

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

STATE OF NEW YORK
COUNTY OF ORANGE

CITY OF NEWBURGH
INDUSTRIAL DEVELOPMENT AGENCY
PUBLIC HEARING
REGARDING
191 WASHINGTON STREET LLC
CITY OF NEWBURGH, NEW YORK

December 19, 2022
Newburgh, New York
Commencing at 5:30 p.m.

Marianne Glum, Reporter

MINUTES
OF
PUBLIC HEARING

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

INDUSTRIAL DEVELOPMENT AGENCY:

Cherisse Vickers, Executive Director

Marlon Ramos

Adam Pollick

Theresa Priester

Yaniyah Pearson

Mike Kelly

Gregory Nato

Catherine Kemp, ESQ.

1 IDA HEARING 12/19/22

2 IDA EXEC. DIR. CHERISSE VICKERS:

3 Good evening. My name is
4 Cherisse Vickers, and I'm the
5 Executive Director of the City of
6 Newburgh Industrial Development
7 Agency. Today I am holding this
8 Public Hearing to allow citizens to
9 make a statement, for the record,
10 relating to the involvement of the
11 Agency with a Proposed Project for the
12 benefit of 191 Washington Street LLC,
13 a New York limited liability company,
14 which I will refer to as the Company.

15 The Proposed Project consists
16 of the following:

17 A. (1) The acquisition of a
18 leasehold interest in an approximately
19 40,000 square foot parcel of land
20 located at 191 Washington Street in
21 the City of Newburgh, (2) the
22 construction of two buildings totaling
23 approximately 70,000 square feet to
24 consist of 12 residential units and
25 commercial spaces, including offices

1 IDA HEARING 12/19/22

2 and a farm brewery. It's like 70
3 residential --- 70 residential units
4 and commercial space, including
5 offices, and a farm brewery, and (3)
6 the acquisition and installation
7 therein and thereon of related
8 fixtures, machinery, equipment and
9 other personal property (I
10 collectively refer to as the "Project
11 Facility.")

12 B. The granting of certain
13 financial assistance with respect to
14 the Proposed Project, including
15 potential exemptions from certain
16 sales and use taxes, real property
17 taxes, real estate transfer taxes and
18 mortgage recording taxes; and

19 C. The lease of the Project
20 Facility to the Company.

21 I will provide general
22 information on the Agency's general
23 authority and public purpose to
24 provide financial assistance to this
25 Proposed Project. I will then open

1 IDA HEARING 12/19/22

2 the comment period to receive comments
3 on either the Proposed Project or the
4 financial assistance contemplated by
5 the Agency.

6 Legal Authorization and Powers of Agency.

7 The provisions of Chapter 1030
8 of Laws of 1969 of New York,
9 constituting Title I of Article 18-A
10 of the General Municipal Law, Chapter
11 24 of the Consolidated Laws of New
12 York as amended, and Chapter 577 of
13 the 1982 Laws of the State of New
14 York, as amended, codified as Section
15 913 of said General Municipal Law,
16 authorize the Agency to promote,
17 develop, encourage, and assist in the
18 acquiring, constructing,
19 reconstructing, improving, maintaining
20 and equipping and furnishing of
21 manufacturing, warehousing, research,
22 commercial and industrial facilities,
23 among others.

24 Purpose of this Public Hearing.

25 Pursuant to the New York

1 IDA HEARING 12/19/22

2 General Municipal Law, prior to the
3 Agency providing any financial
4 assistance of more than \$100,000 to
5 any project, the Agency must hold a
6 public hearing. The proposed
7 financial assistance to be provided by
8 the Agency with respect to this
9 Proposed Project may exceed \$100,000.
10 Therefore, the Agency is holding this
11 public hearing on the nature and
12 location of the Project Facility and
13 the proposed financial assistance.

14 After consideration of the
15 application received from the 191
16 Washington Street LLC, the members of
17 the Agency adopted a resolution on
18 November 21st, 2022, authorizing the
19 Executive Director of the Agency to
20 conduct this Public Hearing with
21 respect to the Proposed Project.

22 I caused notice of this public hearing to
23 be:

24 A. Mailed on November 30th,
25 2022, to the chief executive officers

1 IDA HEARING 12/19/22
2 of Orange County and the City of
3 Newburgh Central School District;

4 B. Hand delivered on
5 November 29th, 2022, to the Mayor and
6 City Manager of the City of Newburgh;

7 C. Published on December 2nd,
8 2022, in the Times Herald Record, a
9 newspaper of general circulation
10 available to the residents of the City
11 Newburgh;

12 D. Posted on November 29th,
13 2022, on a public bulletin board
14 located at the City of Newburgh City
15 Hall; and

16 C. Posted on November 29th,
17 2022, on the Agency's website.

18 If anybody needs a copy of the
19 public hearing notice, let me know.

20 Now, unless there is any
21 objection, I am going to suggest
22 waiving the full reading of the notice
23 of this Public Hearing, and instead
24 request that the full text of the
25 notice of this Public Hearing be

1 IDA HEARING 12/19/22

2 inserted into the record of this
3 public hearing.

4 The comments received today at
5 this Public Hearing will be presented
6 to members of the Agency at or prior
7 to the meeting at which the Agency
8 will consider whether to approve the
9 undertaking of the Project by the
10 Agency and the granting of the Agency
11 of any financial assistance in excess
12 of \$100,000 with respect to the
13 Project.

14 Written comments.

15 We do have written comments.

16 We had a total of 26 letters that the
17 Agency received. We would be here for
18 quite a while if I read all of them.
19 So, I will read only three.

20 This is from Genie Abrams.

21 Dear Friends, I wholeheartedly support
22 the application for a 15-year PILOT
23 for the 191 Washington Street Project.
24 I am 73 years old and was born and
25 raised in Newburgh, where my father

1 IDA HEARING 12/19/22

2 was City Manager in the 1950s.

3 The project is in Ward 2. I
4 represented Ward 2 on the City Council
5 from 2014 through 2017 and will
6 represent Ward 2 for the Newburgh
7 Urban Farm and Food Initiative in
8 2023. I walk the Project perimeter in
9 all weather, picking up as much trash
10 as I can and talking to the folks who
11 live on William and Washington Streets
12 as I go.

13 I mention all this to say that
14 I know Ward 2 very well. When I was a
15 child, the Project neighborhood was a
16 home to a vibrant Jewish community
17 with two kosher meat markets, a
18 thriving synagogue, a kosher
19 delicatessen, and dozens of families
20 whose children, whose kids went to our
21 public schools and whose parents work
22 in those markets and in the other food
23 stores, gift shops, clothing stores,
24 ice cream shops, tailor shop,
25 hairdresser, and barber shops nearby.

1 IDA HEARING 12/19/22

2 For the past 150 years, the
3 City has reaped zero taxes from the
4 ground on which the Property is
5 proposed, because it was a non-tax-
6 paying school before it turned into
7 the vacant, trash-riddled eyesore we
8 see today. How short-sighted it would
9 be for our IDA to say, "Newburgh will
10 take in only \$3 million in taxes
11 during the 15 years of this PILOT, so
12 let's reject it, thereby killing the
13 development. Instead, let's continue
14 bringing in zero tax dollars and zero
15 jobs to our City."

16 Today we have a chance to take
17 a bold step into a bright new future
18 for William Street and the entire
19 block of this Project. Since the duty
20 of IDA is to help produce a solid,
21 long-term tax base for our City, I am
22 hopeful that you will greenlight this
23 exciting, game-changing project by
24 granting this PILOT. The sad decline
25 of William Street over the past five

1 IDA HEARING 12/19/22

2 decades was due to poor city planning
3 and not to the people living there.
4 Please don't let my neighbors down by
5 missing this opportunity. Sincerely,
6 Genie Abrams.

7 The next letter is from Emily
8 Garcia-Otero and Jason Otero.

9 Dear Ms. Vickers, my husband
10 Jason Otero and I are the owners of
11 Art & Anthropology, a Newburgh-based
12 design studio, and co-founders of
13 Newburgh Creates, a newly formed
14 integrated arts program. We are
15 writing in support of Sisha Ortuzar
16 and the Cooney family's proposed
17 development of 191 Washington Street.
18 We are unable to attend the scheduled
19 public hearing today; however, Jason
20 previously shared our support while
21 attending a hearing in 2021.

22 In addition to being a local
23 Latino business owner, we are both
24 active PTA/PTG members within our
25 children's NECSD schools and serve as

1 IDA HEARING 12/19/22

2 mentors for the NFA Internship
3 Program. Jason is also an NFA alum
4 and current Newburgh Arts and Cultural
5 Commission board member.

6 Our professional experience
7 with Sisha Ortuzar began as commercial
8 tenants within the Wireworks
9 development on South William Street in
10 2020. Because of this positive
11 firsthand experience, we believe that
12 the development team for 191
13 Washington Street will deliver on
14 their aim to renovate and create new
15 spaces that are in harmony with their
16 neighbors and consider everyone
17 involved.

18 Wireworks' positive co-working
19 environment, shared amenities, and
20 variety of rental options provided the
21 perfect solution for our business to
22 grow within Newburgh and transition
23 into investing in a historic building
24 on Broadway and Carpenter Avenue. As
25 our primary contact, Mr. Ortuzar was

1 IDA HEARING 12/19/22

2 responsive to our requests and an avid
3 supporter of building relationships
4 through the community through
5 volunteer opportunities and community
6 events.

7 At a time when businesses were
8 opening back up, Wireworks provided an
9 invaluable opportunity to connect with
10 other local professionals and
11 community organizations, remain close
12 to our children's schools, and work
13 and shop locally instead of commuting
14 outside of Newburgh.

15 We are grateful for our
16 experience at Wireworks and fully
17 support the redevelopment of 191
18 Washington Street by Mr. Ortuzar and
19 the Cooney family. We hope this
20 project will move forward with the
21 assistance of the PILOT program and
22 look forward to the significant
23 residential and commercial benefits
24 this development will bring to the
25 community. Sincerely, Emily

1 IDA HEARING 12/19/22

2 Garcia-Otero and Jason Otero.

3 The last letter I will read.

4 Dear Cher and the IDA Board. I am
5 writing to express support for the
6 proposed development at 191 Washington
7 Street.

8 While I am usually skeptical of
9 developers seeking PILOTS for
10 development in Newburgh, Mr. Ortuzar
11 has proven that he is a thoughtful
12 member of our community and has
13 already brought us successful and
14 beautiful gathering space to Newburgh
15 through Wireworks. He regularly
16 donates space in Wireworks (he allowed
17 my arts non profit to do an open call
18 there for our current project free of
19 charge), and also donates his time to
20 other community efforts (he recently
21 sat on an arts council jury with me,
22 as a volunteer, for the bike rack
23 competition, who also met at
24 Wireworks). This is not an outside
25 developer, but rather a generous

1 IDA HEARING 12/19/22

2 community member who is willing to
3 take on a hugely challenging and risky
4 project to bring long term positive
5 change to Newburgh. This project
6 would be transformative for the
7 neighborhood, expanding past the
8 expected areas revitalization and
9 putting an otherwise dark and empty
10 corner back on the tax rolls.

11 I also feel that the time
12 period of 15 years and a deduction of
13 \$6 million is relatively reasonable
14 compared to other PILOTS that have
15 been requested in Newburgh in recent
16 years, and with a higher quality
17 design that incorporates commercial
18 and green space.

19 Thank you for reading and
20 sharing my comments with the IDA
21 Board. I very much hope to see this
22 impressive project move forward.
23 Sincerely, Kelly Schroer and James
24 Holland.

25 I will invite my chairman,

1 IDA HEARING 12/19/22

2 Marlon Ramos, who would like to read
3 some comments to everyone in
4 attendance today.

5 BY MR. MARLON RAMOS:

6 First of all, can you hear me?

7 UNIDENTIFIED SPEAKER:

8 Yes.

9 BY MR. MARLON RAMOS:

10 I would like to thank all the
11 members of the community that are
12 here, that came out. Trust me, your
13 opinion does matter. As a lifer for
14 Newburgh, it is really important to
15 see when people show up.

16 I would also like to thank the
17 members of IDA who are volunteering in
18 this duty. It is an important duty.
19 The City needs it. So, thank you, and
20 thank you.

21 A few things. As these type of
22 projects come up in the City of
23 Newburgh, some thoughts come up for
24 me. So, I feel like I needed to share
25 them in the public forum so that they

1 IDA HEARING 12/19/22

2 are out. So, I've been in the IDA for
3 over five years, maybe a little bit
4 longer. I can't remember exactly.
5 It's been a while. But I would say
6 for the first three years, we didn't
7 really see a whole lot of activity.

8 And frankly, even though maybe
9 the City of Newburgh has some
10 projects, or maybe us, the IDA, may
11 have some projects in the pipeline, we
12 don't have a whole lot of history of
13 success in the City of Newburgh. And
14 what I mean by success, I mean large
15 impactful businesses, maybe
16 entrepreneurs that are coming in here
17 looking for Newburgh as a proving
18 ground, right. Where they can develop
19 and bring jobs, or bring housing,
20 whatever it is that they are looking
21 to develop.

22 As I travel up and down the
23 Hudson Valley, which I love the Hudson
24 Valley, I see other towns and cities
25 reshaping, and I think we're lagging

1 IDA HEARING 12/19/22

2 behind. So, I think, and I believe
3 that to make changes for the better,
4 some sacrifices must be made, right.
5 And some of these sacrifices are tough
6 decisions. I personally believe that
7 some of these tough decisions should
8 have been made in Newburgh 15,
9 20 years ago so that we wouldn't have
10 to be facing them today. But just
11 like anything that you push far enough
12 behind or to the side, at some point,
13 you have to face it, right. So, here
14 we go.

15 So, sometimes --- not
16 sometimes, actually. When we look to
17 start businesses, people spend tens of
18 thousands of dollars before ---
19 sometimes more, hundreds of thousands
20 of dollars before they even get their
21 first sale. People that go and get an
22 education, they spend tens of
23 thousands of dollars before they cut
24 their first check in whatever career
25 they are looking to embark.

1 IDA HEARING 12/19/22

2 So, as a community, we also
3 have to take these types of things
4 into consideration. Why does it ---
5 you know, how can we be excluded for
6 things that progress itself costs, you
7 know.

8 Some things that come up is,
9 for me, while we can look at numbers
10 and reports for projects that come in,
11 there are intangibles too to consider,
12 right. How about, how do we measure a
13 parent knowing that the bus stop is no
14 longer a life threatening endeavor on
15 a daily basis, right. How do you
16 measure that? How do you measure a
17 kid's cognitive development around
18 less crime? How do you do that?

19 So, if you're a person that
20 thinks some of these projects make
21 sense as they're coming along, I
22 actually think it is your
23 responsibility to come up and voice
24 your opinion. And I do mean
25 responsibility for the betterment of

1 IDA HEARING 12/19/22

2 Newburgh.

3 I do believe that unraveling
4 Newburgh's economic problem requires a
5 diverse approach. So, obviously, that
6 means affordable housing, right. We
7 need people to bring jobs. We need to
8 improve our safety, parks, streets.
9 We know what we need. We live here.
10 But what I actually do believe is that
11 we have to do it. We have to do.

12 So, we need to show success and
13 we need to show a successful business
14 environment. And when the IDA is
15 involved, we have some ways to make
16 sure the developer delivers on what
17 they are promising.

18 For locals, I have one final
19 thought, right. And this is maybe in
20 general. So, it is time to start
21 thinking how to take advantage of the
22 situation that is happening, maybe
23 some of the investments coming in, how
24 can we actually be part of it, take
25 advantage of it, as opposed to saying,

1 IDA HEARING 12/19/22

2 I am getting caught and staying behind
3 this thing, okay. A lot of you know a
4 person who decided to start a business
5 and maybe is not getting the support
6 locally. So, whenever I'm making
7 decisions, I'm thinking of these
8 people, and I'm thinking of those
9 kids. And that's basically what I
10 wanted to share, some thoughts. Thank
11 you for coming out. What do we have
12 next?

13 IDA EXEC. DIR. CHERISSE VICKERS:

14 I will now introduce, Sisha
15 Ortuzar and Eric Cooney, who will
16 represent 191 Washington Street and
17 describe the Proposed Project in
18 further detail. And again, for those
19 of you who are new, if you have not
20 signed in and you wish to comment,
21 please sign in. Thank you.

22 BY MR. SISHA ORTUZAR:

23 Hi. I am Sisha Ortuzar and I
24 am going to be talking a little bit
25 about our project today. And I will

1 IDA HEARING 12/19/22

2 be as brief as I can but try to
3 communicate as much as we can. We
4 know that there is a lot of gaps out
5 there in terms of what's known. So,
6 that's what I am going to be
7 attempting to do today.

8 First of all, I just want to
9 thank everybody who's here tonight.
10 Everybody who is here to speak in
11 support the project, and everybody who
12 is here with concerns about the
13 project. Thank you. I know it is not
14 easy to come out on a cold December
15 night, so we really appreciate that.

16 BY MR. ERIC COONEY:

17 And I'm Eric Cooney, Sisha's
18 partner on this project. He is going
19 to be handling the presentation, but I
20 am always available for any follow-up
21 questions whenever. Thank you,
22 everyone, for coming out tonight.

23 BY MR. SISHA ORTUZAR:

24 So, when we were preparing for
25 this, Cherisse told us we have an

1 IDA HEARING 12/19/22

2 opportunity to address a group and do
3 a little presentation. I'm not one
4 for PowerPoint presentations, so ---
5 although we have one. But I thought
6 that the best way to use our time here
7 is to try to answer some questions.
8 Because we realize, through things we
9 heard, through comments, or through
10 what people are telling us or asking
11 us, is that there are a lot of
12 unanswered questions about this
13 project. And, of course, we take
14 responsibility for that. And we want
15 to start today by telling you a little
16 bit more about the project and
17 hopefully addressing some of those
18 questions. And of course, this is
19 just the first step on that.

20 So, first of all, just the
21 basics. What is the project. So, for
22 those of you who are not aware, the
23 project is the development of 191
24 Washington, which is a block between
25 William, Washington, Clark and West

1 IDA HEARING 12/19/22

2 Parmenter. Currently, it is just one
3 building that used to be the
4 Washington Street School. And that's
5 been --- that school has been
6 decommissioned for some time. Right
7 now it is just an empty shell
8 basically.

9 This building is a pretty
10 significant --- historically
11 significant building. It's one of
12 very few examples of mid-century
13 modern architecture in Newburgh, other
14 than the library. I'm not aware of
15 any other really good examples of it.
16 So, that's the --- one part of the
17 project is to renovate this building
18 respecting what is there and
19 preserving as much as we can, which
20 it's in fairly good shape. It was
21 built in a time where, you know, there
22 was --- they were meant to last.

23 So, the plan on that building
24 is to do residential in the back
25 portion of the building where the

1 IDA HEARING 12/19/22

2 classrooms used to be. So, there is
3 12 classrooms there, 12 apartments.
4 And the front part of the building is
5 to be used for commercial space. This
6 would be what the auditorium used to
7 be. The whole project is a mixed-use
8 project, which means we are going to
9 have residential and commercial
10 combined interacting and --- this is
11 not a novel idea. It's how cities are
12 built, right. You have retail,
13 commerce, manufacturing, whatever it
14 is, and the residence above. This is
15 what separates cities from suburbs.
16 So, we really like this idea of mixed
17 use, which is what we've done in
18 Wireworks as well.

19 So, in what is today the empty
20 lot of the parking lot, we are going
21 to build two new buildings. This is
22 the heaviest lift on this project
23 because new construction is
24 extremely --- it's expensive to do.
25 This site is specifically more

1 IDA HEARING 12/19/22

2 challenging than others because it's
3 on an incline. So we have to deal
4 with the grade changes. And the
5 reason for these two new buildings is
6 because we do believe firmly that
7 Newburgh needs a good amount of new
8 infrastructure. Housing is a big one
9 that's part of that.

10 And the --- you know, when we
11 set up to do this project, we realized
12 that if we are going to do it, we have
13 to do it in a way that's impactful.
14 If we were to like break this into
15 little pieces, it's going to take a
16 lot longer than the cumulative time
17 that it takes to do to really have an
18 impact. So, we felt that if we are
19 going to do it, really have an impact
20 on the area, and hopefully kick start
21 some other development, that we do it
22 this way.

23 At some point, there is the
24 thought of let's just put one big
25 building. We decided, with our design

1 IDA HEARING 12/19/22

2 team, to break it into smaller
3 buildings to fit to the scale of the
4 neighborhood, which, you know, that's
5 like a whole other thing that we are
6 going to get into once we go to the
7 ARC. The design of the buildings,
8 it's really referential, and it's
9 scaled with the rest of the
10 neighborhood, even though these are
11 modern structures.

12 So, we have three buildings in
13 the site. Now, by doing it this way,
14 we create this greenway in between.
15 So there is kind of like a pedestrian
16 street through the project. So, you
17 could be coming from William Street
18 and turn and cut through the greens
19 and go onto Washington. And this is
20 an open for the public green space.
21 It is not going to be fenced in. This
22 is just like a small little urban
23 park. It's not huge. It's not going
24 to have a field for people to play
25 sports or anything like that. It is

1 IDA HEARING 12/19/22

2 just for sitting, shade, and just for
3 people to enjoy the other aspects of
4 the project, which we'll get into in a
5 minute.

6 Here you can see kind of, you
7 know, talking about the challenges of
8 building on a site on grade and how we
9 have to scale down from William Street
10 down to meet to Clark. So there is
11 quite a bit of engineering that is
12 going to go into that. We have a plan
13 there.

14 You see there is some tables
15 and seating that are going to be for
16 some of the businesses that are part
17 of this complex, but also there will
18 be picnic tables and other tables for
19 everybody to use. So, like I said, we
20 are going to answer some questions,
21 but we figured that we would structure
22 this as an FAQ. Even though we don't
23 have an official FAQ, but this is what
24 we think, from what we are hearing,
25 this is the most common questions.

1 IDA HEARING 12/19/22

2 By far, the brewery is a big
3 one, right. Like why a brewery. Why
4 do we need another brewery. Who wants
5 another brewery. I'm totally aware of
6 how ridiculous this sounds to do a
7 development and put a brewery in it.
8 But the thing about it is that we
9 never set out to do this. We never
10 had a plan to put a brewery here. The
11 brewery was never an idea. What was
12 really important to us was to find
13 businesses. And there's something
14 very specific and peculiar about this
15 structure.

16 So, some of you, I'm sure, have
17 been inside of this building. So the
18 front part of it is on Washington.
19 It's the old auditorium, right. So it
20 has high ceilings, glass all around
21 it. It's a very unique space. It's
22 beautiful, but it's not very practical
23 in terms of what you do with it. You
24 cannot subdivide it. So it has to be
25 something that needs a lot of space.

1 IDA HEARING 12/19/22

2 And it's also a very impressive space
3 that you want to take it.

4 So then to go back a few years
5 when I was first working in Wireworks,
6 I came across a couple folks, Sylvia
7 and Nate, who are here with us today.
8 They are --- they have other jobs.
9 They are not brewers. They have other
10 careers. But they have done a lot of
11 work in their life to --- they know
12 that what they want to do is to start
13 a brewery. It's a very small --- I
14 think they call it a nano brewery.
15 It's not even a micro brewery. But
16 what impressed me when I met them is
17 how compelling their thought process
18 was, how thoughtful their business
19 plan is, how realistic it is, and why
20 they want to do this.

21 So, through the years, we
22 stayed in touch, and I tried to find
23 them a spot here in Newburgh, which I
24 am going to let them tell you about
25 this, but they decided that Newburgh

1 IDA HEARING 12/19/22

2 is the place where they want to open a
3 business. They live in the Bronx
4 currently. So, they decided that
5 Newburgh is the place. So, I tried to
6 find a place. It never worked out
7 because a brewery requires some very
8 specific spacial needs. So, it needs
9 height, the tanks are tall, and it
10 needs a very strong slab floor because
11 the tanks are very heavy. So, it has
12 to be a strong slab without a
13 basement. It's not easy to find that,
14 unless you go and build it from
15 scratch.

16 So, we showed them this, and
17 they were --- I think they saw it
18 right away, that this was the space.
19 Because not only can it fit their
20 equipment, but it can do it in a way
21 that showcases what they do with the
22 process of manufacturing right in the
23 middle. And that's why we have the
24 brewery.

25 So, we never wanted a brewery

1 IDA HEARING 12/19/22

2 specifically. Nothing against one.
3 But they could have been making
4 cookies, or sandpaper, or whatever it
5 is. But what we knew that we want
6 here is, first of all, somebody who is
7 --- wants to take a risk in Newburgh
8 and spend their life savings and move
9 their family here and open a business
10 in Newburgh. And what's even better
11 is that it's a manufacturing business.
12 It's not just selling little things,
13 or big things, or whatever it is, but
14 it's making things. And to top it
15 off, the fact that it has an
16 interaction with the public. It
17 really --- it really hits a lot of
18 spots.

19 At the end of the day, what's
20 special about them is that they want
21 to be here. They want to do this with
22 us. And to us, that's the most
23 important thing. So, that's why a
24 brewery. Not because we thought we
25 needed one. Although I'm sure there

1 IDA HEARING 12/19/22

2 is a lot of data out there, there are
3 stories, they can tell you some, about
4 how a city this size can support
5 several breweries. But that's besides
6 the point. The point is that we want
7 manufacturing here, even if it's a
8 small scale. And we want people who
9 believe in Newburgh.

10 So, I am going to introduce
11 them to you. I just want you to meet
12 them. Because it's --- this is who
13 they are. They are committed to being
14 here. We're not --- this is not our
15 idea. We are not bringing in some ---
16 even though Nate is a dude with a
17 beard, it is not a dude with a beard
18 type of thing. But anyway --- so, say
19 hello.

20 BY MR. NATHAN MORI:

21 Hey, how's it going. I'm

22 Nathan Mori. This is my wife Sylvia.

23 BY MS. SYLVIA MORI:

24 Hello.

25 BY MR. NATHAN MORI:

1 IDA HEARING 12/19/22

2 We're Snowfall Brewing. Do you
3 want to start?

4 BY MS. SYLVIA MORI:

5 And planning. We're Snowfall
6 Brewing and Planning. We have been
7 together for 21 years. I'm born and
8 raised in the Bronx. Puerto Rican.

9 BY MR. NATHAN MORI:

10 Myself, Vermont.

11 BY MS. SYLVIA MORI:

12 Born in New Hampshire, raised
13 in Vermont. We met in college 21
14 years ago, and we have been together
15 ever since then. Brewing for the last
16 ten years together. We are passionate
17 about our relationship like we are
18 with the brewery. So, we are hoping
19 to make this happen. We need your
20 support. I know you have a lot of
21 questions, resistance. You're shaking
22 your head. I know a lot of people
23 have questions. But this is what we
24 are here for.

25 We bumped into Sisha --- came

1 IDA HEARING 12/19/22

2 across Sisha in 2020 during the
3 pandemic. He was looking for a space.
4 I was like, why are you looking for a
5 space when there is a pandemic, like
6 no one is going to drink beer. And he
7 was like, no, we can do this, we can
8 do this. So, we bumped into Sisha,
9 and we looked at Wireworks, which
10 didn't work out, like he said, because
11 the space is too small. And then he
12 told us about 191 Washington, and we
13 looked at it, and it was great.

14 In addition to that, my family
15 lives in this area. My niece lives in
16 Newburgh. My family lives in Beacon.
17 My uncle lives in Fishkill. So I have
18 family all over this area. My sister
19 lives in Wappingers Falls. So, there
20 is a connection there for me in some
21 way.

22 I've been in Beacon since 1990,
23 so I always come there. And then
24 Newburgh was always like, oh, don't go
25 to Newburgh. Why not. Because, you

1 IDA HEARING 12/19/22

2 know, there is a stigma behind the
3 space there, the area. So I --- it's
4 a big risk for us. We know what we're
5 getting ourselves into money wise.
6 The area is not the greatest. But
7 we're taking a risk as well. So, we
8 hope you take the risk with us and,
9 you know, support it.

10 BY MR. NATHAN MORI:

11 Again, I wanted to just add,
12 we'll be a New York State farm
13 brewery, so it requires us to purchase
14 60 percent of our ingredients from New
15 York State farms. We will be
16 producing about --- in the first
17 couple years, about 15 jobs. All of
18 the positions will be skilled
19 positions, even servers. So, all of
20 our servers will be trained on the
21 Cicerone program. So they will be
22 educated on beer making, beer
23 ingredients, what makes good beer, how
24 it's made. Those positions will also
25 be kind of first in line to be trained

1 IDA HEARING 12/19/22

2 for assistant brewer positions,
3 canning technicians. Even people that
4 are experienced in social media and
5 marketing. It will offer people
6 places to grow, room to grow within
7 the company.

8 We'll also --- we will also,
9 when we are financially in the green,
10 offer a social impact program. So we
11 will be giving back to the community
12 through local charities. And when it
13 comes to like environmental, we'll be
14 practicing the good nature of side
15 streaming, which is taking all of our
16 proteins and particulate matter and
17 side streaming them, and collecting
18 them, and using our spent grains and
19 giving them for free to local farmers.
20 So, there is a lot of good that we are
21 going to try to be doing from
22 operating a local brewery. And our
23 main goal is to create not a bar or
24 nightclub, but a place that is family
25 friendly and people can come and

1 IDA HEARING 12/19/22

2 gather and feel safe and enjoy the
3 time with their friends and, you know,
4 enjoy time with friends and loved
5 ones.

6 BY MS. SYLVIA MORI:

7 Yeah, for me when I think of a
8 brewery --- and we've done a lot of
9 research. We go to breweries for this
10 reason. Because if we're going to
11 open up a brewery, we need to know
12 what we are competing against. Also,
13 it's an experience. It is not a bar
14 where you go to and go for three hours
15 and drink yourself to oblivion for
16 those three hours and then leave.

17 A brewery is an experience.
18 Come with your family. Come try it.
19 I never had an IPA. What's a pale
20 ale. Check out the fermentia. Take a
21 tour. This is not a bar where people
22 are going to go out there and throw up
23 and get sick and stumble out of the
24 bar. A brewery is completely
25 different. If you've ever been to

1 IDA HEARING 12/19/22

2 Newburgh, it would be like that. And
3 I've been to Newburgh many times and
4 I've never seen that kind of
5 environment where people are throwing
6 up and, you know, stumbling out of
7 there. So keep that in mind as well.

8 BY MR. SISHA ORTUZAR:

9 So, we wanted to put a face to
10 the beer so you know who we're talking
11 about. And sorry, we're not going to
12 take this much time with each
13 question. This was a hot topic, so I
14 wanted to properly go into it.

15 Sorry, go back. One last thing
16 about this part of the building that's
17 not shown here, but there is an area
18 of this building that faces the muse
19 (ph), the greens, and also faces the
20 brewery. You see where that brick
21 wall is right now, that --- we're
22 going to build and outfit two kitchens
23 there that are going to be ---
24 because, you might be aware of this,
25 they are required by the SLA to serve

1 IDA HEARING 12/19/22

2 food. They are not restaurant people.
3 They don't want to be doing that. So,
4 instead, what we are going to do is
5 build these kitchens and offer them to
6 local restaurant operators who might
7 want to use them. Whether it is
8 somebody who already has a restaurant
9 here, or a cart, or food truck, or
10 just a table in the park.

11 My background is in the
12 restaurant business. I know how hard
13 it is to get in. The price of entry
14 is incredibly unattainable. So, by
15 providing the space, we hope we'll get
16 some people the opportunity to do
17 their thing and maybe they can go to
18 bigger places and whatnot. These food
19 stalls, if you will, they are going to
20 be open to the brewery, to serve the
21 brewery patrons and serve the people
22 on the outside.

23 This is another question that
24 comes up, why not a food store or
25 something else. And to that we say,

1 IDA HEARING 12/19/22

2 yeah, why not. We have 7,000 square
3 feet of additional commercial space,
4 and we need to fill that. So, we have
5 7,000 square feet that we need to find
6 a use for. So, if anybody knows of
7 anybody who has a good business plan
8 and wants to do it, we are more than
9 happy to talk to them. That's what we
10 need. That's what we are doing here.
11 To be clear, our business, what we are
12 doing here, we are developers. We are
13 building this. We are going to manage
14 the community and how it interacts
15 with the larger community. But we are
16 not the ones who are going to --- just
17 like we are not going to be doing the
18 ones doing the brewery, we are not
19 going to be doing the food store, or
20 any other business. So we need
21 business people who have an idea and
22 the wherewithal to make it happen to
23 come here. And it can be from the
24 outside, it could be from the inside.
25 If it is from the inside, it's even

1 IDA HEARING 12/19/22

2 better. Why would we not want that.

3 This is another one. This is a
4 big one. Why not keep it a school,
5 make it a community center, or
6 something like that. Well, that's not
7 our job. That's the job of
8 government. We are a private entity.
9 We can't bring back the school. There
10 has been some thoughts, some ideas
11 about a daycare. You know, a daycare
12 can be a great alternative. It's a
13 great use. If somebody wants to do a
14 daycare business, we would very much
15 like to be talking to them. But keep
16 in mind, when you talk about school,
17 community center, these are either
18 government run things or not-for-
19 profit, and we are neither. I'm not
20 going to sugarcoat the fact that this
21 is a business and these things don't
22 fall within what we can do.

23 This is a question that we've
24 heard a couple of times. Why do you
25 want the City to fund your project.

1 IDA HEARING 12/19/22

2 Which is why we're here. The answer
3 to that is we don't. We are going to
4 fund this ourselves. This project is
5 projected to cost \$25 million, and we
6 are going to raise that ourselves with
7 a variety of lending options and
8 investments. So, the City is not
9 writing a single check to get this
10 project done. It's on us. What we
11 are here today to ask for is a PILOT,
12 which is something different. And
13 it's related to --- I'm sure by now
14 you're well aware of what a PILOT is.
15 But what we need help with is to be
16 able to build this and open and run it
17 in a way that is actually feasible.
18 And the reason we need that is because
19 the way that taxes are allocated, it's
20 based on an assessment system that is
21 upside-down. So, this building, if we
22 didn't get a PILOT, if we did this
23 project, our tax bill would be
24 \$500,000 on the first year. And then
25 the way these things grow, you could

1 IDA HEARING 12/19/22

2 grow two percent a year. We are about
3 \$700,000 by the year 14. So, even if
4 we wanted to do that, it doesn't work,
5 because I can guarantee that this
6 thing is not going to produce that
7 money.

8 So, the reason why we need the
9 PILOT is because we are dealing with
10 an assessment that is not --- and this
11 is not meant to be criticism of the
12 assessment process. I know that's
13 another complicated thing. But the
14 way that assessments work is that a
15 building that is the same size next to
16 another one, just because it's new,
17 it's going to be assessed at a much
18 higher price. So, there are buildings
19 in the City of Newburgh that are many
20 times bigger in terms of square
21 footage that are on acres and acres of
22 waterfront land, you can figure out
23 what I am talking about, that are
24 assessed at a third of what this is.
25 So, this would be the highest

1 IDA HEARING 12/19/22

2 assessment of any project in the City
3 of Newburgh. So, since the taxes are
4 based on an assessment, that's why we
5 have to ask for this, because that
6 doesn't work.

7 So, we are not asking you to do
8 this. We are not asking you to write
9 a check. We're asking you to help us
10 with this mechanism that exists to
11 deal with this assessment issue.

12 So then a follow-up question to
13 that. We've been talking about the
14 taxes, right. Why should other
15 taxpayers pay for our taxes. And the
16 reality is it's way more complicated
17 than that. It doesn't work like that.
18 So, the full tax responsibility of
19 this project over a period of 15 years
20 would be about \$8 million, all right.
21 So, if we build this and we run it for
22 15 years, the City will collect about
23 \$8 million in taxes.

24 What we are asking here today
25 is with our PILOT, we will be paying

1 IDA HEARING 12/19/22

2 over \$3 million in taxes. Which, by
3 the way, this is a property that's
4 never been on the tax roll for over
5 150 years. So we will be contributing
6 \$3.1 million. So, the delta of that
7 five-and-a-half million dollars that
8 is --- that's what it takes to get to
9 the eight-and-a-half, we can't pay it.
10 So, that five-and-a-half million
11 dollars doesn't get passed on
12 automatically to you and then you guys
13 have to write a check for
14 five-and-a-half. It doesn't work like
15 that. The way it works is that when a
16 building like this, a project like
17 this is developed, there are needs,
18 right, there are infrastructure needs,
19 and the City has to pay for that, and
20 you do that through taxes.

21 So, you have to then take the
22 leap of faith that we're asking you to
23 do, You know, and think that is
24 \$3 million not a enough for whatever
25 extra resources this is going to take

1 IDA HEARING 12/19/22

2 from the City. And mind you, the
3 resources we're talking about is
4 really police and fire. We don't need
5 any roads. We don't need a new sewer
6 system. We are actually going to
7 contribute to the infrastructure by
8 doing new sidewalks and probably a few
9 manholes on the street. So really,
10 the excess and expenses to the City is
11 that. So think about those numbers.
12 And so, the five-and-a-half, again, it
13 only comes if you accept the fact that
14 this should be assessed at what it is
15 as the most expensive building in all
16 of Newburgh.

17 Why not affordable housing, or
18 what about affordable housing. So, we
19 are big believers in affordable
20 housing. Wireworks is 100 percent
21 affordable housing. We think it's a
22 very important component of a city
23 like this. But we think it's one
24 component. It needs --- in a city
25 like this to thrive, it needs to have

1 IDA HEARING 12/19/22

2 a balance of different things. You
3 cannot build a city of only affordable
4 housing. So, a certain number of
5 market rate housing needs to exist.
6 The more market rate housing there is,
7 the less pressure on the affordable
8 housing. So, that's the first part of
9 that.

10 Then the second part is like,
11 we're not opposed to figuring out a
12 way to include some component of
13 affordable housing into this project.
14 But the thing you have to understand
15 about affordable housing, it's all
16 about math, right. It's not whether
17 you want to do it or not, it has to
18 work. So, every affordable housing
19 project out there is subsidized one
20 way or another. So, it's either
21 you're getting low income tax credits,
22 which is not something that's
23 available to a developer like us. You
24 have to be in the league of attorneys
25 (ph). It's not us, right. Like

1 IDA HEARING 12/19/22

2 that's not disparaging what they do,
3 but that's a different approach to
4 developing. It's just building boxes
5 and --- what we're doing is something
6 that's a little bit different that
7 doesn't fit into that.

8 Another option for affordable
9 housing is something called the small
10 business participation loan program.
11 This project is too big for that. So
12 we are kind of in this middle area in
13 which the only option is to do
14 something in which, you know, if we
15 can come to terms with the idea in the
16 City and figure out a way to provide
17 some affordable housing, we just need
18 to figure out how to pay for it.
19 That's what I'm going for.

20 So, we're for it, we just ---
21 the math has to work. This is not
22 your problem. This is ours. But I'm
23 telling you, and I know that everybody
24 tells you the same thing, but I think
25 these guys can attest to it because

1 IDA HEARING 12/19/22

2 they see the numbers, this is a very
3 thin margins project. We're doing
4 this because we believe in Newburgh
5 and it is a bit of a passion project.
6 We could probably take our money and
7 put it in bonds, or something else,
8 and make a way better return. So,
9 there is not a lot of money here to
10 work with. So, we're not opposed to
11 it, we just got to work it through.

12 So who is this for? Is this
13 for the people in Newburgh? Is this
14 for the community? The answer is this
15 is for whoever wants it. It doesn't
16 have to be for everybody, because not
17 everything has to be for everybody.
18 There are things in Newburgh that I
19 support that's good for economic
20 development that I don't think are for
21 me. But that's okay. The waterfront
22 has great restaurants and bars. I
23 just don't --- you know, that's not my
24 vibe. But that's okay. I'm glad that
25 we have the waterfront. It attracts

1 IDA HEARING 12/19/22

2 the sitters (pg) and dollars and sales
3 taxes and all those things. But what
4 I'm going towards is just because this
5 is not for everybody, it doesn't mean
6 that it shouldn't happen. So, who is
7 this for, it's for anybody who wants
8 to live here, who wants to work here,
9 who wants to get a pupusa here, who
10 wants to get a beer, who wants to sit
11 on the bench. And if it's not for
12 you, that's fine. There is other
13 things for you to do.

14 So the jobs, are these jobs
15 going to be for the people of
16 Newburgh, are you going to go outside
17 and hire. We know where this is
18 coming from because there are some
19 things that might make you think that.
20 But first of all, this project is in
21 the middle of Newburgh. Why would we
22 want to bring people from the outside
23 of Newburgh. Aside from the fact that
24 we don't want that and we want to work
25 with the City and the IDA to do

1 IDA HEARING 12/19/22

2 anything that we legally can to make
3 sure that these jobs go to the people
4 in Newburgh, mind you, we cannot
5 discriminate based on where you live,
6 among other things.

7 So, aside from that, think
8 about the practicality of it. We are
9 in the middle of a city full of
10 workforce. If we can hire somebody
11 that lives three or four blocks from
12 here and get to work walking and not
13 rely on the non-existing public
14 transportation, or very weak public
15 transportation that we have here. I'm
16 sorry, I hope I didn't offend anybody
17 here with that. But why would we want
18 to go and hire somebody who is like
19 from three towns over who is going to
20 have a hard time getting here when it
21 snows or when their car breaks. Yeah,
22 these jobs are for the people in
23 Newburgh if the people of Newburgh
24 want them. Of course.

25 So, why should you trust us.

1 IDA HEARING 12/19/22

2 You shouldn't. You shouldn't trust us
3 because of anything we say here
4 because, of course, I can say
5 anything. But we could sit here and
6 do presentations about the work that
7 we've done, and this and that. But,
8 you know, we prefer to let the work
9 speak for itself. Or if others speak
10 about the work that we do, I think
11 that that carries a lot more weight
12 than if I stand up here and tell you
13 how good we are. So, do your
14 homework. If you want to trust us,
15 then great. If not, I respect that.

16 What happens if we don't get
17 the PILOT? Life goes on. It's not
18 the end of the world. Of course we
19 want to get this PILOT. Without this
20 PILOT, we can't build this. Let me
21 make sure that that's clear. If we
22 don't get the PILOT, we can't even get
23 this thing financed. So, even if we
24 wanted to, it just doesn't happen.

25 So if that doesn't happen, we

1 IDA HEARING 12/19/22

2 will have what we have today, which is
3 the building will stay as it is. It
4 is likely going to be used for
5 storage. And the parking lot will
6 likely be used as parking lot for
7 however long it takes for either the
8 assessment system to change or
9 interest rates to come significantly
10 down. Until a point in which we could
11 make the project happen without a
12 PILOT. But if we don't get it ---
13 mind you, we own the property, so it's
14 not like --- it's going to stay on the
15 tax roll, but at a much lower level
16 than if we do the PILOT and it goes in
17 as a meaningful contributor to the tax
18 roll. As far as what are we going to
19 do, we'll just figure out what else to
20 do. It's not --- at the end of the
21 day, if Newburgh doesn't want this,
22 we'll just have to accept that and
23 move on.

24 And that's it. Sorry if it was
25 longwinded.

1 IDA HEARING 12/19/22

2 IDA EXEC. DIR. CHERISSE VICKERS:

3 Thank you. We are going to now
4 ask Michael N'dolo from MRB Group. He
5 represents the private consultant, or
6 the independent consultant that the
7 IDA hired to do the test of
8 reasonableness and the cost benefit
9 analysis that you can find on our
10 website that goes over the project.
11 I'll leave it to Michael.

12 BY MR. MICHAEL N'DOLO:

13 It looks like the technology
14 actually worked, which is great. I'm
15 Michael N'dolo from MRB Group. My
16 company works almost exclusively with
17 public sector clients. Cities, towns,
18 villages, you name it, counties. And
19 we do municipal consulting. The bulk
20 of it is engineering and architecture,
21 and I will introduce the company a
22 little bit more. But I just want to
23 start off by saying that my
24 perspective --- I'm not working for
25 the developer. I'm working for you,

1 IDA HEARING 12/19/22

2 the public; for you, the IDA board;
3 for you, the City. And to give you
4 financial perspective about some of
5 the things that you just heard from
6 the developer, but we did our own
7 independent analysis to arrive there.

8 So, like I said, the company
9 has been around for almost 100 years
10 now. The SmarterLocalGov division
11 that I work for has been around since
12 2010. We have about 25 people through
13 all of upstate New York and all the
14 different communities. And we,
15 amongst other things, support
16 community planning and economic
17 development.

18 Not to pat myself on the back,
19 but I've done a lot of these studies,
20 right. I just want to say, I've
21 looked at just about every different
22 type of project that you can look at
23 from the highest tech, to affordable
24 housing, to community projects, to
25 policy decisions, to anything that you

1 IDA HEARING 12/19/22

2 can imagine that could be studied. I
3 think I'm up to about 400 studies now.

4 So, the two analyses that I'm
5 going to talk about are going to sound
6 similar, but there is a distinction.
7 One is the test of reasonableness
8 findings, and the second is the cost
9 benefit analysis.

10 The test of reasonableness
11 we'll start with. What is it? The
12 test is looking at whether or not the
13 incentive that the developer is
14 looking for is needed for the project
15 to be successful. And to say,
16 conversely, is the assessment too
17 generous. We're asking that question.
18 We want the inducement to be necessary
19 and to be no more than what is
20 necessary, right.

21 How do we do that test? We
22 look at two things in particular. And
23 there is a lot more to it than this.
24 But there is the two main things we
25 look at, the debt service coverage

1 IDA HEARING 12/19/22

2 ratio and the internal rate of return.

3 The debt service coverage ratio is

4 important because the developer is

5 going to need to get bank financing

6 for most of the project, right.

7 They're going to put money in as well.

8 But most of it is going to come from

9 the bank. And what does the bank

10 want, they want their money back,

11 right. So the debt service coverage

12 ratio tells the bank how likely is it

13 that are you going to get your money

14 back.

15 The second one is internal rate

16 of return. And that is, will the

17 developer make a market adjusted

18 return on their equity. So that's the

19 framework --- I'm sorry, this is

20 appearing very small. Can you guys

21 read the slides? More or less, okay.

22 So, how do we conduct it? We

23 look at a number of things. We asked

24 them for their financials. We took a

25 look at all of that. We looked at

1 IDA HEARING 12/19/22

2 where are they getting their capital
3 from. What are the terms of that
4 financing, and equity, and other
5 things. What are the conditions on
6 that. How much is it going to cost to
7 construct. What are their other
8 costs, things like architecture and
9 engineering, carrying costs,
10 contingencies, and so on like that.

11 Once it's built, what are they
12 going to get in rents, what is their
13 operating expenses going to be, and
14 what are they going to get --- and
15 obviously we are talking about a PILOT
16 tonight. What's their tax situation,
17 assuming the PILOT is approved.

18 And then finally, what does
19 that translate to cash flow. Because
20 remember, cash flow is going to
21 provide the debt service requirement
22 for the bank and the return for the
23 developer.

24 So, we took their financial
25 information, we took the projections

1 IDA HEARING 12/19/22

2 that are out there, and we looked at
3 it and said, okay, are these
4 assumptions right, would we make the
5 same assumptions. We look at the
6 interest rate. We looked at some
7 other conditions of financing, like
8 loan to value, the capitalization
9 rate. That's the rate that's used if
10 they were to sell it in the future,
11 what would they sell it for
12 approximately in the future, was that
13 a reasonable rate. How long the
14 amortization period is on their
15 lending. And again, like I said, the
16 debt service coverage ration.

17 The last point is the equity
18 dividend rate. And that's, in the
19 market right now, what are developers
20 getting for their money, right. And
21 that fluctuates quite a bit depending
22 on what the type of project is and
23 also the interest rate environment and
24 other things around the real estate
25 market.

1 IDA HEARING 12/19/22

2 So, we benchmarked all of those
3 things. On top of that ---
4 benchmarking means we compared their
5 information to what we know about the
6 market. In addition, we looked at
7 other assumptions, rental prices in
8 particular, operating expense ratios.
9 Escalation factors, and their
10 construction budget, what the
11 incentives that they are asking for
12 the IDA.

13 So, we actually did this
14 analysis twice. We did it once in
15 August of 2022 on their original
16 application. And since that time,
17 their application has been amended, a
18 number of changes have happened, a
19 number of changes to the assumptions.
20 I list them out there. So, we
21 conducted a second analysis to verify
22 our findings in October of 2022. The
23 slight change to the assumed
24 assessment. They had to change their
25 financing structure because it wasn't

1 IDA HEARING 12/19/22

2 likely that they were going to get
3 financing under the original capital
4 stack, a small change in project cost,
5 and a relatively small change to the
6 abatement schedule they were proposing
7 for the PILOT. So, we're almost done
8 with the test.

9 Just hold on for a second. We
10 did compare --- we did all of this
11 analysis, and then we looked at what
12 are the equity dividend rates out
13 there. They range from about six
14 percent to about 14 percent. So, it's
15 a wide range. And the average is
16 about ten-and-a-half percent. We
17 looked at their return on equity based
18 on their financials, right. The money
19 they have to put in and the money they
20 get out of it. And so, our conclusion
21 is that the required assistance ---
22 the requested assistance, rather,
23 which is the sales tax exemption, the
24 mortgage recording tax exemption, and
25 the PILOT abatement that they are

1 IDA HEARING 12/19/22

2 requesting, as amended, provides the
3 developer a reasonable, but not
4 excessive, right, a reasonable return,
5 and the debt service coverage ratio is
6 adequate for financing, okay. So, in
7 sum, we said that this deal appears to
8 be fair and that a bank would be
9 willing to do the deal. So that's it
10 for the test.

11 The cost benefit analysis is
12 now looking at what do you get, what
13 are you giving up. That's from the
14 community's point of view. Assuming
15 that this is a deal that needs to be
16 done, what do you get from it. So we
17 had --- this is another one where we
18 have to make a bunch of assumptions
19 and we have to look at it. Again, I
20 apologize for how small this is
21 appearing. I will read out some of
22 the numbers as we go here. We have an
23 estimate of local construction
24 spending. And this is at the county
25 level. We said 25 percent would be

1 IDA HEARING 12/19/22

2 spent locally. Locally being the
3 county. That's during the
4 construction period. However, during
5 the operation period, over the
6 15 years, you get a lot of additional
7 spending. The spending comes both
8 from on-site employment, that's the
9 employment at the brewery, assuming
10 that happens, and the other retail
11 establishments. But you also get a
12 bunch of economic impact related to
13 spending from the new households. If
14 you expand your resident population,
15 you have more household spending and,
16 therefore, there are some jobs
17 associated with that.

18 So, what the tables say --- and
19 again, it's very hard to read. During
20 the construction period, we would
21 assume 41 local jobs on site. And
22 then due to this economic multiplier,
23 I'm sure a lot of people have heard
24 about it, which is the spending that
25 happens between businesses, you get a

1 IDA HEARING 12/19/22

2 few extra jobs. So, we're estimating
3 roughly 53 jobs during the
4 construction period. During the
5 operations, that 15-year period that
6 we're looking at, we have 35 jobs on
7 site. That's the commercial
8 establishments and the effects of the
9 new household spending. Plus 33
10 indirect jobs, these multiplier jobs.
11 This is when a business buys from
12 another business in the City, or one
13 of the people working here goes out
14 and buys groceries, goes to the
15 doctor, or whatever it is. There is
16 additional dollars of spending. A
17 total of 47 jobs over the 15-year
18 period making about \$2.8 million. So,
19 those are the economic benefits from
20 the project.

21 An even harder table to read is
22 the proposed PILOT schedule. But as
23 you can see, the PILOT schedule phases
24 in over the 15 years. By year 15, we
25 are at 100 percent.

1 IDA HEARING 12/19/22

2 We will note the property has
3 historically been tax exempt, right.
4 So, it hasn't produced any property
5 tax to date. The PILOT abatement
6 would allow for the payment of
7 \$3.1 million of tax over the 15 years,
8 right. So, roughly on average,
9 roughly \$200,000 a year. That is
10 money that the City is not currently
11 --- City and school district, of
12 course, are not currently getting. We
13 do calculate the cost, but I want to
14 caution everyone about what this cost
15 means. The cost is \$5.5 million.
16 That is the amount of the abatement.
17 And the reason why I caution people to
18 think about cost is this money is not
19 out there, right. It's not like
20 you're going to get this money. This
21 is only the money that is being
22 abated, right. If we assume that the
23 project does not happen, if they don't
24 get the abatement, then there is no
25 \$5.5 million that's being foregone,

1 IDA HEARING 12/19/22

2 right. Does that make sense?

3 So, the fiscal benefits we have
4 on the table to the left, we have a
5 little bit of construction spending
6 that generates a little bit of sales
7 tax. But most of it is during
8 operations. You get some operational
9 period sales tax, and you get some
10 operational period retail sales tax,
11 and then most of you come to the
12 property tax revenue. So, the total
13 tax revenue coming off the project
14 over the 15 years is about
15 \$6.3 million.

16 The exemptions, you have the
17 sales tax exemption on construction
18 materials, the mortgage recording tax
19 exemption, and the PILOT exemption.
20 And that totals a little bit over
21 \$6 million of total exemptions. Of
22 that, 5.5 is the property tax
23 exemption. But keep in mind, it's not
24 like this money is out there that you
25 are going to get that this is taking

1 IDA HEARING 12/19/22

2 away. This is the amount of the
3 abatement, right. Full tax versus
4 abated tax. So, this is not coming
5 out of anybody's pocket. This is the
6 amount of the proposed abatement.

7 And this is a summary table
8 with unfortunately even smaller
9 numbers. And what it shows is that
10 you have a tax benefit to tax cost of
11 roughly one to one. It's .99, but one
12 to one. But if you add in all of the
13 other benefits, the wages being paid,
14 and all the other things that are
15 happening, you're at about a nine to
16 one ratio. So, that is the cost
17 benefit. And I believe that's the
18 last slide.

19 IDA EXEC. DIR. CHERISSE VICKERS:

20 Thank you. So, now the part
21 that everyone is here for. I will now
22 open this public hearing for public
23 comment at 6:33 p.m. By way of
24 operating rules, I will call on those
25 who have signed up on the sheet. If

1 IDA HEARING 12/19/22

2 you wish to sign up, and you have not,
3 now is your opportunity.

4 Let me read a few of the rules
5 that we are going to go by in this
6 period. Please keep your comments to
7 let's say three to five minutes each
8 so that way all those who are present
9 today may have a chance to comment for
10 the record. If your comments mirror
11 those of someone who has already
12 spoken, you may wish to indicate them
13 and relinquish the podium to another
14 speaker so that all views represented
15 at this hearing maybe heard.

16 When everyone has had the
17 opportunity to speak, I will conclude
18 this Public Hearing. A record of this
19 public hearing will be prepared and
20 reviewed by members of the Agency in
21 connection with the Agency's
22 consideration of the Proposed Project.

23 Again, the purpose of this
24 Public Hearing is to solicit public
25 comment. We are not here to answer

1 IDA HEARING 12/19/22

2 questions; however, we will, in the
3 course of this public hearing,
4 consider questions if we have the
5 information to answer the questions
6 and there is sufficient time to
7 consider such questions.

8 I will now ask if there is
9 anyone in attendance who wishes to
10 comment on either the nature of the
11 location of the Project Facility or
12 the proposed "financial assistance"
13 being contemplated by the Agency with
14 respect to the Proposed Project.

15 For the record, please state
16 your name and indicate your comments
17 on either the Proposed Project or the
18 proposed "financial assistance" being
19 contemplated by the Agency. As a
20 courtesy, we are going to call on any
21 elected public officials to comment
22 first. And Marlon will handle this
23 part of the hearing.

24 BY MR. MARLON RAMOS:

25 The first, Anthony Grice.

1 IDA HEARING 12/19/22

2 IDA EXEC. DIR. CHERISSE VICKERS:

3 I really hope that that mic
4 works. If not, then we'll figure
5 something out for the corner.

6 BY COUNCILMAN ANTHONY GRICE:

7 Thank you. So, Anthony Grice,
8 councilman at large for the City of
9 Newburgh. I first want to state, so
10 that it's clear, that I support this
11 project. So, I want to thank the IDA
12 for the job that they have been doing
13 and are doing. I want to thank MRB.
14 Very great report. I want to thank
15 Sisha. We have had some friendly
16 conversations and just recently we had
17 some intense conversations. But when
18 I have those intense conversations,
19 it's because I'm trying to look out
20 for the best interest of the City of
21 Newburgh residents. I believe this
22 project does that.

23 I just want to clarify that,
24 you know, Sisha and I are not on the
25 same page when it comes to assessment

1 IDA HEARING 12/19/22

2 and what he's comparing that to. But
3 he's very well aware of that. When we
4 give this PILOT, that won't matter,
5 because the amount that he will be
6 paying in taxes, it's just going to
7 stay at that steady rate of whatever
8 is agreed in that PILOT.

9 And then I just want to state
10 or --- because a lot of people come to
11 us --- let me go back. The City
12 Council does not make this decision.
13 This is an IDA decision. They are
14 their own board. They have their own
15 rules. So, this is the decision that
16 they will be making. A very tough
17 decision. And whatever decision you
18 make, I will respect. But for
19 property taxes and a PILOT, the way it
20 works is that we actually subsidize
21 that. Even though it's not that money
22 that's coming, we absolutely ---
23 because when a project is happening,
24 we don't give them 50 percent or
25 20 percent of the services, we give

1 IDA HEARING 12/19/22

2 them the full services. And the way
3 you reduce property taxes, I've said
4 it several times, so some of you might
5 have heard it before, is you put more
6 full paying property taxes on the tax
7 rolls, you find other revenue streams,
8 and you make sure the departments are
9 working efficiently, and you have
10 strong fiscal management. And really
11 that's it. So, if we are going to
12 subsidize this project, which I think
13 we should, we should go into it
14 realizing that that's what we're
15 doing. So, we absolutely should have
16 some community benefit, such as some
17 retail, and some food things in there
18 as well, and some other things.

19 The other alternative, because
20 other people will say about
21 development, the other alternative is
22 that if we don't, we are going to have
23 a warehouse with a parking lot and
24 it's going to be a blight on our
25 community. So -- how much time do I

1 IDA HEARING 12/19/22

2 have?

3 BY MR. MARLON RAMOS:

4 About two minutes.

5 BY COUNCILMAN ANTHONY GRICE:

6 Two minutes, thank you. And so

7 I just want to go --- because this is

8 very personal for me. So, when I was

9 a young child, all the way up until a

10 teenager, my grandfather owned a

11 barber shop right there on South

12 Johnson Street, you know. So, I was

13 in that neighborhood a lot. I walked

14 up and down that neighborhood. I

15 walked up to the bakery and would

16 bring him back the buttered rolls and

17 things like that. When I was little,

18 I was a Head Start kid. Head Start

19 was in that building.

20 And then when I did work for

21 this district in the Grants

22 Department, I wrote a UPK grant, a

23 Universal Pre K grant. It was with

24 that building in mind. So, I know

25 that building. I know that

1 IDA HEARING 12/19/22

2 neighborhood very intimately. I
3 really believe that this is the type
4 of project that we need to have in
5 that neighborhood to revitalize it.

6 And one more thing. Because
7 everybody knows I'm a proponent for
8 affordable housing. I understand that
9 this does not have that. I wish it
10 did. But when you look at the
11 numbers, it really really just doesn't
12 work for that. And there are other
13 things --- and I am here guaranteeing
14 you that there are other ways that we
15 could put affordable housing in and
16 around those areas. But we do --- I
17 think, as Sisha mentioned, we do need
18 to have some income housing.

19 My final point is this has
20 mixed use as well. That is a big risk
21 for any developer to take. And so, I
22 applaud you for what you're doing, and
23 this board, and I will end at that.

24 BY MR. MARLON RAMOS:

25 Thank you. We are going to

1 IDA HEARING 12/19/22

2 have Genesis Ramos.

3 BY MS. GENESIS RAMOS:

4 Good evening, everyone. My
5 name is Genesis Ramos. I'm a lifelong
6 resident of the City of Newburgh. I
7 am an Orange County Legislator. And I
8 very proudly represent parts of the
9 City and Town of Newburgh. I want to
10 start off by saying that I fully
11 support this project. I also want to
12 make that clear. You know, this is
13 very --- I always talk about the
14 humanity when we talk about politics
15 and government and government work
16 because I think oftentimes that's a
17 mark that gets missed in all of these
18 conversations. So, I want to start by
19 saying to the folks that are
20 skeptical, you have the right to be
21 skeptical, and I understand that
22 personally. Because honestly, the
23 understanding that I've come to with
24 economic development has been one that
25 has come back in the last probably two

1 IDA HEARING 12/19/22

2 to three years of my life. But it's
3 also because I've taken it upon myself
4 to really try to understand the
5 nuances of what it takes to make a
6 community like ours vibrant. And a
7 community like ours that can really be
8 for everyone, right.

9 Because I don't know about all
10 of you, but as someone who was born
11 and raised here, has walked on those
12 streets, used to go to the now
13 demolished building across the street
14 from the school that used to be a
15 papusa when I was a kid, right, I
16 would like to see that corner be
17 brought back to life. And I would
18 like to see it be brought to life in a
19 way that's responsive to the diverse
20 needs of our community.

21 I also want like to bring to
22 everyone's attention, that may or may
23 not be aware, there are other housing
24 developments coming to our community.
25 We have the two Kearny (ph) projects,

1 IDA HEARING 12/19/22

2 Colden Street project, Montgomery
3 Street projects, both mixed income
4 housing. And then we have another
5 project through the Newburgh Ministry
6 that's in the work, 50 micro units,
7 fully affordable housing on Johnston
8 Street. So, there are other housing
9 developments coming down in our
10 community that address both affordable
11 housing and market rate housing. I
12 feel that that's the only way that we
13 could go at this point in time in our
14 community. We have to address all
15 levels of housing needs in our
16 community.

17 And I don't know about all of
18 you, but I want the people that are
19 going to come and invest their hard-
20 earned money into our community, that
21 they are people that believe in our
22 community and that are here for the
23 right reasons. Because I also really
24 just want to validate the historical
25 context behind the distrust that

1 IDA HEARING 12/19/22

2 exists in our community. And I also
3 think that a lot of this comes from
4 the unknown, and the fear, right, and
5 the fact that a lot of times folks
6 ask, well, what about the people that
7 have been here. And I fully agree
8 with that, which is exactly why we
9 need to have mixed income approaches
10 to economic development and mixed use
11 approaches to economic development as
12 we move forward and really talk about
13 the progression of our city.

14 I drive around these streets
15 every single day of my life and I take
16 great pride in them, potholes and all.
17 But you know what, I can't wait for
18 the day that I don't have to drive on
19 hundreds of potholes every day of my
20 life in our community. We all want
21 the same things. We want better
22 streets, better parks. We want all of
23 our City services to be rendered in
24 ways that are responsible and in ways
25 that really impact us all positively.

1 IDA HEARING 12/19/22

2 I know I want that. The park that I
3 grew up going to is pretty desolate
4 right now. I want to see that park
5 come to life. But we need to
6 diversify our revenue streams in this
7 community to be able to address the
8 things that we are all so passionate
9 about.

10 And so, I'm not here to tell
11 you to trust the developers, whether
12 it's, no offense, you or anyone that
13 comes into our community. Because we
14 should hold every single developer ---
15 we really should hold them responsible
16 and hold them to their word, right.
17 We should.

18 I also want to just say, in
19 terms of community benefits, I really
20 am looking forward to seeing how the
21 IDA truly holds accountability to this
22 project, or any project that you
23 choose to incentivize in the future
24 because I don't just want to hear lip
25 service about how these jobs are going

1 IDA HEARING 12/19/22

2 to be for local residents. I want to
3 see a plan for that, and I want to see
4 that really come fruition.

5 I also --- with construction,
6 are these going to be creating jobs?
7 You know, that's another thing I want
8 to know. Are the construction jobs
9 going to be union jobs, and are we
10 guaranteeing that those jobs are also
11 going to be local. So these are
12 things that when we think about
13 community benefit within these
14 projects, I'm not just thinking about,
15 you know, the here and now and how do
16 we build it, and how the jobs may come
17 from a commercial space, but I'm also
18 thinking about 10 to 15 years from now
19 and what a project like this can do
20 amongst other projects that are coming
21 in the next two to three years in our
22 community. What it can really do for
23 our revenue, for the future of our
24 community. And addressing the fact
25 that we desperately need to develop

1 IDA HEARING 12/19/22

2 more housing in this City. We have a
3 serious housing crisis that's being
4 exacerbated by many many factors.

5 It's not just one thing. But the
6 bottom line is ---

7 BY MR. MARLON RAMOS:

8 That's five minutes.

9 BY MS. GENESIS RAMOS:

10 -- we need more development.

11 Thank you.

12 BY MR. MARLON RAMOS:

13 Thank you. Ramona Monteverde.

14 BY MS. RAMONA MONTEVERDE:

15 Good evening, everybody. It's
16 great to see everybody coming out to
17 learn about this project. My name is
18 Ramona Monteverde. I'm the council
19 ward rep for Ward 2. And that is
20 exactly where this project is going.
21 And I too support this project.

22 So, there is not much to say
23 after Genesis. I'm in 100 percent
24 agreement about what she talked about
25 in terms of economic development. You

1 IDA HEARING 12/19/22

2 know, we've been hearing a lot lately
3 --- the council members have been
4 hearing a lot about economic
5 development in the City of Newburgh.
6 You know, it's sort of lacking, and we
7 need to get creative and start doing
8 whatever we can to support it. We
9 have to bring development into the
10 City. For a long time --- and I think
11 former Councilwoman Genie Abrams said
12 it in her letter, you know, let's not
13 be shortsighted. For many years, the
14 City of Newburgh has been shortsighted
15 with development projects that have
16 come before the council and possibly
17 the IDA.

18 I support this project because
19 of where it is. And this school,
20 right, this school has never been, as
21 they mentioned, on their tax rolls.
22 Has never paid taxes. I support the
23 PILOT, the 15-year PILOT. I love your
24 vision. I love what you plan to do in
25 that area. This will jump start that

1 IDA HEARING 12/19/22

2 area and, you know, again, bring
3 economic development to an area that's
4 extremely depressed. There's --- in
5 that neighborhood of William street,
6 we have Habitat. I know that we have
7 a couple of other projects that
8 Genesis mentioned in the pipeline,
9 like the Kearny projects. So, there
10 is no reason why we can't support
11 market rate. There has to be a
12 balance. Everything that comes before
13 us can't always be affordable housing.
14 And I support affordable housing
15 100 percent. It's my career. That's
16 what I do, affordable housing.

17 So, I hope that people come out
18 and they support this. I would love
19 to see this project kick off and get
20 the support that they need. I hope
21 that you get the financing. I know
22 that it's very tight. I appreciate
23 the fact that you went over the
24 numbers with us to see how it actually
25 works. Because I know the history in

1 IDA HEARING 12/19/22

2 the City of Newburgh has always been,
3 you know, well, we've rolled over,
4 we've given developers what they
5 wanted.

6 We have been, you know, screwed
7 in the past. And I know that people
8 are a little, you know, concerned
9 about PILOTs when we talk about
10 PILOTs. But I think we are doing this
11 smart. We're thinking about it. We
12 are being smart about it, you know.
13 And we have to start somewhere. So I
14 want to say, start here with this
15 project. Thank you.

16 BY MR. MARLON RAMOS:

17 Thank you. Now Giselle
18 Martinez.

19 BY MS. GISELLE MARTINEZ:

20 Good afternoon --- well, good
21 evening, everyone. I can't even tell
22 the time because it's so dark outside.
23 But my name is Giselle Martinez. I am
24 the City of Newburgh council member
25 for Ward 1. I'm actually an alum from

1 IDA HEARING 12/19/22

2 the Pre K center. I am really sad to
3 see that the school, you know, is at
4 where it's at right now, but I'm
5 actually really hopeful for this new
6 project.

7 With that being said, I am in
8 full support of this project. There
9 are a few things that I wanted to
10 address as to why. I am in total
11 agreement that our city needs to be
12 balanced. As much as I would like to
13 have more affordable housing in our
14 city because we need it and we are in
15 a housing crisis, the reality is that
16 it can't all be affordable housing,
17 and we need to address all levels of
18 housing, like my colleagues before me
19 said.

20 With that, I am also going to
21 emphasize the need to expand our tax
22 space. Our tax space, as of now, it's
23 just not enough. We need more. And
24 any type of economic development,
25 especially when it's not displacing

1 IDA HEARING 12/19/22

2 anyone, is needed. I'm going to be
3 really honest. I really appreciate
4 the presentation given earlier
5 because, you know, with my experience,
6 I have not had the best experiences
7 with developers. Our city has not had
8 the best experience with developers.
9 And each project is unique and
10 different. And so I do --- you know,
11 since I have been in this position,
12 I've been able to see the other side
13 and see how much our city is in need
14 of, you know, a variety of different
15 things.

16 So, looking at this individual
17 project --- I don't like PILOTS, I
18 really don't. And I wish we didn't
19 --- I don't like them. But I also saw
20 the numbers. I see the need for it.
21 And I see the vision of what this
22 project is going bring to our
23 community.

24 With that being said, I am
25 advocating for community benefits

1 IDA HEARING 12/19/22

2 specifically asking that these jobs go
3 to Newburgh residents. My numbers
4 might be a little skewed, but the last
5 time I had done my research, only
6 13 percent of people in Newburgh
7 actually work in Newburgh. So, much
8 like it was stated earlier, if we
9 could have people from the City of
10 Newburgh that live a few blocks come
11 and do work, whether it's
12 construction, whether it's the
13 different variety of skills that are
14 needed, I would sincerely ask that you
15 take that into consideration. As well
16 as asking that, you know, if there is
17 a different plan --- I'm going to be
18 honest, I'm also not a fan of the
19 brewery. But I will be visiting if
20 that is the final business plan.

21 I do think that a lot of the
22 mistrust comes from people feeling
23 that these projects do not belong to
24 us, to our community. And I'm going
25 to be honest, I was that person as

1 IDA HEARING 12/19/22

2 well. A lot of the projects, a lot of
3 the mistrusts I felt like these are
4 not for City of Newburgh residents,
5 but you have to really start accepting
6 the nice things. We deserve nice
7 things in our community. And this is
8 one of the nice things that we get.

9 And just one other thing. I
10 know that you won't be answering
11 questions, but I am a little concerned
12 about the parking. I know that street
13 is a little narrow, and we already
14 have like a little bit of a parking
15 issue. So, I do want to just talk a
16 little bit more about how that's going
17 to be addressed. But other than that,
18 I am in support. And I understand why
19 this has to happen. And again, I
20 really just want to see our city
21 flourish. And we need more
22 development. Especially, again, when
23 it's not displacing anyone. Thank
24 you.

25 BY MR. MARLON RAMOS:

1 IDA HEARING 12/19/22

2 Thank you so much. Ismail
3 Rapea. 169 West Parmenter Street.
4 Okay.

5 Nick Valentine.

6 UNIDENTIFIED SPEAKER:

7 Nick will send in his comments.

8 BY MR. MARLON RAMOS:

9 Thank you to everybody who is
10 staying, by the way. Then we have
11 Doug Yaun.

12 BY MR. DOUGLAS YAUN:

13 Hello, everyone. I'm Douglas
14 Yaun, 6 Park Place. I just would like
15 to say a few things. It is extremely
16 important to diversify our tax base
17 and also attract people to Newburgh to
18 support our tourism economy, with its
19 largest asset, the largest contiguous
20 district in New York State and all its
21 diversity through this adaptive reuse.
22 I look forward to seeing your
23 complementary architecture when
24 presenting to the ARC in your
25 potential future.

1 IDA HEARING 12/19/22

2 I am aware this project is
3 asking for more of a PILOT because of
4 the costs of borrowing for
5 construction are much higher. This
6 building never contributed to the tax
7 base in the past, and we need more
8 projects like this one. Thank you.

9 BY MR. MARLON RAMOS:

10 Thank you, Douglas. Ray
11 Harvey.

12 BY MR. RAY HARVEY:

13 Good afternoon, everyone. My
14 name is Ray Harvey. I live on
15 Carpenter Avenue. I'm for the
16 supporting of this project. When I
17 heard the project was coming, I sought
18 after the people that was doing the
19 project because I had questions about
20 this project. And one of my questions
21 was about the parking. That was ---
22 and the research that they did, I
23 think it satisfied the parking issue
24 that I felt would come up. And also
25 about the jobs that it was creating.

1 IDA HEARING 12/19/22

2 And make sure that it was going to the
3 local folks that's been left behind.
4 Because we had in-depth conversation
5 about why this mistrust is real in our
6 community. Because this community has
7 gotten burned. And it's time to
8 change that.

9 And I think, when you look at
10 this project, and look at the folks
11 behind the project --- because that's
12 who you need to look at is the folks
13 behind the project, these folks is
14 available for us to reach out and talk
15 to and make sure that the project is
16 being done the way the project should
17 be done. And so I'm --- I know a lot
18 of people want to talk about
19 affordable housing. You know I'm for
20 that. But again, we can't only build
21 affordable housing. We can't. But I
22 also know that by putting this
23 property back --- putting it on the
24 payroll, tax payroll that it has never
25 been, it will definitely be a shame to

1 IDA HEARING 12/19/22

2 lose this project for \$5 million that
3 don't exist anyway because of the
4 formula that they use and has nothing
5 to do with, you know, your commitment
6 at all.

7 So, they need that so that this
8 project can get done. So that that
9 project that is being done on
10 Washington Street I think will turn
11 that whole block because of ---
12 because one of the things that I
13 talked to them about, a park, and I
14 didn't know that they had already
15 included that little walkway park,
16 whatever you want to call it, for the
17 community. They ain't fencing this
18 off. They leaving it open for the
19 community to use. So, I behoove
20 anyone that don't think this project
21 is worth it to sit down and talk to
22 these folks that is doing the project.
23 Thank you.

24 BY MR. MARLON RAMOS:

25 Thank you. Maggie Mehr.

1 IDA HEARING 12/19/22

2 BY MS. MAGGIE MEHR:

3 Hi. I'm Maggie Mehr. I live
4 in the Town of Newburgh, actually, but
5 I do keep Newburgh beautiful. So we
6 pick up trash for the past couple of
7 years. In summer mostly. Above
8 40 degrees. Almost everybody has
9 already said what I wanted to say, so
10 I'm not going to repeat it. Very
11 encouraged about how positive everyone
12 is about it. I like what everyone has
13 said about the tax rolls. We need
14 middle class. We need people to come
15 and live here and shop here and want
16 to have businesses here.

17 And, you know, that's an area
18 that we have picked up trash, you
19 know, often. That's an area that's
20 --- that's one of our areas that I
21 call the hidden areas, or the
22 forgotten areas. And we've
23 concentrated on it a lot, and it's
24 really --- I really love this idea,
25 and I really hope that it works out.

1 IDA HEARING 12/19/22

2 And I hope that the community
3 can support it because we absolutely
4 --- I have lived here for 32 years. I
5 know most of you have lived here
6 longer than that. But I'm always
7 like, why can't we do something like
8 this. It's really good to hear
9 everyone be so supportive of it. It
10 seems like sort of the perfect ---
11 nothing is perfect. Everything is
12 difficult. There is nothing that we
13 can do here that's not going to take a
14 ton of work, but I am 100 percent
15 behind it. And I appreciate
16 everyone's thoughts. I feel very
17 encouraged. Thanks.

18 BY MR. MARLON RAMOS:

19 Thank you. Johanna Yaun.

20 BY MS. JOHANNA YAUN:

21 Good evening, everyone. I'm
22 Johanna, I live on Park Place, and I'm
23 a lifelong resident. I didn't go to
24 Washington Street School. I went to
25 North High. But my brother went to

1 IDA HEARING 12/19/22

2 Washington school when it was an
3 experimental middle school for a short
4 time in the '90s. I'm sure that he
5 and a lot of his friends ---
6 unfortunately, so many of them have
7 moved out of Newburgh. That time
8 period, the '90s, was a tough time and
9 not a lot of people stayed around.
10 But I'm sure they would be happy to
11 see this having a new life.

12 I won't speak to all the
13 economics of things because it's been
14 belabored her. But I will add that
15 adaptive reuse is a wonderful method
16 of historic preservation that we need
17 more of in this city. Adaptive reuse
18 is great for many reasons. First of
19 all, it saves buildings like this one
20 from the landfill. It provides
21 50 percent more jobs to local people.
22 If you're doing new construction,
23 obviously, a lot of that can be
24 outsourced to other parts of the
25 country, or even other countries, you

1 IDA HEARING 12/19/22

2 know, not in the U.S. So, it's good
3 for those reasons.

4 It also pays more for the
5 craftsman because it's a lot of custom
6 work that has to be done on the
7 buildings when you're restoring them.
8 And it also contributes to the overall
9 look of our city. It keeps the
10 historic nature of the streets in that
11 neighborhood.

12 So, for all of those reasons, I
13 think this is a great project. And we
14 have to think a lot more about our big
15 public spaces. Our factories, how are
16 we going to reuse them, our churches,
17 and our schools. I wish that they had
18 come along ten years ago and saved the
19 Balmville School, for instance. We
20 have lost some of our schools. We
21 have Liberty Street School getting
22 restored right now. Those kinds of
23 big spaces, schools and churches
24 particularly, I think this is a great
25 new purpose for it. Thank you.

1 IDA HEARING 12/19/22

2 BY MR. MARLON RAMOS:

3 Thank you. We have Thomas
4 Dodd.

5 BY MR. THOMAS DODD:

6 Good evening, everybody. My
7 name is Thomas Dodd and I will try to
8 be brief. I do want to say I'm really
9 encouraged by the energy in this room
10 and everybody coming out with such
11 passion and energy. So this is why I
12 love Newburgh, all you guys here.
13 It's really encouraging and
14 incredible, so thank you. I reside at
15 250 Grand Street, Newburgh, New York.
16 For the last 25 years, I've been
17 building creative spaces in Brooklyn
18 and here in Newburgh. I have built
19 over 280,000 square feet of artist
20 studios, work spaces, music studios,
21 galleries, and film studios, including
22 a bar cafe. Besides building these
23 spaces, I also operated the businesses
24 residing in them.

25 In Newburgh, I have rehabbed

1 IDA HEARING 12/19/22

2 and activated nine vacant distressed
3 buildings since 2016. I have three
4 more projects that are each
5 approximately 30 to 40 percent
6 complete, and I continue the hard work
7 to preserve and restore them as I have
8 others. Covid has taken a toll on my
9 businesses, my projects, and my
10 schedules. Let alone the shortages,
11 delays, and inflation pressures of
12 construction materials. When I tell
13 you that this project needs support,
14 this project, of a PILOT, I speak from
15 experience.

16 I've written some bullet points
17 for why I feel this board should
18 approve this PILOT in full. This
19 property has been off the tax rolls
20 for 142 years. This property will
21 generate \$50,000 annually from the
22 beginning. This project will preserve
23 an important example of mid-century
24 architecture which will add historical
25 value to Newburgh's impressive

1 IDA HEARING 12/19/22

2 portfolio of historically significant
3 buildings.

4 No PILOT, no project. The
5 numbers were run at 10 and 12 years.
6 And according to its feasibility
7 study, 15 years is recommended and
8 reasonable. With the rapid increase
9 of interest rates, material costs, and
10 inflationary pressures, projects will
11 not get built without the PILOT or
12 some form of tax support. This
13 project will activate this area, which
14 is in need of investment. The jobs
15 created plus the people it will
16 attract are key to Newburgh's success.
17 We have restaurants and bars closing.
18 Newburgh needs professionals here who
19 will support the local businesses and
20 keep those closings from happening.

21 Wireworks and 233 Liberty
22 Street are incredible projects.
23 Completed in a timely manner, they are
24 providing a magnet for professionals
25 creatives and bringing needed energy

1 IDA HEARING 12/19/22

2 to this city.

3 Eric Cooney and Sisha Ortuzar
4 have proven themselves worthy of the
5 City's backing. They have definitely
6 earned mine. There will be ten onsite
7 parking spaces underground for ADA and
8 residents with reduced mobility,
9 seniors, et cetera. A parking study
10 was performed which found there was
11 more than sufficient street parking to
12 support this project. The Zoning
13 Board of Appeals has accepted the
14 engineer's study and granted the
15 requested variance. More apartments
16 will lower the prices of other
17 apartment units based on supply and
18 demand. As the supply of new
19 apartments increases, the prices of
20 existing units will decrease.
21 Newburgh needs market rate housing.

22 When you drive past the green
23 hills overlooking the Hudson or vacant
24 lots that are scattered throughout the
25 city, you have to ask yourself why

1 IDA HEARING 12/19/22

2 Newburgh does not have the significant
3 new development. Other cities are
4 attracting businesses that create jobs
5 at rapid rate while Newburgh is still
6 stuck in a ten-year pattern of false
7 starts. The U.S. is possibly heading
8 into a recession. Let's send the
9 message that Newburgh is not. We are
10 marching forward, building homes,
11 growing businesses, and inspiring
12 entrepreneurships.

13 Lastly, and I feel most
14 importantly, jobs, jobs, jobs. I want
15 the Board to know that building in
16 Newburgh has been one of the most
17 difficult and challenging experiences
18 of my life. The operational costs,
19 the taxes, and the general resistance
20 to change are just a few of the
21 hurdles here. Infill projects, such
22 as these two new buildings cannot
23 happen without IDA support.

24 Preservation projects, though
25 challenging, benefit from historical

1 IDA HEARING 12/19/22

2 incentives available to them. New
3 construction does not. I hope you
4 will make the right decision and fully
5 support this PILOT. I am transparent
6 about my progress and my intentions.
7 I am also available to speak to any of
8 the board members whenever they would
9 like. Thank you, everybody, very
10 much.

11 BY MR. MARLON RAMOS:

12 Thank you. Michael LeBron.

13 BY MR. MICHAEL LEBRON:

14 Good evening, everybody.

15 Michael LeBron. I live with my wife
16 at 279 Grand Street. We are just
17 moving in. That is our third project
18 where we have been restoring and
19 rehabilitating and repurposing some of
20 the historic buildings here in the
21 City of Newburgh. I don't want to
22 take up anymore time. Myself here, I
23 agree with a bunch of what's already
24 been said. I'm sure everybody wants
25 to get out to eat dinner. I just want

1 IDA HEARING 12/19/22

2 to voice my support for the project
3 generally. I think it's an excellent
4 example of repurposing existing
5 buildings and providing for many of
6 the things that the City needs in an
7 equitable and meaningful way.

8 I do have some questions about
9 how the numbers arrived at for the
10 PILOT, but no questions are being
11 answered here at this point, so I will
12 just submit them in writing and I look
13 forward to your response. Thank you.

14 BY MR. MARLON RAMOS:

15 Thank you. Liz Vega Lebron.

16 BY MS. LIZ VEGA LEBRON:

17 So, I'm his other half. And I
18 just came from a construction site.
19 And we have a great carpenter and a
20 great floor guy. And they're all from
21 Newburgh, so come talk to me.

22 I want to talk about trust.
23 Because you ended your presentation
24 with that, and I think it's important.
25 So, how do you trust? And one of the

1 IDA HEARING 12/19/22

2 best ways is to look at a track
3 record. So, your tenant was someone
4 who was a widow, an entrepreneur, and
5 she came to Newburgh looking for a
6 space where she could run her business
7 and also live there. And for months,
8 I could find her nothing. Today, she
9 lives in your space where she has a
10 fantastic apartment. Her means are
11 limited, you know, she runs her
12 business, but it's a small business.
13 She would not be able to do the work
14 that she's passionate about without
15 your project. So, when we think about
16 trust, we think about what's been done
17 in the past and your track record. So
18 there you have it. Thank you.

19 BY MR. MARLON RAMOS:

20 Thank you. Bill Fioraranti.

21 BY MR. BILL FIORARANTI:

22 Thank you. I'm going to kind
23 of stand to the side because I want to
24 speak to the audience but also really
25 to this board. My name is Bill

1 IDA HEARING 12/19/22

2 Fioraranti. I live at 262 Montgomery
3 Street. I am here in support of this
4 project. I think it's an absolute no
5 brainer. And I will explain why. I
6 will start with a personal anecdote.
7 My wife Elizabeth and I moved here
8 eight years ago now to be part of
9 Newburgh. To be a part of what's
10 happening here, to be beautiful,
11 safer, and to allow everyone here to
12 be able to thrive certainly more than
13 they are. We want to be a part of
14 that.

15 We want to build a family as
16 well. We have now, since we moved
17 here, a five-year old and a ten-month
18 old. My five-year old --- incredible,
19 right? They grow up fast. My
20 five-year-old was going to a daycare
21 and my wife or I would take her every
22 day and we drop her off at the daycare
23 and they shut that door and we know
24 that's she's safe and sound.

25 We went through a big

1 IDA HEARING 12/19/22

2 transition this year because she
3 started elementary school here in the
4 City, and she goes on a bus. And I
5 didn't quite anticipate it, but that
6 lack of control you have when you put
7 her on that bus and she just goes
8 driving around the City.

9 Now, look, I defend Newburgh to
10 all my friends from outside of the
11 City and such all the time about how
12 it's much safer than people realize,
13 and this, that and the other. And we
14 don't have all any of that. But when
15 it's your kid, it's a little
16 different. And there is one indelible
17 image I have that really, I think,
18 caused that anxiety for me, and it's
19 William Street. And it's that image
20 of I think it was multiple school
21 buses driving down the street there on
22 William Street and bullets flying by
23 the bus because of what's happening
24 down on William Street. And if you
25 don't know, and I think most people

1 IDA HEARING 12/19/22

2 do, it's a war zone. It's one of the
3 darkest, scariest, areas of the City.
4 And I'm not sure what the fix is to
5 it, aside from the FBI coming back in
6 here and SWAT teams and whatnot. I
7 don't think those are the solutions
8 really we want. These are the kind of
9 solutions we want. A development like
10 this without any other benefits.

11 Just the fact that this
12 happens --- pardon me, Michael. Just
13 the fact that it would happen and
14 bring this scale of development, and
15 this number of individuals and
16 families here, and commercial activity
17 will start to transform that whole
18 area down there. This is the kind of
19 project that does it. And costs the
20 City nothing, by the way. We talked
21 about special districts, police and
22 fire.

23 A lot of people don't realize,
24 I happen to be in the business, but
25 with tax incentives like this, they

1 IDA HEARING 12/19/22

2 cannot be exempt from special district
3 taxes like police and fire. So they
4 can save on all the rest of the taxes,
5 but they have to pay full boat on all
6 of those. So, that's important to
7 know, that they are going to be
8 contributing towards the police and
9 fire. But for virtually no other
10 resources from the City to have that
11 kind of transformative experience from
12 this development, that is why it's a
13 no brainer.

14 In addition, it is an adaptive
15 reuse of a historic building that
16 could get torn down or rot otherwise.
17 That's going to happen. Again, you
18 are going to see activity as a result.
19 We are going to be getting new
20 property taxes. This property has
21 never been on the tax rolls, but even
22 during the term of the PILOT, they are
23 going to be contributing \$3 million in
24 new taxes. And then in other kinds of
25 taxes, Michael estimated we are

1 IDA HEARING 12/19/22

2 talking over \$6 million dollars.
3 That's all without a project like that
4 or things stay the way they are. Or
5 if they don't get a PILOT and they
6 keep it as a storage warehouse or
7 something like that, we don't get any
8 of that. This all happens with this
9 project happening.

10 I've seen the pro forma for the
11 financials. They made it clear
12 themselves, MRB, everyone else attests
13 to it. This project doesn't happen
14 without the incentives. So again, how
15 could we not do whatever it takes to
16 help make this happen. All the
17 ancillary benefits, the commercial
18 activity, it's all gravy to us. And
19 it's a wonderful development. And it
20 does matter who they are. I'm glad a
21 lot of people have said that. They
22 are accessible. Ray made a great
23 point. You can get to these gentlemen
24 and talk to them. They are people
25 that care about Newburgh. It doesn't

1 IDA HEARING 12/19/22

2 make sense for them to do this if they
3 didn't. So, to me, I'm sorry to make
4 it that simple. It is a no brainer.
5 I certainly hope you all support it.
6 Thank you so much.

7 BY MR. MARLON RAMOS:

8 Thank you. I'm sorry if I
9 mispronounce your name. Baloise Mell
10 (ph).

11 BY MR. BALOISE MELL.

12 Yes. Hi. Good evening,
13 everybody. My name is Baloise. I
14 come to support this gentleman's
15 project. And I also come to support
16 the PILOT. Like everybody else saying
17 about no PILOT, no project, no tax.
18 So, Newburgh will not have the tax
19 revenue it will not have the funding
20 to be better in the future. That is
21 all I have to say. I want to repeat
22 what everybody says about it. But
23 that's the reason I'm here, to support
24 his project and the PILOT. Thank you.

25 BY MR. MARLON RAMOS:

1 IDA HEARING 12/19/22

2 Thank you. Judy Thomas.

3 BY MS. JUDY THOMAS:

4 Good evening, everybody. I
5 will try to be short. My name is Judy
6 Thomas. I live at 32 Benkard Avenue,
7 the corner of South Lander Street. I
8 wholly support this project. I have
9 been driving past this building on
10 Washington Street almost daily for the
11 past nine years. And I've ridden my
12 bike there, and I've stopped. And
13 I've look at this property. I've
14 looked at this building, this mid-
15 century modern building that I was so
16 --- the artist in me said, oh, please,
17 let's save this building. Somebody
18 has got to save this building. How
19 can we save this building. Is it just
20 going to get torn down and another
21 cookie cutter project put up.

22 And I saw the early renderings
23 of this a year ago when they went
24 before the Zoning Board. And I was
25 just God smacked. The beauty. The

1 IDA HEARING 12/19/22

2 thoughtfulness. The repurposing. The
3 park that goes through. This corner
4 is going to be transformed and I am
5 looking forward to it. Please support
6 the PILOT. Please support this
7 project.

8 Thank you, Sisha. You're a
9 visionary. You're brave, and smart,
10 and wonderful. And the passion that
11 you put into your projects, I wish
12 everybody had that. Thank you.

13 BY MR. MARLON RAMOS:

14 Thank you. Bryan Luna.

15 BY MR. BRYAN LUNA:

16 Hi everyone. So, two comments.
17 If the overwhelming support is why you
18 love Newburgh, I'm going to be the
19 reason you hate Newburgh. And two, if
20 this doesn't involve a brain, then I
21 don't have one. So, I actually
22 attended the little community session
23 you had like a year-and-a-half ago
24 where you first introduced the
25 project. Like six people showed up.

1 IDA HEARING 12/19/22

2 It was really tragic. But thank you
3 for doing that.

4 The brewery, I'm huge fan of
5 it. I'm not a fan of the 15-year
6 PILOT. I believe it was discussed
7 that 10, 12 year options were also
8 explored. I don't really know what
9 feasible means, or within reasonable
10 like consideration. Like can I get a
11 percentage on that? Because that's
12 just a word to me. A 15-year PILOT is
13 excessive. It's only getting \$3
14 million over the course of those 15
15 is --- it just doesn't sit right with
16 me.

17 I'm aware that like --- yeah,
18 one of my concerns is also parking
19 because parking is absolutely horrible
20 in Ward 2. It's getting progressively
21 horrible. I know that because I own
22 in Ward 2. My family owns in Ward 2.
23 The same streets that we are talking
24 about that are war zones, I walk it, I
25 promise you, it's not.

1 IDA HEARING 12/19/22

2 Another thing is, they are
3 going to be developing the two new
4 buildings, I understand that. They
5 are not going to displace anybody. I
6 understand that. That's the direct
7 impact. That's not displacing
8 anybody. But I want to know how
9 that's going to integrate with the
10 community, like what are the indirect
11 impacts of that.

12 Because I'm very familiar with
13 the Wireworks project. And I spoke to
14 you back then that the problem I had
15 with your Wireworks project is that it
16 does not feel like it's part of the
17 community. It's very isolated. And
18 that's my problem with it. So, I'm
19 concerned how that's going to impact
20 their neighbors and my neighbors.
21 Like how that's going to integrate
22 with us. We want to reshape that
23 corner, okay, but is that corner going
24 to be welcoming to the existing
25 members there. So, I just pose those

1 IDA HEARING 12/19/22

2 questions.

3 I also would like to know,
4 again, if a 10- or 12-year PILOT
5 really is doable, or if not --- I'm
6 okay with the market housing. I ---
7 everybody here stated that it's
8 absolutely needed. I understand that.
9 I agree with that statement. But
10 maybe more up front, 3 million for a
11 15-year PILOT is just not sitting well
12 with me at all. And nobody has
13 provided numbers as to how much you
14 are actually going to gain from this.
15 I don't know what reasonable is. I
16 don't know what any of that means.
17 That's not a number to me. So, thank
18 you for your time.

19 BY MR. MARLON RAMOS:

20 So, thank you for all the
21 comments. What I would add to Bryan
22 and anybody that would like, these
23 reports are public. And if you take
24 your time, they're somewhat
25 digestible. So, I would invite people

1 IDA HEARING 12/19/22

2 to go to the website, download these
3 reports. They answer a lot. What we
4 do here is do this work. And
5 obviously now be very open to the
6 community. All comments are welcome,
7 but if anybody wants to be a little
8 more informed, all information is
9 available for anybody.

10 IDA EXEC. DIR. CHERISSE VICKERS:

11 And I'll see if we can work on
12 putting the presentations from
13 tonight, especially Michael N'dolo's
14 presentation, we can try and get that
15 on the website.

16 So, if there are no further
17 comments, then I will close this
18 public hearing at 7:19 p.m.

19 The IDA will have our regular
20 board meeting after this, so we are
21 going to stay behind.

22
23 (TIME NOTED: 7:19 P.M.)
24
25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

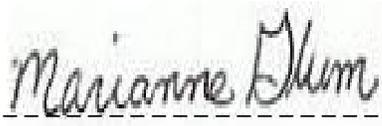
C E R T I F I C A T E

STATE OF NEW YORK)

)SS:

COUNTY OF ORANGE)

I, MARIANNE GLUM, a Court Reporter and Notary Public within and for the State of New York, do hereby certify that the foregoing is a true and correct transcript of the minutes recorded by me and reduced to typewriting to the best of my knowledge and ability.



MARIANNE GLUM

	80:21	85:20;91:13	60:14	26:20;35:15,18;
\$	acquiring (1) 5:18	again (14) 21:18;36:11;47:12;	amount (5) 26:7;66:16;68:2,6;	36:3,6;39:17;49:12;
\$100,000 (3) 6:4,9;8:12	acquisition (2) 3:17;4:6	60:15;63:19;64:19;	72:5	83:25;84:2,3;94:17,
\$2.8 (1) 65:18	acres (2) 44:21,21	69:23;84:2;89:19,22;	analyses (1) 57:4	19;100:13;108:18
\$200,000 (1) 66:9	across (3) 30:6;35:2;77:13	92:20;109:17;	analysis (7) 55:9;56:7;57:9;	areas (6) 15:8;75:16;94:20,
\$25 (1) 43:5	activate (1) 100:13	110:14;116:4	61:14,21;62:11;	21,22;108:3
\$3 (5) 10:10;46:2,24;	activated (1) 99:2	against (2) 32:2;38:12	63:11	around (9) 19:17;29:20;56:9,
109:23;114:13	active (1) 11:24	AGENCY (20) 2:2;3:7,11;5:5,6,	ancillary (1) 110:17	11;60:24;75:16;
\$3.1 (2) 46:6;66:7	activity (4) 17:7;108:16;	16:6;3,5,8,10,17,19;	anecdote (1) 106:6	79:14;96:9;107:8
\$5 (1) 93:2	109:18;110:18	8:6,7,10,10,17;69:20;	annually (1) 99:21	arrive (1) 56:7
\$5.5 (2) 66:15,25	actually (16) 18:16;19:22;20:10,	70:13,19	answered (1) 104:11	arrived (1) 104:9
\$50,000 (1) 99:21	24;43:17;47:6;55:14;	Agency's (3) 4:22;7:17;69:21	Anthony (4) 70:25;71:6,7;74:5	Art (1) 11:11
\$500,000 (1) 43:24	61:13;72:20;84:24;	ago (6) 18:9;34:14;97:18;	Anthropology (1) 11:11	Article (1) 5:9
\$6 (3) 15:13;67:21;110:2	85:25;86:5;88:7;	106:8;112:23;113:23	anticipate (1) 107:5	artist (2) 98:19;112:16
\$6.3 (1) 67:15	94:4;113:21;116:14	agree (3) 79:7;103:23;116:9	anxiety (1) 107:18	arts (4) 11:14;12:4;14:17,
\$700,000 (1) 44:3	ADA (1) 101:7	agreed (1) 72:8	anymore (1) 103:22	21
\$8 (2) 45:20,23	Adam (1) 2:6	agreement (2) 82:24;86:11	apartment (2) 101:17;105:10	Aside (3) 51:23;52:7;108:5
A	adaptive (4) 90:21;96:15,17;	aim (1) 12:14	apartments (3) 25:3;101:15,19	aspects (1) 28:3
abated (2) 66:22;68:4	109:14	ain't (1) 93:17	apologize (1) 63:20	assessed (3) 44:17,24;47:14
abatement (7) 62:6,25;66:5,16,	add (5) 36:11;68:12;96:14;	ale (1) 38:20	Appeals (1) 101:13	assessment (10) 43:20;44:10,12;
24;68:3,6	99:24;116:21	allocated (1) 43:19	appearing (2) 58:20;63:21	45:2,4,11;54:8;
able (5) 43:16;80:7;87:12;	addition (4) 11:22;35:14;61:6;	allow (3) 3:8;66:6;106:11	appears (1) 63:7	57:16;61:24;71:25
105:13;106:12	109:14	allowed (1) 14:16	applaud (1) 75:22	assessments (1) 44:14
above (2) 25:14;94:7	additional (3) 41:3;64:6;65:16	almost (5) 55:16;56:9;62:7;	application (4) 6:15;8:22;61:16,17	asset (1) 90:19
Abrams (3) 8:20;11:6;83:11	address (6) 23:2;78:10,14;	94:8;112:10	appreciate (4) 22:15;84:22;87:3;	assist (1) 5:17
absolute (1) 106:4	80:7;86:10,17	alone (1) 99:10	95:15	assistance (12) 4:13,24;5:4;6:4,7,
absolutely (5) 72:22;73:15;95:3;	addressed (1) 89:17	along (2) 19:21;97:18	approach (2) 20:5;49:3	13:8;11;13:21;62:21,
114:19;116:8	addressing (2) 23:17;81:24	alternative (3) 42:12;73:19,21	approaches (2) 79:9,11	22;70:12,18
accept (2) 47:13;54:22	adequate (1) 63:6	although (2) 23:5;32:25	approve (2) 8:8;99:18	assistant (1) 37:2
accepted (1) 101:13	adjusted (1) 58:17	alum (2) 12:3;85:25	approved (1) 59:17	associated (1) 64:17
accepting (1) 89:5	adopted (1) 6:17	always (7) 22:20;35:23,24;	approximately (4) 3:18,23;60:12;99:5	assume (2) 64:21;66:22
accessible (1) 110:22	advantage (2) 20:21,25	76:13;84:13;85:2;	ARC (2) 27:7;90:24	assumed (1) 61:23
according (1) 100:6	advocating (1) 87:25	95:6	architecture (5) 24:13;55:20;59:8;	assuming (3) 59:17;63:14;64:9
accountability (1)	affordable (24) 20:6;47:17,18,19,	amended (4) 5:12,14;61:17;63:2	90:23;99:24	assumptions (5) 60:4,5;61:7,19;
	21;48:3,7,13,15,18;	amenities (1) 12:19	area (14)	63:18
	49:8,17;56:23;75:8,	among (2) 5:23;52:6		attempting (1) 22:7
	15;78:7,10;84:13,14,	amongst (2) 56:15;81:20		attend (1) 11:18
	16;86:13,16;92:19,21	amortization (1)		attendance (2) 16:4;70:9

	29:20	3:8	25:10	30:17
C	center (3) 42:5,17;86:2	City (69) 3:5,21;7:2,6,6,10, 14,14;9:2,4;10:3,15, 21;11:2;16:19,22; 17:9,13;33:4;42:25; 43:8;44:19;45:2,22; 46:19;47:2,10,22,24; 48:3;49:16;51:25; 52:9;56:3;65:12; 66:10,11;71:8,20; 72:11;76:6,9;79:13, 23;82:2;83:5,10,14; 85:2,24;86:11,14; 87:7,13;88:9;89:4, 20;96:17;97:9;101:2, 25;103:21;104:6; 107:4,8,11;108:3,20; 109:10	coming (17) 17:16;19:21;20:23; 21:11;22:22;27:17; 51:18;67:13;68:4; 72:22;77:24;78:9; 81:20;82:16;91:17; 98:10;108:5 comment (7) 5:2;21:20;68:23; 69:9,25;70:10,21 comments (15) 5:2;8:4,14,15; 15:20;16:3;23:9; 69:6,10;70:16;90:7; 113:16;116:21; 117:6,17 commerce (1) 25:13 commercial (13) 3:25;4:4;5:22; 12:7;13:23;15:17; 25:5,9;41:3;65:7; 81:17;108:16;110:17 Commission (1) 12:5 commitment (1) 93:5 committed (1) 33:13 common (1) 28:25 communicate (1) 22:3 communities (1) 56:14 community (50) 9:16;13:4,5,11,25; 14:12,20;15:2;16:11; 19:2;37:11;41:14,15; 42:5,17;50:14;56:16, 24;73:16,25;77:6,7, 20,24;78:10,14,16, 20,22;79:2,20;80:7, 13,19;81:13,22,24; 87:23,25;88:24;89:7; 92:6,6;93:17,19; 95:2;113:22;115:10, 17;117:6 community's (1) 63:14 commuting (1) 13:13 company (7) 3:13,14;4:20;37:7; 55:16,21;56:8 compare (1) 62:10 compared (2) 15:14;61:4 comparing (1) 72:2 compelling (1)	competing (1) 38:12 competition (1) 14:23 complementary (1) 90:23 complete (1) 99:6 Completed (1) 100:23 completely (1) 38:24 complex (1) 28:17 complicated (2) 44:13;45:16 component (3) 47:22,24;48:12 concentrated (1) 94:23 concerned (3) 85:8;89:11;115:19 concerns (2) 22:12;114:18 conclude (1) 69:17 conclusion (1) 62:20 conditions (2) 59:5;60:7 conduct (2) 6:20;58:22 conducted (1) 61:21 connect (1) 13:9 connection (2) 35:20;69:21 consider (5) 8:8;12:16;19:11; 70:4,7 consideration (5) 6:14;19:4;69:22; 88:15;114:10 consist (1) 3:24 consists (1) 3:15 Consolidated (1) 5:11 constituting (1) 5:9 construct (1) 59:7 constructing (1) 5:18 construction (17) 3:22;25:23;61:10; 63:23;64:4,20;65:4; 67:5,17;81:5,8; 88:12;91:5;96:22; 99:12;103:3;104:18
cafe (1) 98:22	Central (1) 7:3			
calculate (1) 66:13	century (1) 112:15			
call (6) 14:17;30:14;68:24; 70:20;93:16;94:21	certain (3) 4:12,15;48:4			
called (1) 49:9	certainly (2) 106:12;111:5			
came (5) 16:12;30:6;34:25; 104:18;105:5	cetera (1) 101:9			
can (47) 9:10;16:6;17:18; 19:5,9;20:24;22:2,3; 24:19;28:6;31:19,20; 33:3,4;35:7,7;37:25; 40:17;41:23;42:12, 22;44:5,22;49:15,25; 52:2,10;53:4;55:9; 56:22;57:2;58:20; 65:23;77:7;81:19,22; 83:8;93:8;95:3,13; 96:23;109:4;110:23; 112:19;114:10; 117:11,14	chairman (1) 15:25			
canning (1) 37:3	challenges (1) 28:7			
capital (2) 59:2;62:3	challenging (4) 15:3;26:2;102:17, 25			
capitalization (1) 60:8	change (2) 10:16;69:9	City's (1) 101:5		
car (1) 52:21	change (8) 15:5;54:8;61:23, 24;62:4,5;92:8; 102:20	clarify (1) 71:23		
care (1) 110:25	changes (4) 18:3;26:4;61:18,19	Clark (2) 23:25;28:10		
career (2) 18:24;84:15	Chapter (3) 5:7,10,12	class (1) 94:14		
careers (1) 30:10	charge (1) 14:19	classrooms (2) 25:2,3		
Carpenter (3) 12:24;91:15; 104:19	charities (1) 37:12	clear (5) 41:11;53:21;71:10; 76:12;110:11		
carries (1) 53:11	check (5) 18:24;38:20;43:9; 45:9;46:13	clients (1) 55:17		
carrying (1) 59:9	Cher (1) 14:4	close (2) 13:11;117:17		
cart (1) 40:9	Cherisse (9) 2:4;3:2,4;21:13; 22:25;55:2,68:19; 71:2;117:10	closing (1) 100:17		
cash (2) 59:19,20	chief (1) 6:25	closings (1) 100:20		
Catherine (1) 2:12	child (2) 9:15;74:9	clothing (1) 9:23		
caught (1) 21:2	children (1) 9:20	codified (1) 5:14		
caused (2) 6:22;107:18	children's (2) 11:25;13:12	co-founders (1) 11:12		
caution (2) 66:14,17	choose (1) 80:23	cognitive (1) 19:17		
ceilings (1)	churches (2) 97:16,23	cold (1) 22:14		
	Cicerone (1) 36:21	Colden (1) 78:2		
	circulation (1) 7:9	colleagues (1) 86:18		
	cities (5) 17:24;25:11,15; 55:17;102:3	collect (1) 45:22		
	citizens (1)	collecting (1) 37:17		
		collectively (1) 4:10		
		college (1) 34:13		
		combined (1)		

consultant (2) 55:5,6	55:18		delivers (1) 20:16	95:12;102:17
consulting (1) 55:19	countries (1) 96:25	D	delta (1) 46:6	digestible (1) 116:25
contact (1) 12:25	country (1) 96:25	daily (2) 19:15;112:10	demand (1) 101:18	dinner (1) 103:25
contemplated (3) 5:4;70:13,19	County (4) 7:2;63:24;64:3; 76:7	dark (2) 15:9;85:22	demolished (1) 77:13	DIR (6) 3:2;21:13;55:2; 68:19;71:2;117:10
context (1) 78:25	couple (5) 30:6;36:17;42:24; 84:7;94:6	darkest (1) 108:3	Department (1) 74:22	direct (1) 115:6
contiguous (1) 90:19	course (8) 23:13,18;52:24; 53:4,18;66:12;70:3; 114:14	data (1) 33:2	departments (1) 73:8	Director (3) 2:4;3:5;6:19
contingencies (1) 59:10	courtesy (1) 70:20	date (1) 66:5	depending (1) 60:21	discriminate (1) 52:5
continue (2) 10:13;99:6	coverage (5) 57:25;58:3,11; 60:16;63:5	day (6) 32:19;54:21;79:15, 18,19;106:22	depressed (1) 84:4	discussed (1) 114:6
contribute (1) 47:7	Covid (1) 99:8	daycare (5) 42:11,11,14; 106:20,22	describe (1) 21:17	disparaging (1) 49:2
contributed (1) 91:6	co-working (1) 12:18	deal (5) 26:3;45:11;63:7,9, 15	deserve (1) 89:6	displace (1) 115:5
contributes (1) 97:8	craftsman (1) 97:5	dealing (1) 44:9	design (4) 11:12;15:17;26:25; 27:7	displacing (3) 86:25;89:23;115:7
contributing (3) 46:5;109:8,23	cream (1) 9:24	Dear (3) 8:21;11:9;14:4	desolate (1) 80:3	distinction (1) 57:6
contributor (1) 54:17	create (4) 12:14;27:14;37:23; 102:4	debt (6) 57:25;58:3,11; 59:21;60:16;63:5	desperately (1) 81:25	distressed (1) 99:2
control (1) 107:6	created (1) 100:15	decades (1) 11:2	detail (1) 21:18	District (5) 7:3;66:11;74:21; 90:20;109:2
conversation (1) 92:4	Creates (1) 11:13	December (2) 7:7;22:14	develop (4) 5:17;17:18,21; 81:25	districts (1) 108:21
conversations (4) 71:16,17,18;76:18	creating (2) 81:6;91:25	decided (4) 21:4;26:25;30:25; 31:4	developed (1) 46:17	distrust (1) 78:25
conversely (1) 57:16	creative (2) 83:7;98:17	decision (6) 72:12,13,15,17,17; 103:4	developer (12) 14:25;20:16;48:23; 55:25;56:6;57:13; 58:4,17;59:23;63:3; 75:21;80:14	diverse (2) 20:5;77:19
cookie (1) 112:21	creatives (1) 100:25	decisions (4) 18:6,7;21:7;56:25	developers (7) 14:9;41:12;60:19; 80:11;85:4;87:7,8	diversify (2) 80:6;90:16
cookies (1) 32:4	credits (1) 48:21	decline (1) 10:24	developing (2) 49:4;115:3	diversity (1) 90:21
Cooney (6) 11:16;13:19;21:15; 22:16,17;101:3	crime (1) 19:18	decommissioned (1) 24:6	DEVELOPMENT (32) 2:2;3:6;10:13; 11:17;12:9,12;13:24; 14:6,10;19:17;23:23; 26:21;29:7;50:20; 56:17;73:21;76:24; 79:10,11;82:10,25; 83:5,9,15;84:3; 86:24;89:22;102:3; 108:9,14;109:12; 110:19	dividend (2) 60:18;62:12
copy (1) 7:18	crisis (2) 82:3;86:15	decrease (1) 101:20	developing (2) 49:4;115:3	division (1) 56:10
corner (7) 15:10;71:5;77:16; 112:7;113:3;115:23, 23	criticism (1) 44:11	deduction (1) 15:12	doable (1) 116:5	doctor (1) 65:15
cost (12) 43:5;55:8;57:8; 59:6;62:4;63:11; 66:13,14,15,18; 68:10,16	Cultural (1) 12:4	defend (1) 107:9	doctor (1) 65:15	Dodd (3) 98:4,5,7
costs (7) 19:6;59:8,9;91:4; 100:9;102:18;108:19	cumulative (1) 26:16	definitely (2) 92:25;101:5	dollars (9) 10:14;18:18,20,23; 46:7,11;51:2;65:16; 110:2	done (15) 25:17;30:10;38:8; 43:10;53:7;56:19; 62:7;63:16;88:5; 92:16,17;93:8,9; 97:6;105:16
Council (7) 9:4;14:21;72:12; 82:18;83:3,16;85:24	current (2) 12:4;14:18	degrees (1) 94:8	door (1) 106:23	
COUNCILMAN (3) 71:6,8;74:5	Currently (4) 24:2;31:4;66:10,12	delays (1) 99:11		
Councilwoman (1) 83:11	custom (1) 97:5	delicatessen (1) 9:19		
counties (1)	cut (2) 18:23;27:18	deliver (1) 12:13		
	cutter (1) 112:21	delivered (1) 7:4		

Doug (1) 90:11	efforts (1) 14:20	environment (4) 12:19;20:14;39:5; 60:23	everyone's (2) 77:22;95:16	experimental (1) 96:3
DOUGLAS (3) 90:12,13;91:10	eight (1) 106:8	environmental (1) 37:13	exacerbated (1) 82:4	explain (1) 106:5
down (13) 11:4;17:22;28:9; 10:54;10:74;14:78;9; 93:21;107:21,24; 108:18;109:16; 112:20	eight-and-a-half (1) 46:9	equipment (2) 4:8;31:20	exactly (3) 17:4;79:8;82:20	explored (1) 114:8
download (1) 117:2	either (6) 5:3;42:17;48:20; 54:7;70:10,17	equipping (1) 5:20	example (2) 99:23;104:4	express (1) 14:5
dozens (1) 9:19	elected (1) 70:21	equitable (1) 104:7	examples (2) 24:12,15	extra (2) 46:25;65:2
drink (2) 35:6;38:15	elementary (1) 107:3	equity (5) 58:18;59:4;60:17; 62:12,17	exceed (1) 6:9	extremely (3) 25:24;84:4;90:15
drive (3) 79:14,18;101:22	Elizabeth (1) 106:7	Eric (4) 21:15;22:16,17; 101:3	excellent (1) 104:3	eyesore (1) 10:7
driving (3) 107:8,21;112:9	else (5) 40:25;50:7;54:19; 110:12;111:16	Escalation (1) 61:9	excess (2) 8:11;47:10	F
drop (1) 106:22	embark (1) 18:25	especially (3) 86:25;89:22; 117:13	excessive (2) 63:4;114:13	face (2) 18:13;39:9
dude (2) 33:16,17	Emily (2) 11:7;13:25	ESQ (1) 2:12	exciting (1) 10:23	faces (2) 39:18,19
due (2) 11:2;64:22	emphasize (1) 86:21	establishments (2) 64:11;65:8	excluded (1) 19:5	facilities (1) 5:22
during (9) 10:11;35:2;64:3,4, 19;65:3,4;67:7; 109:22	employment (2) 64:8,9	estate (2) 4:17;60:24	exclusively (1) 55:16	Facility (4) 4:11,20;6:12;70:11
duty (3) 10:19;16:18,18	empty (3) 15:9;24:7;25:19	estimate (1) 63:23	EXEC (6) 3:2;21:13;55:2; 68:19;71:2;117:10	facing (1) 18:10
E	encourage (1) 5:17	estimated (1) 109:25	Executive (4) 2:4;3:5;6:19,25	fact (9) 32:15;42:20;47:13; 51:23;79:5;81:24; 84:23;108:11,13
earlier (2) 87:4;88:8	encouraged (3) 94:11;95:17;98:9	estimating (1) 65:2	exempt (2) 66:3;109:2	factories (1) 97:15
early (1) 112:22	encouraging (1) 98:13	et (1) 101:9	exemption (6) 62:23,24;67:17,19, 19,23	factors (2) 61:9;82:4
earned (2) 78:20;101:6	end (4) 32:19;53:18;54:20; 75:23	even (20) 17:8;18:20;27:10; 28:22;30:15;32:10; 33:7,16;36:19;37:3; 41:25;44:3;53:22,23; 65:21;68:8;72:21; 85:21;96:25;109:21	exemptions (3) 4:15;67:16,21	fair (1) 63:8
easy (2) 22:14;31:13	endeavor (1) 19:14	evening (9) 3:3;76:4;82:15; 85:21;95:21;98:6; 103:14;111:12;112:4	exist (2) 48:5;93:3	fairly (1) 24:20
eat (1) 103:25	ended (1) 104:23	events (1) 13:6	existing (3) 101:20;104:4; 115:24	faith (1) 46:22
economic (13) 20:4;50:19;56:16; 64:12,22;65:19; 76:24;79:10,11; 82:25;83:4;84:3; 86:24	energy (3) 98:9,11;100:25	everybody (24) 22:9,10,11;28:19; 49:23;50:16,17;51:5; 75:7;82:15,16;90:9; 94:8;98:6,10;103:9, 14,24;111:13,16,22; 112:4;113:12;116:7	exists (2) 45:10;79:2	fall (1) 42:22
economics (1) 96:13	engineering (3) 28:11;55:20;59:9	evening (9) 3:3;76:4;82:15; 85:21;95:21;98:6; 103:14;111:12;112:4	expand (2) 64:14;86:21	Falls (1) 35:19
economy (1) 90:18	engineer's (1) 101:14	events (1) 13:6	expanding (1) 15:7	false (1) 102:6
educated (1) 36:22	enjoy (3) 28:3;38:2,4	everybody (24) 22:9,10,11;28:19; 49:23;50:16,17;51:5; 75:7;82:15,16;90:9; 94:8;98:6,10;103:9, 14,24;111:13,16,22; 112:4;113:12;116:7	expected (1) 15:8	familiar (1) 115:12
education (1) 18:22	enough (3) 18:11;46:24;86:23	events (1) 13:6	expense (1) 61:8	families (2) 9:19;108:16
effects (1) 65:8	entire (1) 10:18	everybody (24) 22:9,10,11;28:19; 49:23;50:16,17;51:5; 75:7;82:15,16;90:9; 94:8;98:6,10;103:9, 14,24;111:13,16,22; 112:4;113:12;116:7	expenses (2) 47:10;59:13	family (9) 13:19;32:9;35:14, 16,18;37:24;38:18; 106:15;114:22
efficiently (1) 73:9	entity (1) 42:8	everyone (18) 12:16;16:3;22:22; 66:14;68:21;69:16; 76:4;77:8;85:21; 90:13;91:13;94:11, 12;95:9,21;106:11; 110:12;113:16	expensive (2) 25:24;47:15	family's (1) 11:16
	entrepreneur (1) 105:4	everyone (18) 12:16;16:3;22:22; 66:14;68:21;69:16; 76:4;77:8;85:21; 90:13;91:13;94:11, 12;95:9,21;106:11; 110:12;113:16	experience (9) 12:6,11;13:16; 38:13,17;87:5,8; 99:15;109:11	fan (3) 88:18;114:4,5
	entrepreneurs (1) 17:16	everyone (18) 12:16;16:3;22:22; 66:14;68:21;69:16; 76:4;77:8;85:21; 90:13;91:13;94:11, 12;95:9,21;106:11; 110:12;113:16	experienced (1) 37:4	fantastic (1) 105:10
	entrepreneurships (1) 102:12	everyone (18) 12:16;16:3;22:22; 66:14;68:21;69:16; 76:4;77:8;85:21; 90:13;91:13;94:11, 12;95:9,21;106:11; 110:12;113:16	experiences (2) 87:6;102:17	FAQ (2) 28:22,23
	entry (1) 40:13	everyone (18) 12:16;16:3;22:22; 66:14;68:21;69:16; 76:4;77:8;85:21; 90:13;91:13;94:11, 12;95:9,21;106:11; 110:12;113:16		

<p>far (3) 18:11;29:2;54:18</p> <p>farm (4) 4:2,5;9:7;36:12</p> <p>farmers (1) 37:19</p> <p>farms (1) 36:15</p> <p>fast (1) 106:19</p> <p>father (1) 8:25</p> <p>FBI (1) 108:5</p> <p>fear (1) 79:4</p> <p>feasibility (1) 100:6</p> <p>feasible (2) 43:17;114:9</p> <p>feel (8) 15:11;16:24;38:2; 78:12;95:16;99:17; 102:13;115:16</p> <p>feeling (1) 88:22</p> <p>feet (4) 3:23;41:3,5;98:19</p> <p>felt (3) 26:18;89:3;91:24</p> <p>fenced (1) 27:21</p> <p>fencing (1) 93:17</p> <p>fermentia (1) 38:20</p> <p>few (10) 16:21;24:12;30:4; 47:8;65:2;69:4;86:9; 88:10;90:15;102:20</p> <p>field (1) 27:24</p> <p>figure (5) 44:22;49:16,18; 54:19;71:4</p> <p>figured (1) 28:21</p> <p>figuring (1) 48:11</p> <p>fill (1) 41:4</p> <p>film (1) 98:21</p> <p>final (3) 20:18;75:19;88:20</p> <p>finally (1) 59:18</p> <p>financed (1) 53:23</p> <p>financial (11) 4:13,24;5:4;6:3,7, 13;8:11;56:4;59:24; 70:12,18</p>	<p>financially (1) 37:9</p> <p>financials (3) 58:24;62:18; 110:11</p> <p>financing (7) 58:5;59:4;60:7; 61:25;62:3;63:6; 84:21</p> <p>find (8) 29:12;30:22;31:6, 13;41:5;55:9;73:7; 105:8</p> <p>findings (2) 57:8;61:22</p> <p>fine (1) 51:12</p> <p>Fioraranti (3) 105:20,21;106:2</p> <p>fire (4) 47:4;108:22;109:3, 9</p> <p>firmly (1) 26:6</p> <p>First (19) 16:6;17:6;18:21, 24;22:8;23:19,20; 30:5;32:6;36:16,25; 43:24;48:8;51:20; 70:22,25;71:9;96:18; 113:24</p> <p>firsthand (1) 12:11</p> <p>fiscal (2) 67:3;73:10</p> <p>Fishkill (1) 35:17</p> <p>fit (3) 27:3;31:19;49:7</p> <p>five (4) 10:25;17:3;69:7; 82:8</p> <p>five-and-a-half (4) 46:7,10,14;47:12</p> <p>five-year (2) 106:17,18</p> <p>five-year-old (1) 106:20</p> <p>fix (1) 108:4</p> <p>fixtures (1) 4:8</p> <p>floor (2) 31:10;104:20</p> <p>flourish (1) 89:21</p> <p>flow (2) 59:19,20</p> <p>fluctuates (1) 60:21</p> <p>flying (1) 107:22</p> <p>folks (9)</p>	<p>9:10;30:6;76:19; 79:5;92:3,10,12,13; 93:22</p> <p>following (1) 3:16</p> <p>follow-up (2) 22:20;45:12</p> <p>Food (8) 9:7,22;40:2,9,18, 24;41:19;73:17</p> <p>foot (1) 3:19</p> <p>footage (1) 44:21</p> <p>foregone (1) 66:25</p> <p>forgotten (1) 94:22</p> <p>form (1) 100:12</p> <p>forma (1) 110:10</p> <p>formed (1) 11:13</p> <p>former (1) 83:11</p> <p>formula (1) 93:4</p> <p>forum (1) 16:25</p> <p>forward (9) 13:20,22;15:22; 79:12;80:20;90:22; 102:10;104:13;113:5</p> <p>found (1) 101:10</p> <p>four (1) 52:11</p> <p>framework (1) 58:19</p> <p>frankly (1) 17:8</p> <p>free (2) 14:18;37:19</p> <p>friendly (2) 37:25;71:15</p> <p>Friends (5) 8:21;38:3,4;96:5; 107:10</p> <p>front (3) 25:4;29:18;116:10</p> <p>fruition (1) 81:4</p> <p>full (10) 7:22,24;45:18; 52:9;68:3;73:2,6; 86:8;99:18;109:5</p> <p>fully (5) 13:16;76:10;78:7; 79:7;103:4</p> <p>fund (2) 42:25;43:4</p> <p>funding (1)</p>	<p>111:19</p> <p>furnishing (1) 5:20</p> <p>further (2) 21:18;117:16</p> <p>future (7) 10:17;60:10,12; 80:23;81:23;90:25; 111:20</p>	<p>112:25</p> <p>goes (8) 53:17;54:16;55:10; 65:13,14;107:4,7; 113:3</p> <p>Good (22) 3:3;24:15,20;26:7; 36:23;37:14,20;41:7; 50:19;53:13;76:4; 82:15;85:20,20; 91:13;95:8,21;97:2; 98:6;103:14;111:12; 112:4</p> <p>government (4) 42:8,18;76:15,15</p> <p>grade (2) 26:4;28:8</p> <p>grains (1) 37:18</p> <p>Grand (2) 98:15;103:16</p> <p>grandfather (1) 74:10</p> <p>grant (2) 74:22,23</p> <p>granted (1) 101:14</p> <p>granting (3) 4:12;8:10;10:24</p> <p>Grants (1) 74:21</p> <p>grateful (1) 13:15</p> <p>gravy (1) 110:18</p> <p>great (15) 35:13;42:12,13; 50:22;53:15;55:14; 71:14;79:16;82:16; 96:18;97:13,24; 104:19,20;110:22</p> <p>greatest (1) 36:6</p> <p>green (4) 15:18;27:20;37:9; 101:22</p> <p>greenlight (1) 10:22</p> <p>greens (2) 27:18;39:19</p> <p>greenway (1) 27:14</p> <p>Grice (1) 2:10</p> <p>grew (1) 80:3</p> <p>Grice (4) 70:25;71:6,7;74:5</p> <p>groceries (1) 65:14</p> <p>ground (2) 10:4;17:18</p> <p>group (3)</p>
G				
			<p>gain (1) 116:14</p> <p>galleries (1) 98:21</p> <p>game-changing (1) 10:23</p> <p>gaps (1) 22:4</p> <p>Garcia-Otero (2) 11:8;14:2</p> <p>gather (1) 38:2</p> <p>gathering (1) 14:14</p> <p>general (8) 4:21,22;5:10,15; 6:2;7:9;20:20;102:19</p> <p>generally (1) 104:3</p> <p>generate (1) 99:21</p> <p>generates (1) 67:6</p> <p>generous (2) 14:25;57:17</p> <p>Genesis (6) 76:2,3,5;82:9,23; 84:8</p> <p>Genie (3) 8:20;11:6;83:11</p> <p>gentleman's (1) 111:14</p> <p>gentlemen (1) 110:23</p> <p>gets (1) 76:17</p> <p>gift (1) 9:23</p> <p>Giselle (3) 85:17,19,23</p> <p>given (2) 85:4;87:4</p> <p>giving (3) 37:11,19;63:13</p> <p>glad (2) 50:24;110:20</p> <p>glass (1) 29:20</p> <p>goal (1) 37:23</p> <p>God (1)</p>	

<p>23:2;55:4,15 grow (6) 12:22;37:6,6; 43:25;44:2;106:19 growing (1) 102:11 guarantee (1) 44:5 guaranteeing (2) 75:13;81:10 guy (1) 104:20 guys (4) 46:12;49:25;58:20; 98:12</p>	<p>113:19 head (3) 34:22;74:18,18 heading (1) 102:7 hear (3) 16:6;80:24;95:8 heard (7) 23:9;42:24;56:5; 64:23;69:15;73:5; 91:17 HEARING (139) 3:1,8;4:1,5;1,24; 6:1,6,11,20,22;7:1, 19,23,25;8:1,3,5;9:1; 10:1;11:1,19,21; 12:1;13:1;14:1;15:1; 16:1;17:1;18:1;19:1; 20:1;21:1;22:1;23:1; 24:1;25:1;26:1;27:1; 28:1,24;29:1;30:1; 31:1;32:1;33:1;34:1; 35:1;36:1;37:1;38:1; 39:1;40:1;41:1;42:1; 43:1;44:1;45:1;46:1; 47:1;48:1;49:1;50:1; 51:1;52:1;53:1;54:1; 55:1;56:1;57:1;58:1; 59:1;60:1;61:1;62:1; 63:1;64:1;65:1;66:1; 67:1;68:1,22;69:1,15, 18,19,24;70:1,3,23; 71:1;72:1;73:1;74:1; 75:1;76:1;77:1;78:1; 79:1;80:1;81:1;82:1; 83:1,2,4;84:1;85:1; 86:1;87:1;88:1;89:1; 90:1;91:1;92:1;93:1; 94:1;95:1;96:1;97:1; 98:1;99:1;100:1; 101:1;102:1;103:1; 104:1;105:1;106:1; 107:1;108:1;109:1; 110:1;111:1;112:1; 113:1;114:1;115:1; 116:1;117:1,18</p>	<p>113:16 hidden (1) 94:21 high (2) 29:20;95:25 higher (3) 15:16;44:18;91:5 highest (2) 44:25;56:23 hills (1) 101:23 hire (3) 51:17;52:10,18 hired (1) 55:7 historic (5) 12:23;96:16;97:10; 103:20;109:15 historical (3) 78:24;99:24; 102:25 historically (3) 24:10;66:3;100:2 history (2) 17:12;84:25 hits (1) 32:17 hold (5) 6:5;62:9;80:14,15, 16 holding (2) 3:7;6:10 holds (1) 80:21 Holland (1) 15:24 home (1) 9:16 homes (1) 102:10 homework (1) 53:14 honest (3) 87:3;88:18,25 honestly (1) 76:22 hope (12) 13:19;15:21;36:8; 40:15;52:16;71:3; 84:17,20;94:25;95:2; 103:3;111:5 hopeful (2) 10:22;86:5 hopefully (2) 23:17;26:20 hoping (1) 34:18 horrible (2) 114:19,21 hot (1) 39:13 hours (2) 38:14,16</p>	<p>household (2) 64:15;65:9 households (1) 64:13 housing (40) 17:19;20:6;26:8; 47:17,18,20,21;48:4, 5,6,8,13,15,18;49:9, 17;56:24;75:8,15,18; 77:23;78:4,7,8,11,11, 15;82:2,3;84:13,14, 16;86:13,15,16,18; 92:19,21;101:21; 116:6 how's (1) 33:21 Hudson (3) 17:23,23;101:23 huge (2) 27:23;114:4 hugely (1) 15:3 humanity (1) 76:14 hundreds (2) 18:19;79:19 hurdles (1) 102:21 husband (1) 11:9</p>	<p>97:1;98:1;99:1; 100:1;101:1;102:1, 23;103:1;104:1; 105:1;106:1;107:1; 108:1;109:1;110:1; 111:1;112:1;113:1; 114:1;115:1;116:1; 117:1,10,19 idea (7) 25:11,16;29:11; 33:15;41:21;49:15; 94:24 ideas (1) 42:10 image (2) 107:17,19 imagine (1) 57:2 impact (7) 26:18,19;37:10; 64:12;79:25;115:7, 19 impactful (2) 17:15;26:13 impacts (1) 115:11 important (10) 16:14,18;29:12; 32:23;47:22;58:4; 90:16;99:23;104:24; 109:6 importantly (1) 102:14 impressed (1) 30:16 impressive (3) 15:22;30:2;99:25 improve (1) 20:8 improving (1) 5:19 incentive (1) 57:13 incentives (4) 61:11;103:2; 108:25;110:14 incentivize (1) 80:23 incline (1) 26:3 include (1) 48:12 included (1) 93:15 including (4) 3:25;4:4,14;98:21 income (4) 48:21;75:18;78:3; 79:9 incorporates (1) 15:17 increase (1) 100:8</p>
H				I
<p>Habitat (1) 84:6 hairstresser (1) 9:25 half (1) 104:17 Hall (1) 7:15 Hampshire (1) 34:12 Hand (1) 7:4 handle (1) 70:22 handling (1) 22:19 happen (14) 34:19;41:22;51:6; 53:24,25;54:11; 66:23;89:19;102:23; 108:13,24;109:17; 110:13,16 happened (1) 61:18 happening (7) 20:22;68:15;72:23; 100:20;106:10; 107:23;110:9 happens (5) 53:16;64:10,25; 108:12;110:8 happy (2) 41:9;96:10 hard (4) 40:12;52:20;64:19; 99:6 hard- (1) 78:19 harder (1) 65:21 harmony (1) 12:15 Harvey (3) 91:11,12,14 hate (1)</p>				

<p>increases (1) 101:19 incredible (3) 98:14;100:22; 106:18 incredibly (1) 40:14 indelible (1) 107:16 independent (2) 55:6;56:7 in-depth (1) 92:4 indicate (2) 69:12;70:16 indirect (2) 65:10;115:10 individual (1) 87:16 individuals (1) 108:15 inducement (1) 57:18 INDUSTRIAL (3) 2:2;3:6;5:22 Infill (1) 102:21 inflation (1) 99:11 inflationary (1) 100:10 information (5) 4:22;59:25;61:5; 70:5;117:8 informed (1) 117:8 infrastructure (3) 26:8;46:18;47:7 ingredients (2) 36:14,23 Initiative (1) 9:7 inserted (1) 8:2 inside (3) 29:17;41:24,25 inspiring (1) 102:11 installation (1) 4:6 instance (1) 97:19 instead (4) 7:23;10:13;13:13; 40:4 intangibles (1) 19:11 integrate (2) 115:9,21 integrated (1) 11:14 intense (2) 71:17,18</p>	<p>intentions (1) 103:6 interacting (1) 25:10 interaction (1) 32:16 interacts (1) 41:14 interest (6) 3:18;54:9;60:6,23; 71:20;100:9 internal (2) 58:2,15 Internship (1) 12:2 intimately (1) 75:2 into (23) 8:2;10:6,17;12:23; 19:4;26:14;27:2,6; 28:4,12;34:25;35:8; 36:5;39:14;48:13; 49:7;73:13;78:20; 80:13;83:9;88:15; 102:8;113:11 introduce (3) 21:14;33:10;55:21 introduced (1) 113:24 invaluable (1) 13:9 invest (1) 78:19 investing (1) 12:23 investment (1) 100:14 investments (2) 20:23;43:8 invite (2) 15:25;116:25 involve (1) 113:20 involved (2) 12:17;20:15 involvement (1) 3:10 IPA (1) 38:19 Ismail (1) 90:2 isolated (1) 115:17 issue (3) 45:11;89:15;91:23</p>	<p>Jewish (1) 9:16 job (3) 42:7,7;71:12 jobs (31) 10:15;17:19;20:7; 30:8;36:17;51:14,14; 52:3,22;64:16,21; 65:2,3,6,10,10,17; 80:25;81:6,8,9,10,16; 88:2;91:25;96:21; 100:14;102:4,14,14, 14 Johanna (3) 95:19,20,22 Johnson (1) 74:12 Johnston (1) 78:7 Judy (3) 112:2,3,5 jump (1) 83:25 jury (1) 14:21</p>	<p>knowing (1) 19:13 known (1) 22:5 knows (2) 41:6;75:7 kosher (2) 9:17,18</p>	<p>5:6 legally (1) 52:2 Legislator (1) 76:7 lending (2) 43:7;60:15 less (3) 19:18;48:7;58:21 letter (3) 11:7;14:3;83:12 letters (1) 8:16 level (2) 54:15;63:25 levels (2) 78:15;86:17 liability (1) 3:13 Liberty (2) 97:21;100:21 library (1) 24:14 life (12) 19:14;30:11;32:8; 53:17;77:2,17,18; 79:15,20;80:5;96:11; 102:18 lifelong (2) 76:5;95:23 lifer (1) 16:13 lift (1) 25:22 likely (4) 54:4,6;58:12;62:2 limited (2) 3:13;105:11 line (2) 36:25;82:6 lip (1) 80:24 list (1) 61:20 little (23) 17:3;21:24;23:3, 15;26:15;27:22; 32:12;49:6;55:22; 67:5,6,20;74:17; 85:8;88:4;89:11,13, 14,16;93:15;107:15; 113:22;117:7 live (14) 9:11;20:9;31:3; 51:8;52:5;88:10; 91:14;94:3,15;95:22; 103:15;105:7;106:2; 112:6 lived (2) 95:4,5 lives (7) 35:15,15,16,17,19; 52:11;105:9</p>
			L	
		K		
		<p>Kearny (2) 77:25;84:9 keep (8) 39:7;42:4,15; 67:23;69:6;94:5; 100:20;110:6 keeps (1) 97:9 Kelly (2) 2:9;15:23 Kemp (1) 2:12 key (1) 100:16 kick (2) 26:20;84:19 kid (3) 74:18;77:15; 107:15 kids (2) 9:20;21:9 kid's (1) 19:17 killing (1) 10:12 kind (9) 27:15;28:6;36:25; 39:4;49:12;105:22; 108:8,18;109:11 kinds (2) 97:22;109:24 kitchens (2) 39:22;40:5 knew (1) 32:5</p>	<p>lack (1) 107:6 lacking (1) 83:6 lagging (1) 17:25 land (2) 3:19;44:22 Lander (1) 112:7 landfill (1) 96:20 large (2) 17:14;71:8 larger (1) 41:15 largest (2) 90:19,19 last (9) 14:3;24:22;34:15; 39:15;60:17;68:18; 76:25;88:4;98:16 Lastly (1) 102:13 lately (1) 83:2 Latino (1) 11:23 Law (3) 5:10,15;6:2 Laws (3) 5:8,11,13 league (1) 48:24 leap (1) 46:22 learn (1) 82:17 lease (1) 4:19 leasehold (1) 3:18 leave (2) 38:16;55:11 leaving (1) 93:18 LeBron (5) 103:12,13,15; 104:15,16 left (2) 67:4;92:3 Legal (1)</p>	
	J			
	<p>James (1) 15:23 Jason (5) 11:8,10,19;12:3; 14:2</p>			

<p>living (1) 11:3</p> <p>Liz (2) 104:15,16</p> <p>LLC (2) 3:12;6:16</p> <p>loan (2) 49:10;60:8</p> <p>local (13) 11:22;13:10;37:12, 19,22;40:6;63:23; 64:21;81:2,11;92:3; 96:21;100:19</p> <p>locally (4) 13:13;21:6;64:2,2</p> <p>locals (1) 20:18</p> <p>located (2) 3:20;7:14</p> <p>location (2) 6:12;70:11</p> <p>long (4) 15:4;54:7;60:13; 83:10</p> <p>longer (4) 17:4;19:14;26:16; 95:6</p> <p>long-term (1) 10:21</p> <p>longwinded (1) 54:25</p> <p>look (21) 13:22;18:16;19:9; 56:22;57:22,25; 58:23,25;60:5;63:19; 71:19;75:10;90:22; 92:9,10,12;97:9; 104:12;105:2;107:9; 112:13</p> <p>looked (10) 35:9,13;56:21; 58:25;60:2,6;61:6; 62:11,17;112:14</p> <p>looking (13) 17:17,20;18:25; 35:3,4;57:12,14; 63:12;65:6;80:20; 87:16;105:5;113:5</p> <p>looks (1) 55:13</p> <p>lose (1) 93:2</p> <p>lost (1) 97:20</p> <p>lot (44) 17:7,12;21:3;22:4; 23:11;25:20,20; 26:16;29:25;30:10; 32:17;33:2;34:20,22; 37:20;38:8;50:9; 53:11;54:5,6;56:19; 57:23;64:6,23;72:10; 73:23;74:13;79:3,5;</p>	<p>83:2,4;88:21;89:2,2; 92:17;94:23;96:5,9, 23;97:5,14;108:23; 110:21;117:3</p> <p>lots (1) 101:24</p> <p>love (7) 17:23;83:23,24; 84:18;94:24;98:12; 113:18</p> <p>loved (1) 38:4</p> <p>low (1) 48:21</p> <p>lower (2) 54:15;101:16</p> <p>Luna (2) 113:14,15</p>	<p>84:11;101:21;116:6</p> <p>marketing (1) 37:5</p> <p>markets (2) 9:17,22</p> <p>Marlon (24) 2:5;16:2,5,9;70:22, 24;74:3;75:24;82:7, 12;85:16;89:25;90:8; 91:9;93:24;95:18; 98:2;103:11;104:14; 105:19;111:7,25; 113:13;116:19</p> <p>Martinez (3) 85:18,19,23</p> <p>material (1) 100:9</p> <p>materials (2) 67:18;99:12</p> <p>math (2) 48:16;49:21</p> <p>matter (4) 16:13;37:16;72:4; 110:20</p> <p>may (7) 6:9;17:10;69:9,12; 77:22,22;81:16</p> <p>maybe (10) 17:3,8,10,15;20:19, 22;21:5;40:17;69:15; 116:10</p> <p>Mayor (1) 7:5</p> <p>mean (4) 17:14,14;19:24; 51:5</p> <p>meaningful (2) 54:17;104:7</p> <p>means (7) 20:6;25:8;61:4; 66:15;105:10;114:9; 116:16</p> <p>meant (2) 24:22;44:11</p> <p>measure (3) 19:12,16,16</p> <p>meat (1) 9:17</p> <p>mechanism (1) 45:10</p> <p>media (1) 37:4</p> <p>meet (2) 28:10;33:11</p> <p>meeting (2) 8:7;117:20</p> <p>Mehr (3) 93:25;94:2,3</p> <p>Mell (2) 111:9,11</p> <p>member (4) 12:5;14:12;15:2; 85:24</p>	<p>members (9) 6:16;8:6;11:24; 16:11,17;69:20;83:3; 103:8;115:25</p> <p>mention (1) 9:13</p> <p>mentioned (3) 75:17;83:21;84:8</p> <p>mentors (1) 12:2</p> <p>message (1) 102:9</p> <p>met (3) 14:23;30:16;34:13</p> <p>method (1) 96:15</p> <p>mic (1) 71:3</p> <p>Michael (10) 55:4,11,12,15; 103:12,13,15;108:12; 109:25;117:13</p> <p>micro (2) 30:15;78:6</p> <p>mid- (1) 112:14</p> <p>mid-century (2) 24:12;99:23</p> <p>middle (6) 31:23;49:12;51:21; 52:9;94:14;96:3</p> <p>might (5) 39:24;40:6;51:19; 73:4;88:4</p> <p>Mike (1) 2:9</p> <p>million (21) 10:10;15:13;43:5; 45:20,23;46:2,6,7,10, 24;65:18;66:7,15,25; 67:15,21;93:2; 109:23;110:2; 114:14;116:10</p> <p>mind (7) 39:7;42:16;47:2; 52:4;54:13;67:23; 74:24</p> <p>mine (1) 101:6</p> <p>Ministry (1) 78:5</p> <p>minute (1) 28:5</p> <p>minutes (4) 69:7;74:4,6;82:8</p> <p>mirror (1) 69:10</p> <p>mispronounce (1) 111:9</p> <p>missed (1) 76:17</p> <p>missing (1) 11:5</p>	<p>mistrust (2) 88:22;92:5</p> <p>mistrusts (1) 89:3</p> <p>mixed (5) 25:16;75:20;78:3; 79:9,10</p> <p>mixed-use (1) 25:7</p> <p>mobility (1) 101:8</p> <p>modern (3) 24:13;27:11; 112:15</p> <p>money (17) 36:5;44:7;50:6,9; 58:7,10,13;60:20; 62:18,19;66:10,18, 20,21;67:24;72:21; 78:20</p> <p>Monteverde (3) 82:13,14,18</p> <p>Montgomery (2) 78:2;106:2</p> <p>months (1) 105:7</p> <p>more (33) 6:4;18:19;23:16; 25:25;41:8;45:16; 48:6;53:11;55:22; 57:19,23;58:21; 64:15;73:5;75:6; 82:2,10;86:13,23; 89:16,21;91:3,7; 96:17,21;97:4,14; 99:4;101:11,15; 106:12;116:10;117:8</p> <p>MORI (9) 33:20,22,23,25; 34:4,9,11;36:10;38:6</p> <p>mortgage (3) 4:18;62:24;67:18</p> <p>most (11) 28:25;32:22;47:15; 58:6,8;67:7,11;95:5; 102:13,16;107:25</p> <p>mostly (1) 94:7</p> <p>move (5) 13:20;15:22;32:8; 54:23;79:12</p> <p>moved (3) 96:7;106:7,16</p> <p>moving (1) 103:17</p> <p>MRB (4) 55:4,15;71:13; 110:12</p> <p>much (20) 9:9;15:21;22:3; 24:19;39:12;42:14; 44:17;54:15;59:6; 73:25;82:22;86:12;</p>
	M			

87:13;88:7;90:2; 91:5;103:10;107:12; 111:6;116:13 multiple (1) 107:20 multiplier (2) 64:22;65:10 Municipal (4) 5:10,15;6:2;55:19 muse (1) 39:18 music (1) 98:20 must (2) 6:5;18:4 Myself (4) 34:10;56:18;77:3; 103:22	16:24;32:25;57:14; 87:2;88:14;100:25; 116:8 needs (20) 7:18;16:19;26:7; 29:25;31:8,8,10; 46:17,18;47:24,25; 48:5;63:15;77:20; 78:15;86:11;99:13; 100:18;101:21;104:6 neighborhood (10) 9:15;15:7;27:4,10; 74:13,14;75:2,5; 84:5;97:11 neighbors (4) 11:4;12:16;115:20, 20 neither (1) 42:19 New (34) 3:13;5:8,11,13,25; 10:17;12:14;21:19; 25:21,23;26:5,7; 34:12;36:12,14; 44:16;47:5,8;56:13; 64:13;65:9;86:5; 90:20;96:11,22; 97:25;98:15;101:18; 102:3,22;103:2; 109:19,24;115:3 Newburgh (87) 3:6,21;7:3,6,11,14; 8:25;9:6;10:9;11:13; 12:4,22;13:14;14:10, 14;15:5,15;16:14,23; 17:9,13,17;18:8; 20:2;24:13;26:7; 30:23,25;31:5;32:7, 10;33:9;35:16,24,25; 39:2,3;44:19;45:3; 47:16;50:4,13,18; 51:16,21,23;52:4,23, 23;54:21;71:9,21; 76:6,9;78:5;83:5,14; 85:2,24;88:3,6,7,10; 89:4;90:17;94:4,5; 96:7;98:12,15,18,25; 100:18;101:21; 102:2,5,9,16;103:21; 104:21;105:5;106:9; 107:9;110:25; 111:18;113:18,19 Newburgh-based (1) 11:11 Newburgh's (3) 20:4;99:25;100:16 newly (1) 11:13 newspaper (1) 7:9 next (4) 11:7;21:12;44:15; 81:21	NFA (2) 12:2,3 nice (3) 89:6,6,8 Nick (2) 90:5,7 niece (1) 35:15 night (1) 22:15 nightclub (1) 37:24 nine (3) 68:15;99:2;112:11 nobody (1) 116:12 non (1) 14:17 non-existing (1) 52:13 non-tax- (1) 10:5 North (1) 95:25 note (1) 66:2 NOTED (1) 117:23 not-for- (1) 42:18 notice (4) 6:22;7:19,22,25 novel (1) 25:11 November (5) 6:18,24;7:5,12,16 nuances (1) 77:5 number (6) 48:4;58:23;61:18, 19;108:15;116:17 numbers (12) 19:9;47:11;50:2; 63:22;68:9;75:11; 84:24;87:20;88:3; 100:5;104:9;116:13	52:16 offense (1) 80:12 offer (3) 37:5,10;40:5 officers (1) 6:25 offices (2) 3:25;4:5 official (1) 28:23 officials (1) 70:21 often (1) 94:19 oftentimes (1) 76:16 old (5) 8:24;29:19;106:17, 18,18 once (3) 27:6;59:11;61:14 one (43) 20:18;23:3,5;24:2, 11,16;26:8,24;29:3; 32:2,25;35:6;39:15; 42:3,4;44:16;47:23; 48:19;57:7;58:15; 63:17;65:12;68:11, 11,11,12,16;75:6; 76:24;82:5;89:8,9; 91:8,20;93:12;94:20; 96:19;102:16; 104:25;107:16; 108:2;113:21;114:18 ones (3) 38:5;41:16,18 only (11) 8:19;10:10;31:19; 47:13;48:3;49:13; 66:21;78:12;88:5; 92:20;114:13 onsite (1) 101:6 on-site (1) 64:8 onto (1) 27:19 open (11) 4:25;14:17;27:20; 31:2;32:9;38:11; 40:20;43:16;68:22; 93:18;117:5 opening (1) 13:8 operated (1) 98:23 operating (4) 37:22;59:13;61:8; 68:24 operation (1) 64:5 operational (3)	67:8,10;102:18 operations (2) 65:5;67:8 operators (1) 40:6 opinion (2) 16:13;19:24 opportunities (1) 13:5 opportunity (6) 11:5;13:9;23:2; 40:16;69:3,17 opposed (3) 20:25;48:11;50:10 option (2) 49:8,13 options (3) 12:20;43:7;114:7 Orange (2) 7:2;76:7 organizations (1) 13:11 original (2) 61:15;62:3 Ortuzar (11) 11:15;12:7,25; 13:18;14:10;21:15, 22,23;22:23;39:8; 101:3 Otero (3) 11:8,10;14:2 others (4) 5:23;26:2;53:9; 99:8 otherwise (2) 15:9;109:16 ours (3) 49:22;77:6,7 ourselves (3) 36:5;43:4,6 out (38) 16:12;17:2;21:11; 22:4,14,22;29:9; 31:6;33:2;35:10; 38:20,22,23;39:6; 44:22;48:11,19; 49:16,18;54:19;60:2; 61:20;62:12,20; 63:21;65:13;66:19; 67:24;68:5;71:5,19; 82:16;84:17;92:14; 94:25;96:7;98:10; 103:25 outfit (1) 39:22 outside (8) 13:14;14:24;40:22; 41:24;51:16,22; 85:22;107:10 outsourced (1) 96:24 over (19) 10:25;17:3;35:18;
N				
name (12) 3:3;55:18;70:16; 76:5;82:17;85:23; 91:14;98:7;105:25; 111:9,13;112:5 nano (1) 30:14 narrow (1) 89:13 Nate (2) 30:7;33:16 NATHAN (5) 33:20,22,25;34:9; 36:10 Nato (1) 2:10 nature (4) 6:11;37:14;70:10; 97:10 N'dolo (3) 55:4,12,15 N'dolo's (1) 117:13 nearby (1) 9:25 necessary (2) 57:18,20 NECSD (1) 11:25 need (41) 20:7,7,9,12,13; 29:4;34:19;38:11; 41:4,5,10,20;43:15, 18;44:8;47:4,5; 49:17;58:5;75:4,17; 79:9;80:5;81:25; 82:10;83:7;84:20; 86:14,17,21,23; 87:13,20;89:21;91:7; 92:12;93:7;94:13,14; 96:16;100:14 needed (7)				
		O		
		objection (1) 7:21 oblivion (1) 38:15 obviously (4) 20:5;59:15;96:23; 117:5 October (1) 61:22 off (8) 32:15;55:23;67:13; 76:10;84:19;93:18; 99:19;106:22 offend (1)		

45:19;46:2,4;52:19; 55:10;64:5;65:17,24; 66:7;67:14,20;84:23; 85:3;98:19;110:2; 114:14 overall (1) 97:8 overlooking (1) 101:23 overwhelming (1) 113:17 own (5) 54:13;56:6;72:14, 14;114:21 owned (1) 74:10 owner (1) 11:23 owners (1) 11:10 owns (1) 114:22	49:10 particular (2) 57:22;61:8 particularly (1) 97:24 particulate (1) 37:16 partner (1) 22:18 parts (2) 76:8;96:24 passed (1) 46:11 passion (3) 50:5;98:11;113:10 passionate (3) 34:16;80:8;105:14 past (10) 10:2,25;15:7;85:7; 91:7;94:6;101:22; 105:17;112:9,11 pat (1) 56:18 patrons (1) 40:21 pattern (1) 102:6 pay (5) 45:15;46:9,19; 49:18;109:5 paying (4) 10:6;45:25;72:6; 73:6 payment (1) 66:6 payroll (2) 92:24,24 pays (1) 97:4 Pearson (1) 2:8 peculiar (1) 29:14 pedestrian (1) 27:15 people (54) 11:3;16:15;18:17, 21;20:7;21:8;23:10; 27:24;28:3;33:8; 34:22;37:3,5,25; 38:21;39:5;40:2,16, 21;41:21;50:13; 51:15,22;52:3,22,23; 56:12;64:23;65:13; 66:17;72:10;73:20; 78:18,21;79:6;84:17; 85:7;88:6,9,22; 90:17;91:18;92:18; 94:14;96:9,21; 100:15;107:12,25; 108:23;110:21,24; 113:25;116:25	36:14;44:2;47:20; 62:14,14,16;63:25; 65:25;72:24,25; 82:23;84:15;88:6; 95:14;96:21;99:5 percentage (1) 114:11 perfect (3) 12:21;95:10,11 performed (1) 101:10 perimeter (1) 9:8 period (14) 5:2;15:12;45:19; 60:14;64:4,5,20;65:4, 5,18;67:9,10;69:6; 96:8 person (3) 19:19;21:4;88:25 personal (3) 4:9;74:8;106:6 personally (2) 18:6;76:22 perspective (2) 55:24;56:4 pg (1) 51:2 ph (4) 39:19;48:25;77:25; 111:10 phases (1) 65:23 pick (1) 94:6 picked (1) 94:18 picking (1) 9:9 picnic (1) 28:18 pieces (1) 26:15 PILOT (45) 8:22;10:11,24; 13:21;43:11,14,22; 44:9;45:25;53:17,19, 20,22;54:12,16; 59:15,17;62:7,25; 65:22,23;66:5;67:19; 72:4,8,19;83:23,23; 91:3;99:14,18;100:4, 11;103:5;104:10; 109:22;110:5; 111:16,17,24;113:6; 114:6,12;116:4,11 PILOTS (5) 14:9;15:14;85:9, 10;87:17 pipeline (2) 17:11;84:8 place (6) 31:2,5,6;37:24;	90:14;95:22 places (2) 37:6;40:18 plan (9) 24:23;28:12;29:10; 30:19;41:7;81:3; 83:24;88:17,20 planning (4) 11:2;34:5,6;56:16 play (1) 27:24 Please (7) 11:4;21:21;69:6; 70:15;112:16;113:5, 6 Plus (2) 65:9;100:15 pm (3) 68:23;117:18,23 pocket (1) 68:5 podium (1) 69:13 point (11) 18:12;26:23;33:6, 6;54:10;60:17;63:14; 75:19;78:13;104:11; 110:23 points (1) 99:16 police (4) 47:4;108:21;109:3, 8 policy (1) 56:25 politics (1) 76:14 Pollick (1) 2:6 poor (1) 11:2 population (1) 64:14 portfolio (1) 100:2 portion (1) 24:25 pose (1) 115:25 position (1) 87:11 positions (4) 36:18,19,24;37:2 positive (4) 12:10,18;15:4; 94:11 positively (1) 79:25 possibly (2) 83:16;102:7 Posted (2) 7:12,16 potential (2)	4:15;90:25 potholes (2) 79:16,19 PowerPoint (1) 23:4 Powers (1) 5:6 practical (1) 29:22 practicality (1) 52:8 practicing (1) 37:14 Pre (2) 74:23;86:2 prefer (1) 53:8 prepared (1) 69:19 preparing (1) 22:24 present (1) 69:8 presentation (5) 22:19;23:3;87:4; 104:23;117:14 presentations (3) 23:4;53:6;117:12 presented (1) 8:5 presenting (1) 90:24 preservation (2) 96:16;102:24 preserve (2) 99:7,22 preserving (1) 24:19 pressure (1) 48:7 pressures (2) 99:11;100:10 pretty (2) 24:9;80:3 previously (1) 11:20 price (2) 40:13;44:18 prices (3) 61:7;101:16,19 pride (1) 79:16 Priester (1) 2:7 primary (1) 12:25 prior (2) 6:2;8:6 private (2) 42:8;55:5 pro (1) 110:10 probably (3)
P				
page (1) 71:25 paid (2) 68:13;83:22 pale (1) 38:19 pandemic (2) 35:3,5 papusa (1) 77:15 parcel (1) 3:19 pardon (1) 108:12 parent (1) 19:13 parents (1) 9:21 park (9) 27:23;40:10;80:2, 4;90:14;93:13,15; 95:22;113:3 parking (13) 25:20;54:5,6; 73:23;89:12,14; 91:21,23;101:7,9,11; 114:18,19 parks (2) 20:8;79:22 Parmenter (2) 24:2;90:3 part (15) 20:24;24:16;25:4; 26:9;28:16;29:18; 39:16;48:8,10;68:20; 70:23;106:8,9,13; 115:16 participation (1)				

<p>47:8;50:6;76:25 problem (4) 20:4;49:22;115:14,18 process (3) 30:17;31:22;44:12 produce (2) 10:20;44:6 produced (1) 66:4 producing (1) 36:16 professional (1) 12:6 professionals (3) 13:10;100:18,24 profit (2) 14:17;42:19 program (6) 11:14;12:3;13:21; 36:21;37:10;49:10 progress (2) 19:6;103:6 progression (1) 79:13 progressively (1) 114:20 Project (128) 3:11,15;4:10,14,19, 25;5:3;6:5,9,12,21; 8:9,13,23;9:3,8,15; 10:19,23;13:20; 14:18;15:4,5,22; 21:17,25;22:11,13, 18;23:13,16,21,23; 24:17;25:7,8,22; 26:11;27:16;28:4; 42:25;43:4,10,23; 45:2,19;46:16;48:13, 19;49:11;50:3,5; 51:20;54:11;55:10; 56:22;57:14;58:6; 60:22;62:4;65:20; 66:23;67:13;69:22; 70:11,14,17;71:11, 22;72:23;73:12;75:4; 76:11;78:2,5;80:22, 22;81:19;82:17,20, 21;83:18;84:19; 85:15;86:6,8;87:9,17, 22;91:2,16,17,19,20; 92:10,11,13,15,16; 93:2,8,9,20,22;97:13; 99:13,14,22;100:4, 13;101:12;103:17; 104:2;105:15;106:4; 108:19;110:3,9,13; 111:15,17,24;112:8, 21;113:7,25;115:13, 15 projected (1) 43:5 projections (1)</p>	<p>59:25 projects (23) 16:22;17:10,11; 19:10,20;56:24; 77:25;78:3;81:14,20; 83:15;84:7,9;88:23; 89:2;91:8;99:4,9; 100:10,22;102:21,24; 113:11 promise (1) 114:25 promising (1) 20:17 promote (1) 5:16 properly (1) 39:14 property (18) 4:9,16;10:4;46:3; 54:13;66:2,4;67:12, 22;72:19;73:3,6; 92:23;99:19,20; 109:20,20;112:13 proponent (1) 75:7 Proposed (20) 3:11,15;4:14,25; 5:3;6:6,9,13,21;10:5; 11:16;14:6;21:17; 65:22;68:6;69:22; 70:12,14,17,18 proposing (1) 62:6 proteins (1) 37:16 proudly (1) 76:8 proven (2) 14:11;101:4 provide (4) 4:21,24;49:16; 59:21 provided (4) 6:7;12:20;13:8; 116:13 provides (2) 63:2;96:20 providing (4) 6:3;40:15;100:24; 104:5 proving (1) 17:17 provisions (1) 5:7 PTA/PTG (1) 11:24 Public (33) 3:8;4:23;5:24;6:6, 11,20,22;7:13,19,23, 25;8:3,5;9:21;11:19; 16:25;27:20;32:16; 52:13,14;55:17;56:2; 68:22,22;69:18,19,</p>	<p>24,24;70:3,21;97:15; 116:23;117:18 Published (1) 7:7 Puerto (1) 34:8 pupusa (1) 51:9 purchase (1) 36:13 purpose (4) 4:23;5:24;69:23; 97:25 Pursuant (1) 5:25 push (1) 18:11 put (12) 26:24;29:7,10; 39:9;50:7;58:7; 62:19;73:5;75:15; 107:6;112:21;113:11 putting (4) 15:9;92:22,23; 117:12</p>	<p>48:5,6;58:2,15; 60:6,9,9,13,18,23; 72:7;78:11;84:11; 101:21;102:5 rates (3) 54:9;62:12;100:9 rather (2) 14:25;62:22 ratio (5) 58:2,3,12;63:5; 68:16 ration (1) 60:16 ratios (1) 61:8 Ray (4) 91:10,12,14; 110:22 reach (1) 92:14 read (9) 8:18,19;14:3;16:2; 58:21;63:21;64:19; 65:21;69:4 reading (2) 7:22;15:19 real (4) 4:16,17;60:24;92:5 realistic (1) 30:19 reality (2) 45:16;86:15 realize (3) 23:8;107:12; 108:23 realized (1) 26:11 realizing (1) 73:14 really (46) 16:14;17:7;22:15; 24:15;25:16;26:17, 19;27:8;29:12;32:17, 17;47:4,9;71:3; 73:10;75:3,11,11; 77:4,7;78:23;79:12, 25;80:15,19;81:4,22; 86:2,5;87:3,3,18; 89:5,20;94:24,24,25; 95:8;98:8,13;105:24; 107:17;108:8;114:2, 8;116:5 reaped (1) 10:3 reason (8) 26:5;38:10;43:18; 44:8;66:17;84:10; 111:23;113:19 reasonable (7) 15:13;60:13;63:3, 4;100:8;114:9; 116:15 reasonableness (3)</p>	<p>55:8;57:7,10 reasons (4) 78:23;96:18;97:3, 12 receive (1) 5:2 received (3) 6:15;8:4,17 recent (1) 15:15 recently (2) 14:20;71:16 recession (1) 102:8 recommended (1) 100:7 reconstructing (1) 5:19 record (8) 3:9;7:8;8:2;69:10, 18;70:15;105:3,17 recording (3) 4:18;62:24;67:18 redevelopment (1) 13:17 reduce (1) 73:3 reduced (1) 101:8 refer (2) 3:14;4:10 referential (1) 27:8 regular (1) 117:19 regularly (1) 14:15 rehabbed (1) 98:25 rehabilitating (1) 103:19 reject (1) 10:12 related (3) 4:7;43:13;64:12 relating (1) 3:10 relationship (1) 34:17 relationships (1) 13:3 relatively (2) 15:13;62:5 relinquish (1) 69:13 rely (1) 52:13 remain (1) 13:11 remember (2) 17:4;59:20 rendered (1) 79:23</p>
		Q		
		<p>quality (1) 15:16 question (5) 39:13;40:23;42:23; 45:12;57:17 quite (4) 8:18;28:11;60:21; 107:5</p>		
		R		
		<p>rack (1) 14:22 raise (1) 43:6 raised (4) 8:25;34:8,12;77:11 Ramona (3) 82:13,14,18 Ramos (27) 2:5;16:2,5,9;70:24; 74:3;75:24;76:2,3,5; 82:7,9,12;85:16; 89:25;90:8;91:9; 93:24;95:18;98:2; 103:11;104:14; 105:19;111:7,25; 113:13;116:19 range (2) 62:13,15 Rapea (1) 90:3 rapid (2) 100:8;102:5 rate (15)</p>		

renderings (1) 112:22	34:21;102:19	48:16,25;56:20; 57:20;58:6,11;60:4, 19,20;62:18;63:4; 66:3,8,19,22;67:2; 68:3;74:11;76:20; 77:8,15;78:23;79:4; 80:4,16;83:20;86:4; 97:22;103:4;106:19; 114:15	91:23	selling (1) 32:12
renovate (2) 12:14;24:17	resolution (1) 6:17	resources (3) 46:25;47:3;109:10	save (4) 109:4;112:17,18, 19	send (2) 90:7;102:8
rental (2) 12:20;61:7	respect (7) 4:13;6:8,21;8:12; 53:15;70:14;72:18	respecting (1) 24:18	saved (1) 97:18	seniors (1) 101:9
rents (1) 59:12	response (1) 104:13	responsibility (4) 19:23,25;23:14; 45:18	saves (1) 96:19	sense (3) 19:21;67:2;111:2
rep (1) 82:19	responsible (2) 79:24;80:15	responsible (2) 13:2;77:19	savings (1) 32:8	separates (1) 25:15
repeat (2) 94:10;111:21	responsive (2) 27:9;109:4	rest (2) 27:9;109:4	saw (3) 31:17;87:19; 112:22	serious (1) 82:3
report (1) 71:14	restaurant (4) 40:2,6,8,12	restaurant (4) 40:2,6,8,12	saying (5) 20:25;55:23;76:10, 19;111:16	serve (4) 11:25;39:25;40:20, 21
reports (3) 19:10;116:23; 117:3	restaurants (2) 50:22;100:17	restaurants (2) 50:22;100:17	scale (4) 27:3;28:9;33:8; 108:14	servers (2) 36:19,20
represent (3) 9:6;21:16;76:8	restore (1) 99:7	restored (1) 97:22	scaler (1) 27:9	service (7) 57:25;58:3,11; 59:21;60:16;63:5; 80:25
represented (2) 9:4;69:14	restored (1) 97:22	restoring (2) 97:7;103:18	scariest (1) 108:3	services (3) 72:25;73:2;79:23
represents (1) 55:5	retail (4) 25:12;64:10;67:10; 73:17	result (1) 109:18	scattered (1) 101:24	session (1) 113:22
repurposing (3) 103:19;104:4; 113:2	return (7) 50:8;58:2,16,18; 59:22;62:17;63:4	result (1) 109:18	schedule (3) 62:6;65:22,23	set (2) 26:11;29:9
request (1) 7:24	reuse (5) 90:21;96:15,17; 97:16;109:15	run (5) 42:18;43:16;45:21; 100:5;105:6	scheduled (1) 11:18	several (2) 33:5;73:4
requested (3) 15:15;62:22; 101:15	revenue (6) 67:12,13;73:7; 80:6;81:23;111:19	runs (1) 105:11	schedules (1) 99:10	sewer (1) 47:5
requesting (1) 63:2	reviewed (1) 69:20		School (19) 7:3;10:6;24:4,5; 42:4,9,16;66:11; 77:14;83:19,20;86:3; 95:24;96:2,3;97:19, 21;107:3,20	shade (1) 28:2
requests (1) 13:2	revitalization (1) 15:8		schools (6) 9:21;11:25;13:12; 97:17,20,23	shaking (1) 34:21
required (2) 39:25;62:21	revitalize (1) 75:5		Schroer (1) 15:23	shame (1) 92:25
requirement (1) 59:21	Rican (1) 34:8		scratch (1) 31:15	shape (1) 24:20
requires (3) 20:4;31:7;36:13	ridden (1) 112:11		screwed (1) 85:6	share (2) 16:24;21:10
research (4) 5:21;38:9;88:5; 91:22	ridiculous (1) 29:6		seating (1) 28:15	shared (2) 11:20;12:19
reshape (1) 115:22	right (48) 17:18;18:4,13; 19:12,15;20:6,19; 24:6;25:12;29:3,19; 31:18,22;39:21; 45:14,20;46:18;		second (5) 48:10;57:8;58:15; 61:21;62:9	sharing (1) 15:20
reshaping (1) 17:25			Section (1) 5:14	sheet (1) 68:25
reside (1) 98:14			sector (1) 55:17	shell (1) 24:7
residence (1) 25:14			seeing (2) 80:20;90:22	shop (4) 9:24;13:13;74:11; 94:15
resident (3) 64:14;76:6;95:23			seeking (1) 14:9	shops (3) 9:23,24,25
residential (6) 3:24;4:3,3;13:23; 24:24;25:9			seems (1) 95:10	short (2) 96:3;112:5
residents (6) 7:10;71:21;81:2; 88:3;89:4;101:8			sell (2) 60:10,11	shortages (1) 99:10
residing (1) 98:24				shortsighted (2) 83:13,14
resistance (2)				short-sighted (1) 10:8
				show (3)

16:15;20:12,13 showcases (1) 31:21 showed (2) 31:16;113:25 shown (1) 39:17 shows (1) 68:9 shut (1) 106:23 sick (1) 38:23 side (5) 18:12;37:14,17; 87:12;105:23 sidewalks (1) 47:8 sign (2) 21:21;69:2 signed (2) 21:20;68:25 significant (5) 13:22;24:10,11; 100:2;102:2 significantly (1) 54:9 similar (1) 57:6 simple (1) 111:4 Sincerely (4) 11:5;13:25;15:23; 88:14 single (3) 43:9;79:15;80:14 Sisha (15) 11:15;12:7;21:14, 22,23;22:23;34:25; 35:2,8;39:8;71:15, 24;75:17;101:3; 113:8 Sisha's (1) 22:17 sister (1) 35:18 sit (4) 51:10;53:5;93:21; 114:15 site (6) 25:25;27:13;28:8; 64:21;65:7;104:18 sitters (1) 51:2 sitting (2) 28:2;116:11 situation (2) 20:22;59:16 six (2) 62:13;113:25 size (2) 33:4;44:15 skeptical (3)	14:8;76:20,21 skewed (1) 88:4 skilled (1) 36:18 skills (1) 88:13 SLA (1) 39:25 slab (2) 31:10,12 slide (1) 68:18 slides (1) 58:21 slight (1) 61:23 smacked (1) 112:25 small (10) 27:22;30:13;33:8; 35:11;49:9;58:20; 62:4,5;63:20;105:12 smaller (2) 27:2;68:8 smart (3) 85:11,12;113:9 SmarterLocalGov (1) 56:10 Snowfall (2) 34:2,5 snows (1) 52:21 social (2) 37:4,10 solicit (1) 69:24 solid (1) 10:20 solution (1) 12:21 solutions (2) 108:7,9 somebody (6) 32:6;40:8;42:13; 52:10,18;112:17 someone (3) 69:11;77:10;105:3 sometimes (3) 18:15,16,19 somewhat (1) 116:24 somewhere (1) 85:13 sorry (7) 39:11,15;52:16; 54:24;58:19;111:3,8 sort (2) 83:6;95:10 sought (1) 91:17 sound (2) 57:5;106:24	sounds (1) 29:6 South (3) 12:9;74:11;112:7 space (21) 4:4;14:14,16; 15:18;25:5;27:20; 29:21,25;30:2;31:18; 35:3,5,11;36:3; 40:15;41:3;81:17; 86:22,22;105:6,9 spaces (8) 3:25;12:15;97:15, 23;98:17,20,23;101:7 spacial (1) 31:8 speak (8) 22:10;53:9,9; 69:17;96:12;99:14; 103:7;105:24 SPEAKER (3) 16:7;69:14;90:6 special (3) 32:20;108:21; 109:2 specific (2) 29:14;31:8 specifically (3) 25:25;32:2;88:2 spend (3) 18:17,22;32:8 spending (9) 63:24;64:7,7,13,15, 24;65:9,16;67:5 spent (2) 37:18;64:2 spoke (1) 115:13 spoken (1) 69:12 sports (1) 27:25 spot (1) 30:23 spots (1) 32:18 square (6) 3:19,23;41:2,5; 44:20;98:19 stack (1) 62:4 stalls (1) 40:19 stand (2) 53:12;105:23 start (20) 18:17;20:20;21:4; 23:15;26:20;30:12; 34:3;55:23;57:11; 74:18,18;76:10,18; 83:7,25;85:13,14; 89:5;106:6;108:17 started (1)	107:3 starts (1) 102:7 State (7) 5:13;36:12,15; 70:15;71:9;72:9; 90:20 stated (2) 88:8;116:7 statement (2) 3:9;116:9 stay (5) 54:3,14;72:7; 110:4;117:21 stayed (2) 30:22;96:9 staying (2) 21:2;90:10 steady (1) 72:7 step (2) 10:17;23:19 stigma (1) 36:2 still (1) 102:5 stop (1) 19:13 stopped (1) 112:12 storage (2) 54:5;110:6 store (2) 40:24;41:19 stores (2) 9:23,23 stories (1) 33:3 streaming (2) 37:15,17 streams (2) 73:7;80:6 Street (39) 3:12,20;6:16;8:23; 10:18,25;11:17;12:9, 13;13:18;14:7;21:16; 24:4;27:16,17;28:9; 47:9;74:12;77:13; 78:2,3,8;84:5;89:12; 90:3;93:10;95:24; 97:21;98:15;100:22; 101:11;103:16; 106:3;107:19,21,22, 24;112:7,10 Streets (7) 9:11;20:8;77:12; 79:14,22;97:10; 114:23 strong (3) 31:10,12;73:10 structure (3) 28:21;29:15;61:25 structures (1)	27:11 stuck (1) 102:6 studied (1) 57:2 studies (2) 56:19;57:3 studio (1) 11:12 studios (3) 98:20,20,21 study (3) 100:7;101:9,14 stumble (1) 38:23 stumbling (1) 39:6 subdivide (1) 29:24 submit (1) 104:12 subsidize (2) 72:20;73:12 subsidized (1) 48:19 suburbs (1) 25:15 success (4) 17:13,14;20:12; 100:16 successful (3) 14:13;20:13;57:15 sufficient (2) 70:6;101:11 sugarcoat (1) 42:20 suggest (1) 7:21 sum (1) 63:7 summary (1) 68:7 summer (1) 94:7 supply (2) 101:17,18 support (42) 8:21;11:15,20; 13:17;14:5;21:5; 22:11;33:4;34:20; 36:9;50:19;56:15; 71:10;76:11;82:21; 83:8,18,22;84:10,14, 18,20;86:8;89:18; 90:18;95:3;99:13; 100:12,19;101:12; 102:23;103:5;104:2; 106:3;111:5,14,15, 23;112:8;113:5,6,17 supporter (1) 13:3 supporting (1) 91:16
--	---	--	--	---

<p>supportive (1) 95:9</p> <p>sure (14) 20:16;29:16;32:25; 43:13;52:3;53:21; 64:23;73:8;92:2,15; 96:4,10;103:24; 108:4</p> <p>SWAT (1) 108:6</p> <p>Sylvia (6) 30:6;33:22,23; 34:4,11;38:6</p> <p>synagogue (1) 9:18</p> <p>system (3) 43:20;47:6;54:8</p>	<p>4,20,24,25</p> <p>taxpayers (1) 45:15</p> <p>team (2) 12:12;27:2</p> <p>teams (1) 108:6</p> <p>tech (1) 56:23</p> <p>technicians (1) 37:3</p> <p>technology (1) 55:13</p> <p>teenager (1) 74:10</p> <p>telling (3) 23:10,15;49:23</p> <p>tells (2) 49:24;58:12</p> <p>ten (3) 34:16;97:18;101:6</p> <p>ten-and-a-half (1) 62:16</p> <p>tenant (1) 105:3</p> <p>tenants (1) 12:8</p> <p>ten-month (1) 106:17</p> <p>tens (2) 18:17,22</p> <p>ten-year (1) 102:6</p> <p>term (2) 15:4;109:22</p> <p>terms (7) 22:5;29:23;44:20; 49:15;59:3;80:19; 82:25</p> <p>test (7) 55:7;57:7,10,12, 21;62:8;63:10</p> <p>text (1) 7:24</p> <p>Thanks (1) 95:17</p> <p>thereby (1) 10:12</p> <p>Therefore (2) 6:10;64:16</p> <p>therein (1) 4:7</p> <p>thereon (1) 4:7</p> <p>Theresa (1) 2:7</p> <p>thin (1) 50:3</p> <p>thinking (6) 20:21;21:7,8; 81:14,18;85:11</p> <p>third (2) 44:24;103:17</p>	<p>Thomas (6) 98:3,5,7;112:2,3,6</p> <p>though (6) 17:8;27:10;28:22; 33:16;72:21;102:24</p> <p>thought (5) 20:19;23:5;26:24; 30:17;32:24</p> <p>thoughtful (2) 14:11;30:18</p> <p>thoughtfulness (1) 113:2</p> <p>thoughts (4) 16:23;21:10;42:10; 95:16</p> <p>thousands (3) 18:18,19,23</p> <p>threatening (1) 19:14</p> <p>three (11) 8:19;17:6;27:12; 38:14,16;52:11,19; 69:7;77:2;81:21;99:3</p> <p>thrive (2) 47:25;106:12</p> <p>thriving (1) 9:18</p> <p>throughout (1) 101:24</p> <p>throw (1) 38:22</p> <p>throwing (1) 39:5</p> <p>tight (1) 84:22</p> <p>timely (1) 100:23</p> <p>Times (6) 7:8;39:3;42:24; 44:20;73:4;79:5</p> <p>Title (1) 5:9</p> <p>Today (17) 3:7;8:4;10:8,16; 11:19;16:4;18:10; 21:25;22:7;23:15; 25:19;30:7;43:11; 45:24;54:2;69:9; 105:8</p> <p>together (3) 34:7,14,16</p> <p>told (2) 22:25;35:12</p> <p>toll (1) 99:8</p> <p>ton (1) 95:14</p> <p>tonight (4) 22:9,22;59:16; 117:13</p> <p>took (3) 58:24;59:24,25</p> <p>top (2) 32:14;61:3</p>	<p>topic (1) 39:13</p> <p>torn (2) 109:16;112:20</p> <p>total (5) 8:16;65:17;67:12, 21;86:10</p> <p>totaling (1) 3:22</p> <p>totally (1) 29:5</p> <p>totals (1) 67:20</p> <p>touch (1) 30:22</p> <p>tough (4) 18:5,7;72:16;96:8</p> <p>tour (1) 38:21</p> <p>tourism (1) 90:18</p> <p>towards (2) 51:4;109:8</p> <p>Town (2) 76:9;94:4</p> <p>towns (3) 17:24;52:19;55:17</p> <p>track (2) 105:2,17</p> <p>tragic (1) 114:2</p> <p>trained (2) 36:20,25</p> <p>transfer (1) 4:17</p> <p>transform (1) 108:17</p> <p>transformative (2) 15:6;109:11</p> <p>transformed (1) 113:4</p> <p>transition (2) 12:22;107:2</p> <p>translate (1) 59:19</p> <p>transparent (1) 103:5</p> <p>transportation (2) 52:14,15</p> <p>trash (3) 9:9;94:6,18</p> <p>trash-riddled (1) 10:7</p> <p>travel (1) 17:22</p> <p>tried (2) 30:22;31:5</p> <p>truck (1) 40:9</p> <p>truly (1) 80:21</p> <p>Trust (8) 16:12;52:25;53:2, 14;80:11;104:22,25; 105:16</p>	<p>try (8) 22:2;23:7;37:21; 38:18;77:4;98:7; 112:5;117:14</p> <p>trying (1) 71:19</p> <p>turn (2) 27:18;93:10</p> <p>turned (1) 10:6</p> <p>twice (1) 61:14</p> <p>two (18) 3:22;9:17;25:21; 26:5;39:22;44:2; 57:4,22,24;74:4,6; 76:25;77:25;81:21; 102:22;113:16,19; 115:3</p> <p>type (6) 16:21;33:18;56:22; 60:22;75:3;86:24</p> <p>types (1) 19:3</p>
T				
<p>table (4) 40:10;65:21;67:4; 68:7</p> <p>tables (4) 28:14,18,18;64:18</p> <p>tailor (1) 9:24</p> <p>talk (14) 41:9;42:16;57:5; 76:13,14;79:12;85:9; 89:15;92:14,18; 93:21;104:21,22; 110:24</p> <p>talked (3) 82:24;93:13; 108:20</p> <p>talking (11) 9:10;21:24;28:7; 39:10;42:15;44:23; 45:13;47:3;59:15; 110:2;114:23</p> <p>tall (1) 31:9</p> <p>tanks (2) 31:9,11</p> <p>tax (41) 10:14,21;15:10; 43:23;45:18;46:4; 48:21;54:15,17; 59:16;62:23,24;66:3, 5,7;67:7,9,10,12,13, 17,18,22;68:3,4,10, 10;73:6;83:21;86:21, 22;90:16;91:6;92:24; 94:13;99:19;100:12; 108:25;109:21; 111:17,18</p> <p>taxes (25) 4:16,17,17,18;10:3, 10;43:19;45:3,14,15, 23;46:2,20;51:3; 72:6,19;73:3,6; 83:22;102:19;109:3,</p>	<p>tells (2) 49:24;58:12</p> <p>ten (3) 34:16;97:18;101:6</p> <p>ten-and-a-half (1) 62:16</p> <p>tenant (1) 105:3</p> <p>tenants (1) 12:8</p> <p>ten-month (1) 106:17</p> <p>tens (2) 18:17,22</p> <p>ten-year (1) 102:6</p> <p>term (2) 15:4;109:22</p> <p>terms (7) 22:5;29:23;44:20; 49:15;59:3;80:19; 82:25</p> <p>test (7) 55:7;57:7,10,12, 21;62:8;63:10</p> <p>text (1) 7:24</p> <p>Thanks (1) 95:17</p> <p>thereby (1) 10:12</p> <p>Therefore (2) 6:10;64:16</p> <p>therein (1) 4:7</p> <p>thereon (1) 4:7</p> <p>Theresa (1) 2:7</p> <p>thin (1) 50:3</p> <p>thinking (6) 20:21;21:7,8; 81:14,18;85:11</p> <p>third (2) 44:24;103:17</p>	<p>thrive (2) 47:25;106:12</p> <p>thriving (1) 9:18</p> <p>throughout (1) 101:24</p> <p>throw (1) 38:22</p> <p>throwing (1) 39:5</p> <p>tight (1) 84:22</p> <p>timely (1) 100:23</p> <p>Times (6) 7:8;39:3;42:24; 44:20;73:4;79:5</p> <p>Title (1) 5:9</p> <p>Today (17) 3:7;8:4;10:8,16; 11:19;16:4;18:10; 21:25;22:7;23:15; 25:19;30:7;43:11; 45:24;54:2;69:9; 105:8</p> <p>together (3) 34:7,14,16</p> <p>told (2) 22:25;35:12</p> <p>toll (1) 99:8</p> <p>ton (1) 95:14</p> <p>tonight (4) 22:9,22;59:16; 117:13</p> <p>took (3) 58:24;59:24,25</p> <p>top (2) 32:14;61:3</p>	<p>try (8) 22:2;23:7;37:21; 38:18;77:4;98:7; 112:5;117:14</p> <p>trying (1) 71:19</p> <p>turn (2) 27:18;93:10</p> <p>turned (1) 10:6</p> <p>twice (1) 61:14</p> <p>two (18) 3:22;9:17;25:21; 26:5;39:22;44:2; 57:4,22,24;74:4,6; 76:25;77:25;81:21; 102:22;113:16,19; 115:3</p> <p>type (6) 16:21;33:18;56:22; 60:22;75:3;86:24</p> <p>types (1) 19:3</p>	
U				
			<p>unable (1) 11:18</p> <p>unanswered (1) 23:12</p> <p>unattainable (1) 40:14</p> <p>uncle (1) 35:17</p> <p>under (1) 62:3</p> <p>underground (1) 101:7</p> <p>understand (8) 48:14;75:8;76:21; 77:4;89:18;115:4,6; 116:8</p> <p>understanding (1) 76:23</p> <p>undertaking (1) 8:9</p> <p>unfortunately (2) 68:8;96:6</p> <p>UNIDENTIFIED (2) 16:7;90:6</p> <p>union (1) 81:9</p> <p>unique (2) 29:21;87:9</p> <p>units (5) 3:24;4:3;78:6; 101:17,20</p> <p>Universal (1) 74:23</p>	

<p>unknown (1) 79:4</p> <p>unless (2) 7:20;31:14</p> <p>unraveling (1) 20:3</p> <p>up (30) 9:9;13:8;16:15,22, 23;17:22;19:8,23; 26:11;38:11,22;39:6; 40:24;53:12,57:3; 63:13;68:25;69:2; 74:9,14,15;80:3; 91:24;94:6,18; 103:22;106:19; 112:21;113:25; 116:10</p> <p>UPK (1) 74:22</p> <p>upon (1) 77:3</p> <p>upside-down (1) 43:21</p> <p>upstate (1) 56:13</p> <p>Urban (2) 9:7;27:22</p> <p>use (11) 4:16;23:6;25:17; 28:19;40:7;41:6; 42:13;75:20;79:10; 93:4,19</p> <p>used (9) 24:3;25:2,5,6;54:4, 6;60:9;77:12,14</p> <p>using (1) 37:18</p> <p>usually (1) 14:8</p>	<p>versus (1) 68:3</p> <p>vibe (1) 50:24</p> <p>vibrant (2) 9:16;77:6</p> <p>Vickers (9) 2:4;3:2,4;11:9; 21:13;55:2;68:19; 71:2;117:10</p> <p>view (1) 63:14</p> <p>views (1) 69:14</p> <p>villages (1) 55:18</p> <p>virtually (1) 109:9</p> <p>vision (2) 83:24;87:21</p> <p>visionary (1) 113:9</p> <p>visiting (1) 88:19</p> <p>voice (2) 19:23;104:2</p> <p>volunteer (2) 13:5;14:22</p> <p>volunteering (1) 16:17</p>	<p>warehousing (1) 5:21</p> <p>Washington (20) 3:12,20;6:16;8:23; 9:11;11:17;12:13; 13:18;14:6;21:16; 23:24,25;24:4;27:19; 29:18;35:12;93:10; 95:24;96:2;112:10</p> <p>waterfront (3) 44:22;50:21,25</p> <p>way (29) 23:6;26:13,22; 27:13;31:20;35:21; 43:17,19,25;44:14; 45:16;46:3,15;48:12, 20;49:16;50:8;68:23; 69:8;72:19;73:2; 74:9;77:19;78:12; 90:10;92:16;104:7; 108:20;110:4</p> <p>ways (5) 20:15;75:14;79:24, 24;105:2</p> <p>weak (1) 52:14</p> <p>weather (1) 9:9</p> <p>website (4) 7:17;55:10;117:2, 15</p> <p>weight (1) 53:11</p> <p>welcome (1) 117:6</p> <p>welcoming (1) 115:24</p> <p>West (2) 23:25;90:3</p> <p>whatnot (2) 40:18;108:6</p> <p>what's (9) 22:5;32:10,19; 38:19;59:16;103:23; 105:16;106:9;107:23</p> <p>whenever (3) 21:6;22:21;103:8</p> <p>wherewithal (1) 41:22</p> <p>whole (6) 17:7,12;25:7;27:5; 93:11;108:17</p> <p>wholeheartedly (1) 8:21</p> <p>wholly (1) 112:8</p> <p>who's (1) 22:9</p> <p>whose (3) 9:20,20,21</p> <p>wide (1) 62:15</p> <p>widow (1)</p>	<p>105:4</p> <p>wife (4) 33:22;103:15; 106:7,21</p> <p>William (11) 9:11;10:18,25; 12:9;23:25;27:17; 28:9;84:5;107:19,22, 24</p> <p>willing (2) 15:2;63:9</p> <p>Wireworks (13) 12:8;13:8,16; 14:15,16,24;25:18; 30:5;35:9;47:20; 100:21;115:13,15</p> <p>Wireworks' (1) 12:18</p> <p>wise (1) 36:5</p> <p>wish (7) 21:20;69:2,12; 75:9;87:18;97:17; 113:11</p> <p>wishes (1) 70:9</p> <p>within (7) 11:24;12:8,22; 37:6;42:22;81:13; 114:9</p> <p>without (9) 31:12;53:19;54:11; 100:11;102:23; 105:14;108:10; 110:3,14</p> <p>wonderful (3) 96:15;110:19; 113:10</p> <p>word (2) 80:16;114:12</p> <p>work (33) 9:21;13:12;30:11; 35:10;44:4,14;45:6, 17;46:14;48:18; 49:21;50:10,11;51:8, 24;52:12;53:6,8,10; 56:11;74:20;75:12; 76:15;78:6;88:7,11; 95:14;97:6;98:20; 99:6;105:13;117:4, 11</p> <p>worked (2) 31:6;55:14</p> <p>workforce (1) 52:10</p> <p>working (5) 30:5;55:24,25; 65:13;73:9</p> <p>works (6) 46:15;55:16;71:4; 72:20;84:25;94:25</p> <p>world (1) 53:18</p>	<p>worth (1) 93:21</p> <p>worthy (1) 101:4</p> <p>write (2) 45:8;46:13</p> <p>writing (4) 11:15;14:5;43:9; 104:12</p> <p>Written (3) 8:14,15;99:16</p> <p>wrote (1) 74:22</p>
Y				
				<p>Yaniyah (1) 2:8</p> <p>Yaun (5) 90:11,12,14;95:19, 20</p> <p>year (8) 43:24;44:2,3; 65:24;66:9;107:2; 112:23;114:7</p> <p>year-and-a-half (1) 113:23</p> <p>years (35) 8:24;10:2,11; 15:12,16;17:3,6; 18:9;30:4,21;34:7,14, 16;36:17;45:19,22; 46:5;56:9;64:6; 65:24;66:7;67:14; 77:2;81:18,21;83:13; 94:7;95:4;97:18; 98:16;99:20;100:5,7; 106:8;112:11</p> <p>York (10) 3:13;5:8,12,14,25; 36:12,15;56:13; 90:20;98:15</p> <p>young (1) 74:9</p>
Z				
				<p>zero (3) 10:3,14,14</p> <p>zone (1) 108:2</p> <p>zones (1) 114:24</p> <p>Zoning (2) 101:12;112:24</p>
1				
				<p>1 (2) 3:17;85:25</p> <p>10 (3) 81:18;100:5;114:7</p> <p>10- (1)</p>

116:4 100 (6) 47:20;56:9;65:25; 82:23;84:15;95:14 1030 (1) 5:7 12 (5) 3:24;25:3,3;100:5; 114:7 12/19/22 (115) 3:1;4:1;5:1;6:1; 7:1;8:1;9:1;10:1; 11:1;12:1;13:1;14:1; 15:1;16:1;17:1;18:1; 19:1;20:1;21:1;22:1; 23:1;24:1;25:1;26:1; 27:1;28:1;29:1;30:1; 31:1;32:1;33:1;34:1; 35:1;36:1;37:1;38:1; 39:1;40:1;41:1;42:1; 43:1;44:1;45:1;46:1; 47:1;48:1;49:1;50:1; 51:1;52:1;53:1;54:1; 55:1;56:1;57:1;58:1; 59:1;60:1;61:1;62:1; 63:1;64:1;65:1;66:1; 67:1;68:1;69:1;70:1; 71:1;72:1;73:1;74:1; 75:1;76:1;77:1;78:1; 79:1;80:1;81:1;82:1; 83:1;84:1;85:1;86:1; 87:1;88:1;89:1;90:1; 91:1;92:1;93:1;94:1; 95:1;96:1;97:1;98:1; 99:1;100:1;101:1; 102:1;103:1;104:1; 105:1;106:1;107:1; 108:1;109:1;110:1; 111:1;112:1;113:1; 114:1;115:1;116:1; 117:1 12-year (1) 116:4 13 (1) 88:6 14 (2) 44:3;62:14 142 (1) 99:20 15 (14) 10:11;15:12;18:8; 36:17;45:19,22;64:6; 65:24,24;66:7;67:14; 81:18;100:7;114:14 150 (2) 10:2;46:5 15-year (7) 8:22;65:5,17; 83:23;114:5,12; 116:11 169 (1) 90:3 18-A (1)	5:9 191 (11) 3:12,20;6:15;8:23; 11:17;12:12;13:17; 14:6;21:16;23:23; 35:12 1950s (1) 9:2 1969 (1) 5:8 1982 (1) 5:13 1990 (1) 35:22 2 2 (9) 3:21;9:3,4,6,14; 82:19;114:20,22,22 20 (2) 18:9;72:25 2010 (1) 56:12 2014 (1) 9:5 2016 (1) 99:3 2017 (1) 9:5 2020 (2) 12:10;35:2 2021 (1) 11:21 2022 (8) 6:18,25;7:5,8,13, 17;61:15,22 2023 (1) 9:8 21 (2) 34:7,13 21st (1) 6:18 233 (1) 100:21 24 (1) 5:11 25 (3) 56:12;63:25;98:16 250 (1) 98:15 26 (1) 8:16 262 (1) 106:2 279 (1) 103:16 280,000 (1) 98:19 29th (3) 7:5,12,16 2nd (1) 7:7	3 3 (2) 4:5;116:10 30 (1) 99:5 30th (1) 6:24 32 (2) 95:4;112:6 33 (1) 65:9 35 (1) 65:6 4 40 (2) 94:8;99:5 40,000 (1) 3:19 400 (1) 57:3 41 (1) 64:21 47 (1) 65:17 5 5.5 (1) 67:22 50 (3) 72:24;78:6;96:21 53 (1) 65:3 577 (1) 5:12 6 6 (1) 90:14 6:33 (1) 68:23 60 (1) 36:14 7 7,000 (2) 41:2,5 7:19 (2) 117:18,23 70 (2) 4:2,3 70,000 (1) 3:23 73 (1) 8:24	9 90s (2) 96:4,8 913 (1) 5:15 99 (1) 68:11
--	---	--	--