

1 VIRGINIA TOBACCO REGION REVITALIZATION COMMISSION
2 701 East Franklin Street, Suite 501
3 Richmond, Virginia 23219
4

5
6
7 SOUTHWEST VIRGINIA COMMITTEE MEETING
8 Thursday, October 12, 2023
9 9:48 a.m.
10

11
12
13
14 Blackstone Inn
15 707 4th Street
16 Blackstone, Virginia
17

18
19
20
21
22
23
24
25 SOUTHWEST VIRGINIA COMMITTEE MEETING
October 12, 2023

APPEARANCES:

1 Delegate James "Will" Morefield, Chair

2 Delegate Terry G. Kilgore

3 Gretchen B. Clark

4 Amanda Cox

5 Secretary Matthew Lohr

6 Sandy Ratliff

7 Sarah L. Wilson

8 William Pace

ABSENT

9 Julie Hensley

10 Edward Blevins (medical)

11 Senator John Edwards

12 Delegate William Wampler, III (medical)

OTHER STAFF PRESENT:

13 James E Campos

14 Stephen Versen

15 Vicki Humphreys

16 Stephanie Kim

17 Sara Williams

18 Sarah Capps

19 Jordan Butler

20 Jerry Silva

21 Suzette Williams

22 Hannah Franke-Fuller

23 Emily Van Pelt

24 Joyce Knight

COUNSEL FOR THE COMMISSION

25 Elizabeth Myers

SOUTHWEST VIRGINIA COMMITTEE MEETING
October 12, 2023

1 DELEGATE MOREFIELD: Good morning. I call the
2 meeting for the Southwest Virginia Committee to
3 order. Call the roll, please.

4 MR. CAMPOS: The Honorable William Morefield.

5 DELEGATE MOREFIELD: Here.

6 MR. CAMPOS: Julie Hensley. (No response.)

7 Edward Blevins. (No response.)

8 DELEGATE MOREFIELD: Gretchen Clark.

9 MS. CLARK: Here.

10 MR. CAMPOS: Amanda Cox.

11 MS. COX: Here.

12 MR. CAMPOS: Senator John Edwards. (No
13 response

14 Delegate Terry Kilgore.

15 DELEGATE KILGORE: Here.

16 MR. CAMPOS: Secretary Matthew Lohr

17 SECRETARY LOHR: Here.

18 MR. CAMPOS: William Pace

19 MR. PACE: Here.

20 MR. CAMPOS: Sandy Ratliff

21 MS. RATLIFF: Here.

22 MR. CAMPOS: Delegte William Wampler
23 response.)
24
25

1 Sarah Wilson.

2 MS. WILSON: Here.

3 MR. CAMPOS: Chair, we have a forum.

4 DELEGATE MOREFIELD: All right. Thank you. Now
5 onto public comments. Do we have any members
6 of the public who would like to make a comment?
7 (None.) Okay, no public comment.

8 We have approval of the May 18th minutes which
9 are published on the website. Do I have a
10 motion to approve?

11 UNIDENTIFIED: So moved.

12 UNIDENTIFIED: Seconded.

13 DELEGATE MOREFIELD: Okay. We have a motion to
14 approve and a second. All in favor say aye.
15 (Ayes.) Opposed? (None.)
16

17 Okay.

18 Now, onto the funding applications.

19 Ms. Sarah Williams.

20 MS. WILLIAMS: Thank you.

21 Before we get started on the two proposals
22 that were submitted I wanted to remind
23 everybody a little bit about the background of
24 this program.

25 A year ago at the September meeting this

1 Committee agreed to allocate \$2 million of the
2 current balance at the time to conduct this
3 special round. And my idea to do a special
4 round is really based on the Committee doesn't
5 necessarily always have the funding due to
6 full-scale rounds with all the projects that we
7 support. And I was trying to think of how we
8 could pull out a set amount of money and focus
9 it on a particular need in the region.

10 And this is one that had been on my mind
11 for a long time. I had heard about projects
12 that wanted to develop or were in the process
13 of developing, but we never heard from those
14 projects. And this is something that we have
15 been able to fund for many years. There was
16 nothing special about the program other than it
17 was only for meat processing projects. The
18 program requirements, everything else, was
19 exactly the same.

20 So \$2 million was set aside in
21 September 2022, and then in January 2023, we had
22 to end the obligation, and that put \$500,000
23 back in this pod. So today we have \$2.5 million
24 available for this fund. Any funds that aren't
25 used, aren't allocated today will go back to

1 the Southwest -- just general Southwest
2 Committee funds and will be used to act on the
3 projects in January.

4 We had a really good response to our
5 October 10th deadline. Vicki will share more
6 of that with you later.

7 So that's just some background. We had a
8 great deal of interest. I thought. You know,
9 seven or so projects contacted me and had at
10 least an initial discussion about the program.
11 In the end we received two applications. And I
12 think that's because once they got into the
13 funding application and the RFP and they saw
14 what we required -- our requirements are fairly
15 strict with what they had to submit to us. You
16 know, we ask for an operating plan, a business
17 plan, building design and cost estimates,
18 current cost estimates, financial information,
19 pro formas. All of that to help us evaluate
20 these projects. And I think when they saw what
21 they needed to provide some of them just did
22 not have the capacity to be able to pull all
23 that together.

24 And so just a reminder, the program can
25 pay 50 percent of facility and equipment for a

1 publicly owned or nonprofit owned facility or
2 25 percent of equipment for a privately owned
3 facility.

4 When we evaluated these projects we did
5 reach out to some other agencies. In
6 particular, VDACS Michelle. The AFID program
7 there was extremely helpful. And we also spoke
8 to Tony Banks who I think is here today with
9 Virginia Affairs. We got his input on some of
10 these. It was important to us that we had an
11 idea of how other agencies were viewing these
12 projects and just to make sure that we all kind
13 of had the same opinion.

14 So with all that said, we received two
15 applications. And the first one that we will
16 discuss today is Number 4154. It is from
17 Tazewell County IDA requesting \$979,000. This
18 is for the cost -- 50 percent of the cost to
19 construct a 7,500 square foot facility. The
20 private operator that they lease to Blue Ridge
21 Butchery. And that organization is responsible
22 to provide all the equipment which is around
23 \$500,000.

24 The facility will have two cut floors
25 which will allow it to process a variety of

1 species. Floor Cut A is dedicated exclusively
2 to beef and will process five days a week. Cut
3 Floor B will do pork, lamb and chicken each on
4 separate days. And while that design can't
5 receive the formal approval from USDA until it
6 is operational, they did consult with USDA
7 inspectors on the design and have confidence
8 that this is do-able.

9 So matching funds 50 percent of the cost
10 to develop the facility will be committed by
11 Tazewell County, and they will get those funds
12 from a variety of sources including the
13 forgivable loan from VCEDA. They will be
14 seeking loan support from the Small Business
15 Finance Authority. And they will also pursue
16 AFID funding. And that is, you know, in
17 discussions with the program for those funds.

18 The application identified 10 local
19 producers who have expressed interest in using
20 the facility. That number is based on the
21 number that had directly indicated that they
22 will use the facility, although, the regional
23 demand is much higher. So we expect that
24 number will be much higher, though number of
25 producers will only be limited by just the

1 operational capacity of that facility.

2 So again, Blue Ridge Butchery will lease
3 the facility from Tazewell County for 15 years.
4 They will pay monthly rental payments totaling
5 \$67,200 the first year. And then the rate will
6 increase by two percent each year after that.

7 The tenant will be responsible for all
8 maintenance, taxes, insurances, operating
9 expenses, tenant improvements, et cetera. And
10 the performance agreement also requires Blue
11 Ridge Butchery to employ 10 new full-time
12 equivalent employees within 18 months of
13 operation. These are pretty substantial
14 requirements that the County has placed on the
15 operator. But I think that also speaks to the
16 County's commitment to the success of this
17 project.

18 Again, Blue Ridge Butchery will need about
19 \$500,000 for equipment. But an additional
20 \$168,000 approximately in working capital will
21 be needed for the first year. So again, we did
22 involve Virginia Affairs and VDACS' AFID
23 staff -- as well as our very own Stephen Versen
24 who knows probably more than anyone about
25 AFID -- in our review. And, you know,

1 personally, everyone agreed this was a strong
2 project.

3 The Blue Ridge Butchery, the principal and
4 the other staff there, they do have experience
5 with processing and with marketing local foods.
6 They understand the work in this industry.
7 They understand the challenges.

8 The concern, the single concern that we
9 had is that when we looked at the financial
10 information it did seem like operating capital
11 during that first year would be a bit of an
12 issue. There are months where there's a pretty
13 significant deficit. And then there are months
14 where it's pretty close to breaking even. A
15 lot of that has to do -- you know, the first
16 month, for example, there's a big insurance
17 payment due. And just things that are part of
18 starting a business. So we have talked to them
19 about that. And we are continuing to work with
20 them to help make sure we have identified all
21 other sources of funding that could help.
22 Whether it's with working capital or if we can
23 help Blue Ridge Butchery with the costs of
24 their equipment.

25 They were planning to seek a loan for all

1 of this. Our program can actually support
2 25 percent of the cost of his equipment subject
3 to a performance agreement. And so we were
4 working with the County to submit an
5 application for our deadline this week. It did
6 not get submitted for a variety of reasons. We
7 were asked if -- they would like the
8 opportunity to submit that funding. So we may
9 discuss that a little bit later.

10 But overall, we thought this was a strong
11 project. We think the business plan is strong.
12 We think the public-private partnership is
13 strong. And we were excited about this one.

14 The staff recommendation is, staff
15 recommends award of \$979,000 contingent on
16 achieving full project financing.

17 DELEGATE MOREFIELD: Okay. And I will say
18 that the lady that handles the applications,
19 they missed the deadline because she was having
20 a baby.

21 All right. Okay. Do we have any questions
22 from the Committee?

23 SECRETARY LOHR: I have a question.

24 DELEGATE MOREFIELD: Yes, sir.

25 SECRETARY LOHR: So is there any private
equity

1 in this project at all? Or is it all pretty
2 much grant funding they're looking at right
3 now?

4 MS. WILLIAMS: So the facility will be
5 grant and loan money. Tazewell as well will
6 have some loans. The money for the equipment
7 would be private equity because he's providing
8 it, you know. Unless we're able to help a
9 little bit with the cost of that equipment and
10 just kind of reduce the amount of the loan he
11 has to have. And we have -- the group is here
12 if there are questions.

13 SECRETARY LOHR: The other question I have
14 is more of a general comment. How common is it
15 in these projects to have a facility owned by
16 the County and leasing out to individuals? Is
17 that normally how it's done? Or is that kind of
18 a rare occurrence?

19 MS. WILLIAMS: Well, we don't have a
20 committee in Southwest so I am not the expert
21 on this. I would say it's probably not that
22 common. But it seems like it's necessary in
23 our region to get these projects moving along;
24 that they have to have that backing.

25 MSECRETARY LOHR: Thank you.

1 SECRETARY MERRICK: I'm not a member of
2 this committee, Mr. Chairman, but may I ask a
3 question?

4 DELEGATE MOREFIELD: Yes, ma'am.

5 SECRETARY MERRICK: I think Secretary Lohr's
6 question is very good. I had a question in our
7 last Committee meeting that was actually an item
8 to follow-up with our acting director which is,
9 I think it's very worthwhile for us to have a
10 comparative analysis of how this is done in the
11 localities and just data and information that
12 will help inform our decisions about why the
13 investments. And so I would encourage the
14 Commission to do this sort of comparative
15 analysis.

16 I also wondered about the gas gate and the
17 infrastructure. How much is paid by the
18 localities and if those -- that sort of
19 information I believe would help this
20 Commission become better informed to make wise
21 decisions.

22 MS. WILLIAMS: I do want to add to that,
23 that a private entity is not allowed to apply
24 to us directly. They must come through an
25 eligible applicant which is a locality, a

1 governmental unit or a nonprofit. So even if
2 they're not owning the facility, they're almost
3 certainly going to have to be an applicant
4 because the private ones can't access funds
5 otherwise.

6 SECRETARY MERRICK: But it is good to know
7 also how -- what is the variety of capital
8 stacks for localities in these types of
9 projects. I'd just like to know.

10 DELEGATE MOREFIELD: Madame Secretary,
11 thank you.

12 If it's okay with the Committee I think we
13 have representatives from Blue Ridge and
14 Tazewell County. And maybe you can better
15 explain the challenges that we're faced with in
16 our area as far as access to the processing
17 facilities.

18 TIM DANIELSON: My name is Tim Danielson.
19 I'm an economic development director for
20 Tazewell County. My background, I was in
21 commercial real estate for 15 years in Chicago.
22 I also represented -- I was involved with
23 the -- they were also a site selection company
24 so we did national site selection for
25 Caterpillar. Robert Bosh was a client of ours.

1 I actually have been in favor of -- and we
2 have a shell building that we're also probably
3 going to be the owner of this shell building
4 and lease it to the tenant with an agreed
5 purchase at the end of the term. And I prefer
6 that approach because if it's my land, my
7 property, I still control the property. So if
8 the business, say, in five years hits a
9 difficult situation that land returns back to
10 me.

11 So we took a look at that risk for this
12 particular project, and we believe given the
13 demand in our area for this type of business
14 and the fact that it took us a while to find a
15 person who was going to be the owner and
16 operator of this business -- that's the biggest
17 challenge is finding somebody who's going to be
18 the leader. Logan has had many years of
19 experience with this, and a project that we had
20 been kicking around for quite some time. We
21 were just never able to put all the pieces
22 together until Logan approached us.

23 And then we learned of this program. But
24 in terms of government entities owning property
25 and basically being a landlord, that's actually

1 fairly common. It happens a lot. Especially,
2 I would say in the more aggressive southern
3 states when it comes to attracting business.
4 If you're in the Chicago area you'll never see
5 that, typically.

6 But definitely, in the south there's lots
7 of instances where I can give you where the
8 government is really the owner of the facility.
9 They lease it long term, and then they have a
10 buy-out provision of sale at the end of the
11 term.

12 So anyway, that's an answer. That
13 hopefully answers that question. If you have
14 any others.

15 And then I can introduce you to Logan. He
16 is actually going to be the owner operator of
17 the facility.

18 Logan?

19 LOGAN MORRISON: I just wanted to say that
20 I greatly appreciate the opportunity because
21 this project was kind of at a dead end about a
22 year ago because the funding and everything I
23 could do as far as raising money and everything
24 was pretty stagnant. People wanted a rate of
25 return that there's no way that this project

1 could have provided for a private investor.
2 And so Tim was -- actually, we kind of ran into
3 each other. I don't want to say haphazardly,
4 but it felt like that at points.

5 So I just want to say I appreciate this
6 realization, and hopefully we can get this
7 project up and running. It's something that
8 I've been pursuing for quite a few years, and
9 I've also been running a farm for quite a few
10 years. I did grow up on a farm so it's just --
11 but I felt like if I couldn't make it
12 financially why would anybody do this. And
13 this would provide a great diversity for the
14 farms in our area.

15 But if anybody's got any questions I'm
16 more than happy to answer them.

17 DELEGATE MOREFIELD: I don't have a
18 question but would you explain to the Committee
19 the challenges that local farmers have in
20 accessing, currently having access to meat
21 processing?

22 LOGAN: Yes. So I can't speak for
23 everybody, but I can speak for myself. We
24 started out farming cattle and sheep. And the
25 market, like any other market, is so up and

1 down. And when your margins are very, very low
2 those downs are -- hit really hard. And so
3 that's where I took the opportunity to start
4 selling halves and wholes of animals at farmers
5 markets to individuals and things like that.
6 And that, essentially, plateaued my income on
7 my farm. So today the market, the commercial
8 market of cattle and livestock in general are
9 bringing very good -- I won't say very good,
10 but where they should be as income for farmers.
11 But this is not going to last very long. It's
12 going to last maybe -- we'll be lucky if it
13 lasts for six months. And that's how fast it
14 turns over. And so in those other six months
15 out of season and everything else -- because
16 usually farmers only have about one income
17 which is usually in the fall. Some spread it
18 out longer. Usually, it's a big sale in the
19 fall, and you have to make that income year
20 round, where there's an income right across the
21 road from them when they can take an animal and
22 sell it. So what I was running into is that my
23 income was selling meat into the market and the
24 farm made sense. You know, money wise, in
25 practicality it was worth my labor. It was

1 worth my time. It was worth my effort.

2 But what is happening is that being able
3 to find a butcher is so difficult right now.
4 And it's -- they're older. The average age of
5 a butcher in Virginia is around 65 which is
6 retirement age. I'm sure they're going to want
7 to retire if they haven't already. Also too
8 the other answer is for them to go out of
9 business because they do not and have not set
10 up the means for somebody to come up and learn
11 the trade and go on. And that's where we want
12 to fill that gap also with our project. I know
13 I won't be around forever, but I want to see
14 this as long as I'm around if not more and then
15 some.

16 But the other thing is too, is that where
17 I'm located which is in Southwest Virginia,
18 I've got one option which is about two years
19 booked up right now at this point. Or I travel
20 two and a half hours down to North Carolina.
21 That's two and a half hours there. That's
22 essentially Virginia tax dollars going down to
23 North Carolina that I want to see stay local.
24 Because every time a sale is made in Virginia,
25 whether it be business, whether it be a cattle

1 sale or whether it just be transferring
2 neighbor to neighbor, that money stays in
3 Virginia. But when it goes out of state that's
4 when I start to see a really big kind of issue.
5 Not to mention that hurts my bottom line having
6 to fill up the diesel truck at the cost it is
7 now to travel two and a half hours. And I have
8 to do it twice. It's not just once to drop the
9 animal off, but go and pick the animal up.
10 That's kind of the challenges we face.

11 DELEGATE MOREFIELD: I believe Ms. Clark
12 has a question.

13 MS. CLARK: I just want to thank you for
14 putting this project together because my family
15 has cattle, and sometimes we have to wait six
16 months just for a date. And at that point, you
17 know, the steer is not ready. We want to
18 process that animal when it's ready. And so,
19 you know, I can foresee us driving from
20 Southside Virginia out to your location just to
21 be able to, you know, make the business work.
22 So I appreciate you putting this together.

23 LOGAN: Thank you. It really does hit
24 close, you know, as far as -- you know, I've
25 grown up in Southwest Virginia. I didn't grow

1 up with cattle but cattle's everywhere. It's
2 cattle everywhere. So it would be a shame to
3 see all that go out just because we didn't
4 provide the service.

5 TIM DANIELSON: This is Mr. John
6 Blankenship. He's our extension
7 representative.

8 MR. BLANKENSHIP: And just to give you a
9 little background. In 2012, which has been
10 about 11 years ago, we put together a needs
11 assessment of what type of ag needs we need in
12 Tazewell County. And every time we've done
13 this since then, meat processing has come to
14 the top of the list. It's our biggest need.
15 Because as mentioned before, we have producers
16 that are having wait times of over a year.
17 Well, these animals, you know, you can't wait a
18 year when you have finished beef. And also
19 having to travel so far to the facilities.

20 So we've been working on this project for
21 quite some time. And during the pandemic we
22 realized just how important it was to have an
23 opportunity to locally process the products
24 that we're producing in the town. And the
25 County developed a food safety committee that I

1 chair. And we have kind of ramped up our emphasis
2 on trying to come up with opportunities to process
3 beef, poultry, lamb, goat, whatever we have that
4 we produce in Tazewell County. And there's just
5 an incredible need out there. And we got the
6 Center for Economic Development at Virginia Tech
7 involved with a regional program that looked
8 throughout the coal fields area on needs for
9 agriculture. And then the meat processing there
10 was also one of the top three items that was
11 expressed.

12 DELEGATE MOREFIELD: Any further questions
13 from the Committee?

14 MR. PACE: Mr. Chairman, I have a motion at
15 the proper time.

16 DELEGATE MOREFIELD: Okay.

17 MR. PACE: Mr. Chairman, I move that we grant this
18 \$979,000 award contingent on achieving full
19 project funding for Project 4154.

20 DELEGATE MOREFIELD: Okay. We have a motion
21 to accept the staff recommendation.

22 UNIDENTIFIED: Second.

23 DELEGATE MOREFIELD: We have a second. All in
24
25

1 favor, say aye. (Ayes.) The motion carried.

2 I'll note an interesting note. I just got
3 a text message from a local cattle farmer. They
4 had 330 head of cattle, and they were saying
5 that it takes 6 to 12 months just to scale the
6 cattle for processing.

7 MS. COX: Mr. Chairman, I just want to
8 thank staff for working through this process.
9 And those of us that don't have cattle, you
10 know, are learning a lot. And I know there's
11 lots of nuances. And it sounds like you've
12 been a partner in (inaudible) so thanks for
13 working through all of this.

14 MS. WILLIAMS: Thank you.

15 I think some of the comments here today
16 really show why when I picked to do this
17 special group is the topics that came up.
18 Because you do hear it all the time. In any
19 type ag related meeting this is a huge need.

20 MR. VERSEN: I just want to share in that
21 and commend the staff and the Commission that
22 has helped this project. We brought projects
23 that are incredibly difficult. One created for
24 meat processing plant in Virginia in the past
25 25 years. What is needed is really strong

1 support from the local government and the state, and
2 most importantly entrepreneurs with the skills and
3 interest to do this. And it's very rare that it all
4 comes together like this. We're very excited and we
5 will commit to work very closely with our partners at
6 USDA, Virginia Affairs, Small Business Finance
7 Authority. Anyone we can to help finance this.

8 DELEGATE MOREFIELD: So I do believe we need to
9 -- I'll entertain the motion to extend the approval
10 of -- to extend the deadline for the additional
11 funding for equipment and operational support that
12 the County missed because the lady administering the
13 program had a baby.

14 UNIDENTIFIED: So moved.

15 UNIDENTIFIED: Second.

16 DELEGATE MOREFIELD: And we have a motion to
17 approve and second. All in favor say aye.

18
19 (Ayes.) All opposed. (None.) Okay.

20 MS. WILLIAMS: And that application will be
21 submitted shortly and will be heard at the January
22 meeting with the other applications that came in
23 October 10th.

24 Okay. Moving onto the second project. It
25

1 is Number 4153. It is the Blue Ridge Plateau
2 Initiative requesting \$2.5 million for the Blue
3 Ridge Plateau Meat Processing Facility.

4 Again, funds are requested to support
5 50 percent of the estimated \$5 million cost to
6 develop a new USDA meat processing facility in
7 Carroll County. Commission support will be
8 used for land prep, building design,
9 construction, holding pens, and slaughter and
10 processing equipment. The Carroll County EDA
11 will provide a site for the facility.

12 So this is a project that I know you all
13 have heard from before. It's pretty familiar
14 to this Committee. Just, you know, the
15 background is in 2010 we actually provided a
16 grant which was matched by ARC to support a
17 feasibility study and initial business plan for
18 the project. So we've been involved from the
19 very beginning with this project.

20 In 2019 we approved a \$500,000 grant
21 really just as challenge money. We were the
22 first money in, and we wanted to show other
23 funders that money was committed. And we
24 really want to try to help push other people to
25 commit to the project and unfortunately, you

1 know, that didn't happen. Covid years and just
2 a variety of things. Finally in January 2023
3 we re-obligated that grant. The balance was
4 added to the balance for this special round,
5 and we invited them to submit a new
6 application.

7 The project's design has changed quite a
8 bit over the years. Initially, it was going to
9 be owned by the non-profit and leased to a
10 for-profit operator. The current structure is
11 for the non-profit to own it, and it will be
12 managed by I think it's a seven-member board
13 and will have a general manager, certified
14 butcher and initial staff of two line workers
15 and one office support.

16 So at the time of the June 1st deadline
17 the site had not been identified, although, we
18 learned through our review process that the
19 County has acquired a site. So that is very
20 promising news and good progress for this
21 project. Unfortunately, it looks like it still
22 may be a little bit early for us to commit a
23 significant amount of funding. The cost
24 estimates provided with the application were
25 from I think 2011 for construction of facility.

1 Equipment was from 2018. And there was a note
2 that the amounts in the budget were modified
3 amounts.

4 They have consulted with experts to kind
5 of see what the current costs would be. But we
6 didn't have any documentation of who those
7 experts were, how they made their calculations.
8 And we all know that construction costs,
9 equipment costs, everything has skyrocketed
10 recently, and so we really didn't feel like we
11 had a good idea of what the actual development
12 costs of this project is.

13 Additionally, there was a note that said
14 the final design of the facility itself and
15 then of course the associated construction
16 costs and all that could not be determined
17 until a site was selected. So the site has
18 just been selected so now would be the time to
19 move forward with final design on that site and
20 to really determine what the actual costs to
21 develop that site will be.

22 So with that in mind we felt it was
23 premature for the Commission to commit a
24 significant amount of money to this project.
25 They are pursuing some planning grant money. I

1 believe they mentioned planning grants from
2 USDA's Local Food Promotion Program. And they
3 plan to apply for an AFID planning grant which
4 to me shows this project is really still in the
5 planning phase. I think we ought to, you know,
6 continue to monitor this one to be a resource
7 as much as we can to help them continue to
8 develop it. The fact there is a site is very
9 promising. And I think, you know, as they move
10 through that design process they should
11 certainly keep us connected to it because at
12 some point it may be appropriate for them to
13 come back to us.

14 Again, these types of projects under our
15 current ag business guidelines -- and of course
16 those could change -- do allow, they can come
17 in at any of the Southwest application
18 deadlines for this. We just need to see that
19 it's a little further along, that there are
20 actual construction matching funds committed to
21 the project. Or, you know, even if that is a
22 loan that there's at least some documentation
23 that those loan funds, you know, pre-approval
24 or whatever. We just felt like we still needed
25 a lot of additional information.

1 So for this one staff recommends no award
2 at this time.

3 DELEGATE MOREFIELD: Okay. Any questions?

4 MR. PACE: Question for Ms. Williams. In your
5 discussions with the County and

6 Blue Ridge Plateau Initiative, was there any --
7 did they give you any timetable of when they
8 may give a final design?

9 MS. WILLIAMS: Well, they did not. But
10 that was the block that they did not have that
11 the site selected. There were a couple of
12 properties they were looking at one would need
13 to purchased. And it was very expensive, but
14 it was almost ideally suited. I believe that
15 the property that was purchased, you know, it's
16 a green field site. So they will need to go
17 back and do design. I imagine, you know, the
18 funding to do that is maybe the next issue.
19 But because the site has been selected there's
20 no reason that they shouldn't be able to move
21 pretty quickly to get the design done.

22 UNIDENTIFIED: Mr. Chairman.

23 DELEGATE MOREFIELD: Yes, sir.

24 UNIDENTIFIED: Sara, you said in the
25 beginning that \$2 million was set aside for

1 this special fund for beef processing. And then I
2 thought you said that money would revert back after
3 a certain deadline. Will that money still be
4 eligible for this project in six months when they
5 come back?

6 MS. WILLIAMS: Well, it would go back to just
7 the general Southwest Committee Budget. We received
8 18 applications. A really good response to our
9 October 10th deadline. And so whatever balance we
10 don't use today will be in the pod for money for
11 those projects. And so really it would just be
12 what's left after that. And we don't know. Again --
13 or what money was budgeted for Southwest or for the
14 ag business that is still under development. So I
15 believe there will be a place. I just, right now
16 it's hard to say where that place is or how much
17 funding would be available.

18 UNIDENTIFIED: Thank you.

19 DELEGATE MOREFIELD: Okay. Do we have any
20 further questions? (None.)

21 No questions? Yes, sir.

22 MR. PACE: Mr. Chair, I have a motion.

23 DELEGATE MOREFIELD: Okay.

24 MR. PACE: Move to table.
25

1 DELEGATE MOREFIELD: Okay. We have a motion to
2 table. And I think with that motion they
3 will -- if we approve that motion they always
4 have the ability to come back and reapply.

5 So we have a motion to table.

6 And a second?

7 UNIDENTIFIED: Second.

8 DELEGATE MOREFIELD: All in favor say aye.

9 (Ayes.) All opposed. (None.)

10 Okay.

11 So now onto extensions and modifications.

12 MS. WILLIAMS: Well, we have several
13 projects that need extensions and modifications.
14 Some of these will be quite familiar to some of you
15 on the Committee. A lot of these are construction
16 projects with a variety of funders. Especially,
17 federal funding which almost always slows down the
18 project a little bit.

19 The first one is Number 3198. It's Friends of
20 Southwest Virginia Building Appalachian Spring,
21 Growing the Economy of Southwest Virginia. So
22 approved in 2016 for 500,000. There's a \$206,053
23 balance which is the portion of the grant that was
24 supporting
25

1 development Haysi. It was originally
2 Riverwalk. It's been modified quite a bit.
3 But Haysi was impacted with a lot of flooding
4 years ago so they had to completely redesign
5 the project with additional flood requirements.

6 So the project as it is now is more for
7 like sidewalks, curbs, sliding landscaping.
8 Basically to increase access from the town, the
9 downtown section, down to the river. And
10 they're closing in on completion.

11 They have requested a nine-month
12 extension. And so staff is recommending
13 approval of the final extension through
14 June 30, 2024.

15 DELEGATE MOREFIELD: If it's okay with the
16 Committee when we adopt the recommendations
17 we'll do these in a block.

18 MS. WILLIAMS: Next we have 3191, Floyd
19 County EDA; Floyd Regional Commerce Center
20 Phase II Development approved for \$420,696 in
21 September 2017. There's a \$406,273 balance.
22 They've requested a one-year extension.

23 This grant will be used for construction
24 of utilities to serve the additional building
25 pads that are being developed at Commerce Park.

1 Phase II also includes construction of an
2 access road that's being paid for with ARC
3 access road funding.

4 Since the grant's approval the cost of
5 this project has increased substantially. When
6 they put it out to bid early 2023 the lowest
7 bid was more than a million dollars over budget
8 so they have submitted an application to USDA
9 to help close that funding gap. And given all
10 that, we really should expect probably an
11 additional extension next year for this
12 project. They are working to raise the money.
13 They want to see it move forward. They're just
14 kind of in a holding pattern while they raise
15 additional money. So staff recommends approval
16 of a one-year extension through September 30,
17 2024.

18 Next is 3558 also from Floyd County EDA
19 for the Floyd Light Industrial Building and
20 Growth Center Campus. It was approved for
21 \$497,475 in 2019, and it has a \$28,834 balance.

22 This supported the development of a
23 building for light industrial users. The
24 project was exceptionally well matched. It had
25 over \$4.8 million of additional funding. We

1 were a pretty small player in this one compared
2 to all the other sources.

3 The holdup right now is just, they are
4 working with their contractor to close out the
5 project and pay the retainage. They want to
6 make sure everything is as perfect as it can be
7 before they release that retainage. So they
8 just need some additional time to do that and
9 process the final payment.

10 The US EDA approved an extension to the
11 end of January, and we thought the Commission
12 grant should align to that same date. So we
13 are recommending approval of a final extension
14 through January 31, 2024.

15 Next we have 3464, Heart of Appalachia
16 Tourism Authority, Coalfield Regional Tourism
17 Destination Project approved for \$483,220 in
18 2018. There's a \$401,598 balance.

19 This grant supports the design and site
20 development for the Three Rivers Destination
21 Center which will serve as a visitor center for
22 the Clinch River State Park. The design is
23 complete. They finally have all their
24 contracts complete with the HCD. There was a
25 delay. I think they had to do a back-study and

1 some other stuff before that contract could be
2 executed.

3 Matching funds were \$1.5 million POWER
4 grant, \$209 DHCD and local support. The
5 project as it was originally budgeted is fully
6 funded. Although, the most recent estimates
7 show that there could be funding deficit. Just
8 because costs continue to rise. But they have
9 a plan to address that. They would do a phase
10 construction. That would allow them to raise
11 money. But also if they have to cut out some
12 of the landscaping and things at the end of the
13 project they're willing to do that. Their goal
14 is to have an open functioning building, and
15 they do have funding to accomplish that.

16 This one is another one, you know, we
17 approve extensions one year at a time, and so
18 we will likely see this one again next year.
19 Staff recommends approval of a one-year
20 extension through September 30, 2024.

21 Okay. 3564. Southwest Regional
22 Recreation Authority Creating a Sportsman's
23 Economy for Southwest Virginia; approved for
24 \$125,000 in October 2019. There's an \$80,676
25 balance. This is request for a final

1 extension. There's also a bit of a
2 modification included in this too.

3 So the grant was approved four years ago
4 to assist with the development of a
5 rifle/pistol complex which would allow
6 Spearhead to diversify recreation opportunities
7 to attract more visitors from just those
8 interested in ATV and to keep the ones that are
9 here, here longer by offering them more to do.

10 The site that this range was located on,
11 the property was donated. And the previous
12 owner as a condition of that gift required that
13 a historic cabin be restored. And so the
14 application that was submitted to us, the scope
15 of work that we approved called for that
16 building to be renovated, restored and it would
17 house offices, restrooms, those sorts of
18 things.

19 When we did a site visit we discovered
20 that that cabin had actually been dismantled
21 and they were building a pole barn in its place
22 which we new nothing about. And they could
23 share some information that it was cheaper to
24 build the pole barn than it was to reconstruct
25 the cabin. And so the compromise we finally

1 reached was at the time the pole barn was
2 complete and it housed the deliverables we
3 expected in that facility: Offices, restrooms
4 that type of thing, that we would reimburse
5 50 percent of that cost. And because we did
6 that it actually left a pretty significant
7 balance in the grant.

8 Spearhead, as many as you know, is under
9 new leadership these days. And their new
10 director, one of the first things he set out
11 that he wants to accomplish is to fulfill the
12 promise made to the landowner who donated the
13 property that the historic cabin will be
14 restored. And so he's asked to use the balance
15 of the grant to restore that cabin as was
16 promised. The estimated cost -- he provided
17 some estimates -- is around \$35,000 and will
18 house a first-aid station. Then any other
19 funds would be used to do a good survey of the
20 property, make sure all the boundaries are
21 correct and marked and in place which I think
22 we all understand is important for a shooting
23 range.

24 So staff recommends approval of a
25 nine-month extension through July 31, 2024.

1 Okay. Next we have 3557. Tazewell County
2 IDA Southwest Virginia Corporation. It was
3 approved for \$225,00 in October 2019. There's
4 a \$161,383 balance. The grant was approved to
5 assist with the cost of constructing two
6 additions totaling 2,500 square feet to be
7 added to the building. It would house space
8 suitable for live performances. They mentioned
9 at the time a partnership with Barter Theater
10 and others to bring live performances to the
11 building. Tazewell County is the grantee
12 because the primary beneficiary is a nonprofit
13 that was formed around the time of the grant's
14 approval. However, the building is owned by
15 for profit entity so it's a little confusing,
16 but that's why the County is involved in it.

17 Since the grant's approval only a small
18 amount of funding has been released. These
19 expenses tend to be for demolition, masonry
20 work, a variety of things. The information we
21 received with this extension also spoke about
22 some property line disputes with neighbors, and
23 it seems like that property has had to be
24 resurveyed, maybe redone a couple of times.
25 There are some expenses associated with having

1 to mitigate the damage that was done on what
2 they learned was somebody else's property.

3 There is no general contractor. The
4 grantee is serving as their own general
5 contractor. And most of the work has been done
6 by a single person, but there's no formal
7 contract with him. We don't have the scope of
8 work. We don't have a current cost estimate.
9 We don't have a lot of things that tell us that
10 this project is on track for completion. We
11 understand the grantee has said she can save
12 money by doing it herself. But we're four
13 years in, and so we just really need to see
14 some progress.

15 So we are -- as a condition of the
16 extension we would like to see the project
17 competitively bid. We would like to see a
18 general contractor selected. We need to know
19 the project cost in today's dollars, and is
20 there money to actually accomplish this.

21 So staff recommends approval of a one-year
22 extension through October 31, 2024 contingent
23 upon the project solicitation and selection of
24 a contractor through a competitive process
25 suitable to the project. The grant will be

1 frozen until the contingency has been met.

2 DELEGATE MOREFIELD: Any questions from the
3 Committee on --

4 MR. PACE: We have one more.

5 MS. WILLIAMS: And finally, we have 3465;
6 Virginia Highlands Community College
7 Educational Foundation, Advanced Technology and
8 Workforce Development Center. It was approved
9 for \$1,000,000 in September 2018. The full
10 balance remains. There is request for a
11 one-year extension.

12 This grant was awarded through the Special
13 Projects Committee back when we still had that.
14 That's why it's now in this Committee and why
15 you're hearing about it.

16 So a decision was made -- it's a very
17 expensive project. \$8.5 million total cost. A
18 couple years ago the college determined that
19 with rising steel prices it was better to go
20 ahead and purchase at least the steel and get
21 that structure up while they raised additional
22 money. They just really wanted to lock in
23 those prices before they skyrocketed like we
24 know that they have. But that was a little bit
25 of a concern to us last year, that we wanted to

1 know that all the funding was in place before we
2 released our money. And we have had a condition
3 placed on the grant at the time of that
4 extension that our funds would be used last
5 dollar after all other funds were in place and
6 had been spent. So we would pay at the very
7 end.

8 They have been very active with their fund
9 raising this year and have some really good news
10 to report. They need \$3.5 million to complete
11 the project, and they have raised
12 \$3 million of that. They're within, you know, a
13 half a million dollars of their goal. They're
14 very close. So they've asked if we would
15 reconsider that contingency. And so we have
16 come up with something of a compromise that
17 still protects our money, but maybe gives them
18 a little more flexibility with when they can
19 spend our money.

20 And so staff recommends a one-year
21 extension through September 30, 2024
22 conditioned upon the grant director's approval
23 to release funds to support the final phase of
24 construction. This approval may be requested
25 once the project is under contract and has

1 documented that all funds necessary to complete the
2 project are available to use concurrently with the
3 TRRC grant.

4 DELEGATE KILGORE: I'm going to vote for all of
5 these modifications and extensions, but I do note
6 that, I mean, looking at the list it's 8 years, 7
7 years, 5 years, 6 years, 5 years, 5 years and 6
8 years. I mean, I'm glad they're not building a house
9 because it would be -- it takes too long to do this.
10 But I mean, you know, all these individuals came to
11 us at the time and said, hey, we're ready to go.
12 We're ready to do this and ready to do that. And,
13 you know, here we are 8, 7, 5, 6, 6, years down the
14 road and our money is tied up. But I'm glad to know
15 the money hasn't gone out. But we just need to
16 really -- and Sara, you're doing a good job. We need
17 to really impress on them that this is it. We can't
18 go much further than this. I mean, because other
19 projects may come along that we would like to fund,
20 and we're tied up with these projects that obviously
21 haven't gone as well as they should have gone. And I
22 know that COVID and all that set in. But I am going
23 to vote, but I just think we ought to let them
24
25

1 know maybe that, hey, this is it.

2 MS. WILLIAMS: We do close a lot of the
3 grants. We want to see that the project is
4 actually active. And some of these, especially
5 when you get some of the federal money
6 involved, it takes a long time to get those
7 properties under contract. There's a lot of
8 requirements, you know. So some of those
9 delays are just we came in early, and we moved
10 faster than a lot of our funding partners. And
11 then some are just, you know, other things.

12 SECRETARY MERRICK: Mr. Chairman, I was
13 just going to say, as long as I've been on the
14 Commission, Delegate Kilgore has been talking
15 about this issue. And I don't know if there's a
16 way to tighten timelines or set some parameters.
17 It seems like we really haven't had any. And we
18 file extension after extension to be as helpful
19 a parter as we can, as Sara said. But they're
20 tying up dollars that could be maybe possibly
21 better served in the here and now. So I don't
22 know if there's something that we can look at
23 far as timelines go.

24 DELEGATE KILGORE: We mean it this time.

25 DELEGATE MOREFIELD: I agree with you. Of

1 course many of these projects applied right
2 before the pandemic occurred. But now we're
3 faced with an economic issue with inflation.
4 So I know that project costs in some cases
5 increase by 25, 35 percent. But I agree with
6 you. I think we should certainly look at that.
7 I know that Sara and staff have done an
8 incredible job to try to provide as much
9 flexibility as they can.

10 MS. WILSON: Mr. Chair, kind of going back
11 to what Secretary Merrick said. If we could
12 have timelines or scroll for information on
13 what's the usual timeframe that we're extending
14 these grants, and then we have something we can
15 fall back on. You know, typically, this is it,
16 and we need to close it so that money could be
17 used.

18 MS. COX: Seven years is well before Covid
19 so we just need to look at guidelines maybe. I
20 don't know.

21 DELEGATE KILGORE: I'll make a motion to,
22 in a block, to approve all extensions and
23 modifications as delivered by Sara with her
24 requirements.

25 DELEGATE MOREFIELD: Okay. We have a motion.

1 Do we have a second?

2 UNIDENTIFIED: Second.

3 DELEGATE MOREFIELD: Second. All in favor
4 say aye. (Ayes.) All opposed. (None.)

5 Okay. We can move onto other business.

6 MR. Versen.

7 MR. VERSEN: Ms. Humphreys was going to
8 provide an update on (inaudible) grants and all
9 the activity.

10 MS. HUMPHREYS: Right. First of all, I'll
11 talk about this latest deadline which was
12 October 10th before we came in. We received 18
13 applications for the next Southwest Virginia
14 Program Economic Development round totaling
15 about 4\$.14 million. Three of those are agri
16 business, two business development, six sites
17 in infrastructure, seven tourism and two in the
18 "other category."

19 So additionally, in your stack of handouts
20 that you have there is a report of the active
21 grants that emanated from this Committee that
22 are currently in progress. And I'm not going
23 to take up much time because I know we're
24 bumping up against the next meeting. But we
25 want to keep you all informed about what we're

1 doing in the community and how much money we're
2 putting out there. And currently there are 49
3 projects in the Southwest Virginia area related
4 to economic development, and we have 17.1
5 million invested in that.

6 DELEGATE KILGORE: How much?

7 MS. HUMPHREYS: \$17.1.

8 That concludes my report.

9 DELEGATE MOREFIELD: Okay. So now
10 we have

11 (inaudible) grants.

12 All right. I believe that concludes the
13 business of the Committee. Do you have any
14 questions? (None.)

15 All right. I'll entertain a motion to
16 adjourn.

17 MR. PACE: So moved.

18 DELEGATE MOREFIELD: So moved. All in
19 favor say aye. (Ayes.) All right. Meeting
20 adjourned.

21 PROCEEDINGS CONCLUDED at 10:40 a.m.
22
23
24
25

1 CERTIFICATE OF THE COURT REPORTER

2
3 I, Mary E. Donovan, Court Reporter and
4 Notary Public for the State of Virginia at Large, do
5 hereby certify that I was the Court Reporter who
6 took down and transcribed the proceedings of the
7 SOUTHWEST VIRGINIA COMMITTEE Meeting, when held on
8 Thursday, October 12, 2023 at 9:48 a.m. at
9 Blackstone Inn, 707 4th Street, Blackstone,
10 Virginia.

11 I further certify this is a true and
12 accurate transcript, to the best of my ability to
13 hear and understand the proceedings.

14 Given under my hand this 20th day of
15 October, 2023.

16
17
18 _____
19 Mary Elizabeth Donovan

20
21 Virginia Notary Registration No. 270874

22 My commission expires
23 May 31, 2024
24
25

WORD INDEX

< \$ >	2019 25:20 33:21 35:24 38:3	6 23:5 42:7, 8, 14	adjourn 46:15
\$1,000,000 40:9	2022 5:21	65 19:5	adjourned 46:19
\$1.5 35:3	2023 1:8, 25 2:25 5:21 26:2 33:6 47:8, 15	< 7 >	administering 24:14
\$125,000 35:24	2024 32:14 33:17 34:14 35:20 37:25 39:22 41:21 47:22	7 42:7, 14	adopt 32:16
\$161,383 38:4	20th 47:14	7,500 7:19	Advanced 40:7
\$2 5:1 29:25	23219 1:3	701 1:2	Affairs 7:9 9:22 24:7
\$2.5 25:2	25 7:2 11:2 23:25 44:5	707 1:15 47:9	AFID 7:6 8:16 9:22, 25 28:3
\$206,053 31:24	270874 47:21	< 8 >	ag 21:11 23:19 28:15 30:14
\$209 35:4	< 3 >	8 42:6, 14	age 19:4, 6
\$225,00 38:3	3 41:12	< 9 >	agencies 7:5, 11
\$28,834 33:21	3.5 41:10	9:48 1:9 47:8	aggressive 16:2
\$35,000 37:17	30 32:14 33:16 35:20 41:21	979,000 11:15	ago 4:25 16:22 21:10 32:4 36:3 40:18
\$401,598 34:18	31 34:14 37:25 39:22 47:22	< A >	agree 43:25 44:5
\$420,696 32:20	3191 32:18	a.m 1:9 46:21 47:8	agreed 5:1 10:1 15:4
\$483,220 34:17	3198 31:20	ability 31:4 47:12	agreement 9:10 11:3
\$497,475 33:21	330 23:4	able 5:15 6:22 12:8 15:21 19:2 20:21 29:20	agri 45:15
\$500,000 5:23 7:23 9:19 25:20	3464 34:15	accept 22:23	agriculture 22:10
\$67,200 9:5	3465 40:5	access 14:4, 16 17:20 32:8 33:2, 3	ahead 40:20
\$8.5 40:17	35 44:5	accessing 17:20	align 34:12
\$80,676 35:24	3557 38:1	accomplish 35:15 37:11 39:20	allocate 5:1
\$979,000 7:17 22:19	3558 33:18	achieve 11:16 22:20	allocated 5:25
< 1 >	3564 35:21	acquired 26:19	allow 7:25 28:16 35:10 36:5
10:40 46:21	< 4 >	act 6:3	allowed 13:23
10th 6:5 24:24 30:9 45:12	4.14 45:15	acting 13:8	Amanda 2:6 3:12
11 21:10	4.8 33:25	active 41:8 43:4 45:20	amount 5:8 12:10 26:23 27:24 38:18
12 1:8, 25 2:25 23:5 47:8	406,273 32:21	activity 45:9	amounts 27:2, 3
15 9:3 14:21	4153 25:1	actual 27:11, 20 28:20	analysis 13:10, 15
168,000 9:20	4154 7:16 22:21	add 13:22	animal 18:21 20:9, 18
17.1 46:4, 7	49 46:2	added 26:4 38:7	animals 18:4 21:17
18 9:12 30:8 45:12	4th 1:15 47:9	additional 9:19 24:12 28:25 32:5, 24 33:11, 15, 25 34:8 40:21	answer 16:12 17:16 19:8
18th 4:9	< 5 >	address 35:9	answers 16:13
1st 26:16	5 25:5 42:7, 14		anybody 17:12
< 2 >	50 6:25 7:18 8:9 25:5 37:5		anybody's 17:15
2 5:20	500,000 31:24		anyway 16:12
2,500 38:6	501 1:2	Additionally 27:13 45:19	Appalachia 34:15
2.5 5:24	< 6 >	additions 38:6	Appalachian 31:22
2010 25:15		address 35:9	APPEARANCES 2:1
2011 26:25			applicant 13:25 14:3
2012 21:9			application 6:13 8:18 11:5 24:21
2016 31:23			
2017 32:21			
2018 27:1 34:18 40:9			

26:6, 24 28:17 33:8
36:14
applications 4:18
6:11 7:15 11:18
24:23 30:8 45:13
applied 44:1
apply 13:23 28:3
appreciate 16:20
17:5 20:22
approach 15:6
approached 15:22
appropriate 28:12
approval 4:9 8:5
24:11 32:13 33:4, 15
34:13 35:19 37:24
38:14, 17 39:21
41:22, 24
approve 4:11, 15
24:19 31:3 35:17
44:22
approved 25:20
31:23 32:20 33:20
34:10, 17 35:23 36:3,
15 38:3, 4 40:8
approximately 9:20
ARC 25:16 33:2
area 14:16 15:13
16:4 17:14 22:9
46:3
aside 5:20 29:25
asked 11:7 37:14
41:14
assessment 21:11
assist 36:4 38:5
associated 27:15
38:25
attract 36:7
attracting 16:3
ATV 36:8
Authority 8:15 24:8
34:16 35:22
available 5:24 30:18
42:2
average 19:4
award 11:15 22:19
29:1
awarded 40:12
aye 4:15 23:1 24:19
31:8 45:4 46:18

Ayes 4:16 23:1
24:20 31:9 45:4
46:18
< **B** >
baby 11:20 24:15
back 5:23 6:1 15:9
28:13 29:17 30:3, 5,
6 31:4 40:13 44:10,
15
background 4:23
6:7 14:20 21:9
25:15
backing 12:24
back-study 34:25
balance 5:2 26:3, 4
30:10 31:24 32:21
33:21 34:18 35:25
37:7, 14 38:4 40:10
Banks 7:8
barn 36:21, 24 37:1
Barter 38:9
based 5:4 8:20
basically 15:25 32:8
beef 8:2 21:18 22:3
30:1
beginning 25:19
29:25
believe 13:19 15:12
20:11 24:9 28:1
29:14 30:15 46:11
beneficiary 38:12
best 47:12
better 13:20 14:14
40:19 43:21
bid 33:6, 7 39:17
big 10:16 18:18
20:4
biggest 15:16 21:14
bit 4:23 10:11 11:9
12:9 26:8, 22 31:19
32:2 36:1 40:24
Blackstone 1:14, 16
47:9
Blankenship 21:6, 8
Blevins 3:9
block 29:10 32:17
44:22

Blue 7:20 9:2, 10, 18
10:3, 23 14:13 25:1,
2 29:6
board 26:12
booked 19:19
Bosh 14:25
bottom 20:5
boundaries 37:20
breaking 10:14
bring 38:10
bringing 18:9
brought 23:22
budget 27:2 30:7
33:7
budgeted 30:14 35:5
build 36:24
building 6:17 15:2, 3
25:8 31:21 32:24
33:19, 23 35:14
36:16, 21 38:7, 11, 14
42:9
bumping 45:24
business 6:16 8:14
10:18 11:11 15:8, 13,
16 16:3 19:9, 25
20:21 24:7 25:17
28:15 30:14 45:5, 16
46:12
butcher 19:3, 5 26:14
Butchery 7:21 9:2,
11, 18 10:3, 23
buy-out 16:10
< **C** >
cabin 36:13, 20, 25
37:13, 15
calculations 27:7
call 3:1, 3
called 36:15
Campos 2:4 3:4, 7,
12, 14, 18, 20, 22, 24
4:3
Campus 33:20
capacity 6:22 9:1
capital 9:20 10:10,
22 14:7
Carolina 19:20, 23
carried 23:1
Carroll 25:7, 10

cases 44:4
category 45:18
Caterpillar 14:25
cattle 17:24 18:8
19:25 20:15 21:1, 2
23:3, 4, 6, 9
cattle's 21:1
Center 22:7 32:19
33:20 34:21 40:8
certain 30:3
certainly 14:3 28:11
44:6
CERTIFICATE 47:1
certified 26:13
certify 47:5, 11
cetera 9:9
Chair 2:2 4:3 22:1
30:23 44:10
Chairman 13:2
22:15, 18 23:7 29:22
43:12
challenge 15:17
25:21
challenges 10:7
14:15 17:19 20:10
change 28:16
changed 26:7
cheaper 36:23
Chicago 14:21 16:4
chicken 8:3
Clark 2:5 3:10, 11
20:11, 13
client 14:25
Clinch 34:22
close 10:14 20:24
33:9 34:4 41:14
43:2 44:16
closely 24:6
closing 32:10
coal 22:9
Coalfield 34:16
College 40:6, 18
come 13:24 19:10
21:13 22:2 28:13, 16
30:5 31:4 41:16
42:20
comes 16:3 24:4
commend 23:21
comment 4:7, 8

<p>12:14 comments 4:5 23:15 Commerce 32:19, 25 commercial 14:21 18:7 COMMISSION 1:1 13:14, 20 23:21 25:7 27:23 34:11 43:14 47:22 commit 24:5 25:25 26:22 27:23 commitment 9:16 committed 8:10 25:23 28:20 COMMITTEE 1:7, 25 2:25 3:2 5:1, 4 6:2 11:22 12:20 13:2, 7 14:12 17:18 21:25 22:14 25:14 30:7 31:15 32:16 40:3, 13, 14 45:21 46:12 47:7 common 12:14, 22 16:1 Community 40:6 46:1 company 14:23 comparative 13:10, 15 compared 34:1 competitive 39:24 competitively 39:17 complete 34:23, 24 37:2 41:11 42:1 completely 32:4 completion 32:10 39:10 complex 36:5 compromise 36:25 41:16 concern 10:8 40:25 CONCLUDED 46:21 concludes 46:8, 11 concurrently 42:2 condition 36:12 39:15 41:3 conditioned 41:22 conduct 5:2 confidence 8:7 confusing 38:15</p>	<p>connected 28:11 construct 7:19 constructing 38:5 construction 25:9 26:25 27:8, 15 28:20 31:16 32:23 33:1 35:10 41:24 consult 8:6 consulted 27:4 contacted 6:9 contingency 41:15 contingency 40:1 contingent 11:15 22:19 39:22 continue 28:6, 7 35:8 continuing 10:19 contract 35:1 39:7 41:25 43:7 contractor 34:4 39:3, 5, 18, 24 contracts 34:24 control 15:7 Corporation 38:2 correct 37:21 cost 6:17, 18 7:18 8:9 11:2 12:9 20:6 25:5 26:23 33:4 37:5, 16 38:5 39:8, 19 40:17 costs 10:23 27:5, 8, 9, 12, 16, 20 35:8 44:4 County 7:17 8:11 9:3, 14 11:4 12:16 14:14, 20 21:12, 25 22:5 24:13 25:7, 10 26:19 29:5 32:19 33:18 38:1, 11, 16 County's 9:16 couple 29:11 38:24 40:18 course 27:15 28:15 44:1 COURT 47:1, 3, 5 Covid 26:1 42:24 44:18 Cox 2:6 3:12, 13 23:7 44:18 created 23:23 Creating 35:22 curbs 32:7</p>	<p>current 5:2 6:18 26:10 27:5 28:15 39:8 currently 17:20 45:22 46:2 cut 7:24 8:1, 2 35:11 < D > damage 39:1 DANIELSON 14:18 21:5 data 13:11 date 20:16 34:12 day 47:14 days 8:2, 4 37:9 dead 16:21 deadline 6:5 11:5, 19 24:11 26:16 30:3, 9 45:11 deadlines 28:18 deal 6:8 decision 40:16 decisions 13:12, 21 dedicated 8:1 deficit 10:13 35:7 definitely 16:6 delay 34:25 delays 43:9 Delegate 3:16, 24 43:14 deliverables 37:2 delivered 44:23 demand 8:23 15:13 demolition 38:19 design 6:17 8:4, 7 25:8 26:7 27:14, 19 28:10 29:8, 17, 21 34:19, 22 Destination 34:17, 20 determine 27:20 determined 27:16 40:18 develop 5:12 8:10 25:6 27:21 28:8 developed 21:25 32:25 developing 5:13 development 14:19 22:7 27:11 30:15</p>	<p>32:1, 20 33:22 34:20 36:4 40:8 45:14, 16 46:4 DHCD 35:4 diesel 20:6 difficult 15:9 19:3 23:23 directly 8:21 13:24 director 13:8 14:19 37:10 director's 41:22 discovered 36:19 discuss 7:16 11:9 discussion 6:10 discussions 8:17 29:5 dismantled 36:20 disputes 38:22 diversify 36:6 diversity 17:13 do-able 8:8 documentation 27:6 28:22 documented 42:1 doing 39:12 42:17 46:1 dollar 41:5 dollars 19:22 33:7 39:19 41:13 43:20 donated 36:11 37:12 Donivan 47:3, 19 downs 18:2 downtown 32:9 driving 20:19 drop 20:8 due 5:5 10:17 < E > early 26:22 33:6 43:9 East 1:2 economic 14:19 22:7 44:3 45:14 46:4 Economy 31:22 35:23 EDA 25:10 32:19 33:18 34:10 Educational 40:7 Edward 3:9 Edwards 3:14</p>
---	---	--	--

<p>effort 19:1 eligible 13:25 30:4 Elizabeth 47:19 else's 39:2 emanated 45:21 emphasis 22:2 employee 9:11 employees 9:12 encourage 13:14 entertain 24:10 46:14 entities 15:24 entity 13:23 38:15 entrepreneurs 24:2 equipment 6:25 7:2, 22 9:19 10:24 11:2 12:6, 9 24:12 25:10 27:1, 9 equity 11:25 12:7 equivalent 9:12 Especially 16:1 31:17 43:4 essentially 18:6 19:22 estate 14:21 estimate 39:8 estimated 25:5 37:16 estimates 6:17, 18 26:24 35:6 37:17 et 9:9 evaluate 6:19 evaluated 7:4 everybody 4:23 17:23 exactly 5:19 example 10:16 exceptionally 33:24 excited 11:13 24:5 exclusively 8:1 executed 35:2 expect 8:23 33:10 expected 37:3 expenses 9:9 38:19, 25 expensive 29:13 40:17 experience 10:4 15:19 expert 12:20</p>	<p>experts 27:4, 7 expires 47:22 explain 14:15 17:18 expressed 8:19 22:12 extend 24:10, 11 extending 44:13 extension 21:6 32:12, 13, 22 33:11, 16 34:10, 13 35:20 36:1 37:25 38:21 39:16, 22 40:11 41:4, 21 43:18 extensions 31:11, 13 35:17 42:5 44:22 extremely 7:7</p> <p>< F > face 20:10 faced 14:15 44:3 facilities 14:17 21:19 facility 6:25 7:1, 3, 19, 24 8:10, 20, 22 9:1, 3 12:4, 15 14:2 16:8, 17 25:3, 6, 11 26:25 27:14 37:3 fact 15:14 28:8 fairly 6:14 16:1 fall 18:17, 19 44:15 familiar 25:13 31:15 family 20:14 far 14:16 16:23 20:24 21:19 43:23 farm 17:9, 10 18:7, 24 farmer 23:3 farmers 17:19 18:4, 10, 16 farming 17:24 farms 17:14 fast 18:13 faster 43:10 favor 4:15 15:1 23:1 24:19 31:8 45:3 46:17 feasibility 25:17 federal 31:17 43:5 feel 27:10 feet 38:6 felt 17:4, 11 27:22</p>	<p>28:24 field 29:16 fields 22:9 file 43:18 fill 19:12 20:6 final 27:14, 19 29:8 32:13 34:9, 13 35:25 41:23 Finally 26:2 34:23 36:25 40:5 Finance 8:15 24:7, 8 financial 6:18 10:9 financially 17:12 financing 11:16 find 15:14 19:3 finding 15:17 finished 21:18 first 7:15 9:5, 21 10:11, 15 25:22 31:20 37:10 45:10 first-aid 37:18 five 8:2 15:8 flexibility 41:18 44:9 flood 32:5 flooding 32:3 Floor 8:1, 3 floors 7:24 Floyd 32:18, 19 33:18, 19 focus 5:8 follow-up 13:8 food 21:25 28:2 foods 10:5 foot 7:19 foresee 20:19 forever 19:13 forgivable 8:13 formal 8:5 39:6 formas 6:19 formed 38:13 for-profit 26:10 forum 4:3 forward 27:19 33:13 Foundation 40:7 four 36:3 39:12 Franklin 1:2 Friends 31:21 frozen 40:1 fulfill 37:11</p>	<p>full 11:16 22:20 40:9 full-scale 5:6 full-time 9:11 fully 35:5 functioning 35:14 fund 5:15, 24 30:1 41:8 42:21 funded 35:6 funders 25:23 31:17 funding 4:18 5:5 6:13 8:16 10:21 11:8 12:2 16:22 22:20 24:12 26:23 29:18 30:18 31:18 33:3, 9, 25 35:7, 15 38:18 41:1 43:10 funds 5:24 6:2 8:9, 11, 17 14:4 25:4 28:20, 23 35:3 37:19 41:4, 5, 23 42:1 further 22:13 28:19 30:21 42:19 47:11</p> <p>< G > gap 19:12 33:9 gas 13:16 gate 13:16 general 6:1 12:14 18:8 26:13 30:7 39:3, 4, 18 gift 36:12 give 16:7 21:8 29:7, 8 given 15:12 33:9 47:14 gives 41:17 glad 42:8, 16 go 6:1 19:8, 11 20:9 21:3 29:16 30:6 40:19 42:12, 19 43:23 goal 35:13 41:13 goat 22:4 goes 20:3 going 14:3 15:3, 15, 17 16:16 18:11, 12 19:6, 22 26:8 42:4, 25 43:13 44:10 45:7, 22</p>
--	---	--	---

Good 3:1 6:4 13:6
14:6 18:9 26:20
27:11 30:8 37:19
41:9 42:18
government 15:24
16:8 24:1
governmental 14:1
grant 12:2, 5 22:19
25:16, 20 26:3 27:25
28:3 31:25 32:23
34:12, 19 35:4 36:3
37:7, 15 38:4 39:25
40:12 41:3, 22 42:3
grantee 38:11 39:4,
11
grants 28:1 43:3
44:14 45:8, 21 46:10
grant's 33:4 38:13,
17
great 6:8 17:13
greatly 16:20
green 29:16
Gretchen 2:5 3:10
group 12:11 23:17
grow 17:10 20:25
Growing 31:22
grown 20:25
Growth 33:20
guidelines 28:15
44:19

< H >

half 19:20, 21 20:7
41:13
halves 18:4
hand 47:14
handles 11:18
handouts 45:19
haphazardly 17:3
happen 26:1
happening 19:2
happens 16:1
happy 17:16
hard 18:2 30:17
Haysi 32:1, 3
HCD 34:24
head 23:4
hear 23:18 47:13
heard 5:11, 13 24:22

25:13
hearing 40:15
Heart 34:15
held 47:7
help 6:19 10:20, 21,
23 12:8 13:12, 19
24:8 25:24 28:7
33:9
helped 23:22
helpful 7:7 43:19
Hensley 3:7
hey 42:12 43:1
higher 8:23, 24
Highlands 40:6
historic 36:13 37:13
hit 18:2 20:23
hits 15:8
holding 25:9 33:14
holdup 34:3
Honorable 3:4
hopefully 16:13 17:6
hours 19:20, 21 20:7
house 36:17 37:18
38:7 42:9
housed 37:2
huge 23:19
Humphreys 2:16
45:7, 10 46:7
hurts 20:5

< I >

IDA 7:17 38:2
idea 5:3 7:11 27:11
ideally 29:14
identified 8:18 10:20
26:17
II 32:20 33:1
imagine 29:17
impacted 32:3
important 7:10
21:22 37:22
importantly 24:2
impress 42:18
improvements 9:9
inaudible 23:12 45:8
46:10
included 36:2
includes 33:1
including 8:12

income 18:6, 10, 16,
19, 20, 23
increase 9:6 32:8
44:5
increased 33:5
incredible 22:6 44:8
incredibly 23:23
indicated 8:21
individuals 12:16
18:5 42:11
Industrial 33:19, 23
industry 10:6
inflation 44:3
inform 13:12
information 6:18
10:10 13:12, 19
28:25 36:23 38:20
44:12
informed 13:20
45:25
infrastructure 13:17
45:17
initial 6:10 25:17
26:14
Initially 26:8
Initiative 25:2 29:6
Inn 1:14 47:9
input 7:9
inspectors 8:7
instances 16:7
insurance 10:16
insurances 9:8
interest 6:8 8:19
24:3
interested 36:8
interesting 23:2
introduce 16:15
invested 46:5
investments 13:13
investor 17:1
invited 26:5
involve 9:22
involved 14:22 22:8
25:18 38:16 43:6
issue 10:12 20:4
29:18 43:15 44:3
item 13:8
items 22:11
its 36:21

< J >

James 2:2, 4
January 5:21 6:3
24:23 26:2 34:11, 14
job 42:18 44:8
John 3:14 21:5
Joyce 2:17
Julie 3:7
July 37:25
June 26:16 32:14

< K >

keep 28:11 36:8
45:25
kicking 15:20
Kilgore 2:3 3:16, 17
42:4 43:14, 24 44:21
46:6
kind 7:12 12:10, 17
16:21 17:2 20:4, 10
22:1 27:4 33:14
44:10
Knight 2:17
know 6:8, 16 8:16
9:25 10:15 12:8
14:6, 9 18:24 19:12
20:17, 19, 21, 24
21:17 23:10 25:12,
14 26:1 27:8 28:5, 9,
21, 23 29:15, 17
30:13 35:16 37:8
39:18 40:24 41:1, 12
42:11, 14, 16, 24 43:1,
8, 11, 15, 22 44:4, 7,
15, 20 45:23
knows 9:24

< L >

labor 18:25
lady 11:18 24:14
lamb 8:3 22:3
land 15:6, 9 25:8
landlord 15:25
landowner 37:12
landscaping 32:7
35:12
Large 47:4
lasts 18:13

latest 45:11	looking 12:2 29:12 42:6	million 5:1, 20, 24 25:2, 5 29:25 33:7, 25 35:3 40:17 41:10, 12, 13 45:15 46:5	necessarily 5:5
leader 15:18	looks 26:21	mind 5:10 27:22	necessary 12:22 42:1
leadership 37:9	lot 10:15 16:1 23:10 28:25 31:16 32:3 39:9 43:2, 7, 10	minutes 4:9	need 5:9 9:18 21:11, 14 22:6 23:19 24:9 28:18 29:12, 16 31:13 34:8 39:13, 18 41:10 42:17, 18 44:16, 19
learn 19:10	lots 16:6 23:11	missed 11:19 24:13	needed 6:21 9:21 23:25 28:24
learned 15:23 26:18 39:2	low 18:1	mitigate 39:1	needs 21:10, 11 22:9
learning 23:10	lowest 33:6	modification 36:2	neighbor 20:2
lease 7:20 9:2 15:4 16:9	lucky 18:12	modifications 31:11, 14 42:5 44:23	neighbors 38:22
leased 26:9	< M >	modified 27:2 32:2	never 5:13 15:21 16:4
leasing 12:16	ma'am 13:4	money 5:8 12:5, 6 16:23 18:24 20:2 25:21, 22, 23 27:24, 25 30:2, 3, 11, 13 33:12, 15 35:11 39:12, 20 40:22 41:2, 17, 19 42:15, 16 43:5 44:16 46:1	new 9:11 25:6 26:5 36:22 37:9
left 30:12 37:6	Madame 14:10	monitor 28:6	news 26:20 41:10
Light 33:19, 23	maintenance 9:8	month 10:16	nine-month 32:11 37:25
limited 8:25	managed 26:12	monthly 9:4	nonprofit 7:1 14:1 38:12
line 20:5 26:14 38:22	manager 26:13	months 9:12 10:12, 13 18:13, 14 20:16 23:5 30:5	non-profit 26:9, 11
list 21:14 42:6	margins 18:1	Morefield 2:2 3:1, 5, 6, 10 4:4, 14 11:17, 24 13:4 14:10 17:17 20:11 22:13, 17, 22, 25 24:9, 18 29:3, 23 30:20, 24 31:1, 8 32:15 40:2 43:25 44:25 45:3 46:9, 17	normally 12:17
little 4:23 11:9 12:9 21:9 26:22 28:19 31:19 38:15 40:24 41:18	marked 37:21	morning 3:1	North 19:20, 23
live 38:8, 10	market 17:25 18:7, 8, 23	motion 4:11, 14 22:15, 22 23:1 24:10, 18 30:23 31:1, 2, 3, 5 44:21, 25 46:14	Notary 47:4, 21
livestock 18:8	marketing 10:5	move 22:18 27:19 28:9 29:20 30:25 33:13 45:5	note 23:2 27:1, 13 42:6
loan 8:13, 14 10:25 12:5, 10 28:22, 23	markets 18:5	moved 4:12 24:16 43:9 46:16, 17	nuances 23:11
loans 12:6	Mary 47:3, 19	moving 12:23 24:25	Number 7:16 8:20, 21, 24 25:1 31:20
local 8:18 10:5 17:19 19:23 23:3 24:1 28:2 35:4	masonry 38:19	< N >	
localities 13:11, 18 14:8	matched 25:16 33:24	name 14:18	
locality 13:25	matching 8:9 28:20 35:3	national 14:24	
locally 21:23	Matthew 2:7 3:18		
located 19:17 36:10	mean 42:6, 8, 10, 20 43:24		
location 20:20	means 19:10		
lock 40:22	meat 5:17 17:20 18:23 21:13 22:10 23:24 25:3, 6		
Logan 15:18, 22 16:15, 18, 19 17:22 20:23	MEETING 1:7, 25 2:25 3:2 4:25 13:7 23:19 24:23 45:24 46:18 47:7		
Lohr 2:7 3:18, 19 11:23, 25 12:13, 25	member 13:1		
Lohr's 13:5	members 4:6		
long 5:11 16:9 18:11 19:14 42:10 43:6, 13	mention 20:5		
longer 18:18 36:9	mentioned 21:15 28:1 38:8		
look 15:11 43:23 44:6, 19	MERRICK 13:1, 5 14:6 43:12 44:11		
looked 10:9 22:9	message 23:3		
	met 40:1		
	Michelle 7:6		

44:25 45:5 46:9
older 19:4
once 6:12 20:8
 41:25
ones 14:4 36:8
one-year 32:22
 33:16 35:19 39:21
 40:11 41:20
open 35:14
operating 6:16 9:8
 10:10
operation 9:13
operational 8:6 9:1
 24:13
operator 7:20 9:15
 15:16 16:16 26:10
opinion 7:13
opportunities 22:3
 36:6
opportunity 11:8
 16:20 18:3 21:23
Opposed 4:16 24:20
 31:9 45:4
option 19:18
order 3:3
organization 7:21
originally 32:1 35:5
ought 28:5 42:25
overall 11:10
owned 7:1, 2 12:15
 26:9 38:14
owner 15:3, 15 16:8,
 16 36:12
owning 14:2 15:24

< P >
Pace 2:10 3:20, 21
 22:15, 18 29:4 30:23,
 25 40:4 46:16
pads 32:25
paid 13:17 33:2
pandemic 21:21 44:2
parameters 43:17
Park 32:25 34:22
part 10:17
partier 43:19
particular 5:9 7:6
 15:12
partner 23:12
partners 24:6 43:10

partnership 11:12
 38:9
pattern 33:14
pay 6:25 9:4 34:5
 41:6
payment 10:17 34:9
payments 9:4
pens 25:9
People 16:24 25:24
percent 6:25 7:2, 18
 8:9 9:6 11:2 25:5
 37:5 44:5
perfect 34:6
performance 9:10
 11:3
performances 38:8, 10
person 15:15 39:6
personally 10:1
phase 28:5 32:20
 33:1 35:9 41:23
pick 20:9
picked 23:16
pieces 15:21
place 30:16, 17
 36:21 37:21 41:1, 5
placed 9:14 41:3
plan 6:16, 17 11:11
 25:17 28:3 35:9
planning 10:25
 27:25 28:1, 3, 5
plant 23:24
Plateau 25:1, 3 29:6
plateaued 18:6
player 34:1
please 3:3
pod 5:23 30:11
point 19:19 20:16
 28:12
points 17:4
pole 36:21, 24 37:1
pork 8:3
portion 31:25
possibly 43:21
poultry 22:3
POWER 35:3
practicality 18:25
pre-approval 28:23
prefer 15:5
premature 27:23

prep 25:8
PRESENT 2:13
pretty 9:13 10:12, 14
 12:1 16:24 25:13
 29:21 34:1 37:6
previous 36:11
prices 40:19, 23
primary 38:12
principal 10:3
private 7:20 11:25
 12:7 13:23 14:4
 17:1
privately 7:2
pro 6:19
probably 9:24 12:21
 15:2 33:10
PROCEEDINGS
 46:21 47:6, 13
process 5:12 7:25
 8:2 20:18 21:23
 22:3 23:8 26:18
 28:10 34:9 39:24
processing 5:17 10:5
 14:16 17:21 21:13
 22:10 23:6, 24 25:3,
 6, 10 30:1
produce 22:4
producers 8:19, 25
 21:15
producing 21:24
products 21:23
profit 38:15
program 4:24 5:16,
 18 6:10, 24 7:6 8:17
 11:1 15:23 22:8
 24:14 28:2 45:14
progress 26:20
 39:14 45:22
project 9:17 10:2
 11:11, 16 12:1 15:12,
 19 16:21, 25 17:7
 19:12 20:14 21:20
 22:20 23:22 24:25
 25:12, 18, 19, 25
 26:21 27:12, 24 28:4,
 21 30:4 31:19 32:5,
 6 33:5, 12, 24 34:5,
 17 35:5, 13 39:10, 16,
 19, 23, 25 40:17

41:11, 25 42:2 43:3
 44:4
projects 5:6, 11, 14,
 17 6:3, 9, 20 7:4, 12
 12:15, 23 14:8 23:22
 28:14 30:11 31:13,
 16 40:13 42:20, 22
 44:1 46:3
project's 26:7
promise 37:12
promised 37:16
promising 26:20 28:9
Promotion 28:2
proper 22:16
properties 29:12
 43:7
property 15:7, 24
 29:15 36:11 37:13,
 20 38:22, 23 39:2
proposals 4:21
protects 41:17
provide 6:21 7:22
 17:13 21:4 25:11
 44:8 45:8
provided 17:1 25:15
 26:24 37:16
providing 12:7
provision 16:10
public 4:5, 6, 8 47:4
publicly 7:1
public-private 11:12
published 4:10
pull 5:8 6:22
purchase 15:5 40:20
purchased 29:13, 15
pursue 8:15
pursuing 17:8 27:25
push 25:24
put 5:22 15:21
 21:10 33:6
putting 20:14, 22
 46:2

< Q >
question 11:23
 12:13 13:3, 6 16:13
 17:17 20:12 29:4
questions 11:22
 12:12 17:15 22:13

29:3 30:21, 22 40:2
46:13
quickly 29:21
quite 15:20 17:8, 9
21:21 26:7 31:14
32:2

< R >

raise 33:12, 14 35:10
raised 40:21 41:11
raising 16:23 41:9
ramped 22:1
ran 17:2
range 36:10 37:23
rare 12:18 24:4
rate 9:5 16:24
Ratliff 2:8 3:22, 23
reach 7:5
reached 37:1
ready 20:17, 18
42:12, 13
real 14:21
realization 17:6
realized 21:22
really 5:4 6:4 16:8
18:2 20:4, 23 23:16,
25 25:21, 24 27:10,
20 28:4 30:8, 12
33:10 39:13 40:22
41:9 42:17, 18 43:17
reapply 31:4
reason 29:20
reasons 11:6
receive 8:5
received 6:11 7:14
30:8 38:21 45:12
recommendation
11:14 22:23
recommendations
32:16
recommending 32:12
34:13
recommends 11:15
29:1 33:15 35:19
37:24 39:21 41:20
reconsider 41:15
reconstruct 36:24
Recreation 35:22
36:6

redesign 32:4
redone 38:24
reduce 12:10
REGION 1:1 5:9
12:23
regional 8:22 22:8
32:19 34:16 35:21
Registration 47:21
reimburse 37:4
related 23:19 46:3
release 34:7 41:23
released 38:18 41:2
remains 40:10
remind 4:22
reminder 6:24
renovated 36:16
rental 9:4
re-obligated 26:3
report 41:10 45:20
46:8
REPORTER 47:1, 3,
5
representative 21:7
representatives 14:13
represented 14:22
request 35:25 40:10
requested 25:4
32:11, 22 41:24
requesting 7:17 25:2
required 6:14 36:12
requirements 5:18
6:14 9:14 32:5 43:8
44:24
requires 9:10
resource 28:6
response 3:8, 9, 15,
25 6:4 30:9
responsible 7:21 9:7
restore 37:15
restored 36:13, 16
37:14
restrooms 36:17 37:3
resurveyed 38:24
retainage 34:5, 7
retire 19:7
retirement 19:6
return 16:25
returns 15:9
revert 30:2
review 9:25 26:18

REVITALIZATION
1:1
RFP 6:13
Richmond 1:3
Ridge 7:20 9:2, 11,
18 10:3, 23 14:13
25:1, 3 29:6
rifle/pistol 36:5
right 4:4 11:21
12:2 18:20 19:3, 19
30:16 34:3 44:1
45:10 46:11, 14, 18
rise 35:8
rising 40:19
risk 15:11
river 32:9 34:22
Rivers 34:20
Riverwalk 32:2
road 18:21 33:2, 3
42:15
Robert 14:25
roll 3:3
round 5:3, 4 18:20
26:4 45:14
rounds 5:6
running 17:7, 9
18:22

< S >

safety 21:25
sale 16:10 18:18
19:24 20:1
Sandy 2:8 3:22
Sara 2:15 29:24
43:19 44:7, 23
Sarah 2:9 4:1, 19
42:17
save 39:11
saw 6:13, 20
saying 23:5
scale 23:6
scope 36:14 39:7
scroll 44:12
season 18:15
second 4:15 22:24,
25 24:17, 19, 25 31:6,
7 45:1, 2, 3
Seconded 4:13
Secretary 3:18 13:5

14:10 44:11
section 32:9
see 16:4 19:13, 23
20:4 21:3 27:5
28:18 33:13 35:18
39:13, 16, 17 43:3
seek 10:25
seeking 8:14
selected 27:17, 18
29:11, 19 39:18
selection 14:23, 24
39:23
sell 18:22
selling 18:4, 23
Senator 3:14
sense 18:24
separate 8:4
September 4:25 5:21
32:21 33:16 35:20
40:9 41:21
serve 32:24 34:21
served 43:21
service 21:4
servicing 39:4
set 5:8, 20 19:9
29:25 37:10 42:24
43:16
seven 6:9 44:18
45:17
seven-member 26:12
shame 21:2
share 6:5 23:20
36:23
sheep 17:24
shell 15:2, 3
shooting 37:22
shortly 24:22
show 23:16 25:22
35:7
shows 28:4
sidewalks 32:7
significant 10:13
26:23 27:24 37:6
single 10:8 39:6
sir 11:24 29:23
30:22
site 14:23, 24 25:11
26:17, 19 27:17, 19,
21 28:8 29:11, 16, 19

34:19 36:10, 19 sites 45:16 situation 15:9 six 18:13, 14 20:15 30:4 45:16 skills 24:3 skyrocketed 27:9 40:23 slaughter 25:9 sliding 32:7 slows 31:18 Small 8:14 24:7 34:1 38:17 solicitation 39:23 somebody 15:17 19:10 39:2 sort 13:14, 18 sorts 36:17 sounds 23:11 sources 8:12 10:21 34:2 south 16:6 southern 16:2 Southside 20:20 SOUTHWEST 1:7, 25 2:25 3:2 6:1, 2 12:20 19:17 20:25 28:17 30:7, 14 31:21, 23 35:21, 23 38:2 45:13 46:3 47:7 space 38:7 speak 17:22, 23 speaks 9:15 Spearhead 36:6 37:8 special 5:3, 16 23:17 26:4 30:1 40:12 species 8:1 spend 41:19 spent 41:6 spoke 7:7 38:21 Sportsman's 35:22 spread 18:17 Spring 31:22 square 7:19 38:6 stack 45:19 stacks 14:7 STAFF 2:13 9:23 10:4 11:14 22:23 23:8, 21 26:14 29:1 32:12 33:15 35:19	37:24 39:21 41:20 44:7 stagnant 16:24 start 18:3 20:4 started 4:21 17:24 starting 10:18 state 20:3 24:2 34:22 47:4 states 16:3 station 37:18 stay 19:23 stays 20:2 steel 40:19, 20 steer 20:17 Stephen 2:14 9:23 Street 1:2, 15 47:9 strict 6:15 strong 10:1 11:10, 11, 13 23:25 structure 26:10 40:21 study 25:17 stuff 35:1 subject 11:2 submit 6:15 11:4, 8 26:5 submitted 4:22 11:6 24:22 33:8 36:14 substantial 9:13 substantially 33:5 success 9:16 suitable 38:8 39:25 Suite 1:2 suited 29:14 support 5:7 8:14 11:1 24:1, 13 25:4, 7, 16 26:15 35:4 41:23 supported 33:22 supporting 31:25 supports 34:19 sure 7:12 10:20 19:6 34:6 37:20 survey 37:19 < T > table 30:25 31:2, 5 take 18:21 45:23 takes 23:5 42:10 43:6	talk 45:11 talked 10:18 talking 43:14 tax 19:22 taxes 9:8 Tazewell 7:17 8:11 9:3 12:5 14:14, 20 21:12 22:5 38:1, 11 Tech 22:8 Technology 40:7 tell 39:9 ten 8:18 9:11 tenant 9:7, 9 15:4 tend 38:19 term 15:5 16:9, 11 terms 15:24 Terry 2:3 3:16 text 23:3 Thank 4:4, 20 12:25 14:10 20:13, 23 23:8, 14 30:19 thanks 23:12 Theater 38:9 thing 19:16 37:4 things 10:17 18:5 26:2 35:12 36:18 37:10 38:20 39:9 43:11 think 5:7 6:12, 20 7:8 9:15 11:11, 12 13:5, 9 14:12 23:15 26:12, 25 28:5, 9 31:2 34:25 37:21 42:25 44:6 thought 6:8 11:10 30:2 34:11 three 22:11 34:20 45:15 Thursday 1:8 47:8 tied 42:15, 22 tighten 43:16 TIM 14:18 17:2 21:5 time 5:2, 11 15:20 19:1, 24 21:12, 21 22:16 23:18 26:16 27:18 29:2 34:8 35:17 37:1 38:9, 13 41:3 42:12 43:6, 24	45:23 timeframe 44:13 timelines 43:16, 23 44:12 times 21:16 38:24 timetable 29:7 TOBACCO 1:1 today 5:23, 25 7:8, 16 18:7 23:15 30:10 today's 39:19 Tony 7:8 top 21:14 22:11 topics 23:17 total 40:17 totaling 38:6 45:14 totally 9:4 Tourism 34:16 45:17 town 21:24 32:8 track 39:10 trade 19:11 transcribed 47:6 transcript 47:12 transferring 20:1 travel 19:19 20:7 21:19 TRRC 42:3 truck 20:6 true 47:11 try 25:24 44:8 trying 5:7 22:2 turns 18:14 twice 20:8 two 4:21 6:11 7:14, 24 9:6 19:18, 20, 21 20:7 26:14 38:5 45:16, 17 tying 43:20 type 15:13 21:11 23:19 37:4 types 14:8 28:14 typically 16:5 44:15 < U > understand 10:6, 7 37:22 39:11 47:13 unfortunately 25:25 26:21 UNIDENTIFIED 4:12, 13 22:24 24:16,
--	---	---	--

17 29:22, 24 30:19
 31:7 45:2
unit 14:1
update 45:8
USDA 8:5, 6 24:6
 25:6 33:8
USDA's 28:2
use 8:22 30:10
 37:14 42:2
users 33:23
usual 44:13
usually 18:16, 17, 18
utilities 32:24

< V >

variety 7:25 8:12
 11:6 14:7 26:2
 31:17 38:20
VCEDA 8:13
VDACs 7:6 9:22
Versen 2:14 9:23
 23:20 45:6, 7
Vicki 2:16 6:5
viewing 7:11
Virginia 1:3, 7, 16, 25
 2:25 3:2 7:9 9:22
 19:5, 17, 22, 24 20:3,
 20, 25 22:7 23:24
 24:7 31:21, 23 35:23
 38:2 40:6 45:13
 46:3 47:4, 7, 10, 21
visit 36:19
visitor 34:21
visitors 36:7
vote 42:4, 25

< W >

wait 20:15 21:16, 17
Wampler 3:24
want 13:22 17:3, 5
 19:6, 11, 13, 23 20:13,
 17 23:7, 20 25:24
 33:13 34:5 43:3
 45:25
wanted 4:22 5:12
 16:19, 24 25:22
 40:22, 25
wants 37:11
way 16:25 43:16

website 4:10
week 8:2 11:5
well 9:23 12:5, 19
 21:17 29:9 30:6
 31:12 33:24 42:23
 44:18
we're 12:8 14:15
 15:2 21:24 24:5
 39:12 42:12, 21 44:2,
 13 45:23, 25 46:1
we've 21:12, 20
 25:18
wholes 18:4
William 2:10 3:4, 20,
 24
Williams 2:15 4:19,
 20 12:4, 19 13:22
 23:14 24:21 29:4, 9
 30:6 31:12 32:18
 40:5 43:2
willing 35:13
Wilson 2:9 4:1, 2
 44:10
wise 13:20 18:24
wondered 13:16
work 10:6, 19 20:21
 24:5 36:15 38:20
 39:5, 8
workers 26:14
Workforce 40:8
working 9:20 10:22
 11:4 21:20 23:8, 13
 33:12 34:4
worth 18:25 19:1
worthwhile 13:9

< Y >

year 4:25 9:5, 6, 21
 10:11 16:21 18:19
 21:16, 18 33:11
 35:17, 18 40:25 41:9
years 5:15 9:3
 14:21 15:8, 18 17:8,
 10 19:18 21:10
 23:25 26:1, 8 32:4
 36:3 39:13 40:18
 42:7, 8, 14 44:18