know, fans out of the
 24 kitchen, we talked about railing heights, and so this is
 25 well thought out and I strongly support it.

Page 30

1 **CHAIRMAN McCUSKER:** And, Danny, we're thrilled
 2 to see you coming downtown.
 3 So, Brandi, let's go ahead and call the roll.
 4 **MS. HAGA-BLACKMAN:** Mike Levin.
 5 **MR. LEVIN:** Aye.
 6 **MS. HAGA-BLACKMAN:** Chris Sheafe.
 7 **MR. SHEAFE:** Aye.
 8 **MS. HAGA-BLACKMAN:** Richard Oseran.
 9 **MR. OSERAN:** Aye.
 10 **MS. HAGA-BLACKMAN:** Edmund Marquez.
 11 **MR. MARQUEZ:** Aye.
 12 **MS. HAGA-BLACKMAN:** Jannie Cox.
 13 **MS. COX:** Aye.
 14 **MS. HAGA-BLACKMAN:** Corky Poster.
 15 **MR. POSTER:** Aye.
 16 **MS. HAGA-BLACKMAN:** Shay Jimenez.
 17 **MS. JIMENEZ:** Aye.
 18 **MS. HAGA-BLACKMAN:** Taunya Villicana.
 19 **MS VILLICANA:** Aye.
 20 **MS. HAGA-BLACKMAN:** Fletcher McCusker.
 21 **CHAIRMAN McCUSKER:** I vote aye.
 22 (Motion made, seconded and passed unanimously).
 23 **CHAIRMAN McCUSKER:** That's unanimous.
 24 Art, congratulations. You made a lot of sense
 25 out of this for us and indeed this is a spectacular

Page 31

1 project, so get after it. We'll get the agreement done
 2 and Dan and Brandi will sit down and tell you how the
 3 draws work.
 4 **MR. WADLUND:** Thank you very much for your
 5 time, and we look forward to a great partnership.
 6 **CHAIRMAN McCUSKER:** Okay. Favin, you're up
 7 next. Zeman's or Z Street, we saw it in Dan's
 8 commitments. It's an extraordinary family, an
 9 extraordinary project that has had one surprise after
 10 another. You know, they hit everything but Indian pottery
 11 over there to really slow this down. There were concrete
 12 pads underneath the dirt and footers and, you know, tons
 13 of dirt had to be moved, tons of concrete had to be moved,
 14 and indeed we're over budget there.
 15 So you saw from Dan's report we've invested
 16 about 800,000 in this project. We really want to see it
 17 to the end, Favin, so if you'll walk through kind of where
 18 you are and what you need.
 19 You do have a PowerPoint?
 20 **MS. GEBREMARIAM:** Yes, I do.
 21 **CHAIRMAN McCUSKER:** Are you running that or
 22 Brandi or --
 23 **MS. GEBREMARIAM:** I'm happy to.
 24 First of all, before we get started, I want to
 25 thank everyone on the call. I don't think we can

Page 32

1 adequately express our family's appreciation for your
 2 support. This project would not be able to happen if we
 3 didn't have Rio Nuevo. And regardless of the outcome of
 4 the conversation today, it is -- you are deeply important
 5 to us, and truly we could not do this without you.
 6 So my name is Favin Gebremariam. I am one of
 7 the many children that belong in the Gebremariam family.
 8 And I have our contractor with us today, Dan Taylor, for
 9 some of the more difficult questions around some of the
 10 things we experienced in our construction journey with you
 11 all.
 12 So can everyone see my screen okay?
 13 **CHAIRMAN McCUSKER:** Yes.
 14 **MS. GEBREMARIAM:** Okay. Fantastic.
 15 So what we'll do is we'll just --
 16 **CHAIRMAN McCUSKER:** If you go to slide --
 17 There you go.
 18 **MS. GEBREMARIAM:** So what you're seeing here is
 19 what we are calling Z Street. For a long time, we didn't
 20 have a name for it, but now we're calling it Z Street, and
 21 this map is a depiction of the experience that you will
 22 have.
 23 The squiggly line at the bottom loosely
 24 represents Broadway. So there are three properties on
 25 Broadway that are part of this experience, and then a

Page 33

1 parking lot in between us and Rocco's.
 2 So the green icons that you're seeing are the
 3 future coffee house that we have big plans for.
 4 The center yellow icons represent Zerai's,
 5 which is an international sports bar, and then the egg
 6 plant color is our Ethiopian restaurant that has been in
 7 that exact location for 30 years.
 8 So just as a refresher for people who might not
 9 remember or weren't here four years ago when we started
 10 this conversation, when Z Street is complete, it will be
 11 made up of three freestanding buildings on Broadway in
 12 between Tucson Boulevard and Country Club, so Zemam's
 13 Ethiopian Restaurant and Zerai's International Sports
 14 lounge and Sidamo Coffee. This is a partnership that we
 15 have recently joined into with Savaya, the family that
 16 owns Savaya's. We're very, very excited about that.
 17 There also is a 28-spot parking lot and then
 18 eventually, Edmund, you did make reference to our official
 19 phase 2, which is sort of the build-out of the backyard
 20 with food vendors and commercial space for folks to cook
 21 and restrooms and other seating options outside.
 22 These are the original plans. You guys have
 23 seen these. This was part of our development package that
 24 we sent to the city about four years ago, three and a half
 25 years ago.

Page 34

1 Here are some phase 1 updated pictures. I have
 2 more. I just wanted to show some of these. The buildings
 3 look beautiful. A lot of hard work and love went into
 4 them.
 5 The fence that you're seeing on the bottom
 6 right hand of the screen is a logo for the sports bar, so
 7 you'll be seeing that sort of replicated in a couple of
 8 places.
 9 So I want to just really quickly run through
 10 the current status of all three properties.
 11 So the parking lot is beautiful. We are
 12 working together with the city and with Rio Nuevo to come
 13 up with parking signs, and, you know, we're in partnership
 14 now where we're trying to navigate with Rocco's if
 15 they want -- if we want to let them use any of those
 16 parking spaces, but overall it's a gorgeous build-out and
 17 we're very, very excited.
 18 And it serves as the entrance to the
 19 experience, so the goal and the hope is that people park
 20 in this parking lot and then walk through what is -- what
 21 will be a very curated experience. Right now it's still
 22 very much a construction experience, but that's also part
 23 of the charm, we're hoping.
 24 So Zemam's, these are some picture. For those
 25 of you who've never seen it, this isn't going to look any

Page 35

1 different, but for those of you who knew what it looked
 2 like 30 years ago, it is quite the facelift inside and
 3 out. So we have tripled our capacity in our restaurants.
 4 So some of the details so that everyone knows,
 5 construction is about 95 percent complete. The remaining
 6 work includes the build out of an external outdoor
 7 structure. So right now it's a garage, but it did needs
 8 to be retrofitted so that folks can sit and dine outdoors.
 9 The new total seating capacity is 190, so we
 10 went up from about 56 at our last pre-COVID numbers to 190
 11 both inside and out. We're at the phase now where we're
 12 thinking about decor and custom furnishings.
 13 The entire building is ADA compliant. This
 14 building required new plumbing, new electric, new sewer,
 15 new HVAC, new roofing, framing, paint. There was
 16 substantial termite damage once we started to get into the
 17 walls. And these are all questions -- you know, Dan
 18 Taylor is here if you have specific questions about what
 19 he experienced when he did start to dig around.
 20 So we had to use an icynene spray foam for the
 21 roof, which was six inches thick based on the quality and
 22 the -- the integrity of the roof, because these buildings
 23 are so old. And there were custom cooling needed, because
 24 there was no room for the ducts in the building, so we had
 25 to install that ourselves. We put in all new lighting and

Page 36

1 new security, low voltage, integrated wiring throughout.
 2 We passed the Pima County health inspection on the 5th and
 3 passed building and fire on the 21st of this month.
 4 You'll see here some conservative projections
 5 for year one, year two and year five sales.
 6 I'll move forward. This is Zerai's, so we're
 7 calling it our international bar. These are some
 8 pictures. Edmund, Fletcher and Chris have both been by
 9 the site recently and have gotten a chance to see it in
 10 real life. It's just getting and cooler and cooler.
 11 We're very, very excited to have people come and enjoy.
 12 This is a different type of experience. We
 13 will be showing soccer games -- you know, English premier
 14 soccer names, formula one races, cricket games, rugby
 15 matches, sporting events that you can't really access in
 16 other parts of Tucson and other bars. We really want to
 17 stand out and serve that population. We're very, very
 18 excited to welcome people into this experience as well.
 19 The construction on the bar is complete. The
 20 capacity at the bar both inside and out is 154. We plan
 21 to build our own custom cold storage room in that space.
 22 For the square footage of the building, we couldn't
 23 actually use something that had been already created.
 24 That was an unforeseen cost, about \$35,000.
 25 Again here at this building, new plumbing,

Page 37

1 electric sewer, HVAC, roof insulation, framing and paint,
 2 the whole nine yards. It's basically from the studs up.
 3 One thing we didn't know about this building
 4 until we got into the walls was it had severe fire damage.
 5 And I have some photos for you and a couple of slides, but
 6 not only severe fire damage but severe termites.
 7 And then also underneath the cement that was in
 8 place, there was also caliche, and so we had to dig
 9 through sewer systems and, you know, caliche to get to the
 10 sewer lines and all that good fun stuff.
 11 We bought an air-conditioning unit and it was
 12 stolen, so it needed to be repaired -- excuse me,
 13 replaced. We have 10 tap lines that we installed in that
 14 custom cooler and had to run the liners through the wall.
 15 Coke lines were also installed. We passed the Pima County
 16 health inspection on 3/5 and again building and fire on
 17 3/21. And you will also see that we have included
 18 conservative projections for sales at the bar as well
 19 here.
 20 So the backyard. This is our -- this is the
 21 entry. This is -- this is the experience that will get
 22 cooler and cooler as we grow this thing. Currently what
 23 you're looking at is the view from the parking lot that's
 24 in between us and Rocco's. You'll see that there's an ADA
 25 compliant decomposed granite pathway, that's what you're

Page 38

1 looking at, that's what those lines are, that enter you
 2 into both the bar and the restaurant.
 3 So eventually out here there will be sound
 4 mitigation on that concrete wall that you see, that --
 5 that brick wall that you see. We'll continue to add sound
 6 mitigation, but we'll be able to host outdoor events here,
 7 we'll be able to have live music every once in a within,
 8 but this really enters you and ushers you into this
 9 experience.
 10 The fencing that you see, it's hiding the
 11 future coffee shop, and that will be addressed prior to
 12 opening so that people aren't staring at a building that's
 13 under construction. But part of the excitement that we
 14 are have hoping to have is for people to know that we are
 15 still growing and more cool stuff is happening.
 16 So the total excavation of the backyard was
 17 roughly 10,700 square feet. We removed 100 tons of dirt,
 18 60 tons of concrete. And our original budget was based on
 19 10 tons of concrete. And for those of you that know, I'm
 20 learning so much about concrete, it's more expensive
 21 sometimes to remove it than it is to pour it. So we've
 22 had about 100 hours of heavy machinery rental, hard dig
 23 costs and an entirely new sewer system to the street, and
 24 then we had to level it to a grade so that we could drain
 25 any and all water in through to the parking lot.

Page 39

1 **MR. MARQUEZ:** Hey, Favin?
 2 **MS. GEBREMARIAM:** Yes, sir.
 3 **MR. MARQUEZ:** I was waiting for you to take a
 4 breath.
 5 **MS. GEBREMARIAM:** Oh, sorry.
 6 **MR. MARQUEZ:** No, it's all good.
 7 Can you please go a little deeper into the
 8 fence around the future coffee shop? Is it a chain link
 9 or is it nice, is it decorated? What kind of fencing is
 10 that?
 11 **MS. GEBREMARIAM:** Right now it's not decorated,
 12 but I think --
 13 Dan, I'll let you take this one.
 14 I think there are plans prior to opening to
 15 make that a little bit more secure and a little bit less
 16 of an eyesore so that when people are coming in, that's
 17 not the first thing that they see, is a building that a
 18 lot --
 19 **MR. TAYLOR:** Yeah, it's currently chain link
 20 with bamboo reed fencing around it. You know, absolutely
 21 we can continue to make it look better. The chain link is
 22 just behind the reed fencing, and it's for safety. But
 23 yeah, it's a construction site and we're -- you know, I
 24 think the family's planning on putting banners or
 25 something on there saying coming soon, pardon our dust on

Page 40

1 that piece of it, so --
 2 **MR. MARQUEZ:** You know the campus has such an
 3 amazing feeling and like flavor to it, right? It doesn't
 4 feel like you're in some generic space, it's Zemam's. So
 5 it would be nice if there was a Disneyland perspective
 6 taken where you go into a certain land and you see the
 7 fencing as a brand-new ride is coming or attraction's
 8 coming and it just fits the property. It would be nice if
 9 it was decorated as such.
 10 **CHAIRMAN McCUSKER:** How will you get in and out
 11 of that site? Can you get to it from the Broadway side or
 12 will you have to come into it from this side.
 13 **MR. TAYLOR:** So we've created openings. You
 14 know, most of these temporary chain link fences, you can
 15 just remove a post and get in, so we can get in from just
 16 towards Broadway. I'd say the first 30 feet as you enter
 17 off of Broadway, there's a little corridor to get it, but
 18 it can stay fenced off without really anybody knowing that
 19 we're coming and going.
 20 Broadway does have a big gate that needs to be
 21 completely demolished and taken -- opened, so when we go
 22 to tear into that third building, you know, most folks who
 23 are dining at the other two buildings won't know that
 24 we're working there. Certainly our hours aren't going to
 25 really correspond with the hours of operation of the

Page 41

1 other, you know, buildings, so I think it's -- it will
 2 work out okay. You know, we're used to working in tight
 3 and busy spaces, but I think Edmund's suggestion of
 4 buttering it up a little bit makes sense. There's all
 5 kinds of options we can do.
 6 What we want to do is coordinate with the new
 7 tenant so that we don't install something that's expensive
 8 and permanent and spend a bunch on money on something
 9 that's temporary. We want to make sure that, you know,
 10 they jibe with the ideas that we come up with to make it
 11 look better. And maybe there's an option to install a
 12 permanent fence there that suits the long-term goal of the
 13 project, but I think long term, there's probably not going
 14 to be a fence at all. It's a temporary construction fence,
 15 and then it's going to come open so that the whole yard
 16 space becomes open.
 17 What you're looking at there is not the --
 18 obviously the long-term vision. It's going to look
 19 completely different. This is the phase that we have to
 20 get into just to get our certificate of occupancy to get
 21 these two buildings running and, you know, generating some
 22 revenue, so this is a really early look at it.
 23 **CHAIRMAN McCUSKER:** You've got a couple of
 24 scrawny trees in pots. I guess we can't plant just yet
 25 because you're still moving dirt around.

Page 42

1 **MR. TAYLOR:** Right.
 2 **CHAIRMAN McCUSKER:** Is there more of an oasis
 3 feature that we could -- even if we brought it in
 4 temporarily would be more --
 5 **MR. TAYLOR:** Absolutely. And I think one
 6 move -- you see the light poles there, which I just added.
 7 Those weren't even on the plans, because there wasn't -- I
 8 didn't feel there was adequate lighting between the
 9 parking lot and the building, so I added the light poles.
 10 But they're positioned in such a way that directly
 11 opposite, if you're looking at that picture, if you look
 12 to the left, there'll be a matching pole directly
 13 opposite, which we already have. We can install that.
 14 And we were looking at installing shade sails between the
 15 two with lighting to create more of an entrance.
 16 I do have to say it looks a lot better in
 17 person that it does in this photo, but nonetheless, I
 18 think that there's -- without a lot of money, there's
 19 things we can do and we will continue to do once they
 20 open.
 21 **CHAIRMAN McCUSKER:** A lot of this is just to
 22 get a temporary C of O, right? You've got --
 23 **MR. TAYLOR:** This is all just for temporary C
 24 of O. There were a lot of adjustments that needed to be
 25 made, because the original designs were, one, very cost

Page 43

1 prohibitive to stay on budget and, two, the problem is, if
 2 we were to build out according to plan, we would be
 3 bottlenecked from doing any further construction, because
 4 we would lose our access off of Broadway once these
 5 concrete structures, retention basins, et cetera, went in.
 6 We wouldn't be able to get any equipment back there in
 7 order to build phase 2, so this is -- yeah, this is
 8 temporary C of O.
 9 **CHAIRMAN McCUSKER:** What's the latest on your
 10 C of O?
 11 **MR. TAYLOR:** So all final inspections, again,
 12 scheduled for tomorrow. We've checked all the boxes from
 13 the city that they have, you know, asked for, including
 14 this new raised pathway, which, in my opinion, isn't any
 15 better than what was there, but it seems to suffice for
 16 the inspectors. We'll find out tomorrow. The inspectors
 17 are coming tomorrow to see if we need to do any additions
 18 to that path to make it more ADA compliant.
 19 But this is -- you know, we jumped through a
 20 lot of hoops. It was a moving target, because we
 21 installed everything according to plan enough to get a C
 22 of O, but they changed their minds on what was
 23 appropriate, so we, you know, did the quickest, least
 24 expensive fix we could do to, you know, appease --
 25 **MR. SHEAFE:** When you look at the photograph,

Page 44

1 it looks like the path is just dirt, but actually it's
 2 not. Would you explain what makes that path ADA
 3 compliant, what you used and why it has a more permanent
 4 capability?
 5 **MR. TAYLOR:** Yeah. We used a product called
 6 Nano-tech G3, which is basically an aqueous glue that's
 7 hydroscopic, so it absorbs water and it gets harder. So
 8 the punch line is, over time that path will continue to
 9 get harder with, you know, ambient moisture and rain and
 10 use. So the concern was that, you know, compacted DG, if
 11 it's wet or if it's used too much was going to pothole and
 12 create divots and things like that that was not compliant
 13 with someone, you know, who is not ambulatory or in a
 14 wheelchair or a walker.
 15 So in theory it continues to get harder. In my
 16 opinion, I don't think that's the case, but this was just
 17 one of those things we had to do in order to get the
 18 temporary C of O.
 19 The way that we compact DG, and I've probably
 20 put more DG in than anybody that you know, the way we do
 21 it and compact it, it's actually very, very hard and very
 22 durable. You can't even put a nail in the stuff. This
 23 new stuff, we'll see. You know, we spent a bunch on money
 24 on this glue product that we installed per the
 25 manufacturer's instructions exactly and time will tell

Page 45

1 whether or not, you know, it's going to perform.
 2 The good news is it's not a huge expense
 3 compared to pouring concrete, which is the only other
 4 option we would have. Asphalt walkways aren't even ADA
 5 compliant.
 6 So this is the first time the city has approved
 7 something like this. You know, I came up -- I did a bunch
 8 of research and came up with something that was cost
 9 effective that could get us open quickly without spending
 10 a bunch of money on something we'd have to tear out to
 11 build phase 2.
 12 So it's not just DG, it's DG and glue, you
 13 know, in a simple sense. We'll see if it works. It is
 14 pretty hard and it feels nice to work about, but tomorrow
 15 we'll know a lot more. You know, tomorrow --
 16 **CHAIRMAN McCUSKER:** It looks like a running
 17 track kind of thing .
 18 **MR. TAYLOR:** It looks like a running track,
 19 yeah. You could have a race out there.
 20 **CHAIRMAN McCUSKER:** Go ahead, Favin.
 21 **MS. GEBREMARIAM:** Okay. So thank you for that,
 22 Dan, and thank you for your thoughtful questions.
 23 Here are some initial very early drawings from
 24 our architect, who is working with Dan and us and the
 25 tenants for the future Sidamo coffee shop, so, again,

Page 46

1 these are two of four drawings that we got. And walking
 2 in and out of that space multiple times with Dan and Vince
 3 and the future tenant, there is a lot of work. That
 4 building has been vacant for over six years and it feels
 5 as such.
 6 So based on what we know from the construction
 7 and the work we've had to do at 2731 and 2725, we
 8 anticipate that the gray shell costs will be close to
 9 \$350,000 for building out and stabilizing that building
 10 and then allowing the tenant to come in and sort of make
 11 it their own. So big -- big future costs here for us.
 12 It's one of the things that people are most excited about,
 13 including us, to be able to bring the coffee shop and that
 14 Ethiopian coffee experience to Tucson. However, it will
 15 not be without a tremendous financial undertaking from us
 16 as a family.
 17 So these are -- these are the very initial
 18 phases. Dan is currently working up a budget for this
 19 with the architects, but we just got these earlier -- late
 20 last week, so I wanted to include them so everybody could
 21 kind of see what was going on.
 22 But, I mean, nothing's ADA complaint. You
 23 know, all the plumbing is -- we think the plumbing is bad.
 24 We need to make new windows, new doors, so it's a big
 25 project.

Page 47

1 **CHAIRMAN McCUSKER:** How long, Dan, would it
 2 take to complete that?
 3 **MR. TAYLOR:** To complete which portion, the
 4 gray shell ready to move in or --
 5 **CHAIRMAN McCUSKER:** Yeah, just the third
 6 building to where it's, you know, gray shell.
 7 **MR. TAYLOR:** Gray shell, probably about four
 8 months. The thing about these 1910 buildings is it's an
 9 archeology project. You don't know until you start
 10 cracking into them what's good and what's salvageable.
 11 Square footage is identical really to the bar,
 12 so we're familiar with -- and they were built at the same
 13 time, so we're assuming that a lot of the things are
 14 exactly the same. You know, I think within four months we
 15 could start to look at having the tenant, you know,
 16 starting to outfit it. And at that point, depending on
 17 what their, you know, final look is going to be, probably
 18 two, three months from there, so six, seven months, you
 19 know, total.
 20 I do know that we're going to have to saw cut
 21 and, you know, tap into the sewer, but we do have a new
 22 sewer lead that's easy to tap into. It's going to go
 23 faster than the bar did for sure, which was a heavy lift
 24 because of the fire and termite damage.
 25 I have poked around in there. I've smashed

Page 48

1 some drywall and looked at some stuff and it fortunately
 2 doesn't look like it's got as many termite issues as the
 3 other buildings did, but they're right next to each other,
 4 so I'm assuming there's going to be some similar problems,
 5 but probably seven months before the doors open, something
 6 like that.
 7 **CHAIRMAN McCUSKER:** Okay. Thanks.
 8 **MS. GEBREMARIAM:** And the tenant is really,
 9 really excited, so the faster they can get in, you know,
 10 the faster we can get this open. So they've been very
 11 clear about their desire to move as quickly as we can
 12 financially and Dan and his team can structurally.
 13 So the original proposed budget was -- we came
 14 to you in December of 2021. The original proposed budget
 15 was 650,000 with Rio Nuevo investing 500 and the family
 16 investing 150. We came back to you a year ago and said we
 17 needed a little bit more support and requested an
 18 additional \$299,000 in support from you, which was
 19 approved. Thank you very much. And we are currently --
 20 so currently --
 21 **CHAIRMAN McCUSKER:** Go back. Dwell on this
 22 slide a minute.
 23 **MS. GEBREMARIAM:** Yeah, no problem.
 24 **CHAIRMAN McCUSKER:** So we're now into it for
 25 800,000; right?

Page 49

1 **MS. GEBREMARIAM:** You're now into it for
 2 800,000 and the family has put in 560, so we're at a 58/41
 3 split and the revised total budget currently is
 4 1.36 million.
 5 **CHAIRMAN McCUSKER:** And then go through your
 6 phase 1 item. It says you still need 87,000.
 7 **MS. GEBREMARIAM:** So that was -- that was phase
 8 1 in February of 2024, and we -- we had \$87,000 from the
 9 phase 1 money left, and then we had additional expenses
 10 that we were --
 11 **CHAIRMAN McCUSKER:** So our 300 covered all
 12 this?
 13 **MS. GEBREMARIAM:** Yes.
 14 **CHAIRMAN McCUSKER:** Okay. Thank you.
 15 **MS. GEBREMARIAM:** Yes.
 16 And so some of the -- so, as you can see based
 17 on the pictures and the conversations, most of the work is
 18 done, but the bills have not been paid. So some of the
 19 expenses that we are experiencing now, because we have
 20 tremendous -- tremendous friends helping us and Dan and
 21 his team, we have some outstanding bills that we need to
 22 pay.
 23 And the extent of the unforeseen expenses in
 24 phase 1 are outlined here. You can see it's about
 25 \$216,000 of outstanding expenses based on some of the

Page 50

1 things we talked about, a lot of the damage from both
 2 termite and fire, the unexpected need to build out a
 3 cooler, the sewer and the water, the yard excavation,
 4 the -- the simple increase in material costs from December
 5 of 2021, when we presented this, and even last year when
 6 we presented the ask.
 7 So you'll see that this is -- this is where we
 8 are sitting today. Hopefully getting a TCO tomorrow and
 9 hopefully being able to open our doors soon to generate
 10 revenue.
 11 We did close -- we made the decision as a
 12 family to close our Speedway location so that we could all
 13 put all of our energy and all of our efforts into opening
 14 up something really magical on Broadway. So the income
 15 from that restaurant is no longer happening, and so we are
 16 very anxious to get up and running to generate revenue, to
 17 generate, you know, sales tax, but these are the
 18 outstanding expenses that we still have to come up with.
 19 **MR. SHEAFE:** Favin, if you get your C of O
 20 tomorrow, when do you think you'll open?
 21 **MS. GEBREMARIAM:** If we get our C of O
 22 tomorrow, you'll all be getting an invitation for a soft
 23 opening on April 5th.
 24 **MR. SHEAFE:** Thank you.
 25 **MS. GEBREMARIAM:** Yeah.

Page 51

1 So then here are some photos of some of that
 2 damage, some of the fire, some of the termites, the heavy
 3 machinery that we had to bring in. And the bottom picture
 4 here, the pile of concrete, that's one of 10 that we had
 5 to remove from site, so just wanting to give some visual
 6 representation to some of this unexpected -- the
 7 unexpected expenses that we ran into as we were doing all
 8 of this. So --
 9 **MR. SHEAFE:** You selected the right contractor,
 10 really creative in this thing.
 11 **MS. GEBREMARIAM:** Yeah. I mean, I could cry.
 12 It's been really an amazing -- this whole experience feels
 13 like we've been working with our friends, which I don't
 14 know that everyone has that experience when they're
 15 building something big like this, and so we are very, very
 16 grateful.
 17 So just to -- just to recap, the original 2021
 18 proposal for phase 1, the budget was 650. It then
 19 increased to 1.3, and the remaining cost for us -- for us
 20 as a family and as a partnership with Rio Nuevo to finish
 21 phase 1 is 216,000. And that would put -- that would put
 22 all these numbers -- I'm sorry, these numbers didn't get
 23 updated, but that would put the balance a little bit more
 24 like 70/30. I can get you those exact percentages.
 25 So I'm well aware that these types of deals

Page 52

1 with Rio Nuevo no longer exist and I'm well aware that we
 2 like to be closer to 50/50, but wanting to bring this to
 3 you in its entirety to understand what's possible, because
 4 I know you guys have been champions of ours from day one
 5 and we -- you know, we couldn't do it without you.
 6 So I'll end with -- with the cost of the coffee
 7 shop outfitting -- or gray shelling the coffee shop and
 8 the additional unforeseen costs that we've incurred,
 9 excuse me, in phase 1. We're looking at \$566,000 before
 10 we can jump into the backyard and create that space.
 11 **CHAIRMAN McCUSKER:** Will you go back to the
 12 items that are left over in phase 1, those.
 13 So, as I understand what you've said, the
 14 work's been done here, but you haven't been able to pay
 15 for this work?
 16 **MS. GEBREMARIAM:** Correct. So Dan has been
 17 incredibly good and all of his subcontractors have been
 18 incredibly gracious with giving us a little bit of space
 19 and a little bit of leeway to pay these bills as we
 20 generate income. If it requires us taking a little bit
 21 more time than ideal for, you know, businesses to pay,
 22 he's been incredibly gracious with us. And so yes, you're
 23 correct, the work has been done, the bills have not been
 24 paid.
 25 **CHAIRMAN McCUSKER:** Do you have the ability as

Page 53

1 a family to pay any portion of this?
 2 **MS. GEBREMARIAM:** No, we would be looking at --
 3 we would be looking at pulling out loans and potentially
 4 paying smaller portions of this with credit cards,
 5 which --
 6 **CHAIRMAN McCUSKER:** Do you have the ability as
 7 a family to fund your operations --
 8 **MS. GEBREMARIAM:** Yes.
 9 **CHAIRMAN McCUSKER:** -- working capital when you
 10 open?
 11 **MS. GEBREMARIAM:** Yes, yes. And that's where
 12 the money -- that's -- that's where the liquid is for the
 13 family. It's been reserved for the operational side of
 14 things. We want to make sure we can buy the -- buy the
 15 products and, you know, pay staff and -- and it's
 16 significantly less than this for a startup for the very
 17 beginning.
 18 My dad has really remarkable relationships with
 19 vendors in town and we're bringing over a lot of staff
 20 from Zemam's, too. And so we're working with what we've
 21 got for now before we can -- before we can really grow in
 22 scale and make some automations that make things a little
 23 bit easier for us, but that's where our liquid reserve is
 24 right now, is for operations.
 25 **MR. MARQUEZ:** I had a question.

Page 54

1 Dan, as general contractor, as we all know,
 2 most expenses run through a GC. Is this owed to you?
 3 Just clarifying. And I guess number two to that is what
 4 are the items on the repayment of this?
 5 **MR. TAYLOR:** Yeah, it's owed to me. The
 6 numbers -- you know, we harden up the numbers basically
 7 every week. It's dynamic, because -- most of the
 8 surprises are done. You know, we came across a lot of
 9 surprises, but these numbers are getting, you know,
 10 hardened up by the day.
 11 Terms, you know, these folks have become family
 12 since day one, so whatever they need in terms of terms to
 13 make us whole as a company is fine. We did a lot of work
 14 at a reduced rate or no profit, so it's not -- this isn't
 15 a money, you know, venture for me, this is more like an
 16 art piece and something that I want in my portfolio long
 17 term, so if they take a while to pay, that's fine. We
 18 haven't discussed terms. It's not something I'm beating
 19 them up for. You know, there's no -- there's no bad blood
 20 for the fact that they couldn't pay, because a lot of this
 21 stuff nobody knew. And that's the nature of working on
 22 buildings from 1910 and, you know, that's where we're
 23 at.
 24 **CHAIRMAN McCUSKER:** So if you separate the
 25 phases, and the numbers are a little confusing, because

Page 55

1 you've talked about a phase 1 and a phase 2, the coffee
 2 shop is the only thing remaining, but I would say you've
 3 got a lot of work in the yard.
 4 **MS. GEBREMARIAM:** Yeah. So when we talk about
 5 phase --
 6 **CHAIRMAN McCUSKER:** When you talk about the
 7 next phase, and you've only included your back bills and
 8 the 350 for the coffee shop, you know, how do we dress up
 9 the -- what is now basically a gravel yard with some
 10 scrawny trees?
 11 **MS. GEBREMARIAM:** Yeah. So when we talk about
 12 phrase one, we do talk about -- we're talking about the
 13 three buildings. Phase 2 is actually the back yard,
 14 outfitting the backyard with the food vendor stalls and
 15 the commissary space and the restrooms and the satellite
 16 bar. That's always been phase 2. That's always been the
 17 plan for phase 2.
 18 I think, you know, we had -- we had -- like Dan
 19 said, we had to make some really tough decisions. We had
 20 a landscaping design for phase 2 that included, you know,
 21 roughly \$30,000 in landscaping that we couldn't put in now
 22 because we would have to rip up when we went in to build
 23 food vendor stalls, and so we had to make some -- we had
 24 to make some tough decisions around that, but certainly we
 25 don't -- we want the backyard to also feel welcoming in

Page 56

1 the interim. We don't want to wait for two years with
 2 people walking around in a gravel pit with some scrawny
 3 trees, right? We want to be able to put some -- maybe
 4 some planters and create a beautiful space, but it's
 5 all -- it's all down to finances. It's all down to what
 6 we can afford to do.
 7 And we probably can't afford to do much in the
 8 backyard until we start to generate some revenue, and then
 9 we can send Dan a little bit of money to maybe be creative
 10 with planters and how do you create different shade
 11 elements and color and texture and seating even before we
 12 get to a full phase 2 where we're, you know, building out
 13 again.
 14 **CHAIRMAN McCUSKER:** Is that the phase that had
 15 the stage and --
 16 **MS. GEBREMARIAM:** Yes.
 17 **CHAIRMAN McCUSKER:** -- outdoor patio?
 18 **MS. GEBREMARIAM:** Yes. And Zemam's has an
 19 outdoor patio that's already been built out, but the
 20 actual backyard space between the gate and the front of
 21 Zemam's is where -- is what we're calling phase 2 and the
 22 backyard, but Zemam's has a patio that you can sit at
 23 right now.
 24 **MR. TAYLOR:** The challenge is -- I'm sorry to
 25 interrupt. The challenge is installing anything that can

Page 57

1 be mobilized, moved away, so that we can build phase 2, so
 2 anything that we do to dress it up has to be -- and I've
 3 got some ideas, you know, I'm pitching the family to make
 4 it look nice just for phase 1. We're not done with that
 5 yet. Right now what you're looking at is just to get C of
 6 Os.
 7 But anything we install has to be mobile,
 8 because I don't want to bring equipment back there and
 9 destroy something that we've installed that's expensive.
 10 It doesn't make any sense. So we can't bottleneck
 11 ourselves out of phase 2 just yet, so that's why it's a --
 12 you know, it's sparse and the long-term vision is
 13 completely different.
 14 **CHAIRMAN McCUSKER:** There's no budget attached
 15 to that long term vision, so --
 16 **MR. TAYLOR:** Yeah, we haven't attached --
 17 **CHAIRMAN McCUSKER:** Go back to your ask. Go
 18 one more back.
 19 Yes. So you're looking at 216, Dan, just to
 20 get you caught up as I understand it.
 21 **MR. TAYLOR:** That's right.
 22 **CHAIRMAN McCUSKER:** And then go to the next
 23 page, Favin.
 24 You need 350 for the coffee shop.
 25 **MS. GEBREMARIAM:** Correct.

Page 58

1 **CHAIRMAN McCUSKER:** That 566 doesn't touch the
 2 rear yard.
 3 **MS. GEBREMARIAM:** Correct.
 4 **CHAIRMAN McCUSKER:** Yeah.
 5 **MR. MARQUEZ:** If you don't mind, I'll just say
 6 a couple things here. I've got to remove the glasses for
 7 this one.
 8 We are all being very quiet as a board because
 9 we can either -- we can either support you in this or we
 10 can watch you get squeezed basically. You're not a
 11 typical developer with millions of dollars coming to us
 12 asking for an incentive to activate a space. This is
 13 Broadway, it's not downtown. This is a family small
 14 business that started with nothing, which is an amazing
 15 immigration story.
 16 Gosh, we haven't even gotten into the point
 17 maybe for some of the new board members and what we did
 18 with the parking lot nextdoor, the removal of the old,
 19 horrible, haunted looking Shakey's Pizza place. I think
 20 it was a Shakey's. Maybe it was a Whataburger. I don't
 21 know.
 22 **MS. GEBREMARIAM:** Shakey's.
 23 **MR. MARQUEZ:** We demoed the Shakey's, we've
 24 built the parking lot, we're doing what we're being asked
 25 to in our intergovernmental agreement on the Broadway

Page 59

1 corridor, but we're quiet. It's amazing to watch the
 2 board here. Everyone's like who dares say something.
 3 And in regards to this, if you look at the
 4 amount of money we've gone in on this, this is not an
 5 atypical deal. You mentioned earlier it's a four-year-old
 6 deal, so these were deals we did as we were just kind of
 7 exploring the Broadway space and we hadn't figured out how
 8 to work Broadway versus downtown and how do we make this
 9 work and how do we save the businesses along the Broadway
 10 corridor and you were there. Here you are with your
 11 amazing family.
 12 Go back to the unpaid expenses. I'm going to
 13 throw something out.
 14 Hell, I'll make a motion.
 15 I move that we support Zemam's with an
 16 additional \$216,000 with half of it coming as a
 17 contribution investment from the board and the other half
 18 is we lend you the other half of the 216,000 so you don't
 19 have to go the traditional bank route.
 20 Furthermore, I'm going to challenge you on the
 21 coffee shop in the future. I don't think we can -- I know
 22 this is an elongated motion, I apologize. I don't think
 23 we can front everything every time. I think on the coffee
 24 shop you all have to learn how to do a TI improvement deal
 25 with a vendor and figure out how to figure out that coffee

Page 60

1 shop before you come to us for that next phase, which is
 2 the bazaar.
 3 But my motion is out there, \$216,000, we
 4 contribute half of it and we lend you the other half.
 5 **MR. LEVIN:** I would second that motion.
 6 **MR. SHEAFE:** Would you accept an amendment,
 7 Edmund?
 8 **MR. MARQUEZ:** It depends on the amendment.
 9 **MR. SHEAFE:** These are probably confusing
 10 numbers for everybody and there's a back story here. And
 11 these are important dollars, but they don't necessarily
 12 inform to how we normally structure these things.
 13 I would propose that the amendment be that we
 14 authorize the executive officers to get involved directly
 15 with Zemam's family and go through what is needed to
 16 activate this space fully and come back to the board with
 17 a full recommendation on how we do this and do it in a way
 18 that we can make it clear as to what Rio Nuevo's total
 19 investment is and what the benefit back to Rio Nuevo is.
 20 **CHAIRMAN McCUSKER:** It's not going to get Dan
 21 paid, though.
 22 **MR. SHEAFE:** Yeah. My motion assumes that
 23 we're under no emergency right now. Zemam's --
 24 **CHAIRMAN McCUSKER:** We have a motion and we
 25 have a second to provide \$216,000. \$108,000 as a straight

Page 61

1 up grant, \$108,000 as a loan. That motion was seconded,
 2 so that motion has to be dealt with.
 3 **MR. POSTER:** This is Corky. I just had a
 4 couple of things I wanted to say.
 5 First of all, hi, Favin.
 6 **MS. GEBREMARIAM:** Hey, Corrky.
 7 **MR. POSTER:** The last time I saw this project,
 8 I was not on the board. I was the design professional
 9 reviewer for the Sunshine Mile and sort of got to see all
 10 of the exciting things that were going on.
 11 Second, I wanted to see that as someone who
 12 does this kind of rehab work on old buildings all the
 13 time, problems with water and sewer and caliche and
 14 termites and fire is an everyday occurrence on the stuff
 15 that we do. It's always tragic and a real problem to
 16 solve, but it's not -- it's not malfeasance on the part of
 17 the developer or the contractor, it's what life in rehab
 18 looks like and looks like all the time.
 19 The third thing I want to say is it seems to me
 20 that Edmund's motion and Chris's additional comments are
 21 separate issues. We have a 216,000-dollar debt to a
 22 contractor that's been really wonderful on this project in
 23 sticking with the Gebremariam family and if seems like
 24 that's an immediate problem that we need to solve. I
 25 agree with Chris that we need a long-term look at the

Page 62

1 income, sales tax and future costs for the coffee shop,
 2 but I think those are separate issues. I suspect Edmund
 3 agrees with. That wasn't particularly a friendly
 4 amendment. It was a different question, and so I would
 5 support the made and second motion and suggest that we
 6 deal with Chris's amendment as a separate secondary motion
 7 after this one is voted on.
 8 **MR. LEVIN:** And I'd actually add something to
 9 that. I think it's along the lines of what you're saying,
 10 Corky. What my thought was --
 11 And, Chris, a very good pont on making sure we
 12 have a viable solution on it.
 13 I wonder if the motion that Edmund had put
 14 forward could be amended to say that we would -- you know,
 15 it would be a two-phase motion, which is essentially that
 16 we would be granting the initial funds to Zemam's to
 17 handle shortfall but also authorize the executive to
 18 negotiate a separate loan once it's determined what the
 19 amount would be needed in order to complete it.
 20 Can that be done all with one motion?
 21 **CHAIRMAN McCUSKER:** So you're really skirting
 22 around friendly amendment. These are basically
 23 alternative motions.
 24 **MR. SHEAFE:** Withdraw my amendment.
 25 **CHAIRMAN McCUSKER:** You know, I think either we

Page 63

1 vote on Edmund's motion. We don't revise it on the fly.
 2 He withdraws it, we make another motion, because I think
 3 you all are going in different directions that you can't
 4 just tack it -- you know, tack it onto Edmund's motion.
 5 You know the question at hand is do we want to
 6 cover their 216,000-dollar shortfall. And that kicks the
 7 can down the road on everything else, the backyard, the
 8 coffee shop, you know, things that might come out of
 9 tomorrow's C of O. There's no oasis being brought in
 10 there temporarily. It just basically pays the bills and
 11 allows them to get open, and then at some future date, I
 12 think is what you're proposing, we sit down with them on
 13 anything else that might be needed there and are there
 14 other sources or resources that can help that.
 15 But I think, because of the amount of money
 16 that wasn't anticipated here, this project is not going to
 17 be Rio Nuevo worthy unless we disproportionately invest.
 18 You know, this isn't Larsen Baker I'm sorry to say. You
 19 know, we're going to have to look differently at these
 20 under-resourced families. And maybe there's a different
 21 level of help that we do, you know, because, you know, you
 22 think about what happened on Broadway. We offered up a
 23 bunch of buildings that really interesting people took
 24 kind of sight unseen, and then they discovered a hornet's
 25 nest of problems, but somehow we expected that's their

Page 64

1 problem. Every one of these buildings Rio Nuveo owned
 2 and, you know, we basically sold them a storage shed
 3 that's, you know, been once set on fire, so I think we
 4 have a different obligation here than we would to somebody
 5 that just wants to open up a restaurant.
 6 So I think you've got one motion on the table
 7 that doesn't do anything about any -- anything that might
 8 be more urgent, but this whole -- this whole coffee shop
 9 thing doesn't get touched.
 10 **MR. SHEAFE:** Point of clarification.
 11 Edmund, did you want to put any terms on that
 12 loan portion in your motion?
 13 **MR. MARQUEZ:** You read my mind. I'd like to
 14 authorize executive and counsel to negotiate with the
 15 Zemam family to figure out the terms of that loan.
 16 **MR. SHEAFE:** Second.
 17 **CHAIRMAN McCUSKER:** We've got too many motions
 18 here running at the same time. We had a motion. I think
 19 we can clarify. The terms of that motion need to be
 20 worked, out. You could amend that motion to indicate that
 21 they should be worked out and authorize the officers to
 22 finalize that. That's typically how we would do it.
 23 **MR. MARQUEZ:** That's what I did. I amended it.
 24 **CHAIRMAN McCUSKER:** Who seconded?
 25 **MR. LEVIN:** I did, so I will amend my second.

Page 65

1 **CHAIRMAN McCUSKER:** Okay. So we now have a
 2 motion and a second and an amendment and a second for a
 3 108,000-dollar grant, 108,000-dollar loan whose terms
 4 would be negotiated by the executive officers and the
 5 developer.
 6 Okay. I'm going to call the question. Any
 7 other questions, comments about this motion?
 8 **MR. MEDCOFF:** Mr. Chair, as counsel, I think
 9 Edmund also said that the attorney would memorialize
 10 whatever the terms are, so I just wanted to make sure that
 11 was clear on the record.
 12 **CHAIRMAN McCUSKER:** Any time we say executive
 13 officers, we assume that includes counsel.
 14 Okay. Brandi, here we go. Let's call the
 15 roll.
 16 **MS. HAGA-BLACKMAN:** Chris Sheafe.
 17 **MR. SHEAFE:** Aye.
 18 **MS. HAGA-BLACKMAN:** Corky Poster.
 19 **MR. POSTER:** Aye.
 20 **MS. HAGA-BLACKMAN:** Richard Oseran.
 21 **MR. OSERAN:** Aye.
 22 **MS. HAGA-BLACKMAN:** Edmund Marquez.
 23 **MR. MARQUEZ:** Aye.
 24 **MS. HAGA-BLACKMAN:** Jannie Cox.
 25 **MS. COX:** Aye.

Page 66

1 **MS. HAGA-BLACKMAN:** Mike Levin.
 2 **MR. LEVIN:** Aye.
 3 **MS. HAGA-BLACKMAN:** Shay Jimenez.
 4 **MS. JIMENEZ:** Aye.
 5 **MS. HAGA-BLACKMAN:** Taunya Villicana.
 6 **MS VILLICANA:** Aye.
 7 **MS. HAGA-BLACKMAN:** Fletcher McCusker.
 8 **CHAIRMAN McCUSKER:** I vote aye.
 9 (Motion made, seconded and passed unanimously).
 10 **CHAIRMAN McCUSKER:** That's unanimous, so we'll
 11 get busy on how that works. I assume you have receipts so
 12 we can take a look at those, Dan and Brandi, and just draw
 13 against that 108, and then we'll work with you, Favin, on
 14 terms for the other 108.
 15 I'm assuming this is all acceptable to your
 16 family. We didn't bother to ask you if this works, but --
 17 **MS. GEBREMARIAM:** Of course. Of course.
 18 **CHAIRMAN McCUSKER:** All right.
 19 **MS. GEBREMARIAM:** Yeah, we are. But, you know,
 20 we're just grateful for any partnership opportunity and --
 21 and we're flexible and we'll remain nimble. As long as we
 22 have your partnership and your guidance in lockstep with
 23 ours, we can -- we can make anything work, so I'm very,
 24 very grateful.
 25 **CHAIRMAN McCUSKER:** Thank you.

Page 67

1 Is there anything we want to do today on the
 2 subsequent phases? Do we want to address the coffee shop,
 3 do we want to address the mall or come back and deal with
 4 that at a --
 5 **MR. SHEAFE:** We should go with the rest of it
 6 after we've spent a little time --
 7 **MR. MARQUEZ:** Yeah, I would say later.
 8 **CHAIRMAN McCUSKER:** Fine. I see a lot of head
 9 nodding on that. I think we're complete with that agenda
 10 item.
 11 Thank you very much, Favin.
 12 **MS. GEBREMARIAM:** Thank you, everyone.
 13 **CHAIRMAN McCUSKER:** Bao, I think you're around.
 14 We're going to talk about your patio. I didn't forget the
 15 valet parking issue. This is related, so I'm going to do
 16 Miss Saigon, valet parking, then we're going to come back
 17 to the master plan.
 18 **MR. TAYLOR:** I'm going to sign off. Thank's
 19 for the opportunity, everybody. If you have any
 20 questions, feel free to holler. Thank you very much.
 21 **MR. SHEAFE:** Thank you.
 22 **CHAIRMAN McCUSKER:** Okay, Bao, Ms. Saigon.
 23 **MR. MA:** Yes, sir.
 24 **CHAIRMAN McCUSKER:** You have a presentation,
 25 too. Are we running that or are you running it?

Page 68

1 **MR. MA:** I can run it. Just share my
 2 screen --
 3 **CHAIRMAN McCUSKER:** Huna, can you make Bao the
 4 host?
 5 **MR. HAMMOND:** I set you up already, Bao.
 6 **CHAIRMAN McCUSKER:** And introduce yourself for
 7 your --
 8 **MR. MA:** Hello, everyone. Thank you for having
 9 me today, ladies and gentlemen of the board of Rio Nuevo
 10 My name is Bao Ma. I am one of the owners of Miss Saigon
 11 Restaurants here in Tucson, Arizona. I'm the youngest of
 12 the three brothers and I manage and operate the location
 13 downtown here in Tucson, Arizona.
 14 So the reason for me presenting to you today --
 15 **CHAIRMAN McCUSKER:** Slide over to where it says
 16 from beginning and click on that. We'll see the slides,
 17 not the -- yeah, right there. You can maximize it,
 18 because it shows your -- your notes.
 19 (Discussion off the record)
 20 **CHAIRMAN McCUSKER:** Okay. Go ahead.
 21 **MR. MA:** Okay. So thanks for having me here
 22 again and -- well, first off, all I want to thank
 23 everybody on the Rio Nuevo board for supporting our family
 24 and for giving this once in a lifetime opportunity to take
 25 over this space at 88 East Broadway Boulevard, formerly

Page 69

1 MiAn's Sushi Restaurant.
 2 The reason why I am here today is that I would
 3 like to propose to the board additional funding for our
 4 outdoor patio canopy and patio enhancement.
 5 Can you go to the next slide, please, Brandi,
 6 or do I do that?
 7 **CHAIRMAN McCUSKER:** Just tell her to advance --
 8 **MS. HAGA-BLACKMAN:** It's on the next slide.
 9 **MR. MA:** Is it?
 10 (Discussion off the record)
 11 **MR. MARQUEZ:** Maybe just tell us and we'll use
 12 our imagination.
 13 **MR. MA:** All right. So it was on the journey
 14 so far.
 15 **CHAIRMAN McCUSKER:** There you go.
 16 **MR. MA:** So pretty much I want to give you a
 17 brief timeline of our journey of Miss Saigon downtown.
 18 So we opened our doors in February 12th of
 19 2012. This was our third location that we opened up in
 20 Tucson. And shortly thereafter in 2016, we were presented
 21 with an opportunity to expand our space an additional
 22 (inaudible) square feet, so we did that and things were
 23 going great until COVID hit.
 24 When COVID hit, it just kind of put everything
 25 on pause and kind of, you know, everybody felt the --

Page 70

1 the -- the downturn in the economy and everything. Life
 2 just changed when COVID hit.
 3 So when we reopened back up, things were going
 4 great. And on Monday, September 11th, 2023, we were
 5 presented with the opportunity to take over the space at
 6 80 East Broadway. From that date on, I committed a lot of
 7 my time and energy and efforts into presenting to Rio
 8 Nuevo what our vision was and why we should be chosen as
 9 the new tenants of that space.
 10 So on Tuesday, November 14, we were given the
 11 opportunity to present to the board our letter of intent
 12 to clearly state our -- you know, what our vision was as
 13 well as our family history and our, you know, financial
 14 projections for the next five years.
 15 And after the presentation, you know, the board
 16 unanimously voted to approve us as the new tenant. And
 17 after that, I think the board had to discuss with TEP to
 18 see if they were on board as well. On December 18th, TEP
 19 finally gave us the green light, gave us the lease to
 20 sign. We got the keys on that date. And 100 days later,
 21 which is -- well, tomorrow would be 100 days, March 27th,
 22 we're going to be done with our renovations of the entire
 23 space.
 24 So right now the interior is complete, however,
 25 in the initial presentation, I forgot to request funds for

Page 71

1 the outdoor space area. And some of you are like how are
 2 we able to do so much within a short amount of time.
 3 Well, it was because of the support of Rio Nuevo and a
 4 family that took advantage of a once in a lifetime
 5 opportunity that was given to us and we took it and we ran
 6 with it. You know, every step of the way, we never took
 7 anything for granted and we will always cherish what was
 8 given to us.
 9 So this slide right here shows the
 10 transformation process. On November 14th, we presented
 11 our letter of intent. This is one of the renderings that
 12 I created of what the space was going to look like. And
 13 on December 18th, that's one of the interior pictures of
 14 the before. On December 29th, this is after all the
 15 demolition had taken place within a matter of 11 days.
 16 And on February 18th, the flooring was installed. We
 17 passed our electrical and our plumbing inspection, and
 18 then the bottom picture, which was March 21st, was the --
 19 what it looks like right now. And this slide shows --
 20 will explain what our vision for the outdoor dining area
 21 is going to be.
 22 So the space here has very high ceilings and
 23 tall ceilings. And as is, it's very empty and void. With
 24 the addition of a canopy structure, it would lower the
 25 ceiling, which would add charm and character to the patio

Page 72

1 area. We plan to add more vegetation. And with the
 2 addition of the wood structure, it will give color and
 3 light furthermore enhancing our guests' dining experience.
 4 And it will also take advantage of Tucson's favorable
 5 weather year around.
 6 Okay. The next slide is going to be renderings
 7 of what the space will look like.
 8 Is it on the next line yet?
 9 **MS. HAGA-BLACKMAN:** It won't let me move the
 10 slides. My computer's frozen or something. I can't even
 11 get a mouse --
 12 (Discussion off the record)
 13 **MR. MA:** There you go.
 14 So this is the drawing that I drew up of what
 15 with patio structure will look like along with more
 16 vegetation, more dining tables and chairs as well as patio
 17 furniture.
 18 In the previous picture, you saw how empty and
 19 void -- you know, how big of a space it is and how empty
 20 it looked without any of these features. And
 21 by implementing this structure along with new dining
 22 tables, new patio furniture --
 23 (Discussion off the record)so
 24 **MR. MA:** So yeah, with the addition of this
 25 structure, we really feel that it will complete the --

Page 73

1 what we've done to the interior of the space. I think a
 2 couple weeks ago when Mr. McCusker and Mr. Marquez and
 3 Mr. Sheafe were able to come and visit the space, they saw
 4 what we were able to do to that space in that short amount
 5 of time. And our goal is to have this structure up before
 6 the Rio Nuevo VIP dinner event.
 7 I've already started the process of procuring
 8 materials. I've gotten the green light from TEP. I've
 9 discussed this with our architect and we are in the
 10 position to, you know, move forward with the construction
 11 of this structure with a short amount of time.
 12 The next slide, please.
 13 **MR. SHEAFE:** Hey, Bao, before you get to it,
 14 what is the pig purple tree? How are you going to create
 15 that?
 16 **MR. MA:** That's inside the dining area,
 17 Mr. Sheafe.
 18 **CHAIRMAN McCUSKER:** You saw it, Chris. It's
 19 the cherry tree inside the --
 20 **MR. MA:** Yeah, that's the cherry tree inside.
 21 So that picture was with the roof off, because if I were
 22 to leave the roof on, you couldn't see the patio area as
 23 well because of the lighting.
 24 **MR. SHEAFE:** I thought it might be something
 25 outside the building that you were anticipating.

Page 74

1 **MR. MA:** No, sir. That's the cherry tree
 2 that's inside the building.
 3 **MR. SHEAFE:** Thank you.
 4 **MR. MA:** Okay. You're welcome.
 5 So the benefits of this outdoor patio would be
 6 the elevated property profile. This outdoor patio will
 7 serve as a landmark feature distinguishing our property as
 8 a premier destination in Tucson. It will draw increased
 9 foot traffic benefiting local businesses downtown. Other
 10 local businesses will consider relocating or expanding to
 11 downtown Tucson.
 12 The enhanced revenue streams by expanding our
 13 seating, we anticipate a significant uplift in the
 14 restaurant's revenue. This increase directly translates
 15 to an increase in sales tax revenue that is then
 16 redistributed back to Rio Nuevo for future projects. The
 17 return on investment for Rio Nuevo will be realized within
 18 three to five years.
 19 Okay. There is customer demand for this. The
 20 demand for outdoor dining is partly accelerated by health
 21 considerations. We have a lot of customers that come to
 22 our location with pets and we've had to turn them away
 23 because of health department, you know, guidelines. And
 24 some of them are service dogs, but other times they're
 25 just -- they're pets, so the outdoor area will be pet

Page 75

1 friendly. It will also serve as a marketing and a PR
 2 opportunity. It will serve as a key feature in our
 3 ongoing marketing efforts, and we'll have the ability to
 4 hold special events outdoors in a beautiful and
 5 comfortable setting.
 6 Okay. Next slide.
 7 Financial justification. So in our initial
 8 LOI, we estimate that there's going to be an aggregate
 9 31 percent increase in revenue for the first year with the
 10 addition of this enhanced outdoor patio space. We
 11 estimate that there will be an additional increase of
 12 10 percent in revenues for the first year and 13 percent
 13 annual growth the subsequent two years. This correlates
 14 to increased sales tax revenue for the state as well as
 15 for Rio Nuevo to fund future projects.
 16 So right now our total financial commitment to
 17 this project to date with hard costs being \$562,373, the
 18 soft costs, about \$140,000, so subtotal right now is
 19 702,238, pending expenses is plus 200,000 soon to be paid
 20 within the next two to three weeks, so the total project
 21 cost is going to tally to about \$902,000 once it's all
 22 said and done.
 23 Okay. Next slide.
 24 This is the projected revenue and return on
 25 investment. The top table is the original projection that

Page 76

1 we presented and the bottom is the new projected forecast
 2 with the increase of 10 percent in revenues. So in year
 3 five, Rio Nuevo would look to collect an additional
 4 \$78,000 in TPT taxes by the increase in our dining area as
 5 we expand to the patio space.
 6 Next slide.
 7 Okay. So this is the canopy and the ask.
 8 The total cost of the structure comes out to
 9 about \$56,270. An additional \$5,000 would be used towards
 10 large planters and vegetation, so the total cost of the
 11 enhanced outdoor patio would come to \$61,270. Our ask is
 12 half of that, which is 30,635.42.
 13 Our implementation plan is the purchase of
 14 materials on March 22nd, 2024. Today we accepted delivery
 15 of the materials and our guys have already started
 16 construction of that structure. We plan to complete it
 17 within three to four days by April 1st, and by April 3rd
 18 completion of the decoration and planting of the patio
 19 space in time for our soft opening and for our special VIP
 20 event this coming -- next Sunday, April 7th.
 21 And these are my construction drawings, which I
 22 submitted to my general contractor, how the structure will
 23 be constructed, details of how it's going to be secured to
 24 the patio space as well as the materials list. So by me
 25 having the ability to draw this and submit it to our GC,

Page 77

1 he has a clear direction of how to construct the
 2 structure. And the same thing goes to how we've been able
 3 to move so fast with our renovation process.
 4 So with that being said, I think -- I thank you
 5 all for your time and consideration.
 6 **MR. MARQUEZ:** I can actually help us cut to the
 7 chase, Mr. Chairman.
 8 **CHAIRMAN McCUSKER:** He could have come in and
 9 said I'd like to build a patio and have you pay half of
 10 it.
 11 I'm concerned if the city's aware of this. You
 12 know, Bao, there's one thing remodeling inside a building
 13 versus remodeling on a patio. You know, have you
 14 submitted --
 15 **MR. MA:** Yes.
 16 **CHAIRMAN McCUSKER:** Have you submitted --
 17 **MR. MA:** I consulted with our architect and the
 18 guidelines and the rules in regards to this structure.
 19 It's not a pergola. It's not secured to the floor. We
 20 consider this as a piece of furniture that's moveable, so
 21 in any event, it's under the canopy of the TEP building,
 22 it's under, you know, 10 feet tall and --
 23 **CHAIRMAN McCUSKER:** Corky, is that all going to
 24 work?
 25 **MR. MA:** I'm sorry?

Page 78

1 **CHAIRMAN McCUSKER:** That was for Corky.
 2 Is that going to work?
 3 **MR. POSTER:** Yeah, I think so, but I can't
 4 promise.
 5 **CHAIRMAN McCUSKER:** Okay. So there's an issue
 6 of permits. But, Edmund, go ahead.
 7 **MR. MARQUEZ:** Yeah. So to me this is a proof
 8 of concept deal all day long. Actually I would have loved
 9 to have toured this with Corky, because somehow, Corky,
 10 they got through permitting much faster than 95 percent of
 11 our deals. As we toured this property, myself, Fletcher
 12 and Chris, this is a home run. This is beautiful.
 13 I see Gabriela Rico on this Zoom call right
 14 now. This is a property you're going to want to check
 15 out. This is a property that Tucson Foodies is going to
 16 want to be all over.
 17 They put cherry trees inside of a beautiful
 18 restaurant space and have done some upgrades that I think
 19 are social media worthy all day long.
 20 I'm going to just put out the motion. I move
 21 that we support them with \$30,635, which is 50 percent
 22 reimbursable of the expenses needed for this project, and
 23 authorize executive and our attorneys to complete the deal
 24 with Bao Ma and his family.
 25 **MR. LEVIN:** I would second.

Page 79

1 **CHAIRMAN McCUSKER:** We do need to --
 2 **MS. COX:** One question, please.
 3 **CHAIRMAN McCUSKER:** Go ahead.
 4 **MS. COX:** And that is planters and plants. I
 5 thought we didn't do anything that was moveable. It
 6 sounds like all of this is moveable.
 7 **MR. MA:** The planters are going to be probably
 8 3 to 400 pounds. It would be very --
 9 **MS. COX:** I'm not talking about someone walking
 10 away with them. I'm talking about our internal policy
 11 that we don't pay for anything that is considered
 12 furniture that is moveable that you can take with you if
 13 the restaurant fails.
 14 **MR. MARQUEZ:** Jannie, you have a valid point.
 15 I would like to amend my motion to say up to \$30,635 after
 16 these numbers are scrutinized by our attorney.
 17 **MR. LEVIN:** I would amend my second.
 18 **CHAIRMAN McCUSKER:** So we have to get TEP
 19 permission, so there's that, Bao. We're going to need
 20 probably this kind of detail broken out for them. Tim
 21 will manage that quickly. We're going to -- this is
 22 probably -- certainly subject to city of Tucson approval.
 23 There is this question of whether or not it's an addition
 24 to the patio, which is things that we do pay for, or if
 25 this is somehow decorative, which is something we may not

Page 80

1 pay for, so we'll sort that out. I think Edmund's motion
 2 gives us the latitude to do that. So we probably should
 3 be talking to the city here pretty quickly about how they
 4 view this project.
 5 **MR. MA:** From my research and my digging into
 6 the requirements for the city, the way we view it is that
 7 it is not expanding any area outside of our construction
 8 zone or site. It is not outdoors. You know, it's not
 9 load bearing. There's no --
 10 **CHAIRMAN McCUSKER:** You don't need to go
 11 through it today. We're going to have to do some research
 12 here, because it may fly against what we actually pay for,
 13 so we've got to make sure it's a permanent addition and,
 14 you know, things that are mobile, furniture and equipment,
 15 plants, we're probably not going to pay for, so -- but
 16 this motion allows us to work with you, sort all that out.
 17 I do need to get something going to TEP right away and we
 18 should probably talk to the city right away.
 19 Any other questions for Bao, questions about
 20 the motion?
 21 (No oral response)
 22 **CHAIRMAN McCUSKER:** I think we can do a voice
 23 vote here.
 24 All in favor say aye.
 25 (Motion made, seconded and passed unanimously).

Page 81

1 **CHAIRMAN McCUSKER:** The ayes have it. That
 2 motion passes, Bao. Thank you very much. It is
 3 extraordinary what you've accomplished.
 4 We are going to help them with a grand opening.
 5 I think we said April 7th, you know, somewhere, between
 6 the final four dates.
 7 **MR. SHEAFE:** Well, that's -- Fletcher, it is
 8 worth just mentioning, because Bao may not be aware of it,
 9 but that final four date is actually the date of the
 10 dinner, so let's --
 11 **CHAIRMAN McCUSKER:** I think we had decided to
 12 move it, but I haven't heard the end of that story yet.
 13 **MR. MA:** Yes. Originally it was Saturday,
 14 April 6th, and I agreed to push it back one day to Sunday,
 15 April 7th.
 16 **MR. SHEAFE:** Does that work, Jannie?
 17 **MS. COX:** Pardon me?
 18 **MS. HAGA-BLACKMAN:** Did that 7th work for you.
 19 **MS. COX:** Yes.
 20 **MR. SHEAFE:** Great. That solves two problems.
 21 **CHAIRMAN McCUSKER:** Okay. That motion past.
 22 Bao, you're off.
 23 Let's talk about the valet issue. You can stay
 24 on for this in case we have a question of you.
 25 I think everybody knows we've got a long-term

Page 82

1 valet parking agreement with a company called LAZ Parking.
 2 That's going to term out here next month. We're going to
 3 look at that probably in April, but we have two sides
 4 currently that we're utilizing, one by Bata, the other one
 5 at the metro chamber. I think that one's hardly utilized,
 6 underutilized. I think we should consider moving that
 7 location to adjacent to Miss Saigon's location. And TEP's
 8 indicated their willingness to allow the valet to use
 9 their surface lot, so it could park more cars. It will
 10 also help with the stuff happening on that end of town.
 11 It would just be a simple relocation.
 12 **MR. SHEAFE:** Why don't I just put the motion
 13 forward that we approve that.
 14 I do have a separate request, Mr. Chairman, but
 15 would you -- let's take my motion first, which is we
 16 transfer that and extend it so that it will service the
 17 Miss Saigon location.
 18 **MR. MARQUEZ:** Second.
 19 **CHAIRMAN McCUSKER:** Okay. So we'll work with
 20 the chamber and you, Bao, to move the valet station over
 21 to your property. That's something else I need to get
 22 with TEP about.
 23 All in favor of that motion say, aye.
 24 (Motion made, seconded and passed unanimously)
 25 **CHAIRMAN McCUSKER:** Okay. Mr. Sheafe,

Page 83

1 something else?
 2 **MR. SHEAFE:** Yes. I saw it on the agenda, so I
 3 may be stepping out of bounds, but we're about to start
 4 the budgeting process, and one of the main discussions
 5 we've had is what percentage of our total revenue stream
 6 should we be allocating to all these events and whatnot
 7 that we're putting downtown, because those numbers have
 8 grown and grown and grown.
 9 I'd like to get it on the agenda for the next
 10 discussion that we establish what percentage overall we're
 11 willing to put into discretionary form for the marketing
 12 committee or whoever before we get down to the details of
 13 how those decisions are made.
 14 **CHAIRMAN McCUSKER:** I can keep you legal here.
 15 Brandi, if you'll pull up the master plan.
 16 **MR. MARQUEZ:** There are no committees at Rio
 17 Nuevo.
 18 **MS. COX:** Yeah.
 19 **CHAIRMAN McCUSKER:** Brandi, do you have a final
 20 version of the master plan?
 21 **MS. HAGA-BLACKMAN:** This is the version that
 22 was presented in exec. It has not been updated --
 23 **CHAIRMAN McCUSKER:** So it still has some red
 24 lines in there?
 25 **MS. HAGA-BLACKMAN:** Yes.

Page 84

1 **CHAIRMAN McCUSKER:** Can you -- okay. We can --
 2 **MS. HAGA-BLACKMAN:** If you want to give me, you
 3 know, a few minutes --
 4 **CHAIRMAN McCUSKER:** Just accept those changes,
 5 and then pull it back up as a word document.
 6 **MS. HAGA-BLACKMAN:** Yeah. Just give me a
 7 couple minutes.
 8 **CHAIRMAN McCUSKER:** So what the -- we're about
 9 to reveal and the public's about to see for the first time
 10 since I've been in involved in 12 years is that this board
 11 has worked on a master plan that involved all of us and
 12 members of the public starting in January to really look
 13 at what this organization wants to accomplish between now
 14 and 2035, which is our scheduled sunset.
 15 It's a unanimous document, a great deal of
 16 input from everybody. It's very different than the way
 17 we've operated in the past. You'll see some things in
 18 there that clearly have to be supported with
 19 non-TIF dollars. It broadens our reach beyond just
 20 restaurant and bar activity and it addresses a number of
 21 things I think all of us want to accomplish downtown.
 22 We're going to go through it here briefly, and
 23 then we're going to post it today to our website and
 24 invite public comment for the next 30 days. So between
 25 now and the next Rio Nuevo meeting, we're going to invite

Page 85

1 the public to read this and to e-mail Brandi, bless her
 2 heart, comments, criticisms, hate mail that you would like
 3 to send us regarding our future plans.
 4 **MR. MARQUEZ:** Thank you, Brandi.
 5 **CHAIRMAN McCUSKER:** She's redoing the Word
 6 document.
 7 So next month we will address those public
 8 comments. We're always open to another public hearing. I
 9 think that was very valuable to have a hearing where we
 10 just invited people to come in on the master plan. This
 11 is clearly a work in progress. It's been entirely
 12 congenial, which might surprise some people outside of
 13 this board but didn't surprise me, and it's unanimously
 14 supported by all of us.
 15 So we're going to just throw it up quickly,
 16 skim through it. It does have a marketing section,
 17 Mr. Sheafe, which I think can address -- one of the
 18 objectives is to address marketing, how we spend our
 19 marketing dollars, where we spend our marketing dollars.
 20 It also suggests we might want a broader marketing plan
 21 for the entire downtown area. It suggests in that section
 22 that we should work with Visit Tucson and others.
 23 So in a minute I'm going to show you the
 24 highlights. We're not taking any action today. We'd
 25 welcome everybody's input that you saw something, drafted

Page 86

1 something, participated in something meaningful to you,
 2 and then we're going to let the public take a look at it.
 3 This is the Jimmy Kimmel moment where he said you've got
 4 to kill some time, which he did reading, I guess, Trump
 5 texts.
 6 I don't have a text from President Trump.
 7 Let me check. I might.
 8 **MS. COX:** Well, I've only had two today.
 9 **CHAIRMAN McCUSKER:** Two today? Yeah, they're
 10 very personal. You know, I think AI is really -- it says,
 11 you know, hi, Fletcher, the world's going to come to an
 12 end if you don't send us some money.
 13 So as I mentioned, Brandi, you were probably
 14 finalizing this, this is the first time we've created a
 15 master plan. It's designed to cover our vision between
 16 now and 2035.
 17 And it's kind an overview. If you scroll that
 18 down slowly, that's pretty much a history of the district.
 19 This talks about where we get our money and how much money
 20 we get and how much money we have and don't have.
 21 One of the things that's limiting Rio Nuevo
 22 from our vision is the small amount of money that we do
 23 have, you know, call it 4 or \$5 million.
 24 We have defined our geography into four areas,
 25 this was really Corky's work, downtown, keep going, the

Page 87

1 west side -- the far west side, which, of course, includes
 2 the A Mountain landfill, the Sunshine Mile and the
 3 Broadway corridor east to Park Place Mall.
 4 Those were not necessarily the original Rio
 5 Nuevo geography, but we are dabbling in all of those
 6 corridors and it's certainly within our purview to look at
 7 all of those things.
 8 Goals attached to the retreat funding, we need
 9 to improve that.
 10 Safety, you saw us today activate some things
 11 that improve downtown safety.
 12 Transportation, we're very concerned about
 13 access to downtown parking, valet shuttle, shared sites.
 14 Housing, for the first time we have a stated
 15 objective to look at integrated housing opportunities and
 16 integrated housing, continue our work at the TCC, what we
 17 call small business equity to enable small businesses to
 18 get some seed grants from us to launch a business,
 19 obviously ongoing hotel.
 20 And, Mr. Sheafe, this is the thing that I was
 21 going to redirect you to. Historically we have marketed
 22 by being a sponsor to somebody that asks us for money.
 23 And like most things we do, it's not a plan, it's a
 24 reaction to a request. This clearly would require us to
 25 develop a marketing plan to partner with Visit Tucson and

Page 88

1 the other merchants to create a calendar and to work to
 2 identify these crowd-gathering events in terms of how we
 3 support them, what ones we choose to support.
 4 On the far east end, there's a huge opportunity
 5 at Park Place with the vacancy of Macy's and the
 6 underutilized parking space both there and at El Con. We
 7 might be able to help activate that. And as you saw from
 8 today, our bread and butter is in the restaurant space.
 9 We're going to continue to do that.
 10 We are going to take an active position in the
 11 A Mountain landfill resolution. We've kind of punted that
 12 for 10 years and I think we now know collectively
 13 nothing's going to happen there unless we get after the
 14 remediation.
 15 We've agreed to look at our staffing models.
 16 We are going to talk about activities downtown, retail,
 17 overlays and zoning districts and how you envision what we
 18 do for the future.
 19 Any comments from other board members?
 20 **MS. COX:** I think it might be a good idea when
 21 we put this on the website to have perhaps an up-front
 22 explanation for people who are seeing it for the first
 23 time and might not be very involved in Rio Nuevo,
 24 knowledgeable, that we state what our -- what our funding
 25 is approximately per year and help people understand that,

1 even though these are all things we would love to see
2 happen for our downtown, they can't all happen with the
3 funding that we have. So we need to be realistic about
4 the expectations of those who read it. I think it will be
5 really important that they have a context before they give
6 us feedback.

7 **MR. SHEAFE:** That's an excellent suggestion,
8 Jannie.

9 **MR. POSTER:** This is Corky. I wanted to add to
10 the conversation about master planning.

11 The mythology around Rio Nuevo has been that
12 Rio Nuevo reacts to deals that come to it. My observation
13 is that that actually is not true, that the work that's
14 been done on the Sunshine Mile in particular was a very
15 thoughtful, strategic effort, which is really bearing
16 fruit as we've seen today and we see every day along that
17 corridor.

18 What this master plan does is suggest that we
19 continue to behave that way by looking at the
20 opportunities east of Country Club and do some strategic
21 planning in terms of vacant property and the opportunities
22 for development. The same on the west side. The same on
23 the area immediately between the convention center and the
24 freeway.

25 We have the ability as a board to be protective

1 Collins.

2 **MR. MARQUEZ:** Mark gets paid by the hour. Of
3 course he wants to stay.

4 **CHAIRMAN McCUSKER:** Of course, yeah, he'd want
5 to stay.

6 (Motion made, seconded and passed unanimously).

7 **CHAIRMAN McCUSKER:** The motion carries. We're
8 adjourned. Thank you, everybody.

9 (3:56 p.m.)
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

1 in developing our mission and our charge and doing it in a
2 way that -- that is strategic, and so I think this master
3 plan goes a long way to doing that. And we've done it
4 mostly quietly after our first retreat, but now is the
5 time to engage the public and ask for comments from all
6 sectors of our community about the accuracy and the
7 strategic intent of the master plan.

8 So I invite everyone who cares about the city,
9 particularly cares about downtown, the west side and the
10 Broadway corridor, to help us develop the best master plan
11 for that area that we can do.

12 **CHAIRMAN McCUSKER:** Well said.

13 Anybody else?

14 (No oral response)

15 **CHAIRMAN McCUSKER:** That's the last item on my
16 agenda. If there's no further comment, I can take a
17 motion to adjourn.

18 **MR. SHEAFE:** So moved.

19 **MS. COX:** Second.

20 **CHAIRMAN McCUSKER:** Thank you, everybody, for
21 everything you do.

22 All in favor say aye.

23 Anybody who doesn't want to adjourn.

24 **MR. MARQUEZ:** I want to stay.

25 **CHAIRMAN McCUSKER:** Okay. You and Mark

	\$800,000 (1) 9:16	action (1) 85:24	25:24	40:3;51:12;58:14; 59:1,11
\$	\$869,000 (1) 25:10	activate (6) 5:14;23:16;58:12; 60:16;87:10;88:7	afford (2) 56:6,7	ambient (1) 44:9
\$1.3 (1) 6:25	\$87,000 (1) 49:8	active (2) 22:13;88:10	afternoon (1) 3:1	ambulatory (1) 44:13
\$1.4 (2) 24:17;28:6	\$9 (1) 6:21	activities (1) 88:16	again (14) 6:24;9:20;11:10; 12:9;17:18;21:9;25:6; 12:36;25:37;16:43;11; 45:25;56:13;68:22	amend (4) 64:20;25;79:15,17
\$1.78 (1) 7:2	\$9.5 (1) 6:19	activity (3) 6:8;19:15;84:20	against (2) 66:13;80:12	amended (2) 62:14;64:23
\$10,000 (1) 25:19	\$9.6 (1) 15:21	actual (1) 56:20	agenda (5) 21:18;67:9;83:2,9; 90:16	amendment (8) 60:6,8,13;62:4,6,22, 24;65:2
\$108,000 (2) 60:25;61:1	\$900,000 (1) 28:7	actually (15) 7:9;16:19;17:23; 25:25;26:8;36:23;44:1, 21;55:13;62:8;77:6; 78:8;80:12;81:9;89:13	aggregate (1) 75:8	amount (14) 7:17;12:4;17:2;26:2, 15;27:23,25;59:4; 62:19;63:15;71:2;73:4, 11;86:22
\$12 (1) 25:5	\$902,000 (1) 75:21	ADA (6) 35:13;37:24;43:18; 44:2;45:4;46:22	ago (9) 10:5,11;24:14;33:9, 24,25;35:2;48:16;73:2	anesthetically (1) 24:10
\$12.6 (1) 6:24	A	add (6) 24:21;38:5;62:8; 71:25;72:1;89:9	agree (1) 61:25	annual (2) 16:18;75:13
\$140,000 (1) 75:18	abilities (1) 15:5	added (3) 20:22;42:6,9	agreed (3) 12:2;81:14;88:15	anticipate (2) 46:8;74:13
\$170,000 (1) 7:9	ability (6) 21:24;52:25;53:6; 75:3;76:25;89:25	addition (8) 24:19;25:9;71:24; 72:2,24;75:10;79:23; 80:13	agreement (6) 17:24;22:6;28:1; 31:1;58:25;82:1	anticipated (2) 14:5;63:16
\$2 (1) 15:23	able (14) 19:15;32:2;38:6,7; 43:6;46:13;50:9;52:14; 56:3;71:2;73:3,4;77:2; 88:7	additions (1) 43:17	agrees (1) 62:3	anticipating (1) 73:25
\$20,000 (1) 14:1	absolutely (2) 39:20;42:5	additional (12) 28:7,14;48:18;49:9; 52:8;59:16;61:20;69:3, 21;75:11;76:3,9	ahead (7) 9:17;24:12;30:3; 45:20;68:20;78:6;79:3	Antojitos (1) 10:9
\$200,000 (1) 13:11	absorbs (1) 44:7	addresses (1) 84:20	AI (3) 19:16;20:21;86:10	anxious (1) 50:16
\$216,000 (4) 49:25;59:16;60:3,25	accelerated (1) 74:20	adequate (1) 42:8	air-conditioning (1) 37:11	apartments (4) 25:3,4,19,20
\$250,000 (1) 11:24	accept (2) 60:6;84:4	adequately (1) 32:1	al (1) 41:14	apologize (1) 59:22
\$299,000 (1) 48:18	acceptable (1) 66:15	address (5) 67:2,3;85:7,17,18	alarming (1) 20:7	apparently (1) 12:14
\$30,000 (1) 55:21	accepted (2) 19:8;76:14	addressed (1) 38:11	Allegiance (1) 3:11	appease (1) 43:24
\$30,635 (2) 78:21;79:15	access (3) 36:15;43:4;87:13	addresses (1) 84:20	allocated (1) 7:12	appreciation (1) 32:1
\$35,000 (1) 36:24	accomplish (2) 84:13,21	adequately (1) 32:1	allocating (1) 83:6	appropriate (1) 43:23
\$350,000 (1) 46:9	accomplished (1) 81:3	adjacent (1) 82:7	allow (2) 21:14;82:8	approval (1) 79:22
\$40,000 (1) 20:9	according (2) 43:2,21	adjourn (2) 90:17,23	allowing (1) 46:10	approve (8) 4:15;17:1,6,19; 18:25;22:2;70:16; 82:13
\$5 (1) 86:23	account (1) 7:13	adjourned (1) 91:8	allows (3) 19:17;63:11;80:16	approved (2) 45:6;48:19
\$5,00,000 (1) 27:10	accounted (1) 5:11	adjustments (1) 42:24	almost (1) 7:9	approximately (3) 15:23;24:17;88:25
\$5,000 (1) 76:9	accounts (2) 6:19;7:12	Administrative (1) 2:13	along (6) 20:24;59:9;62:9; 72:15,21;89:16	April (13) 5:17,21;6:2,9;22; 16:13;50:23;76:17,17, 20;81:5,14,15;82:3
\$500,000 (3) 9:24;26:11;28:6	accuracy (1) 90:6	ADOR (1) 29:6	alternative (1) 62:23	aqueous (1) 44:6
\$56,270 (1) 76:9	achieve (1) 12:5	advance (1) 69:7	always (6) 5:3;55:16,16;61:15; 71:7;85:8	archeology (1) 47:9
\$562,373 (1) 75:17	acknowledge (1) 4:9	advantage (2) 71:4;72:4	amazing (5)	architect (3)
\$566,000 (1) 52:9	across (1) 54:8	affects (1)		
\$60,000 (3) 14:5;16:21;17:6				
\$61,270 (1) 76:11				
\$78,000 (1) 76:4				

<p>45:24;73:9;77:17 architects (1) 46:19 area (14) 9:13;17:12;19:24; 71:1,20;72:1;73:16,22; 74:25;76:4;80:7;85:21; 89:23;90:11 areas (1) 86:24 Arizona (3) 2:22;68:11,13 around (18) 5:5,5;16:20;23:12; 27:21,22;32:9;35:19; 39:8,20;41:25;47:25; 55:24;56:2;62:22; 67:13;72:5;89:11 Art (8) 23:13,25;24:2,12; 27:7;29:18;30:24; 54:16 aside (1) 4:21 Asphalt (1) 45:4 assistance (1) 15:1 assume (2) 65:13;66:11 assumes (1) 60:22 assuming (3) 47:13;48:4;66:15 assure (1) 11:13 assuring (1) 8:23 Atlanta (1) 4:10 attached (3) 57:14,16;87:8 attendance (1) 4:12 attendees (1) 5:3 attest (1) 27:1 attorney (3) 28:19;65:9;79:16 attorneys (1) 78:23 attraction's (1) 40:7 ATVs (1) 20:15 atypical (1) 59:5 authority (1) 17:25 authorize (7) 28:16,18;60:14; 62:17;64:14,21;78:23</p>	<p>automations (1) 53:22 automobile (1) 19:17 available (2) 5:15;6:21 aware (4) 51:25;52:1;77:11; 81:8 away (5) 57:1;74:22;79:10; 80:17,18 awkward (1) 3:12 aye (41) 4:18,25;18:5,7,9,11, 13,15,17;19:2;21:6; 22:18,20,22,24;23:1,3, 5,7,9;30:5,7,9,11,13,15, 17,19,21;65:17,19,21, 23,25;66:2,4,6,8;80:24; 82:23;90:22 eyes (1) 81:1</p>	<p>based (7) 6:25;10:21;35:21; 38:18;46:6;49:16,25 baseline (2) 7:3,3 basement (3) 24:23,24,25 basic (1) 20:23 Basically (13) 20:24;24:11;25:7; 26:1;29:3;37:2;44:6; 54:6;55:9;58:10;62:22; 63:10;64:2 basins (1) 43:5 basis (1) 12:3 Basqueria (1) 12:19 Bata (1) 82:4 bazaar (3) 5:20;9:13;60:2 bearing (2) 80:9;89:15 beat (1) 28:24 beating (1) 54:18 beautiful (6) 34:3,11;56:4;75:4; 78:12,17 become (2) 21:10;54:11 becomes (1) 41:16 beginning (2) 53:17;68:16 behave (1) 89:19 behind (2) 15:19;39:22 belong (1) 32:7 benefit (2) 22:6;60:19 benefiting (1) 74:9 benefits (1) 74:5 best (3) 15:5;25:18;90:10 better (4) 39:21;41:11;42:16; 43:15 beyond (1) 84:19 big (8) 20:9;33:3;40:20; 46:11,11,24;51:15; 72:19 bills (6)</p>	<p>49:18,21;52:19,23; 55:7;63:10 bit (10) 39:15,15;41:4;48:17; 51:23;52:18,19,20; 53:23;56:9 bles (1) 85:1 blind (1) 29:21 Block (6) 8:15;9:23;10:19; 15:13,14;22:13 blood (1) 54:19 BOARD (25) 2:1,14,15,19;16:12; 19:23;24:4,16;58:8,17; 59:2,17;60:16;61:8; 68:9,23;69:3;70:11,15, 17,18;84:10;85:13; 88:19;89:25 board's (1) 16:24 both (6) 35:11;36:8,20;38:2; 50:1;88:6 bother (1) 66:16 bottleneck (1) 57:10 bottlenecked (1) 43:3 bottom (5) 32:23;34:5;51:3; 71:18;76:1 bought (1) 37:11 Boulevard (2) 33:12;68:25 bounds (1) 83:3 boxes (1) 43:12 Brandi (17) 2:13;3:15;10:15; 18:2;22:16;23:22;30:3; 31:2,22;65:14;66:12; 69:5;83:15,19;85:1,4; 86:13 brand-new (1) 40:7 bread (1) 88:8 breath (1) 39:4 brick (1) 38:5 brief (1) 69:17 briefly (1) 84:22 bring (4)</p>	<p>46:13;51:3;52:2; 57:8 bringing (1) 53:19 broadens (1) 84:19 broader (1) 85:20 Broadway (21) 5:20;13:22;32:24,25; 33:11;40:11,16,17,20; 43:4;50:14;58:13,25; 59:7,8,9;63:22;68:25; 70:6;87:3;90:10 broken (1) 79:20 brothers (1) 68:12 brought (2) 42:3;63:9 bucket (1) 27:5 budget (18) 6:25;7:20;8:2,4,6; 16:6,11;17:1,7;31:14; 38:18;43:1;46:18; 48:13,14;49:3;51:18; 57:14 budgeted (1) 13:11 budgeting (1) 83:4 build (14) 17:7;25:3,4,19,22; 35:6;36:21;43:2,7; 45:11;50:2;55:22;57:1; 77:9 building (28) 9:10;22:12;23:17; 24:25;25:16;29:18; 35:13,14,24;36:3,22, 25;37:3,16;38:12; 39:17;40:22;42:9;46:4, 9,9;47:6;51:15;56:12; 73:25;74:2;77:12,21 buildings (13) 33:11;34:2;35:22; 40:23;41:1,21;47:8; 48:3;54:22;55:13; 61:12;63:23;64:1 building's (1) 12:14 build-out (2) 33:19;34:16 built (3) 47:12;56:19;58:24 bunch (5) 41:8;44:23;45:7,10; 63:23 business (4) 13:4;58:14;87:17,18 businesses (5) 52:21;59:9;74:9,10;</p>
	B			
	<p>back (29) 5:4,5,10;8:25;10:1,1; 21:17;23:12;26:19; 29:6;43:6;48:16,21; 52:11;55:7,13;57:8,17, 18;59:12;60:10,16,19; 67:3,16;70:3;74:16; 81:14;84:5 backyard (10) 33:19;37:20;38:16; 52:10;55:14,25;56:8, 20,22;63:7 bad (2) 46:23;54:19 Baker (2) 15:13;63:18 balance (3) 11:4;29:6;51:23 bamboo (1) 39:20 bank (4) 12:6;15:25;23:17; 59:19 banners (1) 39:24 Bao (14) 67:13,22;68:3,5,10; 73:13;77:12;78:24; 79:19;80:19;81:2,8,22; 82:20 Bar (12) 6:3;33:5;34:6;36:7, 19,20;37:18;38:2; 47:11,23;55:16;84:20 bars (1) 36:16</p>			

<p>87:17 busy (3) 13:3;41:3;66:11 butter (1) 88:8 buttering (1) 41:4 buy (2) 53:14,14</p>	<p>capacity (3) 35:3,9;36:20 capital (2) 12:2;53:9 card (1) 3:10 cards (1) 53:4 careful (1) 29:22 carefully (1) 29:21 cares (2) 90:8,9 carries (1) 91:7 cars (2) 19:18;82:9 case (3) 25:18;44:16;81:24 cash (4) 6:21,22;7:11;26:4 caught (2) 15:11;57:20 ceiling (1) 71:25 ceilings (2) 71:22,23 cement (1) 37:7 Center (4) 8:22;9:18;33:4; 89:23 certain (1) 40:6 Certainly (4) 40:24;55:24;79:22; 87:6 certificate (1) 41:20 certificates (1) 10:22 Certified (1) 2:22 cetera (3) 17:11;24:25;43:5 CFO (2) 2:16;6:16 chain (4) 39:8,19,21;40:14 Chair (4) 2:2,3;26:25;65:8 CHAIRMAN (156) 3:1,13,15;4:8,18,20, 25;5:2,10;7:19;8:25; 9:9,15,21;10:1,12,18, 23;11:7,17,25;12:8,13; 13:1,6;14:9,18;15:10; 16:4,6,16,25;17:5,14, 18,23;18:2,21;19:2,4, 22;21:2,4,8;22:1,5,10; 23:9,11,24;24:6,10; 25:12,24;26:12,17;</p>	<p>27:6,11,14,17,20; 28:12,16,21,25;29:15, 17;30:1,21,23;31:6,21; 32:13,16;40:10;41:23; 42:2,21;43:9;45:16,20; 47:1,5;48:7,21,24;49:5, 11,14;52:11,25;53:6,9; 54:24;55:6;56:14,17; 57:14,17,22;58:1,4; 60:20,24;62:21,25; 64:17,24;65:1,12;66:8, 10,18,25;67:8,13,22, 24;68:3,6,15,20;69:7, 15;73:18;77:7,8,16,23; 78:1,5;79:1,3,18;80:10, 22;81:1,11,21;82:14, 19,25;83:14,19,23; 84:1,4,8;85:5;86:9; 90:12,15,20,25;91:4,7 chairs (1) 72:16 challenge (3) 56:24,25;59:20 challenging (1) 29:1 chamber (2) 82:5,20 champions (1) 52:4 chance (1) 36:9 change (1) 4:15 changed (2) 43:22;70:2 changes (1) 84:4 character (1) 71:25 charge (1) 90:1 charm (2) 34:23;71:25 chase (1) 77:7 Chase/Valley (1) 23:17 check (5) 10:14;12:15;13:8; 78:14;86:7 checked (1) 43:12 cherish (1) 71:7 cherry (4) 73:19,20;74:1;78:17 chief (4) 19:5,13,25;21:9 children (1) 32:7 Children's (1) 13:15 choir (1)</p>	<p>3:14 choose (1) 88:3 chosen (1) 70:8 Chris (15) 2:4;3:4;4:2;13:11, 12;17:19;18:6;22:19; 30:6;36:8;61:25;62:11; 65:16;73:18;78:12 Chris's (2) 61:20;62:6 Church (2) 13:25;14:2 cite (1) 19:19 City (11) 2:21;14:16;33:24; 34:12;43:13;45:6; 79:22;80:3,6,18;90:8 city's (1) 77:11 clarification (1) 64:10 clarified (1) 29:16 clarify (1) 64:19 clarifying (1) 54:3 clear (5) 29:14;48:11;60:18; 65:11;77:1 clearly (4) 70:12;84:18;85:11; 87:24 click (2) 5:7;68:16 close (9) 13:8,9,23;14:5; 15:16;21:25;46:8; 50:11,12 closer (1) 52:2 closing (1) 26:4 Club (2) 33:12;89:20 coconut (1) 6:5 coffee (22) 9:10;13:13;14:20; 33:3,14;38:11;39:8; 45:25;46:13,14;52:6,7; 55:1,8;57:24;59:21,23, 25;62:1;63:8;64:8;67:2 Coke (1) 37:15 cold (1) 36:21 collect (1) 76:3 collectively (1)</p>	<p>88:12 Collins (2) 2:14;91:1 color (3) 33:6;56:11;72:2 comfortable (1) 75:5 coming (16) 7:5,20;10:4;20:22; 27:4;28:6;30:2;39:16, 25;40:7,8,19;43:17; 58:11;59:16;76:20 commencing (1) 2:24 comment (3) 4:15;84:24;90:16 comments (8) 17:8;22:8;61:20; 65:7;85:2,8;88:19;90:5 commercial (2) 25:21;33:20 commissary (1) 55:15 commissions (1) 13:10 commit (1) 12:2 commitment (6) 7:16;9:24;22:2;29:3, 7;75:16 commitments (4) 7:16;15:21,24;31:8 committed (2) 25:10;70:6 committee (1) 83:12 committees (1) 83:16 community (1) 90:6 compact (2) 44:19,21 compactd (1) 44:10 company (3) 16:19;54:13;82:1 compared (1) 45:3 complaint (1) 46:22 complete (13) 10:10;28:19;33:10; 35:5;36:19;47:2,3; 62:19;67:9;70:24; 72:25;76:16;78:23 completed (3) 8:18;15:7;26:10 completely (3) 40:21;41:19;57:13 completion (1) 76:18 compliant (6) 35:13;37:25;43:18;</p>
C				
<p>calendar (1) 88:1 caliche (3) 37:8,9;61:13 call (12) 3:15;5:19;15:13; 18:2;25:1;30:3;31:25; 65:6,14;78:13;86:23; 87:17 called (3) 21:13;44:5;82:1 calling (5) 6:6;32:19,20;36:7; 56:21 came (5) 45:7,8;48:13,16;54:8 camera (1) 19:15 cameras (3) 19:14,24;20:23 campaign (1) 12:2 campus (1) 40:2 can (64) 16:13;20:21,25;21:4; 22:11;24:3;26:7;27:1; 28:3;31:25;32:12;35:8; 39:7,21;40:11,14,15, 18;41:5;42:13,19;48:9, 10,11,12;49:16,24; 51:24;52:10;53:14,21, 21;56:6,9,22,25;57:1; 58:9,9,10;59:21,23; 60:18;62:20;63:7,14; 64:19;66:12,23,23; 68:1,3,17;69:5;77:6; 79:12;80:22;81:23; 83:14;84:1,1;85:17; 90:11,16 Canada (1) 10:6 canopy (4) 69:4;71:24;76:7; 77:21 cap (2) 28:12,13 capabilities (1) 20:19 capability (1) 44:4</p>				

<p>44:3,12;45:5 component (2) 20:21;25:13 computer's (1) 72:10 Con (1) 88:6 concept (1) 78:8 concern (1) 44:10 concerned (2) 77:11;87:12 concerns (1) 22:8 concrete (9) 31:11,13;38:4,18,19, 20;43:5;45:3;51:4 confusing (2) 54:25;60:9 congenial (1) 85:12 congratulations (1) 30:24 Congress (3) 9:23;10:19;14:21 conservative (2) 36:4;37:18 consider (3) 74:10;77:20;82:6 consideration (1) 77:5 considerations (1) 74:21 considered (1) 79:11 constantly (1) 15:4 construct (1) 77:1 constructed (1) 76:23 construction (23) 24:20;26:9,15,18; 27:21;28:7,9;29:9,10, 11;32:10;34:22;35:5; 36:19;38:13;39:23; 41:14;43:3;46:6;73:10; 76:16,21;80:7 consulted (1) 77:17 context (1) 89:5 continue (8) 8:11;38:5;39:21; 42:19;44:8;87:16;88:9; 89:19 continues (1) 44:15 contract (5) 16:18,24;17:19,21, 22 contractor (6)</p>	<p>32:8;51:9;54:1; 61:17,22;76:22 contribute (1) 60:4 contribution (1) 59:17 convention (1) 89:23 conversation (3) 32:4;33:10;89:10 conversations (1) 49:17 COO (1) 26:5 cook (1) 33:20 cool (3) 14:24,24;38:15 cooler (6) 36:10,10;37:14,22, 22;50:3 cooling (1) 35:23 coordinate (1) 41:6 Cordova (3) 8:23;9:20;10:2 Corky (13) 2:9;3:25;18:14;23:2; 30:14;61:3;62:10; 65:18;77:23;78:1,9,9; 89:9 Corky's (1) 86:25 correlates (1) 75:13 correspond (1) 40:25 corridor (6) 40:17;59:1,10;87:3; 89:17;90:10 corridors (2) 20:24;87:6 Corrky (1) 61:6 cost (8) 36:24;42:25;45:8; 51:19;52:6;75:21;76:8, 10 costs (8) 38:23;46:8,11;50:4; 52:8;62:1;75:17,18 Counsel (6) 2:14,15;17:15;64:14; 65:8,13 Country (2) 33:12;89:20 County (3) 15:1;36:2;37:15 couple (9) 5:23;7:12;34:7;37:5; 41:23;58:6;61:4;73:2; 84:7</p>	<p>course (6) 15:11;66:17,17;87:1; 91:3,4 cover (2) 63:6;86:15 covered (1) 49:11 COVID (3) 69:23,24;70:2 Cox (27) 2:6;3:19,20;4:16,24; 17:4;18:12,13;20:4; 22:25;23:1;28:11,15, 20;30:12,13;65:24,25; 79:2,4,9;81:17,19; 83:18;86:8;88:20; 90:19 cracking (1) 47:10 create (7) 42:15;44:12;52:10; 56:4,10;73:14;88:1 created (4) 36:23;40:13;71:12; 86:14 creative (2) 51:10;56:9 credit (1) 53:4 cricket (1) 36:14 criminal (1) 19:15 criticisms (1) 85:2 crowd-gathering (1) 88:2 cry (1) 51:11 Crystal (1) 29:18 curated (1) 34:21 current (2) 10:17;34:10 currently (9) 17:22;24:24;37:22; 39:19;46:18;48:19,20; 49:3;82:4 custom (4) 35:12,23;36:21; 37:14 customer (1) 74:19 customers (1) 74:21 cut (2) 47:20;77:6</p>	<p>dad (1) 53:18 damage (6) 35:16;37:4,6;47:24; 50:1;51:2 Dan (27) 2:16;6:14,16;7:19; 8:7;16:4,7;17:7;27:1; 31:2;32:8;35:17;39:13; 45:22,24;46:2,18;47:1; 48:12;49:20;52:16; 54:1;55:18;56:9;57:19; 60:20;66:12 Daniel (2) 24:5;25:9 Danny (2) 23:14;30:1 Dan's (5) 6:8;16:17;21:20; 31:7,15 dares (1) 59:2 date (7) 19:20;63:11;70:6,20; 75:17;81:9,9 dates (1) 81:6 day (10) 2:23;3:4;29:19;52:4; 54:10,12;78:8,19; 81:14;89:16 days (9) 7:8;16:9;27:3,3; 70:20,21;71:15;76:17; 84:24 deal (13) 3:5;15:12;23:20; 26:20;27:1;59:5,6,24; 62:6;67:3;78:8,23; 84:15 deals (4) 51:25;59:6;78:11; 89:12 dealt (1) 61:2 debt (4) 6:20;7:8,13;61:21 December (5) 48:14;50:4;70:18; 71:13,14 decided (1) 81:11 decision (2) 16:14;50:11 decisions (3) 55:19,24;83:13 decomposed (1) 37:25 decor (1) 35:12 decorated (3) 39:9,11;40:9 decoration (1)</p>	<p>76:18 decorative (1) 79:25 decrease (1) 25:21 deeper (1) 39:7 deeply (1) 32:4 defined (1) 86:24 deliverable (1) 10:18 delivery (2) 14:10;76:14 demand (2) 74:19,20 demoed (1) 58:23 demolished (1) 40:21 demolition (2) 13:22;71:15 department (7) 14:11,16;19:14,21; 21:10,13;74:23 Department's (1) 19:23 depending (1) 47:16 depends (1) 60:8 depiction (1) 32:21 described (1) 27:7 design (2) 55:20;61:8 designed (1) 86:15 designs (1) 42:25 desire (1) 48:11 destination (1) 74:8 destroy (1) 57:9 detail (1) 79:20 details (4) 29:21;35:4;76:23; 83:12 determined (1) 62:18 develop (2) 87:25;90:10 developed (1) 9:14 developer (4) 21:22;58:11;61:17; 65:5 developer/owner/restaurateur (1)</p>
		D		
		dabbling (1) 87:5		

<p>23:19 developers (1) 25:6 developing (1) 90:1 development (3) 24:16;33:23;89:22 DG (5) 44:10,19,20;45:12,12 difference (1) 20:9 different (11) 26:13;35:1;36:12;41:19;56:10;57:13;62:4;63:3,20;64:4;84:16 differently (1) 63:19 difficult (1) 32:9 dig (3) 35:19;37:8;38:22 digging (1) 80:5 dine (1) 35:8 dining (8) 40:23;71:20;72:3,16,21;73:16;74:20;76:4 dinner (2) 73:6;81:10 direct (1) 19:13 direction (2) 16:1;77:1 directions (1) 63:3 directly (6) 14:10,19;42:10,12;60:14;74:14 Director (1) 2:13 Directors (1) 2:20 dirt (5) 31:12,13;38:17;41:25;44:1 discipline (1) 21:15 discovered (1) 63:24 discretionary (1) 83:11 discuss (1) 70:17 discussed (2) 54:18;73:9 Discussion (6) 7:18;68:19;69:10;72:12,23;83:10 discussions (1) 83:4</p>	<p>Disneyland (1) 40:5 disproportionately (1) 63:17 disrupt (1) 19:19 distinguishing (1) 74:7 District (5) 2:21;7:6;24:18;26:7;86:18 districts (1) 88:17 divide (1) 9:4 divots (1) 44:12 document (3) 84:5,15;85:6 dogs (1) 74:24 dollars (10) 12:6,7;26:4,9;29:13;58:11;60:11;84:19;85:19,19 done (25) 3:6;8:19;10:3;11:7,19;12:18;13:12;15:7;16:9;23:18,19;26:10;31:1;49:18;52:14,23;54:8;57:4;62:20;70:22;73:1;75:22;78:18;89:14;90:3 doors (4) 46:24;48:5;50:9;69:18 DOR (1) 28:9 dormant (1) 21:21 doubtful (1) 21:25 down (13) 7:8,14;14:21;19:19;20:2;31:2,11;56:5,5;63:7,12;83:12;86:18 downstairs (1) 23:16 downtown (28) 5:25;6:3;14:4;17:10;19:12,14,24;20:7,11,16,24;21:1;30:2;58:13;59:8;68:13;69:17;74:9,11;83:7;84:21;85:21;86:25;87:11,13;88:16;89:2;90:9 downturn (1) 70:1 draft (3) 6:10;16:12;17:16 drafted (1) 85:25 drag (2)</p>	<p>20:11,25 drain (1) 38:24 draw (8) 10:10;11:12;12:11;13:2;15:15;66:12;74:8;76:25 drawing (1) 72:14 drawings (3) 45:23;46:1;76:21 draws (3) 10:7;13:14;31:3 dress (2) 55:8;57:2 drew (1) 72:14 driven (1) 14:21 drives (1) 7:13 driving (1) 24:1 drywall (1) 48:1 ducts (1) 35:24 due (3) 7:4,7;27:23 dump (1) 7:6 durable (1) 44:22 during (1) 12:22 dust (1) 39:25 duty (2) 16:18,19 Dwell (1) 48:21 dynamic (1) 54:7</p>	<p>47:22 economic (3) 17:12;22:6;24:16 economically (2) 24:13;25:15 economics (2) 24:3,11 economy (1) 70:1 Edmund (17) 2:3;3:23;18:10;22:23;26:25;29:2,8;30:10;33:18;36:8;60:7;62:2,13;64:11;65:9,22;78:6 Edmund's (5) 41:3;61:20;63:1,4;80:1 effective (2) 16:23;45:9 effort (2) 19:23;89:15 efforts (3) 50:13;70:7;75:3 egg (1) 33:5 either (3) 58:9,9;62:25 El (3) 5:24;8:5;88:6 electric (2) 35:14;37:1 electrical (1) 71:17 elements (1) 56:11 elevated (1) 74:6 elongated (1) 59:22 else (6) 7:15;63:7,13;82:21;83:1;90:13 Elvira's (1) 6:1 e-mail (1) 85:1 emergency (1) 60:23 Empire (1) 12:9 empty (4) 22:12;71:23;72:18,19 en (2) 4:10;18:21 enable (1) 87:17 end (12) 6:18;7:10;16:10,13,14,15;31:17;52:6;81:12;82:10;86:12;88:4</p>	<p>energy (2) 50:13;70:7 engage (2) 21:14;90:5 engine (1) 20:13 English (1) 36:13 enhanced (3) 74:12;75:10;76:11 enhancement (1) 69:4 enhancing (1) 72:3 enjoy (1) 36:11 enough (3) 17:15;20:23;43:21 enter (2) 38:1;40:16 enters (1) 38:8 enthusiastic (1) 29:20 entire (3) 35:13;70:22;85:21 entirely (2) 38:23;85:11 entirety (1) 52:3 entrance (2) 34:18;42:15 entry (1) 37:21 envision (1) 88:17 equipment (3) 43:6;57:8;80:14 equity (1) 87:17 equivalent (5) 26:2,22;27:4,25;28:8 escaping (1) 3:7 essentially (1) 62:15 establish (1) 83:10 estate (1) 25:17 estimate (4) 6:22;15:22;75:8,11 Estrella (2) 13:14;15:16 et (3) 17:11;24:24;43:5 Ethiopian (4) 5:20;33:6,13;46:14 even (13) 6:13;10:25;20:13;21:23;42:3,7;44:22;45:4;50:5;56:11;58:16;72:10;89:1</p>
		E		
		<p>eager (1) 22:13 earlier (5) 11:12;15:25;20:18;46:19;59:5 early (2) 41:22;45:23 earned (1) 7:2 easement (1) 8:17 easier (1) 53:23 East (6) 13:22;68:25;70:6;87:3;88:4;89:20 drag (1)</p>		

<p>Event (5) 8:22;9:18;73:6; 76:20;77:21</p> <p>events (5) 36:15;38:6;75:4; 83:6;88:2</p> <p>eventually (2) 33:18;38:3</p> <p>everybody (11) 3:3;23:17;46:20; 60:10;67:19;68:23; 69:25;81:25;84:16; 90:20;91:8</p> <p>everybody's (2) 5:10;85:25</p> <p>everyday (1) 61:14</p> <p>everyone (10) 3:1;5:12;17:5;31:25; 32:12;35:4;51:14; 67:12;68:8;90:8</p> <p>Everyone's (1) 59:2</p> <p>exact (2) 33:7;51:24</p> <p>exactly (2) 44:25;47:14</p> <p>excavation (2) 38:16;50:3</p> <p>exceeds (1) 25:5</p> <p>excellent (1) 89:7</p> <p>except (1) 25:7</p> <p>excess (1) 7:11</p> <p>excited (7) 5:25;33:16;34:17; 36:11,18;46:12;48:9</p> <p>excitement (1) 38:13</p> <p>exciting (2) 6:12;61:10</p> <p>excuse (2) 37:12;52:9</p> <p>exec (2) 5:3;83:22</p> <p>executive (10) 4:21;5:8;17:17; 28:19;60:14;62:17; 64:14;65:4,12;78:23</p> <p>exist (1) 52:1</p> <p>exit (1) 5:4</p> <p>exodus (1) 20:7</p> <p>expand (2) 69:21;76:5</p> <p>expanding (3) 74:10,12;80:7</p> <p>expect (1)</p>	<p>12:5</p> <p>expectations (1) 89:4</p> <p>expected (1) 63:25</p> <p>expense (1) 45:2</p> <p>expenses (13) 6:23;28:7;29:10; 49:9,19,23,25;50:18; 51:7;54:2;59:12;75:19; 78:22</p> <p>expensive (4) 38:20;41:7;43:24; 57:9</p> <p>experience (13) 32:21,25;34:19,21, 22;36:12,18;37:21; 38:9;46:14;51:12,14; 72:3</p> <p>experienced (2) 32:10;35:19</p> <p>experiencing (1) 49:19</p> <p>explain (2) 44:2;71:20</p> <p>explanation (1) 88:22</p> <p>exploring (1) 59:7</p> <p>express (1) 32:1</p> <p>extend (2) 17:20;82:16</p> <p>extension (1) 17:16</p> <p>extent (1) 49:23</p> <p>exterior (1) 12:14</p> <p>external (1) 35:6</p> <p>extra (1) 7:11</p> <p>extraordinary (4) 23:15;31:8,9;81:3</p> <p>extrapolating (1) 16:10</p> <p>eyebrow (1) 39:16</p>	<p>familiar (1) 47:12</p> <p>families (1) 63:20</p> <p>family (24) 5:25;31:8;32:7; 33:15;46:16;48:15; 49:2;50:12;51:20;53:1, 7,13;54:11;57:3;58:13; 59:11;60:15;61:23; 64:15;66:16;68:23; 70:13;71:4;78:24</p> <p>family's (2) 32:1;39:24</p> <p>fans (1) 29:23</p> <p>fantastic (2) 17:11;32:14</p> <p>far (4) 9:8;69:14;87:1;88:4</p> <p>fast (1) 77:3</p> <p>faster (6) 14:4;27:2;47:23; 48:9,10;78:10</p> <p>Favin (10) 31:6,17;32:6;39:1; 45:20;50:19;57:23; 61:5;66:13;67:11</p> <p>favor (6) 4:18,25;21:6;80:24; 82:23;90:22</p> <p>favorable (1) 72:4</p> <p>feature (4) 19:16;42:3;74:7; 75:2</p> <p>features (1) 72:20</p> <p>February (7) 4:14;6:18;7:9,17; 49:8;69:18;71:16</p> <p>feedback (2) 16:21;89:6</p> <p>feel (5) 40:4;42:8;55:25; 67:20;72:25</p> <p>feeling (1) 40:3</p> <p>feels (3) 45:14;46:4;51:12</p> <p>feet (4) 38:17;40:16;69:22; 77:22</p> <p>felt (1) 69:25</p> <p>fence (5) 34:5;39:8;41:12,14, 14</p> <p>fenced (1) 40:18</p> <p>fences (1) 40:14</p>	<p>fencing (5) 38:10;39:9,20,22; 40:7</p> <p>few (2) 16:9;84:3</p> <p>FF& (1) 25:10</p> <p>figure (3) 59:25,25;64:15</p> <p>figured (1) 59:7</p> <p>filled (1) 19:7</p> <p>final (5) 43:11;47:17;81:6,9; 83:19</p> <p>finalize (2) 23:20;64:22</p> <p>finalizing (1) 86:14</p> <p>finally (1) 70:19</p> <p>finances (1) 56:5</p> <p>financial (5) 6:15;46:15;70:13; 75:7,16</p> <p>financially (1) 48:12</p> <p>find (2) 21:1;43:16</p> <p>fine (3) 54:13,17;67:8</p> <p>finish (3) 10:6;12:15;51:20</p> <p>finished (1) 21:19</p> <p>fire (9) 36:3;37:4,6,16; 47:24;50:2;51:2;61:14; 64:3</p> <p>first (20) 5:3;6:10,11;7:3; 23:16;26:9;31:24; 39:17;40:16;45:6;61:5; 68:22;75:9,12;82:15; 84:9;86:14;87:14; 88:22;90:4</p> <p>fiscal (2) 7:10;16:11</p> <p>fits (1) 40:8</p> <p>five (4) 36:5;70:14;74:18; 76:3</p> <p>fix (1) 43:24</p> <p>flavor (1) 40:3</p> <p>Fletcher (10) 2:2;4:7;19:1;23:8; 30:20;36:8;66:7;78:11; 81:7;86:11</p>	<p>flexible (1) 66:21</p> <p>floor (2) 25:3;77:19</p> <p>flooring (1) 71:16</p> <p>floors (2) 23:16;25:4</p> <p>floor's (1) 25:2</p> <p>Floral (1) 11:15</p> <p>flow (1) 6:22</p> <p>fly (2) 63:1;80:12</p> <p>foam (1) 35:20</p> <p>folks (5) 20:15;33:20;35:8; 40:22;54:11</p> <p>following (1) 12:1</p> <p>food (3) 33:20;55:14,23</p> <p>Foodies (1) 78:15</p> <p>foot (1) 74:9</p> <p>footage (2) 36:22;47:11</p> <p>footers (1) 31:12</p> <p>forecast (1) 76:1</p> <p>forever (1) 24:24</p> <p>forget (1) 67:14</p> <p>forgot (1) 70:25</p> <p>form (2) 28:3;83:11</p> <p>formerly (1) 68:25</p> <p>formula (1) 36:14</p> <p>fortunately (1) 48:1</p> <p>forward (5) 31:5;36:6;62:14; 73:10;82:13</p> <p>four (14) 10:6;15:8,11;29:3,7; 33:9,24;46:1;47:7,14; 76:17;81:6,9;86:24</p> <p>four-wheelers (1) 20:15</p> <p>four-year-old (1) 59:5</p> <p>Fox (1) 11:22</p> <p>framing (2)</p>
	F			
	<p>facelift (1) 35:2</p> <p>facial (2) 20:18,20</p> <p>Facilities (1) 2:20</p> <p>fact (1) 54:20</p> <p>fails (1) 79:13</p>			

<p>35:15;37:1 free (1) 67:20 freestanding (1) 33:11 freeway (1) 89:24 Friedman (1) 8:15 friendly (3) 62:3,22;75:1 friends (2) 49:20;51:13 front (3) 24:16;56:20;59:23 frozen (1) 72:10 fruit (1) 89:16 fruition (1) 7:5 full (3) 19:24;56:12;60:17 fully (2) 12:5;60:16 fun (2) 5:12;37:10 fund (3) 19:24;53:7;75:15 funding (4) 69:3;87:8;88:24; 89:3 funds (3) 25:11;62:16;70:25 Funky (1) 11:12 furnishings (1) 35:12 furniture (5) 72:17,22;77:20; 79:12;80:14 further (3) 25:21;43:3;90:16 Furthermore (2) 59:20;72:3 furthest (1) 15:19 future (15) 9:14;21:15;33:3; 38:11;39:8;45:25;46:3, 11;59:21;62:1;63:11; 74:16;75:15;85:3; 88:18</p>	<p>35:7 gate (2) 40:20;56:20 gave (5) 11:12;13:8;29:18; 70:19,19 GC (2) 54:2;76:25 GEBREMARIAM (35) 31:20,23;32:6,7,14, 18;39:2,5,11;45:21; 48:8,23;49:1,7,13,15; 50:21,25;51:11;52:16; 53:2,8,11;55:4,11; 56:16,18;57:25;58:3, 22;61:6,23;66:17,19; 67:12 general (2) 54:1;76:22 generate (6) 7:11;50:9,16,17; 52:20;56:8 generating (1) 41:21 generic (1) 40:4 gentlemen (1) 68:9 geography (2) 86:24;87:5 gets (3) 7:12;44:7;91:2 Gibson's (2) 8:22;9:18 Gifts (1) 11:15 given (3) 70:10;71:5,8 gives (3) 6:23;17:25;80:2 giving (2) 52:18;68:24 glasses (1) 58:6 glue (3) 44:6,24;45:12 goal (3) 34:19;41:12;73:5 Goals (1) 87:8 goes (2) 77:2;90:3 Good (13) 3:1;7:7;15:17;20:1, 1;29:2;37:10;39:6; 45:2;47:10;52:17; 62:11;88:20 gorgeous (1) 34:16 Gosh (1) 58:16 GPLET (4) 25:14,15,17,25</p>	<p>gracious (2) 52:18,22 grade (2) 3:9;38:24 grand (1) 81:4 granite (1) 37:25 grant (3) 13:20;61:1;65:3 granted (1) 71:7 granting (1) 62:16 grants (1) 87:18 grateful (5) 19:5;21:10;51:16; 66:20,24 gravel (2) 55:9;56:2 gray (5) 46:8;47:4,6,7;52:7 great (8) 7:1,6;19:10;31:5; 69:23;70:4;81:20; 84:15 green (3) 33:2;70:19;73:8 Grill (1) 6:3 ground (1) 25:1 grow (2) 37:22;53:21 growing (1) 38:15 grown (3) 83:8,8,8 growth (1) 75:13 guess (5) 8:8,15;41:24;54:3; 86:4 guests' (1) 72:3 guidance (1) 66:22 guidelines (2) 74:23;77:18 guy (1) 24:5 guys (4) 23:20;33:22;52:4; 76:15</p>	<p>22:17,19,21,23,25; 23:2,4,6,8,23;30:4,6,8, 10,12,14,16,18,20; 65:16,18,20,22,24; 66:1,3,5,7;69:8;72:9; 81:18;83:21,25;84:2,6 Half (13) 24:23,23,25;26:3,11; 33:24;59:16,17,18; 60:4,4;76:12;77:9 HAMMOND (1) 68:5 hand (2) 34:6;63:5 handicap (1) 8:8 handle (1) 62:17 hang (1) 5:5 happen (7) 10:19;12:12;20:5; 32:2;88:13;89:2,2 happened (3) 5:14;23:12;63:22 happening (9) 6:2,7;12:17,20; 20:11;23:13;38:15; 50:15;82:10 happens (1) 20:11 happy (1) 31:23 hard (5) 34:3;38:22;44:21; 45:14;75:17 harden (1) 54:6 hardened (1) 54:10 harder (3) 44:7,9,15 hardly (1) 82:5 hate (1) 85:2 haunted (1) 58:19 head (1) 67:8 heading (1) 15:25 health (4) 36:2;37:16;74:20,23 hear (4) 4:5;7:21;15:16;24:5 heard (4) 8:11;14:9;20:10; 81:12 hearing (2) 85:8,9 heart (1) 85:2</p>	<p>heavy (3) 38:22;47:23;51:2 heights (1) 29:24 held (1) 2:21 Hell (1) 59:14 Hello (1) 68:8 help (11) 19:13;26:7,14;63:14, 21;77:6;81:4;82:10; 88:7,25;90:10 helping (2) 20:2;49:20 here's (1) 12:10 Hey (3) 39:1;61:6;73:13 hi (2) 61:5;86:11 hiding (1) 38:10 high (1) 71:22 highlights (1) 85:24 highly (1) 21:25 hires (1) 16:19 historical (1) 12:14 Historically (1) 87:21 history (2) 70:13;86:18 hit (6) 28:12,13;31:10; 69:23,24;70:2 hold (1) 75:4 holler (1) 67:20 home (2) 17:13;78:12 hone (1) 19:17 honest (1) 11:16 hoops (1) 43:20 hope (2) 5:13;34:19 Hopefully (2) 50:8,9 hoping (3) 12:24;34:23;38:14 hornet's (1) 63:24 horrible (1) 58:19</p>
G		H		
<p>G3 (1) 44:6 Gabriela (1) 78:13 games (2) 36:13,14 garage (1)</p>	<p>Haga-Blackman (57) 2:13;3:17,19,21,23, 25;4:2,4,7;10:5;13:3; 14:14,23;18:4,6,8,10, 12,14,16,18;19:1;</p>			

<p>host (3) 23:25;38:6;68:4</p> <p>hotel (1) 87:19</p> <p>hour (3) 2:24;5:4;91:2</p> <p>hours (3) 38:22;40:24,25</p> <p>house (1) 33:3</p> <p>Housing (3) 87:14,15,16</p> <p>huddle (1) 21:14</p> <p>huge (2) 45:2;88:4</p> <p>Huna (2) 23:24;68:3</p> <p>HVAC (2) 35:15;37:1</p> <p>hydroscopic (1) 44:7</p>	<p>21:22</p> <p>inaudible (2) 15:3;69:22</p> <p>incentive (1) 58:12</p> <p>inches (1) 35:21</p> <p>include (3) 9:10;29:11;46:20</p> <p>included (3) 37:17;55:7,20</p> <p>includes (3) 35:6;65:13;87:1</p> <p>including (3) 28:9;43:13;46:13</p> <p>income (3) 50:14;52:20;62:1</p> <p>increase (7) 50:4;74:14,15;75:9,11;76:2,4</p> <p>increased (3) 51:19;74:8;75:14</p> <p>incredibly (3) 52:17,18,22</p> <p>incurred (1) 52:8</p> <p>indeed (2) 30:25;31:14</p> <p>Indian (3) 9:25;10:24;31:10</p> <p>indicate (1) 64:20</p> <p>indicated (2) 15:14;82:8</p> <p>indicates (1) 16:22</p> <p>inform (1) 60:12</p> <p>initial (5) 45:23;46:17;62:16;70:25;75:7</p> <p>input (3) 16:12;84:16;85:25</p> <p>inside (9) 35:2,11;36:20;73:16,19,20;74:2;77:12;78:17</p> <p>inspection (3) 36:2;37:16;71:17</p> <p>inspections (1) 43:11</p> <p>inspectors (2) 43:16,16</p> <p>install (6) 19:14;35:25;41:7,11;42:13;57:7</p> <p>installed (6) 37:13,15;43:21;44:24;57:9;71:16</p> <p>installing (2) 42:14;56:25</p> <p>installment (1) 11:22</p>	<p>instructions (1) 44:25</p> <p>insulation (1) 37:1</p> <p>integrated (3) 36:1;87:15,16</p> <p>integrity (1) 35:22</p> <p>intend (1) 12:15</p> <p>intent (3) 70:11;71:11;90:7</p> <p>interest (2) 7:7,12</p> <p>interesting (1) 63:23</p> <p>intergovernmental (1) 58:25</p> <p>interim (1) 56:1</p> <p>interior (4) 12:18;70:24;71:13;73:1</p> <p>internal (1) 79:10</p> <p>international (3) 33:5,13;36:7</p> <p>interrupt (1) 56:25</p> <p>into (31) 5:3;7:6,13;9:5;15:12;17:7;33:15;34:3;35:16;36:18;37:4;38:2,8;39:7;40:6,12,22;41:20;47:10,21,22;48:24;49:1;50:13;51:7;52:10;58:16;70:7;80:5;83:11;86:24</p> <p>introduce (1) 68:6</p> <p>invest (1) 63:17</p> <p>invested (2) 9:16;31:15</p> <p>investing (2) 48:15,16</p> <p>investment (5) 29:22;59:17;60:19;74:17;75:25</p> <p>investments (1) 7:5</p> <p>invitation (1) 50:22</p> <p>invite (3) 84:24,25;90:8</p> <p>invited (1) 85:10</p> <p>invoices (1) 14:3</p> <p>involved (4) 60:14;84:10,11;88:23</p> <p>issue (4)</p>	<p>21:11;67:15;78:5;81:23</p> <p>issues (6) 12:13;20:2;21:22;48:2;61:21;62:2</p> <p>item (7) 7:16,16;16:17;19:12;49:6;67:10;90:15</p> <p>items (4) 13:5;15:9;52:12;54:4</p>	<p>kill (1) 86:4</p> <p>Kimmel (1) 86:3</p> <p>kind (18) 7:21;8:7;12:3;13:17;25:13;29:21;31:17;39:9;45:17;46:21;59:6;61:12;63:24;69:24,25;79:20;86:17;88:11</p> <p>kinds (1) 41:5</p> <p>kitchen (1) 29:24</p> <p>knew (2) 35:1;54:21</p> <p>knowing (1) 40:18</p> <p>knowledgeable (1) 88:24</p> <p>knows (2) 35:4;81:25</p>
I			J	
<p>icons (2) 33:2,4</p> <p>icynene (1) 35:20</p> <p>idea (2) 25:14;88:20</p> <p>ideal (1) 52:21</p> <p>ideas (2) 41:10;57:3</p> <p>identical (1) 47:11</p> <p>identify (3) 21:15;27:24;88:2</p> <p>imagination (1) 69:12</p> <p>immediate (1) 61:24</p> <p>immediately (1) 89:23</p> <p>immigration (1) 58:15</p> <p>implementation (1) 76:13</p> <p>Implementing (1) 72:21</p> <p>important (4) 24:22;32:4;60:11;89:5</p> <p>improve (2) 87:9,11</p> <p>improved (1) 22:13</p> <p>improvement (1) 59:24</p> <p>improvements (2) 10:25;29:9</p> <p>inactive (1)</p>			<p>Jannie (11) 2:6;3:19;8:6;18:12;22:25;28:24;30:12;65:24;79:14;81:16;89:8</p> <p>Jannie's (1) 21:11</p> <p>January (2) 7:1;84:12</p> <p>jibe (1) 41:10</p> <p>Jimenez (12) 2:7;4:4,6;11:19;18:16,17;23:4,5;30:16,17;66:3,4</p> <p>Jimmy (1) 86:3</p> <p>job (1) 29:2</p> <p>join (1) 4:11</p> <p>joined (1) 33:15</p> <p>journey (3) 32:10;69:13,17</p> <p>jump (1) 52:10</p> <p>jumped (1) 43:19</p> <p>June (1) 16:15</p> <p>justification (1) 75:7</p>	<p style="text-align: center;">L</p> <p>La (5) 6:3;10:6;12:24;13:14;15:16</p> <p>ladies (1) 68:9</p> <p>land (1) 40:6</p> <p>landfill (2) 87:2;88:11</p> <p>landmark (1) 74:7</p> <p>landscaping (2) 55:20,21</p> <p>large (1) 76:10</p> <p>Larsen (2) 15:13;63:18</p> <p>last (13) 5:14;7:1;9:19;14:25;15:14;23:15;24:14,21;35:10;46:20;50:5;61:7;90:15</p> <p>late (2) 15:14;46:19</p> <p>lately (1) 3:6</p> <p>later (8) 4:11;5:13,16;11:18;19:20;21:1;67:7;70:20</p> <p>latest (2) 9:22;43:9</p> <p>latitude (1) 80:2</p> <p>launch (1) 87:18</p> <p>LAZ (1) 82:1</p> <p>lead (2)</p>
			K	
			<p>Kasmar (1) 21:9</p> <p>keep (6) 8:23;12:10,24;19:10;83:14;86:25</p> <p>keeping (1) 17:11</p> <p>key (1) 75:2</p> <p>keys (1) 70:20</p> <p>kicks (1) 63:6</p>	

<p>3:8;47:22 leadership (1) 19:5 learn (1) 59:24 learned (1) 6:6 learning (1) 38:20 lease (2) 13:10;70:19 leases (1) 21:12 leasing (1) 10:21 least (3) 14:25;27:3;43:23 leave (4) 5:7;15:6;21:15; 73:22 leaving (1) 6:20 leeway (1) 52:19 left (3) 42:12;49:9;52:12 legal (1) 83:14 legitimate (1) 8:18 lend (2) 59:18;60:4 less (2) 39:15;53:16 letter (2) 70:11;71:11 letters (1) 21:12 level (2) 38:24;63:21 Levin (24) 2:8;3:6,17,18;4:17, 23;17:14;18:1,4,5; 19:22;22:17,18;28:22, 23;30:4,5;60:5;62:8; 64:25;66:1,2;78:25; 79:17 license (2) 19:17;20:17 lieu (2) 26:14;27:24 life (4) 12:23;36:10;61:17; 70:1 lifetime (2) 68:24;71:4 lift (1) 47:23 light (5) 42:6,9;70:19;72:3; 73:8 lighting (4) 35:25;42:8,15;73:23</p>	<p>liked (1) 21:24 likely (2) 6:1;25:18 limiting (1) 86:21 line (4) 23:14;32:23;44:8; 72:8 liners (1) 37:14 lines (6) 37:10,13,15;38:1; 62:9;83:24 link (5) 5:8;39:8,19,21;40:14 liquid (2) 53:12,23 list (5) 7:16;10:17;15:4; 21:20;76:24 literally (1) 19:19 little (16) 6:18,21;39:7,15,15; 40:17;41:4;48:17; 51:23;52:18,19,20; 53:22;54:25;56:9;67:6 live (1) 38:7 load (1) 80:9 loan (5) 61:1;62:18;64:12,15; 65:3 loans (1) 53:3 local (2) 74:9,10 location (9) 10:7;33:7;50:12; 68:12;69:19;74:22; 82:7,7,17 lockstep (1) 66:22 logo (1) 34:6 LOI (1) 75:8 long (11) 7:24;19:11;32:19; 41:13;47:1;54:16; 57:15;66:21;78:8,19; 90:3 longer (2) 50:15;52:1 long-term (5) 41:12,18;57:12; 61:25;81:25 look (27) 31:5;34:3,25;39:21; 41:11,18,22;42:11; 43:25;47:15,17;48:2;</p>	<p>57:4;59:3;61:25;63:19; 66:12;71:12;72:7,15; 76:3;82:3;84:12;86:2; 87:6,15;88:15 looked (4) 14:22;35:1;48:1; 72:20 looking (14) 16:9;26:15;37:23; 38:1;41:17;42:11,14; 52:9;53:2,3;57:5,19; 58:19;89:19 looks (8) 4:11;42:16;44:1; 45:16,18;61:18,18; 71:19 loosely (1) 32:23 lose (1) 43:4 lot (34) 6:2,7;20:1;21:11; 30:24;33:1,17;34:3,11, 20;37:23;38:25;39:18; 42:9,16,18,21,24; 43:20;45:15;46:3; 47:13;50:1;53:19;54:8, 13,20;55:3;58:18,24; 67:8;70:6;74:21;82:9 lots (1) 20:10 loud (1) 20:13 lounge (1) 33:14 love (2) 34:3;89:1 loved (1) 78:8 low (1) 36:1 lower (2) 25:20;71:24</p>	<p>88:5 magical (1) 50:14 mail (1) 85:2 main (1) 83:4 makes (3) 29:14;41:4;44:2 making (2) 19:6;62:11 malfeasance (1) 61:16 mall (2) 67:3;87:3 manage (2) 68:12;79:21 manufacturer's (1) 44:25 many (3) 32:7;48:2;64:17 map (1) 32:21 March (7) 2:23;3:2;6:20;15:1; 70:21;71:18;76:14 Mark (3) 2:14;90:25;91:2 marketed (1) 87:21 marketing (11) 8:2;11:20;75:1,3; 83:11;85:16,18,19,19, 20;87:25 Marquez (47) 2:3;3:12,14,23,24; 9:12;12:6,17;14:20,24; 17:9;18:10,11;20:10; 22:4,23,24;26:21;28:3, 13,18;29:10;30:10,11; 39:1,3,6;40:2;53:25; 58:5,23;60:8;64:13,23; 65:22,23;67:7;69:11; 73:2;77:6;78:7;79:14; 82:18;83:16;85:4; 90:24;91:2 master (14) 6:11,11;21:17;67:17; 83:15,20;84:11;85:10; 86:15;89:10,18;90:2,7, 10 match (6) 11:25;12:2,5;13:20; 29:4,12 matched (1) 13:21 matches (1) 36:15 matching (1) 42:12 material (1) 50:4 materials (4)</p>	<p>73:8;76:14,15,24 matter (1) 71:15 maximize (1) 68:17 May (6) 16:14;18:22;79:25; 80:12;81:8;83:3 maybe (15) 14:19;16:12;17:14; 20:9;23:12,14;25:18, 19;41:11;56:3,9;58:17, 20;63:20;69:11 McCusker (156) 2:2;3:1,13,15;4:7,8, 18,20,25;5:2,10;7:19; 8:25;9:9,15,21;10:1,12, 18,23;11:7,17,25;12:8, 13;13:1,6;14:9,18; 15:10;16:4,6,16;17:5, 18,23;18:2,21;19:1,2,4; 21:2,4,8;22:5,10;23:8, 9,11,24;24:6,10;25:12, 24;26:12,17;27:6,11, 14,17,20;28:12,16,21, 25;29:15;30:1,20,21, 23;31:6,21;32:13,16; 40:10;41:23;42:2,21; 43:9;45:16,20;47:1,5; 48:7,21,24;49:5,11,14; 52:11,25;53:6,9;54:24; 55:6;56:14,17;57:14, 17,22;58:1,4;60:20,24; 62:21,25;64:17,24; 65:1,12;66:7,8,10,18, 25;67:8,13,22,24;68:3, 6,15,20;69:7,15;73:2, 18;77:8,16,23;78:1,5; 79:1,3,18;80:10,22; 81:1,11,21;82:19,25; 83:14,19,23;84:1,4,8; 85:5;86:9;90:12,15,20, 25;91:4,7 mean (3) 27:21;46:22;51:11 meaningful (1) 86:1 means (1) 15:23 mechanical (1) 24:24 Medcoff (3) 2:15;26:24;65:8 media (1) 78:19 meeting (9) 2:19;3:2,4;14:5;7,15, 18,21;24:21;84:25 Melon (1) 13:20 MEMBERS (6) 2:1;5:7;12:1;58:17; 84:12;88:19</p>
---	--	---	---	---

<p>memorialize (1) 65:9</p> <p>mentioned (2) 59:5;86:13</p> <p>mentioning (1) 81:8</p> <p>merchants (1) 88:1</p> <p>met (1) 24:14</p> <p>metro (1) 82:5</p> <p>Meyers (20) 2:16;6:16,16;8:10; 9:7,11,18,23;10:14,21, 24;11:9;12:9,19;13:7; 14:12,25;15:20;16:8; 27:1</p> <p>mezzanine (1) 25:2</p> <p>MiAn's (1) 69:1</p> <p>middle (2) 20:11;22:12</p> <p>might (15) 7:23;19:18;24:21; 26:13;33:8;63:8,13; 64:7;73:24;85:12,20; 86:7;88:7,20,23</p> <p>Mike (11) 2:8;3:6,8,17;17:24; 18:4;22:17;28:21,22; 30:4;66:1</p> <p>Mile (4) 8:17;61:9;87:2; 89:14</p> <p>million (17) 6:19,21,23,24,25; 7:2;15:21,23;24:17; 25:5;26:4,9;28:6;29:3, 7;49:4;86:23</p> <p>million-dollar (1) 16:2</p> <p>millions (1) 58:11</p> <p>mind (2) 58:5;64:13</p> <p>minds (1) 43:22</p> <p>minute (3) 9:1;48:22;85:23</p> <p>minutes (3) 4:13;84:3,7</p> <p>misbehaving (1) 19:18</p> <p>Miss (5) 67:16;68:10;69:17; 82:7,17</p> <p>mission (1) 90:1</p> <p>mitigation (2) 38:4,6</p> <p>mobile (2)</p>	<p>57:7;80:14</p> <p>mobilized (1) 57:1</p> <p>models (1) 88:15</p> <p>moisture (1) 44:9</p> <p>moment (1) 86:3</p> <p>Monday (1) 70:4</p> <p>money (22) 8:9;9:3;10:13;11:6; 26:5;29:5;41:8;42:18; 44:23;45:10;49:9; 53:12;54:15;56:9;59:4; 63:15;86:12,19,19,20, 22;87:22</p> <p>monies (1) 27:9</p> <p>Monk (1) 11:12</p> <p>month (24) 7:1,9,21;9:19;10:5,8, 11,15;11:3,13;13:8,13; 14:6;15:6,9;16:21; 17:6;23:15,18;24:14; 26:23;36:3;82:2;85:7</p> <p>months (9) 10:9,10;15:2;26:25; 47:8,14,18,18;48:5</p> <p>more (25) 8:13;15:2;24:5;32:9; 34:2;38:15,20;39:15; 42:2,4,15;43:18;44:3, 20;45:15;48:17;51:23; 52:21;54:15;57:18; 64:8;72:1,15,16;82:9</p> <p>mortgage (1) 7:13</p> <p>most (7) 40:14,22;46:12; 49:17;54:2,7;87:23</p> <p>mostly (1) 90:4</p> <p>motion (59) 4:15,19,22;5:1;17:1, 8,16,18;19:3;20:3; 21:7,8;22:2,6,14; 23:10;28:4;29:8;30:22; 59:14,22;60:3,5,22,24; 61:1,2,20;62:5,6,13,15, 20;63:1,2,4;64:6,12,18, 19,20;65:2,7;66:9; 78:20;79:15;80:1,16, 20,25;81:2,21;82:12, 15,23,24;90:17;91:6,7</p> <p>motions (2) 62:23;64:17</p> <p>Mountain (2) 87:2;88:11</p> <p>mouse (1) 72:11</p>	<p>move (15) 15:12;19:22;22:1; 28:5;36:6;42:6;47:4; 48:11;59:15;72:9; 73:10;77:3;78:20; 81:12;82:20</p> <p>moveable (4) 77:20;79:5,6,12</p> <p>moved (6) 4:16,23;31:13,13; 57:1;90:18</p> <p>moves (1) 15:15</p> <p>moving (4) 5:25;41:25;43:20; 82:6</p> <p>much (16) 16:14;31:4;34:22; 38:20;44:11;48:19; 56:7;67:11,20;69:16; 71:2;78:10;81:2;86:18, 19,20</p> <p>multiple (1) 46:2</p> <p>multiplier (1) 25:20</p> <p>Multipurpose (1) 2:20</p> <p>Museum (1) 13:15</p> <p>music (1) 38:7</p> <p>muted (1) 18:24</p> <p>myself (1) 78:11</p> <p>mythology (1) 89:11</p>	<p>17;82:21;87:8;89:3</p> <p>needed (8) 35:23;37:12;42:24; 48:17;60:15;62:19; 63:13;78:22</p> <p>needs (2) 35:7;40:20</p> <p>negotiate (2) 62:18;64:14</p> <p>negotiated (3) 8:2;13:11;65:4</p> <p>negotiations (1) 8:16</p> <p>Neighborhood (1) 8:5</p> <p>nest (1) 63:25</p> <p>new (25) 12:1;24:8;25:1;35:9, 14,14,14,15,15,25; 36:1,25;38:23;41:6; 43:14;44:23;46:24,24; 47:21;58:17;70:9,16; 72:21,22;76:1</p> <p>news (5) 5:24;7:1,6,7;45:2</p> <p>next (28) 5:17;15:22,24;16:1, 9;17:7;19:12;31:7; 48:3;55:7;57:22;60:1; 69:5,8;70:14;72:6,8; 73:12;75:6,20,23;76:6, 20;82:2;83:9;84:24,25; 85:7</p> <p>nextdoor (1) 58:18</p> <p>Nice (8) 3:2,4;7:7;39:9;40:5, 8;45:14;57:4</p> <p>night (1) 20:12</p> <p>nimble (1) 66:21</p> <p>nine (1) 37:2</p> <p>nobody (1) 54:21</p> <p>nodding (1) 67:9</p> <p>noise (1) 20:13</p> <p>nonetheless (1) 42:17</p> <p>non-TIF (3) 27:5;29:13;84:19</p> <p>normally (1) 60:12</p> <p>notes (1) 68:18</p> <p>nothing's (2) 46:22;88:13</p> <p>notice (1) 5:2</p>	<p>notion (1) 25:24</p> <p>November (2) 70:10;71:10</p> <p>Nuevo (29) 2:20;3:2,6;17:25,8, 23;29:4;32:3;34:12; 48:15;51:20;52:1; 60:19;63:17;68:9,23; 70:8;71:3;73:6;74:16, 17;75:15;76:3;83:17; 84:25;86:21;87:5; 88:23;89:11,12</p> <p>Nuevo's (2) 27:4;60:18</p> <p>nuisance (1) 21:11</p> <p>number (4) 16:17;26:18;54:3; 84:20</p> <p>numbers (12) 16:10;27:1;35:10; 51:22,22;54:6,6,9,25; 60:10;79:16;83:7</p> <p>numerous (1) 14:21</p> <p>Nuveo (1) 64:1</p>
N				
<p>nail (1) 44:22</p> <p>name (3) 32:6,20;68:10</p> <p>names (1) 36:14</p> <p>Nano-tech (1) 44:6</p> <p>National (1) 23:17</p> <p>nature (1) 54:21</p> <p>navigate (1) 34:14</p> <p>necessarily (3) 26:3;60:11;87:4</p> <p>need (23) 4:15,22;13:5;19:11; 26:5;31:18;43:17; 46:24;49:6,21;50:2; 54:12;57:24;61:24,25; 64:19;79:1,19;80:10,</p>	<p>oasis (2) 42:2;63:9</p> <p>objective (1) 87:15</p> <p>objectives (1) 85:18</p> <p>obligation (1) 64:4</p> <p>Obon (1) 12:21</p> <p>observation (1) 89:12</p> <p>obviously (3) 7:25;41:18;87:19</p> <p>occasional (1) 14:2</p> <p>occupancy (2) 10:22;41:20</p> <p>occurrence (1) 61:14</p> <p>o'clock (1) 5:6</p> <p>off (22) 7:18;8:19;13:9,10; 15:2,8,9;16:18,19; 17:15,16;40:17,18; 43:4;67:18;68:19,22; 69:10;72:12,23;73:21; 81:22</p> <p>off-duty (1) 19:7</p> <p>offered (1)</p>			

<p>63:22 officer (1) 19:9 officers (7) 16:20;19:6;28:17; 60:14;64:21;65:4,13 Offices (1) 11:19 official (2) 9:12;33:18 officially (1) 22:3 offset (1) 6:22 oftentimes (1) 27:3 old (3) 35:23;58:18;61:12 once (10) 26:8;35:16;38:7; 42:19;43:4;62:18;64:3; 68:24;71:4;75:21 one (40) 3:6;8:13;10:5,11; 13:25;15:18,18;21:23, 24;31:9;32:6;36:5,14; 37:3;39:13;42:5,25; 44:17;46:12;51:4;52:4; 54:12;55:12;57:18; 58:7;62:7,20;64:1,6; 68:10;71:11,13;77:12; 79:2;81:14;82:4,4; 83:4;85:17;86:21 ones (1) 88:3 one's (1) 82:5 one-time (1) 8:6 ongoing (2) 75:3;87:19 only (7) 19:14,21;37:6;45:3; 55:2,7;86:8 onto (1) 63:4 open (21) 5:17,20,22;6:1;9:22; 11:7;12:22;13:1;14:22; 41:15,16;42:20;45:9; 48:5,10;50:9,20;53:10; 63:11;64:5;85:8 opened (5) 6:3,4;40:21;69:18,19 opening (8) 11:11;15:17;38:12; 39:14;50:13,23;76:19; 81:4 openings (1) 40:13 operate (1) 68:12 operated (1)</p>	<p>84:17 operating (2) 6:19,23 operation (2) 24:5;40:25 operational (1) 53:13 operations (2) 53:7,24 opinion (2) 43:14;44:16 opportunities (3) 87:15;89:20,21 opportunity (9) 66:20;67:19;68:24; 69:21;70:5,11;71:5; 75:2;88:4 opposite (2) 42:11,13 option (2) 41:11;45:4 options (2) 33:21;41:5 oral (7) 4:6;16:5;18:20;21:3; 22:9;80:21;90:14 order (4) 17:16;43:7;44:17; 62:19 organization (1) 84:13 original (8) 33:22;38:18;42:25; 48:13,14;51:17;75:25; 87:4 Originally (1) 81:13 Os (1) 57:6 Oseran (12) 2:10;3:21,22;18:8,9; 20:3;22:21,22;30:8,9; 65:20,21 others (1) 85:22 ounce (1) 16:21 ours (2) 52:4;66:23 ourselves (2) 35:25;57:11 out (55) 6:14;8:3;10:6,9,10; 12:21;13:16;14:4; 16:20;20:2;25:19,22; 26:1,7;27:4,16;29:23, 25;30:25;35:3,6,11; 36:17,20;38:3;40:10; 41:2;43:2,16;45:10,19; 46:2,9;50:2;53:3; 56:12,19;57:11;59:7, 13,25,25;60:3;63:8; 64:15,20,21;76:8;</p>	<p>78:15,20;79:20;80:1, 16;82:2;83:3 outcome (1) 32:3 outdoor (14) 9:13;35:6;38:6; 56:17,19;69:4;71:1,20; 74:5,6,20,25;75:10; 76:11 outdoors (3) 35:8;75:4;80:8 outfit (1) 47:16 outfitting (2) 52:7;55:14 outlined (1) 49:24 outside (6) 21:1;25:10;33:21; 73:25;80:7;85:12 outstanding (4) 15:21;49:21,25; 50:18 over (16) 6:1,18,21;15:15; 27:10;31:11,14;44:8; 46:4;52:12;53:19; 68:15,25;70:5;78:16; 82:20 overall (2) 34:16;83:10 overlays (1) 88:17 overview (1) 86:17 owe (1) 9:24 owed (2) 54:2,5 own (2) 36:21;46:11 owned (1) 64:1 owners (1) 68:10 owns (1) 33:16</p>	<p>paint (2) 35:15;37:1 pandemic (1) 15:12 pardon (2) 39:25;81:17 park (4) 34:19;82:9;87:3; 88:5 parking (21) 7:25;8:17;14:2;15:1; 33:1,17;34:11,13,16, 20;37:23;38:25;42:9; 58:18,24;67:15,16; 82:1,1;87:13;88:6 part (6) 26:19;32:25;33:23; 34:22;38:13;61:16 participated (1) 86:1 particular (1) 89:14 particularly (2) 62:3;90:9 partly (1) 74:20 partner (1) 87:25 partnership (6) 31:5;33:14;34:13; 51:20;66:20,22 parts (1) 36:16 passed (15) 4:19;5:1;19:3;21:7; 23:10;26:2;30:22;36:2, 3;37:15;66:9;71:17; 80:25;82:24;91:6 passes (3) 19:4;21:8;81:2 past (3) 17:3;81:21;84:17 path (4) 43:18;44:1,2,8 pathway (2) 37:25;43:14 patio (21) 56:17,19,22;67:14; 69:4,4;71:25;72:15,16, 22;73:22;74:5,6;75:10; 76:5,11,18,24;77:9,13; 79:24 pause (2) 25:13;69:25 pay (17) 11:2;14:1;26:8; 49:22;52:14,19,21; 53:1,15;54:17,20;77:9; 79:11,24;80:1,12,15 paying (5) 14:10,15,16,19;53:4 payment (5) 7:14;8:13;9:19;10:4;</p>	<p>28:8 payments (1) 14:1 pays (1) 63:10 pending (2) 6:9;75:19 people (20) 6:4;10:15;12:1; 17:12;20:7,25;33:8; 34:19;36:11,18;38:12, 14;39:16;46:12;56:2; 63:23;85:10,12;88:22, 25 per (2) 44:24;88:25 percent (11) 4:11;19:7;26:8,16; 35:5;75:9,12,12;76:2; 78:10,21 percentage (2) 83:5,10 percentages (1) 51:24 perform (1) 45:1 pergola (1) 77:19 perhaps (1) 88:21 permanent (5) 8:1;41:8,12;44:3; 80:13 permission (1) 79:19 permits (1) 78:6 permitting (1) 78:10 person (1) 42:17 personal (1) 86:10 perspective (1) 40:5 peruse (1) 5:15 pet (1) 74:25 pets (2) 74:22,25 Phase (39) 8:21;9:3,3,4,5,5,6,7, 8,12;33:19;34:1;35:11; 41:19;43:7;45:11;49:6, 7,9,24;51:18,21;52:9, 12;55:1,1,5,7,13,16,17, 20;56:12,14,21;57:1,4, 11;60:1 phases (4) 9:5;46:18;54:25; 67:2 photo (1)</p>
		P		
		<p>package (2) 20:23;33:23 packet (1) 4:13 pads (1) 31:12 page (2) 7:15;57:23 paid (12) 7:17;9:19;13:9,10, 13;15:2,22;49:18; 52:24;60:21;75:19; 91:2</p>	<p>56:17,19,22;67:14; 69:4,4;71:25;72:15,16, 22;73:22;74:5,6;75:10; 76:5,11,18,24;77:9,13; 79:24 pause (2) 25:13;69:25 pay (17) 11:2;14:1;26:8; 49:22;52:14,19,21; 53:1,15;54:17,20;77:9; 79:11,24;80:1,12,15 paying (5) 14:10,15,16,19;53:4 payment (5) 7:14;8:13;9:19;10:4;</p>	

<p>42:17 photograph (2) 19:16;43:25 photos (2) 37:5;51:1 phrase (1) 55:12 picture (6) 34:24;42:11;51:3; 71:18;72:18;73:21 pictures (4) 34:1;36:8;49:17; 71:13 piece (4) 27:21;40:1;54:16; 77:20 pig (1) 73:14 pile (1) 51:4 Pima (3) 14:25;36:2;37:15 pit (1) 56:2 pitching (1) 57:3 Pizza (3) 5:22;12:9;58:19 place (6) 20:24;37:8;58:19; 71:15;87:3;88:5 places (1) 34:8 plan (26) 6:11,12;21:17;25:3, 4,6;36:20;43:2,21; 55:17;67:17;72:1; 76:13,16;83:15,20; 84:11;85:10,20;86:15; 87:23,25;89:18;90:3,7, 10 planning (3) 39:24;89:10,21 plans (5) 33:3,22;39:14;42:7; 85:3 plant (2) 33:6;41:24 planters (5) 56:4,10;76:10;79:4,7 planting (1) 76:18 plants (2) 79:4;80:15 plate (2) 20:17,25 plates (1) 19:17 Playground (1) 11:3 Plaza (1) 8:13 please (6)</p>	<p>3:16;22:16;39:7; 69:5;73:12;79:2 pleased (1) 20:5 pleasure (1) 16:24 pledge (4) 3:5,8,11;12:7 plumbing (5) 35:14;36:25;46:23, 23;71:17 plus (4) 27:18,18,19;75:19 pm (2) 2:24;91:9 point (7) 16:2;21:24,25;47:16; 58:16;64:10;79:14 poked (1) 47:25 pole (1) 42:12 poles (2) 42:6,9 police (4) 14:16;16:18;19:9,23 policy (1) 79:10 ponder (1) 23:18 pont (1) 62:11 population (1) 36:17 portfolio (1) 54:16 portion (5) 26:16,17;47:3;53:1; 64:12 portions (1) 53:4 position (2) 73:10;88:10 positioned (1) 42:10 possible (1) 52:3 possibly (1) 16:13 Post (4) 9:25;10:24;40:15; 84:23 posted (1) 19:8 Poster (16) 2:9;3:25;4:1;18:14, 15;23:2,3;29:17;30:14, 15;61:3,7;65:18,19; 78:3;89:9 potentially (1) 53:3 pothole (1) 44:11</p>	<p>pots (1) 41:24 pottery (1) 31:10 pounds (1) 79:8 pour (1) 38:21 pouring (1) 45:3 PowerPoint (3) 24:6,7;31:19 PR (1) 75:1 pre-closing (1) 26:5 pre-COVID (1) 35:10 premier (2) 36:13;74:8 PRESENT (4) 2:1,12;17:24;70:11 presentation (5) 23:21;24:1;67:24; 70:15,25 presented (7) 50:5,6;69:20;70:5; 71:10;76:1;83:22 presenting (2) 68:14;70:7 President (1) 86:6 Presidio (1) 8:5 pretty (9) 10:17;12:11;16:14; 29:6,19;45:14;69:16; 80:3;86:18 previous (1) 72:18 primarily (2) 7:4;20:8 print (1) 27:15 prior (2) 38:11;39:14 priority (2) 19:6,20 private (1) 19:10 probably (23) 5:24;9:4;18:21; 21:21,23,25;27:20,22; 41:13;44:19;47:7,17; 48:5;56:7;60:9;79:7, 20,22;80:2,15,18;82:3; 86:13 problem (5) 43:1;48:23;61:15,24; 64:1 problems (4) 48:4;61:13;63:25; 81:20</p>	<p>process (4) 71:10;73:7;77:3; 83:4 procuring (1) 73:7 produce (2) 24:18;27:13 product (2) 44:5,24 products (1) 53:15 professional (1) 61:8 profile (1) 74:6 profit (1) 54:14 program (1) 20:1 progress (1) 85:11 prohibit (1) 22:10 prohibitive (1) 43:1 project (28) 7:22;8:8;12:16; 21:20;22:7,12;23:13, 16;24:23,23;25:1,5; 28:5;29:20;31:1,9,16; 32:2;41:13;46:25;47:9; 61:7,22;63:16;75:17, 20;78:22;80:4 projected (2) 75:24;76:1 projection (1) 75:25 projections (3) 36:4;37:18;70:14 projects (6) 5:13;6:9,12;21:23; 74:16;75:15 promise (1) 78:4 promote (1) 17:1 proof (1) 78:7 Proper (1) 11:20 Properties (4) 8:23;9:20;32:24; 34:10 property (8) 40:8;74:6,7;78:11, 14,15;82:21;89:21 proposal (1) 51:18 propose (2) 60:13;69:3 proposed (2) 48:13,14 proposing (1)</p>	<p>63:12 protective (1) 89:25 provide (1) 60:25 public (7) 84:12,24;85:1,7,8; 86:2;90:5 public's (1) 84:9 pull (2) 83:15;84:5 pulling (1) 53:3 punch (1) 44:8 punted (1) 88:11 purchase (1) 76:13 purchasing (1) 20:20 purple (1) 73:14 purview (1) 87:6 push (1) 81:14 pushed (1) 12:21 put (19) 19:23;35:25;44:20, 22;49:2;50:13;51:21, 21,23;55:21;56:3; 62:13;64:11;69:24; 78:17,20;82:12;83:11; 88:21 putting (4) 16:11;25:6;39:24; 83:7</p>
Q				
<p>quality (1) 35:21 quarter (2) 12:4,4 quarterly (2) 11:22;12:3 quickest (1) 43:23 quickly (6) 34:9;45:9;48:11; 79:21;80:3;85:15 quiet (2) 58:8;59:1 quietly (1) 90:4 quite (2) 24:22;35:2</p>				
R				

<p>race (1) 45:19</p> <p>racers (1) 21:13</p> <p>races (1) 36:14</p> <p>racing (2) 20:11,25</p> <p>railing (1) 29:24</p> <p>raised (1) 43:14</p> <p>ran (2) 51:7;71:5</p> <p>rate (2) 17:21;54:14</p> <p>rates (1) 7:8</p> <p>reach (1) 84:19</p> <p>reaction (1) 87:24</p> <p>reactivate (1) 22:11</p> <p>reacts (1) 89:12</p> <p>read (3) 64:13;85:1;89:4</p> <p>reading (1) 86:4</p> <p>ready (3) 16:16;23:20;47:4</p> <p>real (3) 25:17;36:10;61:15</p> <p>realistic (1) 89:3</p> <p>realized (1) 74:17</p> <p>really (34) 3:10;9:4,12;20:5; 21:13,22,24;31:11,16; 34:9;36:15,16;38:8; 40:18,25;41:22;47:11; 48:8,9;50:14;51:10,12; 53:18,21;55:19;61:22; 62:21;63:23;72:25; 84:12;86:10,25;89:5, 15</p> <p>reapplying (1) 22:11</p> <p>rear (1) 58:2</p> <p>reason (3) 20:8;68:14;69:2</p> <p>rebate (4) 25:25;26:1,14;27:7</p> <p>rebates (1) 27:9</p> <p>recap (1) 51:17</p> <p>receipts (1) 66:11</p> <p>received (1)</p>	<p>16:22</p> <p>recently (2) 33:15;36:9</p> <p>recess (2) 4:22;5:9</p> <p>recognition (3) 20:17,19,20</p> <p>recognize (2) 19:16;20:25</p> <p>recommendation (1) 60:17</p> <p>reconnect (1) 18:23</p> <p>record (6) 7:18;19:15;65:11; 68:19;69:10;72:12</p> <p>records (1) 72:23</p> <p>red (1) 83:23</p> <p>redirect (1) 87:21</p> <p>redistributed (1) 74:16</p> <p>redoing (1) 85:5</p> <p>reduced (1) 54:14</p> <p>reed (2) 39:20,22</p> <p>reference (1) 33:18</p> <p>refine (1) 16:13</p> <p>refresher (1) 33:8</p> <p>regarding (2) 16:24;85:3</p> <p>regardless (1) 32:3</p> <p>regards (2) 59:3;77:18</p> <p>rehab (2) 61:12,17</p> <p>reimbursable (1) 78:22</p> <p>reimburse (2) 26:8;29:5</p> <p>reimbursed (3) 24:19;27:12;29:12</p> <p>reimbursement (2) 26:10;28:6</p> <p>reimbursing (1) 14:11</p> <p>rejected (1) 25:14</p> <p>related (2) 19:12;67:15</p> <p>relationships (1) 53:18</p> <p>released (1) 6:11</p> <p>relocating (1)</p>	<p>74:10</p> <p>relocation (1) 82:11</p> <p>remain (1) 66:21</p> <p>remainder (1) 24:17</p> <p>remaining (3) 35:5;51:19;55:2</p> <p>remarkable (1) 53:18</p> <p>remediation (1) 88:14</p> <p>remember (1) 33:9</p> <p>REMEMBERED (1) 2:19</p> <p>remind (1) 17:5</p> <p>remit (1) 27:25</p> <p>remodeling (2) 77:12,13</p> <p>removal (1) 58:18</p> <p>remove (4) 38:21;40:15;51:5; 58:6</p> <p>removed (1) 38:17</p> <p>renderings (2) 71:11;72:6</p> <p>renewal (1) 16:23</p> <p>renovation (1) 77:3</p> <p>renovations (1) 70:22</p> <p>rental (1) 38:22</p> <p>reopened (1) 70:3</p> <p>repaired (1) 37:12</p> <p>repayment (1) 54:4</p> <p>replaced (1) 37:13</p> <p>replicated (1) 34:7</p> <p>report (8) 3:9;6:8,15;9:22; 16:17;26:23;28:9; 31:15</p> <p>reported (3) 26:22;28:8;29:6</p> <p>Reporter (1) 2:23</p> <p>reports (1) 20:10</p> <p>represent (1) 33:4</p> <p>representation (1)</p>	<p>51:6</p> <p>represents (1) 32:24</p> <p>request (16) 10:16;11:20,23; 12:11,20,25;13:2,24; 19:13,21;24:14,15,15; 70:25;82:14;87:24</p> <p>requested (1) 48:17</p> <p>requests (2) 11:4;15:15</p> <p>require (2) 29:8;87:24</p> <p>required (1) 35:14</p> <p>requirements (1) 80:6</p> <p>requires (1) 52:20</p> <p>research (4) 14:18;45:8;80:5,11</p> <p>reserve (2) 7:12;53:23</p> <p>reserved (1) 53:13</p> <p>residents (2) 20:7,12</p> <p>resolution (1) 88:11</p> <p>resources (1) 63:14</p> <p>respond (1) 13:4</p> <p>response (7) 4:6;16:5;18:20;21:3; 22:9;80:21;90:14</p> <p>rest (3) 11:21;21:18;67:5</p> <p>restaurant (10) 33:6,13;38:2;50:15; 64:5;69:1;78:18;79:13; 84:20;88:8</p> <p>restaurants (3) 17:10;35:3;68:11</p> <p>restaurant's (1) 74:14</p> <p>restricted (1) 6:20</p> <p>restrooms (2) 33:21;55:15</p> <p>retail (1) 88:16</p> <p>retention (1) 43:5</p> <p>retreat (2) 87:8;90:4</p> <p>retrofitted (1) 35:8</p> <p>return (2) 74:17;75:24</p> <p>reveal (1) 84:9</p>	<p>revenue (14) 6:22,25;7:2;41:22; 50:10,16;56:8;74:12, 14,15;75:9,14,24;83:5</p> <p>revenues (3) 27:13;75:12;76:2</p> <p>reviewer (1) 61:9</p> <p>revise (1) 63:1</p> <p>revised (2) 24:15;49:3</p> <p>Richard (6) 2:10;3:21;18:8; 22:21;30:8;65:20</p> <p>Rico (1) 78:13</p> <p>ride (1) 40:7</p> <p>right (41) 9:15;10:12;11:8; 12:8;14:22;16:20;18:1; 20:20,23;21:11;22:5; 25:14,17;28:14;34:6, 21;35:7;39:11;40:3; 42:1,22;48:3,25;51:9; 53:24;56:3,23;57:5,21; 60:23;66:18;68:17; 69:13;70:24;71:9,19; 75:16,18;78:13;80:17, 18</p> <p>Rio (32) 2:20;3:2;6:17;25:7, 23;27:4;29:3;32:3; 34:12;48:15;51:20; 52:1;60:18,19;63:17; 64:1;68:9,23;70:7; 71:3;73:6;74:16,17; 75:15;76:3;83:16; 84:25;86:21;87:4; 88:23;89:11,12</p> <p>rip (1) 55:22</p> <p>road (1) 63:7</p> <p>Roadrunner (2) 13:13;14:20</p> <p>Rob (1) 23:14</p> <p>Rocco's (5) 8:10;15:10;33:1; 34:14;37:24</p> <p>roin (1) 44:9</p> <p>roll (4) 3:15;18:3;30:3; 65:15</p> <p>roll-call (2) 21:5;22:15</p> <p>roof (5) 35:21,22;37:1;73:21, 22</p> <p>roofing (1)</p>
---	--	--	--	---

<p>35:15 room (2) 35:24;36:21 rough (1) 15:21 roughly (3) 9:16;38:17;55:21 route (3) 4:10;18:21;59:19 RPR (1) 2:22 rugby (1) 36:14 rules (1) 77:18 run (6) 17:13;34:9;37:14; 54:2;68:1;78:12 running (11) 13:4;23:22,22;31:21; 41:21;45:16,18;50:16; 64:18;67:25,25</p>	<p>21:20;23:13;31:7,15; 47:20;61:7;72:18;73:3, 18;83:2;85:25;87:10; 88:7 saying (2) 39:25;62:9 scale (1) 53:22 schedule (2) 8:20;12:10 scheduled (3) 5:22;43:12;84:14 scope (2) 24:22;25:5 Scordato (1) 25:9 scrawny (3) 41:24;55:10;56:2 screen (3) 32:12;34:6;68:2 scroll (1) 86:17 scrutinized (1) 79:16 season (1) 12:22 seating (4) 33:21;35:9;56:11; 74:13 Seattle (1) 3:4 second (25) 3:9;4:17,24;17:4; 20:3,14;22:4,14;25:3; 28:11,15,20,24;60:5, 25;61:11;62:5;64:16, 25;65:2,2;78:25;79:17; 82:18;90:19 secondary (1) 62:6 seconded (13) 4:19;5:1;19:3;21:7; 22:7;23:10;30:22;61:1; 64:24;66:9;80:25; 82:24;91:6 Secretary (1) 2:5 section (3) 27:7;85:16,21 sectors (1) 90:6 secure (2) 17:12;39:15 secured (2) 76:23;77:19 security (3) 14:4;19:12;36:1 seed (1) 87:18 seeing (5) 32:18;33:2;34:5,7; 88:22 seems (5)</p>	<p>15:19;19:20;43:15; 61:19,23 selected (1) 51:9 send (3) 56:9;85:3;86:12 sense (4) 30:24;41:4;45:13; 57:10 sent (1) 33:24 separate (7) 16:19;54:24;61:21; 62:2,6,18;82:14 September (1) 70:4 serve (4) 36:17;74:7;75:1,2 serves (1) 34:18 service (5) 6:20;7:8,13;74:24; 82:16 session (2) 4:22;5:8 set (3) 4:21;64:3;68:5 setting (1) 75:5 seven (3) 16:17;47:18;48:5 several (3) 7:5;17:10;20:6 severe (3) 37:4,6,6 sewer (9) 35:14;37:1,9,10; 38:23;47:21,22;50:3; 61:13 shade (2) 42:14;56:10 Shakey's (4) 58:19,20,22,23 Sharayah (1) 2:7 share (1) 68:1 shared (1) 87:13 Shay (6) 4:4,5,8;23:4;30:16; 66:3 Shea (1) 18:16 Sheafe (46) 2:4;3:9;4:2,3;14:15; 16:25;17:20;18:6,7,22; 22:1,19,20;29:8,14; 30:6,7;43:25;50:19,24; 51:9;60:6,9,22;62:24; 64:10,16;65:16,17; 67:5,21;73:3,13,17,24; 74:3;81:7,16,20;82:12,</p>	<p>25;83:2;85:17;87:20; 89:7;90:18 shed (1) 64:2 shelf (1) 47:4 shell (3) 46:8;47:6,7 shelling (1) 52:7 shift (1) 19:8 shifts (1) 19:7 shop (17) 9:10;38:11;39:8; 45:25;46:13;52:7,7; 55:2,8;57:24;59:21,24; 60:1;62:1;63:8;64:8; 67:2 Shops (1) 11:20 short (3) 71:2;73:4,11 shortfall (2) 62:17;63:6 shortly (1) 69:20 shot (1) 28:3 show (4) 6:10;15:7;34:2; 85:23 showing (1) 36:13 shows (3) 68:18;71:9,19 shuttle (1) 87:13 Sidamo (2) 33:14;45:25 side (7) 40:11,12;53:13;87:1, 1;89:22;90:9 sides (1) 82:3 sight (1) 63:24 sign (5) 5:5;17:17,25;67:18; 70:20 significant (1) 74:13 significantly (1) 53:16 signs (1) 34:13 similar (1) 48:4 simple (4) 29:7;45:13;50:4; 82:11 single (1)</p>	<p>10:14 sit (4) 31:2;35:8;56:22; 63:12 site (5) 36:9;39:23;40:11; 51:5;80:8 sites (1) 87:13 sitting (2) 15:6;50:8 six (5) 10:10;25:4;35:21; 46:4;47:18 skim (1) 85:16 skirting (1) 62:21 sleep (1) 20:12 Slice (2) 5:22;11:10 slide (12) 32:16;48:22;68:15; 69:5,8;71:9,19;72:6; 73:12;75:6,23;76:6 slides (3) 37:5;68:16;72:10 slow (2) 10:16;31:11 slower (1) 27:2 slowly (2) 13:18;86:18 small (4) 58:13;86:22;87:17, 17 smaller (1) 53:4 smashed (1) 47:25 so-called (2) 9:2,10 soccer (2) 36:13,14 social (1) 78:19 soft (3) 50:22;75:18;76:19 software (1) 20:20 Sol (1) 15:14 sold (1) 64:2 Solot (2) 8:13;15:13 solution (1) 62:12 solve (2) 61:16,24 solves (1) 81:20</p>
S				
<p>safe (1) 17:12 safety (3) 39:22;87:10,11 Saigon (7) 5:16;13:7;67:16,22; 68:10;69:17;82:17 Saigon's (1) 82:7 sails (1) 42:14 sales (20) 7:6;24:18,20;26:15, 18,22;27:13,18,20,25; 28:9,9;29:11,12;36:5; 37:18;50:17;62:1; 74:15;75:14 salvageable (1) 47:10 same (13) 8:21,22;13:17,20; 17:2,21;25:18;47:12, 14;64:18;77:2;89:22, 22 satellite (1) 55:15 Saturday (1) 81:13 Saturdays (1) 20:14 Savaya (1) 33:15 Savaya's (1) 33:16 save (1) 59:9 saw (16) 3:9;5:24;16:17;</p>				

<p>somebody (2) 64:4;87:22</p> <p>somehow (3) 63:25;78:9;79:25</p> <p>someone (3) 44:13;61:11;79:9</p> <p>sometimes (3) 27:2,2;38:21</p> <p>somewhere (1) 81:5</p> <p>soon (5) 14:8,23;39:25;50:9; 75:19</p> <p>Sorry (6) 23:11;39:5;51:22; 56:24;63:18;77:25</p> <p>sort (6) 33:19;34:7;46:10; 61:9;80:1,16</p> <p>Sosa-Carrillo (1) 13:17</p> <p>sound (2) 38:3,5</p> <p>sounds (1) 79:6</p> <p>sources (2) 20:6;63:14</p> <p>South (2) 13:25;14:2</p> <p>space (34) 6:1;33:20;36:21; 40:4;41:16;46:2;52:10, 18;55:15;56:4,20; 58:12;59:7;60:16; 68:25;69:21;70:5,9,23; 71:1,12,22;72:7,19; 73:1,3,4;75:10;76:5,19, 24;78:18;88:6,8</p> <p>spaces (2) 34:16;41:3</p> <p>sparse (1) 57:12</p> <p>speak (1) 11:3</p> <p>special (2) 75:4;76:19</p> <p>specific (1) 35:18</p> <p>spectacular (2) 29:19;30:25</p> <p>Speedway (1) 50:12</p> <p>spend (4) 29:5;41:8;85:18,19</p> <p>spending (1) 45:9</p> <p>spent (5) 13:19;17:2;29:9; 44:23;67:6</p> <p>split (1) 49:3</p> <p>sponsor (1) 87:22</p>	<p>sporting (1) 36:15</p> <p>sports (3) 33:5,13;34:6</p> <p>spray (1) 35:20</p> <p>spread (1) 16:2</p> <p>square (4) 36:22;38:17;47:11; 69:22</p> <p>squeezed (1) 58:10</p> <p>squiggly (1) 32:23</p> <p>stabilizing (1) 46:9</p> <p>staff (2) 53:15,19</p> <p>staffing (1) 88:15</p> <p>stage (1) 56:15</p> <p>stalls (2) 55:14,23</p> <p>stand (1) 36:17</p> <p>staring (1) 38:12</p> <p>start (7) 16:9,11;35:19;47:9, 15;56:8;83:3</p> <p>started (11) 7:9;8:11;10:25;11:1; 13:18;31:24;33:9; 35:16;58:14;73:7; 76:15</p> <p>starting (4) 7:5,25;47:16;84:12</p> <p>startup (1) 53:16</p> <p>start-up (1) 25:10</p> <p>State (4) 2:21;70:12;75:14; 88:24</p> <p>stated (1) 87:14</p> <p>station (1) 82:20</p> <p>status (2) 7:22;34:10</p> <p>stay (7) 25:18;40:18;43:1; 81:23;90:24;91:3,5</p> <p>step (1) 71:6</p> <p>stepping (1) 83:3</p> <p>sticking (1) 61:23</p> <p>Still (11) 3:12;8:15;9:14,24;</p>	<p>13:16;34:21;38:15; 41:25;49:6;50:18; 83:23</p> <p>stolen (1) 37:12</p> <p>storage (2) 36:21;64:2</p> <p>story (3) 58:15;60:10;81:12</p> <p>straight (1) 60:25</p> <p>strategic (4) 89:15,20;90:2,7</p> <p>stream (1) 83:5</p> <p>streams (1) 74:12</p> <p>Street (10) 5:19;9:16,23;10:19; 21:13;31:7;32:19,20; 33:10;38:23</p> <p>strongly (1) 29:25</p> <p>structurally (1) 48:12</p> <p>structure (14) 35:7;60:12;71:24; 72:2,15,21,25;73:5,11; 76:8,16,22;77:2,18</p> <p>structures (1) 43:5</p> <p>studs (1) 37:2</p> <p>stuff (9) 11:1;37:10;38:15; 44:22,23;48:1;54:21; 61:14;82:10</p> <p>subcontractors (1) 52:17</p> <p>subject (1) 79:22</p> <p>submit (4) 12:4;13:5;16:15; 76:25</p> <p>submitted (5) 13:2,5;76:22;77:14, 16</p> <p>submitting (1) 15:15</p> <p>subsequent (2) 67:2;75:13</p> <p>subsidy (1) 8:1</p> <p>substantial (1) 35:16</p> <p>subtotal (1) 75:18</p> <p>suffice (1) 43:15</p> <p>suggest (2) 62:5;89:18</p> <p>suggested (1) 27:24</p>	<p>suggestion (2) 41:3;89:7</p> <p>suggests (2) 85:20,21</p> <p>suits (1) 41:12</p> <p>summarize (1) 15:20</p> <p>summer (1) 12:23</p> <p>Sunday (2) 76:20;81:14</p> <p>sunset (1) 84:14</p> <p>Sunshine (4) 8:17;61:9;87:2; 89:14</p> <p>supplier (1) 14:10</p> <p>support (13) 19:23;28:5;29:25; 32:2;48:17,18;58:9; 59:15;62:5;71:3;78:21; 88:3,3</p> <p>supported (2) 84:18;85:14</p> <p>supporting (1) 68:23</p> <p>supposed (2) 11:4;14:7</p> <p>Sur (1) 5:24</p> <p>sure (12) 3:14;11:1,15;12:12; 13:18,24;41:9;47:23; 53:14;62:11;65:10; 80:13</p> <p>surface (1) 82:9</p> <p>surpassed (1) 7:2</p> <p>surprise (3) 31:9;85:12,13</p> <p>surprises (2) 54:8,9</p> <p>Sushi (1) 69:1</p> <p>suspect (1) 62:2</p> <p>system (2) 19:15;38:23</p> <p>systems (1) 37:9</p>	<p>63:4,4</p> <p>talk (15) 5:13,16;6:12;9:1; 11:17;15:18;24:3;55:4, 6,11,12;67:14;80:18; 81:23;88:16</p> <p>talked (5) 23:15;29:23,24;50:1; 55:1</p> <p>talking (5) 27:10;55:12;79:9,10; 80:3</p> <p>talks (1) 86:19</p> <p>tall (2) 71:23;77:22</p> <p>tally (1) 75:21</p> <p>tap (3) 37:13;47:21,22</p> <p>target (1) 43:20</p> <p>Taunya (6) 2:5;18:18,19;23:6; 30:18;66:5</p> <p>Taunya's (1) 4:10</p> <p>tax (19) 7:6;24:18,20;26:14, 15,18,22;27:13,18,20, 25;28:9,10;29:11,12; 50:17;62:1;74:15; 75:14</p> <p>taxed (1) 25:20</p> <p>taxes (4) 25:18,21;26:2;76:4</p> <p>tax-wise (1) 25:17</p> <p>Taylor (17) 32:8;35:18;39:19; 40:13;42:1,5,23;43:11; 44:5;45:18;47:3,7; 54:5;56:24;57:16,21; 67:18</p> <p>TCC (1) 87:16</p> <p>TCO (1) 50:8</p> <p>team (2) 48:12;49:21</p> <p>tear (2) 40:22;45:10</p> <p>temporarily (2) 42:4;63:10</p> <p>temporary (7) 40:14;41:9,14;42:22, 23;43:8;44:18</p> <p>tenant (7) 10:25;41:7;46:3,10; 47:15;48:8;70:16</p> <p>tenants (2) 45:25;70:9</p>
T				
<p>table (2) 64:6;75:25</p> <p>tables (2) 72:16,22</p> <p>Tabu (1) 6:3</p> <p>tack (2)</p>				

<p>TEP (7) 70:17,18;73:8;77:21; 79:18;80:17;82:22</p> <p>TEP's (1) 82:7</p> <p>term (6) 16:20;26:1;41:13; 54:17;57:15;82:2</p> <p>termed-out (1) 28:1</p> <p>terminate (2) 22:3,6</p> <p>terminating (1) 7:23</p> <p>termination (1) 21:12</p> <p>termite (4) 35:16;47:24;48:2; 50:2</p> <p>termites (3) 37:6;51:2;61:14</p> <p>terms (13) 6:9;54:11,12,18; 64:11,15,19;65:3,10; 66:14;88:2;89:21</p> <p>terrible (1) 3:13</p> <p>texts (1) 86:5</p> <p>texture (1) 56:11</p> <p>Thanks (2) 48:7;68:21</p> <p>Thank's (1) 67:18</p> <p>Theater (1) 11:22</p> <p>theory (1) 44:15</p> <p>thereafter (1) 69:20</p> <p>there'll (2) 12:24;42:12</p> <p>thick (1) 35:21</p> <p>thinking (2) 26:19;35:12</p> <p>third (4) 40:22;47:5;61:19; 69:19</p> <p>THOMAS (1) 2:22</p> <p>thorough (1) 29:22</p> <p>though (3) 21:23;60:21;89:1</p> <p>thought (6) 14:19;29:20,25; 62:10;73:24;79:5</p> <p>thoughtful (2) 45:22;89:15</p> <p>three (16) 6:4,9;5;10:9,10;</p>	<p>15:8;26:25;32:24; 33:11,24;34:10;47:18; 55:13;68:12;74:18; 75:20;76:17</p> <p>three-quarters (1) 16:8</p> <p>thrilled (2) 20:8;30:1</p> <p>throughout (1) 36:1</p> <p>throw (2) 59:13;85:15</p> <p>TI (1) 59:24</p> <p>TIF (4) 6:22,25;7:2;27:4</p> <p>tight (1) 41:2</p> <p>Tim (4) 26:13,21;27:24; 79:20</p> <p>timeline (1) 69:17</p> <p>times (4) 7:3;14:21;46:2; 74:24</p> <p>timing (1) 16:6</p> <p>Timothy (1) 2:15</p> <p>today (23) 5:13,17,21;6:11,13; 9:1;20:18;32:4,8;50:8; 67:1;68:9,14;69:2; 76:14;80:11;84:23; 85:24;86:8,9;87:10; 88:8;89:16</p> <p>together (2) 16:11;34:12</p> <p>tomorrow (9) 43:12,16,17;45:14, 15;50:8,20,22;70:21</p> <p>tomorrow's (1) 63:9</p> <p>tons (5) 31:12,13;38:17,18, 19</p> <p>took (5) 15:8;63:23;71:4,5,6</p> <p>top (2) 7:25;75:25</p> <p>total (13) 25:5;27:17;29:7; 35:9;38:16;47:19;49:3; 60:18;75:16,20;76:8, 10;83:5</p> <p>to-the-penny (1) 12:3</p> <p>touch (1) 58:1</p> <p>touched (1) 64:9</p> <p>tough (2)</p>	<p>55:19,24</p> <p>tour (1) 29:18</p> <p>toured (2) 78:9,11</p> <p>tourist (1) 12:22</p> <p>towards (3) 16:14;40:16;76:9</p> <p>town (2) 53:19;82:10</p> <p>TPD (2) 14:7;16:24</p> <p>TPT (1) 76:4</p> <p>track (3) 19:19;45:17,18</p> <p>trading (2) 9:25;10:24</p> <p>traditional (1) 9:19</p> <p>traffic (2) 19:19;74:9</p> <p>tragic (1) 61:15</p> <p>trailing (2) 26:25;27:3</p> <p>transaction (1) 28:19</p> <p>transcribed (1) 4:14</p> <p>transfer (1) 82:16</p> <p>transformation (1) 71:10</p> <p>translates (1) 74:14</p> <p>Transportation (1) 87:12</p> <p>Treasurer (1) 2:4</p> <p>Treasury (1) 25:1</p> <p>Treat (1) 5:20</p> <p>tree (4) 73:14,19,20;74:1</p> <p>trees (4) 41:24;55:10;56:3; 78:17</p> <p>tremendous (3) 46:15;49:20,20</p> <p>tripled (1) 35:3</p> <p>true (1) 89:13</p> <p>truly (1) 32:5</p> <p>Trump (2) 86:4,6</p> <p>try (2) 6:22;12:22</p> <p>trying (3)</p>	<p>18:22;20:12;34:14</p> <p>Tucson (16) 2:21;13:15;19:9,23; 33:12;36:16;46:14; 68:11,13;69:20;74:8, 11;78:15;79:22;85:22; 87:25</p> <p>Tucson's (1) 72:4</p> <p>Tuesday (1) 70:10</p> <p>turn (1) 74:22</p> <p>two (23) 6:4;7:3,15;14:1;15:2, 6;23:16;26:25;36:5; 40:23;41:21;42:15; 43:1;46:1;47:18;54:3; 56:1;75:13,20;81:20; 82:3;86:8,9</p> <p>two-phase (1) 62:15</p> <p>type (1) 36:12</p> <p>types (1) 51:25</p> <p>typical (1) 58:11</p> <p>typically (3) 5:3;6:21;64:22</p>	<p>4:14;63:17;88:13</p> <p>unpaid (1) 59:12</p> <p>unseen (1) 63:24</p> <p>up (50) 5:17;7:20;8:3,24; 11:5,14,23;13:23;14:5; 15:11;16:23;24:16; 25:18;26:13;27:14,15; 28:5;29:5;31:6;33:11; 34:13;35:10;37:2;41:4, 10;45:7,8;46:18;50:14, 16,18;54:6,10,19;55:8, 22;57:2,20;61:1;63:22; 64:5;68:5;69:19;70:3; 72:14;73:5;79:15; 83:15;84:5;85:15</p> <p>upcoming (1) 6:24</p> <p>update (1) 8:7</p> <p>updated (4) 15:5;34:1;51:23; 83:22</p> <p>up-front (1) 88:21</p> <p>upgrades (1) 78:18</p> <p>uplift (1) 74:13</p> <p>urgent (1) 64:8</p> <p>use (8) 8:9;10:13;34:15; 35:20;36:23;44:10; 69:11;82:8</p> <p>used (6) 9:2;41:2;44:3,5,11; 76:9</p> <p>ushers (1) 38:8</p> <p>usually (1) 6:4</p> <p>utilized (1) 82:5</p> <p>utilizing (1) 82:4</p>
U				
<p>unanimous (4) 23:11;30:23;66:10; 84:15</p> <p>unanimously (13) 4:19;5:1;19:3,4; 21:7;23:10;30:22;66:9; 70:16;80:25;82:24; 85:13;91:6</p> <p>under (4) 38:13;60:23;77:21, 22</p> <p>underneath (2) 31:12;37:7</p> <p>under-resourced (1) 63:20</p> <p>understatement (1) 21:21</p> <p>undertaking (1) 46:15</p> <p>underutilized (2) 82:6;88:6</p> <p>unexpected (3) 50:2;51:6,7</p> <p>unforeseen (3) 36:24;49:23;52:8</p> <p>uniformed (1) 19:9</p> <p>unit (1) 37:11</p> <p>Unless (3)</p>				
V				
<p>vacancy (1) 88:5</p> <p>vacant (2) 46:4;89:21</p> <p>valet (7) 67:15,16;81:23;82:1, 8,20;87:13</p> <p>valid (1) 79:14</p> <p>valuable (1) 85:9</p> <p>vegetation (3)</p>				

72:1,16;76:10 vehicles (1) 14:7 vendor (4) 14:19;55:14,23; 59:25 vendors (3) 17:10;33:20;53:19 venture (1) 54:15 verge (1) 11:11 version (2) 83:20,21 versus (2) 59:8;77:13 via (3) 2:21;26:22;28:7 viable (1) 62:12 Vice (1) 2:3 view (3) 37:23;80:4,6 Villicana (10) 2:5;18:18,20,24; 23:6,7;30:18,19;66:5,6 Vince (1) 46:2 VIP (2) 73:6;76:19 vision (8) 41:18;57:12,15;70:8, 12;71:20;86:15,22 visit (4) 17:13;73:3;85:22; 87:25 visual (1) 51:5 voice (1) 80:22 void (2) 71:23;72:19 voltage (1) 36:1 vote (8) 19:2;21:5;22:15; 23:9;30:21;63:1;66:8; 80:23 voted (2) 62:7;70:16	26:3;31:17;34:20 walker (1) 44:14 walking (3) 46:1;56:2;79:9 walkways (1) 45:4 wall (3) 37:14;38:4,5 walls (2) 35:17;37:4 wants (3) 64:5;84:13;91:3 watch (2) 58:10;59:1 water (4) 38:25;44:7;50:3; 61:13 way (13) 6:14;26:1,6;42:10; 44:19,20;60:17;71:6; 80:6;84:16;89:19;90:2, 3 ways (1) 13:16 weather (1) 72:5 website (2) 84:23;88:21 week (4) 15:14,15;46:20;54:7 weeks (4) 5:23;10:6;73:2; 75:20 Welcome (5) 3:2;5:5;36:18;74:4; 85:25 welcoming (1) 55:25 weren't (2) 33:9;42:7 west (4) 87:1,1;89:22;90:9 wet (1) 44:11 Whataburger (1) 58:20 whatever's (1) 28:8 whatnot (1) 83:6 What's (8) 10:18;11:15;16:6; 20:22;43:9;47:10,10; 52:3 wheelchair (1) 44:14 wheelies (1) 20:15 Whole (9) 5:22;11:10;24:22; 37:2;41:15;51:12; 54:13;64:8,8	Who's (1) 24:1 whose (1) 65:3 who've (1) 34:25 willing (1) 83:11 willingness (1) 82:8 windows (1) 46:24 wiring (1) 36:1 withdraw (2) 22:2;62:24 withdraws (1) 63:2 within (10) 15:22;16:1;38:7; 47:14;71:2,15;74:17; 75:20;76:17;87:6 without (7) 32:5;40:18;42:18; 45:9;46:15;52:5;72:20 witnessed (1) 20:13 wonder (1) 62:13 wonderful (1) 61:22 wood (1) 72:2 WOPPERS (1) 2:22 word (3) 26:13;84:5;85:5 words (1) 17:20 work (32) 12:18;25:15;29:1; 31:3;34:3;35:6;41:2; 45:14;46:3,7;49:17; 52:15,23;54:13;55:3; 59:8,9;61:12;66:13,23; 77:24;78:2;80:16; 81:16,18;82:19;85:11, 22;86:25;87:16;88:1; 89:13 worked (3) 64:20,21;84:11 working (12) 8:6;19:9;27:8;34:12; 40:24;41:2;45:24; 46:18;51:13;53:9,20; 54:21 works (3) 45:13;66:11,16 work's (1) 52:14 world's (1) 86:11 worth (1)	81:8 worthy (2) 63:17;78:19 wrapped (1) 13:23 written (1) 17:24	27:16 1:00 (1) 2:24 10 (8) 25:5;37:13;38:19; 51:4;75:12;76:2;77:22; 88:12 10,700 (1) 38:17 100 (7) 4:11;14:2;19:7; 38:17,22;70:20,21 108 (2) 66:13,14 108,000-dollar (2) 65:3,3 11 (1) 71:15 11th (1) 70:4 12 (1) 84:10 12.6 (1) 15:25 1-2-1 (3) 11:15;15:19;21:20 12th (1) 69:18 13 (1) 75:12 14 (1) 70:10 14th (1) 71:10 150 (1) 48:16 154 (1) 36:20 18th (3) 70:18;71:13,16 190 (2) 35:9,10 1910 (2) 47:8;54:22 1929 (1) 25:1 1-and-a-half (1) 9:4 1st (3) 6:20;7:9;76:17
W			Y	
WADLUND (12) 24:3,9,13;25:16; 26:6,16;27:9,12,15,19; 28:2,31:4 wait (1) 56:1 waiting (2) 12:11;39:3 walk (3)			yard (6) 41:15;50:3;55:3,9, 13;58:2 yards (1) 37:2 year (27) 6:24;7:10;8:2,3; 12:21;14:1;15:22,24; 16:1,9,10,11;17:2,3,7, 21;19:10;36:5,5,5; 48:16;50:5;72:5;75:9, 12;76:2;88:25 years (14) 6:6;15:11;33:7,9,24, 25;35:2;46:4;56:1; 70:14;74:18;75:13; 84:10;88:12 yellow (1) 33:4 youngest (1) 68:11	10,700 (1) 38:17 100 (7) 4:11;14:2;19:7; 38:17,22;70:20,21 108 (2) 66:13,14 108,000-dollar (2) 65:3,3 11 (1) 71:15 11th (1) 70:4 12 (1) 84:10 12.6 (1) 15:25 1-2-1 (3) 11:15;15:19;21:20 12th (1) 69:18 13 (1) 75:12 14 (1) 70:10 14th (1) 71:10 150 (1) 48:16 154 (1) 36:20 18th (3) 70:18;71:13,16 190 (2) 35:9,10 1910 (2) 47:8;54:22 1929 (1) 25:1 1-and-a-half (1) 9:4 1st (3) 6:20;7:9;76:17
			Z	
			Zemam (1) 64:15 Zemam's (15) 5:19;8:19,25;31:7; 33:12;34:24;40:4; 53:20;56:18,21,22; 59:15;60:15,23;62:16 Zerai's (3) 33:4,13;36:6 zone (1) 80:8 zoning (1) 88:17 ZOOM (2) 2:21;78:13 Zooms (1) 17:10	
			1	
			1 (15) 9:3,5,7;27:15;34:1; 49:6,8,9,24;51:18,21; 52:9,12;55:1;57:4 1.3 (1) 51:19 1.36 (1) 49:4 1.4 (1)	2 (18) 5:5;8:21;9:3,5,8,12; 33:19;43:7;45:11;55:1, 13,16,17,20;56:12,21; 57:1,11 200,000 (1) 75:19 2012 (1) 69:19 2016 (1)

69:20		76:20;81:5,15,18	
2021 (3) 48:14;50:5;51:17	4	8	
2023 (1) 70:4	4 (1) 86:23	80 (1) 70:6	
2024 (3) 2:23;49:8;76:14	40,000-dollar (2) 19:21,25	800,000 (3) 31:16;48:25;49:2	
2035 (2) 84:14;86:16	400 (1) 79:8	87,000 (1) 49:6	
216 (1) 57:19	5	88 (1) 68:25	
216,000 (2) 51:21;59:18	5 (1) 16:2	9	
216,000-dollar (2) 61:21;63:6	50 (3) 26:8,16;78:21	90 (1) 27:3	
21st (2) 36:3;71:18	50/50 (3) 28:6;29:4;52:2	900 (2) 27:19;28:14	
22nd (1) 76:14	500 (2) 27:18;48:15	900,000-dollar (1) 29:12	
250 (1) 27:21	500,000 (4) 9:2;29:4,5,9	95 (2) 35:5;78:10	
250,000 (1) 27:22	500,000-dollar (2) 16:2;24:16		
26th (1) 2:23	50476 (1) 2:23		
2711 (1) 13:22	527,000 (1) 6:19		
2725 (1) 46:7	56 (1) 35:10		
2731 (1) 46:7	560 (1) 49:2		
27th (1) 70:21	566 (1) 58:1		
28-spot (1) 33:17	58/41 (1) 49:2		
29th (1) 71:14	5th (2) 36:2;50:23		
3	6		
3 (2) 9:6;79:8	60 (2) 27:3;38:18		
3.6 (1) 6:23	63 (1) 13:12		
3/21 (1) 37:17	650 (1) 51:18		
3/5 (1) 37:16	650,000 (1) 48:15		
3:56 (1) 91:9	6th (1) 81:14		
30 (4) 33:7;35:2;40:16; 84:24	7		
30,635.42 (1) 76:12	7.6 (1) 15:24		
300 (1) 49:11	70/30 (1) 51:24		
31 (1) 75:9	702,238 (1) 75:19		
350 (2) 55:8;57:24	75 (1) 6:6		
3rd (1) 76:17	7th (4)		