

**In The Matter Of:**

*Rio Nuevo  
Board Meeting*

---

*7/23/24  
July 23, 2024*

---

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

Original File 072324 Rio Nuevo.txt

**Min-U-Script® with Word Index**

1  
2  
3 RIO NUEVO MULTIPURPOSE FACILITIES DISTRICT  
4  
5  
6  
7  
8  
9  
10 BOARD MEETING VIA ZOOM  
11 Tucson, Arizona  
12 July 23, 2024  
13 1:02 p.m.  
14  
15  
16  
17  
18  
19  
20  
21 REPORTED BY:  
22 Thomas A. Woppert, RPR  
23 AZ CCR No. 50476

---

24 FINK & ASSOCIATES  
25 6095 East Grant Road  
Tucson, Arizona 85712  
(520)624-8644

1 CHAIRMAN McCUSKER: Good afternoon, everyone.  
2 Welcome to the July Rio Nuevo meeting.  
3 Let's start with the pledge.  
4 Mike, I think you're due, plus you have the  
5 best cadence of anybody.  
6 MR. LEVIN: Well, this will be a good  
7 opportunity for me to mess that up then.  
8 (Pledge of Allegiance)  
9 MR. MARQUEZ: That will be awkward every time  
10 we do that via Zoom.  
11 CHAIRMAN McCUSKER: I think he's the best,  
12 though. We might make him the permanent pledger.  
13 MR. LEVIN: If that's the worst thing that  
14 happen for me, I'm in great shape.  
15 CHAIRMAN McCUSKER: Brandi, call the roll.  
16 (Discussion off the record)  
17 CHAIRMAN McCUSKER: Okay, Brandi. Go ahead.  
18 MS. HAGA-BLACKMAN: Corky Poster.  
19 MR. POSTER: I'm here.  
20 MS. HAGA-BLACKMAN: Tanya Villicana.  
21 MS. VILLICANA: Present. Thank you, Brandi.  
22 MS. HAGA-BLACKMAN: Edmund Marquez.  
23 MR. MARQUEZ: Here.  
24 MS. HAGA-BLACKMAN: Jannie Cox.  
25 MS. COX: Here.

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  
11 ALSO PRESENT:  
12 Ms. Brandi Haga-Blackman, Administrative Director  
13 Mr. Mark Collins, Board Counsel  
14 Mr. Timothy Medcoff, Board Counsel  
15 Mr. Dan Meyers, CFO  
16 \* \* \* \*  
17  
18 BE IT REMEMBERED that a meeting of the Board of  
19 Directors of the Rio Nuevo Multipurpose Facilities  
20 District was held via ZOOM, in the City of Tucson, State  
21 of Arizona, before THOMAS A. WOPPERT, RPR, Certified  
22 Reporter No. 50476, on the 23rd day of July 2024,  
23 commencing at the hour of 1:02 p.m.  
24  
25

1 MS. HAGA-BLACKMAN: Chris Sheafe.  
2 MR. SHEAFE: Is here.  
3 MS. HAGA-BLACKMAN: Mike Levin.  
4 MR. LEVIN: Here.  
5 MS. HAGA-BLACKMAN: Shay Jimenez.  
6 MS. JIMENEZ: Here.  
7 MS. HAGA-BLACKMAN: Fletcher McCusker.  
8 CHAIRMAN McCUSKER: I'm here.  
9 And Mr. Oseran is excused. He apparently has a  
10 doctor's appointment, so we hope that goes well.  
11 You have the minutes from the last meeting,  
12 transcribed minutes. I just need a motion to approve them  
13 unless someone has a correction.  
14 MR. LEVIN: So moved.  
15 MS. COX: Second.  
16 CHAIRMAN McCUSKER: All in favor say aye.  
17 (Motion made, seconded and passed unanimously)  
18 CHAIRMAN McCUSKER: This is the time we've set  
19 aside for executive session. I just need a motion to  
20 recess.  
21 MS. COX: So moved.  
22 MR. LEVIN: Second.  
23 CHAIRMAN McCUSKER: All in favor say aye.  
24 (Motion made, seconded and passed unanimously)  
25 CHAIRMAN McCUSKER: Okay. So, let's see, we

Page 5

1 only have one attendee, David. So we go into executive  
2 session first. We should be back about 2 o'clock.  
3 So members click out of this meeting, clinic  
4 onto your other link.  
5 (Recess)  
6 **CHAIRMAN McCUSKER:** I need a motion to  
7 reconvene.  
8 **MS. COX:** So moved.  
9 **MR. LEVIN:** Second.  
10 **CHAIRMAN McCUSKER:** All in favor say aye.  
11 (Motion made, seconded and passed unanimously)  
12 **CHAIRMAN McCUSKER:** Thank you.  
13 Hello, everyone.  
14 I'm sorry. Did someone say my name or are you  
15 just saying hi?  
16 (No oral response)  
17 **CHAIRMAN McCUSKER:** I'm in my kitchen.  
18 Everybody's used to seeing my office guitar studio. I've  
19 had so many people say, what, did you move. I'm in my  
20 kitchen. My computer stopped working.  
21 **MR. MARQUEZ:** Brandi and Dan, please mute.  
22 **CHAIRMAN McCUSKER:** Brandi and Dan, can you  
23 hear us? Mute please.  
24 Brandi?  
25 There you go.

Page 6

1 Okay. Hello and welcome to the July meeting.  
2 You see a pretty busy agenda, some additional restaurant  
3 activity. We're always thrilled to see people want to  
4 come downtown. We're happy to help.  
5 You're going to hear three such proposals  
6 today. I can also tell you there's more coming.  
7 You'll hear from Dan in a little while. We set  
8 another record revenue month, so things are looking pretty  
9 good for old Rio Nuevo.  
10 So quick updates on some projects that we try  
11 and stay on top of.  
12 If you've driven up and down Broadway lately,  
13 you'll see that Larsen Baker is getting very near  
14 completion on their Sunshine Mile project. If you get a  
15 chance, drive around the back and really see the work  
16 they've done with the new rear entrance. You'll notice  
17 they're putting an entrance through the property next  
18 door.  
19 Not moving so fast on the other projects, the  
20 Country Home, the Nate Ares projects, ran into some issues  
21 with the historical people, so they've redone their facade  
22 design.  
23 Grant Krueger is still working through the  
24 parking challenges he has on the Friedman Block, and we've  
25 had an update from Randy and Peter that they should be

Page 7

1 motoring along on their project pretty soon. So they're  
2 obviously not moving as fast as we like, but nobody's in  
3 real trouble there and Larsen Baker is going to set a new  
4 bar for us.  
5 The new places downtown are doing great. If  
6 you've had a chance to visit the new restaurants and the  
7 Macaron store and Batch, it's just really exciting to see  
8 the bakeries open at the Hilton and just a lot of new  
9 reasons to come downtown.  
10 You may or may not know, I think this was  
11 reported in the press, Sun Corridor hosted six site  
12 selectors and they came to town. They stayed in the Leo  
13 Kent and they held an event at the Fox Theater. These are  
14 the people that help companies relocate. And when they  
15 went down the line, the first question they asked was what  
16 impressed you most about downtown. Five of them said --  
17 what impressed you most about Tucson. Five of them said  
18 downtown, and the other one was Pima Community College, so  
19 we're really on the radar, I think, with people that are  
20 international. And you can see it's beginning to pay.  
21 Even with the restaurant slowdown in the summer, we're  
22 still setting record revenue months.  
23 So, Dan, I stole a little bit of your thunder,  
24 but go ahead and do your financial report.  
25 **MR. MEYERS:** Okay. This is Dan Meyers. I'm

Page 8

1 the CFO here at Rio Nuevo.  
2 As of June 30th, we had \$10.6 million in the  
3 bank. 1.1 of that is held for making the July mortgage  
4 payment. I expect that to drop to about \$710,000 starting  
5 in August when they go through and do all the calculations  
6 of the debt service. That leaves about \$9.5 million of  
7 cash available as of June 30th.  
8 We've been estimating \$350,000 a month excess  
9 cash. After our operating expenses, that's 4.2 million,  
10 so kind of looking a year out, we're at 13.7 million.  
11 We've got \$11.7 million of commitments on the  
12 books as of now. We expect about a million of that to  
13 peak outside of one year, so that leaves about \$10.7  
14 million in committed cash, so the difference between those  
15 two numbers is about 3 million.  
16 We've been saying kind of like \$4 million for  
17 the last few months, but when the budget resets on  
18 July 1st, that's got commitments for the next year and our  
19 biggest commitment on a monthly basis is our marketing  
20 budget for events and such in downtown, so that's why that  
21 number's gone down.  
22 Good news. The May TIF distribution is  
23 1.55 million. That's down a little bit from the last few  
24 months, but in our budget, we budget for \$1.4 million, so  
25 I think that's still a great number. Through May 31st of

Page 9

1 2024, 11 months into our fiscal year, we're at  
2 \$17 million, so I think there's a really good chance we're  
3 going to exceed \$18 million in revenue for this year. And  
4 that's significantly our highest ever, so I think that's  
5 great news.  
6 If you want to take a look at the second page  
7 here, it's a list of all our outstanding commitments. As  
8 of June 30th, again, what's been committed, what's been  
9 paid and what's remaining. And that's -- the bottom  
10 line's that 10.7 that goes back to the first page.  
11 Does anybody have any questions?  
12 **CHAIRMAN McCUSKER:** In that number, Dan, is  
13 there any serious catch up or is that more of a routine  
14 tax base?  
15 **MR. MEYERS:** We haven't had a chance to totally  
16 digest it, but I don't think there's anything out of  
17 line -- out of the ordinary on that. I don't know of  
18 anything -- we just got the numbers early this morning, so  
19 we haven't had a chance to go through and dissect it all,  
20 but first glance, we didn't see anything that popped out  
21 of there, so I think that's a pretty good number.  
22 **CHAIRMAN McCUSKER:** Thank you.  
23 Any questions for Dan?  
24 **MR. MARQUEZ:** Dan, it's Edmund. I have a  
25 question.

Page 10

1 You have a different view than we do,  
2 especially from the executive perspective, as you get to  
3 meet with the different projects and you're watching their  
4 timelines as they go through construction and we get the  
5 reimbursements in play.  
6 Just a real broad question, you don't have to  
7 go too deep, but as you're discussing the timeline, what  
8 are some of the holdups that you're seeing?  
9 **MR. MEYERS:** Well, a lot of it comes through  
10 the permitting and working with the city. Other times the  
11 developers for whatever reason just want to kick the can  
12 down the road a few months. We've had a couple projects  
13 pushed out at least a year, so I think there's a number of  
14 things that pop up that delay these projects and thus us  
15 funding them.  
16 **MR. MARQUEZ:** Yeah. And in full transparency,  
17 as they kick that can down the road for another year, with  
18 inflation, they could get out of budget a little bit,  
19 but --  
20 All right. I was just curious. Thank you.  
21 **MR. MEYERS:** Anything else?  
22 (No oral response)  
23 **CHAIRMAN McCUSKER:** Thank you, sir.  
24 The first item up is the budget issue. That's  
25 probably on me.

Page 11

1 We've historically had a 150,000-dollar budget  
2 for downtown mural projects. Somehow that didn't get  
3 rolled over into this year's budget. It's not just willy  
4 nilly murals. Somebody has to present a plan to us, a  
5 concept, a rendering, a budget and owner approval, but we  
6 really like the contribution this is making to the arts  
7 and to downtown curiosity, so if you're so inclined, I  
8 could use a board motion to add that to the budget.  
9 **MR. SHEAFE:** Question, Fletcher. Were you  
10 intending that to be 150 each year or is that a one-time  
11 mural allocation?  
12 **CHAIRMAN McCUSKER:** Well, we only budget  
13 annually, but the thinking is that would be an annual  
14 appropriation, you know, so we continue -- I can tell you  
15 we get requests for substantially more than that, but I  
16 think we just wanted to kind of keep that manageable, so I  
17 would expect you'd see that number for the next few years.  
18 **MR. MARQUEZ:** We can obviously gauge it year by  
19 year, but what was happening is we were approached with  
20 really interesting and exciting mural opportunities and we  
21 were having to pull it from the marketing budget, which  
22 means less support for an event downtown, so last year we  
23 had put aside \$150,000 and it went very well. So as long  
24 as we're cash flowing accordingly and seeing increases in  
25 our income, yeah, we could see it continually renewing.

Page 12

1 But if we obviously run into a financial situation, we  
2 could pull it.  
3 **MR. POSTER:** This is Corky.  
4 Are we solely going to add that 150,000 on the  
5 expense side or might we add 150,000 on the revenue side  
6 corresponding to the good numbers we're getting each  
7 month?  
8 **MR. MEYERS:** Let me just butt in a second here,  
9 because if you look at the budget, we don't list every  
10 single commitment we have on there. What we do have in  
11 there is, as you get down towards the bottom, we've got  
12 estimated outflow and current commitments of 8.6 and then  
13 a balance for any new commitments in there, so  
14 4.8 million. So --  
15 **CHAIRMAN McCUSKER:** But, Corky, that's an  
16 interesting question. You know, you've set the budget on  
17 the revenue side pretty conservatively. I think it's a  
18 million three. We're doing almost a million five. You  
19 know, would you have any inclination to increase the  
20 revenue side of the budget?  
21 **MR. SHEAFE:** Let me weigh in on this. One of  
22 the things that you probably have had to listen to ad  
23 nauseam is the fact that we do not have a reserve. We  
24 survived COVID because we used up \$5 million of money that  
25 was set aside within our bonding borrowing and we wiped

Page 13

1 out every possible reserve we have. So we're being a  
 2 little careful in how we set the revenue stream, because  
 3 any number of little black swan events, and things happen,  
 4 could interrupt our income and we could find ourselves  
 5 scrambling just to make our basic commitments.  
 6 So I would strongly suggest we don't want to  
 7 start projecting higher revenues until we have enough  
 8 money in the bank to at least weather some kind of minor  
 9 or major event in the future, because more than likely  
 10 something else is going to happen. It may not be COVID.  
 11 It may be some kind of an event nationally that's way  
 12 beyond our control, but we'll end up paying the price for  
 13 it. And it would really be foolish to take our  
 14 commitments and maximize amount to our most optimistic  
 15 revenue stream projection and then have a problem, because  
 16 we have no way to recover at that point.  
 17 **MR. POSTER:** I was not making a suggestion. I  
 18 was asking a question.  
 19 **MR. SHEAFE:** No, I take that, Corky, but I  
 20 have -- you know, that's a speech that I can't wait to  
 21 give over and over again. You know that.  
 22 **MR. POSTER:** I do.  
 23 **CHAIRMAN McCUSKER:** Given that sage advice from  
 24 our treasurer, does someone want to make a motion on the  
 25 mural budget request?

Page 14

1 **MR. SHEAFE:** Well, I'll make a motion that we  
 2 approve the request --  
 3 **MR. LEVIN:** Second.  
 4 **CHAIRMAN McCUSKER:** That was Chris and Corky?  
 5 Did Corky second it?  
 6 **MR. POSTER:** Mike, I think.  
 7 **CHAIRMAN McCUSKER:** Mike did? Thank you.  
 8 It's a big number.  
 9 Brandi, call the roll.  
 10 **MS. HAGA-BLACKMAN:** Ed Marquez.  
 11 **MR. MARQUEZ:** Aye.  
 12 **MS. HAGA-BLACKMAN:** Taunya Villicana.  
 13 **MS. VILLICANA:** Aye.  
 14 **MS. HAGA-BLACKMAN:** Corky Poster.  
 15 **MR. POSTER:** Aye.  
 16 **MS. HAGA-BLACKMAN:** Jannie Cox.  
 17 **MS. COX:** Aye.  
 18 **MS. HAGA-BLACKMAN:** Shay Jimenez.  
 19 **MS. JIMENEZ:** Aye.  
 20 **MS. HAGA-BLACKMAN:** Chris Sheafe.  
 21 **MR. SHEAFE:** Chris says aye.  
 22 **MS. HAGA-BLACKMAN:** Mike Levin.  
 23 **MR. LEVIN:** Aye.  
 24 **MS. HAGA-BLACKMAN:** Fletcher McCusker.  
 25 **CHAIRMAN McCUSKER:** I vote aye.

Page 15

1 (Motion made, seconded and passed unanimously)  
 2 **CHAIRMAN McCUSKER:** That's unanimous. Thank  
 3 you, everybody. And we'll keep everyone posted when we  
 4 see a new mural launch.  
 5 Jannie's got some surprises for you coming.  
 6 **MS. COX:** Oh, yeah. They're nice. And I'll be  
 7 able to tell you. I won't take the time now, but I want  
 8 to sometime talk about how we've extended our mural budget  
 9 this year and got a brand-new mural fully funded only  
 10 because we were making an investment in it and a private  
 11 donor saw that and said, I want it all, so we got to  
 12 redirect our mural dollars --  
 13 **CHAIRMAN McCUSKER:** We'll put an update on the  
 14 next agenda. Great idea.  
 15 **MS. COX:** Okay.  
 16 **CHAIRMAN McCUSKER:** Okay. Here we go,  
 17 restaurants.  
 18 Let me take care of a couple of business items.  
 19 I think we're -- item 10, the Indian Trading Post utility  
 20 connectivity, I think someone has a motion for that one.  
 21 **MR. SHEAFE:** Mr. Chairman, let's make a motion  
 22 that we pay the 37,000, I think that's the amount, for the  
 23 easement after verification of the lease that the master  
 24 tenant holds, verification that there's a workable  
 25 construction plan and have that reviewed by board member

Page 16

1 Corky Poster for his approval before we release those  
 2 funds and ask counsel to document that however is  
 3 necessary.  
 4 **MS. VILLICANA:** So moved, Taunya.  
 5 **CHAIRMAN McCUSKER:** I think he made a motion.  
 6 You could be the second.  
 7 **MS. VILLICANA:** Second. Sorry. Second. Thank  
 8 you.  
 9 **CHAIRMAN McCUSKER:** We have a motion and a  
 10 second to approve that subject to those terms. All in  
 11 favor say aye.  
 12 (Motion made, seconded and passed unanimously)  
 13 **CHAIRMAN McCUSKER:** Okay. That motion passes.  
 14 And also let's deal with the signature.  
 15 We've asked that we have an option when the  
 16 treasurer is not available that it can be any two  
 17 authorized officers. I would just need someone to make  
 18 that a motion.  
 19 **MS. VILLICANA:** So moved, Taunya.  
 20 **MR. POSTER:** I'll second Taunya.  
 21 **MS. VILLICANA:** Thank you, Corky.  
 22 **CHAIRMAN McCUSKER:** Taunya --  
 23 **MS. VILLICANA:** Taunya moved.  
 24 **CHAIRMAN McCUSKER:** So Taunya has moved and  
 25 Corky seconded it; right?

1 **MR. POSTER:** Correct.  
 2 **MS. VILLICANA:** Correct.  
 3 **CHAIRMAN McCUSKER:** And that's to authorize an  
 4 alternative signer to the treasurer if and when the  
 5 treasurer is unavailable.  
 6 All in favor say aye.  
 7 (Motion made, seconded and passed unanimously)  
 8 **CHAIRMAN McCUSKER:** Okay. Fine. Now into the  
 9 restaurant business. So in random order, De Novo is up  
 10 first.  
 11 Crystal, the floor is yours.  
 12 **MS. MOORE:** Hi, everybody. Thanks for having  
 13 me again.  
 14 Can you hear me?  
 15 **CHAIRMAN McCUSKER:** Yes.  
 16 **MS. MOORE:** Okay. Perfect.  
 17 **CHAIRMAN McCUSKER:** And if you'll give her  
 18 share screen --  
 19 Are you going to run your own PowerPoint?  
 20 **MS. MOORE:** I have it up if I can.  
 21 **CHAIRMAN McCUSKER:** Yeah, let's give you --  
 22 there you go.  
 23 **MS. MOORE:** Okay. So for those of you that  
 24 don't know, this is the Transamerica Building located at  
 25 177 North Church Avenue. I've been involved in this

1 building is occupied by primarily attorneys, we felt that  
 2 De Novo was a good choice.  
 3 Unlike when Pie Bird was in operation, there  
 4 was no on-site parking. We do have a parking lot to the  
 5 north of the building and we'll be designating 12 of the  
 6 30 parking spaces for guest parking using a QR code, and  
 7 then De Novo would get all of the surface spaces at night  
 8 and on the weekends.  
 9 The concept is to cater to the busy business  
 10 person or the juror, and all the meals will be prepped  
 11 every morning and put in a nice refrigerated display case  
 12 and people can grab and go. They'll can grab and eat in  
 13 their office or at home or they'll be able to eat in the  
 14 actual cafe.  
 15 There will be an espresso machine with all the  
 16 espresso drinks as well as 12 taps and -- so 12 beer taps,  
 17 three cocktail taps and four wine taps, two red and two  
 18 white. And those wines would be rotating. I think the  
 19 plan is for all of that alcohol to be rotating.  
 20 They did obtain their liquor license in June,  
 21 and they've all recently completed the liquor training.  
 22 Any questions so far?  
 23 (No oral response)  
 24 **MS. MOORE:** The application or the permit was  
 25 submitted on June 17th. Here's a schematic. The indoor

1 building since 2008, and we've done lots of improvements  
 2 over the last seems like 30 years, but it's not.  
 3 We lost -- down here where you see the EY sign,  
 4 Ernst & Young is our anchor tenant. They currently occupy  
 5 a floor and a half.  
 6 When this photo was taken, Pie Bird was the  
 7 cafe operator. And their lease naturally expired or  
 8 termed out in January of 2021, which, due to COVID, they  
 9 did not renew and the space has been vacant ever since.  
 10 We've really courted several operators of the  
 11 cafe space and nothing's ever in the last four years come  
 12 to fruition.  
 13 Ernst & Young is renewing this year. Actually  
 14 I got the signed renewal today. One of their renewal  
 15 requirements or wish list I should say was to get that  
 16 space activated, because they have almost 200 employees in  
 17 the building and some of the employees were complaining  
 18 that they didn't -- that that space was dark.  
 19 So after years of trying to figure out how we  
 20 could activate the space and going through five different  
 21 potential operators and coming up short, Will Moyer, who  
 22 was the operator of Pie Bird, William Moore and Wrigley  
 23 McGuire formed, WMX3, LLC, and they're going to open De  
 24 Novo, which means fresh, something new and starting from  
 25 the beginning. It's also a legal term. And because the

1 dining will have an occupancy of 58 and the outdoor patio  
 2 of 129. We have received comment back from permitting as  
 3 well as Pima County Health Department. We're working  
 4 through those things.  
 5 Because this outdoor patio is so large and it's  
 6 a structure, we are being told that we have to get a  
 7 development plan. We have civil engineers working on that  
 8 now, so the exterior part of the project could be four or  
 9 five weeks delayed from the interior only because of that  
 10 new development plan requirement.  
 11 When Pie Bird finished, their last full year  
 12 was 2019, their food sales that year were 500,000, so  
 13 we're just simply going off of Pie Bird sales and the  
 14 beverage sales from nearby establishments like -- similar  
 15 to like Westbound and some other venues around Tucson and  
 16 this is what we've come up with as our revenue and sales  
 17 tax.  
 18 **MS. COX:** Crystal.  
 19 **MS. MOORE:** Yes.  
 20 **MS. COX:** Jannie. Do you think -- can you  
 21 increase the font? Can you make that bigger on the screen  
 22 for me?  
 23 **MS. MOORE:** Let me see here.  
 24 **MS. COX:** There you go. Thank you.  
 25 **MS. MOORE:** You're welcome.

1 Now I lost it for you. Hold on.  
 2 Does that work?  
 3 **MS. COX:** Yes, that's great. Thank you.  
 4 **MS. MOORE:** Okay. Uh-huh.  
 5 Okay. Then the forecast. So one of the  
 6 reasons we haven't had success in finding an operator is  
 7 just the astonishing construction costs. In order to have  
 8 the cafe work outside of the -- the tower has business  
 9 standard operating hours, which is Monday through Friday  
 10 from 7:30 to 6:00 p.m. In order to have this alcohol  
 11 component, we needed to put in an independent HVAC system  
 12 and also new restrooms that weren't -- that wouldn't  
 13 require the patron to go into the tower and use the  
 14 restrooms.  
 15 So these numbers were shocking to all of us,  
 16 but we've bid them out multiple times and tried to value  
 17 engineer and it is just what it is.  
 18 The only item on here that we could walk away  
 19 from is doing an extensive exterior, although the  
 20 extensive exterior is really what's driving the activation  
 21 of the corner.  
 22 So the construction cost including all these  
 23 contractor fees and profits and stuff is \$1.173 million.  
 24 **MS. COX:** Wow.  
 25 **MS. MOORE:** Other expenses that the building

1 owner or the tenant has already paid for are listed under  
 2 other expenses. And the equipment order has already been  
 3 ordered, the liquor license has been approved and paid  
 4 for, the architectural drawings, which was almost \$40,000,  
 5 has been paid for, so they're in it and they're going to  
 6 open. What is really the question is those final finishes  
 7 and that exterior.  
 8 So moving on to the --  
 9 Well, let me --  
 10 **MR. MARQUEZ:** So, Crystal, can you go through  
 11 the HVAC piece? I mean, we're talking about one end of  
 12 the Transamerica Building and some exterior. And I heard  
 13 Jannie go whoa when you pulled up 1.173. So just to dive  
 14 a little bit, if we're just doing the front end of the  
 15 building, why is HVAC \$214,000?  
 16 **MS. MOORE:** Sure. We are -- so currently the  
 17 plant heats and cools that area and we have to remove it  
 18 from the plant and put in an independent unit and exhaust  
 19 those out from the north side. And this does not include  
 20 a hood. We're using the existing hood, but we can't vent  
 21 all of -- so the space is on the south side of the  
 22 building, and all of the units are being placed on the  
 23 ground in the lot on the north side of the building, so  
 24 that was kind of a long run.  
 25 And the HVAC will also not only just do the

1 restaurant space, the cafe space, but also the bathroom  
 2 corridor and the restrooms.  
 3 **MR. MARQUEZ:** How many square feet is De Novo  
 4 and then the bathrooms and that front area?  
 5 **MS. MOORE:** Yeah. De Novo is 2,695 and the  
 6 hallway and bathrooms, not very -- I mean, the hallway's  
 7 five feet by 25 feet and then -- and then two restrooms  
 8 that have two stalls in each one.  
 9 **MR. MARQUEZ:** Right. So we're at 3,500 square  
 10 feet and we're spending a quarter million dollars on HVAC.  
 11 I just wanted to put it in context. I could hear Jannie  
 12 and I know her well and I'm reading her mind right now.  
 13 **MR. SHEAFE:** Well, your question really is how  
 14 is that space being cooled now and what was the case with  
 15 Pie Bird, because it was kind of a similar use on the  
 16 inside.  
 17 **MS. MOORE:** Sure. So Pie Bird was cooled and  
 18 all the users before now. We have two 90-ton kinetic  
 19 chillers on the roof, which is our central plant, and that  
 20 is what cools the entire building. But because we don't  
 21 want to cool 138,000 square feet after hours when the bar  
 22 is open, taking that space off of the plant made more  
 23 sense. Otherwise we would not allow the bar to be open in  
 24 the evening -- it couldn't be open on the weekends or at  
 25 night.

1 **CHAIRMAN McCUSKER:** They shut the system down  
 2 or they set it to a manageable thermostat when the  
 3 building's closed.  
 4 **MS. MOORE:** Correct.  
 5 **CHAIRMAN McCUSKER:** So, you know, there's no  
 6 way you could operate a restaurant except within those  
 7 hours. That's what the predecessors have all done.  
 8 They've been primarily a breakfast restaurant. You know,  
 9 obviously it wouldn't work in the evenings or late hours.  
 10 **MS. MOORE:** Right.  
 11 **MS. COX:** And we really do need activity on  
 12 that corner. It's really a quiet corner. And it is one  
 13 of the main entryways to the Presidio neighborhood that  
 14 we're investing so much in now that we really need a  
 15 thriving -- thriving activity on that corner outside.  
 16 **CHAIRMAN McCUSKER:** Go ahead. Crystal, go  
 17 ahead.  
 18 **MS. MOORE:** This is the neighborhood, right?  
 19 So this is the corner that kind of bridges the gap or the  
 20 gateway to the El Presidio.  
 21 **MR. SHEAFE:** Crystal, one other question. And  
 22 this is not meant as a challenging question. I'm just  
 23 curious.  
 24 You're basically expanding the restaurant gross  
 25 and liquor gross by 20 percent per year. How did you

Page 25

1 arrive at that number and is that a number that is  
2 realistic?  
3 **MS. MOORE:** So we did not (inaudible) at all.  
4 Will Moyer is the restaurant operator and he talked with  
5 some of his friends in the business and he is confident  
6 that these are obtainable numbers. We didn't want to give  
7 any false representation of what we think we could do.  
8 We're confident in these numbers.  
9 **MR. POSTER:** Crystal, this is Corky. I have  
10 three questions about your outdoor space.  
11 First of all, when we're calculating the square  
12 footage that you're discussing, none of that outdoor  
13 space, which is highly revenue producing, is calculated  
14 within that; right? I mean --  
15 **MS. MOORE:** That's correct.  
16 **MR. POSTER:** Yeah, so it's really a false  
17 number, because we're creating a lot of revenue-producing  
18 outdoor space that is invisible relative to the square  
19 footage that Crystal was talking about before, number one.  
20 Number two, you know, your development package,  
21 which I'm guessing was a surprise to you --  
22 **MS. MOORE:** Right.  
23 **MR. POSTER:** -- it's always a surprise to us  
24 how much that kicks in and how annoying it is frankly, but  
25 I didn't see anywhere the civil engineering costs of that,

Page 26

1 which in my experience is substantial.  
2 And before you answer that --  
3 **MS. MOORE:** Uh-huh.  
4 **MR. POSTER:** -- my third question is, where are  
5 we in the -- your building property line versus public  
6 right-of-way in your exterior site plan or is everything  
7 happening on your private property?  
8 **MS. MOORE:** All great questions, Corky.  
9 Everything we're building here is on our  
10 private property. The -- the -- the line, if you will,  
11 the parcel line goes through these planters, so we'll be  
12 building only where is on our private property.  
13 **MR. POSTER:** Will you be making improvements in  
14 the public right-of-way --  
15 **MS. MOORE:** Yes.  
16 **MR. POSTER:** -- in addition to what you're  
17 doing on your property?  
18 **MS. MOORE:** Yes. The planters are currently  
19 all dirt, and we'll be expanding the landscape. You can  
20 see here we removed the palm trees that you may have seen  
21 in that photograph. We removed the palm trees and our  
22 plan is to extend the landscape design that's currently at  
23 the historic courthouse north, so we have some saguaros  
24 and some desert plants being planted in those existing  
25 planters.

Page 27

1 **MR. POSTER:** And the last part of my question  
2 had to do with the civil engineering costs in the  
3 development package.  
4 **MS. MOORE:** So we were just told on Thursday or  
5 Friday that we needed to have this, so we have a civil  
6 engineer investigating what it's going to take, if they  
7 can do a -- I'm sorry, I don't really understand this, but  
8 they've asked for a small development plan and the civil  
9 engineer is asking for more what that means so he can  
10 price it out.  
11 **MR. POSTER:** Yeah, it's minor and major, is  
12 what the categories are.  
13 **MS. MOORE:** Yeah. Okay. Minor. So this is a  
14 minor development plan, and he's put in a couple calls, I  
15 think, as of this morning and was waiting to hear back  
16 before they gave us their fee.  
17 **MR. POSTER:** Who is the civil engineer?  
18 **MS. MOORE:** We're working with Dibble and one  
19 other one, and I can't -- I don't know the other one's  
20 name.  
21 **MR. POSTER:** You're probably going to be  
22 surprised by the sticker shock on that fee, so --  
23 **MR. LEVIN:** Crystal, this is Mike. I'm sorry,  
24 Just a quick clarification. Thank you very much for  
25 presenting.

Page 28

1 I mean, I agree completely with Jannie. You  
2 know, with her work on the El Presidio and with me sort of  
3 tagging along with her, it is very important to activate  
4 that corner.  
5 One question I did have is on the exterior  
6 number, the 375, \$376,000. Could you give us just some  
7 clarification, because I saw the rendering, it's a  
8 beautiful rendering, but what's really driving that. You  
9 know, given that's one of the largest numbers in the whole  
10 project, can you tell me a little bit more about what's  
11 driving that to be quite as high as it is?  
12 **MS. MOORE:** Yes. The fabric -- these are all  
13 crazy numbers to me, so I am totally right along with you.  
14 The fabric is fire rated. If we didn't use fire-rated  
15 fabric, we would need to sprinkler the area. And we just  
16 learned of that a couple weeks ago. But that fabric right  
17 there is almost \$90,000. That's in that 375 number.  
18 We last week went out to market, if you will,  
19 and have two more proposals coming in, so that 375 is  
20 worst case scenario, but I can't believe that we're going  
21 to save that much money from these other proposals.  
22 But all that metal, all that is steel, and we  
23 conducted a structural engineering profile for the  
24 building and where those metal beams are placed is  
25 actually over our basement. So it's not the ground



Page 29

1 they're going into but actually into our basement that  
 2 they're going to have to secure from below in some of  
 3 those areas. So it's structural, the metal and the  
 4 fabric.  
 5 And I can also say that inside of that 376 is  
 6 also the landscape. So, you know, a saguaro is \$5,000.  
 7 We have three of those planned.  
 8 **MR. LEVIN:** Thank you very much for the  
 9 clarification.  
 10 **MR. MARQUEZ:** Crystal, it's Edmund. I've got a  
 11 couple questions which might -- if and when we approve  
 12 this, it might save you some headache later.  
 13 So realistically, I mean, we're looking at  
 14 tenant improvement for the property; right? We're  
 15 actually looking at modernizing the property at the same  
 16 time while developing an outdoor area. So 1.173 million  
 17 is what the total construction is. The other expenses  
 18 I'll thank you for some of them being prepaid by the  
 19 owner. The FF & E doesn't -- we do nothing with that.  
 20 **MS. MOORE:** Right. Yep. Yep.  
 21 **MR. MARQUEZ:** I'm with you on the 156.  
 22 On the 1,173 as De Novo is going in with a  
 23 lease, how much of this is being covered by De Novo of the  
 24 1.173, how much is being covered by the landlord, because  
 25 we're going to see that in the lease later. And our

Page 30

1 attorney, Tim Medcoff, he's going to back out what the  
 2 owner's done, and then what are you requesting of the  
 3 1.173? We're going to want to see skin in the game from  
 4 the landlord and/or De Novo. Like how are the dollars  
 5 breaking out from the three buckets?  
 6 **MS. MOORE:** So the if FF & E is being paid for  
 7 by the operator.  
 8 **MR. MARQUEZ:** Right. None of that matters to  
 9 us.  
 10 **MS. MOORE:** Okay. Their total investment is  
 11 210. De Novo's is 210. The landlord is picking up the  
 12 rest.  
 13 **MR. MARQUEZ:** So of the construction costs, De  
 14 Novo is putting in 210?  
 15 **MS. MOORE:** Correct.  
 16 **MR. MARQUEZ:** Okay. All right. So the  
 17 landlord's doing like 400 -- a little less than \$400,000?  
 18 **MS. MOORE:** Correct.  
 19 **MR. MARQUEZ:** And then you're to Rio Nuevo for  
 20 the rest?  
 21 **MS. MOORE:** We're hoping, yes.  
 22 **MS. COX:** For what exact amount, Crystal?  
 23 **MS. MOORE:** You know, ideally we'd get 450 in  
 24 cash from Rio Nuevo and another 100 in rebates going into  
 25 the future. That would be -- we would all sleep well at

Page 31

1 night knowing that we could pull this project off. And,  
 2 of course, anything more than that we would also  
 3 appreciate.  
 4 **MR. MARQUEZ:** Kind of quiet.  
 5 **MR. SHEAFE:** Does anybody else have any  
 6 questions? If not, I'll make a motion.  
 7 **MR. MEDCOFF:** Before you make -- Mike and  
 8 Chris, before you make a motion, just as counsel for Rio  
 9 Nuevo, Crystal, you had mentioned rebates. I'm assuming  
 10 that De Novo doesn't own the dirt, the building owner owns  
 11 the dirt; correct?  
 12 **MS. MOORE:** Correct.  
 13 **MR. MEDCOFF:** So we couldn't -- Rio Nuevo can't  
 14 do a GPLET and use tax rebate dollars directly. They  
 15 could do an indirect out of the other bucket, which would  
 16 be the sales tax equivalent. I just want to throw that  
 17 out for the board members before anybody makes a motion.  
 18 **CHAIRMAN McCUSKER:** Yeah, so 100 of that would  
 19 be deferred. It would be -- it's all non-TIF dollars and  
 20 it would be non-TIF cash and a piece of it would be  
 21 deferred.  
 22 **MR. LEVIN:** I think the only thing before Chris  
 23 makes his potential motion is there's some of the items --  
 24 just as a background, we were developers as well, you  
 25 know, for a while here in the Tucson area. It sounds like

Page 32

1 there's a fair amount of things like the basement issue,  
 2 like the AC issue and, you know, the chiller system that  
 3 are just unique to the building.  
 4 I guess I'm just wondering if there's a value  
 5 engineer way around some of that or -- I mean, for us to  
 6 put money into sort of what's a structural issue with the  
 7 actual property owner's building, your -- just current  
 8 conditions. I don't want to say issues, but current  
 9 conditions. So I just want to make that comment. That's  
 10 on my mind as we're looking at this.  
 11 **MR. SHEAFE:** Tim --  
 12 And thank you, Mike.  
 13 Tim, would you articulate how, if there was a  
 14 deferred amount, that would be rebated back to the  
 15 restaurant operation? What was your source and how would  
 16 that mechanically work so they would have some idea?  
 17 **MR. MEDCOFF:** Yeah. So in essence it would be  
 18 an economic benefit agreement where there would be a  
 19 training roughly 60, 90 days on the sales tax reports that  
 20 De Novo reports to ADOR. Rio Nuevo gets those reports  
 21 roughly 60 days post reporting by the restaurant  
 22 owner/operator.  
 23 Once Rio Nuevo gets that report, if there was a  
 24 motion made to hypothetically approve up to \$100,000 in  
 25 rebates based on sales taxes generated, the economic

Page 33

1 benefit agreement would include language that on a  
 2 trailing 60-day, roughly, period that there would be  
 3 rebates out of the non-TIF dollars, being the sale tax  
 4 equivalent capped at whatever the motion amount is, Chris.  
 5 **MR. SHEAFE:** So to make that clear for the  
 6 other board members and for Crystal, what Tim is saying is  
 7 there's two buckets out there. We do have income stream  
 8 coming from a non-TIF bucket. That's parking revenue,  
 9 other kinds of money that we receive. Then we have the  
 10 TIF revenue that comes back to us from the state, so we  
 11 would look at that TIF revenue and then match it with our  
 12 non-TIF resource in order to make those payments to the  
 13 restaurant. That's essentially what's being suggested  
 14 here.  
 15 **MS. MOORE:** Okay.  
 16 **MR. SHEAFE:** All right. So it's good for you  
 17 to be aware, Crystal, that the commitment would be  
 18 dependent on the results achieved by the restaurant.  
 19 **MS. MOORE:** Uh-huh.  
 20 **MR. SHEAFE:** But it's a way to get you money  
 21 that is more conveniently given you over time rather than  
 22 all up front.  
 23 **MS. MOORE:** Uh-huh.  
 24 **MR. SHEAFE:** So having said that, let me make a  
 25 proposal, that Rio Nuevo make a commitment to your

Page 34

1 organization for 480,000.  
 2 And let me just explain that. The 480,000 is  
 3 to account for the additional engineering costs. You do  
 4 not know what they are, but I think I'm relatively close,  
 5 and that should help you get over that bucket as well. So  
 6 that's not shown in your numbers.  
 7 So the commitment again would be 480,000 in up  
 8 front based on all the requirements that we normally have  
 9 for submitted invoices and qualification of other monies  
 10 being put in and matched. And that would be through an  
 11 economic benefits agreement prepared by our counsel.  
 12 And then in addition to that, we would include  
 13 a 100,000 rebate capability as described in our discussion  
 14 that Tim and I just had for a total commitment of 580,000  
 15 matching your construction schedule subject to the final  
 16 agreement being approved by the executive committee,  
 17 authorized by this vote and subject to counsel preparing  
 18 the economic benefits agreement and you reaching  
 19 conclusion about that.  
 20 **MS. COX:** Chris, I'd like to offer a possible  
 21 amendment that the wording be up to 480,000 since --  
 22 **MR. SHEAFE:** I accept.  
 23 **MS. COX:** -- we don't know exactly what the  
 24 engineer costs are going to be.  
 25 **MR. SHEAFE:** I accept.

Page 35

1 **MS. VILLICANA:** I would second.  
 2 **MR. LEVIN:** Chris, if I could -- are we in  
 3 discussion now or are we --  
 4 **CHAIRMAN McCUSKER:** Somebody did second that.  
 5 Was that Taunya?  
 6 **MS. VILLICANA:** It was me, yes. Thank you,  
 7 Fletcher.  
 8 **CHAIRMAN McCUSKER:** We have a motion and a  
 9 second for up to \$480,000 in cash and \$100,000 in a  
 10 rebate-like match for a total commitment of 580.  
 11 So go ahead, Mike.  
 12 **MR. LEVIN:** Yeah. Chris, on your motion, I  
 13 know one of the things that Crystal had mentioned is that  
 14 they're still receiving bids just because of the sticker  
 15 shock on some of the other things, engineering fees or  
 16 whatnot. Is it possible to say that that number could be  
 17 adjusted based on reduced cost for the project based on --  
 18 **MR. SHEAFE:** Is that inherent in Jannie's  
 19 motion -- in her amendment?  
 20 **MR. LEVIN:** Well, I think Jannie's amendment  
 21 seemed like it was up to 480, but I didn't know if it  
 22 included --  
 23 Maybe Mr. Medcoff can clarify whether or not  
 24 Jannie's amendment --  
 25 **MR. SHEAFE:** Let me clarify this for you. When

Page 36

1 we go through the analysis that Tim does in the benefits  
 2 agreement, it has all those requirements in it, so that  
 3 would automatically move forward to the limitation. And  
 4 Jannie made the appropriate change, to make sure we can  
 5 reduce it according to those events.  
 6 **CHAIRMAN McCUSKER:** So \$586,000 is half of the  
 7 budget, just saying, so you're basically there. What you  
 8 could do, Mike, is if the overall budget reduces, our  
 9 50 percent comes down as well and that way it can flex  
 10 down if they can deliver it for less.  
 11 **MR. MARQUEZ:** First of all, he said my  
 12 proposal. We didn't make a motion. You've have to change  
 13 it to motion. Not to be a stickler, but we do have a  
 14 court reporter.  
 15 And, second, I agree with you, Fletcher. It  
 16 needs to be at a max of 50 percent, period, because now  
 17 we're -- she asked for 450 plus 100. We're doing 480 plus  
 18 100. Let's at least max out at 50 percent.  
 19 Mike, I appreciate -- I love your perspective,  
 20 but there's no way they're coming back to us and saying,  
 21 oh, I got it for less. So we can max at 50 percent. And  
 22 that additional \$30,000, the landlord should have put that  
 23 in. They can pay those fees. We're coming in with more  
 24 than a half a million dollars here.  
 25 So, yeah, I would ask for you to make an

Page 37

1 amendment to your proposal that should be a motion that it  
 2 should be a max of 50 percent, period.  
 3 **MR. MEDCOFF:** And, Chris, one other thing.  
 4 You've mentioned executive committee. You need to amend  
 5 it to the executive officers.  
 6 **MR. SHEAFE:** I will accept that.  
 7 **MS. COX:** I accept.  
 8 **CHAIRMAN McCUSKER:** So I think right now we  
 9 don't have a proper motion. I think Edmund is probably  
 10 right, so let's start at the beginning, Chris, with "I  
 11 move," and then --  
 12 **MR. SHEAFE:** My motion is we allocate the cash  
 13 commitment of 480,000 subject to all of the requirements  
 14 that we normally put in a benefits agreement as prepared  
 15 by counsel and a 100,000 delayed payment based on revenue  
 16 stream as a participation for the tax revenue that the TIF  
 17 district receives paid over time for a total of a maximum  
 18 of 580,000, which in no case can be more than 50 percent  
 19 of the total allocated expense as authorized under the  
 20 benefits agreement as a commitment made to this entity.  
 21 **MS. VILICANA:** Second by Taunya.  
 22 **CHAIRMAN McCUSKER:** Subject to counsel and the  
 23 executive officers' approval.  
 24 **MR. SHEAFE:** Subject to counsel and the  
 25 executive officers' approval.

Page 38

1 **MS. VILICANA:** Second by Taunya.  
 2 **CHAIRMAN McCUSKER:** Okay.  
 3 **MS. VILICANA:** Second by Taunya.  
 4 **CHAIRMAN McCUSKER:** Everybody following this  
 5 now?  
 6 **MR. LEVIN:** I have a question for Mr. Medcoff.  
 7 When we do our deals, I know you've changed  
 8 some of the things we've done. Are we normally the last  
 9 money in or is that something we have to put in a motion  
 10 at least with what we're putting up as far as cash on the  
 11 rebate?  
 12 **MR. MEDCOFF:** I think Chris's motion covers it,  
 13 because it says subject to all the normal restrictions I  
 14 put in. And that's one of the things I review. And if it  
 15 comes out to that where there is TI money, then that gets  
 16 cut off the top.  
 17 **MR. LEVIN:** Thank you.  
 18 **CHAIRMAN McCUSKER:** Any other questions?  
 19 (No oral response)  
 20 **CHAIRMAN McCUSKER:** Okay. Brandi, you can call  
 21 the roll.  
 22 **MS. HAGA-BLACKMAN:** Crystal, can you stop  
 23 sharing your screen?  
 24 **MS. MOORE:** You bet.  
 25 **MS. HAGA-BLACKMAN:** Thank you. I need to see

Page 39

1 the person to call roll.  
 2 **MS. MOORE:** There you go.  
 3 **MS. HAGA-BLACKMAN:** Thank you.  
 4 Edmund Marquez.  
 5 **MR. MARQUEZ:** I still don't think we should  
 6 have gone over the 550, but aye.  
 7 **MS. HAGA-BLACKMAN:** Shay Jimenez.  
 8 **MS. JIMENEZ:** Aye.  
 9 **MS. HAGA-BLACKMAN:** Chris Sheafe.  
 10 **MR. SHEAFE:** Aye.  
 11 **MS. HAGA-BLACKMAN:** Corky Poster.  
 12 **MR. POSTER:** Aye.  
 13 **MS. HAGA-BLACKMAN:** Jannie Cox.  
 14 **MS. COX:** Aye.  
 15 **MS. HAGA-BLACKMAN:** Mike Levin.  
 16 **MR. LEVIN:** I go with Edmund's comment, but  
 17 aye.  
 18 **MS. HAGA-BLACKMAN:** Taunya Villicana.  
 19 **MS. VILICANA:** Aye.  
 20 **MS. HAGA-BLACKMAN:** Fletcher McCusker.  
 21 **CHAIRMAN McCUSKER:** I vote aye.  
 22 Did we get Shay?  
 23 (Motion made, seconded and passed unanimously)  
 24 **CHAIRMAN McCUSKER:** Okay. So that's unanimous.  
 25 Crystal, March on. Tim will be in touch with

Page 40

1 you guys on the legal documents.  
 2 **MS. MOORE:** Thank you, everybody. We all very  
 3 much appreciate it.  
 4 **CHAIRMAN McCUSKER:** Congratulations. That's  
 5 going to be a great project.  
 6 **MS. MOORE:** Thank you.  
 7 **CHAIRMAN McCUSKER:** Okay. Moving on, your name  
 8 has to be Crystal today, so we're going to talk to  
 9 Vertigo.  
 10 Dominic, are you guys still in Honduras? The  
 11 floor is yours.  
 12 **MR JOHNSON:** For a few more days.  
 13 **CHAIRMAN McCUSKER:** We do have a PowerPoint. I  
 14 don't know if you want to run it. We can run it if you --  
 15 **MR JOHNSON:** We'll try and run it.  
 16 **CHAIRMAN McCUSKER:** All right. Let's give them  
 17 share screen, give Dominic share screen.  
 18 Introduce yourself and fire away.  
 19 **MR JOHNSON:** All right. Does that look right  
 20 to you guys?  
 21 **MR. MARQUEZ:** Yes.  
 22 **MR JOHNSON:** Hang on. Let me just get back to  
 23 the right slide.  
 24 There we go. There we go.  
 25 **CHAIRMAN McCUSKER:** Start with who you are so

1 we get it in the record.  
 2 **MR JOHNSON:** All right. We'll start on the  
 3 next slide as we introduce ourselves.  
 4 I'm Dominic Johnson and I'm here with my wife  
 5 Kristel, and the two of us have been married for 23 years  
 6 and we still like each other.  
 7 I have grown up in Tucson with the University  
 8 of Arizona, and my current day job is I coach pole  
 9 vaulters, so that's what I do.  
 10 **MRS. JOHNSON:** I'm Kristel. (Inaudible).  
 11 We've been in business together for many years besides  
 12 being married. We work really well together. Currently I  
 13 have been working in the Arizona wine industry for the  
 14 last three years, fallen in love with the whole industry.  
 15 Of course, I love wine.  
 16 I also love downtown Tucson (inaudible) our  
 17 daughters there and involved in numerous committees for  
 18 everything from art to fund raising.  
 19 **MR JOHNSON:** And, you know, one of the reasons  
 20 we think that's so important, being downtown, is, you  
 21 know, as you know, businesses come and go all the time and  
 22 we know that it's not as simple as just opening the door  
 23 and being open for business. And so we realize we have to  
 24 engage the community and be a part of it, and we feel like  
 25 we've been doing that.

1 Soy let's get into wine talk. The history of  
 2 Arizona wine, the first recognized vineyard happened in  
 3 1985 down in Sonoita. In the past 10 years, the wine  
 4 industry in Arizona has more than doubled to over 150 --  
 5 **MRS. JOHNSON:** Arizona is home to three AVAs,  
 6 which are American Viticultural Areas, two of which we're  
 7 really lucky to have within an hour and a half of Tucson.  
 8 (Discussion off the record)  
 9 **MRS. JOHNSON:** So I was saying Arizona is home  
 10 to three AVA's, which are American Viticultural Areas,  
 11 Verde Valley, Wilcox and Sonoita. And of those three, two  
 12 are within an hour and a half of downtown Tucson, Wilcox  
 13 and Sonoita. And I'm very familiar with those two areas  
 14 working in this industry. I'm in love with the wine  
 15 that's being produced, and we're excited to be working  
 16 with growers from those two AVAs.  
 17 **MR JOHNSON:** Are you still hearing us okay?  
 18 Okay. Great. All right.  
 19 So -- you know, so it's for this reason that  
 20 we're so close to these areas --  
 21 Hang on. We're bogging down a little bit.  
 22 -- that we think the timing is just right to  
 23 open this concept for an urban winery. And what we're  
 24 really trying to do is bring the winery to downtown Tucson  
 25 so people can have the same experience that you would have

1 down in Sonoita or Wilcox right here in Tucson.  
 2 **MRS. JOHNSON:** So our concept is barrel to  
 3 glass. I don't know if any of you have ever had the  
 4 experience of doing a barrel tasting, but it's so lovely  
 5 and wonderful and glorious and we want to make it a part  
 6 of everyday life for people in downtown Tucson.  
 7 **MR JOHNSON:** So one of the challenges to doing  
 8 this is how you preserve the wine when you're trying to  
 9 serve it out of the barrel. And it turns out, we're not  
 10 the first person to do this. We've been fortunate enough  
 11 to meet a company out in California that's developed a  
 12 device called the Wine Steward. And the way it works is  
 13 you use low pressure inert gas to push the wine out of the  
 14 barrel, and at the same time it preserves the wine without  
 15 introducing oxygen, so this is how we plan to do it.  
 16 **MRS. JOHNSON:** So we've identified our  
 17 location. We're really thrilled to have 410 North Toole  
 18 in the historic train depot to compliment other  
 19 surrounding businesses like Hotel Congress and Maynard's  
 20 Market and Restaurants, and we're thrilled to be in  
 21 business with the city of Tucson.  
 22 This screen is basically our vibe for Vertigo  
 23 Wine's Bottle Shop and Barrel Room. Think urban vintage.  
 24 The barrels will be on display obviously. We'll have  
 25 charcuterie, areas that people can congregate and enjoy

1 sharing wine.  
 2 **MR JOHNSON:** So I want you to pay attention to  
 3 the middle image of the -- the wine bottles. So we  
 4 actually intend to build the tasting bar using thousands  
 5 of recycled bottles, which actually leads to a program  
 6 that we hope to implement down the road where with our  
 7 local wine club members, we'll actually use reusable  
 8 bottles. And so they will exchange those bottles and we  
 9 avoid sending them to the landfill, which will make Steve  
 10 Kozachik very happy that he won't have to crush up  
 11 thousands of bottles.  
 12 **MRS. JOHNSON:** Sorry. I'm having a little bit  
 13 of a --  
 14 **MR. SHEAFE:** Yeah, there you go.  
 15 **MRS. JOHNSON:** So we've developed a diversified  
 16 revenue stream, because we know we can't just depend  
 17 solely on walk-in customers, which, of course, we are  
 18 planning on doing. We have our tasting room, which will  
 19 be open five days a week, but we're also going to be  
 20 introducing a wine club, which will be both monthly and  
 21 quarterly subscription services, as well as hosting  
 22 private events and venues within the tasting room as well  
 23 as doing wine catering off site. We also will have bottle  
 24 sales in the tasting room as well as direct  
 25 to (inaudible).

Page 45

1           **MR JOHNSON:** So these are our projections for  
2 the first five years. We consider them to be not too  
3 aggressive, fairly conservative. And one of the areas  
4 where we think that we can do even better is with the  
5 subscription wine service. We talked to other people in  
6 the industry and that's part of their business they can  
7 build up and it's very consistent. Once you've built that  
8 up, you know, you're not entirely relying on people who  
9 walk in the door. It's a lot more controllable.

10           The thing that this doesn't show is wholesale  
11 business, which we realize from your standpoint doesn't  
12 directly apply because you're not collecting taxes on it,  
13 because it indirectly applies, because, of course, if  
14 we're selling this to other restaurants, they're selling  
15 it and generating tax dollars.

16           In terms of improvements, you know, we're  
17 fortunate the space -- it's really ideal for what we need,  
18 but the majority of our improvements are what I would call  
19 back of the house.

20           Well, I say that. It's also the tasting bar,  
21 but what we're really needing improvements for is this  
22 area, which is really essentially a commercial kitchen.

23           So you can see the work listed, rough plumbing,  
24 concrete sawing, that kind of work. That's what we're  
25 going to be needing money for.

Page 46

1           Oh, one thing I wanted to add to this slide,  
2 which isn't part of it now, but, of course, we eventually  
3 want to do an extension of the premises and do a patio out  
4 back if you want to mention --

5           **MRS. JOHNSON:** Yeah. So that's something  
6 eventually that we'll be doing once we have our liquor  
7 license. It's something that -- it would be a secondary  
8 license that we would get once we're open, enclose the  
9 patio in the back very similar to how Maynard's has their  
10 patio in the back with wine barrels, things like that, so  
11 that's our future (inaudible).

12           **MR JOHNSON:** So our contractor, who actually is  
13 on the Zoom. I sent him the link, I hope you don't mind.  
14 But we're working -- planning to work with Kappcon  
15 Construction, Nathan Kappler, and I know that he's done  
16 projects for Rio in the past, so you guys are very  
17 familiar with his work.

18           So this is a budgetary estimate right now,  
19 right at a little over \$120,000.

20           **MRS. JOHNSON:** So this is our timeline and  
21 we've retained our general contractor, our architect,  
22 we've identified a fantastic location, secured our lease  
23 with the city. We've applied to the Arizona State  
24 Department of Alcohol as well as federal. We are now  
25 awaiting approval by the city of Tucson doing their

Page 47

1 construction build out, our final inspections, and then  
2 our plan is to be open for business.

3           **MR. SHEAFE:** Do you have a set of plans you've  
4 submitted to the city?

5           **MR JOHNSON:** Not yet.

6           **MR. SHEAFE:** When do you think you'll have  
7 those plans ready? And what are you thinking in terms of  
8 timing for plan approval?

9           **MR JOHNSON:** So I've got Nate Kappler on the  
10 line.

11           You can hop in if you feel like you need, Nate,  
12 but I'd say we're planning on submitting within a month.  
13 And he believes that we can do the work within a month.

14           Now, the one thing this is sort of a catch in  
15 all of this is the way the department of alcohol works is  
16 we first need a federal license, and then the state will  
17 approve it, and then it goes to the city and they kind of  
18 kick it back and forth, so there is a little bit there  
19 that's a little out of our control sometimes.

20           **MR. SHEAFE:** Yeah. I don't understand the  
21 federal component. How long does that take?

22           **MRS. JOHNSON:** Sorry?

23           **MR. SHEAFE:** What is the time for the federal  
24 component? I'm not familiar with that.

25           **MRS. JOHNSON:** It's already -- we have already

Page 48

1 submitted, so we're expecting to have that back within the  
2 next two weeks.

3           **MR. SHEAFE:** All right.

4           **MRS. JOHNSON:** And that goes hand in hand with  
5 the state and the city. They all three sort of work  
6 together. One approves, then the next approves. It goes  
7 federal, state, city, and then the city approves and it  
8 goes back to the state for final.

9           **MR. MARQUEZ:** The same question I had for  
10 Crystal. How much money are you guys putting in, how much  
11 is your landlord putting in and what's your ask of Rio  
12 Nuevo?

13           **MRS. JOHNSON:** Well, our landlord isn't putting  
14 in anything. It's city of Tucson, so they're not  
15 contributing. Our ask for Rio Nuevo is around 62,000.  
16 The rest will be all of us. And we've just proposed the  
17 TI (inaudible) and everything else.

18           **MR. MARQUEZ:** We're not hearing from Kappcon  
19 here. Obviously I haven't heard them speak up, but what  
20 is your timeline? Like if we approve this today, there's  
21 federal and two weeks and like -- so what's the timeline?  
22 Like when would this deal actually happen?

23           **MRS. JOHNSON:** We're planning on being open by  
24 November of 2024.

25           **MR. KAPPLER:** Good afternoon, everyone. This

Page 49

1 is Nate Kappler with Kappcon.  
2 We don't have a permit yet. That's always the  
3 wild card in any schedule. But Dominic reported that we  
4 would turn in plans within 30 days. And if they review it  
5 in 30 days and get us a permit, the build out won't take  
6 very long. We can -- as soon as we've got a deal going,  
7 we can procure some of the equipment that we need even  
8 before construction starts.  
9 **MR. MARQUEZ:** Nate, how confident do you feel  
10 about the budget you guys are showing us?  
11 **MR. KAPPLER:** Dominic and Kristel invited me to  
12 walk the site, so I've been there. I've reviewed kind of  
13 what I saw, the points of connection for plumbing and HVAC  
14 and electric. There's adequate -- all those utilities are  
15 extremely adequate. The space could be -- you could turn  
16 the lights on and have a business there tomorrow. The  
17 space is finished. They just need a three-compartment  
18 sink and a couple of the things that are required. It's  
19 not going to be a long build.  
20 Am I confident in the budget? Yeah. I have to  
21 do this a lot where I've got to do a conceptual budget to  
22 get a project going forward. That's exactly what I did  
23 for them. I don't think they're going to be disappointed  
24 in this budget, but we are in strange times. But I do  
25 feel confident. I quizzed the right subcontractors and I

Page 50

1 think I have a real world budget there.  
2 **MR. MARQUEZ:** Corky Poster, do you want to  
3 inject any realities here?  
4 **MR. POSTER:** No. I've worked with Nate a lot  
5 and have a lot of confidence in him.  
6 I do have a question, however, about --  
7 Well, I'm not so sure about the 30-day permit.  
8 I'm sure that the construction time could be pretty short.  
9 I know that -- you know, we did the building originally,  
10 so I know that space and I know the condition of that  
11 space.  
12 I do have a question, though, about the future  
13 use of the outdoor patio toward the train tracks.  
14 I know the ownership and leasing is fairly  
15 complex there. Do you have absolute certainty that you  
16 need no other approvals from any other lessors in order to  
17 use that outdoor space?  
18 **MRS. JOHNSON:** Correct. So we've already  
19 spoken with them about the potential for it, and so it  
20 would just be the city of Tucson as well (inaudible) as  
21 well as the department of liquor.  
22 **MR. POSTER:** What was the last word?  
23 **MRS. JOHNSON:** The department of liquor, which  
24 is actually -- once we have the liquor license, that  
25 (inaudible) is actually fairly easy.

Page 51

1 **MR. POSTER:** Yeah. The reason I bring that up  
2 is I thought that Maynard's had more control over the  
3 outdoor space on the railroad side of that building than  
4 you're describing, so I just wanted to make sure that  
5 you're fully aware of any complexities associated with  
6 those approvals.  
7 **MRS. JOHNSON:** Yeah. Their space is different  
8 than ours. It's a lot larger. We've already been told  
9 where we can go, as far as north as we can go, so we've  
10 already been given parameters by the city, which is via  
11 their -- their real estate --  
12 **MR. POSTER:** Yeah. I know it's a great  
13 project. I just want to make sure you didn't run into any  
14 surprises down the road.  
15 **CHAIRMAN McCUSKER:** You've talked to Richard,  
16 right? He supports what your doing and --  
17 **MRS. JOHNSON:** We have spoken with Richard.  
18 He's very supportive of what we're doing. We're actually  
19 hoping to be able to work with him somehow so we have food  
20 from Maynard's to serve to our guests.  
21 **MR. MARQUEZ:** Did you already sign your lease  
22 and this is happening?  
23 **MRS. JOHNSON:** So we've signed the LOI. The  
24 city is perusing the final lease and we were told they  
25 approved the final lease as well as the city liquor

Page 52

1 license all at the same time.  
2 **MR. MARQUEZ:** You don't have them back yet,  
3 though?  
4 **MRS. JOHNSON:** No.  
5 **MR. MARQUEZ:** I would highly advise we table  
6 this for a month to make sure that you get the lease done,  
7 you get your liquor license, you make sure your numbers  
8 are hard. You don't want to come back to us and ask us  
9 for more money. It's a very interesting deal. I feel a  
10 good vibe with the board listening to it. I would get  
11 this thing dialed in first with the city before you -- the  
12 city. I would make sure it's dialed in before you  
13 actually pencil up with us.  
14 **MR. LEVIN:** I would agree with that.  
15 **CHAIRMAN McCUSKER:** Are you on the August 6th  
16 agenda? Do you know if you've been agendized? I'm  
17 assuming it requires counsel approval.  
18 **MRS. JOHNSON:** It does. You know what, we have  
19 an e-mail -- I have to look and see. I have an e-mail  
20 from our realtor and I --  
21 **CHAIRMAN McCUSKER:** Would you guys be okay just  
22 chilling out for a month?  
23 **MRS. JOHNSON:** Yes.  
24 **MR. JOHNSON:** I mean, I think we're going to --  
25 I mean, quite frankly, we're going to move as fast as we

1 can, you know.  
2 **CHAIRMAN McCUSKER:** Yeah, I haven't heard  
3 anybody think this was crazy. It's a small amount. We  
4 love the idea. I'm not hearing any difficulties other  
5 than to make sure you have the lease in hand.

6 **MR. JOHNSON:** Okay.

7 **MR. MARQUEZ:** Yeah. You're in good shape. I  
8 would just get the lease, get the liquor license and come  
9 back to us. This isn't a hard deal. It's an inexpensive  
10 deal relatively. It's not something we'd have to hold and  
11 wait for the dollars. Like you literally just have your  
12 lease, have your liquor license, start construction and  
13 bring us receipts and we reimburse.

14 **CHAIRMAN McCUSKER:** One thing you might  
15 consider given the conversation we just had with Crystal  
16 is go ahead and design your patio and have an estimate for  
17 that so you don't -- if you need more money for that, we  
18 can do all that at the same time. But I really like the  
19 idea of you -- and you don't have the shade problem that  
20 she does going to the north. You know, to activate that  
21 train patio would be really cool, I think, so you might  
22 think about that.

23 So if you don't object, we'll bring you back in  
24 August.

25 **MR. SHEAFE:** Let me ask one question, Kristel.

1 In doing your projections for the increase in  
2 business, you're showing over 40 percent a year in  
3 increased revenue gain. Is that based on having the patio  
4 in place going to Fletcher's point or is that based on the  
5 structure that you have?

6 **MRS. JOHNSON:** It's predominantly based off of  
7 wine club sales where the first year -- because I think  
8 that's going to be our major source of revenue. So the  
9 first year we're in business, we're establishing that and  
10 then that continues.

11 **MR. SHEAFE:** So that's how you built those  
12 projections anyway.

13 Okay. But that emphasizes what -- if you wait  
14 a month, you can then figure out if you need to change  
15 your ask and we can get it all done at once and have the  
16 patio be part of the plan.

17 **MR. POSTER:** I do want to bring up the other  
18 half of what Crystal said, you know, as a little bit of a  
19 warning. Crystal also said that, when she included the  
20 patio in her building permit, she wound up having to do a  
21 development package and having to get a civil engineer.  
22 And that, in my experience, is a permit that precedes the  
23 other permit. So I'm a little worried about doing the  
24 outdoor portion together, because it might wind up  
25 delaying this for a month or two more.

1 **CHAIRMAN McCUSKER:** Yeah. I think the only  
2 thing they've done in those patios is set out some tables  
3 and chairs. And, of course, you need a pony wall to  
4 enclose your liquor section, but I don't know that you  
5 have to do anything structurally. But this give us a  
6 month to kind of figure all that out.

7 **MR. POSTER:** Yeah, I would check that out over  
8 the next month. because the city requires development  
9 packages for honestly the silliest of reasons and I would  
10 just make sure by wandering into the outdoor space you're  
11 not kicking in a requirement for a development package,  
12 which is a precursor to getting a building permit. So  
13 just be a little cautious and maybe have your architect  
14 figure that out over the next month.

15 **MR. MARQUEZ:** And in our experience, permits  
16 don't take 30 days. And not to put him on the spot, but  
17 Mike Jackowski is watching this.

18 So, Mike, help them. It would be great if they  
19 were withing 30 days, but you're looking at like three  
20 months.

21 **CHAIRMAN McCUSKER:** Okay. We're going to table  
22 you. We love the idea. We'll see you guys in the next  
23 meeting.

24 **MR. JOHNSON:** Sounds great.

25 **MRS. JOHNSON:** Thank you.

1 **CHAIRMAN McCUSKER:** Thank you for everything  
2 you're doing downtown.

3 **MR. MARQUEZ:** Good job.

4 **CHAIRMAN McCUSKER:** Did somebody say something?

5 **MR. MARQUEZ:** I just said good job.

6 **CHAIRMAN McCUSKER:** Thank you.

7 Last but not least, no more Crystals.

8 Darby, I see you on the line twice actually,  
9 and Kira, so we're going to talk about Herbert's and the  
10 commissary.

11 **MS. DIXON-WEINSTEIN:** Thank you so much.  
12 Justin is going to be our presenter and he should be on  
13 here and he can --

14 Brandi, if you allow him to share screen, he  
15 can walk you through our proposal.

16 **CHAIRMAN McCUSKER:** Is he one of the Darbys?

17 **MR. SKODA:** No.

18 **CHAIRMAN McCUSKER:** No, you changed your name.  
19 Okay.

20 **MR. SKODA:** I changed my name.

21 **CHAIRMAN McCUSKER:** All right. So let's give  
22 Justin screen share and you have the com. Make sure you  
23 introduce everybody for the record.

24 **MR. SKODA:** Perfect. Just waiting for the  
25 access to share my screen here.

Page 57

1 Can you guys see my screen yet?  
2 **CHAIRMAN McCUSKER:** Not yet.  
3 **MR. SKODA:** No?  
4 Just give me a minute here.  
5 (Discussion off the record)  
6 **MR. SKODA:** Okay. Yeah, here we go. It was in  
7 my back-end settings. Thank you.  
8 So it's asking me to quit and restart my Zoom.  
9 It might be easier to --  
10 **CHAIRMAN McCUSKER:** So we have it.  
11 Brandi, can -- will you pull it up?  
12 **MR. SKODA:** Thank you so much.  
13 **MS. DIXON-WEINSTEIN:** I can -- I can also try,  
14 right? Let me try.  
15 **CHAIRMAN McCUSKER:** So let's give Kira screen  
16 share.  
17 Go ahead, Kira.  
18 There you go.  
19 **MS. DIXON-WEINSTEIN:** Is that it?  
20 **CHAIRMAN McCUSKER:** And then start the slide  
21 show from the beginning unless it's a PDF.  
22 **MR. SKODA:** Okay. Perfect. I can see it.  
23 Can everybody see it?  
24 **CHAIRMAN McCUSKER:** Yeah, we've got it.  
25 (Discussion off the record)

Page 58

1 **MR. SKODA:** So we'll start up here. I don't  
2 think it's important to read down the table of contents.  
3 Okay. So -- yeah, my name is Justin Skoda.  
4 I'm the general manager of operations for Fresh Start  
5 Group and Augustine Kitchen. I do have my team on here  
6 with me. I have Darby Davis, who's our project manager  
7 from Red Bark Design, I have Kira Dixon-Weinstein. who is  
8 our landlord and director of Gadsden Hospitality, and I  
9 also have the talented executive chef, who I've had the  
10 pleasure of working with for the last few years, David  
11 Solorzano. I'll be kind of spearheading it, but should  
12 questions pop up, we're all ready to answer.  
13 So, you know, who are we? Gadsden Hospitality  
14 Annex and Gadsden Hospitality Monier specifically. You  
15 know, we're a group that's committed to the vibrant spirit  
16 of the public market offering exceptional hospitality  
17 experiences that celebrate community, culture, culinary  
18 excellence.  
19 Our mission creates welcoming spaces where  
20 local and visitors can gather and connect, and through  
21 dedication to those outstanding services, sustainability  
22 and innovation. We strive to foster a sense of belonging  
23 that contributes to the overall dynamic and the thriving  
24 heart of the Mercado District.  
25 A little about David and myself. I don't know

Page 59

1 if you want me to read through the whole thing. I'll just  
2 kind of cliff notes mine.  
3 I'm the GM for Augustine Kitchen and Fresh  
4 Start Group, which oversees that end of the Mercado. So  
5 if you're looking at Augustine Kitchen, you're looking at  
6 the Cabinet Room, which does our event business, you're  
7 looking at the Cannery, which is formally AKA, which sort  
8 of works the commissary kitchen and catering.  
9 I'm originally from the midwest. I studied at  
10 Southern Illinois University, transplanted out here in the  
11 early 2000s where I finishing my studies at U of A. I  
12 have a BA in psychology. I did minor in film studies. I  
13 thought I was going to be a big film maker. Still a small  
14 passion of mine, but, you know, important to mention just  
15 for fun.  
16 I have a great background in the industry. My  
17 accolades are up there. I really don't -- I find it hard  
18 to kind of talk about myself, but I have led teams at  
19 everywhere that's listed there, from Westin, Ritz, Lowe's.  
20 I used to spearhead the Ventana Room, which we got the  
21 five star, five diamond award back in the mid 2000s and  
22 ran that operation for about six years. I've run programs  
23 at McMahon's, Hotel Congress, Fox Restaurant Concepts with  
24 Wildflower specifically, and now I'm in the -- in the  
25 Mercado. Some personal stuff there about me. I have a

Page 60

1 family, I love them, and those are the things that I kind  
2 of like to do in my spare time.  
3 We also have David on the call. David's our  
4 executive chef. It's been a real pleasure to work hand in  
5 hand with him the past couple years.  
6 Is there a question?  
7 (No oral response).  
8 **MR. SKODA:** David, are you comfortable if I  
9 read that down?  
10 **MR. SOLORZANO:** Yes. Just to speak a little  
11 bit about myself, I've been a chef in Southern Arizona for  
12 the last 10, 15 years. I've been in the culinary industry  
13 for over 20 years. I've led teams here in Tucson with Fox  
14 Restaurant Concepts as well and Wildflower as well,  
15 unfortunately not with Justin. But I've also been -- I've  
16 worked, you know, in restaurants in central Mexico, some  
17 of them that are Michelin rated at the moment now. I've  
18 also, you know, worked in restaurants that have  
19 (inaudible) and Bon Appetite (inaudible) restaurants.  
20 Yeah, I don't know what else -- I have a really  
21 hard time talking about myself as well, so --  
22 **MR. SKODA:** It's always a little awkward, but I  
23 also do think it's important that we highlight that, you  
24 know, we're not new to this game and that we've got a  
25 pretty established record in Tucson.



Page 61

1 So today we're here to talk about two concepts.  
 2 We do have four in the works, but the two that we want to  
 3 talk about today specifically are Herbert's Deli and the  
 4 Annex Commissary.  
 5 So Herbert's Deli is located in  
 6 the Monier Building. It's actually just adjacent to Ari's  
 7 concept at Slice. The deli itself is -- as you can here,  
 8 it's inspired by Jewish and New York delis.  
 9 A cool thing that David never  
 10 kind of talked about recently was that we're kind of  
 11 bringing like a corner of New York to (inaudible), so  
 12 we've got, you know, Ari's concept at Slice. We can grab  
 13 a New York slice. Just directly across the breezeway from  
 14 there, we're going to have -- we'll hopefully have  
 15 Herbert's Deli again taking a nod from, you know, the  
 16 Jewish and Italian delis in New York City.  
 17 The decor and pictures will kind  
 18 of come up here, but, you know, they're going to reflect a  
 19 modern style, so we're leaning into the traditional Jewish  
 20 deli kind of concept, but we're bringing kind of a more  
 21 modern upscale -- I wouldn't say urban, but, you know, a  
 22 cleaner fresh vibe to it  
 23 And then the Annex Commissary is  
 24 going to serve kind of as a shared space, which is going  
 25 to offer additional opportunities for revenue with regards

Page 62

1 to banquets, with regards to catering. It's also going to  
 2 allow the facilitation of increased banquet and event  
 3 businesses with tenants that could come in and share the  
 4 hall with us.  
 5 Moving on to the vision here,  
 6 some kind of pictures of where we'd like to head. I'll  
 7 have David kind of speak a little bit to the food vision  
 8 if you're comfortable with that, David  
 9 **MR. SOLORZANO:** So for the deli itself, we're  
 10 going to have cured meats, some that we would be --  
 11 hopefully down the road be carrying ourselves. We're  
 12 having a full espresso -- espresso bar. We'll have a lot  
 13 of the traditional Jewish offerings like lox, kippered  
 14 salmon, smoked white fish salad as well as offering at the  
 15 (inaudible) for the district and for the tenants of the  
 16 Monier as well. So we'll have some just classic staples  
 17 lining our shelves as well as specialty items that we  
 18 would be preparing in house ourselves or getting locally  
 19 from crafts people like in Arizona as well as meats and  
 20 cheeses that, like I mentioned before, we'll be slicing in  
 21 house.  
 22 So for the banquet for the commissary, it would  
 23 kind of like just grow our offerings down at the Annex as  
 24 well as the market district as a whole, so we would be  
 25 able to offer a full banquet program, which we already

Page 63

1 have kind of running out of Augustine at the moment, but  
 2 that will kind of give us a little bit more of an option  
 3 to be able to give more offerings and just a better  
 4 experience for our guests in general. We'll be able to  
 5 fuel our event concessions and market events that's been  
 6 happening in the market as a whole. In the district as a  
 7 whole. Sorry. On top of that, we'll be able to do  
 8 off-site catering.  
 9 One of the things that we wanted to do in the  
 10 deli specifically is be able to offer ready-made meals  
 11 that the people can take out or just to their house at the  
 12 Monier or just like Tucson in general as well as offer  
 13 things that are -- boxes that are curated in house that  
 14 people could just be able to purchase there and be able to  
 15 just take their family and be able to make something for  
 16 themselves or for a date or family, whatever. Think of --  
 17 I always forget the name of the boxes.  
 18 **MS. DIXON-WEINSTEIN:** Meal kits.  
 19 **MR. SOLORZANO:** Yeah, the meal kits.  
 20 **MR. SKODA:** It's like Hello Fresh but, you  
 21 know, a little bit more upscale, local.  
 22 **MR. SOLORZANO:** And local, yeah. As far as --  
 23 on top of that, we'll be able to offer cocktails, we'll  
 24 have a wine program and we'll have a beer program in house  
 25 as well.

Page 64

1 **MR. SKODA:** So here's the floor plan, Herbert's  
 2 Deli floor plan itself. Herbert's is about 825 square  
 3 feet. You can kind of see -- I don't have a pointer, but  
 4 you can see just to the --  
 5 Actually if you can just --  
 6 Yeah, thank you so much.  
 7 So to the left there, we've got indoor seating  
 8 and counter space. The entrance is at the lower area  
 9 there. And then to the right of the entrance, we have  
 10 merchandiser fridges, we have a grab and go area, and then  
 11 we also have sandwich, coffee and items that guests could  
 12 either enjoy in the business, they could take back to the  
 13 Monier if they live there, they could take back to their  
 14 home in Tucson if they're going somewhere else.  
 15 We also don't have a --  
 16 Actually could you just go back to the  
 17 Herbert's if you don't mind.  
 18 Thank you so much.  
 19 We have a courtyard that is shared in the  
 20 Monier there. It's shared between the members of the --  
 21 the Monier, it's shared with Ari. It's about an  
 22 additional 5,000 square feet. We don't have a schematic  
 23 for that today, but that is something that we're in the  
 24 process of working on.  
 25 **MS. DIXON-WEINSTEIN:** Sorry. We're realizing

Page 65

1 we left off the courtyard photo in our hub-bub over here.  
 2 **MR. SKODA:** It's a very wonderful photo.  
 3 **MR. SHEAFE:** Do you want to describe it then?  
 4 **MS. DIXON-WEINSTEIN:** In the Monier -- this is  
 5 Kira talking. In the Monier we have a shared central  
 6 courtyard that is shared by Whole Slice and Herbert's, and  
 7 so the intention is to provide seating for both  
 8 (inaudible) central courtyard. And I think in a little  
 9 like SNAFU over here, we removed it because we were trying  
 10 to make it specific to Herbert's and not the Monier  
 11 Building as a whole or something like that.  
 12 **MR. POSTER:** This is Corky. Are you going to  
 13 have -- the last time I was in the patio, there was almost  
 14 no furniture except for those big bank seatings. Are you  
 15 going to add furniture to that?  
 16 **MS. DIXON-WEINSTEIN:** Yes. In fact, why don't  
 17 I pull up that --  
 18 Let's get through this little presentation, and  
 19 then I'll pull up the image of the courtyard --  
 20 **MS. JIMENEZ:** Okay. Sorry. Sorry to  
 21 interrupt.  
 22 **MS. DIXON-WEINSTEIN:** -- the furniture and  
 23 fountain. It has a central fountain and others.  
 24 **MR. SKODA:** So here we've got kind of the  
 25 visual board of what the interior elements of Herbert's is

Page 66

1 going to represent, so, again, taking heavy influence from  
 2 the New York City, you know, deli culture. We like  
 3 simplistic but elegant, so we've got -- you know, that's  
 4 an example of the seating, the lighting, the booths for  
 5 the kind of vibe we're going for. And then a big aspect  
 6 of the deli that we feel is, you know, highly important is  
 7 that tile. So we've got kind of three examples on the  
 8 bottom there kind of the direction that we want to go.  
 9 And obviously, you know, it would say Herbert's and not  
 10 what's in that tile, but, you know, a very welcoming but  
 11 traditional upscale entryway into the deli.  
 12 **MS. DIXON-WEINSTEIN:** This is just the  
 13 commissary floor plan. It's not that sexy.  
 14 **MR. SKODA:** Yeah, we've got about 480 square  
 15 feet in the commissary. Again, you know, it offers us the  
 16 opportunity to facilitate increased banquet and event  
 17 business.  
 18 As David mentioned, we do have a very  
 19 substantial banquet and event business already coming out  
 20 of Augustine Kitchen. This would allow an extension of  
 21 that. It would also allow us the opportunity to partner  
 22 with local tenants to use the shared space as well and  
 23 also offer a permanent concession space for, you know,  
 24 markets, concerts, festivals, so, you know, we're moving  
 25 away from kind of the mobile bars and the mobile food

Page 67

1 areas and going to more of a -- you know, a long-term  
 2 standing commissary.  
 3 **MS. DIXON-WEINSTEIN:** And if I can just jump in  
 4 really quick for the Rio Nuevo board, what's great about  
 5 this commissary is it enables other Annex businesses to  
 6 sort of expand, so Decibel, Rollies, which is our newest  
 7 food concept that just opened, Ku-Kai and others can use  
 8 this sort of like as back of house storage or base if they  
 9 want to cater or do private events. So it enables every  
 10 business at the Annex to sort of expand and grow their  
 11 numbers as well.  
 12 **MS. VILICANA:** Kira, where is this located on  
 13 the property, the commissary you're thinking of?  
 14 **MS. DIXON-WEINSTEIN:** It would have been  
 15 helpful to put a site plan in here.  
 16 If you are all familiar with the -- I'm going  
 17 to just -- I'll stick on this finance page. If you're all  
 18 familiar with the Annex, its in two existing containers  
 19 that's currently storage and it's right near the entrance.  
 20 Like if you enter, there's a sign on the right, and on the  
 21 left is some storage containers adjacent to what we're  
 22 calling the Ocotillo Lounge, which is a new area that we  
 23 developed with some ocotillo shade structures. So the  
 24 idea is that David and his group can cater like a  
 25 dinner -- a rehearsal dinner in that Ocotillo Lounge out

Page 68

1 of this commissary kitchen.  
 2 This is the -- the sort of finances. You know,  
 3 we all worked on this together. We have --  
 4 So Justin, sorry, I'm just going to jump in  
 5 here.  
 6 These projects are shovel ready, permit in  
 7 hand. Hidden Hollow is our contractor, so these design  
 8 and construction numbers are based on actual real numbers  
 9 from the contractor and, you know, as well as the  
 10 equipment and the furniture to finish that out.  
 11 We did really modest sales projections based on  
 12 like a seven-year period of time. As you can see there,  
 13 our total construction costs are 650,000. Our hope is  
 14 that Rio Nuevo will partner with us and come in for 50  
 15 percent, 325,000. And over a seven-year period, it's  
 16 generating 768,000, you know, total sales tax revenue.  
 17 **MR. MARQUEZ:** So thank you for the  
 18 presentation. As mentioned previously, we don't invest in  
 19 FF & E, so it's like 465 total and 50 percent would be  
 20 like 232.  
 21 **MS. DIXON-WEINSTEIN:** Okay. Great.  
 22 **MR. MARQUEZ:** How much -- same question I'm  
 23 going to ask. It's amazing we just get 50 percent of  
 24 totals. How much is Gadsden putting in, how much is your  
 25 group putting in? What's that look like?

Page 69

1       **MS. DIXON-WEINSTEIN:** Yeah. So, you know,  
2 there's a shared ownership here in the restaurant group,  
3 Gadsden Hospitality Group and the landlord, Monier  
4 Investors. So Gadsden Hospitality Group is, you know,  
5 funding the other 50 percent and then the additional  
6 startup costs. As you -- as you know, there are some with  
7 labor and all of those kinds of things.  
8       Plus the MSA Annex just did the expansion of  
9 the Ocotillo Lounge, so we've sort of created another new  
10 event space outside there that compliments the commissary.  
11 That's already completed. And we've already done the  
12 texture and permitting process as well.  
13       **MR. MARQUEZ:** So you've done the permitting.  
14 Have you already got it approved? How far are you --  
15       **MS. DIXON-WEINSTEIN:** We have the permit in  
16 hand.  
17       **MR. SKODA:** The Annex permit, we had that  
18 issued on June 4th. For the Herbert's Deli concept, we  
19 had that permit issued on May 9th. Tom Curtis from Hidden  
20 Hollow is our contractor on that.  
21       **MR. MARQUEZ:** So ready for construction or  
22 already started?  
23       **MR. SKODA:** That's correct.  
24       **MS. DIXON-WEINSTEIN:** Yes. We've started some  
25 minimal construction, yes. We've already begun.

Page 70

1       **MR. MARQUEZ:** Mr. Chairman, I would make a  
2 motion that we contribute up to \$232,000 for these two  
3 projects and ask that counsel and the executive officers  
4 complete the deal.  
5       **MR. LEVIN:** I'll second that.  
6       **CHAIRMAN McCUSKER:** 232 each.  
7       **MR. MARQUEZ:** No, 232, period.  
8       **CHAIRMAN McCUSKER:** I think it's each.  
9       **MS. DIXON-WEINSTEIN:** It's 50 percent, right?  
10 Edmund's correct. So the total cost is 232, so we're  
11 asking for 50 percent of each.  
12       **MR. MARQUEZ:** Your total cost is 465 between  
13 the two of them, so 232 at 50 percent.  
14       **MS. DIXON-WEINSTEIN:** Edmund's correct.  
15       **MR. MARQUEZ:** Thank you.  
16       **CHAIRMAN McCUSKER:** There was a motion.  
17 Somebody has to second.  
18       **MR. SHEAFE:** I would like to offer an  
19 amendment.  
20       **MR. LEVIN:** I second.  
21       **MR. SHEAFE:** Yeah, the amendment is that the  
22 benefits agreement include all the normal requirements and  
23 documentation as we standardize -- have now moved to  
24 standard each one of these projects.  
25       **MR. MARQUEZ:** Yes. I will accept that

Page 71

1 amendment.  
2       **MR. LEVIN:** I amend my second.  
3       **CHAIRMAN McCUSKER:** Second, amended motion and  
4 an amended second to contribute up to \$232,000.  
5 Brandi, call the roll.  
6       **MS. HAGA-BLACKMAN:** Shay Jimenez.  
7       **MS. JIMENEZ:** Aye.  
8       **MS. HAGA-BLACKMAN:** Jannie Cox.  
9       **MS. COX:** Aye.  
10       **MS. HAGA-BLACKMAN:** Corky Poster.  
11       **MR. POSTER:** (No oral response)  
12       **MR. SHEAFE:** Corky, can hear us all right?  
13       **MR. POSTER:** I said aye. Can you hear me?  
14       **CHAIRMAN McCUSKER:** Yeah, we've got you now.  
15 Thank you.  
16       **MR. POSTER:** Okay.  
17       **MS. HAGA-BLACKMAN:** Tanya Villicana.  
18       **MS. VILLICANA:** Aye.  
19       **MS. HAGA-BLACKMAN:** Chris Sheafe.  
20       **MR. SHEAFE:** Aye.  
21       **MS. HAGA-BLACKMAN:** Edmund Marquez.  
22       **MR. MARQUEZ:** Aye.  
23       **MS. HAGA-BLACKMAN:** Mike Levin.  
24       **MR. LEVIN:** Aye.  
25       **MS. HAGA-BLACKMAN:** Fletcher McCusker.

Page 72

1       **CHAIRMAN McCUSKER:** I vote aye.  
2 (Motion made, seconded and passed unanimously)  
3       **CHAIRMAN McCUSKER:** Congratulations, you guys.  
4       **MS. DIXON-WEINSTEIN:** Thank you so much. We  
5 really appreciate the continued partnership and we're  
6 excited about these concepts.  
7       You know, when we were looking at Crystal's  
8 first project, I remember when that space made just bagels  
9 and we lined up around the block for the bagels, and  
10 hopefully Herbert's will fill that void in our downtown.  
11       **CHAIRMAN McCUSKER:** We've created a nice little  
12 stroll today starting out at the Amtrak station, stop off  
13 at De Novo and end up in the Mercado.  
14       **MS. DIXON-WEINSTEIN:** Yeah.  
15       **CHAIRMAN McCUSKER:** So this is the patio you  
16 were talking about?  
17       **MS. DIXON-WEINSTEIN:** Yeah. Just really quick,  
18 this is sort of the shared seating for Whole Slice and  
19 Herbert's with like a central fountain. And, again, it's  
20 along that central paseo that goes through our district.  
21 so --  
22       **CHAIRMAN McCUSKER:** It looks very nice.  
23       **MS. DIXON-WEINSTEIN:** I'll share that real  
24 quick.  
25       Okay. Thank you, guys.

1           **MR. SHEAFE:** Great presentation.

2           **CHAIRMAN McCUSKER:** The next item on the agenda  
3 is a first for us. It's other agenda items. So we've not  
4 done this before, but we're allowing members to suggest  
5 agendas items. We've kind of counseled people to don't go  
6 down a rat hole with this, but does someone want to  
7 suggest additional agenda items for a future meeting?

8           **MR. MARQUEZ:** I just want to say that it's  
9 rabbit hole, not rat hole.

10          **CHAIRMAN McCUSKER:** Well, it depends on where  
11 you're from.

12          **MR. MARQUEZ:** That was a good Freudian slip.

13          **MR. POSTER:** Mr. Chairman, hi. This is Corky.  
14 I recognize that these are suggestions to the chair, who  
15 is the one who sets the agenda, and I just -- my only  
16 suggestion is that we -- I'd really like to revisit the  
17 master plan that we started and put so much work into. It  
18 would be useful to bring that back, particularly with a  
19 public participation component.

20          **CHAIRMAN McCUSKER:** Thank you.  
21 Anybody else? Anything else?

22          I'll entertain a motion to adjourn.

23          **MS. COX:** So moved.

24          **MR. SHEAFE:** So moved.

25          **CHAIRMAN McCUSKER:** Who was that for Tom? Was

1 that --

2          **MS. COX:** I moved.

3          **CHAIRMAN McCUSKER:** Jannie Moved.

4          Chris, you seconded that?

5          **MR. SHEAFE:** I did.

6          **CHAIRMAN McCUSKER:** All right. All in favor  
7 say aye.

8          (Motion made, seconded and passed unanimously)

9          **CHAIRMAN McCUSKER:** All right. The meeting's  
10 adjourned.

11                   (3:35 p.m.)

12

13

14

15

16

17

18

19

20

21

22

23

24

25

|  |   |  |  |   |
|--|---|--|--|---|
|  | 32:2  | <b>again (8)</b><br>9:8;13:21;17:13;<br>34:7;61:15;66:1,15;<br>72:19       | <b>American (2)</b><br>42:6,10                                 | <b>area (9)</b><br>22:17;23:4;28:15;<br>29:16;31:25;45:22;<br>64:8,10;67:22 |
| <b>\$</b>  | <b>accept (5)</b><br>34:22,25;37:6,7;<br>70:25  | <b>agenda (7)</b><br>6:2;15:14;52:16;<br>73:2,3,7,15                       | <b>amount (7)</b><br>13:14;15:22;30:22;<br>32:1,14;33:4;53:3   | <b>areas (8)</b><br>29:3;42:6,10,13,20;<br>43:25;45:3;67:1                  |
| <b>\$1.173 (1)</b><br>21:23  | <b>access (1)</b><br>56:25  | <b>agendas (1)</b><br>73:5   | <b>Amtrak (1)</b><br>72:12                                     | <b>Ares (1)</b><br>6:20   |
| <b>\$1.4 (1)</b><br>8:24   | <b>accolades (1)</b><br>59:17   | <b>agendized (1)</b><br>52:16  | <b>analysis (1)</b><br>36:1                                    | <b>Ari (1)</b><br>64:21   |
| <b>\$10.6 (1)</b><br>8:2   | <b>according (1)</b><br>36:5  | <b>aggressive (1)</b><br>45:3  | <b>anchor (1)</b><br>18:4                                      | <b>Ari's (2)</b><br>61:6,12   |
| <b>\$10.7 (1)</b><br>8:13  | <b>accordingly (1)</b><br>11:24   | <b>ago (1)</b><br>28:16  | <b>and/or (1)</b><br>30:4                                      | <b>Arizona (10)</b><br>2:21;41:8,13;42:2,4,<br>5,9;46:23;60:11;62:19        |
| <b>\$100,000 (2)</b><br>32:24;35:9   | <b>account (1)</b><br>34:3  | <b>agree (3)</b><br>28:1;36:15;52:14                                       | <b>Annex (9)</b><br>58:14;61:4,23;62:23;<br>67:5,10,18;69:8,17 | <b>around (5)</b><br>6:15;20:15;32:5;<br>48:15;72:9                         |
| <b>\$11.7 (1)</b><br>8:11  | <b>achieved (1)</b><br>33:18  | <b>agreement (9)</b><br>32:18;33:1;34:11,16,<br>18;36:2;37:14,20;<br>70:22 | <b>annoying (1)</b><br>25:24                                   | <b>arrive (1)</b><br>25:1   |
| <b>\$120,000 (1)</b><br>46:19  | <b>across (1)</b><br>61:13  | <b>ahead (7)</b><br>3:17;7:24;24:16,17;<br>35:11;53:16;57:17               | <b>annual (1)</b><br>11:13                                     | <b>art (1)</b><br>41:18   |
| <b>\$150,000 (1)</b><br>11:23  | <b>activate (3)</b><br>18:20;28:3;53:20   | <b>AKA (1)</b><br>59:7   | <b>annually (1)</b><br>11:13                                   | <b>articulate (1)</b><br>32:13  |
| <b>\$17 (1)</b><br>9:2   | <b>activated (1)</b><br>18:16   | <b>alcohol (4)</b><br>19:19;21:10;46:24;<br>47:15                          | <b>apparent (1)</b><br>4:9                                     | <b>arts (1)</b><br>11:6   |
| <b>\$18 (1)</b><br>9:3   | <b>activation (1)</b><br>21:20  | <b>Allegiance (1)</b><br>3:8   | <b>Appetite (1)</b><br>60:19                                   | <b>aside (3)</b><br>4:19;11:23;12:25  |
| <b>\$214,000 (1)</b><br>22:15  | <b>activity (3)</b><br>6:3;24:11,15   | <b>allocate (1)</b><br>37:12   | <b>application (1)</b><br>19:24                                | <b>aspect (1)</b><br>66:5   |
| <b>\$232,000 (2)</b><br>70:2;71:4  | <b>actual (3)</b><br>19:14;32:7;68:8  | <b>allocated (1)</b><br>37:19  | <b>applied (1)</b><br>46:23                                    | <b>associated (1)</b><br>51:5   |
| <b>\$30,000 (1)</b><br>36:22   | <b>Actually (17)</b><br>18:13;28:25;29:1,15;<br>44:4,5,7;46:12;48:22;<br>50:24,25;51:18;52:13;<br>56:8;61:6;64:5,16 | <b>allocation (1)</b><br>11:11   | <b>applies (1)</b><br>45:13                                    | <b>assuming (2)</b><br>31:9;52:17   |
| <b>\$350,000 (1)</b><br>8:8  | <b>ad (1)</b><br>12:22  | <b>allow (5)</b><br>23:23;56:14;62:2;<br>66:20,21                          | <b>application (1)</b><br>19:24                                | <b>astonishing (1)</b><br>21:7  |
| <b>\$376,000 (1)</b><br>28:6   | <b>add (5)</b><br>11:8;12:4,5;46:1;<br>65:15  | <b>allowing (1)</b><br>73:4  | <b>applied (1)</b><br>46:23                                    | <b>attendee (1)</b><br>5:1  |
| <b>\$4 (1)</b><br>8:16   | <b>addition (2)</b><br>26:16;34:12  | <b>almost (5)</b><br>12:18;18:16;22:4;<br>28:17;65:13                      | <b>applies (1)</b><br>45:13                                    | <b>attention (1)</b><br>44:2  |
| <b>\$40,000 (1)</b><br>22:4  | <b>additional (7)</b><br>6:2;34:3;36:22;<br>61:25;64:22;69:5;73:7   | <b>along (4)</b><br>7:1;28:3,13;72:20                                      | <b>apply (1)</b><br>45:12                                      | <b>attorney (1)</b><br>30:1   |
| <b>\$400,000 (1)</b><br>30:17  | <b>adequate (2)</b><br>49:14,15   | <b>alternative (1)</b><br>17:4   | <b>appoint (1)</b><br>4:10                                     | <b>attorneys (1)</b><br>19:1  |
| <b>\$480,000 (1)</b><br>35:9   | <b>adjacent (2)</b><br>61:6;67:21   | <b>although (1)</b><br>21:19   | <b>appointment (1)</b><br>4:10                                 | <b>August (3)</b><br>8:5;52:15;53:24  |
| <b>\$5 (1)</b><br>12:24  | <b>adjourn (1)</b><br>73:22   | <b>always (5)</b><br>6:3;25:23;49:2;<br>60:22;63:17                        | <b>appreciate (4)</b><br>31:3;36:19;40:3;<br>72:5              | <b>Augustine (5)</b><br>58:5;59:3,5;63:1;<br>66:20                          |
| <b>\$5,000 (1)</b><br>29:6   | <b>adjourned (1)</b><br>74:10   | <b>amazing (1)</b><br>68:23  | <b>approached (1)</b><br>11:19                                 | <b>authorize (1)</b><br>17:3  |
| <b>\$586,000 (1)</b><br>36:6   | <b>adjusted (1)</b><br>35:17  | <b>amend (2)</b><br>37:4;71:2  | <b>appropriate (1)</b><br>36:4                                 | <b>authorized (3)</b><br>16:17;34:17;37:19                                  |
| <b>\$710,000 (1)</b><br>8:4  | <b>Administrative (1)</b><br>2:12   | <b>amended (2)</b><br>71:3,4   | <b>apply (1)</b><br>45:12                                      | <b>automatically (1)</b><br>36:3  |
| <b>\$9.5 (1)</b><br>8:6  | <b>ADOR (1)</b><br>32:20  | <b>amendment (8)</b><br>34:21;35:19,20,24;<br>37:1;70:19,21;71:1           | <b>apply (1)</b><br>45:12                                      | <b>available (2)</b><br>8:7;16:16   |
| <b>\$90,000 (1)</b><br>28:17   | <b>advice (1)</b><br>13:23  |  | <b>approved (4)</b><br>22:3;34:16;51:25;<br>69:14              | <b>AVAs (2)</b><br>42:5,16  |
| <b>A</b>   | <b>advise (1)</b><br>52:5   |  | <b>approves (3)</b><br>48:6,6,7                                | <b>AVA's (1)</b><br>42:10   |
| <b>able (12)</b><br>15:7;19:13;51:19;<br>62:25;63:3,4,7,10,14,<br>14,15,23 | <b>afternoon (2)</b><br>3:1;48:25   |  | <b>architect (2)</b><br>46:21;55:13                            | <b>Avenue (1)</b>   |
| <b>absolute (1)</b><br>50:15   |   |  | <b>architectural (1)</b><br>22:4                               |   |
| <b>AC (1)</b>  |   |  |  |   |

|   |   |   |  |  |  |
|---|---|---|--|--|--|
| 17:25<br><b>avoid (1)</b><br>44:9<br><b>awaiting (1)</b><br>46:25<br><b>award (1)</b><br>59:21<br><b>aware (2)</b><br>33:17;51:5<br><b>away (3)</b><br>21:18;40:18;66:25<br><b>awkward (2)</b><br>3:9;60:22<br><b>aye (30)</b><br>4:16,23;5:10;14:11,<br>13,15,17,19,21,23,25;<br>16:11;17:6;39:6,8,10,<br>12,14,17,19,21;71:7,9,<br>13,18,20,22,24;72:1;<br>74:7   | 9:14;67:8<br><b>based (10)</b><br>32:25;34:8;35:17,17;<br>37:15;54:3,4,6;68:8,11<br><b>basement (3)</b><br>28:25;29:1;32:1<br><b>basic (1)</b><br>13:5<br><b>basically (3)</b><br>24:24;36:7;43:22<br><b>basis (1)</b><br>8:19<br><b>Batch (1)</b><br>7:7<br><b>bathroom (1)</b><br>23:1<br><b>bathrooms (2)</b><br>23:4,6<br><b>beams (1)</b><br>28:24<br><b>beautiful (1)</b><br>28:8<br><b>beer (2)</b><br>19:16;63:24<br><b>beginning (4)</b><br>7:20;18:25;37:10;<br>57:21<br><b>begun (1)</b><br>69:25<br><b>believes (1)</b><br>47:13<br><b>belonging (1)</b><br>58:22<br><b>below (1)</b><br>29:2<br><b>benefit (2)</b><br>32:18;33:1<br><b>benefits (6)</b><br>34:11,18;36:1;37:14,<br>20;70:22<br><b>besides (1)</b><br>41:11<br><b>best (2)</b><br>3:5,11<br><b>bet (1)</b><br>38:24<br><b>better (2)</b><br>45:4;63:3<br><b>beverage (1)</b><br>20:14<br><b>beyond (1)</b><br>13:12<br><b>bid (1)</b><br>21:16<br><b>bids (1)</b><br>35:14<br><b>big (4)</b><br>14:8;59:13;65:14;<br>66:5<br><b>bigger (1)</b><br>20:21<br><b>biggest (1)</b><br>8:19 | <b>Bird (7)</b><br>18:6,22;19:3;20:11,<br>13;23:15,17<br><b>bit (13)</b><br>7:23;8:23;10:18;<br>22:14;28:10;42:21;<br>44:12;47:18;54:18;<br>60:11;62:7;63:2,21<br><b>black (1)</b><br>13:3<br><b>Block (2)</b><br>6:24;72:9<br><b>BOARD (11)</b><br>2:1,13,14,18;11:8;<br>15:25;31:17;33:6;<br>52:10;65:25;67:4<br><b>bogging (1)</b><br>42:21<br><b>Bon (1)</b><br>60:19<br><b>bonding (1)</b><br>12:25<br><b>books (1)</b><br>8:12<br><b>booths (1)</b><br>66:4<br><b>borrowing (1)</b><br>12:25<br><b>both (2)</b><br>44:20;65:7<br><b>Bottle (2)</b><br>43:23;44:23<br><b>bottles (5)</b><br>44:3,5,8,8,11<br><b>bottom (3)</b><br>9:9;12:11;66:8<br><b>boxes (2)</b><br>63:13,17<br><b>Brandi (12)</b><br>2:12;3:15,17,21;<br>5:21,22,24;14:9;38:20;<br>56:14;57:11;71:5<br><b>brand-new (1)</b><br>15:9<br><b>breakfast (1)</b><br>24:8<br><b>breaking (1)</b><br>30:5<br><b>breezeway (1)</b><br>61:13<br><b>bridges (1)</b><br>24:19<br><b>bring (6)</b><br>42:24;51:1;53:13,23;<br>54:17;73:18<br><b>bringing (2)</b><br>61:11,20<br><b>broad (1)</b><br>10:6<br><b>Broadway (1)</b><br>6:12<br><b>bucket (3)</b><br>31:15;33:8;34:5 | <b>buckets (2)</b><br>30:5;33:7<br><b>budget (24)</b><br>8:17,20,24,24;10:18,<br>24;11:1,3,5,8,12,21;<br>12:9,16,20;13:25;15:8;<br>36:7,8;49:10,20,21,24;<br>50:1<br><b>budgetary (1)</b><br>46:18<br><b>build (5)</b><br>44:4;45:7;47:1;49:5,<br>19<br><b>Building (24)</b><br>17:24;18:1,17;19:1,<br>5;21:25;22:12,15,22,<br>23;23:20;26:5,9,12;<br>28:24;31:10;32:3,7;<br>50:9;51:3;54:20;55:12;<br>61:6;65:11<br><b>building's (1)</b><br>24:3<br><b>built (2)</b><br>45:7;54:11<br><b>business (19)</b><br>15:18;17:9;19:9;<br>21:8;25:5;41:11,23;<br>43:21;45:6,11;47:2;<br>49:16;54:2,9;59:6;<br>64:12;66:17,19;67:10<br><b>businesses (4)</b><br>41:21;43:19;62:3;<br>67:5<br><b>busy (2)</b><br>6:2;19:9<br><b>butt (1)</b><br>12:8 | 27:14<br><b>came (1)</b><br>7:12<br><b>can (66)</b><br>5:22;6:6;7:20;10:11,<br>17;11:14,18;16:16;<br>17:14,20;19:12,12;<br>20:20,21;22:10;26:19;<br>27:7,9;28:10;29:5;<br>35:23;36:4,9,10,21,23;<br>37:18;38:20,22;40:14;<br>42:25;43:25;45:4,6,23;<br>47:11,13;49:6,7;51:9,<br>9;53:1,18;54:14,15;<br>56:13,15;57:1,11,13,<br>13,22,23;58:20;61:7,<br>12;63:11;64:3,4,5;<br>67:3,7,24;68:12;71:12,<br>13<br><b>Cannery (1)</b><br>59:7<br><b>capability (1)</b><br>34:13<br><b>capped (1)</b><br>33:4<br><b>card (1)</b><br>49:3<br><b>care (1)</b><br>15:18<br><b>careful (1)</b><br>13:2<br><b>carrying (1)</b><br>62:11<br><b>case (4)</b><br>19:11;23:14;28:20;<br>37:18<br><b>cash (9)</b><br>8:7,9,14;11:24;<br>30:24;31:20;35:9;<br>37:12;38:10<br><b>catch (2)</b><br>9:13;47:14<br><b>categories (1)</b><br>27:12<br><b>cater (3)</b><br>19:9;67:9,24<br><b>catering (4)</b><br>44:23;59:8;62:1;<br>63:8<br><b>cautious (1)</b><br>55:13<br><b>celebrate (1)</b><br>58:17<br><b>central (7)</b><br>23:19;60:16;65:5,8,<br>23;72:19,20<br><b>certainty (1)</b><br>50:15<br><b>Certified (1)</b><br>2:21<br><b>CFO (2)</b><br>2:15;8:1<br><b>Chair (3)</b> |  |
| <b>B</b>  |   |   |  |  |  |
| <b>BA (1)</b><br>59:12<br><b>back (27)</b><br>5:2;6:15;9:10;20:2;<br>27:15;30:1;32:14;<br>33:10;36:20;40:22;<br>45:19;46:4,9,10;47:18;<br>48:1,8;52:2,8;53:9,23;<br>59:21;64:12,13,16;<br>67:8;73:18<br><b>back-end (1)</b><br>57:7<br><b>background (2)</b><br>31:24;59:16<br><b>bagels (2)</b><br>72:8,9<br><b>Baker (2)</b><br>6:13;7:3<br><b>bakeries (1)</b><br>7:8<br><b>balance (1)</b><br>12:13<br><b>bank (3)</b><br>8:3;13:8;65:14<br><b>banquet (5)</b><br>62:2,22,25;66:16,19<br><b>banquets (1)</b><br>62:1<br><b>bar (6)</b><br>7:4;23:21,23;44:4;<br>45:20;62:12<br><b>Bark (1)</b><br>58:7<br><b>barrel (5)</b><br>43:2,4,9,14,23<br><b>barrels (2)</b><br>43:24;46:10<br><b>bars (1)</b><br>66:25<br><b>base (2)</b> |   |   |  |  |  |
|   |   |   | <b>C</b>   |  |  |
|   |   |   | <b>Cabinet (1)</b><br>59:6<br><b>cadence (1)</b><br>3:5<br><b>cafe (5)</b><br>18:7,11;19:14;21:8;<br>23:1<br><b>calculated (1)</b><br>25:13<br><b>calculating (1)</b><br>25:11<br><b>calculations (1)</b><br>8:5<br><b>California (1)</b><br>43:11<br><b>call (7)</b><br>3:15;14:9;38:20;<br>39:1;45:18;60:3;71:5<br><b>called (1)</b><br>43:12<br><b>calling (1)</b><br>67:22<br><b>calls (1)</b>   |  |  |

|  |  |  |   |  |
|--|--|--|---|--|
| 2:2,3;73:14<br><b>CHAIRMAN (94)</b><br>3:1,11,15,17;4:8,16,<br>18,23,25;5:6,10,12,17,<br>22;9:12,22;10:23;<br>11:12;12:15;13:23;<br>14:4,7,25;15:2,13,16,<br>21;16:5,9,13,22,24;<br>17:3,8,15,17,21;24:1,5,<br>16;31:18;35:4,8;36:6;<br>37:8,22;38:2,4,18,20;<br>39:21,24;40:4,7,13,16,<br>25;51:15;52:15,21;<br>53:2,14;55:1,21;56:1,4,<br>6,16,18,21;57:2,10,15,<br>20,24;70:1,6,8,16;71:3,<br>14;72:1,3,11,15,22;<br>73:2,10,13,20,25;74:3,<br>6,9<br><b>chairs (1)</b><br>55:3<br><b>challenges (2)</b><br>6:24;43:7<br><b>challenging (1)</b><br>24:22<br><b>chance (5)</b><br>6:15;7:6;9:2,15,19<br><b>change (3)</b><br>36:4,12;54:14<br><b>changed (3)</b><br>38:7;56:18,20<br><b>charcuterie (1)</b><br>43:25<br><b>check (1)</b><br>55:7<br><b>cheeses (1)</b><br>62:20<br><b>chef (3)</b><br>58:9;60:4,11<br><b>chiller (1)</b><br>32:2<br><b>chillers (1)</b><br>23:19<br><b>chilling (1)</b><br>52:22<br><b>choice (1)</b><br>19:2<br><b>Chris (16)</b><br>2:4;4:1;14:4,20,21;<br>31:8,22;33:4;34:20;<br>35:2,12;37:3,10;39:9;<br>71:19;74:4<br><b>Chris's (1)</b><br>38:12<br><b>Church (1)</b><br>17:25<br><b>City (20)</b><br>2:20;10:10;43:21;<br>46:23,25;47:4,17;48:5,<br>7,7,14;50:20;51:10,24,<br>25;52:11,12;55:8;<br>61:16;66:2<br><b>civil (7)</b> | 20:7;25:25;27:2,5,8,<br>17;54:21<br><b>clarification (3)</b><br>27:24;28:7;29:9<br><b>clarify (2)</b><br>35:23,25<br><b>classic (1)</b><br>62:16<br><b>cleaner (1)</b><br>61:22<br><b>clear (1)</b><br>33:5<br><b>click (1)</b><br>5:3<br><b>cliff (1)</b><br>59:2<br><b>clinic (1)</b><br>5:3<br><b>close (2)</b><br>34:4;42:20<br><b>closed (1)</b><br>24:3<br><b>club (3)</b><br>44:7,20;54:7<br><b>coach (1)</b><br>41:8<br><b>cocktail (1)</b><br>19:17<br><b>cocktails (1)</b><br>63:23<br><b>code (1)</b><br>19:6<br><b>coffee (1)</b><br>64:11<br><b>collecting (1)</b><br>45:12<br><b>College (1)</b><br>7:18<br><b>Collins (1)</b><br>2:13<br><b>com (1)</b><br>56:22<br><b>comfortable (2)</b><br>60:8;62:8<br><b>coming (8)</b><br>6:6;15:5;18:21;<br>28:19;33:8;36:20,23;<br>66:19<br><b>commencing (1)</b><br>2:23<br><b>comment (3)</b><br>20:2;32:9;39:16<br><b>commercial (1)</b><br>45:22<br><b>commissary (12)</b><br>56:10;59:8;61:4,23;<br>62:22;66:13,15;67:2,5,<br>13;68:1;69:10<br><b>commitment (9)</b><br>8:19;12:10;33:17,25;<br>34:7,14;35:10;37:13,<br>20<br><b>commitments (7)</b> | 8:11,18;9:7;12:12,<br>13;13:5,14<br><b>committed (3)</b><br>8:14;9:8;58:15<br><b>committee (2)</b><br>34:16;37:4<br><b>committees (1)</b><br>41:17<br><b>Community (3)</b><br>7:18;41:24;58:17<br><b>companies (1)</b><br>7:14<br><b>company (1)</b><br>43:11<br><b>complaining (1)</b><br>18:17<br><b>complete (1)</b><br>70:4<br><b>completed (2)</b><br>19:21;69:11<br><b>completely (1)</b><br>28:1<br><b>completion (1)</b><br>6:14<br><b>complex (1)</b><br>50:15<br><b>complexities (1)</b><br>51:5<br><b>compliment (1)</b><br>43:18<br><b>compliments (1)</b><br>69:10<br><b>component (4)</b><br>21:11;47:21,24;<br>73:19<br><b>computer (1)</b><br>5:20<br><b>concept (9)</b><br>11:5;19:9;42:23;<br>43:2;61:7,12,20;67:7;<br>69:18<br><b>Concepts (4)</b><br>59:23;60:14;61:1;<br>72:6<br><b>conceptual (1)</b><br>49:21<br><b>concerts (1)</b><br>66:24<br><b>concession (1)</b><br>66:23<br><b>concessions (1)</b><br>63:5<br><b>conclusion (1)</b><br>34:19<br><b>concrete (1)</b><br>45:24<br><b>condition (1)</b><br>50:10<br><b>conditions (2)</b><br>32:8,9<br><b>conducted (1)</b><br>28:23<br><b>confidence (1)</b> | 50:5<br><b>confident (5)</b><br>25:5,8;49:9,20,25<br><b>Congratulations (2)</b><br>40:4;72:3<br><b>congregate (1)</b><br>43:25<br><b>Congress (2)</b><br>43:19;59:23<br><b>connect (1)</b><br>58:20<br><b>connection (1)</b><br>49:13<br><b>connectivity (1)</b><br>15:20<br><b>conservative (1)</b><br>45:3<br><b>conservatively (1)</b><br>12:17<br><b>consider (2)</b><br>45:2;53:15<br><b>consistent (1)</b><br>45:7<br><b>construction (16)</b><br>10:4;15:25;21:7,22;<br>29:17;30:13;34:15;<br>46:15;47:1;49:8;50:8;<br>53:12;68:8,13;69:21,<br>25<br><b>containers (2)</b><br>67:18,21<br><b>contents (1)</b><br>58:2<br><b>context (1)</b><br>23:11<br><b>continually (1)</b><br>11:25<br><b>continue (1)</b><br>11:14<br><b>continued (1)</b><br>72:5<br><b>continues (1)</b><br>54:10<br><b>contractor (6)</b><br>21:23;46:12,21;68:7,<br>9;69:20<br><b>contribute (2)</b><br>70:2;71:4<br><b>contributes (1)</b><br>58:23<br><b>contributing (1)</b><br>48:15<br><b>contribution (1)</b><br>11:6<br><b>control (3)</b><br>13:12;47:19;51:2<br><b>controllable (1)</b><br>45:9<br><b>conveniently (1)</b><br>33:21<br><b>conversation (1)</b><br>53:15<br><b>cool (3)</b> | 23:21;53:21;61:9<br><b>cooled (2)</b><br>23:14,17<br><b>cools (2)</b><br>22:17;23:20<br><b>Corky (19)</b><br>2:9;3:18;12:3,15;<br>13:19;14:4,5,14;16:1,<br>21,25;25:9;26:8;39:11;<br>50:2;65:12;71:10,12;<br>73:13<br><b>corner (7)</b><br>21:21;24:12,12,15,<br>19;28:4;61:11<br><b>correction (1)</b><br>4:13<br><b>corresponding (1)</b><br>12:6<br><b>Corridor (2)</b><br>7:11;23:2<br><b>cost (4)</b><br>21:22;35:17;70:10,<br>12<br><b>costs (8)</b><br>21:7;25:25;27:2;<br>30:13;34:3,24;68:13;<br>69:6<br><b>Counsel (11)</b><br>2:13,14;16:2;31:8;<br>34:11,17;37:15,22,24;<br>52:17;70:3<br><b>counseled (1)</b><br>73:5<br><b>counter (1)</b><br>64:8<br><b>Country (1)</b><br>6:20<br><b>County (1)</b><br>20:3<br><b>couple (7)</b><br>10:12;15:18;27:14;<br>28:16;29:11;49:18;<br>60:5<br><b>course (6)</b><br>31:2;41:15;44:17;<br>45:13;46:2;55:3<br><b>court (1)</b><br>36:14<br><b>courted (1)</b><br>18:10<br><b>courthouse (1)</b><br>26:23<br><b>courtyard (5)</b><br>64:19;65:1,6,8,19<br><b>covered (2)</b><br>29:23,24<br><b>covers (1)</b><br>38:12<br><b>COVID (3)</b><br>12:24;13:10;18:8<br><b>Cox (26)</b><br>2:6;3:24,25;4:15,21;<br>5:8;14:16,17;15:6,15; |
|--|--|--|---|--|

|  |   |  |  |   |
|--|---|--|--|---|
| <p>20:18,20,24;21:3,24;<br/>24:11;30:22;34:20,23;<br/>37:7;39:13,14;71:8,9;<br/>73:23;74:2</p> <p><b>crafts (1)</b><br/>62:19</p> <p><b>crazy (2)</b><br/>28:13;53:3</p> <p><b>created (2)</b><br/>69:9;72:11</p> <p><b>creates (1)</b><br/>58:19</p> <p><b>creating (1)</b><br/>25:17</p> <p><b>crush (1)</b><br/>44:10</p> <p><b>Crystal (21)</b><br/>17:11;20:18;22:10;<br/>24:16,21;25:9,19;<br/>27:23;29:10;30:22;<br/>31:9;33:6,17;35:13;<br/>38:22;39:25;40:8;<br/>48:10;53:15;54:18,19</p> <p><b>Crystals (1)</b><br/>56:7</p> <p><b>Crystal's (1)</b><br/>72:7</p> <p><b>culinary (2)</b><br/>58:17;60:12</p> <p><b>culture (2)</b><br/>58:17;66:2</p> <p><b>curated (1)</b><br/>63:13</p> <p><b>cured (1)</b><br/>62:10</p> <p><b>curiosity (1)</b><br/>11:7</p> <p><b>curious (2)</b><br/>10:20;24:23</p> <p><b>current (4)</b><br/>12:12;32:7,8;41:8</p> <p><b>currently (6)</b><br/>18:4;22:16;26:18,22;<br/>41:12;67:19</p> <p><b>Curtis (1)</b><br/>69:19</p> <p><b>customers (1)</b><br/>44:17</p> <p><b>cut (1)</b><br/>38:16</p> | <p>63:16</p> <p><b>daughters (1)</b><br/>41:17</p> <p><b>David (10)</b><br/>5:1;58:10,25;60:3,8;<br/>61:9;62:7,8;66:18;<br/>67:24</p> <p><b>David's (1)</b><br/>60:3</p> <p><b>Davis (1)</b><br/>58:6</p> <p><b>day (2)</b><br/>2:22;41:8</p> <p><b>days (8)</b><br/>32:19,21;40:12;<br/>44:19;49:4,5;55:16,19</p> <p><b>De (14)</b><br/>17:9;18:23;19:2,7;<br/>23:3,5;29:22,23;30:4,<br/>11,13;31:10;32:20;<br/>72:13</p> <p><b>deal (7)</b><br/>16:14;48:22;49:6;<br/>52:9;53:9,10;70:4</p> <p><b>deals (1)</b><br/>38:7</p> <p><b>debt (1)</b><br/>8:6</p> <p><b>Decibel (1)</b><br/>67:6</p> <p><b>decor (1)</b><br/>61:17</p> <p><b>dedication (1)</b><br/>58:21</p> <p><b>deep (1)</b><br/>10:7</p> <p><b>deferred (3)</b><br/>31:19,21;32:14</p> <p><b>delay (1)</b><br/>10:14</p> <p><b>delayed (2)</b><br/>20:9;37:15</p> <p><b>delaying (1)</b><br/>54:25</p> <p><b>Deli (12)</b><br/>61:3,5,7,15,20;62:9;<br/>63:10;64:2;66:2,6,11;<br/>69:18</p> <p><b>delis (2)</b><br/>61:8,16</p> <p><b>deliver (1)</b><br/>36:10</p> <p><b>Department (5)</b><br/>20:3;46:24;47:15;<br/>50:21,23</p> <p><b>depend (1)</b><br/>44:16</p> <p><b>dependent (1)</b><br/>33:18</p> <p><b>depends (1)</b><br/>73:10</p> <p><b>depot (1)</b><br/>43:18</p> | <p><b>describe (1)</b><br/>65:3</p> <p><b>described (1)</b><br/>34:13</p> <p><b>describing (1)</b><br/>51:4</p> <p><b>desert (1)</b><br/>26:24</p> <p><b>design (5)</b><br/>6:22;26:22;53:16;<br/>58:7;68:7</p> <p><b>designating (1)</b><br/>19:5</p> <p><b>developed (3)</b><br/>43:11;44:15;67:23</p> <p><b>developers (2)</b><br/>10:11;31:24</p> <p><b>developing (1)</b><br/>29:16</p> <p><b>development (9)</b><br/>20:7,10;25:20;27:3,<br/>8,14;54:21;55:8,11</p> <p><b>device (1)</b><br/>43:12</p> <p><b>dialed (2)</b><br/>52:11,12</p> <p><b>diamond (1)</b><br/>59:21</p> <p><b>Dibble (1)</b><br/>27:18</p> <p><b>difference (1)</b><br/>8:14</p> <p><b>different (4)</b><br/>10:1,3;18:20;51:7</p> <p><b>difficulties (1)</b><br/>53:4</p> <p><b>digest (1)</b><br/>9:16</p> <p><b>dining (1)</b><br/>20:1</p> <p><b>dinner (2)</b><br/>67:25,25</p> <p><b>direct (1)</b><br/>44:24</p> <p><b>direction (1)</b><br/>66:8</p> <p><b>directly (3)</b><br/>31:14;45:12;61:13</p> <p><b>Director (2)</b><br/>2:12;58:8</p> <p><b>Directors (1)</b><br/>2:19</p> <p><b>dirt (3)</b><br/>26:19;31:10,11</p> <p><b>disappointed (1)</b><br/>49:23</p> <p><b>discussing (2)</b><br/>10:7;25:12</p> <p><b>Discussion (6)</b><br/>3:16;34:13;35:3;<br/>42:8;57:5,25</p> <p><b>display (2)</b><br/>19:11;43:24</p> | <p><b>dissect (1)</b><br/>9:19</p> <p><b>distribution (1)</b><br/>8:22</p> <p><b>District (7)</b><br/>2:20;37:17;58:24;<br/>62:15,24;63:6;72:20</p> <p><b>dive (1)</b><br/>22:13</p> <p><b>diversified (1)</b><br/>44:15</p> <p><b>DIXON-WEINSTEIN (22)</b><br/>56:11;57:13,19;58:7;<br/>63:18;64:25;65:4,16,<br/>22;66:12;67:3,14;<br/>68:21;69:1,15,24;70:9,<br/>14;72:4,14,17,23</p> <p><b>doctor's (1)</b><br/>4:10</p> <p><b>document (1)</b><br/>16:2</p> <p><b>documentation (1)</b><br/>70:23</p> <p><b>documents (1)</b><br/>40:1</p> <p><b>dollars (9)</b><br/>15:12;23:10;30:4;<br/>31:14,19;33:3;36:24;<br/>45:15;53:11</p> <p><b>Dominic (5)</b><br/>40:10,17;41:4;49:3,<br/>11</p> <p><b>done (12)</b><br/>6:16;18:1;24:7;30:2;<br/>38:8;46:15;52:6;54:15;<br/>55:2;69:11,13;73:4</p> <p><b>donor (1)</b><br/>15:11</p> <p><b>door (3)</b><br/>6:18;41:22;45:9</p> <p><b>doubled (1)</b><br/>42:4</p> <p><b>down (21)</b><br/>6:12;7:15;8:21,23;<br/>10:12,17;12:11;18:3;<br/>24:1;36:9,10;42:3,21;<br/>43:1;44:6;51:14;58:2;<br/>60:9;62:11,23;73:6</p> <p><b>downtown (16)</b><br/>6:4;7:5,9,16,18;8:20;<br/>11:2,7,22;41:16,20;<br/>42:12,24;43:6;56:2;<br/>72:10</p> <p><b>drawings (1)</b><br/>22:4</p> <p><b>drinks (1)</b><br/>19:16</p> <p><b>drive (1)</b><br/>6:15</p> <p><b>driven (1)</b><br/>6:12</p> <p><b>driving (3)</b><br/>21:20;28:8,11</p> | <p><b>drop (1)</b><br/>8:4</p> <p><b>due (2)</b><br/>3:4;18:8</p> <p><b>dynamic (1)</b><br/>58:23</p> <hr/> <p style="text-align: center;"><b>E</b></p> <hr/> <p><b>early (2)</b><br/>9:18;59:11</p> <p><b>easement (1)</b><br/>15:23</p> <p><b>easier (1)</b><br/>57:9</p> <p><b>easy (1)</b><br/>50:25</p> <p><b>eat (2)</b><br/>19:12,13</p> <p><b>economic (4)</b><br/>32:18,25;34:11,18</p> <p><b>Ed (1)</b><br/>14:10</p> <p><b>Edmund (7)</b><br/>2:3;3:22;9:24;29:10;<br/>37:9;39:4;71:21</p> <p><b>Edmund's (3)</b><br/>39:16;70:10,14</p> <p><b>either (1)</b><br/>64:12</p> <p><b>El (2)</b><br/>24:20;28:2</p> <p><b>electric (1)</b><br/>49:14</p> <p><b>elegant (1)</b><br/>66:3</p> <p><b>elements (1)</b><br/>65:25</p> <p><b>else (8)</b><br/>10:21;13:10;31:5;<br/>48:17;60:20;64:14;<br/>73:21,21</p> <p><b>e-mail (2)</b><br/>52:19,19</p> <p><b>emphasizes (1)</b><br/>54:13</p> <p><b>employees (2)</b><br/>18:16,17</p> <p><b>enables (2)</b><br/>67:5,9</p> <p><b>enclose (2)</b><br/>46:8;55:4</p> <p><b>end (5)</b><br/>13:12;22:11,14;59:4;<br/>72:13</p> <p><b>engage (1)</b><br/>41:24</p> <p><b>engineer (7)</b><br/>21:17;27:6,9,17;<br/>32:5;34:24;54:21</p> <p><b>engineering (5)</b><br/>25:25;27:2;28:23;<br/>34:3;35:15</p> |
|--|---|--|--|---|



|  |  |   |   |   |
|--|--|---|---|---|
| <p><b>engineers (1)</b><br/>20:7</p> <p><b>enjoy (2)</b><br/>43:25;64:12</p> <p><b>enough (2)</b><br/>13:7;43:10</p> <p><b>enter (1)</b><br/>67:20</p> <p><b>entertain (1)</b><br/>73:22</p> <p><b>entire (1)</b><br/>23:20</p> <p><b>entirely (1)</b><br/>45:8</p> <p><b>entity (1)</b><br/>37:20</p> <p><b>entrance (5)</b><br/>6:16,17;64:8,9;67:19</p> <p><b>entryway (1)</b><br/>66:11</p> <p><b>entryways (1)</b><br/>24:13</p> <p><b>equipment (3)</b><br/>22:2;49:7;68:10</p> <p><b>equivalent (2)</b><br/>31:16;33:4</p> <p><b>Ernst (2)</b><br/>18:4,13</p> <p><b>especially (1)</b><br/>10:2</p> <p><b>essence (1)</b><br/>32:17</p> <p><b>essentially (2)</b><br/>33:13;45:22</p> <p><b>established (1)</b><br/>60:25</p> <p><b>establishing (1)</b><br/>54:9</p> <p><b>establishments (1)</b><br/>20:14</p> <p><b>estate (1)</b><br/>51:11</p> <p><b>estimate (2)</b><br/>46:18;53:16</p> <p><b>estimated (1)</b><br/>12:12</p> <p><b>estimating (1)</b><br/>8:8</p> <p><b>Even (3)</b><br/>7:21;45:4;49:7</p> <p><b>evening (1)</b><br/>23:24</p> <p><b>evenings (1)</b><br/>24:9</p> <p><b>event (10)</b><br/>7:13;11:22;13:9,11;<br/>59:6;62:2;63:5;66:16,<br/>19;69:10</p> <p><b>events (6)</b><br/>8:20;13:3;36:5;<br/>44:22;63:5;67:9</p> <p><b>eventually (2)</b><br/>46:2,6</p> | <p><b>everybody (6)</b><br/>15:3;17:12;38:4;<br/>40:2;56:23;57:23</p> <p><b>Everybody's (1)</b><br/>5:18</p> <p><b>everyday (1)</b><br/>43:6</p> <p><b>everyone (4)</b><br/>3:1;5:13;15:3;48:25</p> <p><b>everywhere (1)</b><br/>59:19</p> <p><b>exact (1)</b><br/>30:22</p> <p><b>exactly (2)</b><br/>34:23;49:22</p> <p><b>example (1)</b><br/>66:4</p> <p><b>examples (1)</b><br/>66:7</p> <p><b>exceed (1)</b><br/>9:3</p> <p><b>excellence (1)</b><br/>58:18</p> <p><b>except (2)</b><br/>24:6;65:14</p> <p><b>exceptional (1)</b><br/>58:16</p> <p><b>excess (1)</b><br/>8:8</p> <p><b>exchange (1)</b><br/>44:8</p> <p><b>excited (2)</b><br/>42:15;72:6</p> <p><b>exciting (2)</b><br/>7:7;11:20</p> <p><b>excused (1)</b><br/>4:9</p> <p><b>executive (11)</b><br/>4:19;5:1;10:2;34:16;<br/>37:4,5,23,25;58:9;<br/>60:4;70:3</p> <p><b>exhaust (1)</b><br/>22:18</p> <p><b>existing (3)</b><br/>22:20;26:24;67:18</p> <p><b>expand (2)</b><br/>67:6,10</p> <p><b>expanding (2)</b><br/>24:24;26:19</p> <p><b>expansion (1)</b><br/>69:8</p> <p><b>expect (3)</b><br/>8:4,12;11:17</p> <p><b>expecting (1)</b><br/>48:1</p> <p><b>expense (2)</b><br/>12:5;37:19</p> <p><b>expenses (4)</b><br/>8:9;21:25;22:2;<br/>29:17</p> <p><b>experience (6)</b><br/>26:1;42:25;43:4;<br/>54:22;55:15;63:4</p> | <p><b>experiences (1)</b><br/>58:17</p> <p><b>expired (1)</b><br/>18:7</p> <p><b>explain (1)</b><br/>34:2</p> <p><b>espresso (4)</b><br/>19:15,16;62:12,12</p> <p><b>extend (1)</b><br/>26:22</p> <p><b>extended (1)</b><br/>15:8</p> <p><b>extension (2)</b><br/>46:3;66:20</p> <p><b>extensive (2)</b><br/>21:19,20</p> <p><b>exterior (7)</b><br/>20:8;21:19,20;22:7,<br/>12;26:6;28:5</p> <p><b>extremely (1)</b><br/>49:15</p> <p><b>EY (1)</b><br/>18:3</p>   | <p>48:7,21</p> <p><b>fee (2)</b><br/>27:16,22</p> <p><b>feel (6)</b><br/>41:24;47:11;49:9,25;<br/>52:9;66:6</p> <p><b>fees (3)</b><br/>21:23;35:15;36:23</p> <p><b>feet (8)</b><br/>23:3,7,7,10,21;64:3,<br/>22;66:15</p> <p><b>felt (1)</b><br/>19:1</p> <p><b>festivals (1)</b><br/>66:24</p> <p><b>few (6)</b><br/>8:17,23;10:12;11:17;<br/>40:12;58:10</p> <p><b>FF (3)</b><br/>29:19;30:6;68:19</p> <p><b>figure (4)</b><br/>18:19;54:14;55:6,14</p> <p><b>fill (1)</b><br/>72:10</p> <p><b>film (2)</b><br/>59:12,13</p> <p><b>final (6)</b><br/>22:6;34:15;47:1;<br/>48:8;51:24,25</p> <p><b>finance (1)</b><br/>67:17</p> <p><b>finances (1)</b><br/>68:2</p> <p><b>financial (2)</b><br/>7:24;12:1</p> <p><b>find (2)</b><br/>13:4;59:17</p> <p><b>finding (1)</b><br/>21:6</p> <p><b>Fine (1)</b><br/>17:8</p> <p><b>finish (1)</b><br/>68:10</p> <p><b>finished (2)</b><br/>20:11;49:17</p> <p><b>finishes (1)</b><br/>22:6</p> <p><b>finishing (1)</b><br/>59:11</p> <p><b>fire (2)</b><br/>28:14;40:18</p> <p><b>fire-rated (1)</b><br/>28:14</p> <p><b>first (17)</b><br/>5:2;7:15;9:10,20;<br/>10:24;17:10;25:11;<br/>36:11;42:2;43:10;45:2;<br/>47:16;52:11;54:7,9;<br/>72:8;73:3</p> <p><b>fiscal (1)</b><br/>9:1</p> <p><b>fish (1)</b><br/>62:14</p> | <p><b>Five (10)</b><br/>7:16,17;12:18;18:20;<br/>20:9;23:7;44:19;45:2;<br/>59:21,21</p> <p><b>Fletcher (8)</b><br/>2:2;4:7;11:9;14:24;<br/>35:7;36:15;39:20;<br/>71:25</p> <p><b>Fletcher's (1)</b><br/>54:4</p> <p><b>flex (1)</b><br/>36:9</p> <p><b>floor (6)</b><br/>17:11;18:5;40:11;<br/>64:1,2;66:13</p> <p><b>flowing (1)</b><br/>11:24</p> <p><b>following (1)</b><br/>38:4</p> <p><b>font (1)</b><br/>20:21</p> <p><b>food (5)</b><br/>20:12;51:19;62:7;<br/>66:25;67:7</p> <p><b>foolish (1)</b><br/>13:13</p> <p><b>footage (2)</b><br/>25:12,19</p> <p><b>forecast (1)</b><br/>21:5</p> <p><b>forget (1)</b><br/>63:17</p> <p><b>formally (1)</b><br/>59:7</p> <p><b>formed (1)</b><br/>18:23</p> <p><b>forth (1)</b><br/>47:18</p> <p><b>fortunate (2)</b><br/>43:10;45:17</p> <p><b>forward (2)</b><br/>36:3;49:22</p> <p><b>foster (1)</b><br/>58:22</p> <p><b>fountain (3)</b><br/>65:23,23;72:19</p> <p><b>four (4)</b><br/>18:11;19:17;20:8;<br/>61:2</p> <p><b>Fox (3)</b><br/>7:13;59:23;60:13</p> <p><b>frankly (2)</b><br/>25:24;52:25</p> <p><b>fresh (5)</b><br/>18:24;58:4;59:3;<br/>61:22;63:20</p> <p><b>Freudian (1)</b><br/>73:12</p> <p><b>Friday (2)</b><br/>21:9;27:5</p> <p><b>fridges (1)</b><br/>64:10</p> <p><b>Friedman (1)</b></p> |
|  |  | <b>F</b>  |   |   |
|  |  | <p><b>fabric (5)</b><br/>28:12,14,15,16;29:4</p> <p><b>facade (1)</b><br/>6:21</p> <p><b>facilitate (1)</b><br/>66:16</p> <p><b>facilitation (1)</b><br/>62:2</p> <p><b>Facilities (1)</b><br/>2:19</p> <p><b>fact (2)</b><br/>12:23;65:16</p> <p><b>fair (1)</b><br/>32:1</p> <p><b>fairly (3)</b><br/>45:3;50:14,25</p> <p><b>fallen (1)</b><br/>41:14</p> <p><b>false (2)</b><br/>25:7,16</p> <p><b>familiar (5)</b><br/>42:13;46:17;47:24;<br/>67:16,18</p> <p><b>family (3)</b><br/>60:1;63:15,16</p> <p><b>fantastic (1)</b><br/>46:22</p> <p><b>far (5)</b><br/>19:22;38:10;51:9;<br/>63:22;69:14</p> <p><b>fast (3)</b><br/>6:19;7:2;52:25</p> <p><b>favor (6)</b><br/>4:16,23;5:10;16:11;<br/>17:6;74:6</p> <p><b>federal (6)</b><br/>46:24;47:16,21,23;</p> |   |   |

|   |   |  |  |  |
|---|---|--|--|--|
| <p>6:24<br/><b>friends (1)</b><br/>25:5<br/><b>front (4)</b><br/>22:14;23:4;33:22;<br/>34:8<br/><b>fruition (1)</b><br/>18:12<br/><b>fuel (1)</b><br/>63:5<br/><b>full (4)</b><br/>10:16;20:11;62:12,<br/>25<br/><b>fully (2)</b><br/>15:9;51:5<br/><b>fun (1)</b><br/>59:15<br/><b>fund (1)</b><br/>41:18<br/><b>funded (1)</b><br/>15:9<br/><b>funding (2)</b><br/>10:15;69:5<br/><b>funds (1)</b><br/>16:2<br/><b>furniture (4)</b><br/>65:14,15,22;68:10<br/><b>future (5)</b><br/>13:9;30:25;46:11;<br/>50:12;73:7</p>                     | <p><b>glance (1)</b><br/>9:20<br/><b>glass (1)</b><br/>43:3<br/><b>glorious (1)</b><br/>43:5<br/><b>GM (1)</b><br/>59:3<br/><b>goes (8)</b><br/>4:10;9:10;26:11;<br/>47:17;48:4,6,8;72:20<br/><b>Good (15)</b><br/>3:1,6;6:9;8:22;9:2,<br/>21;12:6;19:2;33:16;<br/>48:25;52:10;53:7;56:3,<br/>5;73:12<br/><b>GPLET (1)</b><br/>31:14<br/><b>grab (4)</b><br/>19:12,12;61:12;<br/>64:10<br/><b>Grant (1)</b><br/>6:23<br/><b>great (16)</b><br/>3:14;7:5;8:25;9:5;<br/>15:14;21:3;26:8;40:5;<br/>42:18;51:12;55:18,24;<br/>59:16;67:4;68:21;73:1<br/><b>gross (2)</b><br/>24:24,25<br/><b>ground (2)</b><br/>22:23;28:25<br/><b>Group (8)</b><br/>58:5,15;59:4;67:24;<br/>68:25;69:2,3,4<br/><b>grow (2)</b><br/>62:23;67:10<br/><b>growers (1)</b><br/>42:16<br/><b>grown (1)</b><br/>41:7<br/><b>guess (1)</b><br/>32:4<br/><b>guessing (1)</b><br/>25:21<br/><b>guest (1)</b><br/>19:6<br/><b>guests (3)</b><br/>51:20;63:4;64:11<br/><b>guitar (1)</b><br/>5:18<br/><b>guys (11)</b><br/>40:1,10,20;46:16;<br/>48:10;49:10;52:21;<br/>55:22;57:1;72:3,25</p> | <p>18,20;71:6,8,10,17,19,<br/>21,23,25<br/><b>half (6)</b><br/>18:5;36:6,24;42:7,<br/>12;54:18<br/><b>hall (1)</b><br/>62:4<br/><b>hallway (1)</b><br/>23:6<br/><b>hallway's (1)</b><br/>23:6<br/><b>hand (7)</b><br/>48:4,4;53:5;60:4,5;<br/>68:7;69:16<br/><b>Hang (2)</b><br/>40:22;42:21<br/><b>happen (4)</b><br/>3:14;13:3,10;48:22<br/><b>happened (1)</b><br/>42:2<br/><b>happening (4)</b><br/>11:19;26:7;51:22;<br/>63:6<br/><b>happy (2)</b><br/>6:4;44:10<br/><b>hard (4)</b><br/>52:8;53:9;59:17;<br/>60:21<br/><b>head (1)</b><br/>62:6<br/><b>headache (1)</b><br/>29:12<br/><b>Health (1)</b><br/>20:3<br/><b>hear (8)</b><br/>5:23;6:5,7;17:14;<br/>23:11;27:15;71:12,13<br/><b>heard (3)</b><br/>22:12;48:19;53:2<br/><b>hearing (3)</b><br/>42:17;48:18;53:4<br/><b>heart (1)</b><br/>58:24<br/><b>heats (1)</b><br/>22:17<br/><b>heavy (1)</b><br/>66:1<br/><b>held (3)</b><br/>2:20;7:13;8:3<br/><b>Hello (3)</b><br/>5:13;6:1;63:20<br/><b>help (4)</b><br/>6:4;7:14;34:5;55:18<br/><b>helpful (1)</b><br/>67:15<br/><b>Herbert's (14)</b><br/>56:9;61:3,5,15;64:1,<br/>2,17;65:6,10,25;66:9;<br/>69:18;72:10,19<br/><b>Here's (2)</b><br/>19:25;64:1<br/><b>hi (3)</b><br/>5:15;17:12;73:13</p> | <p><b>Hidden (2)</b><br/>68:7;69:19<br/><b>high (1)</b><br/>28:11<br/><b>higher (1)</b><br/>13:7<br/><b>highest (1)</b><br/>9:4<br/><b>highlight (1)</b><br/>60:23<br/><b>highly (3)</b><br/>25:13;52:5;66:6<br/><b>Hilton (1)</b><br/>7:8<br/><b>historic (2)</b><br/>26:23;43:18<br/><b>historical (1)</b><br/>6:21<br/><b>historically (1)</b><br/>11:1<br/><b>history (1)</b><br/>42:1<br/><b>Hold (2)</b><br/>21:1;53:10<br/><b>holds (1)</b><br/>15:24<br/><b>holdups (1)</b><br/>10:8<br/><b>hole (3)</b><br/>73:6,9,9<br/><b>Hollow (2)</b><br/>68:7;69:20<br/><b>Home (5)</b><br/>6:20;19:13;42:5,9;<br/>64:14<br/><b>Honduras (1)</b><br/>40:10<br/><b>honestly (1)</b><br/>55:9<br/><b>hood (2)</b><br/>22:20,20<br/><b>hop (1)</b><br/>47:11<br/><b>hope (4)</b><br/>4:10;44:6;46:13;<br/>68:13<br/><b>hopefully (3)</b><br/>61:14;62:11;72:10<br/><b>hoping (2)</b><br/>30:21;51:19<br/><b>Hospitality (6)</b><br/>58:8,13,14,16;69:3,4<br/><b>hosted (1)</b><br/>7:11<br/><b>hosting (1)</b><br/>44:21<br/><b>Hotel (2)</b><br/>43:19;59:23<br/><b>hour (3)</b><br/>2:23;42:7,12<br/><b>hours (4)</b><br/>21:9;23:21;24:7,9<br/><b>house (7)</b></p> | <p>45:19;62:18,21;<br/>63:11,13,24;67:8<br/><b>hub-bub (1)</b><br/>65:1<br/><b>HVAC (6)</b><br/>21:11;22:11,15,25;<br/>23:10;49:13<br/><b>hypothetically (1)</b><br/>32:24</p>   |
| <b>G</b>  |   |  |  | <b>I</b>   |
| <p><b>Gadsden (6)</b><br/>58:8,13,14;68:24;<br/>69:3,4<br/><b>gain (1)</b><br/>54:3<br/><b>game (2)</b><br/>30:3;60:24<br/><b>gap (1)</b><br/>24:19<br/><b>gas (1)</b><br/>43:13<br/><b>gateway (1)</b><br/>24:20<br/><b>gather (1)</b><br/>58:20<br/><b>gauge (1)</b><br/>11:18<br/><b>gave (1)</b><br/>27:16<br/><b>general (4)</b><br/>46:21;58:4;63:4,12<br/><b>generated (1)</b><br/>32:25<br/><b>generating (2)</b><br/>45:15;68:16<br/><b>gets (3)</b><br/>32:20,23;38:15<br/><b>Given (5)</b><br/>13:23;28:9;33:21;<br/>51:10;53:15</p> | <p><b>H</b><br/><b>Haga-Blackman (35)</b><br/>2:12;3:18,20,22,24;<br/>4:1,3,5,7;14:10,12,14,<br/>16,18,20,22,24;38:22,<br/>25;39:3,7,9,11,13,15,</p>  |  |  | <p><b>idea (6)</b><br/>15:14;32:16;53:4,19;<br/>55:22;67:24<br/><b>ideal (1)</b><br/>45:17<br/><b>ideally (1)</b><br/>30:23<br/><b>identified (2)</b><br/>43:16;46:22<br/><b>Illinois (1)</b><br/>59:10<br/><b>image (2)</b><br/>44:3;65:19<br/><b>implement (1)</b><br/>44:6<br/><b>important (6)</b><br/>28:3;41:20;58:2;<br/>59:14;60:23;66:6<br/><b>impressed (2)</b><br/>7:16,17<br/><b>improvement (1)</b><br/>29:14<br/><b>improvements (5)</b><br/>18:1;26:13;45:16,18,<br/>21<br/><b>inaudible (13)</b><br/>25:3;41:10,16;44:25;<br/>46:11;48:17;50:20,25;<br/>60:19,19;61:11;62:15;<br/>65:8<br/><b>inclination (1)</b><br/>12:19<br/><b>inclined (1)</b><br/>11:7<br/><b>include (4)</b><br/>22:19;33:1;34:12;<br/>70:22<br/><b>included (2)</b><br/>35:22;54:19<br/><b>including (1)</b><br/>21:22<br/><b>income (3)</b><br/>11:25;13:4;33:7<br/><b>increase (3)</b><br/>12:19;20:21;54:1<br/><b>increased (3)</b><br/>54:3;62:2;66:16<br/><b>increases (1)</b><br/>11:24<br/><b>independent (2)</b><br/>21:11;22:18</p> |

|  |  |   |  |   |
|--|--|---|--|---|
| <p><b>Indian (1)</b><br/>15:19<br/><b>indirect (1)</b><br/>31:15<br/><b>indirectly (1)</b><br/>45:13<br/><b>indoor (2)</b><br/>19:25;64:7<br/><b>industry (7)</b><br/>41:13,14;42:4,14;<br/>45:6;59:16;60:12<br/><b>inert (1)</b><br/>43:13<br/><b>inexpensive (1)</b><br/>53:9<br/><b>inflation (1)</b><br/>10:18<br/><b>influence (1)</b><br/>66:1<br/><b>inherent (1)</b><br/>35:18<br/><b>inject (1)</b><br/>50:3<br/><b>innovation (1)</b><br/>58:22<br/><b>inside (2)</b><br/>23:16;29:5<br/><b>inspections (1)</b><br/>47:1<br/><b>inspired (1)</b><br/>61:8<br/><b>intend (1)</b><br/>44:4<br/><b>intending (1)</b><br/>11:10<br/><b>intention (1)</b><br/>65:7<br/><b>interesting (3)</b><br/>11:20;12:16;52:9<br/><b>interior (2)</b><br/>20:9;65:25<br/><b>international (1)</b><br/>7:20<br/><b>interrupt (2)</b><br/>13:4;65:21<br/><b>into (17)</b><br/>5:1;6:20;9:1;11:3;<br/>12:1;17:8;21:13;29:1,<br/>1;30:24;32:6;42:1;<br/>51:13;55:10;61:19;<br/>66:11;73:17<br/><b>Introduce (3)</b><br/>40:18;41:3;56:23<br/><b>introducing (2)</b><br/>43:15;44:20<br/><b>invest (1)</b><br/>68:18<br/><b>investigating (1)</b><br/>27:6<br/><b>investing (1)</b><br/>24:14<br/><b>investment (2)</b><br/>15:10;30:10</p> | <p><b>Investors (1)</b><br/>69:4<br/><b>invisible (1)</b><br/>25:18<br/><b>invited (1)</b><br/>49:11<br/><b>invoices (1)</b><br/>34:9<br/><b>involved (2)</b><br/>17:25;41:17<br/><b>issue (4)</b><br/>10:24;32:1,2,6<br/><b>issued (2)</b><br/>69:18,19<br/><b>issues (2)</b><br/>6:20;32:8<br/><b>Italian (1)</b><br/>61:16<br/><b>item (4)</b><br/>10:24;15:19;21:18;<br/>73:2<br/><b>items (7)</b><br/>15:18;31:23;62:17;<br/>64:11;73:3,5,7</p> <p style="text-align: center;"><b>J</b></p> <p><b>Jackowski (1)</b><br/>55:17<br/><b>Jannie (11)</b><br/>2:6;3:24;14:16;<br/>20:20;22:13;23:11;<br/>28:1;36:4;39:13;71:8;<br/>74:3<br/><b>Jannie's (4)</b><br/>15:5;35:18,20,24<br/><b>January (1)</b><br/>18:8<br/><b>Jewish (4)</b><br/>61:8,16,19;62:13<br/><b>Jimenez (10)</b><br/>2:7;4:5,6,14;18,19;<br/>39:7,8;65:20;71:6,7<br/><b>job (3)</b><br/>41:8;56:3,5<br/><b>JOHNSON (41)</b><br/>40:12,15,19,22;41:2,<br/>4,10,19;42:5,9,17;43:2,<br/>7,16;44:2,12,15;45:1;<br/>46:5,12,20;47:5,9,22,<br/>25;48:4,13,23;50:18,<br/>23;51:7,17,23;52:4,18,<br/>23,24;53:6;54:6;55:24,<br/>25<br/><b>July (5)</b><br/>2:22;3:2;6:1;8:3,18<br/><b>jump (2)</b><br/>67:3;68:4<br/><b>June (6)</b><br/>8:2,7;9:8;19:20,25;<br/>69:18<br/><b>juror (1)</b><br/>19:10</p> | <p><b>Justin (5)</b><br/>56:12,22;58:3;60:15;<br/>68:4</p> <p style="text-align: center;"><b>K</b></p> <p><b>Kapcon (3)</b><br/>46:14;48:18;49:1<br/><b>Kappler (5)</b><br/>46:15;47:9;48:25;<br/>49:1,11<br/><b>keep (2)</b><br/>11:16;15:3<br/><b>Kent (1)</b><br/>7:13<br/><b>kick (3)</b><br/>10:11,17;47:18<br/><b>kicking (1)</b><br/>55:11<br/><b>kicks (1)</b><br/>25:24<br/><b>kind (35)</b><br/>8:10,16;11:16;13:8,<br/>11;22:24;23:15;24:19;<br/>31:4;45:24;47:17;<br/>49:12;55:6;58:11;59:2,<br/>18;60:1;61:10,10,17,<br/>20,20,24;62:6,7,23;<br/>63:1,2;64:3;65:24;<br/>66:5,7,8,25;73:5<br/><b>kinds (2)</b><br/>33:9;69:7<br/><b>kinetic (1)</b><br/>23:18<br/><b>kippered (1)</b><br/>62:13<br/><b>Kira (6)</b><br/>56:9;57:15,17;58:7;<br/>65:5;67:12<br/><b>kitchen (9)</b><br/>5:17,20;45:22;58:5;<br/>59:3,5,8;66:20;68:1<br/><b>kits (2)</b><br/>63:18,19<br/><b>knowing (1)</b><br/>31:1<br/><b>Kozachik (1)</b><br/>44:10<br/><b>Kristel (4)</b><br/>41:5,10;49:11;53:25<br/><b>Krueger (1)</b><br/>6:23<br/><b>Ku-Kai (1)</b><br/>67:7</p> <p style="text-align: center;"><b>L</b></p> <p><b>labor (1)</b><br/>69:7<br/><b>landfill (1)</b><br/>44:9<br/><b>landlord (8)</b><br/>29:24;30:4,11;36:22;</p> | <p>48:11,13;58:8;69:3<br/><b>landlord's (1)</b><br/>30:17<br/><b>landscape (3)</b><br/>26:19,22;29:6<br/><b>language (1)</b><br/>33:1<br/><b>large (1)</b><br/>20:5<br/><b>larger (1)</b><br/>51:8<br/><b>largest (1)</b><br/>28:9<br/><b>Larsen (2)</b><br/>6:13;7:3<br/><b>last (16)</b><br/>4:11;8:17,23;11:22;<br/>18:2,11;20:11;27:1;<br/>28:18;38:8;41:14;<br/>50:22;56:7;58:10;<br/>60:12;65:13<br/><b>late (1)</b><br/>24:9<br/><b>lately (1)</b><br/>6:12<br/><b>later (2)</b><br/>29:12,25<br/><b>launch (1)</b><br/>15:4<br/><b>leads (1)</b><br/>44:5<br/><b>leams (1)</b><br/>59:18<br/><b>leaning (1)</b><br/>61:19<br/><b>learned (1)</b><br/>28:16<br/><b>lease (12)</b><br/>15:23;18:7;29:23,25;<br/>46:22;51:21,24,25;<br/>52:6;53:5,8,12<br/><b>leasing (1)</b><br/>50:14<br/><b>least (5)</b><br/>10:13;13:8;36:18;<br/>38:10;56:7<br/><b>leaves (2)</b><br/>8:6,13<br/><b>led (2)</b><br/>59:18;60:13<br/><b>left (3)</b><br/>64:7;65:1;67:21<br/><b>legal (2)</b><br/>18:25;40:1<br/><b>Leo (1)</b><br/>7:12<br/><b>less (4)</b><br/>11:22;30:17;36:10,<br/>21<br/><b>lessors (1)</b><br/>50:16<br/><b>Levin (27)</b><br/>2:8;3:6,13;4:3,4,14,</p> | <p>22;5:9;14:3,22,23;<br/>27:23;29:8;31:22;35:2,<br/>12,20;38:6,17;39:15,<br/>16;52:14;70:5,20;71:2,<br/>23,24<br/><b>license (10)</b><br/>19:20;22:3;46:7,8;<br/>47:16;50:24;52:1,7;<br/>53:8,12<br/><b>life (1)</b><br/>43:6<br/><b>lighting (1)</b><br/>66:4<br/><b>lights (1)</b><br/>49:16<br/><b>likely (1)</b><br/>13:9<br/><b>limitation (1)</b><br/>36:3<br/><b>line (7)</b><br/>7:15;9:17;26:5,10,<br/>11;47:10;56:8<br/><b>lined (1)</b><br/>72:9<br/><b>line's (1)</b><br/>9:10<br/><b>lining (1)</b><br/>62:17<br/><b>link (2)</b><br/>5:4;46:13<br/><b>liquor (13)</b><br/>19:20,21;22:3;24:25;<br/>46:6;50:21,23,24;<br/>51:25;52:7;53:8,12;<br/>55:4<br/><b>list (3)</b><br/>9:7;12:9;18:15<br/><b>listed (3)</b><br/>22:1;45:23;59:19<br/><b>listen (1)</b><br/>12:22<br/><b>listening (1)</b><br/>52:10<br/><b>literally (1)</b><br/>53:11<br/><b>little (26)</b><br/>6:7;7:23;8:23;10:18;<br/>13:2,3;22:14;28:10;<br/>30:17;42:21;44:12;<br/>46:19;47:18,19;54:18,<br/>23;55:13;58:25;60:10,<br/>22;62:7;63:2,21;65:8,<br/>18;72:11<br/><b>live (1)</b><br/>64:13<br/><b>LLC (1)</b><br/>18:23<br/><b>local (5)</b><br/>44:7;58:20;63:21,22;<br/>66:22<br/><b>locally (1)</b><br/>62:18<br/><b>located (3)</b></p> |
|--|--|---|--|---|

|  |  |  |  |   |
|--|--|--|--|---|
| <p>17:24;61:5;67:12<br/><b>location (2)</b><br/>43:17;46:22<br/><b>LOI (1)</b><br/>51:23<br/><b>long (5)</b><br/>11:23;22:24;47:21;<br/>49:6,19<br/><b>long-term (1)</b><br/>67:1<br/><b>look (6)</b><br/>9:6;12:9;33:11;<br/>40:19;52:19;68:25<br/><b>looking (10)</b><br/>6:8;8:10;29:13,15;<br/>32:10;55:19;59:5,5,7;<br/>72:7<br/><b>looks (1)</b><br/>72:22<br/><b>lost (2)</b><br/>18:3;21:1<br/><b>lot (11)</b><br/>7:8;10:9;19:4;22:23;<br/>25:17;45:9;49:21;50:4,<br/>5;51:8;62:12<br/><b>lots (1)</b><br/>18:1<br/><b>Lounge (3)</b><br/>67:22,25;69:9<br/><b>love (8)</b><br/>36:19;41:14,15,16;<br/>42:14;53:4;55:22;60:1<br/><b>lovely (1)</b><br/>43:4<br/><b>low (1)</b><br/>43:13<br/><b>lower (1)</b><br/>64:8<br/><b>Lowe's (1)</b><br/>59:19<br/><b>lox (1)</b><br/>62:13<br/><b>lucky (1)</b><br/>42:7</p> | <p>15:10;26:13<br/><b>manageable (2)</b><br/>11:16;24:2<br/><b>manager (2)</b><br/>58:4,6<br/><b>many (3)</b><br/>5:19;23:3;41:11<br/><b>March (1)</b><br/>39:25<br/><b>Mark (1)</b><br/>2:13<br/><b>market (6)</b><br/>28:18;43:20;58:16;<br/>62:24;63:5,6<br/><b>marketing (2)</b><br/>8:19;11:21<br/><b>markets (1)</b><br/>66:24<br/><b>Marquez (48)</b><br/>2:3;3:9,22,23;5:21;<br/>9:24;10:16;11:18;<br/>14:10,11;22:10;23:3,9;<br/>29:10,21;30:8,13,16,<br/>19;31:4;36:11;39:4,5;<br/>40:21;48:9,18;49:9;<br/>50:2;51:21;52:2,5;<br/>53:7;55:15;56:3,5;<br/>68:17,22;69:13,21;<br/>70:1,7,12,15,25;71:21,<br/>22;73:8,12<br/><b>married (2)</b><br/>41:5,12<br/><b>master (2)</b><br/>15:23;73:17<br/><b>match (2)</b><br/>33:11;35:10<br/><b>matched (1)</b><br/>34:10<br/><b>matching (1)</b><br/>34:15<br/><b>matters (1)</b><br/>30:8<br/><b>max (4)</b><br/>36:16,18,21;37:2<br/><b>maximize (1)</b><br/>13:14<br/><b>maximum (1)</b><br/>37:17<br/><b>may (8)</b><br/>7:10,10;8:22,25;<br/>13:10,11;26:20;69:19<br/><b>Maybe (2)</b><br/>35:23;55:13<br/><b>Maynard's (4)</b><br/>43:19;46:9;51:2,20<br/><b>McCusker (96)</b><br/>2:2;3:1,11,15,17;4:7,<br/>8,16,18,23,25;5:6,10,<br/>12,17,22;9:12,22;<br/>10:23;11:12;12:15;<br/>13:23;14:4,7,24,25;<br/>15:2,13,16;16:5,9,13,<br/>22,24;17:3,8,15,17,21;</p> | <p>24:1,5,16;31:18;35:4,<br/>8;36:6;37:8,22;38:2,4,<br/>18,20;39:20,21,24;<br/>40:4,7,13,16,25;51:15;<br/>52:15,21;53:2,14;55:1,<br/>21;56:1,4,6,16,18,21;<br/>57:2,10,15,20,24;70:6,<br/>8,16;71:3,14,25;72:1,3,<br/>11,15,22;73:2,10,20,<br/>25;74:3,6,9<br/><b>McGuire (1)</b><br/>18:23<br/><b>McMahon's (1)</b><br/>59:23<br/><b>Meal (2)</b><br/>63:18,19<br/><b>meals (2)</b><br/>19:10;63:10<br/><b>mean (8)</b><br/>22:11;23:6;25:14;<br/>28:1;29:13;32:5;52:24,<br/>25<br/><b>means (3)</b><br/>11:22;18:24;27:9<br/><b>meant (1)</b><br/>24:22<br/><b>meats (2)</b><br/>62:10,19<br/><b>mechanically (1)</b><br/>32:16<br/><b>Medcoff (9)</b><br/>2:14;30:1;31:7,13;<br/>32:17;35:23;37:3;38:6,<br/>12<br/><b>meet (2)</b><br/>10:3;43:11<br/><b>meeting (7)</b><br/>2:18;3:2;4:11;5:3;<br/>6:1;55:23;73:7<br/><b>meeting's (1)</b><br/>74:9<br/><b>member (1)</b><br/>15:25<br/><b>MEMBERS (7)</b><br/>2:1;5:3;31:17;33:6;<br/>44:7;64:20;73:4<br/><b>mention (2)</b><br/>46:4;59:14<br/><b>mentioned (6)</b><br/>31:9;35:13;37:4;<br/>62:20;66:18;68:18<br/><b>Mercado (4)</b><br/>58:24;59:4,25;72:13<br/><b>merchandise (1)</b><br/>64:10<br/><b>mess (1)</b><br/>3:7<br/><b>metal (3)</b><br/>28:22,24;29:3<br/><b>Mexico (1)</b><br/>60:16<br/><b>Meyers (7)</b><br/>2:15;7:25,25;9:15;</p> | <p>10:9,21;12:8<br/><b>Michelin (1)</b><br/>60:17<br/><b>mid (1)</b><br/>59:21<br/><b>middle (1)</b><br/>44:3<br/><b>midwest (1)</b><br/>59:9<br/><b>might (8)</b><br/>3:12;12:5;29:11,12;<br/>53:14,21;54:24;57:9<br/><b>Mike (16)</b><br/>2:8;3:4;4:3;14:6,7,<br/>22;27:23;31:7;32:12;<br/>35:11;36:8,19;39:15;<br/>55:17,18;71:23<br/><b>Mile (1)</b><br/>6:14<br/><b>million (21)</b><br/>8:2,6,9,10,11,12,14,<br/>15,16,23,24;9:2,3;<br/>12:14,18,18,24;21:23;<br/>23:10;29:16;36:24<br/><b>mind (4)</b><br/>23:12;32:10;46:13;<br/>64:17<br/><b>mine (2)</b><br/>59:2,14<br/><b>minimal (1)</b><br/>69:25<br/><b>minor (5)</b><br/>13:8;27:11,13,14;<br/>59:12<br/><b>minute (1)</b><br/>57:4<br/><b>minutes (2)</b><br/>4:11,12<br/><b>mission (1)</b><br/>58:19<br/><b>mobile (2)</b><br/>66:25,25<br/><b>modern (2)</b><br/>61:19,21<br/><b>modernizing (1)</b><br/>29:15<br/><b>modest (1)</b><br/>68:11<br/><b>moment (2)</b><br/>60:17;63:1<br/><b>Monday (1)</b><br/>21:9<br/><b>money (12)</b><br/>12:24;13:8;28:21;<br/>32:6;33:9,20;38:9,15;<br/>45:25;48:10;52:9;<br/>53:17<br/><b>Monier (11)</b><br/>58:14;61:6;62:16;<br/>63:12;64:13,20,21;<br/>65:4,5,10;69:3<br/><b>monies (1)</b><br/>34:9</p> | <p><b>month (12)</b><br/>6:8;8:8;12:7;47:12,<br/>13;52:6,22;54:14,25;<br/>55:6,8,14<br/><b>monthly (2)</b><br/>8:19;44:20<br/><b>months (6)</b><br/>7:22;8:17,24;9:1;<br/>10:12;55:20<br/><b>MOORE (43)</b><br/>17:12,16,20,23;<br/>18:22;19:24;20:19,23,<br/>25;21:4,25;22:16;23:5,<br/>17;24:4,10,18;25:3,15,<br/>22;26:3,8,15,18;27:4,<br/>13,18;28:12;29:20;<br/>30:6,10,15,18,21,23;<br/>31:12;33:15,19,23;<br/>38:24;39:2;40:2,6<br/><b>more (25)</b><br/>6:6;9:13;11:15;13:9;<br/>23:22;27:9;28:10,19;<br/>31:2;33:21;36:23;<br/>37:18;40:12;42:4;45:9;<br/>51:2;52:9;53:17;54:25;<br/>56:7;61:20;63:2,3,21;<br/>67:1<br/><b>morning (3)</b><br/>9:18;19:11;27:15<br/><b>mortgage (1)</b><br/>8:3<br/><b>most (3)</b><br/>7:16,17;13:14<br/><b>motion (41)</b><br/>4:12,17,19,24;5:6,<br/>11;11:8;13:24;14:1;<br/>15:1,20,21;16:5,9,12,<br/>13,18;17:7;31:6,8,17,<br/>23;32:24;33:4;35:8,12,<br/>19;36:12,13;37:1,9,12;<br/>38:9,12;39:23;70:2,16;<br/>71:3;72:2;73:22;74:8<br/><b>motoring (1)</b><br/>7:1<br/><b>move (4)</b><br/>5:19;36:3;37:11;<br/>52:25<br/><b>moved (12)</b><br/>4:14,21;5:8;16:4,19,<br/>23,24;70:23;73:23,24;<br/>74:2,3<br/><b>moving (6)</b><br/>6:19;7:2;22:8;40:7;<br/>62:5;66:24<br/><b>Moyer (2)</b><br/>18:21;25:4<br/><b>MRS (24)</b><br/>41:10;42:5,9;43:2,<br/>16;44:12,15;46:5,20;<br/>47:22,25;48:4,13,23;<br/>50:18,23;51:7,17,23;<br/>52:4,18,23;54:6;55:25<br/><b>MSA (1)</b></p> |
| <b>M</b>   |  |  |  |   |
| <p><b>Macaron (1)</b><br/>7:7<br/><b>machine (1)</b><br/>19:15<br/><b>main (1)</b><br/>24:13<br/><b>major (3)</b><br/>13:9;27:11;54:8<br/><b>majority (1)</b><br/>45:18<br/><b>maker (1)</b><br/>59:13<br/><b>makes (2)</b><br/>31:17,23<br/><b>making (5)</b><br/>8:3;11:6;13:17;</p>   |  |  |  |   |

|   |  |   |  |   |
|---|--|---|--|---|
| <p>69:8<br/><b>much (19)</b><br/>24:14;25:24;27:24;<br/>28:21;29:8,23,24;40:3;<br/>48:10,10;56:11;57:12;<br/>64:6,18;68:22,24,24;<br/>72:4;73:17<br/><b>multiple (1)</b><br/>21:16<br/><b>Multipurpose (1)</b><br/>2:19<br/><b>mural (8)</b><br/>11:2,11,20;13:25;<br/>15:4,8,9,12<br/><b>murals (1)</b><br/>11:4<br/><b>mute (2)</b><br/>5:21,23<br/><b>myself (4)</b><br/>58:25;59:18;60:11,<br/>21</p> | <p><b>newest (1)</b><br/>67:6<br/><b>news (2)</b><br/>8:22;9:5<br/><b>next (11)</b><br/>6:17;8:18;11:17;<br/>15:14;41:3;48:2,6;<br/>55:8,14,22;73:2<br/><b>nice (4)</b><br/>15:6;19:11;72:11,22<br/><b>night (3)</b><br/>19:7;23:25;31:1<br/><b>nilly (1)</b><br/>11:4<br/><b>nobody's (1)</b><br/>7:2<br/><b>nod (1)</b><br/>61:15<br/><b>none (2)</b><br/>25:12;30:8<br/><b>non-TIF (5)</b><br/>31:19,20;33:3,8,12<br/><b>normal (2)</b><br/>38:13;70:22<br/><b>normally (3)</b><br/>34:8;37:14;38:8<br/><b>North (8)</b><br/>17:25;19:5;22:19,23;<br/>26:23;43:17;51:9;<br/>53:20<br/><b>notes (1)</b><br/>59:2<br/><b>nothing's (1)</b><br/>18:11<br/><b>notice (1)</b><br/>6:16<br/><b>November (1)</b><br/>48:24<br/><b>Novo (13)</b><br/>17:9;18:24;19:2,7;<br/>23:3,5;29:22,23;30:4,<br/>14;31:10;32:20;72:13<br/><b>Novo's (1)</b><br/>30:11<br/><b>Nuevo (15)</b><br/>2:19;3:2;6:9;8:1;<br/>30:19,24;31:9,13;<br/>32:20,23;33:25;48:12,<br/>15;67:4;68:14<br/><b>number (15)</b><br/>8:25;9:12,21;10:13;<br/>11:17;13:3;14:8;25:1,<br/>1,17,19,20;28:6,17;<br/>35:16<br/><b>numbers (13)</b><br/>8:15;9:18;12:6;<br/>21:15;25:6,8;28:9,13;<br/>34:6;52:7;67:11;68:8,8<br/><b>number's (1)</b><br/>8:21<br/><b>numerous (1)</b><br/>41:17</p> | <p style="text-align: center;"><b>O</b></p> <p><b>object (1)</b><br/>53:23<br/><b>obtain (1)</b><br/>19:20<br/><b>obtainable (1)</b><br/>25:6<br/><b>obviously (7)</b><br/>7:2;11:18;12:1;24:9;<br/>43:24;48:19;66:9<br/><b>occupancy (1)</b><br/>20:1<br/><b>occupied (1)</b><br/>19:1<br/><b>occupy (1)</b><br/>18:4<br/><b>o'clock (1)</b><br/>5:2<br/><b>Ocotillo (4)</b><br/>67:22,23,25;69:9<br/><b>off (12)</b><br/>3:16;20:13;23:22;<br/>31:1;38:16;42:8;44:23;<br/>54:6;57:5,25;65:1;<br/>72:12<br/><b>offer (8)</b><br/>34:20;61:25;62:25;<br/>63:10,12,23;66:23;<br/>70:18<br/><b>offering (2)</b><br/>58:16;62:14<br/><b>offerings (3)</b><br/>62:13,23;63:3<br/><b>offers (1)</b><br/>66:15<br/><b>office (2)</b><br/>5:18;19:13<br/><b>officers (3)</b><br/>16:17;37:5;70:3<br/><b>officers' (2)</b><br/>37:23,25<br/><b>off-site (1)</b><br/>63:8<br/><b>old (1)</b><br/>6:9<br/><b>Once (6)</b><br/>32:23;45:7;46:6,8;<br/>50:24;54:15<br/><b>one (31)</b><br/>5:1;7:18;8:13;12:21;<br/>15:20;18:14;21:5;<br/>22:11;23:8;24:12,21;<br/>25:19;27:18,19;28:5,9;<br/>35:13;37:3;38:14;<br/>41:19;43:7;45:3;46:1;<br/>47:14;48:6;53:14,25;<br/>56:16;63:9;70:24;<br/>73:15<br/><b>one's (1)</b><br/>27:19<br/><b>one-time (1)</b></p> | <p>11:10<br/><b>only (10)</b><br/>5:1;11:12;15:9;20:9;<br/>21:18;22:25;26:12;<br/>31:22;55:1;73:15<br/><b>on-site (1)</b><br/>19:4<br/><b>onto (1)</b><br/>5:4<br/><b>open (12)</b><br/>7:8;18:23;22:6;<br/>23:22,23,24;41:23;<br/>42:23;44:19;46:8;47:2;<br/>48:23<br/><b>opened (1)</b><br/>67:7<br/><b>opening (1)</b><br/>41:22<br/><b>operate (1)</b><br/>24:6<br/><b>operating (2)</b><br/>8:9;21:9<br/><b>operation (3)</b><br/>19:3;32:15;59:22<br/><b>operations (1)</b><br/>58:4<br/><b>operator (5)</b><br/>18:7,22;21:6;25:4;<br/>30:7<br/><b>operators (2)</b><br/>18:10,21<br/><b>opportunities (2)</b><br/>11:20;61:25<br/><b>opportunity (3)</b><br/>3:7;66:16,21<br/><b>optimistic (1)</b><br/>13:14<br/><b>option (2)</b><br/>16:15;63:2<br/><b>oral (6)</b><br/>5:16;10:22;19:23;<br/>38:19;60:7;71:11<br/><b>order (6)</b><br/>17:9;21:7,10;22:2;<br/>33:12;50:16<br/><b>ordered (1)</b><br/>22:3<br/><b>ordinary (1)</b><br/>9:17<br/><b>organization (1)</b><br/>34:1<br/><b>originally (2)</b><br/>50:9;59:9<br/><b>Oseran (1)</b><br/>4:9<br/><b>others (2)</b><br/>65:23;67:7<br/><b>Otherwise (1)</b><br/>23:23<br/><b>ours (1)</b><br/>51:8<br/><b>ourselves (4)</b><br/>13:4;41:3;62:11,18</p> | <p><b>out (43)</b><br/>5:3;8:10;9:16,17,20;<br/>10:13,18;13:1;18:8,19;<br/>21:16;22:19;27:10;<br/>28:18;30:1,5;31:15,17;<br/>33:3,7;36:18;38:15;<br/>43:9,9,11,13;46:3;47:1,<br/>19;49:5;52:22;54:14;<br/>55:2,6,7,14;59:10;63:1,<br/>11;66:19;67:25;68:10;<br/>72:12<br/><b>outdoor (11)</b><br/>20:1,5;25:10,12,18;<br/>29:16;50:13,17;51:3;<br/>54:24;55:10<br/><b>outflow (1)</b><br/>12:12<br/><b>outside (4)</b><br/>8:13;21:8;24:15;<br/>69:10<br/><b>outstanding (2)</b><br/>9:7;58:21<br/><b>over (19)</b><br/>11:3;13:21,21;18:2;<br/>28:25;33:21;34:5;<br/>37:17;39:6;42:4;46:19;<br/>51:2;54:2;55:7,14;<br/>60:13;65:1,9;68:15<br/><b>overall (2)</b><br/>36:8;58:23<br/><b>oversees (1)</b><br/>59:4<br/><b>own (2)</b><br/>17:19;31:10<br/><b>owner (4)</b><br/>11:5;22:1;29:19;<br/>31:10<br/><b>owner/operator (1)</b><br/>32:22<br/><b>owner's (2)</b><br/>30:2;32:7<br/><b>ownership (2)</b><br/>50:14;69:2<br/><b>owns (1)</b><br/>31:10<br/><b>oxygen (1)</b><br/>43:15</p> |
|   |  |   | <p style="text-align: center;"><b>P</b></p> <p><b>package (4)</b><br/>25:20;27:3;54:21;<br/>55:11<br/><b>packages (1)</b><br/>55:9<br/><b>page (3)</b><br/>9:6,10;67:17<br/><b>paid (6)</b><br/>9:9;22:1,3,5;30:6;<br/>37:17<br/><b>palm (2)</b><br/>26:20,21<br/><b>parameters (1)</b></p>  |   |

|  |  |  |   |  |
|--|--|--|---|--|
| <p>51:10<br/><b>parcel (1)</b><br/>26:11<br/><b>parking (6)</b><br/>6:24;19:4,4,6,6;33:8<br/><b>part (7)</b><br/>20:8;27:1;41:24;<br/>43:5;45:6;46:2;54:16<br/><b>participation (2)</b><br/>37:16;73:19<br/><b>particularly (1)</b><br/>73:18<br/><b>partner (2)</b><br/>66:21;68:14<br/><b>partnership (1)</b><br/>72:5<br/><b>paseo (1)</b><br/>72:20<br/><b>passed (9)</b><br/>4:17,24;5:11;15:1;<br/>16:12;17:7;39:23;72:2;<br/>74:8<br/><b>passes (1)</b><br/>16:13<br/><b>passion (1)</b><br/>59:14<br/><b>past (3)</b><br/>42:3;46:16;60:5<br/><b>patio (13)</b><br/>20:1,5;46:3,9,10;<br/>50:13;53:16,21;54:3,<br/>16,20;65:13;72:15<br/><b>patios (1)</b><br/>55:2<br/><b>patron (1)</b><br/>21:13<br/><b>pay (4)</b><br/>7:20;15:22;36:23;<br/>44:2<br/><b>paying (1)</b><br/>13:12<br/><b>payment (2)</b><br/>8:4;37:15<br/><b>payments (1)</b><br/>33:12<br/><b>PDF (1)</b><br/>57:21<br/><b>peak (1)</b><br/>8:13<br/><b>pencil (1)</b><br/>52:13<br/><b>people (15)</b><br/>5:19;6:3,21;7:14,19;<br/>19:12;42:25;43:6,25;<br/>45:5,8;62:19;63:11,14;<br/>73:5<br/><b>per (1)</b><br/>24:25<br/><b>percent (15)</b><br/>24:25;36:9,16,18,21;<br/>37:2,18;54:2;68:15,19,<br/>23;69:5;70:9,11,13<br/><b>Perfect (3)</b></p> | <p>17:16;56:24;57:22<br/><b>period (6)</b><br/>33:2;36:16;37:2;<br/>68:12,15;70:7<br/><b>permanent (2)</b><br/>3:12;66:23<br/><b>permit (12)</b><br/>19:24;49:2,5;50:7;<br/>54:20,22,23;55:12;<br/>68:6;69:15,17,19<br/><b>permits (1)</b><br/>55:15<br/><b>permitting (4)</b><br/>10:10;20:2;69:12,13<br/><b>person (3)</b><br/>19:10;39:1;43:10<br/><b>personal (1)</b><br/>59:25<br/><b>perspective (2)</b><br/>10:2;36:19<br/><b>perusing (1)</b><br/>51:24<br/><b>Peter (1)</b><br/>6:25<br/><b>photo (3)</b><br/>18:6;65:1,2<br/><b>photograph (1)</b><br/>26:21<br/><b>picking (1)</b><br/>30:11<br/><b>pictures (2)</b><br/>61:17;62:6<br/><b>Pie (7)</b><br/>18:6,22;19:3;20:11,<br/>13;23:15,17<br/><b>piece (2)</b><br/>22:11;31:20<br/><b>Pima (2)</b><br/>7:18;20:3<br/><b>place (1)</b><br/>54:4<br/><b>placed (2)</b><br/>22:22;28:24<br/><b>places (1)</b><br/>7:5<br/><b>plan (18)</b><br/>11:4;15:25;19:19;<br/>20:7,10;26:6,22;27:8,<br/>14;43:15;47:2,8;54:16;<br/>64:1,2;66:13;67:15;<br/>73:17<br/><b>planned (1)</b><br/>29:7<br/><b>planning (4)</b><br/>44:18;46:14;47:12;<br/>48:23<br/><b>plans (3)</b><br/>47:3,7;49:4<br/><b>plant (4)</b><br/>22:17,18;23:19,22<br/><b>planted (1)</b><br/>26:24<br/><b>planters (3)</b></p> | <p>26:11,18,25<br/><b>plants (1)</b><br/>26:24<br/><b>play (1)</b><br/>10:5<br/><b>please (2)</b><br/>5:21,23<br/><b>pleasure (2)</b><br/>58:10;60:4<br/><b>pledge (2)</b><br/>3:3,8<br/><b>pledger (1)</b><br/>3:12<br/><b>plumbing (2)</b><br/>45:23;49:13<br/><b>plus (4)</b><br/>3:4;36:17,17;69:8<br/><b>pm (3)</b><br/>2:23;21:10;74:11<br/><b>point (2)</b><br/>13:16;54:4<br/><b>pointer (1)</b><br/>64:3<br/><b>points (1)</b><br/>49:13<br/><b>pole (1)</b><br/>41:8<br/><b>pony (1)</b><br/>55:3<br/><b>pop (2)</b><br/>10:14;58:12<br/><b>popped (1)</b><br/>9:20<br/><b>portion (1)</b><br/>54:24<br/><b>possible (3)</b><br/>13:1;34:20;35:16<br/><b>Post (2)</b><br/>15:19;32:21<br/><b>posted (1)</b><br/>15:3<br/><b>Poster (37)</b><br/>2:9;3:18,19;12:3;<br/>13:17,22;14:6,14,15;<br/>16:1,20;17:1;25:9,16,<br/>23;26:4,13,16;27:1,11,<br/>17,21;39:11,12;50:2,4,<br/>22;51:1,12;54:17;55:7;<br/>65:12;71:10,11,13,16;<br/>73:13<br/><b>potential (3)</b><br/>18:21;31:23;50:19<br/><b>PowerPoint (2)</b><br/>17:19;40:13<br/><b>precedes (1)</b><br/>54:22<br/><b>precursor (1)</b><br/>55:12<br/><b>predecessors (1)</b><br/>24:7<br/><b>predominantly (1)</b><br/>54:6<br/><b>premises (1)</b></p> | <p>46:3<br/><b>prepaid (1)</b><br/>29:18<br/><b>prepared (2)</b><br/>34:11;37:14<br/><b>preparing (2)</b><br/>34:17;62:18<br/><b>prepped (1)</b><br/>19:10<br/><b>PRESENT (4)</b><br/>2:1,11;3:21;11:4<br/><b>presentation (3)</b><br/>65:18;68:18;73:1<br/><b>presenter (1)</b><br/>56:12<br/><b>presenting (1)</b><br/>27:25<br/><b>preserve (1)</b><br/>43:8<br/><b>preserves (1)</b><br/>43:14<br/><b>Presidio (3)</b><br/>24:13,20;28:2<br/><b>press (1)</b><br/>7:11<br/><b>pressure (1)</b><br/>43:13<br/><b>pretty (7)</b><br/>6:2,8;7:1;9:21;<br/>12:17;50:8;60:25<br/><b>previously (1)</b><br/>68:18<br/><b>price (2)</b><br/>13:12;27:10<br/><b>primarily (2)</b><br/>19:1;24:8<br/><b>private (6)</b><br/>15:10;26:7,10,12;<br/>44:22;67:9<br/><b>probably (4)</b><br/>10:25;12:22;27:21;<br/>37:9<br/><b>problem (2)</b><br/>13:15;53:19<br/><b>process (2)</b><br/>64:24;69:12<br/><b>procure (1)</b><br/>49:7<br/><b>produced (1)</b><br/>42:15<br/><b>producing (1)</b><br/>25:13<br/><b>profile (1)</b><br/>28:23<br/><b>profits (1)</b><br/>21:23<br/><b>program (4)</b><br/>44:5;62:25;63:24,24<br/><b>programs (1)</b><br/>59:22<br/><b>project (11)</b><br/>6:14;7:1;20:8;28:10;<br/>31:1;35:17;40:5;49:22;</p> | <p>51:13;58:6;72:8<br/><b>projecting (1)</b><br/>13:7<br/><b>projection (1)</b><br/>13:15<br/><b>projections (4)</b><br/>45:1;54:1,12;68:11<br/><b>projects (11)</b><br/>6:10,19,20;10:3,12,<br/>14;11:2;46:16;68:6;<br/>70:3,24<br/><b>proper (1)</b><br/>37:9<br/><b>property (10)</b><br/>6:17;26:5,7,10,12,<br/>17;29:14,15;32:7;<br/>67:13<br/><b>proposal (4)</b><br/>33:25;36:12;37:1;<br/>56:15<br/><b>proposals (3)</b><br/>6:5;28:19,21<br/><b>proposed (1)</b><br/>48:16<br/><b>provide (1)</b><br/>65:7<br/><b>psychology (1)</b><br/>59:12<br/><b>public (4)</b><br/>26:5,14;58:16;73:19<br/><b>pull (6)</b><br/>11:21;12:2;31:1;<br/>57:11;65:17,19<br/><b>pulled (1)</b><br/>22:13<br/><b>purchase (1)</b><br/>63:14<br/><b>push (1)</b><br/>43:13<br/><b>pushed (1)</b><br/>10:13<br/><b>put (16)</b><br/>11:23;15:13;19:11;<br/>21:11;22:18;23:11;<br/>27:14;32:6;34:10;<br/>36:22;37:14;38:9,14;<br/>55:16;67:15;73:17<br/><b>putting (8)</b><br/>6:17;30:14;38:10;<br/>48:10,11,13;68:24,25</p> |
| <b>Q</b>   |  |  |   |  |
| <p><b>QR (1)</b><br/>19:6<br/><b>qualification (1)</b><br/>34:9<br/><b>quarter (1)</b><br/>23:10<br/><b>quarterly (1)</b><br/>44:21<br/><b>quick (5)</b><br/>6:10;27:24;67:4;</p>  |  |  |   |  |

|   |   |   |   |   |
|---|---|---|---|---|
| 72:17,24<br><b>quiet (2)</b><br>24:12;31:4<br><b>quit (1)</b><br>57:8<br><b>quite (2)</b><br>28:11;52:25<br><b>quizzed (1)</b><br>49:25   | 59:17;60:20;67:4;<br>68:11;72:5,17;73:16<br><b>realtor (1)</b><br>52:20<br><b>rear (1)</b><br>6:16<br><b>reason (3)</b><br>10:11;42:19;51:1<br><b>reasons (4)</b><br>7:9;21:6;41:19;55:9<br><b>rebate (3)</b><br>31:14;34:13;38:11<br><b>rebated (1)</b><br>32:14<br><b>rebate-like (1)</b><br>35:10<br><b>rebates (4)</b><br>30:24;31:9;32:25;<br>33:3<br><b>receipts (1)</b><br>53:13<br><b>receive (1)</b><br>33:9<br><b>received (1)</b><br>20:2<br><b>receives (1)</b><br>37:17<br><b>receiving (1)</b><br>35:14<br><b>recently (2)</b><br>19:21;61:10<br><b>recess (2)</b><br>4:20;5:5<br><b>recognize (1)</b><br>73:14<br><b>recognized (1)</b><br>42:2<br><b>reconvene (1)</b><br>5:7<br><b>record (9)</b><br>3:16;6:8;7:22;41:1;<br>42:8;56:23;57:5,25;<br>60:25<br><b>recover (1)</b><br>13:16<br><b>recycled (1)</b><br>44:5<br><b>red (2)</b><br>19:17;58:7<br><b>redirect (1)</b><br>15:12<br><b>redone (1)</b><br>6:21<br><b>reduce (1)</b><br>36:5<br><b>reduced (1)</b><br>35:17<br><b>reduces (1)</b><br>36:8<br><b>reflect (1)</b><br>61:18<br><b>refrigerated (1)</b><br>19:11 | <b>regards (2)</b><br>61:25;62:1<br><b>rehearsal (1)</b><br>67:25<br><b>reimburse (1)</b><br>53:13<br><b>reimbursements (1)</b><br>10:5<br><b>relative (1)</b><br>25:18<br><b>relatively (2)</b><br>34:4;53:10<br><b>release (1)</b><br>16:1<br><b>relocate (1)</b><br>7:14<br><b>relying (1)</b><br>45:8<br><b>remaining (1)</b><br>9:9<br><b>remember (1)</b><br>72:8<br><b>REMEMBERED (1)</b><br>2:18<br><b>remove (1)</b><br>22:17<br><b>removed (3)</b><br>26:20,21;65:9<br><b>rendering (3)</b><br>11:5;28:7,8<br><b>renew (1)</b><br>18:9<br><b>renewal (2)</b><br>18:14,14<br><b>renewing (2)</b><br>11:25;18:13<br><b>report (2)</b><br>7:24;32:23<br><b>reported (2)</b><br>7:11;49:3<br><b>Reporter (2)</b><br>2:22;36:14<br><b>reporting (1)</b><br>32:21<br><b>reports (3)</b><br>32:19,20,20<br><b>represent (1)</b><br>66:1<br><b>representation (1)</b><br>25:7<br><b>request (2)</b><br>13:25;14:2<br><b>requesting (1)</b><br>30:2<br><b>requests (1)</b><br>11:15<br><b>require (1)</b><br>21:13<br><b>required (1)</b><br>49:18<br><b>requirement (2)</b><br>20:10;55:11<br><b>requirements (5)</b> | 18:15;34:8;36:2;<br>37:13;70:22<br><b>requires (2)</b><br>52:17;55:8<br><b>reserve (2)</b><br>12:23;13:1<br><b>resets (1)</b><br>8:17<br><b>resource (1)</b><br>33:12<br><b>response (6)</b><br>5:16;10:22;19:23;<br>38:19;60:7;71:11<br><b>rest (3)</b><br>30:12,20;48:16<br><b>restart (1)</b><br>57:8<br><b>restaurant (15)</b><br>6:2;7:21;17:9;23:1;<br>24:6,8,24;25:4;32:15,<br>21;33:13,18;59:23;<br>60:14;69:2<br><b>restaurants (7)</b><br>7:6;15:17;43:20;<br>45:14;60:16,18,19<br><b>restrictions (1)</b><br>38:13<br><b>restrooms (4)</b><br>21:12,14;23:2,7<br><b>results (1)</b><br>33:18<br><b>retained (1)</b><br>46:21<br><b>reusable (1)</b><br>44:7<br><b>revenue (20)</b><br>6:8;7:22;9:3;12:5,17,<br>20;13:2,15;20:16;<br>25:13;33:8,10,11;<br>37:15,16;44:16;54:3,8;<br>61:25;68:16<br><b>revenue-producing (1)</b><br>25:17<br><b>revenues (1)</b><br>13:7<br><b>review (2)</b><br>38:14;49:4<br><b>reviewed (2)</b><br>15:25;49:12<br><b>revisit (1)</b><br>73:16<br><b>Richard (2)</b><br>51:15,17<br><b>right (39)</b><br>10:20;16:25;23:9,12;<br>24:10,18;25:14,22;<br>28:13,16;29:14,20;<br>30:8,16;33:16;37:8,10;<br>40:16,19,19,23;41:2;<br>42:18,22;43:1;46:18,<br>19;48:3;49:25;51:16;<br>56:21;57:14;64:9;<br>67:19,20;70:9;71:12; | 74:6,9<br><b>right-of-way (2)</b><br>26:6,14<br><b>Rio (16)</b><br>2:19;3:2;6:9;8:1;<br>30:19,24;31:8,13;<br>32:20,23;33:25;46:16;<br>48:11,15;67:4;68:14<br><b>Ritz (1)</b><br>59:19<br><b>road (5)</b><br>10:12,17;44:6;51:14;<br>62:11<br><b>roll (5)</b><br>3:15;14:9;38:21;<br>39:1;71:5<br><b>rolled (1)</b><br>11:3<br><b>Rollies (1)</b><br>67:6<br><b>roof (1)</b><br>23:19<br><b>Room (6)</b><br>43:23;44:18,22,24;<br>59:6,20<br><b>rotating (2)</b><br>19:18,19<br><b>rough (1)</b><br>45:23<br><b>roughly (3)</b><br>32:19,21;33:2<br><b>routine (1)</b><br>9:13<br><b>RPR (1)</b><br>2:21<br><b>run (8)</b><br>12:1;17:19;22:24;<br>40:14,14,15;51:13;<br>59:22<br><b>running (1)</b><br>63:1 |
| <b>R</b>  |   | <b>S</b>  |   |   |
| rabbit (1)<br>73:9<br>radar (1)<br>7:19<br>railroad (1)<br>51:3<br>raising (1)<br>41:18<br>ran (2)<br>6:20;59:22<br>random (1)<br>17:9<br>Randy (1)<br>6:25<br>rat (2)<br>73:6,9<br>rated (2)<br>28:14;60:17<br>rather (1)<br>33:21<br>reaching (1)<br>34:18<br>read (3)<br>58:2;59:1;60:9<br>reading (1)<br>23:12<br>ready (4)<br>47:7;58:12;68:6;<br>69:21<br>ready-made (1)<br>63:10<br>real (7)<br>7:3;10:6;50:1;51:11;<br>60:4;68:8;72:23<br>realistic (1)<br>25:2<br>realistically (1)<br>29:13<br>realities (1)<br>50:3<br>realize (2)<br>41:23;45:11<br>realizing (1)<br>64:25<br>really (33)<br>6:15;7:7,19;9:2;11:6,<br>20;13:13;18:10;21:20;<br>22:6;23:13;24:11,12,<br>14;25:16;27:7;28:8;<br>41:12;42:7,24;43:17;<br>45:17,21,22;53:18,21; |   |   |   |   |

|  |   |  |   |   |
|--|---|--|---|---|
| <p><b>sandwich (1)</b><br/>64:11</p> <p><b>save (2)</b><br/>28:21;29:12</p> <p><b>saw (3)</b><br/>15:11;28:7;49:13</p> <p><b>sawing (1)</b><br/>45:24</p> <p><b>saying (6)</b><br/>5:15;8:16;33:6;36:7,<br/>20;42:9</p> <p><b>scenario (1)</b><br/>28:20</p> <p><b>schedule (2)</b><br/>34:15;49:3</p> <p><b>schematic (2)</b><br/>19:25;64:22</p> <p><b>scrambling (1)</b><br/>13:5</p> <p><b>screen (11)</b><br/>17:18;20:21;38:23;<br/>40:17,17;43:22;56:14,<br/>22,25;57:1,15</p> <p><b>seating (4)</b><br/>64:7;65:7;66:4;<br/>72:18</p> <p><b>seatings (1)</b><br/>65:14</p> <p><b>Second (25)</b><br/>4:15,22;5:9;9:6;<br/>12:8;14:3,5;16:6,7,7,<br/>10,20;35:1,4,9;36:15;<br/>37:21;38:1,3;70:5,17,<br/>20;71:2,3,4</p> <p><b>secondary (1)</b><br/>46:7</p> <p><b>seconded (11)</b><br/>4:17,24;5:11;15:1;<br/>16:12,25;17:7;39:23;<br/>72:2;74:4,8</p> <p><b>Secretary (1)</b><br/>2:5</p> <p><b>section (1)</b><br/>55:4</p> <p><b>secure (1)</b><br/>29:2</p> <p><b>secured (1)</b><br/>46:22</p> <p><b>seeing (3)</b><br/>5:18;10:8;11:24</p> <p><b>seemed (1)</b><br/>35:21</p> <p><b>seems (1)</b><br/>18:2</p> <p><b>selectors (1)</b><br/>7:12</p> <p><b>selling (2)</b><br/>45:14,14</p> <p><b>sending (1)</b><br/>44:9</p> <p><b>sense (2)</b><br/>23:23;58:22</p> <p><b>sent (1)</b></p> | <p>46:13</p> <p><b>serious (1)</b><br/>9:13</p> <p><b>serve (3)</b><br/>43:9;51:20;61:24</p> <p><b>service (2)</b><br/>8:6;45:5</p> <p><b>services (2)</b><br/>44:21;58:21</p> <p><b>session (2)</b><br/>4:19;5:2</p> <p><b>set (9)</b><br/>4:18;6:7;7:3;12:16,<br/>25;13:2;24:2;47:3;55:2</p> <p><b>sets (1)</b><br/>73:15</p> <p><b>setting (1)</b><br/>7:22</p> <p><b>settings (1)</b><br/>57:7</p> <p><b>seven-year (2)</b><br/>68:12,15</p> <p><b>several (1)</b><br/>18:10</p> <p><b>sexy (1)</b><br/>66:13</p> <p><b>shade (2)</b><br/>53:19;67:23</p> <p><b>shape (2)</b><br/>3:14;53:7</p> <p><b>Sharayah (1)</b><br/>2:7</p> <p><b>share (9)</b><br/>17:18;40:17,17;<br/>56:14,22,25;57:16;<br/>62:3;72:23</p> <p><b>shared (9)</b><br/>61:24;64:19,20,21;<br/>65:5,6;66:22;69:2;<br/>72:18</p> <p><b>sharing (2)</b><br/>38:23;44:1</p> <p><b>Shay (5)</b><br/>4:5;14:18;39:7,22;<br/>71:6</p> <p><b>Sheafe (44)</b><br/>2:4;4:1,2;11:9;<br/>12:21;13:19;14:1,20,<br/>21;15:21;23:13;24:21;<br/>31:5;32:11;33:5,16,20,<br/>24;34:22,25;35:18,25;<br/>37:6,12,24;39:9,10;<br/>44:14;47:3,6,20,23;<br/>48:3;53:25;54:11;65:3;<br/>70:18,21;71:12,19,20;<br/>73:1,24;74:5</p> <p><b>shelves (1)</b><br/>62:17</p> <p><b>shock (2)</b><br/>27:22;35:15</p> <p><b>shocking (1)</b><br/>21:15</p> <p><b>Shop (1)</b></p> | <p>43:23</p> <p><b>short (2)</b><br/>18:21;50:8</p> <p><b>shovel (1)</b><br/>68:6</p> <p><b>show (2)</b><br/>45:10;57:21</p> <p><b>showing (2)</b><br/>49:10;54:2</p> <p><b>shown (1)</b><br/>34:6</p> <p><b>shut (1)</b><br/>24:1</p> <p><b>side (8)</b><br/>12:5,5,17,20;22:19,<br/>21,23;51:3</p> <p><b>sign (3)</b><br/>18:3;51:21;67:20</p> <p><b>signature (1)</b><br/>16:14</p> <p><b>signed (2)</b><br/>18:14;51:23</p> <p><b>signer (1)</b><br/>17:4</p> <p><b>significantly (1)</b><br/>9:4</p> <p><b>silliest (1)</b><br/>55:9</p> <p><b>similar (3)</b><br/>20:14;23:15;46:9</p> <p><b>simple (1)</b><br/>41:22</p> <p><b>simplistic (1)</b><br/>66:3</p> <p><b>simply (1)</b><br/>20:13</p> <p><b>single (1)</b><br/>12:10</p> <p><b>sink (1)</b><br/>49:18</p> <p><b>site (5)</b><br/>7:11;26:6;44:23;<br/>49:12;67:15</p> <p><b>situation (1)</b><br/>12:1</p> <p><b>six (2)</b><br/>7:11;59:22</p> <p><b>skin (1)</b><br/>30:3</p> <p><b>SKODA (18)</b><br/>56:17,20,24;57:3,6,<br/>12,22;58:1,3;60:8,22;<br/>63:20;64:1;65:2,24;<br/>66:14;69:17,23</p> <p><b>sleep (1)</b><br/>30:25</p> <p><b>Slice (5)</b><br/>61:7,12,13;65:6;<br/>72:18</p> <p><b>slicing (1)</b><br/>62:20</p> <p><b>slide (4)</b><br/>40:23;41:3;46:1;</p> | <p>57:20</p> <p><b>slip (1)</b><br/>73:12</p> <p><b>slowdown (1)</b><br/>7:21</p> <p><b>small (3)</b><br/>27:8;53:3;59:13</p> <p><b>smoked (1)</b><br/>62:14</p> <p><b>SNAFU (1)</b><br/>65:9</p> <p><b>solely (2)</b><br/>12:4;44:17</p> <p><b>Solorzano (5)</b><br/>58:11;60:10;62:9;<br/>63:19,22</p> <p><b>Somebody (4)</b><br/>11:4;35:4;56:4;<br/>70:17</p> <p><b>Somehow (2)</b><br/>11:2;51:19</p> <p><b>someone (6)</b><br/>4:13;5:14;13:24;<br/>15:20;16:17;73:6</p> <p><b>sometime (1)</b><br/>15:8</p> <p><b>sometimes (1)</b><br/>47:19</p> <p><b>somewhere (1)</b><br/>64:14</p> <p><b>Sonoita (4)</b><br/>42:3,11,13;43:1</p> <p><b>soon (2)</b><br/>7:1;49:6</p> <p><b>sorry (11)</b><br/>5:14;16:7;27:7,23;<br/>44:12;47:22;63:7;<br/>64:25;65:20,20;68:4</p> <p><b>sort (11)</b><br/>28:2;32:6;47:14;<br/>48:5;59:7;67:6,8,10;<br/>68:2;69:9;72:18</p> <p><b>sounds (2)</b><br/>31:25;55:24</p> <p><b>source (2)</b><br/>32:15;54:8</p> <p><b>south (1)</b><br/>22:21</p> <p><b>Southern (2)</b><br/>59:10;60:11</p> <p><b>Soy (1)</b><br/>42:1</p> <p><b>space (28)</b><br/>18:9,11,16,18,20;<br/>22:21;23:1,1,14,22;<br/>25:10,13,18;45:17;<br/>49:15,17;50:10,11,17;<br/>51:3,7;55:10;61:24;<br/>64:8;66:22,23;69:10;<br/>72:8</p> <p><b>spaces (3)</b><br/>19:6,7;58:19</p> <p><b>spare (1)</b></p> | <p>60:2</p> <p><b>speak (3)</b><br/>48:19;60:10;62:7</p> <p><b>spearhead (1)</b><br/>59:20</p> <p><b>spearheading (1)</b><br/>58:11</p> <p><b>specialty (1)</b><br/>62:17</p> <p><b>specific (1)</b><br/>65:10</p> <p><b>specifically (4)</b><br/>58:14;59:24;61:3;<br/>63:10</p> <p><b>speech (1)</b><br/>13:20</p> <p><b>spending (1)</b><br/>23:10</p> <p><b>spirit (1)</b><br/>58:15</p> <p><b>spoken (2)</b><br/>50:19;51:17</p> <p><b>spot (1)</b><br/>55:16</p> <p><b>sprinkler (1)</b><br/>28:15</p> <p><b>square (8)</b><br/>23:3,9,21;25:11,18;<br/>64:2,22;66:14</p> <p><b>stalls (1)</b><br/>23:8</p> <p><b>standard (2)</b><br/>21:9;70:24</p> <p><b>standardize (1)</b><br/>70:23</p> <p><b>standing (1)</b><br/>67:2</p> <p><b>standpoint (1)</b><br/>45:11</p> <p><b>staples (1)</b><br/>62:16</p> <p><b>star (1)</b><br/>59:21</p> <p><b>start (10)</b><br/>3:3;13:7;37:10;<br/>40:25;41:2;53:12;<br/>57:20;58:1,4;59:4</p> <p><b>started (3)</b><br/>69:22,24;73:17</p> <p><b>starting (3)</b><br/>8:4;18:24;72:12</p> <p><b>starts (1)</b><br/>49:8</p> <p><b>startup (1)</b><br/>69:6</p> <p><b>State (7)</b><br/>2:20;33:10;46:23;<br/>47:16;48:5,7,8</p> <p><b>station (1)</b><br/>72:12</p> <p><b>stay (1)</b><br/>6:11</p> <p><b>stayed (1)</b></p> |
|--|---|--|---|---|



|   |  |   |  |  |
|---|--|---|--|--|
| 7:12<br><b>steel (1)</b><br>28:22<br><b>Steve (1)</b><br>44:9<br><b>Steward (1)</b><br>43:12<br><b>stick (1)</b><br>67:17<br><b>sticker (2)</b><br>27:22;35:14<br><b>stickler (1)</b><br>36:13<br><b>still (9)</b><br>6:23;7:22;8:25;<br>35:14;39:5;40:10;41:6;<br>42:17;59:13<br><b>stole (1)</b><br>7:23<br><b>stop (2)</b><br>38:22;72:12<br><b>stopped (1)</b><br>5:20<br><b>storage (3)</b><br>67:8,19,21<br><b>store (1)</b><br>7:7<br><b>strange (1)</b><br>49:24<br><b>stream (5)</b><br>13:2,15;33:7;37:16;<br>44:16<br><b>strive (1)</b><br>58:22<br><b>stroll (1)</b><br>72:12<br><b>strongly (1)</b><br>13:6<br><b>structural (3)</b><br>28:23;29:3;32:6<br><b>structurally (1)</b><br>55:5<br><b>structure (2)</b><br>20:6;54:5<br><b>structures (1)</b><br>67:23<br><b>studied (1)</b><br>59:9<br><b>studies (2)</b><br>59:11,12<br><b>studio (1)</b><br>5:18<br><b>stuff (2)</b><br>21:23;59:25<br><b>style (1)</b><br>61:19<br><b>subcontractors (1)</b><br>49:25<br><b>subject (7)</b><br>16:10;34:15,17;<br>37:13,22,24;38:13<br><b>submitted (4)</b><br>19:25;34:9;47:4; | 48:1<br><b>submitting (1)</b><br>47:12<br><b>subscription (2)</b><br>44:21;45:5<br><b>substantial (2)</b><br>26:1;66:19<br><b>substantially (1)</b><br>11:15<br><b>success (1)</b><br>21:6<br><b>suggest (3)</b><br>13:6;73:4,7<br><b>suggested (1)</b><br>33:13<br><b>suggestion (2)</b><br>13:17;73:16<br><b>suggestions (1)</b><br>73:14<br><b>summer (1)</b><br>7:21<br><b>Sun (1)</b><br>7:11<br><b>Sunshine (1)</b><br>6:14<br><b>support (1)</b><br>11:22<br><b>supportive (1)</b><br>51:18<br><b>supports (1)</b><br>51:16<br><b>Sure (13)</b><br>22:16;23:17;36:4;<br>50:7,8;51:4,13;52:6,7,<br>12;53:5;55:10;56:22<br><b>surface (1)</b><br>19:7<br><b>surprise (2)</b><br>25:21,23<br><b>surprised (1)</b><br>27:22<br><b>surprises (2)</b><br>15:5;51:14<br><b>surrounding (1)</b><br>43:19<br><b>survived (1)</b><br>12:24<br><b>sustainability (1)</b><br>58:21<br><b>swan (1)</b><br>13:3<br><b>system (3)</b><br>21:11;24:1;32:2 | 58:9<br><b>talk (7)</b><br>15:8;40:8;42:1;56:9;<br>59:18;61:1,3<br><b>talked (4)</b><br>25:4;45:5;51:15;<br>61:10<br><b>talking (5)</b><br>22:11;25:19;60:21;<br>65:5;72:16<br><b>Tanya (2)</b><br>3:20;71:17<br><b>taps (4)</b><br>19:16,16,17,17<br><b>tasting (6)</b><br>43:4;44:4,18,22,24;<br>45:20<br><b>Taunya (13)</b><br>2:5;14:12;16:4,19,<br>20,22,23,24;35:5;<br>37:21;38:1,3;39:18<br><b>tax (7)</b><br>9:14;20:17;31:14;<br>32:19;37:16;45:15;<br>68:16<br><b>taxes (2)</b><br>32:25;45:12<br><b>taxi (2)</b><br>31:16;33:3<br><b>team (1)</b><br>58:5<br><b>teams (1)</b><br>60:13<br><b>tenant (4)</b><br>15:24;18:4;22:1;<br>29:14<br><b>tenants (3)</b><br>62:3,15;66:22<br><b>term (1)</b><br>18:25<br><b>termed (1)</b><br>18:8<br><b>terms (3)</b><br>16:10;45:16;47:7<br><b>texture (1)</b><br>69:12<br><b>Thanks (1)</b><br>17:12<br><b>Theater (1)</b><br>7:13<br><b>thermostat (1)</b><br>24:2<br><b>thinking (3)</b><br>11:13;47:7;67:13<br><b>third (1)</b><br>26:4<br><b>THOMAS (1)</b><br>2:21<br><b>though (3)</b><br>3:12;50:12;52:3<br><b>thought (2)</b><br>51:2;59:13<br><b>thousands (2)</b> | 44:4,11<br><b>three (13)</b><br>6:5;12:18;19:17;<br>25:10;29:7;30:5;41:14;<br>42:5,10,11;48:5;55:19;<br>66:7<br><b>three-compartment (1)</b><br>49:17<br><b>thrilled (3)</b><br>6:3;43:17,20<br><b>thriving (3)</b><br>24:15,15;58:23<br><b>throw (1)</b><br>31:16<br><b>thunder (1)</b><br>7:23<br><b>Thursday (1)</b><br>27:4<br><b>thus (1)</b><br>10:14<br><b>TI (2)</b><br>38:15;48:17<br><b>TIF (4)</b><br>8:22;33:10,11;37:16<br><b>tile (2)</b><br>66:7,10<br><b>Tim (7)</b><br>30:1;32:11,13;33:6;<br>34:14;36:1;39:25<br><b>timeline (4)</b><br>10:7;46:20;48:20,21<br><b>timelines (1)</b><br>10:4<br><b>times (3)</b><br>10:10;21:16;49:24<br><b>timing (2)</b><br>42:22;47:8<br><b>Timothy (1)</b><br>2:14<br><b>today (8)</b><br>6:6;18:14;40:8;<br>48:20;61:1,3;64:23;<br>72:12<br><b>together (5)</b><br>41:11,12;48:6;54:24;<br>68:3<br><b>told (4)</b><br>20:6;27:4;51:8,24<br><b>Tom (2)</b><br>69:19;73:25<br><b>tomorrow (1)</b><br>49:16<br><b>Toole (1)</b><br>43:17<br><b>top (4)</b><br>6:11;38:16;63:7,23<br><b>total (11)</b><br>29:17;30:10;34:14;<br>35:10;37:17,19;68:13,<br>16,19;70:10,12<br><b>totally (2)</b><br>9:15;28:13<br><b>totals (1)</b> | 68:24<br><b>touch (1)</b><br>39:25<br><b>toward (1)</b><br>50:13<br><b>towards (1)</b><br>12:11<br><b>tower (2)</b><br>21:8,13<br><b>town (1)</b><br>7:12<br><b>tracks (1)</b><br>50:13<br><b>Trading (1)</b><br>15:19<br><b>traditional (3)</b><br>61:19;62:13;66:11<br><b>trailing (1)</b><br>33:2<br><b>train (3)</b><br>43:18;50:13;53:21<br><b>training (2)</b><br>19:21;32:19<br><b>Transamerica (2)</b><br>17:24;22:12<br><b>transcribed (1)</b><br>4:12<br><b>transparency (1)</b><br>10:16<br><b>transplanted (1)</b><br>59:10<br><b>Treasurer (5)</b><br>2:4;13:24;16:16;<br>17:4,5<br><b>trees (2)</b><br>26:20,21<br><b>tried (1)</b><br>21:16<br><b>trouble (1)</b><br>7:3<br><b>try (4)</b><br>6:10;40:15;57:13,14<br><b>trying (4)</b><br>18:19;42:24;43:8;<br>65:9<br><b>Tucson (19)</b><br>2:20;7:17;20:15;<br>31:25;41:7,16;42:7,12,<br>24;43:1,6,21;46:25;<br>48:14;50:20;60:13,25;<br>63:12;64:14<br><b>turn (2)</b><br>49:4,15<br><b>turns (1)</b><br>43:9<br><b>twice (1)</b><br>56:8<br><b>two (23)</b><br>8:15;16:16;19:17,17;<br>23:7,8,18;25:20;28:19;<br>33:7;41:5;42:6,11,13,<br>16;48:2,21;54:25;61:1,<br>2;67:18;70:2,13 |
|   | <b>T</b>   |   |  |  |

| U  | V  | W  |   | works (4)   |
|--|--|--|---|---|
|  | 15:19  |  | 41:4  | 43:12;47:15;59:8;<br>61:2   |
| <b>unanimous (2)</b><br>15:2;39:24   | <b>vacant (1)</b><br>18:9  | <b>wait (3)</b><br>13:20;53:11;54:13   | <b>Wilcox (3)</b><br>42:11,12;43:1  | <b>world (1)</b><br>50:1  |
| <b>unanimously (9)</b><br>4:17,24;5:11;15:1;<br>16:12;17:7;39:23;72:2;<br>74:8   | <b>Valley (1)</b><br>42:11   | <b>waiting (2)</b><br>27:15;56:24  | <b>wild (1)</b><br>49:3   | <b>worried (1)</b><br>54:23   |
| <b>unavailable (1)</b><br>17:5   | <b>value (2)</b><br>21:16;32:4   | <b>walk (4)</b><br>21:18;45:9;49:12;<br>56:15  | <b>Wildflower (2)</b><br>59:24;60:14  | <b>worst (2)</b><br>3:13;28:20  |
| <b>under (2)</b><br>22:1;37:19   | <b>vaulters (1)</b><br>41:9  | <b>walk-in (1)</b><br>44:17  | <b>William (1)</b><br>18:22   | <b>wound (1)</b><br>54:20   |
| <b>unfortunately (1)</b><br>60:15  | <b>vent (1)</b><br>22:20   | <b>wall (1)</b><br>55:3  | <b>wily (1)</b><br>11:3   | <b>Wow (1)</b><br>21:24   |
| <b>unique (1)</b><br>32:3  | <b>Ventana (1)</b><br>59:20  | <b>wandering (1)</b><br>55:10  | <b>wine (20)</b><br>19:17;41:13,15;42:1,<br>2,3,14;43:8,12,13,14;<br>44:1,3,7,20,23;45:5;<br>46:10;54:7;63:24       | <b>Wrigley (1)</b><br>18:22   |
| <b>unit (1)</b><br>22:18   | <b>venues (2)</b><br>20:15;44:22   | <b>warning (1)</b><br>54:19  | <b>winery (2)</b><br>42:23,24   | <b>Y</b>  |
| <b>units (1)</b><br>22:22  | <b>Verde (1)</b><br>42:11  | <b>watching (2)</b><br>10:3;55:17  | <b>wines (1)</b><br>19:18   | <b>year (19)</b><br>8:10,13,18;9:1,3;<br>10:13,17;11:10,18,19,<br>22;15:9;18:13;20:11,<br>12;24:25;54:2,7,9 |
| <b>University (2)</b><br>41:7;59:10  | <b>verification (2)</b><br>15:23,24  | <b>way (9)</b><br>13:11,16;24:6;32:5;<br>33:20;36:9,20;43:12;<br>47:15                   | <b>Wine's (1)</b><br>43:23  | <b>years (14)</b><br>11:17;18:2,11,19;<br>41:5,11,14;42:3;45:2;<br>58:10;59:22;60:5,12,<br>13               |
| <b>unless (2)</b><br>4:13;57:21  | <b>versus (1)</b><br>26:5  | <b>weather (1)</b><br>13:8   | <b>wiped (1)</b><br>12:25   | <b>year's (1)</b><br>11:3   |
| <b>Unlike (1)</b><br>19:3  | <b>Vertigo (2)</b><br>40:9;43:22   | <b>week (2)</b><br>28:18;44:19   | <b>wish (1)</b><br>18:15  | <b>Yep (2)</b><br>29:20,20  |
| <b>up (41)</b><br>3:7;6:12;9:13;10:14,<br>24;12:24;13:12;17:9,<br>20;18:21;20:16;22:13;<br>30:11;32:24;33:22;<br>34:7,21;35:9,21;38:10;<br>41:7;44:10;45:7,8;<br>48:19;51:1;52:13;<br>54:17,20,24;57:11;<br>58:1,12;59:17;61:18;<br>65:17,19;70:2;71:4;<br>72:9,13 | <b>via (3)</b><br>2:20;3:10;51:10  | <b>weekends (2)</b><br>19:8;23:24  | <b>within (10)</b><br>12:25;24:6;25:14;<br>42:7,12;44:22;47:12,<br>13;48:1;49:4                                     | <b>York (5)</b><br>61:8,11,13,16;66:2   |
| <b>update (2)</b><br>6:25;15:13  | <b>vibe (4)</b><br>43:22;52:10;61:22;<br>66:5  | <b>weeks (4)</b><br>20:9;28:16;48:2,21   | <b>within (1)</b><br>55:19  | <b>Young (2)</b><br>18:4,13   |
| <b>updates (1)</b><br>6:10   | <b>vibrant (1)</b><br>58:15  | <b>weigh (1)</b><br>12:21  | <b>without (1)</b><br>43:14   | <b>Z</b>  |
| <b>upscale (3)</b><br>61:21;63:21;66:11  | <b>Vice (1)</b><br>2:3   | <b>Welcome (3)</b><br>3:2;6:1;20:25  | <b>WMX3 (1)</b><br>18:23  | <b>ZOOM (4)</b><br>2:20;3:10;46:13;<br>57:8   |
| <b>urban (3)</b><br>42:23;43:23;61:21  | <b>view (1)</b><br>10:1  | <b>welcoming (2)</b><br>58:19;66:10  | <b>wonderful (2)</b><br>43:5;65:2   | <b>1</b>  |
| <b>use (11)</b><br>11:8;21:13;23:15;<br>28:14;31:14;43:13;<br>44:7;50:13,17;66:22;<br>67:7   | <b>Villicana (21)</b><br>2:5;3:20,21;14:12,<br>13;16:4,7,19,21,23;<br>17:2;35:1,6;37:21;<br>38:1,3;39:18,19;67:12;<br>71:17,18 | <b>weren't (1)</b><br>21:12  | <b>wondering (1)</b><br>32:4  | <b>1,173 (1)</b><br>29:22   |
| <b>used (3)</b><br>5:18;12:24;59:20  | <b>vineyard (1)</b><br>42:2  | <b>Westbound (1)</b><br>20:15  | <b>WOPPERS (1)</b><br>2:21  | <b>1.1 (1)</b><br>8:3   |
| <b>useful (1)</b><br>73:18   | <b>vintage (1)</b><br>43:23  | <b>Westin (1)</b><br>59:19   | <b>word (1)</b><br>50:22  | <b>1.173 (4)</b><br>22:13;29:16,24;30:3   |
| <b>users (1)</b><br>23:18  | <b>vision (2)</b><br>62:5,7  | <b>whatnot (1)</b><br>35:16  | <b>wording (1)</b><br>34:21   | <b>1.55 (1)</b><br>8:23   |
| <b>using (3)</b><br>19:6;22:20;44:4  | <b>visit (1)</b><br>7:6  | <b>what's (13)</b><br>9:8,8,9;21:20;28:8,<br>10;32:6;33:13;48:11,<br>21;66:10;67:4;68:25 | <b>work (16)</b><br>6:15;21:2,8;24:9;<br>28:2;32:16;41:12;<br>45:23,24;46:14,17;<br>47:13;48:5;51:19;60:4;<br>73:17 | <b>1:02 (1)</b><br>2:23   |
| <b>utilities (1)</b><br>49:14  | <b>visitors (1)</b><br>58:20   | <b>white (2)</b><br>19:18;62:14  | <b>workable (1)</b><br>15:24  | <b>10 (3)</b><br>15:19;42:3;60:12   |
| <b>utility (1)</b>   | <b>visual (1)</b><br>65:25   | <b>whoa (1)</b><br>22:13   | <b>worked (4)</b><br>50:4;60:16,18;68:3   | <b>10.7 (1)</b><br>9:10   |
|  | <b>Viticultural (2)</b><br>42:6,10   | <b>whole (9)</b><br>28:9;41:14;59:1;<br>62:24;63:6,7;65:6,11;<br>72:18                   | <b>working (12)</b><br>5:20;6:23;10:10;<br>20:3,7;27:18;41:13;<br>42:14,15;46:14;58:10;<br>64:24                    | <b>100 (4)</b><br>30:24;31:18;36:17,<br>18  |
|  | <b>void (1)</b><br>72:10   | <b>wholesale (1)</b><br>45:10  |   | <b>100,000 (2)</b>  |
|  | <b>vote (4)</b><br>14:25;34:17;39:21;<br>72:1  | <b>who's (1)</b><br>58:6   |   |   |
|  |  | <b>wife (1)</b>  |   |   |

|                                      |   |                                   |  |
|--------------------------------------|---|-----------------------------------|--|
| 34:13;37:15                          | <b>3 (1)</b><br>8:15  | <b>580 (1)</b><br>35:10           |  |
| <b>11 (1)</b><br>9:1                 | <b>3,500 (1)</b><br>23:9  | <b>580,000 (2)</b><br>34:14;37:18 |  |
| <b>12 (3)</b><br>19:5,16,16          | <b>3:35 (1)</b><br>74:11  | <b>6</b>                          |  |
| <b>129 (1)</b><br>20:2               | <b>30 (6)</b><br>18:2;19:6;49:4,5;<br>55:16,19                              | <b>6:00 (1)</b><br>21:10          |  |
| <b>13.7 (1)</b><br>8:10              | <b>30-day (1)</b><br>50:7   | <b>60 (2)</b><br>32:19,21         |  |
| <b>138,000 (1)</b><br>23:21          | <b>30th (3)</b><br>8:2,7;9:8  | <b>60-day (1)</b><br>33:2         |  |
| <b>15 (1)</b><br>60:12               | <b>31st (1)</b><br>8:25   | <b>62,000 (1)</b><br>48:15        |  |
| <b>150 (2)</b><br>11:10;42:4         | <b>325,000 (1)</b><br>68:15   | <b>650,000 (1)</b><br>68:13       |  |
| <b>150,000 (2)</b><br>12:4,5         | <b>37,000 (1)</b><br>15:22  | <b>6th (1)</b><br>52:15           |  |
| <b>150,000-dollar (1)</b><br>11:1    | <b>375 (3)</b><br>28:6,17,19  | <b>7</b>                          |  |
| <b>156 (1)</b><br>29:21              | <b>376 (1)</b><br>29:5  | <b>7:30 (1)</b><br>21:10          |  |
| <b>177 (1)</b><br>17:25              | <b>4</b>  | <b>768,000 (1)</b><br>68:16       |  |
| <b>17th (1)</b><br>19:25             | <b>4.2 (1)</b><br>8:9   | <b>8</b>                          |  |
| <b>1985 (1)</b><br>42:3              | <b>4.8 (1)</b><br>12:14   | <b>8.6 (1)</b><br>12:12           |  |
| <b>1st (1)</b><br>8:18               | <b>40 (1)</b><br>54:2   | <b>825 (1)</b><br>64:2            |  |
| <b>2</b>                             | <b>400 (1)</b><br>30:17   | <b>9</b>                          |  |
| <b>2 (1)</b><br>5:2                  | <b>410 (1)</b><br>43:17   | <b>90 (1)</b><br>32:19            |  |
| <b>2,695 (1)</b><br>23:5             | <b>450 (2)</b><br>30:23;36:17   | <b>90-ton (1)</b><br>23:18        |  |
| <b>20 (2)</b><br>24:25;60:13         | <b>465 (2)</b><br>68:19;70:12   | <b>9th (1)</b><br>69:19           |  |
| <b>200 (1)</b><br>18:16              | <b>480 (3)</b><br>35:21;36:17;66:14   |                                   |  |
| <b>2000s (2)</b><br>59:11,21         | <b>480,000 (5)</b><br>34:1,2,7,21;37:13                                     |                                   |  |
| <b>2008 (1)</b><br>18:1              | <b>4th (1)</b><br>69:18   |                                   |  |
| <b>2019 (1)</b><br>20:12             | <b>5</b>  |                                   |  |
| <b>2021 (1)</b><br>18:8              | <b>5,000 (1)</b><br>64:22   |                                   |  |
| <b>2024 (3)</b><br>2:22;9:1;48:24    | <b>50 (13)</b><br>36:9,16,18,21;37:2,<br>18;68:14,19,23;69:5;<br>70:9,11,13 |                                   |  |
| <b>210 (3)</b><br>30:11,11,14        | <b>500,000 (1)</b><br>20:12   |                                   |  |
| <b>23 (1)</b><br>41:5                | <b>50476 (1)</b><br>2:22  |                                   |  |
| <b>232 (5)</b><br>68:20;70:6,7,10,13 | <b>550 (1)</b><br>39:6  |                                   |  |
| <b>23rd (1)</b><br>2:22              | <b>58 (1)</b><br>20:1   |                                   |  |
| <b>25 (1)</b><br>23:7                |   |                                   |  |
| <b>3</b>                             |   |                                   |  |