

**In The Matter Of:**

*Rio Nuevo  
Board Meeting*

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*6/18/2024  
June 18, 2024*

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*Fink & Associates  
6095 E Grant Road  
Tucson, AZ 85712*

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3 RIO NUEVO MULTIPURPOSE FACILITIES DISTRICT  
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10 BOARD MEETING VIA ZOOM  
11 Tucson, Arizona  
12 June 18, 2024  
13 1:03 p.m.  
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21 REPORTED BY:  
22 Thomas A. Woppert, RPR  
23 AZ CCR No. 50476  
24  
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FINK & ASSOCIATES  
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1 CHAIRMAN McCUSKER: Good afternoon, everyone.  
2 Welcome to the June Rio Nuevo meeting. We are live and  
3 the meeting's called to order.  
4 So, Brandi, you should have our handy virtual  
5 flag. And I am way too hoarse to lead this, so, Jannie,  
6 do you want to lead the pledge?  
7 MS. COX: Sure.  
8 (Pledge of Allegiance)  
9 MR. MARQUEZ: Perfectly in sync.  
10 CHAIRMAN McCUSKER: Perfectly in sync.  
11 I wonder how first graders do this.  
12 MR. MARQUEZ: About like that.  
13 CHAIRMAN McCUSKER: Brandi, you can call the  
14 roll.  
15 MS. HAGA-BLACKMAN: Corky Poster.  
16 MR. POSTER: Here.  
17 MS. HAGA-BLACKMAN: Chris Sheafe.  
18 MR. SHEAFE: Here.  
19 MS. HAGA-BLACKMAN: Edmund Marquez?  
20 MR. MARQUEZ: Here.  
21 MS. HAGA-BLACKMAN: Richard Oseran.  
22 MR. OSERAN: Here.  
23 MS. HAGA-BLACKMAN: Jannie Cox.  
24 MS. COX: Here.  
25 MS. HAGA-BLACKMAN: Mike Levin.

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 18th day of June 2024,  
24 commencing at the hour of 1:03 p.m.  
25

1 MR. LEVIN: Here.  
2 MS. HAGA-BLACKMAN: Taunya Villicana.  
3 MS. VILLICANA: Present.  
4 MS. HAGA-BLACKMAN: Shay Jimenez.  
5 MS. JIMENEZ: Here.  
6 MS. HAGA-BLACKMAN: Fletcher McCusker.  
7 CHAIRMAN McCUSKER: I'm here. Thank you for  
8 that.  
9 You do have in your packet the transcribed  
10 minutes from May 28th. They are verbatim. Until there's  
11 a question or comment, I just need a motion to approve.  
12 MS. COX: So moved.  
13 MR. LEVIN: Second.  
14 CHAIRMAN McCUSKER: All in favor say aye.  
15 (Motion made, seconded and passed unanimously)  
16 CHAIRMAN McCUSKER: Thank you for that.  
17 You will notice we don't have an executive  
18 session today. Hopefully that didn't confuse too many  
19 people, because we normally go straight to exec, but these  
20 are two items that are not allowed to be discussed except  
21 than in a public meeting. The budget and the election of  
22 officers are both held in the public meeting.  
23 So, Brandi, there you go. This is a very  
24 important date for us. The budget for those of you that  
25 are new or first-time watchers of Rio Nuevo, it really

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1 drives our activity for the year. We try to be very  
2 precise about budgeting. We try to leave some room for  
3 spontaneous activity. We receive a lot of requests during  
4 the year that we try and leave some money in reserves.  
5 The good news you're about to hear from Dan is  
6 our revenue continues to be substantially above forecasts.  
7 That could mean millions of dollars in additional cash for  
8 next year. We're probably not budgeted for that, but  
9 leave that available to things that may pop up.  
10 So because we're going to go through the budget  
11 line item by line item, I'll save any comments we have for  
12 that process. This is Dan's report.  
13 Dan, if you want to go ahead and do your  
14 financial update.  
15 **MR. MEYERS:** Okay. This is Dan Meyers. I'm  
16 the CFO for Rio Nuevo. This information is as of  
17 May 31st. We had \$10.4 million in the bank available for  
18 all kinds of uses. Of that about a million dollars is  
19 restricted for debt service. We have now just about 9.3  
20 million.  
21 You'll see the number in red that's 4.2  
22 million. Since we do this on a 12-month rolling basis,  
23 our revenues been consistently higher than our budget. I  
24 have increased our monthly let's call it profit to  
25 \$350,000 a month of extra cash generated, so that times 12

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1 is 4.2 million showing a projected almost \$13.5 million  
2 available for funding in the next year.  
3 The summary there shows \$16.2 million in  
4 outstanding commitments of which about \$6.4 million has  
5 already been funded leaving a balance of almost  
6 \$10 million, and we expect about a million of that to be  
7 outside of one year. So we've got 13,400,000 --  
8 \$13,400,000 of available funds in the next 12 months and  
9 close to \$9 million in commitments as of now.  
10 On the second page here, you can see a detailed  
11 list of all of our commitments, what's been paid to date  
12 upon each one of those commitments and the remaining  
13 balance. There's about \$9.8 million remaining on our  
14 commitments.  
15 Just for this morning, our April TIF  
16 distribution is expected to be in excess of 1.6 million.  
17 For the last couple years, we've been budgeting  
18 \$1.3 million for monthly TIF revenue, so that's great  
19 news. We're going to talk about it here in a little bit.  
20 We've upped the budget revenue to be 1.4 million and it  
21 appears we're going to actually be exceeding that based on  
22 the last six months or so.  
23 We've still got about \$300,000 in our  
24 restricted (inaudible) improvements at the Tucson  
25 Convention Center. We've not got our allotment yet from

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1 this last season, but that's going to be in excess of  
2 \$200,000, half of which goes into that fund.  
3 Does anybody have any questions, comments?  
4 **MR. MARQUEZ:** Dan, I'd be curious in your  
5 opinion. Just recently the state legislature passed their  
6 budget and, you know, they talked about sales tax  
7 generation being down, their income being down. Why would  
8 you think ours is trending upward while the rest of the  
9 state is trending downward?  
10 **MR. MEYERS:** Well, because we've got an area  
11 here that our past investments are really starting to come  
12 to fruition now, and I believe -- first of all, we've been  
13 significantly over our estimates the last year or so. I  
14 think we're going to be over \$18 million of actual  
15 collections for this fiscal year, and last year we were at  
16 17. And I just think we've got more projects coming on  
17 board. We've got a pretty lengthy list on that second  
18 page there and a lot of that stuff is going to be coming  
19 to fruition very soon.  
20 **MR. MARQUEZ:** Nice. Thank you.  
21 **CHAIRMAN McCUSKER:** The city likewise passed a  
22 budget showing sales tax down. We've had some interesting  
23 calls from legislators and others asking the same question  
24 Edmund's asked, why is it you guys are doing so good when  
25 everybody else is forecasting downward sale trends. And I

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1 think it speaks to incentives. I think we can make the  
2 case that tax increment financing works, and if you invest  
3 in, you know, private sector investments and nurture them  
4 along, it produces sales tax. I think we might be the  
5 only jurisdiction in the state that is showing upward  
6 trends in sales tax.  
7 **MR. MARQUEZ:** Also, you think about a lot of  
8 the conversations that are had with people that bring us  
9 projects as we continually say we are focused on sales tax  
10 generation for the greater good of our district and for  
11 our city, so the sales tax generation focus is definitely  
12 working.  
13 **CHAIRMAN McCUSKER:** The Trend Report did a full  
14 study on us in the most recent edition. I'd encourage you  
15 to read it, encourage the public to read it. There's a  
16 graph in there that shows sales tax over the last 10  
17 years. And Dan has mentioned this, it's graphically very  
18 impressive, we've doubled the sale tax within our  
19 geography. We've also attracted \$1.3 billion of private  
20 sector investment during that same period. So we're  
21 beginning to see opportunities and interest in somehow  
22 expanding what we do into different geographies or  
23 extending the time.  
24 So this session we've avoided that  
25 deliberately, but next session we may seriously consider

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1 as a board how we respond to the opportunities that are  
2 presented to us. It could include contiguous geography,  
3 it could include other parts of the community. We've  
4 heard from other cities, Peoria, others, that are  
5 interested in our model, so I think we should all feel  
6 quite proud of what we've done.  
7 So moving on to the budget, this is actually by  
8 law a hearing and it is available to the public to  
9 comment.  
10 Brandi, I don't know if we had any requests to  
11 speak, but I need a motion to convene the annual budget  
12 hearing.  
13 **MS. COX:** So moved.  
14 **MR. LEVIN:** Second.  
15 **CHAIRMAN McCUSKER:** All in favor say aye.  
16 (Motion made, seconded and passed unanimously)  
17 **CHAIRMAN McCUSKER:** All right. So we are in  
18 the annual required budget hearing for Rio Nuevo.  
19 You'll see this is separated in two sections.  
20 The first part is discussion only. We're going to ask Dan  
21 to go through every line item of the budget. This is your  
22 opportunity to ask questions or clarify everything.  
23 Once we satisfy that we've talked it to death,  
24 we will move into the action part and expect to approve  
25 the budget or amendments that we've made to the budget.

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1 So this is your budget. This is not set in  
2 stone. Executive officers and staff prepare this, but it  
3 doesn't advance without member approval, so that's the  
4 process we're about to engage in.  
5 Dan, if you want to start, you have the floor  
6 for as long as you need.  
7 **MR. MEYERS:** Okay. Great. First of all,  
8 you'll see there's three columns to this budget. We're in  
9 the process of speaking with Bank of Oklahoma for possibly  
10 a 10 million-dollar line of credit just in case something  
11 comes along that we don't have the cash currently to  
12 invest with.  
13 So I've got the first column with no loan  
14 whatsoever, the second column is with a 5 million-dollar  
15 loan and the third column is a 10 million. So regardless  
16 we're anticipating the budget for \$1.4 million a month of  
17 revenue. As I said earlier, we've been running 1.3. I  
18 think 1.4 is still conservative, but I think it's a good  
19 number to start with.  
20 We've got several arrangements with merchants  
21 to help them out in the form of rebates, and we expect  
22 that to run about \$125,000 a month.  
23 Just quickly, these rebates are great for us  
24 because it allows us to pay for investments as money comes  
25 into our coffers.

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1 **MR. SHEAFE:** Just to make sure, Dan, let's  
2 everybody hold up their hand that understands what this  
3 GPLET rebate is about.  
4 Do you understand what that number is? Is  
5 there anybody that doesn't?  
6 (No oral response)  
7 **MR. SHEAFE:** Okay. It's very important you  
8 understand this, because this is where we get all of our  
9 leverage. And it's a great asset that we have, is TIF,  
10 but we need to remember that we also owe that income  
11 stream back to those entities, so continue.  
12 **MR. MEYERS:** Okay. Our interest income is  
13 significant thanks to higher interest rates, and we've got  
14 a bunch of money sitting in reserves, debt service funds,  
15 deposits, and it's a significant number. Not all of that  
16 is available to us, because some of it stays in the  
17 accounts, and then when the mortgage payments on our 2019  
18 bonds are calculated, that money is rolled over and it  
19 reduces our principal and interest.  
20 Hockey surcharges are going away for this year.  
21 We've got a new agreement with the Roadrunners. Rental  
22 income is exclusively from the Greyhound, which is also  
23 one of our debts, we have debt service on the Greyhound  
24 bonds. You'll see that a little further along.  
25 Other revenue is just some administrative fees

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1 that go back to when Caterpillar was leasing from us and  
2 handling the paperwork, and those remain intact.  
3 We've got one loan outstanding with a  
4 developer, and that kicks in the repayment on July 1st.  
5 That's a quarterly payment of about \$27,000 a month. And  
6 there's a receivable on the books with the city of Tucson,  
7 and they pay us \$285,000 a year. So that gets us to our  
8 16,600,000-dollar revenue number.  
9 The first thing we've got to take care of is  
10 debt service, so we've got the bonds from 2019 with two  
11 banks, and these banks are now P & C and Bank of Oklahoma.  
12 We've got the loan for the Greyhound facility and we've  
13 got the TCC IT loan with First Bank, so that's all our  
14 debt service on the books as of now. And, again, those  
15 two right columns you see what additional debt service  
16 might occur if we go ahead and borrow some of that money.  
17 So any questions so far?  
18 (No oral response)  
19 **MR. MEYERS:** Okay. So if we just look at the  
20 left column, that leaves us \$7 million after debt service  
21 in cash flow. So we've got various bank fees that amount  
22 to about \$9,000 a year, some smaller office-related  
23 expenses, websites, licenses, permits, office supplies,  
24 7,200, postage, actual trustee fees that we pay Bank of  
25 Oklahoma and Zions Bank to handle these bonds. Our

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1 liability insurance is -- most of that is D & O stuff, but  
2 we do have property that we have to insure.  
3 Repair and maintenance on this office building,  
4 5,000 bucks a year, water, gas, electric, phone, internet,  
5 all those goodies, the occupancy costs. You've got the  
6 CFO fees, 120,000. We've got the legislative  
7 representation of two different entities, \$150,000, legal  
8 fees of about \$45,000 a month. That goes up and down  
9 depending on what projects they're working on, but it  
10 seems to have kind of settled in that area.  
11 Transcription, \$10,000, our upcoming audit, this year we  
12 only have one audit, which is our independent one by Beach  
13 Fleischman, should be around \$40,000. Every three years  
14 we've got a performance audit as well, but we've got, I  
15 think, one more year until that's due again.  
16 Sound and audio, 5,000. IT services at TCC,  
17 that's a 30,000-dollar a month payment we pay to TrueX.  
18 At some point in time, we're going to start generating  
19 revenue from advertising and naming rights and other  
20 things, and when that kicks in, we hope that this number  
21 goes away. If these things come to fruition as we hope  
22 they do, that will disappear. Whether that happens within  
23 the next year or not, I don't know. Our fingers are  
24 crossed.  
25 **MR. POSTER:** Dan, can you explain that a little

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1 bit more, please, how the income works against the costs?  
2 **MR. MEYERS:** Well, taking all the advertising  
3 revenue and hopefully the naming rights on the TCC and  
4 other things, that goes into a pool. And there's  
5 commissions paid upon that and other expenses that flow  
6 through that and eventually some of this money we expect  
7 to be returned to us in excess of this \$360,000 and we'll  
8 actually be putting money in the bank.  
9 Fletcher might have a little more information  
10 on that than I do and have more knowledge of it.  
11 **CHAIRMAN McCUSKER:** So we have contracted with  
12 a company called Gemini Sports to be the agency of record  
13 for the Tucson Convention Center. They're one of the  
14 dominant branding organizations, places like the Honda  
15 Center and Staples, now Crypto.com. They get a  
16 commission, as Dan said, if they sell either sponsorships,  
17 advertising or naming rights. This is the first time the  
18 Tucson Convention Center has solicited a branding partner,  
19 so they are going through that RFP process now. They've  
20 estimated that our sponsorship opportunities are worth  
21 something in the neighborhood of \$2 million a year, so the  
22 hope is we achieve something close to that in naming,  
23 branding, sponsorship opportunities.  
24 The commission comes off the top, and then  
25 there's a three-way split of that revenue to Gemini

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1 Sports, to the city of Tucson and to Rio Nuevo. So it's a  
2 very ambitious budget and it only works in the event  
3 someone does put their name on all or part of our venue.  
4 This 30,000 a month is the fixed fee component  
5 of that contract and, as Dan mentioned, hopefully within  
6 this budget year not only does that go away but it becomes  
7 a revenue item as well. So we may want them to come do an  
8 update for the whole board. They do update me pretty  
9 regularly. We have an ongoing call and process to look at  
10 prospects. We talk about that at the executive officer  
11 level, but there really hasn't been anything of note yet  
12 to bring to the full board.  
13 **MR. POSTER:** I get that.  
14 What does IT stand for then? I understood this  
15 to be information technology.  
16 **CHAIRMAN McCUSKER:** So the original contract --  
17 and I think -- I think maybe, Dan, you want to change the  
18 title of that -- is that we invested about \$2.6 million,  
19 Corky, into the IT improvements at the venue to enable a  
20 better brand experience, so 5G Fiberoptics, the augmented  
21 reality, the hard wire/wireless antennas that are on  
22 campus were paid for out of that.  
23 So part of this contract is the installation of  
24 that technology, and then the other piece of the contract  
25 is the revenue share piece. So it might be better, Dan,

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1 maybe you call that rev share or revenue share. There is  
2 this fixed amount which is related to the hardware  
3 component.  
4 **MR. POSTER:** The answer is very helpful and I  
5 think renaming that line item would be very really  
6 helpful.  
7 **MR. MEYERS:** Okay. And then we've got other  
8 services such as IT assistance and other things, about  
9 \$15,000 a year.  
10 The next section is in regard to our payroll,  
11 payroll, payroll taxes, work comp, health insurance,  
12 payroll fees and stuff.  
13 Storage rent is for a storage unit we have and  
14 a second storage unit for one of our merchants. We  
15 displaced them for a while and we agreed to pay for  
16 storage of their --  
17 **CHAIRMAN McCUSKER:** It might be worth an  
18 explanation on the BID. That stands for the business  
19 improvement district. This is what funds the Downtown  
20 Tucson Partnership. Several years ago, maybe 15 years ago  
21 now, a business improvement district was established by  
22 the city and the county and any building inside that  
23 district is obligated to pay what's called a business  
24 improvement district or BID tax. It's based on linear  
25 square footage. It's not a sales tax. It's not really a

1 property tax. It's specific to the geography of the BID,  
 2 which is mostly the downtown core. And that's our portion  
 3 of that tax on an annual basis.  
 4 **MS. HAGA-BLACKMAN:** It was established in 1998.  
 5 **CHAIRMAN McCUSKER:** '98. Thank you, Brandi.  
 6 **MR. POSTER:** Mr. Chairman, I understand this to  
 7 be a voluntary payment that we make. Is that correct?  
 8 **CHAIRMAN McCUSKER:** Yes. All the government  
 9 entities would otherwise be exempt because we're  
 10 government, but it's been a longstanding practice that the  
 11 county and Rio Nuevo and the city participate in the BID.  
 12 **MR. POSTER:** And this is a calculation of what  
 13 it would have been had we been a private entity?  
 14 **CHAIRMAN McCUSKER:** Exactly.  
 15 **MR. POSTER:** Thank you.  
 16 **MR. MEYERS:** Okay. So that comes up with total  
 17 office and overhead of 1.68 million for the year. So that  
 18 leaves about \$5.4 million available for current projects  
 19 and commitments and new stuff as well.  
 20 **CHAIRMAN McCUSKER:** So touch on those from line  
 21 66 through 72. We're going to go into the marketing  
 22 budget in depth.  
 23 **MR. MEYERS:** Okay. So the ongoing commitments  
 24 we've made for downtown security is about \$50,000 a month,  
 25 the soon to be El Presidio maintenance, which Jannie is

1 So that leaves about \$3 million after those  
 2 items we just talked about to go into our coffers for  
 3 funding for this next fiscal year.  
 4 **MR. POSTER:** Mr. Chairman, I have a couple of  
 5 questions on the ongoing commitments.  
 6 **CHAIRMAN McCUSKER:** Go ahead.  
 7 **MR. POSTER:** Yeah, two items that I just wanted  
 8 to talk about a little bit.  
 9 One is the parking assistance. And what I want  
 10 to look at -- I asked Brandi for some ROI, return on  
 11 investment, information about the event funding and I'm  
 12 curious whether there's any ROI for the parking  
 13 assistance. Has there been any study to indicate what  
 14 kind of return we get from paying for that parking  
 15 assistance? Has there been any study or evaluation or is  
 16 it just kind of a gut feeling that this is a good thing to  
 17 do?  
 18 **CHAIRMAN McCUSKER:** So we have assigned that to  
 19 a subgroup of myself, Richard and Jannie to do exactly  
 20 that on behalf of the board. So we are gathering data.  
 21 Some of that we presented at the last meeting. I think we  
 22 can tell you that we lose money on all of these subsidies.  
 23 Some of them are garage specific, a deal we did some time  
 24 ago with a developer to provide adjacent parking on behalf  
 25 of a relocation or a rebuild. Included in that, of

1 very familiar with. We've got several parking agreements  
 2 to allow people to find places to park their cars when  
 3 they come downtown. There's specific agreements with some  
 4 merchants. We have the assistance with the Pima County  
 5 parking. We have valet parking and several other items  
 6 that comes to about \$120,000 a year.  
 7 Micro loans is a new concept. We might have  
 8 some money available for people that might have some short  
 9 term cash needs that we can help them out with. Last  
 10 month we agreed to help the Roadrunners out to the tune of  
 11 \$240,000, and so thankfully they're hanging around, and  
 12 then we've got a whole list of marketing and events  
 13 assistance.  
 14 **CHAIRMAN McCUSKER:** So micro loans, this is --  
 15 Shay, thanks to you, this is now in the budget. I'm not  
 16 really sure we intend for them to be loans, so we don't  
 17 really have any established policy on how we're going to  
 18 administer this or to whom it goes to or who the target is  
 19 or if we want to outsource this to somebody else to run,  
 20 but I'm thinking maybe it was supposed to be a grant as  
 21 opposed to a loan, but --  
 22 **MR. MARQUEZ:** Yes, a grant.  
 23 **CHAIRMAN McCUSKER:** Dan, we're not expecting to  
 24 see this money back except in economic development terms.  
 25 **MR. MEYERS:** Okay. I will relabel that.

1 course, is the valet service. We just agreed in the last  
 2 meeting to extend that for six months. Corky, we'll  
 3 reevaluate all that in six months' time, so it's a  
 4 combination of -- and then we spend a very little amount  
 5 of money providing some additional security services for  
 6 the Pima County courthouse garage, so they extend those  
 7 hours. So I think, Dan, all that's probably lumped into  
 8 that to the tune of about 10 grand a month.  
 9 **MR. MEYERS:** Yes.  
 10 **MR. POSTER:** Thank you. I don't have any  
 11 disagreement with this, but I'm really happy to hear that  
 12 you all are doing that study, because it seems like a lot  
 13 of money and, therefore, it ought to make some sense from  
 14 a revenue point of view.  
 15 **CHAIRMAN McCUSKER:** There's not a consensus on  
 16 the value of this, so I think the reason we decided to  
 17 let's keep doing it for six months is to get some really  
 18 hard data that supports the economic value of this  
 19 program.  
 20 **MR. POSTER:** Thank you. I appreciate that.  
 21 My other comment was the marketing question in  
 22 line 72. I know we had some comments when we were doing  
 23 our master plan. I know there's an element in our master  
 24 plan about marketing.  
 25 **CHAIRMAN McCUSKER:** We're going to bring that

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1 whole million dollars up line by line here in a minute.  
 2 **MR. POSTER:** Okay. I guess I'd be more  
 3 comfortable if the marketing and events were separated  
 4 lines and not the same line.  
 5 **CHAIRMAN McCUSKER:** All right. We're going to  
 6 see that here in a minute and we can react.  
 7 **MR. POSTER:** Okay. Thank you.  
 8 **MR. MEYERS:** Okay.  
 9 **MS. JIMENEZ:** I have a quick question, too.  
 10 That .18, is that 18 percent next to --  
 11 **CHAIRMAN McCUSKER:** What's that a percentage  
 12 of, Dan, net revenue?  
 13 **MR. MEYERS:** Yeah.  
 14 **MR. SHEAFE:** Line 64, but that's only that one  
 15 line. If you add it up, it comes to 41 percent.  
 16 **MR. MEYERS:** No, I think --  
 17 **MR. SHEAFE:** If you take the 2,260,000 and look  
 18 at that compared to the dollars that we have available,  
 19 you're talking about 41 percent.  
 20 **CHAIRMAN McCUSKER:** So that's related to a  
 21 conversation Mr. Sheafe has initiated for us to track and  
 22 maybe require that the marketing dollars be some  
 23 percentage of a revenue line. We've never -- historically  
 24 it's been a flat budget. That's part of what we're going  
 25 to talk about here next, is do we want to connect

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1 marketing to a line item. Right now it's -- as you'll see  
 2 here in a minute, it covers big and little projects.  
 3 I can tell you that the district is required by  
 4 statute to promote the TIF. And this is how we've done it  
 5 over years past. It doesn't mean that's how we do it  
 6 going forward. But we have historically picked a number  
 7 and then stayed to that number religiously throughout the  
 8 year.  
 9 I think, Brandi, we're going to end up with  
 10 just a couple thousand dollars left for fiscal '24; right?  
 11 **MS. HAGA-BLACKMAN:** Correct.  
 12 **CHAIRMAN McCUSKER:** And we'll show you kind of  
 13 what those commitments look like and then open it up for  
 14 discussion about how we use this money going forward.  
 15 If you scroll up, it's our biggest expense, but  
 16 if you recognize Dan's point, all of this collectively  
 17 seems to be bringing a lot of pedestrian traffic to  
 18 downtown.  
 19 We ready for the marketing budget? Any other  
 20 questions?  
 21 **MR. MEYERS:** Let me just finish up here  
 22 quickly.  
 23 So I've kind of redone my calculations and,  
 24 because of the extra TIF revenue we got this month and  
 25 some projects, you know, kind of getting pushed forward

Page 23

1 and stuff, we've got \$10,200,000 estimated to be available  
 2 at the end of this month. And add that to the \$3.1  
 3 million that we expect the budget shows having excess cash  
 4 for next year, that gives us \$13,000,375 to fund our  
 5 current commitments and any future commitments and have  
 6 some remaining in our coffers, so --  
 7 **CHAIRMAN McCUSKER:** It's using the 1.4 a month  
 8 number, Dan?  
 9 **MR. MEYERS:** Yes.  
 10 **CHAIRMAN McCUSKER:** Let's go to marketing. We  
 11 can come back to the full budget. Remember we have to  
 12 review all this in terms of action anyhow.  
 13 Brandi, will you pull up the marketing budget?  
 14 So what's not in here but maybe, Brandi, you  
 15 can speak to it, is what it was last --  
 16 **MS. COX:** Could I ask, Brandi, if she could  
 17 make that -- if she could enlarge the print. That would  
 18 be very helpful.  
 19 **MS. HAGA-BLACKMAN:** Is that better?  
 20 **MS. COX:** That is better.  
 21 **MS. VILICANA:** Mr. Chairman, may I ask  
 22 something to tee it up?  
 23 **CHAIRMAN McCUSKER:** Go ahead.  
 24 **MS. VILICANA:** Can we talk through like -- I  
 25 think one of the things I asked Brandi is like what's the

Page 24

1 process, so maybe we can start with, you know, for newer  
 2 folks on the board like Shay and myself and Richard and  
 3 others is to say okay, here's kind of the process we take  
 4 folks through that want to submit, and then here's what we  
 5 do post that. So I'd really like to hear that be kind of  
 6 presented if we could do that as well.  
 7 **CHAIRMAN McCUSKER:** Sure. This has also been  
 8 subcommittee'd out. We don't use the word committee, but  
 9 Brandi, Edmund and myself have been responsible for this  
 10 million dollars.  
 11 **MR. MARQUEZ:** And Jannie.  
 12 **CHAIRMAN McCUSKER:** I'm sorry, didn't I say  
 13 Jannie? Jannie, Edmund --  
 14 **MS. COX:** Thank you.  
 15 **CHAIRMAN McCUSKER:** Thank you.  
 16 And most of it is budgeted in the budget and  
 17 we're pretty serious about staying within that.  
 18 Throughout the year, we get some ad hoc requests.  
 19 Brandi, if you'll scroll down to the bottom, we  
 20 try and leave a little money available if something that  
 21 we didn't anticipate pops up, and then those three people  
 22 have the authority historically to spend those dollars.  
 23 And, again, that's the way we've done it in the past. It  
 24 doesn't mean we have to do it in the future.  
 25 So right now almost everything has been

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1 allocated based upon their historical involvement with Rio  
2 Nuevo.

3 So let's go back through those. And this will  
4 give you the full picture of how we spend that money.

5 And to Corky's point, over the years we did  
6 separate what we call the big events from the smaller  
7 events. That's also number of participants and dollar  
8 wise, so --

9 **MS. JIMENEZ:** The big events -- so the  
10 people -- again, how do they -- do they just e-mail you?  
11 I mean, I'm curious as to the process. Are the big events  
12 just assumed they're going to get that money?

13 **CHAIRMAN McCUSKER:** So leave that schedule up  
14 there, Brandi. She's going to show you the website. So  
15 if you have a request, you're obliged to fill out this  
16 request and it comes to the three of us. If you're  
17 approved in the budget, obviously we notify you of your  
18 approval. These are for things that aren't necessarily  
19 discussed today. So there's pretty much a known  
20 request/approval process that's been delegated, so once  
21 the budget has been approved, we don't bring marketing  
22 items back to the full board.

23 Typically that's because things move pretty  
24 quickly and it probably wouldn't surprise you that we  
25 might get a New Year's Eve request on December 15th, so

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1 sometimes we've had to be pretty fast moving if we thought  
2 there was some value.

3 Over the years these have kind of become  
4 repetitive and ongoing. If you'll look at the top 15,  
5 they are all incumbents. You'll notice the one thing  
6 that's zeroed out there, number 15, is Second Saturdays.  
7 We have supported Second Saturdays for years. It was  
8 first launched in 2010, and I think, you know, those of us  
9 that are involved in that believe it may have run its  
10 course.

11 But, Brandi, do you want to just tick through  
12 the events?

13 **MR. OSERAN:** I have one question. Are we to  
14 vote on this today or --

15 **CHAIRMAN McCUSKER:** No, it's going to be voted  
16 on today, has to be voted on today.

17 **MR. OSERAN:** We don't have an opportunity to  
18 vote on each of these events?

19 **CHAIRMAN McCUSKER:** You're doing it right now.

20 **MR. OSERAN:** Well, how did they become included  
21 in the budget? I see events on here that -- that really  
22 hurt downtown businesses and I've never had an opportunity  
23 to discuss them. When does that occur?

24 **CHAIRMAN McCUSKER:** Well, we have to approve  
25 the budget today under the law. I believe this was

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1 distributed last month, but indeed any item that we want  
2 to discuss has to be discussed today. You can always come  
3 back to it and remove something, but we can't add to it  
4 after this budget's been approved.

5 **MR. MARQUEZ:** I would be interested in  
6 Richard's opinion on that. I know obviously we've got to  
7 be careful with the open meeting law, so would it be  
8 kosher to approve this today so we've got the general  
9 amount approved, and then Richard could communicate with  
10 Brandi and Brandi could kind of -- I don't know how Brandi  
11 gets that information. I guess there's three of us, plus  
12 Richard is four. If he gave an opinion to Brandi, she  
13 could share it with us so we could know what his thoughts  
14 are?

15 **CHAIRMAN McCUSKER:** I think it's a bigger  
16 issue. I think it should be done in public.

17 **MR. OSERAN:** Well, I just think it's useful to  
18 discuss this, but, I mean, to discuss it now would extend  
19 this board meeting and it would also -- I don't know that  
20 people are really prepared to discuss each item presently.  
21 There are -- what concerns me is there are events on this  
22 that bring -- that don't produce any revenues into the  
23 downtown district and that actually impact and hurt  
24 downtown businesses. And I think that requires a fuller  
25 discussion than just to see these things we've done before

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1 so we should them again and here they are and let's adopt  
2 this. I think that's a problem for me.

3 **MR. SHEAFE:** Richard, one of the things that  
4 probably can be discussed and put into the queue, I've  
5 been pushing for the idea of just putting an overall  
6 percentage on everything that's listed on that page so  
7 that nobody that's involved -- not involved directly in  
8 making those decisions doesn't have to get into the  
9 details, but we as a board can put a limitation on what  
10 the total is relative to our total funds.

11 So, you know, like, for example, Fletcher  
12 brought up earlier the issue that in enabling legislation,  
13 there is a small component for promotion. Whenever you  
14 get any kind of an award or grant at the university,  
15 there's always a small comment for promoting the  
16 information that you've developed, and that's usually held  
17 to two, three or four percent, sometimes five in usual  
18 circumstances. So that's one way to do it.

19 And then another way is to maybe have the board  
20 address the issue that you're talking about that's a  
21 threshold for making the decision. Like, for example, if  
22 an event is being considered, one of the things that could  
23 be part of that decision process would be whether or not  
24 that actually hurts or helps local businesses.

25 **MR. OSERAN:** Could we move this budget and then



1 come back and discuss these more individually, and if we  
2 end up with extra money because we've determined that it  
3 doesn't assist us in marketing events and helping downtown  
4 businesses, then we can just not fund specific items and  
5 we would have that much extra at the end of the day to  
6 utilize, you know, however we see fit.

7 **CHAIRMAN McCUSKER:** So this is a very important  
8 philosophical question. Historically it doesn't mean  
9 that's how we do it going forward. We as a board  
10 delegated this to a small group of people. It's  
11 incredibly time consuming. It does involve a lot of  
12 diplomacy as each one of these entities plus dozens more  
13 come to us like any arts organization that needs money as  
14 a grantee request. We can bring all of that to the full  
15 board. I would tell you we would spend an hour every  
16 meeting discussing the ins and outs of a single event, so  
17 we've tended to not bring it to the full board but allow a  
18 smaller group of people to make these decisions and trust  
19 that they're doing things that are in the best interests  
20 of downtown.

21 That's, I think, item one in this discussion  
22 section, is do you want to continue that practice. Let me  
23 be clear what this is. This is not a budget. This is a  
24 request from the people who have been doing this  
25 historically, have actually gone through and identified

1 the million dollars that we've spent historically and  
2 prioritized these requests.

3 The board can do whatever you want to do with  
4 this. We do have to approve a budget today, so if we  
5 approve nothing in the marketing budget, the budget for  
6 next year will be zero. You can approve an amount, you  
7 can approve a percentage, you can elect to approve each  
8 and every single item on this list as a full board or you  
9 could delegate it to a smaller group of people.

10 This has been a process that has been very  
11 effective in terms of bringing pedestrian traffic to  
12 downtown, especially the top 10. You know, Dusk we know  
13 is 20,000 people, but this is a different conversation.

14 **MR. OSERAN:** I think bringing pedestrian  
15 traffic downtown doesn't mean it's in the best interests  
16 of the district or downtown businesses. I would think  
17 that we could -- and just because it's something done  
18 historically, it doesn't seem to me that we hand it out  
19 every year without a further discussion of what the impact  
20 has really been. I would prefer that we approve the full  
21 amount but that we take the time before these amounts are  
22 distributed to have a further discussion and then  
23 determine what of the full amount we feel appropriate to  
24 give. It might be the full of amount, but we'd have it in  
25 the budget, but we'd have -- I think it's time to take a

1 hard look, not just do this because we did it in the past.  
2 **MR. MARQUEZ:** To add some spice to this, I'm  
3 typically the one that will meet with the organization  
4 post event and pre-renewal and I'm -- I'm tough on them.

5 I want to know return on investment. I want to know the  
6 number of people that came down, I want to know their  
7 budget, I want to know that we got the marketing  
8 sponsorship that we requested, so it's not just -- this  
9 isn't checking a box. We put a lot of effort into this to  
10 make sure that it's a viable event downtown.

11 So philosophically, though, you having Hotel  
12 Congress downtown, I don't know how that affects or not  
13 affects and I'd love to learn that. I'm even happy to  
14 have lunch with you just to kind of talk about your  
15 philosophy for downtown. But we aren't just checking the  
16 box for them, that's for sure.

17 **MS. COX:** And the other things that's important  
18 to know is that we -- as a part of the application  
19 process, they have to let us know how many -- what their  
20 attendance has been over the past three or four years and  
21 what their protected attendance is. Brandi keeps very  
22 specific books on what that -- in terms of what each  
23 person might spend, what the ROI is for each one of the  
24 events and it's very significant.

25 **MR. OSERAN:** Yeah, but the point is spend

1 where. If you have a closed-in event with vendors that  
2 aren't from downtown selling beverages and food and you  
3 have a -- and you bring, you know, I don't care how many  
4 people, 500, 1,000, 1,500, but if they're not spending a  
5 nickel in downtown businesses because of street closures  
6 and parking issues, they actually prevent people from  
7 reaching downtown businesses and, in my view, that's not a  
8 successful event for Rio Nuevo District or for downtown  
9 businesses that are generating money into Rio Nuevo.

10 What I'm suggesting is we just take a closer  
11 look at these events. And I tell you, impacting street  
12 closure -- and I -- you know, the businesses that I'm  
13 involved in have been a recipient of some of these funds,  
14 so they can be very useful and helpful for cultural events  
15 and other events that really benefit the community. Just  
16 because they've been done in the past in my mind doesn't  
17 mean it's a handout every year into the future. I think  
18 we need to take a closer and harder look at this and see  
19 the real impact on downtown businesses and other -- and  
20 other offices and everything else where people can't even  
21 get into their workplace. These things have an impact and  
22 I think they require a fuller discussion.

23 I don't have any problem with the total amount.  
24 We just want to make sure whether the amounts we're giving  
25 are given in a manner that benefits the Rio Nuevo District

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1 and certainly the downtown community.  
2 **MR. POSTER:** Mr. Chairman, this is Corky. I  
3 have a couple of comments. And it seems to me, number  
4 one, that I really appreciate the three people who are  
5 putting so much time and effort into it. I personally  
6 don't want to see this come to the board. I can  
7 understand what a big job it is and I'm both happy and  
8 thankful that there are three people on the board willing  
9 to do that job, so that's number one.  
10 Number two, I think there's an interesting  
11 object lesson in line 15 where we have Second Saturdays  
12 that do get funding and now has reached an arc where now  
13 they're not getting funding. And I'm wondering if in the  
14 sponsorship process we could start thinking long term of  
15 the arc of each one of these events.  
16 I mean, there's an economic -- you know, an  
17 economic concept called takeoff, which is where you get a  
18 certain amount of subsidy to the point where you're then  
19 self-sustaining, and I'm wondering if there's a way that  
20 the committee could focus on how to slowly lower these  
21 amounts and still get the same result. In other words,  
22 clearly that's what's happened with Secretary Saturday;  
23 right?  
24 **UNIDENTIFIED SPEAKER:** (Inaudible).  
25 **MR. POSTER:** Well, I know, but there's still a

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1 lot of people downtown, which is why there's no need for  
2 Second Saturday. I was around when they first started it  
3 and there was no one downtown, so that was necessary.  
4 My point is that there's probably an arc to  
5 each one of these events and it would it be nice really in  
6 the spirit of what Chris was saying if we can start  
7 ratcheting down some of this in a strategic way saying,  
8 you know, X, Y, Z festival, you've gotten this amount of  
9 money, you know, what is your plan to have less subsidy  
10 next year and the year after that.  
11 So it seems like a long-term budget issue is --  
12 you know, we've made commitments, I think, to each and  
13 every one of them and just calling them up on June 30th  
14 and saying, sorry, what we promised we can't deliver, is  
15 probably not a good thing for Rio Nuevo.  
16 On the other hand, we could say, here's the  
17 money you're getting next year, we'd like a plan for that  
18 to be reduced by X percent in the next year's budget. And  
19 I'm wondering if the committee or the group of three  
20 that's been doing all this good hard work might think  
21 about that as a long-term strategy.  
22 **MR. OSERAN:** Or increased if there's a real  
23 benefit to a certain event, increasing the budget. That's  
24 why I think you have to look at the events and determine  
25 the benefits from that event. So that's where I'm at on

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1 that.  
2 But I agree with Corky' to the extent, you  
3 know, let's look at it, you know, as opposed to just doing  
4 this year what we did last year and on infinitum.  
5 **MR. MARQUEZ:** And we've done that. We will  
6 meet with groups that will ask us for additional funding  
7 because they have advantageous plans to grow the event.  
8 We'll listen to that and contemplate that.  
9 There's also others we have cut back. You  
10 know, we have listened to them. I mean, look at number  
11 one, Arizona Bowl. We used to give much more than this  
12 and we've cut that back. There's multiples without  
13 getting through every single line that we've -- it's like  
14 an S & P 500 index fund. We're looking at some that  
15 increase and some that decrease.  
16 **MS. COX:** And we really have. We take a hard  
17 look at each one of these when they come in now. And we  
18 talk about -- first of all, we let them know, don't come  
19 back next year with a 20 percent increase, because it's  
20 not going to happen. Come back and tell us -- you know,  
21 justify what you're asking for, but don't anticipate.  
22 For a while everyone anticipated that the next  
23 year they were going to get a bit more, and we were  
24 allowing the budget to creep up that way. And the three  
25 us said, no, we're not going to do this anymore. We're

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1 going to take a hard look at every single one, cut some of  
2 them back and make sure people's expectations are not that  
3 Rio Nuevo is going to support them with more and  
4 more dollars every year.  
5 **MR. MARQUEZ:** And to Corky' point, we have been  
6 weaning some off. We have been.  
7 **MR. POSTER:** I have no way of knowing that.  
8 This is the first budget I've ever seen, so --  
9 **MS. COX:** Yeah.  
10 **MR. LEVIN:** For my time on the board, it's  
11 never felt like a rubber stamp or just saying we're going  
12 to continue to do this just because it's the way we've  
13 always done it. I don't think that's the underlying tone  
14 of the way the board's approached things, so I don't think  
15 there's much of a concern, because everything gets  
16 analyzed. It's not just, okay, we're going to do the same  
17 thing we did last year because that's what we always do.  
18 There's always a lot of analysis that goes into any of our  
19 support.  
20 **MR. MEDCOFF:** Mr. Chairman --  
21 **CHAIRMAN McCUSKER:** This is the discussion only  
22 portion of this. You're doing a great job. When we get  
23 into the actual budget approval, we're going to need some  
24 guidance. You have some people that think all of this  
25 line item by line item should come to the full board,

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1 you've had some people say I don't want to look at all  
2 this, which means you would delegate it to a smaller group  
3 of people. If you do that, then, you know, it gets  
4 delegated. Because of open meeting law issues, it can't  
5 be discussed except in a public meeting.  
6 Now, you could also set up quarterly reviews if  
7 you wanted to. We haven't done anything like that. You  
8 could set up a review, you know, midyear that looked at  
9 the return on these investments.  
10 You know, generally a small group of people  
11 know this, but, again, this has not been something that  
12 the full board has wanted to be involved in, so those of  
13 us that are perfectly content to take a million side  
14 meetings and to say no to a lot of people, many of them  
15 friends of ours, that I'm sorry, we're not going to  
16 advance your project, it's a hard business.  
17 And, you know, we'd be happy for other people  
18 that wanted to participate in this. If you want to bring  
19 it back to the full board, that's something that we have  
20 to consider in the next phase of this.  
21 **MR. SHEAFE:** Let me make --  
22 **CHAIRMAN McCUSKER:** Mr. Sheafe, you might want  
23 to talk about your percentage idea.  
24 **MR. SHEAFE:** Thank you. And, by the way, since  
25 I've been the kind of scrooge of this, but that's my

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1 official capacity as the treasurer. I'm not so much  
2 trying to tell people what they should or should not  
3 think, I just think it's important that I get the picture  
4 put in perspective on the floor and then let the board use  
5 its own good judgment to decide that.  
6 But I'd like to first state that, you know, I  
7 get involved in certain things and all day yesterday I  
8 spent virtually 100 percent of my time on two elements of  
9 Rio Nuevo. And I really profoundly appreciate the effort  
10 that goes into this. I don't underplay it in any way. I  
11 know that it takes tremendous amounts of time that you try  
12 and analyze all of these, make those decisions.  
13 The request that I would have is two parts.  
14 First, that we not look at one group and then a second  
15 group and divide it up. It's one pile of expenditures  
16 that go to things that do not put bricks and motor in the  
17 ground that create businesses that are going to add new  
18 revenue streams for the district. And that is my personal  
19 push to try and remind everybody that that's our mission.  
20 So I think we ought to look at this as a million 540 spent  
21 last year.  
22 And then the other request I would make is that  
23 rather than try and get into the details, because I  
24 frankly think anybody on the board that got pulled into  
25 this might quickly regret that they did, but rather that

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1 you just take an overall cap and say, you know what, we  
2 shouldn't be spending more than X percentage on  
3 non-reproducing assets, period.  
4 **CHAIRMAN McCUSKER:** The total of this is a  
5 million dollars.  
6 **MR. SHEAFE:** No, it's a million 540. You  
7 add --  
8 **CHAIRMAN McCUSKER:** No, it's 460 and 540  
9 combined. It's not a million 540. It's 1 million even.  
10 **MR. SHEAFE:** Oh, I see the way you're claiming  
11 that. I'm sorry and I stand corrected. Yeah. Okay.  
12 What I'm thinking of and actually adding a few  
13 things in here, I'm thinking of all the things that we  
14 spend money on that do not add revenue streams in the  
15 future other than the events that are involved. And I'd  
16 like to see that in one pile and then, this is my personal  
17 thought, and it's just that because I'm one of nine votes,  
18 that we ought to then say, you know what, no matter what  
19 happens, we shouldn't be taking more than this percentage  
20 of our total revenue stream and allocating it to things  
21 that do not produce future revenue at future events, which  
22 is a business.  
23 **CHAIRMAN McCUSKER:** So I would argue that every  
24 single one of these brings notoriety, traffic, revenue to  
25 downtown.

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1 **MS. COX:** And I would agree.  
2 **CHAIRMAN McCUSKER:** The one that we believe has  
3 run its course was Second Saturday. We've negotiated --  
4 but if you just look at the top 10, the New Years Eve  
5 event is now the Snoop Dog New Year's Eve event.  
6 **MR. MARQUEZ:** Yeah.  
7 **CHAIRMAN McCUSKER:** The Dusk Festival last year  
8 brought 25,000 people. El Tour de Tucson, our money is  
9 contingent on the ride beginning and ending in Tucson and  
10 literally, you know, 20,000 riders spend money while  
11 they're here. The Mariachi Festival, we pleaded with them  
12 to come back downtown instead of going to the casino.  
13 Meet Me at Maynard's generates people every week. Parade  
14 of Lights, we resurrected that. Except for that money,  
15 the Parade of Lights would not exist. I think, Brandi, it  
16 had 25,000 people. The Jazz Festival --  
17 **MS. HAGA-BLACKMAN:** It was like 30,000 last  
18 year.  
19 **CHAIRMAN McCUSKER:** The Jazz Festival,  
20 65 percent of those tickets are sold to people from out of  
21 town. Tucson Meet Yourself is probably the biggest event  
22 in Tucson. Could they live without this money? Yeah,  
23 maybe, but we get a lot of branding recognition from that.  
24 The Sugar Skulls, you know, we advertise with the Sugar  
25 Skulls, we advertise with the Roadrunners.

1 But then you look at the little events. You  
2 know, which one wouldn't you do, you know, which one is  
3 inclusive, which one is important, is the opera more  
4 important than the All Souls Procession, is the ballet  
5 more important than the black-owned business event. Go  
6 through the list. What wouldn't you do?

7 **MR. SHEAFE:** Well, that's why I didn't think  
8 that it should be something that others -- other than  
9 those people that are taking the time to really understand  
10 should get that involved in it, because you can't make  
11 those decisions independent, but you can understand that  
12 we don't want to take more than a certain percentage of  
13 our total revenue and allocate it to things that will not  
14 be funded the year after we expire.

15 **MR. MARQUEZ:** Let's make it 20 percent. We're  
16 already at 18 and we're good. We're below. We're two  
17 points below.

18 **MR. SHEAFE:** Maybe that's the -- you know,  
19 maybe that's -- it's your choice. I'm just -- you know,  
20 I'm being a broken record on this, because I want to keep  
21 that issue on the table. The details of how we get there,  
22 that takes a lot of work and effort and nobody is more  
23 appreciative of that than me.

24 And I don't disagree that a lot of these have  
25 really promoted downtown. You have to recognize the

1 from the public, from the businesses who operate downtown,  
2 is that these events are great, but they're still not  
3 overall promoting how do people get downtown, how do they  
4 park downtown, how do they visit your business, how do  
5 they have -- you know, we've talked about increasing the  
6 actual marketing budget for downtown, and I don't see that  
7 in this line item.

8 Corky had asked that question earlier, but  
9 how -- where is the budget for just, you know, promoting,  
10 you know, actual marketing outside of events?

11 **MR. MARQUEZ:** We also have to be super careful  
12 with that. Like there was a point where we started  
13 getting approached by radio stations, TV stations. We had  
14 had a small package with Cox Media, et cetera. That gets  
15 super expensive if we start going down that road. So we  
16 haven't really delved into the actual how do we market  
17 downtown separately in our own campaign separate from  
18 events and the things we're doing here.

19 **MS. HAGA-BLACKMAN:** Can I also mention that's  
20 what DTP -- that's what that BID tax is for as well.

21 **MS. COX:** Thank you, Brandi. That's what DTP  
22 is there for --

23 **MR. MARQUEZ:** 230,000.

24 **MS. COX:** -- is for downtown and we support  
25 them with nearly a quarter million dollars a year, so I

1 success of all this.

2 **MR. MARQUEZ:** Some inside baseball. As Dan  
3 just increased our revenue, right, our revenue projection,  
4 you would have just increased our marketing budget and we  
5 don't need more money if we had a percentage.

6 **CHAIRMAN McCUSKER:** Yeah, we might be  
7 \$5 million over budget. Do you want that to leak into  
8 marketing?

9 **MR. SHEAFE:** Let me do throw a side issue. I  
10 mean, this is part of a discussion, so we can do this. We  
11 got through COVID because we had a reserve account that we  
12 drew against close to \$5 million. We have no reserve  
13 account. If we get hit again, the district could  
14 seriously underperform its commitments, so one of the  
15 things that I would like to see, and that's just your  
16 treasurer talking, that we begin building a reserve  
17 capacity just in case we get hit with another black swan.

18 **MR. MARQUEZ:** Shay has a question.

19 **MR. SHEAFE:** No one thought it would ever  
20 happen, but it did.

21 **MS. JIMENEZ:** Thank you, Chris. I really  
22 appreciate all of the fiscal perspective. I -- I find  
23 myself also feeling like the percent is a really cut and  
24 dry way for me to think about it. And I -- for me also  
25 hearing some of the other concerns that are brought to us

1 think we're doing our part in that.

2 **MS. VILLICANA:** Okay. I'm going to ask a  
3 question. Please, may I. So one of the things I would  
4 suggest is maybe having a little task force, so maybe one  
5 of the participants on the committee not be in that task  
6 force so that -- so Richard can join in and have a healthy  
7 discussion, Brandi being there showing the data points,  
8 showing the history, showing how they measure and the  
9 vetting process.

10 Then the other piece of this is what I'd like  
11 to see Rio Nuevo do. And this goes along with the thing  
12 that she was saying and what Corky's saying and then what  
13 Chris is saying is we need to be able to tell folks in the  
14 community that have an interest -- that are  
15 entrepreneurial that have an interest in placing  
16 themselves potentially in our district the story about the  
17 district and how to get access to the district as well as  
18 its opportunities for cross-pollination of -- of maybe  
19 even synergizing with other businesses within our  
20 district.

21 We don't tell that story. I'd love to see a  
22 marketing plan around that. So if we could do something  
23 through social media, I'm not saying go do radio spots and  
24 expensive projects around hiring major firms. I think we  
25 could do it in a microcosm, LinkedIn, Facebook, using the

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1 resources that are right at our fingertips, right? We do  
2 it with TCC, we can do it with our organization but in a  
3 microcosm. I'm not saying a big, splashy campaign, but I  
4 think we should tell the story, in other words,  
5 interviewing people in the district that have been  
6 recipients of the dollars tell their story and then give  
7 information as to other folks how they can dial into  
8 getting into our corridor.  
9 We have increased our revenues. When I first  
10 started, they were averaging about 1.2 million a month.  
11 Now we're at 1.6, in the last couple, 1.5, 1.4, 1.5, 1.6,  
12 that tells a story, right? So we are receiving revenue  
13 streams, and it's going to be multifaceted. So these  
14 things are important. I don't discount that. I just  
15 think if we have a little bit more collaboration, a little  
16 bit more focus on not only these wonderful events but  
17 let's do a marketing campaign. Let's focus on getting  
18 more revenue down here, getting to the people that maybe  
19 don't even know about us or how to reach us. I just --  
20 You know, by example, some good friends of mine  
21 just brought property in this corridor. They had no clue  
22 about Rio Nuevo, no clue. And it was just by happenstance  
23 they mentioned this bought this acreage, and then I was  
24 like, hey, where is it again. And so those kind of things  
25 we need to get better at. And they're smart people, so

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1 it's not like -- I think we need to tell our story and we  
2 need to do it in a way that's not costing us a ton of  
3 money.  
4 **MR. POSTER:** This is Corky again. I want to  
5 thank both Shay and Taunya for saying what I was trying to  
6 say a lot better than I said it.  
7 We have an element in our not yet approved  
8 master plan that says let's increase common marketing for  
9 activities and programs and opportunities in Rio Nuevo.  
10 We had a speaker at our master plan meeting, Patricia  
11 Schwabe with Peach Properties, who made her entire  
12 presentation about a need for a common marketing effort.  
13 That's why I thought that it would be useful to have a  
14 separate line item for marketing and events. Those are  
15 not the same in my mind, although I understand the  
16 argument that events do market downtown, but that's  
17 different than marketing.  
18 And I would suggest that we create that line  
19 item in the budget, we put a nominal \$50,000 in that  
20 budget so that we can explore over the next year some of  
21 the things that Taunya was talking about and let's sort of  
22 start moving in that direction and see if it makes any  
23 sense or not.  
24 I'm not trying to spend a huge amount of money,  
25 Edmund, but it seems like we're hearing from folks

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1 downtown that might be a useful thing. And I think Taunya  
2 summarized it really, really, well. That might be a smart  
3 thing for us to do in this upcoming here.  
4 **MR. MARQUEZ:** So some very good points. Just a  
5 few variables, some very good points, very good points.  
6 **CHAIRMAN McCUSKER:** We do have a public  
7 relations budget. It's not included in this.  
8 Brandi, if you can, Dan, go back to that.  
9 **MR. MARQUEZ:** I'd like to make my points.  
10 Number one is Fletcher and I speak at least  
11 weekly every other week, give tours downtown, et cetera.  
12 You are all welcome to speak on behalf of Rio Nuevo.  
13 Brandi's got a PowerPoint you can use. It's not just us.  
14 Like you guys can do it. I wasn't on exec when I started  
15 speaking on behalf of Rio Nuevo.  
16 Number two, I believe there are restrictions in  
17 regards to what we can do as a state agency when it comes  
18 to social media whether it comes to Twitter, et cetera.  
19 We have to be cognizant of that.  
20 Number three, let's all keep in mind, too,  
21 we're all still volunteers, right? So for us to create  
22 this campaign and do the videos, I'm up for it. Just know  
23 we would be hiring an advertising agency and they would  
24 have to recreate a campaign and we're going to be putting  
25 a chunk of money towards that.

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1 **CHAIRMAN McCUSKER:** We do have a line item for  
2 that. There's never been much in there.  
3 Brandi, if you -- Dan, where is that --  
4 **MS. HAGA-BLACKMAN:** Well, it's \$12,000.  
5 **CHAIRMAN McCUSKER:** Where is it in?  
6 **MS. HAGA-BLACKMAN:** We took it out because you  
7 guys wanted it out of this budget, but it could be  
8 included in this line right here. And that \$12,000 --  
9 **CHAIRMAN McCUSKER:** We didn't move it to --  
10 it's not in the admin budget?  
11 **MR. MEYERS:** No.  
12 **MS. HAGA-BLACKMAN:** No.  
13 **CHAIRMAN McCUSKER:** All right.  
14 **MS. HAGA-BLACKMAN:** And that's just for the e  
15 newsletters.  
16 **CHAIRMAN McCUSKER:** I tend to agree with  
17 Edmund. And we have 20 projects probably we're looking  
18 at. We cannot manage the stuff on our plate, and at some  
19 point pretty soon we're going to run out of geography. I  
20 think people that want to work with us find us. There is  
21 an element of promotion to this. There's an element of  
22 promoting this to the legislature. We've avoided that  
23 this year because things are so chaotic up there, but  
24 there may be a chance for us to tell our story. The Trend  
25 Report is a great piece. We could get a thousand copies

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1 of that and send it wherever we want.  
2 So I'm fine with some sort of public relations  
3 item. If you want to put it in this budget or a  
4 stand-alone item, we can do that. I think there's a lot  
5 of value in us telling our story.  
6 **MR. SHEAFE:** Well, we could also ask the  
7 Downtown Tucson Partnership to include in the money that  
8 we're giving them an outreach for Rio Nuevo that could  
9 fill that goal and make sure those funds are expended in  
10 that manner.  
11 **MR. MARQUEZ:** Yeah.  
12 **MS. VILLICANA:** Good idea, Chris. And the  
13 miscellaneous events not yet allocated, definitely there  
14 could be a subset of this go through there. We can  
15 certainly use that as a way to build on.  
16 **CHAIRMAN McCUSKER:** If you want to pencil that  
17 in. We're not taking action now, but, Dan, if you want to  
18 identify, I would call it public relations, some number  
19 50,000 was suggested.  
20 I think we have to decide how we want to  
21 advance this in the next session. We can go through every  
22 single line item and vote up or down, we can go through it  
23 in sections, admin, you know, whatever and approve it in  
24 sections. We can approve a number but not any of these  
25 events and have some sort of process that backs into the

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1 event approval. All of that you're going to have to think  
2 about and we're going to have to move those items to  
3 action in the next session.  
4 Brandi, do we have anybody from the public that  
5 signed up to speak?  
6 **MS. HAGA-BLACKMAN:** No.  
7 **CHAIRMAN McCUSKER:** Okay.  
8 **MR. SHEAFE:** Just before we do that, let me  
9 just make one final point. You guys have had to listen to  
10 my diatribes over and over again, but there is a major  
11 issue here that I'd like to keep reminding you of, and  
12 that is that the size of the district and the number of  
13 blank spots that we've got and the number of storefronts  
14 we need to fill is huge.  
15 And if we took every dollar that we're going to  
16 generate from here on out, including increases in revenue  
17 from new businesses, to the end of our term, we will  
18 probably be lucky to fill half of the needs that are out  
19 there to generate more businesses. And I'd like you to  
20 just keep that in mind when you think about taking dollars  
21 and using them up in revenue streams that are nice and  
22 they do bring a lot of people, they create a nice event or  
23 they support a social cause, but they don't create a new  
24 business, and that's one dollar more lost to that  
25 particular long-term goal.

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1 And just something I'd like to raise, because  
2 we're way short of what it normally takes to rebuild a  
3 community. And we've done a remarkable job, a lot of it  
4 through Fletcher's leadership when he came up with the  
5 idea of using the GPLET process to leverage dollars. Now  
6 we're getting complimented and I really give Fletcher -- a  
7 lot of this all came out of a San Diego meeting and, you  
8 know, we've taken a very few dollars, 110 million, and  
9 turned that into a billion three and that hasn't been done  
10 anywhere and it's a remarkable accomplishment.  
11 But we have an enormous job to go forward to  
12 get done if we're really going to end the district with  
13 the kind of results that were envisioned in the original  
14 legislation.  
15 And that's the end of my long speech. Thanks  
16 for listening.  
17 **MS. COX:** We will always listen to you, Chris,  
18 because what you've got to say is always thoughtful and  
19 smart and we appreciate very much your passion for this.  
20 And we might not agree with every little thing, but,  
21 honestly, you have put so much time and effort --  
22 thoughtful time and effort and your experience that goes  
23 into that just makes it incredibly valuable, so thank you  
24 for every word of your lecture to us.  
25 **MR. SHEAFE:** Well, you're being overly kind,

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1 but thank you.  
2 **CHAIRMAN McCUSKER:** Okay.  
3 **MR. MARQUEZ:** Tim Medcoff has a question.  
4 **CHAIRMAN McCUSKER:** Tim, go ahead.  
5 **MR. MEDCOFF:** Yeah. I just want to clarify on  
6 behalf of Mark and myself. There is no marketing  
7 committee. There's an ad hoc group, so I just want to  
8 clarify that for the public as well as for the minutes so  
9 that the record's clear. Thank you.  
10 **CHAIRMAN McCUSKER:** When we use smaller groups  
11 of people, we delegate to them, but they are not official  
12 committees. Thank you for that.  
13 Okay. We have to move action on the budget, so  
14 Dan and Brandi, if you'll pull it back up. Let's start at  
15 the top and see what the board's pleasure is.  
16 **MR. COLLINS:** Mr. Chairman.  
17 **CHAIRMAN McCUSKER:** Who was that?  
18 **MR. COLLINS:** This is Collins. If you're going  
19 to move to the action item, you need to recess the hearing  
20 and reconvene the board meeting.  
21 **MR. MARQUEZ:** Yes.  
22 **CHAIRMAN McCUSKER:** I assume that we approved  
23 the budget in the budget hearing. Am I incorrect?  
24 **MR. COLLINS:** No. The budget hearing is  
25 discussion only. Move on to the budget and item seven.

1       **CHAIRMAN McCUSKER:** I guess I need a motion to  
2 terminate the budget hearing.  
3       **MS. COX:** So moved.  
4       **MR. MARQUEZ:** Second.  
5       **CHAIRMAN McCUSKER:** All in favor say aye.  
6 (Motion made, seconded and passed unanimously)  
7       **CHAIRMAN McCUSKER:** Now we're back in our  
8 regular meeting. This is item number seven, the budget,  
9 possible action.  
10       So I think the first assumption that we have  
11 any opportunity for input in is Dan's 140,000-dollar a  
12 month estimate. Everything else in there is pretty much  
13 sealed in stone.  
14       Are we comfortable that that's a reasonable  
15 estimate of revenue for next year?  
16       **MR. SHEAFE:** I would like to support that  
17 assumption, and it's Chris Sheafe talking.  
18       **MS. VILICANA:** I'll second that, Taunya.  
19       **CHAIRMAN McCUSKER:** That makes that a motion.  
20 We have a motion and a second to accept 1.4 million as our  
21 budget forecast for next year. All in favor say aye.  
22 (Motion made, seconded and passed unanimously)  
23       **CHAIRMAN McCUSKER:** Okay. Let's move down,  
24 Brandi.  
25       So now you get to the expense side. I would

1 consider these fixed. The only one that's really  
2 estimated in there is legal. The rest of these are what I  
3 would consider fixed. So one thought would be you  
4 approve --  
5       What is this category called?  
6       **MR. SHEAFE:** It would be fixed overhead  
7 expense.  
8       **MS. VILICANA:** I move to approve the fixed  
9 overhead expense.  
10       **MR. MARQUEZ:** Second.  
11       **CHAIRMAN McCUSKER:** A motion and a second to  
12 approve the overhead. That number is 1,068,250. All in  
13 favor say aye.  
14 (Motion made, seconded and passed unanimously)  
15       **CHAIRMAN McCUSKER:** Okay. So what we call the  
16 other commitments, these are also fixed. The parking  
17 assistance will be reviewed in six months. We've got some  
18 work to do on how we define micro grants. Let's hold the  
19 marketing item as a separate item, so if you are inclined,  
20 you could approve 67, 68, 69, 70, 71.  
21       **MS. VILICANA:** So I move to approve 68, 69, 70  
22 and 71.  
23       **CHAIRMAN McCUSKER:** 67 through 71.  
24       **MS. VILICANA:** 67 through 71, move to approve.  
25       **MS. COX:** Second.

1       **MR. OSERAN:** I have one question on that. The  
2 parking assistance is something that we're going to  
3 revisit in six months, so if we determine that we aren't  
4 going to fund that any further, are we still able to do  
5 that notwithstanding the fact that you've approved it --  
6 or we would have approved it up to the amount of --  
7       **CHAIRMAN McCUSKER:** We can always reduced the  
8 budget. We can't increase it.  
9       **MR. MARQUEZ:** Yeah. We'll have money left over  
10 in that category.  
11       **CHAIRMAN McCUSKER:** Yeah, so I think if you  
12 want to have her add that as an amendment, approve those  
13 subject to the six-month review on item 69.  
14       **MR. LEVIN:** So moved.  
15       **MS. VILICANA:** Second.  
16       **CHAIRMAN McCUSKER:** And that was seconded. Who  
17 seconded that?  
18       **MS. VILICANA:** I did. So I need to amend my  
19 motion, if I could, please.  
20       **CHAIRMAN McCUSKER:** Go ahead, Taunya.  
21       **MS. VILICANA:** So I'd like to approve for 67  
22 through 71 with the amendment that parking assistance be  
23 reviewed but not to exceed -- reviewed in six months but  
24 not to exceed the budgeted amount and can be reduced based  
25 on the analysis and the vote by the board.

1       **MR. OSERAN:** And I second that amended motion.  
2       **CHAIRMAN McCUSKER:** Okay. A motion and a  
3 second to approve those items subject to the marketing  
4 review in six months, basically five months from now. All  
5 in favor say aye.  
6 (Motion made, seconded and passed unanimously)  
7       **CHAIRMAN McCUSKER:** All right. Thank you for  
8 your hard work.  
9       So this is the big bogie. You have a lot of  
10 options here. You could approve the amount requested to  
11 get it in the books and our budget gets published. It has  
12 to go to the state and the county by the end of the month.  
13 You could change this budget. You could decide how you  
14 want to determine these items. It's really -- you could  
15 apply a percentage. All of that is open for discussion.  
16       **MR. MARQUEZ:** Mr. Chair, I move we approve line  
17 72 as written.  
18       **MR. LEVIN:** Second.  
19       **CHAIRMAN McCUSKER:** Who seconded that?  
20       **MR. LEVIN:** Me.  
21       **CHAIRMAN McCUSKER:** Okay. We have a motion and  
22 a second to approve the million dollars as presented in  
23 the attachment. Let's do a roll-call vote.  
24       **MS. HAGA-BLACKMAN:** I need to see you guys to  
25 call your names.

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1 Corky Poster.  
 2 **MR. POSTER:** I'll vote no right now.  
 3 **MS. HAGA-BLACKMAN:** Chris Sheafe.  
 4 **MR. SHEAFE:** No.  
 5 **MS. HAGA-BLACKMAN:** Mike Levin.  
 6 **MR. LEVIN:** Yes.  
 7 **MS. HAGA-BLACKMAN:** Edmund Marquez.  
 8 **MR. MARQUEZ:** Aye.  
 9 **MS. HAGA-BLACKMAN:** Richard Oseran.  
 10 **MR. OSERAN:** Aye.  
 11 **MS. HAGA-BLACKMAN:** Jannie Cox.  
 12 **MS. COX:** Aye.  
 13 **MS. HAGA-BLACKMAN:** Taunya Villicana.  
 14 **MS. VILLICANA:** Aye.  
 15 **MS. HAGA-BLACKMAN:** Shay Jimenez.  
 16 Shay, are you there?  
 17 **MS. JIMENEZ:** I'm sorry. I didn't hear you say  
 18 my name. I'm going to vote no.  
 19 **MS. HAGA-BLACKMAN:** Fletcher McCusker.  
 20 **CHAIRMAN McCUSKER:** What's the tally?  
 21 **MS. HAGA-BLACKMAN:** One, two three -- three  
 22 noes.  
 23 **CHAIRMAN McCUSKER:** Five yeses, four yeses?  
 24 Brandi, tell me the vote, please.  
 25 **MR. MARQUEZ:** I think it's five yeses, three

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1 been --  
 2 **MR. POSTER:** Me either, which is why I voted  
 3 no.  
 4 **MR. MARQUEZ:** Well, my motion was just simply  
 5 approving the dollar amount in line 71. We can get into  
 6 the details later. This is just for us to publish a  
 7 budget.  
 8 **MR. POSTER:** Well, if that's the case, I'll  
 9 change my vote to yes.  
 10 **CHAIRMAN McCUSKER:** That was not clear in the  
 11 motion.  
 12 **MS. VILLICANA:** And then also adding the other  
 13 element of the miscellaneous allowing for a portion to be  
 14 allocated for promoting the organization or promoting --  
 15 **CHAIRMAN McCUSKER:** This was Mr. Marquez's  
 16 motion. Correct me if I'm wrong, Collins. He can ask to  
 17 reconsider.  
 18 **MR. MARQUEZ:** There's no reconsider. It  
 19 passed. But yeah, I mean, pragmatically Fletcher asked  
 20 Dan to add \$50,000 -- all of that stuff -- it's a working  
 21 marketing budget where we just approved the million. We  
 22 can (inaudible) for you if you like certain events, don't  
 23 like certain events. It's just a dollar amount.  
 24 **CHAIRMAN McCUSKER:** Are you all comfortable  
 25 that that's what you approved? You approved a

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1 noes.  
 2 **MS. HAGA-BLACKMAN:** Three noes and one, two,  
 3 three, four, five yeses.  
 4 **CHAIRMAN McCUSKER:** Five yeses, three noes;  
 5 correct?  
 6 **MS. HAGA-BLACKMAN:** Correct.  
 7 **CHAIRMAN McCUSKER:** I abstain. The motion  
 8 carries five to four.  
 9 It would have been 5-4 or 6-3. It didn't  
 10 matter.  
 11 So that's in the -- in the budget. I suppose  
 12 you can suggest changes to the process. What you approved  
 13 is a number. If you have any interest in how that's  
 14 determined, now would be the time to speak up.  
 15 **MR. POSTER:** Mr. Chairman, I voted no just  
 16 because -- maybe I misunderstood, but I thought that  
 17 brought with it all the detail from the other line items  
 18 and small events and big events and I wanted to see a  
 19 separate line item added for marketing or public  
 20 relations, whatever you want to call it. That's why I  
 21 voted no. I have no objection to the 1 million dollars. I  
 22 just think it might be sliced slightly differently.  
 23 **CHAIRMAN McCUSKER:** We did talk about that. I  
 24 don't know that that made it into the item when Edmund  
 25 moved to approve it as written, so that wouldn't have

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1 million dollars. You did not approve the --  
 2 **MR. POSTER:** If I can, I'll change my vote,  
 3 because I thought I was voting on something different.  
 4 **CHAIRMAN McCUSKER:** It's going to pass one way  
 5 or the other unless --  
 6 **MR. POSTER:** Okay. Then don't worry about it.  
 7 **MR. MARQUEZ:** Yeah. Thank you, though. I  
 8 appreciate it. Good conversation.  
 9 **CHAIRMAN McCUSKER:** Let's discuss the process  
 10 then.  
 11 So you have a million dollar marking PR budget  
 12 and you have a couple million dollars worth of requests I  
 13 would assume. How do you know want to handle it?  
 14 **MR. MARQUEZ:** So if I can input here, we have  
 15 three individuals that make up a subgroup, right, Tim, a  
 16 subgroup, and it would be great. I mean, there's  
 17 framework for what we typically support, who needs our  
 18 support, people we could remove, people we could increase,  
 19 decrease, et cetera. It would be great to revisit this in  
 20 a board meeting, put it in the agenda and let's have a  
 21 discussion on marketing. There's nine of us.  
 22 **CHAIRMAN McCUSKER:** Okay. Anybody disagree  
 23 with that plan?  
 24 Taunya?  
 25 **MS. VILLICANA:** I agree with that. I just want



1 to add to that. May I? So what I'd like to see is --  
2 because Brandi has the data, I'd like to see the data. If  
3 we could bring that to the board meeting in a summation  
4 that allows us to see what you all are talking about in  
5 your task force, that would be great. And then that way  
6 we can have -- you know, I think Richard had some things  
7 that we could just explore, right? Let's look at the  
8 data. If there's something in there that we can all kind  
9 of agree upon or disagree or come to a consensus, I would  
10 be grateful.

11 **MR. MARQUEZ:** Yeah, let's explore.

12 **CHAIRMAN McCUSKER:** Shay, your hand's up. Go  
13 ahead.

14 **MS. JIMENEZ:** Yeah. I totally agree with what  
15 Taunya was saying. I would like to understand -- like to  
16 me what's really inconsistent is the dollar amount that's  
17 assigned to each group. Like why are some groups only  
18 given a 1,000, one group is given 100,000. Like there's a  
19 huge -- to me that's a huge gap and I don't understand why  
20 not having been a part of the process and being new to the  
21 board.

22 And similarly I would also like to discuss a  
23 long-term strategy for some of these organizations. You  
24 know, to me the cab makes some sense, but then also how do  
25 you kind of wean people off (inaudible) something we

1 potentially discussed. I agree with funding everybody  
2 fully now because they're counting on that money this  
3 year, but potentially looking at a plan to -- to maybe  
4 decrease dependency on these dollars is something else I'd  
5 be interested in discussing.

6 **MR. MARQUEZ:** And so real quick, I know Corky's  
7 hand's up, but just to respond to Shay, some of those  
8 smaller line items -- and it's really loud in the  
9 background, but in regards to the -- some of the smaller  
10 events, some of those won't even happen again this year.  
11 We're going to have those dollars available as  
12 variable dollars to move forward into this next fiscal  
13 year.

14 **CHAIRMAN McCUSKER:** A lot of those smaller  
15 items were requested at that level. You know, we get a  
16 lot of people that only want \$1,000 or \$2,000, so, you  
17 know, we tend to look at those requests as important, is  
18 it reasonable, is this something we're willing to support,  
19 but many of those requests start out very small.  
20 Corky.

21 **MR. POSTER:** Yeah. I like what Edmund had to  
22 say very much. Number one is I love the idea that there  
23 are three members of our board in a task force willing to  
24 do a lot of hard work, and so I would do nothing to  
25 dissuade that great work from continuing.

1 But what I like what Edmund said is that there  
2 are three people in that group and there's other expertise  
3 on the board and it would be great to be able to pull in  
4 Richard for a conversation about one item or another or  
5 Shay or, you know -- or Mike or -- you know, anyone else  
6 on the board. But there are three people in that subgroup  
7 and you have the option of calling in a fourth person to  
8 discuss an item without violating the open meeting law.  
9 So I think that model's great, three people working very  
10 hard, but there is the opportunity to bring in a fourth  
11 person if there's a topic that that fourth person has some  
12 insight, knowledge on.

13 **CHAIRMAN McCUSKER:** We approved the budget in  
14 sections. Mr. Collins, I'm confident we approved the  
15 Gestalt. Should I take a motion to approve the entire  
16 budget or do you think we're okay?

17 **MR. COLLINS:** I'm comfortable with the way the  
18 board has approved the budget, Mr. Chairman.

19 **CHAIRMAN McCUSKER:** Okay. Dan, that gets  
20 posted posthaste. We have to get it to the county and the  
21 state.

22 **MR. MEYERS:** Yes.

23 **CHAIRMAN McCUSKER:** Okay. Now for the fun  
24 part, item eight, election of officers. You can see this  
25 is also divided into a discussion phase and an action

1 phase. And this was tabled from last month because we  
2 weren't exactly clear what the November motions provided.  
3 And I'll paraphrase what Mr. Collins has provided for us.

4 Mark, if you want to add anything to that, but  
5 we did go back and look at the November meetings. There  
6 were two of them. The first meeting convened with the new  
7 members and then a follow-up meeting two weeks later that  
8 helped adjust the bylaws to the motions.

9 In both of those meetings, it was crystal clear  
10 that what we were approving was a six-month term, not a --  
11 normally our terms are two years. These were approved for  
12 six months. So indeed the officer trial period has come  
13 and gone and we're now obliged to elect a permanent slate  
14 and/or some other alternative to that as a temporary  
15 slate, less than two years. So let's discuss that before  
16 anybody makes a motion.

17 And, Corky, we kind of interrupted you last  
18 meeting as you were describing your concerns.

19 **MR. POSTER:** Okay. Well, my compliment to  
20 Edmund Marquez having an ulterior motive, which is that we  
21 have exactly the same problem with the exec committee as  
22 Edmund described on the task force looking at events and  
23 marketing, which is that when those three folks are  
24 dealing with an issue, they can add a fourth vote -- a  
25 fourth person for the discussion based on expertise or --

1 or any other kind of input and still not be in violation  
2 of the open meeting law.

3 We have added a new position to our officers  
4 that was never there for the entire time of Rio Nuevo. It  
5 was added at our last bylaws and it created a new  
6 position. In my opinion, it created a serious problem for  
7 the five members of the board that are not on the exec  
8 committee or the exec group. And that is to say that --

9 Let me give you a good example. It doesn't  
10 have to be controversial. If anyone on the board has an  
11 idea for adding an agenda item, I've tried doing that and  
12 been told that we're in violation of the open meeting law.  
13 There's nothing in our agenda that's called new business.  
14 There's no way for the five non-exec folks to fully  
15 participate in the business of the board starting with the  
16 agenda for example.

17 And I absolutely am awed by the amount of work  
18 that the four people on the exec committee have been  
19 doing. On the other hand, that structure, not the people,  
20 not the opinions, not the politics, but that structure  
21 prevents the other five board members from being active  
22 participants on any issue in particular.

23 And so my thought was to vacate the vice chair  
24 position, not the person but the vice chair position, and  
25 go back to a three-person executive board. That executive

1 group can call in any fourth person they want for any  
2 reason and they can call the same person that's been at  
3 the exec meetings for the last six months and make a  
4 decision, but it also gives the opportunity for them to  
5 call in someone who's not on the exec committee. It also  
6 gives the opportunity for any non-exec committee member to  
7 make a suggestion for an agenda item, to make a suggestion  
8 for a topic to be discussed.

9 And so I think -- my point of my motion six  
10 months ago was to explore the structural implications of  
11 having four exec members on a nine-person board. And I  
12 didn't know much about it when I joined the board, and  
13 having watched it, I just think it's a fatal problem on  
14 the board, again not casting aspersions on any  
15 individuals. I totally appreciate all the good work that  
16 people are doing, but it creates a structural problem that  
17 I have found very, very frustrating.

18 Every time I've suggested a conversation with  
19 the Chairman, he said, gee, I'd love to do that, but that  
20 would be -- run afoul of the open meeting law. And so I  
21 really think this would be -- and I'd like to separate it  
22 from personalities. I would just like to suggest that we  
23 go -- that we undo -- I don't think we need to do it in  
24 the bylaws, but we vote for this next term to leave the  
25 vice chair position vacant and try another term where we

1 give five board members a better chance to participate in  
2 the business of the board.

3 **MR. MARQUEZ:** Two variables if you don't mind.  
4 And thank you for that, two variables. Number one,  
5 according to pseudo Rio Nuevo historian Mark Irvin, there  
6 used to be (inaudible) prior to the Rio Nuevo 2.0, which  
7 was led by Jodie Bane (ph.)

8 And, number two, typical board structure -- not  
9 to speak on behalf of Fletcher, board chair creates the  
10 agenda, so, I mean, even right now as current vice chair,  
11 I can't add to the agenda. It's the board chair's duty.

12 **CHAIRMAN McCUSKER:** I can speak to the agenda  
13 building. I do think there's a way to do it, because we  
14 typically discuss it in exec, but the way to get something  
15 on the agenda is to send it to counsel. And we've tried  
16 to include counsel to discuss both directions, things that  
17 might violate the open meeting law that you need to be  
18 made aware of and things that we need to be made aware of  
19 that a direct communication to us would also violate the  
20 open meeting law. And whether you have three officers or  
21 four officers, that means I can only take an agenda  
22 request from one more person.

23 The way to build that agenda is to send your  
24 request to agendaize something to our attorneys. And that  
25 comes from them to me, and Edmund's right, I build the

1 agenda. That's the chairman's prerogative. But if I see  
2 a suggestion from a member that you want something on the  
3 agenda, nine out of 10 times I'm going to include that. I  
4 can't necessarily talk to you about it, but I can  
5 certainly include it in the agenda.

6 **MR. SHEAFE:** Are you able to talk to them about  
7 it if the -- let's say Mark and you and Corky are on the  
8 phone together?

9 **CHAIRMAN McCUSKER:** Right now the agenda  
10 process in full transparency is I draft it and I send it  
11 to Mr. Collins. When we have generally an idea, we  
12 circulate that to the executive officers, so indeed four  
13 people have seen the agenda before it goes public. And  
14 that was the problem Corky and I had at our most recent  
15 meeting, is he had a number of things he wanted to talk  
16 about, and I said, Corky, I can't. I've already talked to  
17 four people about this.

18 Many of those items you will notice did make it  
19 on the agenda, but I couldn't talk to Corky about it, you  
20 know. So agenda building is kind of a mysterious thing in  
21 its own right and I want to be inclusive. And I think the  
22 way to do is to use counsel to help build the agenda.

23 At some point I do ask the executive officers  
24 for their input into the agenda. I can't extend it beyond  
25 that.

1 Now, there are other ways that this all could  
2 be handled. One of those we've talked about, which is  
3 meeting more often. A lot of government jurisdictions,  
4 the last item on the current agenda is the next agenda.  
5 We could add that as a routine part of the process.

6 So some of these things I think are  
7 structurally different that, you know, could be changed to  
8 make it more collaborative. It's going to be really hard  
9 for it to be fully collaborative.

10 None of us -- I didn't bargain for this either,  
11 Corky, when I got involved. I was astonished that I  
12 couldn't take everybody out to lunch and discuss business.  
13 You know, what business in the world operates like that,  
14 so -- well, we do and every other government entity is  
15 supposed to do that.

16 So any other comments? Corky's made a  
17 suggestion --

18 **MS. COX:** I have a question. I have a  
19 question. And I'd be interested in Tim and Mark's  
20 thoughts on this.

21 What if an issue comes before the executive  
22 officers and you decide that in order to take on this  
23 project or this issue, we're really going to need Taunya  
24 or we're really going to need Corky or Shay. And so you  
25 think that through and you say, one of our executive

1 officers needs to remove themselves from this topic and  
2 you bring in -- like if it's a project that has a lot of  
3 historic significance where we're going to need Corky's  
4 expertise, can one executive officer step down from that  
5 issue and add a fourth person?

6 **CHAIRMAN McCUSKER:** You can't unring the bell.

7 **MR. COLLINS:** I agree with that.

8 **CHAIRMAN McCUSKER:** We had a situation where we  
9 had a conversation where we wanted to talk to somebody and  
10 Chris Sheafe said, I'll step out. We said, Chris, you're  
11 already aware, so there's already four people talking  
12 about this. It doesn't matter if you step out now. If we  
13 talk to anybody else about it, we violate the open meeting  
14 law.

15 **MR. MARQUEZ:** And I -- Corky, I don't know if I  
16 said this last meeting, but I totally understand where  
17 you're coming from. When I was not on exec -- and I'm a  
18 pretty A personality, my wife says -- I wanted to know  
19 what the heck was going on. I wanted to be in the mix.  
20 Like I'm ready. Like put me in the trench. I want to  
21 help improve our community. And so I kept bugging and  
22 bugging and bugging, because I did not appreciate showing  
23 up to a board meeting and drinking through the fire hose.  
24 I was like, whoa, whoa, you want me to make major  
25 decisions here and I'm learning about it and I have to try

1 to figure it out in five minutes whether or not I support  
2 something, so that's why we had the -- that's what created  
3 the phone calls with Mark Collins.

4 And it was me and Jannie and another board  
5 member that was supposed to show, but it was always just  
6 me and Jannie and we'd get an absolute download between  
7 board meetings from Mark Collins so we knew all the  
8 details before we showed up. I walked into the meeting  
9 pretty well versed in what we were talking about and  
10 didn't have to ask 50 questions to know whether or not I  
11 was going to vote for something.

12 So I don't know if you guys have taken  
13 advantage of that, but that was a huge game changer for  
14 me.

15 **MR. POSTER:** We are doing exactly that right  
16 now.

17 **MR. MARQUEZ:** Cool, cool, cool.

18 **MR. MEDCOFF:** So, Mark, if you disagree with  
19 me, then you can tell me I'm full of bluster and don't  
20 know what the heck I'm talking about, but I know, for  
21 instance, that there has been a situation in the recent  
22 past where Corky was brought in for his expertise with  
23 respect to a project, but what happened is it was  
24 discussed in an open meeting in front of the full board  
25 and the full board basically agreed to create an ad hoc,

1 if you will, to bring Corky in and designate four specific  
2 members of the board that would handle that issue moving  
3 forward. And that's the way to address, Jannie, your  
4 concern.

5 The other is as Fletcher said, you could meet  
6 more often, but to avoid the open meeting law violation or  
7 the appearance of a violation at the next meeting, you --  
8 the board has it on the agenda, there's a discussion and  
9 there's an agreement to set up an ad hoc, if you will,  
10 group to discuss the issue and then take advantage of one  
11 board member's expertise.

12 **CHAIRMAN McCUSKER:** There's some real examples  
13 of that. You know, we had this parking group created and  
14 I could not take that information back to the executive  
15 officers, so it went straight from that group to the open  
16 meeting. That's really the only way to -- the math for me  
17 is pretty simple. Anything over four people violates the  
18 law, so we can assign four people randomly to an item and  
19 it goes from that group straight to the public meeting.

20 We have operated, and you'll hear it in our  
21 motions over and over again, for expediency's sake that  
22 the board entertain something and then authorizes the  
23 executive officers to complete the transaction. So that's  
24 one of the ways you get work done between meetings, is to  
25 authorize your officers to complete the task. And there's

1 usually strings attached to that.

2 I can also assure you, I don't know if we've  
3 talked about this in public, but our standing practice in  
4 exec is, if it's not a consensus, if it's not unanimous,  
5 it comes back to the full board.

6 **MR. MARQUEZ:** That's the big right there. If  
7 one of us doesn't agree, it comes back to the board.

8 **MR. LEVIN:** Right. And I'd just throw in  
9 three, because I understood that as well about the  
10 consensus on exec. And that's one of the reasons I'm  
11 actually in support of having a four-person exec, is  
12 because it's not that you have a voting situation where  
13 you have two for or two against, really it's one more  
14 voice and one more, you know, person giving some thought  
15 to that topic. And if that one person doesn't agree with  
16 the other three, it still comes to us as a board. It  
17 doesn't mean that there's, you know, a power struggle in  
18 exec that I see, I just -- I see the positive of having  
19 the next person.

20 And, Mr. Medcoff, you had touched on the issue  
21 of how we can potentially have non-exec members come in on  
22 a deal. If an executive member is approached with a topic  
23 or with a project and they think that there's somebody  
24 who's not on exec before he reaches out to all the other  
25 exec members, can he contact counsel and just -- and just

1 just, again, so we can be a little bit better prepared.

2 **CHAIRMAN McCUSKER:** If four people have seen  
3 that, which is often the case, almost every presentation  
4 is vetted by the executive officers, nobody else can be  
5 privy to it until the public meeting.

6 **MR. LEVIN:** And I'd say along those lines the  
7 thing that Edmund mentioned and that, you know, I really  
8 appreciated is when Tim Medcoff will set up the meetings  
9 ahead of time and essentially does just that, does a deep  
10 dive on what we're going to be discussing at the regular  
11 meeting and we can ask any questions. He generally will  
12 have all the information and in our meetings with  
13 Mr. Collins as well, and so I think that that's done  
14 amazingly, because I also when I came on the board, there  
15 were certain things I would come into a meeting and it's  
16 like wow, I'm being asked to vote on a \$250,000 project  
17 and that was the first I'd heard about it, so if we didn't  
18 get that briefing ahead of time from either Mr. Medcoff or  
19 Mr. Collins --

20 **MR. MEDCOFF:** Mike, if I might be able to  
21 comment just real quick.

22 Mr. Chairman, in response to Shay's question,  
23 part of the issue is these deals often happen fast, Shay,  
24 so the paperwork themselves is not readily available.

25 And, second, when I -- I have attorney-client

1 say, hey, I would like to bring these people in on a  
2 particular project, which that way you don't even have to  
3 go to a regular meeting to discuss it and create the ad  
4 hoc. That executive member could actually create his or  
5 her own ad hoc.

6 **MR. MEDCOFF:** That is correct. That can be  
7 done, and then that also expedites without violating the  
8 open meeting law issues.

9 **MR. MARQUEZ:** We should say, yes, please,  
10 because we're working like 20 deals at one time.

11 **CHAIRMAN McCUSKER:** Your hand's up, Shay.

12 **MS. JIMENEZ:** Yeah. I guess for me, you know,  
13 not being on the exec, I don't want very much. I couldn't  
14 take on, to be honest, very much more responsibility for  
15 myself personally, but I do -- would appreciate -- I've  
16 sat on other boards and commissions where we get just  
17 like -- you know, everything that's being presented in the  
18 meeting usually gets sent out to us beforehand. And I  
19 don't understand why we're not -- how that -- you know,  
20 for example, if developers come with their presentation  
21 slide shows or -- you know, some of information is really  
22 helpful to review beforehand. How come we can't get that  
23 information sent to us if, you know -- again, as long as  
24 we're not talking about the information with each other, I  
25 don't see how that's in violation of the open meeting law,

1 privileged communications with board members, I'm  
2 typically -- in fact, I don't recall any meetings where  
3 I've shared documents per se, but I've discussed the  
4 concepts and the projects so that I can educate the  
5 members of what's forthcoming so that you can ask more  
6 intelligent questions or be better prepared so you're not  
7 necessarily drinking out of a fire hose to steal Edmund  
8 analogy.

9 **MR. MARQUEZ:** In regards to the agenda, too, I  
10 was thinking -- I don't -- in the last -- I've been on the  
11 board eight years. I've never added something to the  
12 agenda and I don't think I've ever seen Chris Sheafe for  
13 the years I've been on exec ever add something to the  
14 agenda. And the reason is this, there's so many deals  
15 happening around us at one time, I just feel like Fletcher  
16 knows the timing on when they should hit the agenda,  
17 right?

18 I mean, there's been times when we've been  
19 like, whoa, whoa, maybe something shouldn't get on the  
20 agenda yet, it hasn't baked long enough, but yeah, he  
21 usually knows the timing for when it should hit the  
22 agenda.

23 And I would think that if something -- if,  
24 Corky, you want to bring up something to the agenda that  
25 we're not working on, I would think, right, Tim, Mark, he

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1 could meet with Fletcher. We haven't talked about, so  
2 yeah, I mean, have at it.  
3 **CHAIRMAN McCUSKER:** But if he talks to me about  
4 it, I can't talk to you about it.  
5 **MR. OSERAN:** I have a question. It wouldn't  
6 solve all the problems, but could we have an item at each  
7 board meeting where the final item would be to -- that any  
8 board member could request an item be put on the agenda  
9 for the following board meeting? I'm not talking about  
10 deals that are happening fast, I'm talking more about  
11 probably policies and other issues that could be  
12 discussed.  
13 **MR. MEDCOFF:** Yes, that can happen, Richard.  
14 So, for instance, at the end of the meeting, it could be  
15 an agenda item, next agenda discussion or potential topics  
16 and one could be I want to talk about marketing next month  
17 or I want to talk about parking problems that I'm hearing  
18 from business owners or that I myself am experiencing that  
19 I think we as a board need to discuss, so that could be  
20 added.  
21 **CHAIRMAN McCUSKER:** So here's the discipline  
22 you would have to have to do that. It's not on the  
23 present agenda, so you can't say, gee, I'd like to talk  
24 about marketing and I think that event's really stupid.  
25 It's not agendized. You're asking to agendize it in the

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1 next meeting, so we can identify agenda items, but they  
2 can't be discussed in the meeting that they're not  
3 agendized on.  
4 **MR. OSERAN:** I understand that.  
5 **CHAIRMAN McCUSKER:** The other model that's  
6 interesting but requires more time is one of our meetings  
7 is a study session. You have two meetings a month. The  
8 first meeting is just presented with the things that are  
9 going to be on the agenda. You get to talk about them,  
10 you can review them, you can get up to speed, people can  
11 present, but you don't vote. You vote in the next  
12 meeting, because we do seem to rush everybody into  
13 decision mode, and a lot of it's because we're -- we're  
14 advancing stuff really quickly, you know. But, you know,  
15 there's -- there are other ways to get after this, you  
16 know.  
17 I'm not sure the votes are there to reduce the  
18 officership is my sense. Somebody can make a motion and  
19 prove me wrong, but all those things are on the table.  
20 The way this is designed, at some point when you're ready,  
21 we're going to stop the discussion session and we are  
22 going to move into the action discussion.  
23 **MR. SHEAFE:** May I ask a question, though?  
24 Corky has raised an issue, and I think the  
25 suggestion was made that we could have a final item on the

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1 agenda of any meeting that opens the question of what  
2 might appear on the next agenda. And I think we received  
3 the information that that's a way to solve this problem.  
4 Is there any reason why we wouldn't want to do that?  
5 **CHAIRMAN McCUSKER:** A lot of jurisdictions do  
6 it.  
7 **MR. SHEAFE:** I'm sorry. Did --  
8 **CHAIRMAN McCUSKER:** No, I'm fine with that. A  
9 lot of --  
10 **MR. SHEAFE:** Okay. I mean, that's what I  
11 thought you said, a lot of jurisdictions do that. So that  
12 would -- would that solve your problem, Corky?  
13 **MR. OSERAN:** It would help.  
14 **MR. POSTER:** I mean, based on Fletcher's  
15 comment, I'd like find out if I have support or not on the  
16 board, so I'm going to make a motion to --  
17 **CHAIRMAN McCUSKER:** We're still in discussion  
18 only, so let's finish this, and then I'll move to the  
19 action.  
20 **MR. SHEAFE:** Let's assume -- or maybe you don't  
21 want to answer right now, so I won't ask. We'll wait and  
22 ask the question.  
23 **CHAIRMAN McCUSKER:** Any other suggestions,  
24 ideas, commentary?  
25 **MR. MARQUEZ:** I support the study session. I

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1 like the idea of a study session. I think it would also  
2 kind of bring us all together. Besides, I mean, there's  
3 so many conversations. If I don't wake up with an e-mail  
4 from you, Fletcher, something's wrong in the world, like  
5 actually have a conversation where we'd all get together  
6 and discuss some things.  
7 **MR. SHEAFE:** Listen, you two have these  
8 discussions at 3:00 a.m. and I think I'm getting ahead of  
9 you when I answer at 4:10 and I'm at the tail end of a  
10 long series of e-mails that have been going back and forth  
11 half the night.  
12 **MR. MARQUEZ:** Yes, you are.  
13 **CHAIRMAN McCUSKER:** We all have the same amount  
14 of time on this earth. Some of us use more of it than  
15 others.  
16 Now any other discussions?  
17 (No oral response)  
18 **CHAIRMAN McCUSKER:** Okay. We're going to move  
19 to the action item of this. And the way it's set up is at  
20 your pleasure. Somebody can make a motion and if there's  
21 a second, we take action. You can nominate a slate, you  
22 can nominate -- suggest structure or we can entertain each  
23 officership one at a time.  
24 **MR. LEVIN:** Mr. Chairman, I'd like to move that  
25 we retain the four positions that currently exist and that

1 we keep the members that were elected in the -- at the --  
2 at the previous election in those positions as I think  
3 they've done a wonderful job.  
4 **MS. COX:** Do you want to add a term to that?  
5 **MR. LEVIN:** With the term stated in the bylaws  
6 of two years.  
7 **MR. MARQUEZ:** I'll second that.  
8 **CHAIRMAN McCUSKER:** Mr. Collins, I'm assuming  
9 an officer can second that motion.  
10 **MR. COLLINS:** Absolutely.  
11 **CHAIRMAN McCUSKER:** It's appropriate?  
12 Okay. So we have a motion and a second to  
13 continue the slate for the standard two-year term. Any  
14 conversation, comments, questions?  
15 **MR. OSERAN:** Yeah, I would just amend the  
16 motion to extend it for one and a half years since we've  
17 already been in that position for six months, so then you  
18 have a total of two years serving in those positions.  
19 **MR. LEVIN:** Would there be any problems with  
20 the bylaws, Mr. Chairman or counsel?  
21 **CHAIRMAN McCUSKER:** I think as long as you  
22 don't go over two years, there's no issue.  
23 **MR. LEVIN:** I would amend my motion as Richard  
24 specified to make it a year and a half remaining term on  
25 the slate.

1 **CHAIRMAN McCUSKER:** And who was second?  
2 **MR. MARQUEZ:** Okay. I will second that.  
3 **CHAIRMAN McCUSKER:** The amended motion is to  
4 continue this slate for 18 months.  
5 Okay. Brandi, call the roll.  
6 **MS. HAGA-BLACKMAN:** Corky Poster.  
7 **MR. POSTER:** I'll read the room and vote aye.  
8 **MS. HAGA-BLACKMAN:** Chris Sheafe.  
9 **MR. SHEAFE:** Aye.  
10 **MS. HAGA-BLACKMAN:** Mike Levin.  
11 **MR. LEVIN:** Aye.  
12 **MS. HAGA-BLACKMAN:** Edmund Marquez.  
13 **MR. MARQUEZ:** Aye.  
14 **MS. HAGA-BLACKMAN:** Richard Oseran.  
15 **MR. OSERAN:** Aye.  
16 **MS. HAGA-BLACKMAN:** Taunya Villicana.  
17 **MS. VILICANA:** Aye.  
18 **MS. HAGA-BLACKMAN:** Jannie Cox.  
19 **MS. COX:** Aye.  
20 **MS. HAGA-BLACKMAN:** Shay Jimenez.  
21 **MS. JIMENEZ:** Aye.  
22 **MS. HAGA-BLACKMAN:** Fletcher McCusker.  
23 **CHAIRMAN McCUSKER:** I vote aye.  
24 (Motion made, seconded and passed unanimously)  
25 **CHAIRMAN McCUSKER:** That passes. I will

1 promise you to look to ways that you can be more included.  
2 I think to formalize the attorney/non-executive officer  
3 meeting is important. I think if you want an agenda item  
4 on there, the best way to do that is to communicate that  
5 to counsel. Let's look at the idea of a study session  
6 between meetings and we can start doing that.  
7 I don't know if you want to try that in July  
8 or -- you know, we're having trouble with the summer  
9 schedule already. You know, maybe we don't try that until  
10 fall. But, you know, I think there's some things we're  
11 going to do that you'll hear from us regarding some sort  
12 of additional meeting schedule.  
13 **MS. VILICANA:** I think we should start in  
14 September as far as study sessions.  
15 **MR. LEVIN:** I would support that.  
16 **CHAIRMAN McCUSKER:** That's everything on our  
17 agenda. I can entertain a motion to adjourn.  
18 **MR. LEVIN:** So moved.  
19 **MS. COX:** Second.  
20 **CHAIRMAN McCUSKER:** All in favor say aye.  
21 (Motion made, seconded and passed unanimously)  
22 **CHAIRMAN McCUSKER:** Peace out.  
23 (2:57 p.m.)  
24  
25

	<b>\$40,000 (1)</b> 13:13	43:6,10,16	14:1;42:12;73:13	<b>amazingly (1)</b> 75:14
<b>\$</b>	<b>\$45,000 (1)</b> 13:8	<b>actually (11)</b> 6:21;9:7;14:8;27:23; 28:24;29:25;32:6; 39:12;73:11;74:4;80:5	<b>agency (3)</b> 14:12;47:17,23	<b>ambitious (1)</b> 15:2
<b>\$1,000 (1)</b> 62:16	<b>\$5 (2)</b> 42:7,12	<b>ad (6)</b> 24:18;52:7;71:25; 72:9;74:3,5	<b>agenda (40)</b> 60:20;65:11,13,16; 66:7;67:10,11,12,15, 21,23;68:1,3,5,9,13,19, 20,22,24;69:4,4;72:8; 76:9,12,14,16,20,22, 24;77:8,15,15,23;78:1, 9;79:1,2;83:3,17	<b>amend (3)</b> 55:18;81:15,23
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