

1 P-R-O-C-E-E-D-I-N-G-S

2 10:34 a.m.

3 CHAIRPERSON ANDERSON: Good morning,
4 sir. Can you please, spell, state your name for
5 the record, please?

6 MR. PRITCHETT: Absolutely. My name is
7 Antoine Pritchett. I am the CEO and managing
8 partner of Renee and Andria Health, LLC.

9 CHAIRPERSON ANDERSON: Spell your name
10 for the court reporter, please.

11 MR. PRITCHETT: A-N-T-O-I-N-E.

12 CHAIRPERSON ANDERSON: The last name?

13 MR. PRITCHETT: All right. Sorry.
14 P-R-I-T-C-H-E-T-T.

15 CHAIRPERSON ANDERSON: One of the
16 reasons we go through this exercise, we do have a
17 court reporter and there's a transcript just to
18 make sure that everyone's name is correctly
19 spelled. So that's why I go through there, that
20 exercise. All right. Good morning. All right.
21 This is a fact-finding hearing.

22 Renee and Andria Health Medical
23 Cannabis Cultivation Center, they receive -- they
24 were -- during the last application open period
25 were the first-place winner for the Cultivation

1 Center license. They have made -- they're making
2 a request to us this morning because they want us
3 to -- they want to make some changes to their
4 ownership structure and to request a
5 reclassification of their license. And the Board
6 thought it was pertinent that we have a public
7 hearing, that we can put everything on the
8 record, what the specific request that's been
9 made.

10 You will start off by -- for you to
11 provide us, what it is that you're requesting.
12 And then the Board members might -- I have some
13 questions and the Board members might have some
14 questions. This is just gathering facts. And at
15 the -- we are -- at the end of the hearing, we'll
16 take this matter under advisement and then
17 discuss, and make a recommendation what we
18 believe is in the best interest of, you as the
19 licensee and the process, whether or not we
20 believe that the request that's been made,
21 whether or not we believe it should be issued.
22 But, so this is informal. And so we can start
23 off by you telling us what it is that you are
24 requesting from us.

25 MR. PRITCHETT: Absolutely. Thank you,

1 Chairman Anderson. And thank you to the Board
2 for having this hearing. I appreciate you giving
3 us the time to speak with you regarding our
4 concerns.

5 So our concerns are really twofold to
6 begin. It regards our operating status as a
7 licensee. One of the things enshrined in the
8 Medical Cannabis Amendment Act or the MCAA as
9 we've taken to calling it, is the legacy operator
10 status of those who were licensed prior to the
11 date enshrined in the Act, which I believe was
12 December of last year.

13 And the particular language of the law
14 specifically states awarded, whereas the language
15 of the letter that we received on September 28th,
16 states approved. And in our conversations with
17 Director Moosally, he was very clear in his
18 warning to us that based on the letter of the
19 law, we are not classified as a legacy operator
20 because of that small distinction between awarded
21 versus approved, and that due to that, there are
22 few provisions to which we are not entitled, at
23 least in technicality, which would be the status
24 of legacy operator, which would grant us the
25 manufacturing license to go along with our

1 cultivation license, which is, as I'm sure the
2 Board knows, the law under which we applied in DC
3 prior to the MCAA being passed. And it would
4 also preclude us from obtaining an allocated
5 dispensary license to vertically integrate as a
6 legacy operator, as all other operators licensed
7 prior to the MCAA's passage are granted.

8 So that small distinction is causing
9 a bit of a ripple for us because one of the
10 things that we have communicated both to our
11 investors and as we move forward through this
12 process to the Board, is our intention to
13 manufacture. That's where a lot of our
14 financials have been placed. And it is the, I'd
15 say approximately about 50 percent of our revenue
16 generating capability. So it would be cut in
17 half if we were not allowed to obtain that
18 status, as was the letter of the law when we
19 applied.

20 Additionally, of course, because the
21 MCAA was passed after our license was approved,
22 we were not able to take advantage of any of the
23 other provisions therein, including discounted
24 licensing fees and the non-competitive nature of
25 the application process, which all legacy

1 operators, including Renee and Andria Health,
2 were subjected to.

3 So in all but name, it seems that we
4 have been operating as a legacy operator and
5 unfortunately because of the letter of the law,
6 this would strip us not only of 50 percent of our
7 revenue generating capacity up front, but it
8 would also strip us of our ability to obtain a
9 dispensary license, as is currently allocated for
10 all legacy operators. And in doing so could very
11 well be detrimental not only to us but to our
12 investors, considering that that is very largely
13 what the financial statements that we've provided
14 them and projections that we've given have been
15 based around.

16 The second issue that we have is with
17 regard to the equity dilution as it relates to
18 our business. So as I'm sure the Board knows,
19 it's very expensive to stand one of these
20 businesses up and the order of operations here
21 makes a little bit difficult for us considering
22 we are the first social equity applicant
23 licensees or at least licensed applicants to be
24 approved, I should say, since that's the letter
25 of the law as it stands.

1 And because of that, when we spoke
2 with the director, he also mentioned that if we
3 were to raise the money, which requires that we
4 give equity in our company in exchange for those
5 millions of dollars, that it would dilute our
6 ownership down below the 51 percent CBE threshold
7 that's currently established in the DSLBD code
8 which is required to maintain the CBE.

9 And what the director so aptly pointed
10 out was that if we were to dilute below that
11 threshold prior to receiving an actual license or
12 prior to a ruling from the Board stating that we
13 are allowed to dilute in order to raise the
14 money, which is obviously necessary for us to
15 open our doors and get the business running, that
16 that may invalidate the very basis on which we
17 were approved for the license and that could very
18 well jeopardize our approval status.

19 So that is something that we found
20 pertinent and it's one reason that we have not
21 actually taken on very much funding up to this
22 point other than what's been necessary to
23 maintain the current level of operation that we
24 currently have. And in that operation, we've
25 discerned that, you know, in raising that money,

1 it would come down to about a 40 percent
2 ownership stake from 51 for those CBE holders
3 within DC.

4 We've also had an opportunity to speak
5 with DSLBD, who has acknowledged and is a
6 proponent of a collaborative conversation both
7 with us and with ABCA to ensure that the letter
8 of the code is conducive to the success of those
9 trying to enter the social equity program in DC
10 and to ensure the sustainability of that program
11 and their ability, in this case, to raise money
12 as we are trying to do.

13 And so being the first one through the
14 door, our goal is not only to get that approval
15 to raise the money that's necessary to open our
16 doors, but also to establish a pathway for those
17 who are set to come after us, as I'm sure you all
18 are aware, that the licensing process has already
19 started for those social equity applicants. So
20 really creating a pathway for them so that they
21 don't languish in this sort of regulatory gray
22 area where they know they're allowed to raise the
23 in our case, for Cultivation Center, it's about
24 \$5 million total with give or take a million,
25 depending on the type of equipment we select and

1 the current pricing of it, to get the doors open.

2 So it's very capital intensive and
3 it's very essential to our business that we're
4 able to raise this money because as you know, as
5 a CBE certified entity, we don't have the
6 personal wealth or resources to be able to
7 finance it ourselves. And due to the constraints
8 in the banking industry and the non-passage of
9 the Safe Banking Act, we do not have access to
10 institutional monies. And so the only way for us
11 to effectively raise this money, especially at
12 the current valuation for our company, is to do
13 so through private equity, which requires that we
14 divest.

15 CHAIRPERSON ANDERSON: So the ask from
16 us is that you want us to allow you to reduce 51
17 percent to 40 percent. And secondly, I'm not
18 sure which one is first, but do you want us to do
19 -- you're asking is it possible to dilute your
20 ownership.

21 And secondly, to also put you in the
22 category as a legacy operator. And so as a
23 legacy operator, then you can do the vertical
24 integration to get a retail license and also have
25 the ability to have a manufacturer's license,

1 correct?

2 MR. PRITCHETT: That's correct,
3 Chairman Anderson.

4 CHAIRPERSON ANDERSON: Now, and you are
5 aware when you went through the application --
6 the open application period, you are the
7 first-place winner.

8 And I see another person on the line.
9 Yes. Who is supposed to be at the hearing today?

10 MR. PRITCHETT: So this is -- so it's
11 myself, the -- our business partners, the Khans
12 are the ones who just joined. So that's Rabbi
13 Jeffrey Kahn and his wife, Stephanie Kahn, who
14 are on the call. So they are the owners of
15 Takoma Wellness Center, but also our business
16 partners in Renee and Andria, LLC.

17 CHAIRPERSON ANDERSON: All right. So
18 can you please identify yourself for the record,
19 please? You're on mute.

20 MR. KHAN: Sorry about that. I'm Rabbi
21 Jeffrey Kahn.

22 MS. KHAN: And I'm Stephanie Kahn.

23 MR. KHAN: We're from Takoma Wellness
24 Center.

25 CHAIRPERSON ANDERSON: So you're saying

1 that you're business partners. What percentage
2 of the business do they currently own under the
3 current structure?

4 MR. PRITCHETT: They own a total of
5 24.5 percent between the two of them.

6 CHAIRPERSON ANDERSON: All right. So
7 as I stated before your company under -- because
8 we did a -- it was a scoring process, and so your
9 company were number one. You got 212. 212.25
10 points because you receive 50 points at the CBE.

11 Now, DSLB was the one who determined
12 that it's a 51 percent ownership, so I'm not
13 quite sure what we can do because if we worked --
14 well, if you decide -- I'm asking, let's say if
15 you decide to to dilute the ownership, it falls
16 below the 50 percent threshold. And so if it
17 falls below the 50 percent threshold, you then,
18 Will automatically lose 50 points that you
19 received that you would not be the -- you would
20 not come in number one.

21 So how do you address that? Explain
22 that to me. How would that work? Because how
23 would that work? Because DSLB is the one that
24 determines that the ownership to get the 50
25 points. So explained that then.

1 MR. PRITCHETT: Yes, I'm happy to
2 elaborate here. So as in cannabis, as in every
3 other business, when you're raising money, it
4 requires that you issue shares, which dilutes all
5 existing owners, not just the CBE shareholders.

6 And in working or in speaking with
7 DSLB, they have recommended that we have an open
8 conversation. And what we would be looking for
9 here from the Board would be a ruling stating
10 that we would not forfeit our status as the
11 winner as we work with DSLB to establish new
12 rules for the Maryland -- I'm sorry, Medical
13 Cannabis Program.

14 And what they've come to realize, and
15 I've spoken with program manager Kate Moran, she
16 has come to realize that the medical cannabis CBE
17 program needs to be separated from the general
18 CBE status code in DSLB because of the very
19 different industry circumstances that involve
20 being a CBE as it compares to a medical cannabis
21 CBE.

22 So one of the things that we have
23 suggested to them and we will continue to have a
24 conversation on and we would love to have ABCA
25 support in this, would be to adjust and also help

1 DSLB to craft the regulations necessary to ensure
2 that the MCCBE program is robust.

3 And in that regulation, we would, for
4 example, include a clause where the post
5 capitalization, which would be after an MCCBE had
6 raised the necessary funds to operate the
7 business, could dilute down to a certain
8 percentage threshold and still maintain their CBE
9 status as is required by any business that needs
10 to raise money and doesn't have the means in --
11 on the current capitalization table or on the
12 current ownership table to do so without bringing
13 in outside capital.

14 So that's the approach that we think
15 would be -- that would resolve the current
16 situation, which would be to be able to raise the
17 money that we need to start our operation and to
18 have an assurance from ABCA that that would not
19 invalidate our approval status as we
20 simultaneously work with the DSLB to craft the
21 new regulations for a completely separate MCCBE
22 program, which would then enshrine exactly how
23 much each MCCBE would be allowed to dilute their
24 ownership when they are raising the necessary
25 capital to open their doors.

1 CHAIRPERSON ANDERSON: But I'm just --
2 and I'm thinking aloud because I've -- that's not
3 what I thought was -- the ask was when I got here
4 today. But I don't -- I don't see -- we, this
5 agency doesn't play any part in the
6 qualifications for CBE. So as far as we are
7 concerned, you have been certified as a CBE and
8 so therefore, you got the 50 points and until --
9 and unless, DSLB informs us that you are no
10 longer a CBE, you're qualified.

11 But so I'm not quite sure -- so I'm
12 not sure if this Board can make any type of
13 determination regarding the dilution. I mean, I
14 thought I was under -- I was under the
15 understanding that at least you're coming to the
16 Board, you're diluting your -- okay. You're
17 going to dilute the -- you're -- the ownership
18 state -- statute to 40 percent. And that you're
19 saying, okay, fine, this is where we are. Do we
20 still maintain a license now under the new law?

21 Well, let me back up and see if you
22 can give me some more information before I go
23 there. Tell me -- so let me start at the
24 beginning. So tell me your business -- provide
25 me your business plans and what type of licenses

1 do you intend to seek in the next three years, so
2 I'll have a more elongated thought pattern of
3 what you're asking.

4 MR. PRITCHETT: Absolutely. So our
5 intention since the inception of Renee and Andria
6 health has been to be a cultivation and
7 manufacturer of cannabis. And so that requires
8 obviously under the new law, both the cultivation
9 and manufacturing license. Whereas when we
10 applied, it only required a cultivation license.
11 And that's one of the reasons we're seeking the
12 legacy operator status is to accurately reflect
13 that.

14 And then additionally, our plan was
15 always to vertically integrate, and that was one
16 thing that was enshrined in the MCAA, which we
17 were very supportive of, regardless of whether or
18 not we had been included in it, because it does
19 serve a very large purpose to allow for us as
20 operators to find new cost efficiencies to
21 develop and push the market forward, and in doing
22 so would allow us to have a sustainable business
23 model.

24 So I can tell you with the new
25 licensing period, the open application period

1 that just happened most recently on May 1st for
2 all legacy operators, that's open for the next
3 year, we would intend to apply for and receive
4 that dispensary license to vertically integrate
5 in the city. So we would have a cultivation,
6 manufacturing and dispensary license as Renee and
7 Andria Health.

8 So that is our plan. That's our goal.
9 And we have always had those intentions and
10 that's something, at least to the extent of the
11 cultivation and manufacturing functions was
12 elaborated upon in our application when we
13 submitted to ABRA at the time in 2022.

14 CHAIRPERSON ANDERSON: Now, who are the
15 two majority owners? Because it's my
16 understanding at least one of them. So who are
17 the two majority owners and what -- who are the
18 two current majority owners?

19 MR. PRITCHETT: So the two majority
20 owners currently are our Chief Compliance
21 Officer, Frank Boris II, and Bradley Jones, our
22 Chief Financial Officer.

23 CHAIRPERSON ANDERSON: And under this
24 plan, will they remain as majority owners?

25 MR. PRITCHETT: Yes, Chairman, they

1 will. Actually, can I? I'd like to amend that.
2 They will remain plurality owners because in
3 order to have a majority, you'd have to have 51
4 or more percent on the ownership table, but they
5 would have a plurality and that they would own a
6 larger proportion of the company than anybody
7 else on the ownership table at that 40 percent.

8 CHAIRPERSON ANDERSON: So what is it
9 currently owned?

10 MR. PRITCHETT: 51 percent.

11 CHAIRPERSON ANDERSON: I'm sorry. So
12 how much does Frank -- I mean, what percentage?
13 I mean, I'm not sure if it -- if this is not
14 public information, you don't have to, but I'm
15 trying to figure out if this is public
16 information on the application itself.

17 MR. PRITCHETT: It's public. Yes.

18 CHAIRPERSON ANDERSON: All right.
19 That's why I'm trying to be careful that I'm not,
20 actually --

21 MR. PRITCHETT: No, I appreciate that.

22 CHAIRPERSON ANDERSON: Only provide me
23 with public information. Okay?

24 MR. PRITCHETT: Yes.

25 CHAIRPERSON ANDERSON: So tell me,

1 currently, what percentage does, um. Frank.

2 MR. PRITCHETT: So Frank and Brad both
3 split the 51 percent majority in half. So each
4 of them own 25.5 percent individually.

5 CHAIRPERSON ANDERSON: So under the new
6 system, if -- under the new, your issuing shares
7 in this deal, what would their or what would they
8 -- what do they own?

9 MR. PRITCHETT: So their plurality, as
10 we predict right now, we are in the process of
11 raising 5 million. That's the number we've given
12 our investors. It may rise to six depending on
13 some of the costs that we incurred during our
14 build out because we have to get, you know, more
15 concrete numbers from the MEP engineers and some
16 of the individuals who will be building out our
17 facility.

18 But our anticipation is it will be no
19 more than 40 percent because that is at the
20 issuance of about 25 percent of our company at a
21 \$22.5 million valuation, which would take them
22 from 51 percent collectively down to 40 percent,
23 potentially down to about 36, 37 percent if we
24 raise an additional, for example, \$1 million.

25 CHAIRPERSON ANDERSON: Now under our

1 current system and how the license was awarded,
2 now, you -- are you aware that if you're no
3 longer qualified for the 50 point preference, do
4 you agree or disagree that your application for
5 Cultivation Center previously scored a 212.25
6 points, you would only have -- now receive 162.25
7 points.

8 MR. PRITCHETT: I do concur, Chairman
9 Anderson, and that is what the director pointed
10 out to us, and that's one of the reasons we
11 requested this hearing. And I think you're very
12 apt in pointing out that ABCA doesn't issue the
13 CBE or say whether it's valid or invalid.

14 I think what DSLB recommended was that
15 because ABCA is the regulatory body that oversees
16 cannabis, that when crafting an MCCBE program
17 that is specific to the needs of the industry and
18 those participating in it, that you would have
19 insight as to what would be conducive to ensuring
20 that the MCCBE process remains rigorous and that
21 it is sustainable and conducive to the licensing
22 of individuals such as myself who post award
23 right after the approval, then are only capable
24 of raising the money necessary, which would
25 trigger, right, the dilution and then effect that

1 ownership state.

2 So there are other various, I think,
3 areas of that that they would want to have a
4 conversation about. But as far as making sure
5 that the CBE is not invalidated, that is
6 absolutely a DSLB matter. I think their whole
7 goal was just to make sure that they were on the
8 same page with ABCA and that we're kind of
9 stepping hand in hand.

10 CHAIRPERSON ANDERSON: Now under, even
11 under -- because of the recently passed medical
12 cannabis Clarification Supplementary Emergency
13 Amendment Act of '23, all applicants for
14 Cultivation Center would receive -- will receive
15 over 150 points, which you have received. You
16 are now eligible for consideration for
17 Cultivation Center application pending the filing
18 of the correct application or appropriate change
19 of location. You have before May 1st, 2024.

20 So you're saying that what impact --
21 okay. So if you were to lose the 50 points and
22 then, what impact would that have on your
23 business model? Because you still qualify for a
24 license if you lost the 50 points.

25 MR. PRITCHETT: So the 50 points that

1 we would lose would invalidate, for example, the
2 CBE that we currently hold, which would make us
3 ineligible for all of the social equity applicant
4 grants, funding and allocations or benefits
5 enshrined in the MCAA. For example, the 75
6 percent reduction in licensing fees for the first
7 three years, we would no longer be eligible for
8 that because our CBE would no longer be valid.

9 In addition to that, it would require
10 that we apply separately for those additional
11 licenses as opposed to being vertically
12 integrated as it relates to our legacy status,
13 because that 50 points would no longer exist.

14 So there's a few different, I think,
15 ramifications of not being able to dilute, one of
16 which and I guess the most proximal would be we
17 may not be able to even raise the money to get
18 the doors open because as an investor, when you
19 give a company \$5 million, your goal is to make
20 money on that investment and that becomes a lot
21 more difficult to do when the operations are more
22 limited than we were initially led to believe, of
23 course, under the letter of the law under which
24 we applied and what we communicated to our
25 investors up to this point.

1 And like I mentioned, it would
2 essentially cut in half our ability to generate
3 revenue. And when you consider cultivation and
4 manufacturing as separate functions, they both
5 contribute about 40 to 45 percent of the value
6 chain in this industry. So having that be
7 removed takes us from 85 percent of the value
8 down to 40 percent.

9 And then subsequently, of course, we
10 would not be allowed to obtain the dispensary
11 license, which would be the remaining 15 percent.
12 So we'd be operating at about 40 percent of our
13 overall revenue generating capacity, which we
14 initially anticipated.

15 CHAIRPERSON ANDERSON: As I said
16 before, I'm not quite sure what is it that this
17 agency can do because we're not the ones who set
18 the definition for what a CBE is. So I am not
19 quite sure what position we can take on that
20 issue. Because we don't have the expertise to
21 determine DSLB. They're the ones who have the
22 expertise to determine who qualifies as a CBE.

23 And on -- until -- unless. You have
24 informed us that you are no longer a CBE, you
25 have -- you qualify for -- you still would be

1 awarded the license because you had the 212.

2 Now, there is interpretation or
3 depending how we look at the law it was enough to
4 qualify as a legacy operator.

5 And explain to me how -- how do you --
6 explain to me how do you think that you qualify
7 as a legacy operator? Because my understanding
8 that these are businesses that were -- that would
9 have been -- or businesses that were in existence
10 for a period of time. You're not in business.
11 You don't have a license. Well, there's an
12 interpretation whether or not you have a license
13 or you qualify for a license because -- so how is
14 how then do you believe that you could qualify as
15 a legacy operator?

16 MR. PRITCHETT: I'd love to elaborate
17 here. So we were licensed prior to the passage
18 of the MCAA. So that's, I think, number one.
19 The law was -- when we were approved for our
20 license and when we applied, and I can tell you,
21 Chairman, we've spent close to half a million
22 dollars to this point.

23 No, we are not currently out in
24 operation, but we have very much put our money
25 where our mouth is, and a lot of it has come from

1 our own pockets to be able to get to this point.
2 And all of it was under the, I think, very fair
3 presumption that we would be operating as a
4 cannabis cultivator and manufacturer, which was
5 the letter of the law when we were approved and
6 when we applied.

7 As I'm sure the Board knows, our
8 application process started in 2021. So it was
9 -- it very much predates the passage of the MCAA.
10 We had no hand in crafting the MCAA and for the
11 lack of, I think, wording in the MCAA, we would
12 have been classified as a legacy operator.

13 As I mentioned, the only difference
14 between us being a legacy operator and not as the
15 difference between the word approved and awarded
16 and everything that we -- that encompasses our
17 experience as a licensee has been reflective of
18 the application process prior to the passage of
19 the MCAA, which includes the necessary capital
20 that we have expended up to this point, the
21 necessary risks that we have taken, the period in
22 which we were licensed and the letter of the law
23 under which we we were approved for our license.

24 MR. PRITCHETT: I think that the only
25 thing precluding us now currently is a

1 technicality because as I mentioned, we didn't
2 receive any of the benefits from the MCAA.
3 Right? We didn't get the reduction in
4 application fees, we had to compete versus having
5 a noncompetitive application process. And in
6 that application process, we had no intentions or
7 even awareness of the MCAA existence until it was
8 passed in December, which was after our license
9 was awarded.

10 So for all intents and purposes, when
11 we were licensed, we were licensed with the
12 intent to function outside of what is currently
13 now the MCAA, knowing that it had not been
14 passed, nor had we had any awareness of it. And
15 so for want of, you know, understanding or
16 knowledge of that act, for example, if it had
17 been passed in 2023 or in 2024, we would be up in
18 operating prior to the passage of the MCAA. It's
19 just a matter of timing.

20 And because of, like I mentioned, our
21 process starting two years prior to the MCAA
22 becoming law, we did in fact operate up till now
23 as a legacy operator. We've not had the
24 privilege or the benefit of operating under the
25 law of the MCAA, which would have been far less

1 strenuous, I can promise you, for getting us to
2 this point as it relates to accomplishing, you
3 know, a competitive licensing process.

4 CHAIRPERSON ANDERSON: I mean, when I
5 think about it, the legacy operator, I'm more so
6 thinking about these are folks in the unlicensed
7 market and we are trying to get those folks to be
8 licensed. And so I'm still trying to --

9 MR. PRITCHETT: Yeah. I think you're
10 absolutely right. I'm sorry. I just want to
11 make sure I can clarify, because I see exactly
12 what you're saying. I just want to distinguish
13 the legacy operator from I-71 legacy operator.
14 So when we say legacy, we mean licensed prior to
15 the MCAA as a medical cannabis operator, not as
16 an I-71 operator.

17 So, for example, Alternative Solutions
18 or Takoma Wellness Center, right, are classified
19 as legacy operators, wherein if Takoma Wellness
20 Center wants to apply for a cultivation and
21 manufacturing license under the MCAA, they are
22 allowed to do so because they were licensed prior
23 to its passage.

24 And so we, in wanting to be classified
25 as legacy operators, again, that difference

1 between awarded and approved would want that same
2 ability to acquire both the manufacturing and a
3 dispensary license because the letter under the
4 law -- the letter of the law under which we were
5 approved was prior to the NCAA, as was all of the
6 constraints and hurdles that we faced to get that
7 license or that approval.

8 CHAIRPERSON ANDERSON: Thanks. Any
9 other Board member have any questions that they
10 want to ask? All right. If you if you do,
11 please let me know as we move forward.

12 MEMBER GRANDIS: Mr. Chairman.

13 CHAIRPERSON ANDERSON: Yes, Mr.
14 Grandis.

15 MEMBER GRANDIS: May -- I don't want to
16 interrupt your thoughts. If you want to go ahead
17 with your --.

18 CHAIRPERSON ANDERSON: No, go ahead,
19 sir.

20 MEMBER GRANDIS: Good morning and we
21 appreciate. You are coming in front of us to
22 explain your tax situation and how you all would
23 like to resolve the hurdles that you see going
24 forward.

25 When you applied for the license that

1 you got the highest score for, you did that as a
2 CBE?

3 MR. PRITCHETT: That's correct, Board
4 member Brandis.

5 MEMBER GRANDIS: Why did you do that?

6 MR. PRITCHETT: Because that was the --
7 what we deemed necessary to win, number one, to
8 have had that 50-point allocation. Number two,
9 because we are social equity applicants. And
10 that has been obviously verified by DSLBD and
11 that is conducive to and indicative of who we are
12 as an organization. And it's one of the reasons
13 that we actually were very fervent about applying
14 during this first social equity licensing
15 process.

16 As I'm sure you know, the new social
17 equity licensing process is very going to be very
18 robust. But us being the first ones in the door,
19 we wanted to be able to blaze that trail. So for
20 a number of reasons, we applied with that CBE.

21 MR. KHAN: And before making this
22 application, you already -- your entity, you
23 already had a license, correct?

24 MR. PRITCHETT: No. So Renee and
25 Andria did not have a license prior to this

1 licensing process. Jeffrey and Stephanie are
2 owners of Takoma Wellness Center, which is a
3 completely separate entity from Renee and Andria
4 Health. The only commonality there is common
5 ownership, and we have a strategic partnership
6 that has allowed us to -- that was in, you know,
7 allowed us to apply successfully. We had a very
8 synergistic relationship, so that was the reason
9 for that.

10 MEMBER GRANDIS: Right. So you had a
11 partnership with an entity that was already in
12 operation. Okay. So in developing your business
13 plan, didn't you all forecast on how much money
14 you would need to be able if the license was
15 actually granted?

16 MR. PRITCHETT: That's correct.

17 MEMBER GRANDIS: What happened that
18 made it that you need to come before us today,
19 that it seems like you're not going to be able to
20 get that money. So can you sort of explain what
21 happened?

22 MR. PRITCHETT: Absolutely. So the
23 money that we forecasted to be able to raise.
24 There are a few different ways to raise money and
25 it really depends on who the investors are. So

1 one of the reasons that we're currently raising
2 money and haven't raised it already is because of
3 the dilution clause and the CBE.

4 But an additional reason is due to the
5 changes in the cannabis marketplace and in the
6 economy as a whole. Obviously with the Fed
7 raising rate hikes, it makes it a lot harder to
8 raise money or to borrow money in this economy.
9 The cannabis industry has also seen a significant
10 downturn due to no fault of our own, but at a
11 national level and in several different markets
12 and there's been a ton of price compression and
13 investor hesitation and apprehension around
14 funding new businesses.

15 So we in our own volition, because of
16 the asking price of some of the institutional
17 cannabis investors, has decided to step outside
18 of that institutional money to preserve as much
19 of the CBE as we could and raising the money at
20 the best possible valuation so that we could
21 retain not only the CBE or as much of it as
22 possible, but also to ensure that we retain our
23 core values, our corporate structure and our --
24 the control over our business.

25 MEMBER GRANDIS: Okay. And I do

1 understand the change in the marketplace. If you
2 all relinquish the CBE, you are -- will
3 relinquish the 50 points, correct?

4 MR. PRITCHETT: That's correct.

5 MEMBER GRANDIS: But if I understand
6 what we're hearing is that even if you
7 relinquished that, you still would be in line to
8 receive the next step of applying for the
9 license?

10 MR. PRITCHETT: So that's correct. We
11 would receive the next step to apply for a
12 cultivation license, but it would be strictly
13 cultivation, whereas when we applied, it was
14 cultivation and manufacturing that was indicated
15 in our application, which was approved. It's
16 been indicated in all of the materials we
17 provided to our investors, of course, and as you
18 mentioned, Board member Grandis, that is very
19 predictive of the amount of money, not only that
20 we need to raise, but we will be able to make
21 thereby affecting our investors returns and their
22 willingness to be a part of our business.

23 CHAIRPERSON ANDERSON: Did you see the
24 importance of the district offering a mechanism
25 to get into this marketplace by having a social

1 equity provision?

2 MR. PRITCHETT: Absolutely. I'm one of
3 the biggest proponents. And I'm honored to be
4 one of the first. It is a huge honor to be the
5 first in DC. And quite frankly, very many of
6 these programs across the country fail at their
7 aim of creating an actual social equity
8 application and licensing process that awards
9 those licenses to the correct individuals and
10 entities. And DC has done a phenomenal job of
11 getting that right.

12 And I want to make sure that as we
13 move forward, Renee and Andria and myself as an
14 individual do everything that we can in our power
15 to increase the sustainability of that program
16 and to make sure that those licenses continue to
17 go to legitimate social equity applicants.

18 MR. KHAN: So to do that, if I
19 understand correctly, that's under the Small
20 Business Administration and therefore there's a
21 whole set of opportunities that have been carved
22 out so that the district can be proud of having a
23 strong social equity program going forward.
24 Aren't you here today asking us to minimize that?

25 MR. PRITCHETT: So I would say no. In

1 terms of minimization, I want to make sure I'm
2 understanding your question correctly. So in my
3 ask of being able to dilute and loosening in that
4 sense, a regulation to allow a lower threshold of
5 CBE ownership, that would, you think, negatively
6 impact the social equity or the robustness of
7 that program because it would invalidate that 51
8 percent majority?

9 MEMBER GRANDIS: Well, if I can use the
10 term minority. It would no longer be a majority.
11 And isn't that sort of the foundation of what
12 we're trying to preserve is that our residents
13 are returning citizens. People who have been
14 economically outside of the ability to get loans.
15 If we don't -- that's something that we should be
16 very proud of.

17 So I agree with the chairman. If you
18 wish a change in that formula to be considered a
19 CBE, we're not the place. But on the other hand,
20 it just is remarkable that you've achieved what
21 you've achieved so far and that you should
22 continue being proud of that 51 percent and not
23 want to become a 40 percent, because, as you
24 know, while you have a good relationship with
25 everyone else who has the basically 60 percent

1 collectively, it may not be the same people
2 because they can share -- sell their shares, as
3 you know, in business. And all of a sudden one
4 day you go to a Board meeting and they buy you
5 out forcefully.

6 So I think that what you're doing in
7 coming -- in trying to work with something that
8 will help you all get forward, could end up at
9 the same time making, what we were, I think we
10 all are striving for is, majority ownership so
11 that district residents and their families,
12 generationally can prosper here in the district.

13 MR. PRITCHETT: I think --

14 MEMBER GRANDIS: Excuse me. Go ahead.

15 MR. PRITCHETT: No, no, no. I just
16 want to say thank you. I appreciate that. I am
17 -- I want to continue championing this program.
18 And I do think it's worth clarifying that, I
19 think what we're aiming for is actually the
20 opposite of weakening the restrictions, but
21 actually strengthening them.

22 And I say that because I think two
23 points. Number one, when we are divesting our
24 equity. The 51 percent is only what's right in
25 DC. I myself own 24.5 percent because I'm not a

1 DC resident, so I would be a part of that, you
2 know, that initial 100 percent and we'd be
3 issuing only 25 percent to other investors
4 outside of who's already a part of Renee and
5 Andria Health to include the Khan family.

6 So the other remainder outside of
7 those who are current shareholders would only be
8 25 percent that we would be taking on. And
9 additionally, those shares that we're issuing,
10 there's a difference between those and the shares
11 that we own, and those are Class B versus Class
12 A, And what that basically means is they have no
13 voting rights. They have no managerial rights,
14 they have no rights to sit on the membership
15 Board. They are simply silent partners who have
16 provided a certain amount of capital to allow us
17 to raise to open our doors.

18 And in this allowance for dilution
19 that we will work, and I take your point and the
20 chairman's point, we will absolutely work with
21 the DSLB to craft the right regulations for this
22 because what's necessary in all business is that
23 you raise the money.

24 And we would love, absolutely love,
25 not to have to give any equity away. That would

1 be my ideal dream. I want, if I could have 100
2 percent DC ownership, I absolutely would. But
3 the one thing that's an uncomfortable reality,
4 especially in capitalism, is that you've got to
5 give them something if you want their money, and
6 that's either you secure it through a loan or you
7 fund it yourself, or you give them ownership.

8 And I can tell you that every single
9 social equity applicant to follow in our
10 footsteps will have to do the same exact thing we
11 are doing without exception. The very letter of
12 the CBE law precludes us from having the
13 necessary money to stand our operation up. And
14 while it will be to different extents for
15 different applicants, whereas, you know, one
16 building may be more expensive than another, one
17 operation may be more high end than another.

18 In all cases there will not be a
19 applicant who has the personal resources to fund
20 it and they will have to dilute their shares just
21 as we are. And we want to make sure that when
22 that time comes, when those licensees are here,
23 we can't -- maybe, we can't keep 51 percent,
24 maybe because of capitalism, because we have to
25 raise money, we can't. That's an ideal scenario.

1 However, we can make sure that they
2 maintain a plurality, make sure they maintain 100
3 percent control of the entity by only issuing
4 non-voting, non-managerial rights to those shares
5 and to making sure that they have the framework
6 that's necessary so that they can prove to be an
7 attractive investment to those individuals that
8 they need in order to get their business up and
9 running.

10 Because as I can tell you, I don't
11 have the money for it. Most dispensaries cost
12 between 1 million and a million and a half
13 dollars. So everybody is going to have to do
14 this without exception. And the goal is not to
15 make it, you know, prohibitive so that they have
16 to maintain 51 percent because that would really
17 stifle the industry. But to give them the
18 framework necessary to maintain the ideals of the
19 social equity program of DC ownership and DC
20 control over this industry, while still allowing
21 the regulatory leeway and leash necessary to
22 operate and function as a business in our
23 district.

24 MEMBER GRANDIS: I want to congratulate
25 you and the people you've been working with to

1 get to where you are today of getting that 212
2 points. That's a remarkable achievement, and I
3 understand that. I think we all understand there
4 are nuances that we will be learning about as we
5 move forward on getting this important social
6 equity embedded strongly in D.C. But we're not
7 the people. We're not the Board that can help
8 you today in changing that. But I think perhaps
9 you may have models that have not been thought
10 about and you should go ahead and try to promote
11 that in front of the right agency that actually
12 has the legal authority to make that decision. I
13 want to congratulate you on what you've
14 accomplished so far.

15 MR. PRITCHETT: Thank you, Board member
16 Grandis. I appreciate that. I will be sure to
17 do that. And to your point about making sure
18 that we -- this social equity program is embedded
19 in D.C., I think the first thing is to make sure
20 that the first social equity applicants have a
21 sustainable chance at success here and have the
22 ability to raise the money the way that they need
23 to, not from a dilution standpoint, but from a
24 operation standpoint of that legacy operator
25 status of having the intended ability to

1 manufacture and to dispense, as was the law when
2 we applied.

3 And the other recommendation, I guess,
4 in terms of frameworks that I think could be very
5 helpful for this social equity program and making
6 sure that it remains heavily embedded into the
7 district is something very unique and innovative.
8 And it hasn't actually happened in any other
9 market that I'm aware of.

10 But I think that establishing a social
11 equity advisory commission or Board outside of
12 ABCA that's comprised of industry experts,
13 subject matter experts, for example, have a
14 relationship with the chief economist in the
15 cannabis industry who'd be happy to lend his
16 expertise, basically just to give the Board
17 whatever information it needs to make the
18 decisions in regulating the industry so that it's
19 conducive to that success.

20 And I have a case that I've written up
21 I'm happy to send over, but I do think it would
22 be an incredible opportunity not only for ABCA
23 but for the market as a whole to make sure that
24 D.C. gets it right where most other people have
25 gotten it wrong.

1 MEMBER GRANDIS: I'm sure our agency
2 would be interested in any research that you've
3 done to help improve our program as we move
4 forward. And once again, I want to congratulate
5 you on the strong work you've done.

6 MR. PRITCHETT: Thank you. I
7 appreciate it. I look forward to it.

8 CHAIRPERSON ANDERSON: Thank you.

9 Yes, Mr. Short. You're on mute, Mr.
10 Short.

11 MEMBER SHORT: Good morning, Mr.
12 Pritchett.

13 CHAIRPERSON ANDERSON: Good morning,
14 Mr. Short.

15 MEMBER SHORT: I would just like for
16 you -- and you sound so ready for business and
17 you sound so ready to make this really work.

18 The only question I have is, what
19 vision do you have for long term distinct
20 sustainability of persons like yourself in this
21 industry in the District of Columbia. Just give
22 us your version of a vision you have for long
23 term. Where will we be 10, 20 years from now if
24 what your business model does. Where will we be
25 10, 20 years from now, how will your company help

1 sustain or the sustainability of this program,
2 which you've benefited from?

3 MR. PRITCHETT: That question is so
4 exciting. I very rarely get asked about that
5 grand vision, and I do have it. And I think it's
6 necessary as an operator in this space. So I can
7 tell you my goal for D.C. is for it to be the
8 flagship not only for this country but for the
9 world as to what cannabis ownership, diversity,
10 equity and inclusion and sustainable proactive
11 social equity programming can create in this
12 industry.

13 And that means a robust set of rules
14 and regulations that allow for smaller operators
15 like myself to thoroughly thrive and flourish in
16 this industry. And that requires a sense of
17 partnership between those who regulate the
18 businesses and those who run the businesses.

19 And I can tell you in every other
20 industry, the professionals or the subject matter
21 experts have a seat at the table and they
22 influence policy not because they have an agenda,
23 but because it's necessary. I don't expect
24 anybody in a regulatory framework to be an expert
25 on my industry. It's my job to be the industry

1 expert, to be a business professional. And that
2 goes the same for everybody who looks like me,
3 who wants to become a part of this.

4 And that's why it's so, so important
5 that we are involved in the process of
6 regulation, because in order for us to understand
7 the consequences and the implications of all the
8 regulations that are enacted, we have to know
9 what the people who are living through and
10 dealing with the implications of those
11 regulations are actually seeing in the
12 marketplace.

13 So what I see in the next 10 years, if
14 we can get this thing done right and if we can
15 get the right people with the right framework and
16 the right opportunity into this industry, we're
17 going to create one of the most diverse cannabis
18 industries in the world because of where the
19 district is situated, because of its political
20 reputation, obviously, and its prestige as the
21 nation's capital, we have an unprecedented
22 opportunity to show the rest of the country who
23 is, as I mentioned, frequently failed at getting
24 the licenses into the right people's hands to
25 promote that diversity, equity and inclusion to

1 show them what it can look like if you do it
2 right.

3 And I want to be that trailblazer. I
4 want to be that person that plants that flag in
5 the ground. And I am willing to do any and
6 everything in working with ABCA and any other
7 agency in the district, including DSLB, to make
8 sure that the framework that we commit to is
9 conducive to everybody who comes behind me.

10 Because I can tell you as a young
11 black man and trying to raise 5, 6, \$7 million,
12 the hurdles that exist just in the marketplace
13 are high enough. So, you know, we want to make
14 sure that the hurdles that exist in the
15 regulatory framework are necessary but still
16 effective without being overly burdensome. And
17 that really is the core of making sure that the
18 industry is sustainable.

19 Because I can tell you in most states
20 and in most territories, regulatory bodies don't
21 talk to industry experts. It's a very
22 anti-business mentality with the policy that's
23 developed. And that's why you see, and I can
24 tell you when I spoke with The Economist, only 25
25 percent of all cannabis businesses in this

1 country are right now profitable.

2 That is not a number that exists in
3 any other industry. And there's a reason for
4 that. And that has to do with the way it's
5 regulated. It has to do with the way that the
6 licenses are allocated, and it has to do with the
7 lack of dialogue between, as I mentioned, those
8 who run the businesses and those who regulate the
9 businesses because we're on the same side.

10 I think the Board would agree you want
11 to see this industry flourish just as much as I
12 do. You want to see just as many social equity
13 applicants in this industry doing and creating
14 value and generational wealth for the district
15 and for their descendants the same way I do. And
16 I think we're partners in that mission, and I
17 think we owe it to each other and to everybody
18 who's going to come after us to make sure that we
19 put that framework in place to make sure they
20 have the best possible chance at success. So
21 that's what I see in the next 10 years.

22 MEMBER GRANDIS: Thank you, Mr.
23 Pritchett. That's all I have. Mr. Chair, thank
24 you very much for your answer, sir.

25 CHAIRPERSON ANDERSON: All right.

1 Thank you.

2 MEMBER HANSEN: I just have one add on.

3 CHAIRPERSON ANDERSON: Go ahead. Go
4 ahead, Ms. Hansen.

5 MEMBER HANSEN: That's down the road.
6 And I know that this conversation is ongoing, but
7 what are your plans for the immediate term and
8 what do you -- you've raised this money so far.
9 So what are your next steps right now?

10 MR. PRITCHETT: Love it. So yesterday
11 we had a meeting with our general contractor
12 partner who also serves as our project manager.
13 And so they've given us everything we need to
14 essentially move forward for pre-construction.
15 So we, in the near future, see ourselves, once we
16 work with the DSLB to make sure that CBE is
17 guaranteed and not invalidated so we don't lose
18 those points.

19 And hopefully once the Board, you
20 know, allows u to have that legacy operator
21 status, we've already priced out a lot of the
22 manufacturing equipment that we'll need for our
23 facility. So we want to get the ball rolling.
24 We're really eager. We're really excited to not
25 only show the district, but to show the world

1 what it is we can do as you know, one of the very
2 few social equity applicants who have been
3 licensed effectively in this country.

4 So our goal and our next steps are
5 really, we are anticipating once we work with
6 DSLB, that the money, the \$5 million that we're
7 anticipating, which has already been verbally
8 committed, will be in within the next 30 days or
9 so. And then at that point, it's just a matter
10 of paying to have boots on the ground for our MEP
11 engineers and getting the facility retrofitted.
12 And that is very exciting.

13 Like I said, we met with our
14 contractor yesterday and they gave us a very
15 robust launch plan to get that done. So we're
16 super excited to be a part of not only this
17 industry but a part of the district and to be
18 able to give back not only to those who look like
19 us, but to the community at large.

20 MEMBER HANSEN: Thank you. Thank you
21 for your time.

22 MR. PRITCHETT: Thank you.

23 CHAIRPERSON ANDERSON: I mean, the only
24 correction I want to make on the record is that
25 the problem that we're facing now with your

1 application, we're never going to face that issue
2 again because we no longer have scoring. But if
3 we -- but not for the scoring, there might be
4 other issues regarding qualifying as a social
5 equity.

6 But the issue that we have here is the
7 score and the 50 point that you got from DSLB.
8 That's what puts you at the top of the scale and
9 they gave you 50 points. And I don't recall what
10 number two -- the number two score was. But with
11 the new law, you would still qualify for a
12 license.

13 But as I said, as you pointed out, you
14 want to be considered as a legacy operator. And
15 so therefore, there are certain benefits that are
16 attributable to if you qualify the legacy
17 application. I'm not sure if the Board would
18 necessarily agree with your description, but
19 that's a matter of further interpretation. But
20 that's the problem that we have.

21 Now, do you have any idea when,
22 because it appears that no matter what -- it
23 doesn't -- whatever decision at the Board would
24 make today, that's not really going to change.
25 Okay. So the Board agreed that they would

1 support your application. Okay. But what does
2 that mean? Because we're not the ones who
3 determine that you're CBE with the 50 points.
4 That's a that's a different agency.

5 So whether or not if we say that, okay
6 fine we support. But if DSLB comes and say that
7 you're no longer a CBE, then you're going to lose
8 that 50 points. So I'm not quite sure. I mean,
9 in reviewing the letter that you sent to us, I
10 had a different interpretation at a different
11 date.

12 I thought more so that you came to us
13 to say, this is what we're going to do and we're
14 asking the Board to interpret the law in a
15 certain way so we could still qualify, but I'm
16 not sure.

17 I mean we'll talk this further with
18 the other Board members. We'll speak to
19 director, speak to our legal office, but I'm not
20 quite sure what, if anything, that the Board can
21 do regarding the 50 points and how and whether or
22 not dilution from 51 to 40 percent, if we can
23 rule that you're still a CBE and so therefore
24 you're still qualified for that 50 points.

25 And so once since if you qualify for

1 that 50 points of being the highest rated
2 application, then we can go into that second
3 analysis whether or not we agree with your
4 interpretation of that you are a legacy operator
5 so therefore, you should be able to virtually
6 integrate and also apply for a manufacturer's
7 license.

8 But you are aware that you can apply
9 for a -- if you're not a social equity -- social
10 equity applicants can apply currently for a
11 manufacturer's license. And if you are not a
12 social equity, you can also apply for, as of
13 August 29th, you can apply for a manufacturer's
14 license.

15 So you are aware of that irrespective
16 of all of this. So whether that you have a
17 license or not you can apply for -- and even if
18 you're not a social equity, you can apply for a
19 manufacturer's license on August -- as of August
20 29th, 2023. Okay. Any other comments you want
21 to make before I bring this hearing to a close?

22 MR. PRITCHETT: Yep. So I'll just say
23 that I am aware that we can apply for that
24 license under, you know, regardless of whether or
25 not we're considered a CBE. I don't foresee us

1 having an issue with being classified not as a
2 medical cannabis CBE. As I mentioned, DSLB has
3 already expressed their openness in working with
4 us to make sure that the correct regulations are
5 crafted so that a CBE isn't -- CBE isn't
6 needlessly invalidated because of regular
7 business practices.

8 And so I don't think that that will be
9 an issue as as qualifying for the points that
10 we've received. However, the -- I guess the main
11 consideration that we would ask here or that we
12 are most concerned with and that can help us with
13 is that legacy operator status, because as I
14 mentioned, that's how we apply. That was our
15 intent. It's been indicated in everything that
16 we've submitted up to this point.

17 And I think to exclude the only social
18 equity applicants to be licensed to this point
19 from that, and to allow all of the multistate
20 operators who, because they got their license
21 maybe a year or two before we did that, they get
22 to vertically integrate simply because they in
23 proximity or in time chronologically, they were
24 able to get their license earlier, I just think
25 that would be a bit of a travesty, right, to know

1 that we have an opportunity to really do
2 something great and to make this mean something
3 especially for those social equity applicants who
4 are coming after.

5 So I appreciate the Board's time 100
6 percent. I'm grateful for your questions and for
7 your receptivity in our conversation and our
8 hearing today. And I appreciate you giving me
9 the opportunity to make my case in front of you.

10 And I do hope that as we move forward,
11 as you mentioned when we first met, that you all
12 will have my back as a social equity licensee and
13 as we move forward to make sure that we can make
14 not only the program, but D.C. the best medical
15 cannabis market, that's been seen not only in
16 this industry, in this country, but in the world
17 as a whole.

18 CHAIRPERSON ANDERSON: No, it's -- you
19 have left us a lot to think about. As I said
20 before, I came into based on the letters that you
21 wrote to the agency. I came into the hearing
22 thinking one way. But then I left based on the
23 act now.

24 MR. PRITCHETT: Right.

25 CHAIRPERSON ANDERSON: The act is now

1 different from what I thought it was based on
2 your written correspondence.

3 The last Thing I'd like to say,
4 Chairman Anderson, I just want to make sure that
5 I express to you all that I want to make myself
6 available. So if you ever have questions, if you
7 need to contact me, you have my information. I'm
8 open to any and all conversation that's necessary
9 to further flesh this out, because as you
10 mentioned, I put a lot on you today.

11 It is a lot. And it's something that
12 we live with every day. It's how we operate and
13 it's a part of our industry and the nature of our
14 business. So I don't expect, you know, you to
15 pick it up and run with it the same way that we
16 would. And that's why I want to make sure that
17 we maintain an open dialogue as much as is
18 necessary or you feel that you need to to to hear
19 from us. I'm happy to provide any and all
20 necessary supplementary complementary
21 information.

22 And as I mentioned, the idea for a
23 social equity advisory commission or advisory
24 Board I think is a huge opportunity for us. So
25 if you ever have any need for additional

1 clarification or clarity, please, please, please
2 reach out to me.

3 CHAIRPERSON ANDERSON: Okay. Thank
4 you. All right. Thank you very much for your
5 presentation today. As I said before, the Board
6 will take it under consideration. It is not
7 clear to the Board what it is that you are
8 requesting.

9 And but as I said before, it's a
10 two-step process. We do not control the
11 definition of what a CBE is. And if you're
12 considered CBE, I'm open to your creative
13 interpretation of the law, what you believe that
14 you should qualify as a legacy operator. That is
15 something that we would discuss. We look at the
16 law as it existed at the time, the law that we
17 currently have to see if that's the
18 interpretation, if our interpretation of the law
19 equals your interpretation of the law. And I
20 believe that the Board and the agency will do
21 whatever we can do to support this industry.

22 But the first question, though, is
23 regarding the CBE. And if the DSLB determines
24 that if you're -- if you dilute the share, you're
25 no longer qualify, then that ties our hands

1 because that drops you to 162 and then you would
2 have to. I'm not saying you'd be eligible. I
3 mean, prior to the change in the law, I would
4 say, sorry, good luck and pick up. You wouldn't
5 qualify for a license.

6 But under the new emergency
7 legislation, you do qualify for a license under
8 -- even if you were to have lost the 50 -- 50
9 point preference. Unfortunately, as you said,
10 you wouldn't get some of the -- more of the
11 social equity benefits of being -- of receiving,
12 being approved initially. But we'll take this
13 matter under advisement and we will advise you as
14 soon as possible what our decision is. Thank you
15 for being here. The Khans, good morning. Have a
16 great day.

17 MEMBER HANSEN: Thank you.

18 MR. PRITCHETT: Thank you, chairman
19 Anderson. Thank you, ABCA Board.

20 CHAIRPERSON ANDERSON: All right.
21 Thank you.

22 All right. I have one -- all right.
23 So we conclude our calendar for the morning.

24 (Whereupon, the above-entitled matter
25 went off the record at 10:47 a.m.)

A

\$1 18:24
\$22.5 18:21
\$5 8:24 21:19 46:6
\$7 43:11
A-N-T-O-I-N-E 2:11
a.m 2:2 54:25
ABCA 1:21 8:7 12:24
 13:18 19:12,15 20:8
 39:12,22 43:6 54:19
ability 6:8 8:11 9:25
 22:2 27:2 33:14 38:22
 38:25
able 5:22 9:4,6 13:16
 21:15,17 24:1 28:19
 29:14,19,23 31:20
 33:3 46:18 49:5 50:24
above-entitled 54:24
ABRA 16:13
absolutely 2:6 3:25
 15:4 20:6 26:10 29:22
 32:2 35:20,24 36:2
access 9:9
accomplished 38:14
accomplishing 26:2
accurately 15:12
achieved 33:20,21
achievement 38:2
acknowledged 8:5
acquire 27:2
act 4:8,11 9:9 20:13
 25:16 51:23,25
actual 7:11 32:7
add 45:2
addition 21:9
additional 18:24 21:10
 30:4 52:25
additionally 5:20 15:14
 35:9
address 11:21
adjust 12:25
Administration 32:20
advantage 5:22
advise 54:13
advisement 3:16 54:13
advisory 39:11 52:23
 52:23
agency 14:5 22:17
 38:11 40:1 43:7 48:4
 51:21 53:20
agenda 41:22
agree 19:4 33:17 44:10
 47:18 49:3
agreed 47:25
ahead 27:16,18 34:14
 38:10 45:3,4
aim 32:7
aiming 34:19

Alcoholic 1:2,14
ALIYA 1:18
allocated 5:4 6:9 44:6
allocation 28:8
allocations 21:4
allow 9:16 15:19,22
 33:4 35:16 41:14
 50:19
allowance 35:18
allowed 5:17 7:13 8:22
 13:23 22:10 26:22
 29:6,7
allowing 37:20
allows 45:20
aloud 14:2
Alternative 26:17
amend 17:1
Amendment 4:8 20:13
amount 31:19 35:16
analysis 49:3
ANC 1:8
Anderson 1:15,17 2:3,9
 2:12,15 4:1 9:15 10:3
 10:4,17,25 11:6 14:1
 16:14,23 17:8,11,18
 17:22,25 18:5,25 19:9
 20:10 22:15 26:4 27:8
 27:13,18 31:23 40:8
 40:13 44:25 45:3
 46:23 51:18,25 52:4
 53:3 54:19,20
Andria 1:6 2:8,22 6:1
 10:16 15:5 16:7 28:25
 29:3 32:13 35:5
answer 44:24
anti-business 43:22
anticipated 22:14
anticipating 46:5,7
anticipation 18:18
Antoine 1:22 2:7
anybody 17:6 41:24
appears 47:22
applicant 6:22 21:3
 36:9,19
applicants 6:23 8:19
 20:13 28:9 32:17
 36:15 38:20 44:13
 46:2 49:10 50:18 51:3
application 2:24 5:25
 10:5,6 15:25 16:12
 17:16 19:4 20:17,18
 24:8,18 25:4,5,6
 28:22 31:15 32:8 47:1
 47:17 48:1 49:2
applied 5:2,19 15:10
 21:24 23:20 24:6
 27:25 28:20 31:13
 39:2

apply 16:3 21:10 26:20
 29:7 31:11 49:6,8,10
 49:12,13,17,18,23
 50:14
applying 28:13 31:8
appreciate 4:2 17:21
 27:21 34:16 38:16
 40:7 51:5,8
apprehension 30:13
approach 13:14
appropriate 20:18
approval 7:18 8:14
 13:19 19:23 27:7
approved 4:16,21 5:21
 6:24 7:17 23:19 24:5
 24:15,23 27:1,5 31:15
 54:12
approximately 5:15
apt 19:12
aptly 7:9
area 8:22
areas 20:3
asked 41:4
asking 9:19 11:14 15:3
 30:16 32:24 48:14
assurance 13:18
attractive 37:7
attributable 47:16
August 49:13,19,19
authority 38:12
automatically 11:18
available 52:6
award 19:22
awarded 4:14,20 19:1
 23:1 24:15 25:9 27:1
awards 32:8
aware 8:18 10:5 19:2
 39:9 49:8,15,23
awareness 25:7,14

B

B 35:11
back 14:21 46:18 51:12
ball 45:23
banking 9:8,9
based 4:18 6:15 51:20
 51:22 52:1
basically 33:25 35:12
 39:16
basis 7:16
becoming 25:22
beginning 14:24
believe 3:18,20,21 4:11
 21:22 23:14 53:13,20
benefit 25:24
benefited 41:2
benefits 21:4 25:2
 47:15 54:11

best 3:18 30:20 44:20
 51:14
Beverage 1:2,14
biggest 32:3
bit 5:9 6:21 50:25
black 43:11
blaze 28:19
Board 1:2,14 3:5,12,13
 4:1 5:2,12 6:18 7:12
 12:9 14:12,16 24:7
 27:9 28:3 31:18 34:4
 35:15 38:7,15 39:11
 39:16 44:10 45:19
 47:17,23,25 48:14,18
 48:20 52:24 53:5,7,20
 54:19
Board's 51:5
BOBBY 1:17
bodies 43:20
body 19:15
boots 46:10
Boris 16:21
borrow 30:8
Brad 18:2
Bradley 16:21
Brandis 28:4
bring 49:21
bringing 13:12
build 18:14
building 18:16 36:16
burdensome 43:16
business 6:18 7:15 9:3
 10:11,15 11:1,2 12:3
 13:7,9 14:24,25 15:22
 20:23 23:10 29:12
 30:24 31:22 32:20
 34:3 35:22 37:8,22
 40:16,24 42:1 50:7
 52:14
businesses 6:20 23:8,9
 30:14 41:18,18 43:25
 44:8,9
buy 34:4

C

calendar 54:23
call 10:14
calling 4:9
cannabis 1:2,6,14 2:23
 4:8 12:2,13,16,20
 15:7 19:16 20:12 24:4
 26:15 30:5,9,17 39:15
 41:9 42:17 43:25 50:2
 51:15
capability 5:16
capable 19:23
capacity 6:7 22:13
capital 9:2 13:13,25

24:19 35:16 42:21
capitalism 36:4,24
capitalization 13:5,11
careful 17:19
carved 32:21
case 8:11,23 39:20 51:9
cases 36:18
category 9:22
CATO 1:17
causing 5:8
CBE 7:6,8 8:2 9:5 11:10
 12:5,16,18,20,21 13:8
 14:6,7,10 19:13 20:5
 21:2,8 22:18,22,24
 28:2,20 30:3,19,21
 31:2 33:5,19 36:12
 45:16 48:3,7,23 49:25
 50:2,5,5 53:11,12,23
Center 1:7 2:23 3:1
 8:23 10:15,24 19:5
 20:14,17 26:18,20
 29:2
CEO 2:7
certain 13:7 35:16
 47:15 48:15
certified 9:5 14:7
chain 22:6
Chair 44:23
chairman 4:1 10:3
 16:25 19:8 23:21
 27:12 33:17 52:4
 54:18
chairman's 35:20
Chairperson 1:14,17
 2:3,9,12,15 9:15 10:4
 10:17,25 11:6 14:1
 16:14,23 17:8,11,18
 17:22,25 18:5,25
 20:10 22:15 26:4 27:8
 27:13,18 31:23 40:8
 40:13 44:25 45:3
 46:23 51:18,25 53:3
 54:20
championing 34:17
chance 38:21 44:20
change 20:18 31:1
 33:18 47:24 54:3
changes 3:3 30:5
changing 38:8
chief 16:20,22 39:14
Chillum 1:7
chronologically 50:23
circumstances 12:19
citizens 33:13
city 16:5
clarification 20:12 53:1
clarify 26:11
clarifying 34:18

clarity 53:1
Class 35:11,11
classified 4:19 24:12
 26:18,24 50:1
clause 13:4 30:3
clear 4:17 53:7
close 23:21 49:21
code 7:7 8:8 12:18
collaborative 8:6
collectively 18:22 34:1
Columbia 1:1 40:21
come 8:1,17 11:20
 12:14,16 23:25 29:18
 44:18
comes 36:22 43:9 48:6
coming 14:15 27:21
 34:7 51:4
comments 49:20
commission 39:11
 52:23
commit 43:8
committed 46:8
common 29:4
commonality 29:4
communicated 5:10
 21:24
community 46:19
company 7:4 9:12 11:7
 11:9 17:6 18:20 21:19
 40:25
compares 12:20
compete 25:4
competitive 26:3
complementary 52:20
completely 13:21 29:3
Compliance 16:20
compression 30:12
comprised 39:12
concerned 14:7 50:12
concerns 4:4,5
conclude 54:23
concrete 18:15
concur 19:8
conductive 8:8 19:19,21
 28:11 39:19 43:9
congratulate 37:24
 38:13 40:4
consequences 42:7
consider 22:3
consideration 20:16
 50:11 53:6
considered 33:18 47:14
 49:25 53:12
considering 6:12,21
constraints 9:7 27:6
contact 52:7
continue 12:23 32:16
 33:22 34:17

contractor 45:11 46:14
contribute 22:5
control 30:24 37:3,20
 53:10
conversation 8:6 12:8
 12:24 20:4 45:6 51:7
 52:8
conversations 4:16
core 30:23 43:17
corporate 30:23
correct 10:1,2 20:18
 28:3,23 29:16 31:3,4
 31:10 32:9 50:4
correction 46:24
correctly 2:18 32:19
 33:2
correspondence 52:2
cost 15:20 37:11
costs 18:13
country 32:6 41:8 42:22
 44:1 46:3 51:16
course 5:20 21:23 22:9
 31:17
court 2:10,17
craft 13:1,20 35:21
crafted 50:5
crafting 19:16 24:10
create 41:11 42:17
creating 8:20 32:7
 44:13
creative 53:12
CROCKETT 1:18
cultivation 1:7 2:23,25
 5:1 8:23 15:6,8,10
 16:5,11 19:5 20:14,17
 22:3 26:20 31:12,13
 31:14
cultivator 24:4
current 7:23 9:1,12
 11:3 13:11,12,15
 16:18 19:1 35:7
currently 6:9 7:7,24
 11:2 16:20 17:9 18:1
 21:2 23:23 24:25
 25:12 30:1 49:10
 53:17
cut 5:16 22:2

D

D.C 38:6,19 39:24 41:7
 51:14
date 4:11 48:11
day 34:4 52:12 54:16
days 46:8
DC 1:21 5:2 8:3,9 32:5
 32:10 34:25 35:1 36:2
 37:19,19
deal 18:7

dealing 42:10
December 4:12 25:8
decide 11:14,15
decided 30:17
decision 38:12 47:23
 54:14
decisions 39:18
deemed 28:7
definition 22:18 53:11
depending 8:25 18:12
 23:3
depends 29:25
descendants 44:15
description 47:18
determination 14:13
determine 22:21,22
 48:3
determined 11:11
determines 11:24 53:23
detrimental 6:11
develop 15:21
developed 43:23
developing 29:12
dialogue 44:7 52:17
difference 24:13,15
 26:25 35:10
different 12:19 21:14
 29:24 30:11 36:14,15
 48:4,10,10 52:1
difficult 6:21 21:21
dilute 7:5,10,13 9:19
 11:15 13:7,23 14:17
 21:15 33:3 36:20
 53:24
dilutes 12:4
diluting 14:16
dilution 6:17 14:13
 19:25 30:3 35:18
 38:23 48:22
director 4:17 7:2,9 19:9
 48:19
disagree 19:4
discerned 7:25
discounted 5:23
discuss 3:17 53:15
dispensaries 37:11
dispensary 5:5 6:9 16:4
 16:6 22:10 27:3
dispense 39:1
distinct 40:19
distinction 4:20 5:8
distinguish 26:12
district 1:1 31:24 32:22
 34:11,12 37:23 39:7
 40:21 42:19 43:7
 44:14 45:25 46:17
diverse 42:17
diversity 41:9 42:25

divest 9:14
divesting 34:23
doing 6:10 15:21 34:6
 36:11 44:13
dollars 7:5 23:22 37:13
Donovan 1:15,17
door 8:14 28:18
doors 7:15 8:16 9:1
 13:25 21:18 35:17
downturn 30:10
dream 36:1
drops 54:1
DSL 11:11,23 12:7,11
 12:18 13:1,20 14:9
 19:14 20:6 22:21
 35:21 43:7 45:16 46:6
 47:7 48:6 50:2 53:23
DSLBD 7:7 8:5 28:10
due 4:21 9:7 30:4,10

E

eager 45:24
earlier 50:24
economically 33:14
economist 39:14 43:24
economy 30:6,8
EDWARD 1:18
effect 19:25
effective 43:16
effectively 9:11 46:3
efficiencies 15:20
either 36:6
elaborate 12:2 23:16
elaborated 16:12
eligible 20:16 21:7 54:2
elongated 15:2
embedded 38:6,18 39:6
emergency 20:12 54:6
enacted 42:8
encompasses 24:16
engineers 18:15 46:11
enshrine 13:22
enshrined 4:7,11 15:16
 21:5
ensure 8:7,10 13:1
 30:22
ensuring 19:19
enter 8:9
entities 32:10
entitled 4:22
entity 9:5 28:22 29:3,11
 37:3
equals 53:19
equipment 8:25 45:22
equity 6:17,22 7:4 8:9
 8:19 9:13 21:3 28:9
 28:14,17 32:1,7,17,23
 33:6 34:24 35:25 36:9

37:19 38:6,18,20 39:5
 39:11 41:10,11 42:25
 44:12 46:2 47:5 49:9
 49:10,12,18 50:18
 51:3,12 52:23 54:11
especially 9:11 36:4
 51:3
essential 9:3
essentially 22:2 45:14
establish 8:16 12:11
established 7:7
establishing 39:10
everybody 37:13 42:2
 43:9 44:17
everyone's 2:18
exact 36:10
exactly 13:22 26:11
example 13:4 18:24
 21:1,5 25:16 26:17
 39:13
exception 36:11 37:14
exchange 7:4
excited 45:24 46:16
exciting 41:4 46:12
exclude 50:17
Excuse 34:14
exercise 2:16,20
exist 21:13 43:12,14
existed 53:16
existence 23:9 25:7
existing 12:5
exists 44:2
expect 41:23 52:14
expended 24:20
expensive 6:19 36:16
experience 24:17
expert 41:24 42:1
expertise 22:20,22
 39:16
experts 39:12,13 41:21
 43:21
explain 11:21 23:5,6
 27:22 29:20
explained 11:25
express 52:5
expressed 50:3
extent 16:10
extents 36:14

F

face 47:1
faced 27:6
facility 18:17 45:23
 46:11
facing 46:25
fact 1:7 25:22
fact-finding 2:21
facts 3:14

fail 32:6
failed 42:23
fair 24:2
falls 11:15,17
families 34:11
family 35:5
far 14:6 20:4 25:25
 33:21 38:14 45:8
fault 30:10
Fed 30:6
feel 52:18
fees 5:24 21:6 25:4
fervent 28:13
figure 17:15
filing 20:17
finance 9:7
financial 6:13 16:22
financials 5:14
find 15:20
Finding 1:7
fine 14:19 48:6
first 6:22 8:13 9:18 21:6
 28:14,18 32:4,5 38:19
 38:20 51:11 53:22
first-place 2:25 10:7
flag 43:4
flagship 41:8
flash 52:9
flourish 41:15 44:11
folks 26:6,7
follow 36:9
footsteps 36:10
forcefully 34:5
forecast 29:13
forecasted 29:23
foresee 49:25
forfeit 12:10
formula 33:18
forward 5:11 15:21
 27:11,24 32:13,23
 34:8 38:5 40:4,7
 45:14 51:10,13
found 7:19
foundation 33:11
framework 37:5,18
 41:24 42:15 43:8,15
 44:19
frameworks 39:4
Frank 16:21 17:12 18:1
 18:2
frankly 32:5
frequently 42:23
front 6:7 27:21 38:11
 51:9
function 25:12 37:22
functions 16:11 22:4
fund 36:7,19
funding 7:21 21:4 30:14

funds 13:6
further 47:19 48:17
 52:9
future 45:15

G

gathering 3:14
general 12:17 45:11
generate 22:2
generating 5:16 6:7
 22:13
generational 44:14
generationally 34:12
getting 26:1 32:11 38:1
 38:5 42:23 46:11
give 7:4 8:24 14:22
 21:19 35:25 36:5,7
 37:17 39:16 40:21
 46:18
given 6:14 18:11 45:13
giving 4:2 51:8
go 2:16,19 4:25 14:22
 27:16,18 32:17 34:4
 34:14 38:10 45:3,3
 49:2
goal 8:14 16:8 20:7
 21:19 37:14 41:7 46:4
goes 42:2
going 14:17 27:23
 28:17 29:19 32:23
 37:13 42:17 44:18
 47:1,24 48:7,13
good 2:3,20 27:20
 33:24 40:11,13 54:4
 54:15
gotten 39:25
grand 41:5
Grandis 1:18 27:12,14
 27:15,20 28:5 29:10
 29:17 30:25 31:5,18
 33:9 34:14 37:24
 38:16 40:1 44:22
grant 4:24
granted 5:7 29:15
grants 21:4
grateful 51:6
gray 8:21
great 51:2 54:16
ground 43:5 46:10
guaranteed 45:17
guess 21:16 39:3 50:10

H

half 5:17 18:3 22:2
 23:21 37:12
hand 20:9,9 24:10
 33:19
hands 42:24 53:25

Hansen 1:19 45:2,4,5
46:20 54:17
happened 16:1 29:17
29:21 39:8
happy 12:1 39:15,21
52:19
harder 30:7
health 1:6 2:8,22 6:1
15:6 16:7 29:4 35:5
hear 52:18
hearing 1:8 2:21 3:7,15
4:2 10:9 19:11 31:6
49:21 51:8,21
heavily 39:6
help 12:25 34:8 38:7
40:3,25 50:12
helpful 39:5
hesitation 30:13
high 36:17 43:13
highest 28:1 49:1
hikes 30:7
hold 21:2
holders 8:2
honor 32:4
honored 32:3
hope 51:10
hopefully 45:19
huge 32:4 52:24
hurdles 27:6,23 43:12
43:14

I

I-71 26:13,16
idea 47:21 52:22
ideal 36:1,25
ideals 37:18
identify 10:18
II 16:21
immediate 45:7
impact 20:20,22 33:6
implications 42:7,10
importance 31:24
important 38:5 42:4
improve 40:3
inception 15:5
include 13:4 35:5
included 15:18
includes 24:19
including 5:23 6:1 43:7
inclusion 41:10 42:25
increase 32:15
incredible 39:22
incurred 18:13
indicated 31:14,16
50:15
indicative 28:11
individual 32:14
individually 18:4

individuals 18:16 19:22
32:9 37:7
industries 42:18
industry 9:8 12:19
19:17 22:6 30:9 37:17
37:20 39:12,15,18
40:21 41:12,16,20,25
41:25 42:16 43:18,21
44:3,11,13 46:17
51:16 52:13 53:21
ineligible 21:3
influence 41:22
informal 3:22
information 14:22
17:14,16,23 39:17
52:7,21
informed 22:24
informs 14:9
initial 35:2
initially 21:22 22:14
54:12
innovative 39:7
insight 19:19
institutional 9:10 30:16
30:18
integrate 5:5 15:15 16:4
49:6 50:22
integrated 21:12
integration 9:24
intend 15:1 16:3
intended 38:25
intensive 9:2
intent 25:12 50:15
intention 5:12 15:5
intentions 16:9 25:6
intents 25:10
interest 3:18
interested 40:2
interpret 48:14
interpretation 23:2,12
47:19 48:10 49:4
53:13,18,18,19
interrupt 27:16
invalid 19:13
invalidate 7:16 13:19
21:1 33:7
invalidated 20:5 45:17
50:6
investment 21:20 37:7
investor 21:18 30:13
investors 5:11 6:12
18:12 21:25 29:25
30:17 31:17,21 35:3
involve 12:19
involved 42:5
irrespective 49:15
issuance 18:20
issue 6:16 12:4 19:12

22:20 47:1,6 50:1,9
issued 3:21
issues 47:4
issuing 18:6 35:3,9
37:3

J

JAMES 1:19
Jeffrey 1:23 10:13,21
29:1
JENI 1:19
jeopardize 7:18
job 32:10 41:25
joined 10:12
Jones 16:21
JOSE 1:21
JR 1:17,19

K

Kahn 1:23,24 10:13,13
10:21,22
Kate 12:15
keep 36:23
Khan 10:20,22,23 28:21
32:18 35:5
Khans 10:11 54:15
kind 20:8
know 7:25 8:22 9:4
18:14 25:15 26:3
27:11 28:16 29:6
33:24 34:3 35:2 36:15
37:15 42:8 43:13 45:6
45:20 46:1 49:24
50:25 52:14
knowing 25:13
knowledge 25:16
knows 5:2 6:18 24:7

L

lack 24:11 44:7
language 4:13,14
languish 8:21
large 15:19 46:19
largely 6:12
larger 17:6
launch 46:15
law 4:13,19 5:2,18 6:5
6:25 14:20 15:8 21:23
23:3,19 24:5,22 25:22
25:25 27:4,4 36:12
39:1 47:11 48:14
53:13,16,16,18,19
54:3
learning 38:4
leash 37:21
led 21:22
leeway 37:21
left 51:19,22

legacy 4:9,19,24 5:6,25
6:4,10 9:22,23 15:12
16:2 21:12 23:4,7,15
24:12,14 25:23 26:5
26:13,13,14,19,25
38:24 45:20 47:14,16
49:4 50:13 53:14
legal 38:12 48:19
legislation 54:7
legitimate 32:17
lend 39:15
let's 11:14
letter 4:15,18 5:18 6:5
6:24 8:7 21:23 24:5
24:22 27:3,4 36:11
48:9
letters 51:20
level 7:23 30:11
license 1:8,10 3:1,5
4:25 5:1,5,21 6:9 7:11
7:17 9:24,25 14:20
15:9,10 16:4,6 19:1
20:24 22:11 23:1,11
23:12,13,20 24:23
25:8 26:21 27:3,7,25
28:23,25 29:14 31:9
31:12 47:12 49:7,11
49:14,17,19,24 50:20
50:24 54:5,7
licensed 4:10 5:6 6:23
23:17 24:22 25:11,11
26:8,14,22 46:3 50:18
licensee 1:22 3:19 4:7
24:17 51:12
licensees 6:23 36:22
licenses 14:25 21:11
32:9,16 42:24 44:6
licensing 5:24 8:18
15:25 19:21 21:6 26:3
28:14,17 29:1 32:8
limited 21:22
line 10:8 31:7
little 6:21
live 52:12
living 42:9
LLC 2:8 10:16
loan 36:6
loans 33:14
location 20:19
long 40:19,22
longer 14:10 19:3 21:7
21:8,13 22:24 33:10
47:2 48:7 53:25
look 23:3 40:7 43:1
46:18 53:15
looking 12:8
looks 42:2
loosening 33:3

lose 11:18 20:21 21:1
45:17 48:7
lost 20:24 54:8
lot 5:13 21:20 23:25
30:7 45:21 51:19
52:10,11
love 12:24 23:16 35:24
35:24 45:10
lower 33:4
luck 54:4

M

main 50:10
maintain 7:8,23 13:8
14:20 37:2,2,16,18
52:17
majority 16:15,17,18,19
16:24 17:3 18:3 33:8
33:10 34:10
making 3:1 20:4 28:21
34:9 37:5 38:17 39:5
43:17
man 43:11
manager 12:15 45:12
managerial 35:13
managing 2:7
manufacture 5:13 39:1
manufacturer 15:7 24:4
manufacturer's 9:25
49:6,11,13,19
manufacturing 4:25
15:9 16:6,11 22:4
26:21 27:2 31:14
45:22
market 15:21 26:7 39:9
39:23 51:15
marketplace 30:5 31:1
31:25 42:12 43:12
markets 30:11
Maryland 12:12
materials 31:16
matter 1:5 3:16 20:6
25:19 39:13 41:20
46:9 47:19,22 54:13
54:24
MCAA 4:8 5:3,21 15:16
21:5 23:18 24:9,10,11
24:19 25:2,7,13,18,21
25:25 26:15,21
MCAA's 5:7
MCCBE 13:2,5,21,23
19:16,20
mean 14:13 17:12,13
26:4,14 46:23 48:2,8
48:17 51:2 54:3
means 13:10 35:12
41:13
mechanism 31:24

medical 1:6 2:22 4:8
12:12,16,20 20:11
26:15 50:2 51:14
meeting 1:3 34:4 45:11
member 1:17,18,18,19
1:19 27:9,12,15,20
28:4,5 29:10,17 30:25
31:5,18 33:9 34:14
37:24 38:15 40:1,11
40:15 44:22 45:2,5
46:20 54:17
members 3:12,13 48:18
membership 35:14
mentality 43:22
mentioned 7:2 22:1
24:13 25:1,20 31:18
42:23 44:7 50:2,14
51:11 52:10,22
MEP 18:15 46:10
met 1:14 46:13 51:11
million 8:24,24 18:11
18:21,24 21:19 23:21
37:12,12 43:11 46:6
millions 7:5
minimization 33:1
minimize 32:24
minority 33:10
mission 44:16
model 15:23 20:23
40:24
models 38:9
money 7:3,14,25 8:11
8:15 9:4,11 12:3
13:10,17 19:24 21:17
21:20 23:24 29:13,20
29:23,24 30:2,8,8,18
30:19 31:19 35:23
36:5,13,25 37:11
38:22 45:8 46:6
monies 9:10
Moosally 4:17
Moran 12:15
morning 2:3,20 3:2
27:20 40:11,13 54:15
54:23
mouth 23:25
move 5:11 27:11 32:13
38:5 40:3 45:14 51:10
51:13
multistate 50:19
mute 10:19 40:9

N

name 2:4,6,9,12,18 6:3
nation's 42:21
national 30:11
nature 5:24 52:13
NCAA 27:5

near 45:15
necessarily 47:18
necessary 7:14,22 8:15
13:1,6,24 19:24 24:19
24:21 28:7 35:22
36:13 37:6,18,21 41:6
41:23 43:15 52:8,18
52:20
need 13:17 29:14,18
31:20 37:8 38:22
45:13,22 52:7,18,25
needlessly 50:6
needs 12:17 13:9 19:17
39:17
negatively 33:5
never 47:1
new 12:11 13:21 14:20
15:8,20,24 18:5,6
28:16 30:14 47:11
54:6
non-competitive 5:24
non-managerial 37:4
non-passage 9:8
non-voting 37:4
noncompetitive 25:5
nuances 38:4
number 11:9,20 18:11
23:18 28:7,8,20 34:23
44:2 47:10,10
numbers 18:15
NW 1:7

O

obtain 5:17 6:8 22:10
obtaining 5:4
obviously 7:14 15:8
28:10 30:6 42:20
offering 31:24
office 48:19
Officer 16:21,22
okay 14:16,19 17:23
20:21 29:12 30:25
47:25 48:1,5 49:20
53:3
once 40:4 45:15,19
46:5 48:25
ones 10:12 22:17,21
28:18 48:2
ongoing 45:6
open 2:24 7:15 8:15 9:1
10:6 12:7 13:25 15:25
16:2 21:18 35:17 52:8
52:17 53:12
openness 50:3
operate 13:6 25:22
37:22 52:12
operating 4:6 6:4 22:12
24:3 25:18,24

operation 7:23,24
13:17 23:24 29:12
36:13,17 38:24
operations 6:20 21:21
operator 4:9,19,24 5:6
6:4 9:22,23 15:12
23:4,7,15 24:12,14
25:23 26:5,13,13,15
26:16 38:24 41:6
45:20 47:14 49:4
50:13 53:14
operators 5:6 6:1,10
15:20 16:2 26:19,25
41:14 50:20
opportunities 32:21
opportunity 8:4 39:22
42:16,22 51:1,9 52:24
opposed 21:11
opposite 34:20
order 6:20 7:13 17:3
37:8 42:6
ORELLANA 1:21
organization 28:12
outside 13:13 25:12
30:17 33:14 35:4,6
39:11
overall 22:13
overly 43:16
oversees 19:15
owe 44:17
owned 17:9
owners 10:14 12:5
16:15,17,18,20,24
17:2 29:2
ownership 1:9 3:4 7:6
8:2 9:20 11:12,15,24
13:12,24 14:17 17:4,7
20:1 29:5 33:5 34:10
36:2,7 37:19 41:9

P

P-R-I-T-C-H-E-T-T 2:14
P-R-O-C-E-E-D-I-N-G-S
2:1
page 20:8
part 14:5 31:22 35:1,4
42:3 46:16,17 52:13
participating 19:18
particular 4:13
partner 1:23,24 2:8
45:12
partners 10:11,16 11:1
35:15 44:16
partnership 29:5,11
41:17
passage 5:7 23:17 24:9
24:18 25:18 26:23
passed 5:3,21 20:11

25:8,14,17
pathway 8:16,20
pattern 15:2
paying 46:10
pending 20:17
people 33:13 34:1
 37:25 38:7 39:24 42:9
 42:15
people's 42:24
percent 5:15 6:6 7:6 8:1
 9:17,17 11:5,12,16,17
 14:18 17:4,7,10 18:3
 18:4,19,20,22,22,23
 21:6 22:5,7,8,11,12
 33:8,22,23,25 34:24
 34:25 35:2,3,8 36:2
 36:23 37:3,16 43:25
 48:22 51:6
percentage 11:1 13:8
 17:12 18:1
period 2:24 10:6 15:25
 15:25 23:10 24:21
person 10:8 43:4
personal 9:6 36:19
persons 40:20
pertinent 3:6 7:20
phenomenal 32:10
pick 52:15 54:4
place 1:7 33:19 44:19
placed 5:14
plan 15:14 16:8,24
 29:13 46:15
plans 14:25 45:7
plants 43:4
play 14:5
please 2:4,5,10 10:18
 10:19 27:11 53:1,1,1
plurality 17:2,5 18:9
 37:2
pockets 24:1
point 7:22 19:3 21:25
 23:22 24:1,20 26:2
 35:19,20 38:17 46:9
 47:7 50:16,18 54:9
pointed 7:9 19:9 47:13
pointing 19:12
points 11:10,10,18,25
 14:8 19:6,7 20:15,21
 20:24,25 21:13 31:3
 34:23 38:2 45:18 47:9
 48:3,8,21,24 49:1
 50:9
policy 41:22 43:22
political 42:19
position 22:19
possible 9:19 30:20,22
 44:20 54:14
post 13:4 19:22

potentially 18:23
power 32:14
practices 50:7
pre-construction 45:14
preclude 5:4
precludes 36:12
precluding 24:25
predates 24:9
predict 18:10
predictive 31:19
preference 19:3 54:9
PRESENT 1:16,20
presentation 53:5
preserve 30:18 33:12
presiding 1:15
prestige 42:20
presumption 24:3
previously 19:5
price 30:12,16
priced 45:21
pricing 9:1
prior 4:10 5:3,7 7:11,12
 23:17 24:18 25:18,21
 26:14,22 27:5 28:25
 54:3
Pritchett 1:22 2:6,7,11
 2:13 3:25 10:2,10
 11:4 12:1 15:4 16:19
 16:25 17:10,17,21,24
 18:2,9 19:8 20:25
 23:16 24:24 26:9 28:3
 28:6,24 29:16,22 31:4
 31:10 32:2,25 34:13
 34:15 38:15 40:6,12
 41:3 44:23 45:10
 46:22 49:22 51:24
 54:18
private 9:13
privilege 25:24
proactive 41:10
problem 46:25 47:20
process 3:19 5:12,25
 8:18 11:8 18:10 19:20
 24:8,18 25:5,6,21
 26:3 28:15,17 29:1
 32:8 42:5 53:10
professional 42:1
professionals 41:20
profitable 44:1
program 8:9,10 12:13
 12:15,17 13:2,22
 19:16 32:15,23 33:7
 34:17 37:19 38:18
 39:5 40:3 41:1 51:14
programming 41:11
programs 32:6
prohibitive 37:15
project 45:12

projections 6:14
promise 26:1
promote 38:10 42:25
proponent 8:6
proponents 32:3
proportion 17:6
prosper 34:12
proud 32:22 33:16,22
prove 37:6
provide 3:11 14:24
 17:22 52:19
provided 6:13 31:17
 35:16
provision 32:1
provisions 4:22 5:23
proximal 21:16
proximity 50:23
public 3:6 17:14,15,17
 17:23
purpose 15:19
purposes 25:10
push 15:21
put 3:7 9:21 23:24
 44:19 52:10
puts 47:8

Q

qualifications 14:6
qualified 14:10 19:3
 48:24
qualifies 22:22
qualify 20:23 22:25
 23:4,6,13,14 47:11,16
 48:15,25 53:14,25
 54:5,7
qualifying 47:4 50:9
question 33:2 40:18
 41:3 53:22
questions 3:13,14 27:9
 51:6 52:6
quite 11:13 14:11 22:16
 22:19 32:5 48:8,20

R

Rabbi 10:12,20
RAFI 1:18
raise 7:3,13 8:11,15,22
 9:4,11 13:10,16 18:24
 21:17 29:23,24 30:8
 31:20 35:17,23 36:25
 38:22 43:11
raised 13:6 30:2 45:8
raising 7:25 12:3 13:24
 18:11 19:24 30:1,7,19
ramifications 21:15
rarely 41:4
rate 30:7
rated 49:1

reach 53:2
ready 40:16,17
reality 36:3
realize 12:14,16
really 4:5 8:20 29:25
 37:16 40:17 43:17
 45:24,24 46:5 47:24
 51:1
reason 7:20 29:8 30:4
 44:3
reasons 2:16 15:11
 19:10 28:12,20 30:1
recall 47:9
receive 2:23 11:10 16:3
 19:6 20:14,14 25:2
 31:8,11
received 4:15 11:19
 20:15 50:10
receiving 7:11 54:11
receptivity 51:7
reclassification 3:5
Reclassify 1:10
recommendation 3:17
 39:3
recommended 12:7
 19:14
record 2:5 3:8 10:18
 46:24 54:25
reduce 9:16
reduction 21:6 25:3
reflect 15:12
reflective 24:17
regard 6:17
regarding 4:3 14:13
 47:4 48:21 53:23
regardless 15:17 49:24
regards 4:6
regular 50:6
regulate 41:17 44:8
regulated 44:5
regulating 39:18
regulation 13:3 33:4
 42:6
regulations 13:1,21
 35:21 41:14 42:8,11
 50:4
regulatory 8:21 19:15
 37:21 41:24 43:15,20
relates 6:17 21:12 26:2
relationship 29:8 33:24
 39:14
relinquish 31:2,3
relinquished 31:7
remain 16:24 17:2
remainder 35:6
remaining 22:11
remains 19:20 39:6
remarkable 33:20 38:2

removed 22:7
Renee 1:6 2:8,22 6:1
 10:16 15:5 16:6 28:24
 29:3 32:13 35:4
reporter 2:10,17
reputation 42:20
request 1:10 3:2,4,8,20
requested 19:11
requesting 3:11,24
 53:8
require 21:9
required 7:8 13:9 15:10
requires 7:3 9:13 12:4
 15:7 41:16
research 40:2
resident 35:1
residents 33:12 34:11
resolve 13:15 27:23
resources 9:6 36:19
rest 42:22
restrictions 34:20
retail 9:24
retain 30:21,22
retrofitted 46:11
returning 33:13
returns 31:21
revenue 5:15 6:7 22:3
 22:13
Review 1:9
reviewing 48:9
right 2:13,20,20 10:17
 11:6 17:18 18:10
 19:23,25 25:3 26:10
 26:18 27:10 29:10
 32:11 34:24 35:21
 38:11 39:24 42:14,15
 42:15,16,24 43:2 44:1
 44:25 45:9 50:25
 51:24 53:4 54:20,22
 54:22
rights 35:13,13,14 37:4
rigorous 19:20
ripple 5:9
rise 18:12
risks 24:21
road 45:5
robust 13:2 28:18 41:13
 46:15
robustness 33:6
rolling 45:23
rule 48:23
rules 12:12 41:13
ruling 7:12 12:9
run 41:18 44:8 52:15
running 7:15 37:9

S

S 1:18

Safe 9:9
saying 10:25 14:19
 20:20 26:12 54:2
scale 47:8
scenario 36:25
score 28:1 47:7,10
scored 19:5
scoring 11:8 47:2,3
seat 41:21
second 6:16 49:2
secondly 9:17,21
secure 36:6
see 10:8 14:4,21 26:11
 27:23 31:23 42:13
 43:23 44:11,12,21
 45:15 53:17
seeing 42:11
seek 15:1
seeking 15:11
seen 30:9 51:15
select 8:25
sell 34:2
send 39:21
sense 33:4 41:16
sent 48:9
separate 13:21 22:4
 29:3
separated 12:17
separately 21:10
September 4:15
serve 15:19
serves 45:12
set 8:17 22:17 32:21
 41:13
share 34:2 53:24
shareholders 12:5 35:7
shares 12:4 18:6 34:2
 35:9,10 36:20 37:4
Short 1:19 40:9,10,11
 40:14,15
show 42:22 43:1 45:25
 45:25
side 44:9
significant 30:9
silent 35:15
simply 35:15 50:22
simultaneously 13:20
single 36:8
sir 2:4 27:19 44:24
sit 35:14
situated 42:19
situation 13:16 27:22
six 18:12
small 4:20 5:8 32:19
smaller 41:14
social 6:22 8:9,19 21:3
 28:9,14,16 31:25 32:7
 32:17,23 33:6 36:9
 37:19 38:5,18,20 39:5
 39:10 41:11 44:12
 46:2 47:4 49:9,9,12
 49:18 50:17 51:3,12
 52:23 54:11
Solutions 26:17
soon 54:14
sorry 2:13 10:20 12:12
 17:11 26:10 54:4
sort 8:21 29:20 33:11
sound 40:16,17
space 41:6
speak 4:3 8:4 48:18,19
speaking 12:6
specific 3:8 19:17
specifically 4:14
spell 2:4,9
spelled 2:19
spent 23:21
split 18:3
spoke 7:1 43:24
spoken 12:15
Staff 1:21
stake 8:2
stand 6:19 36:13
standpoint 38:23,24
stands 6:25
start 3:10,22 13:17
 14:23
started 8:19 24:8
starting 25:21
state 2:4 14:18 20:1
stated 11:7
statements 6:13
states 4:14,16 43:19
stating 7:12 12:9
statue 14:18
status 4:6,10,23 5:18
 7:18 12:10,18 13:9,19
 15:12 21:12 38:25
 45:21 50:13
step 30:17 31:8,11
Stephanie 1:24 10:13
 10:22 29:1
stepping 20:9
steps 45:9 46:4
stifle 37:17
strategic 29:5
strengthening 34:21
strenuous 26:1
strictly 31:12
strip 6:6,8
striving 34:10
strong 32:23 40:5
strongly 38:6
structure 1:10 3:4 11:3
 30:23
subject 39:13 41:20

subjected 6:2
submitted 16:13 50:16
subsequently 22:9
success 8:8 38:21
 39:19 44:20
successfully 29:7
sudden 34:3
suggested 12:23
super 46:16
supplementary 20:12
 52:20
support 12:25 48:1,6
 53:21
supportive 15:17
supposed 10:9
sure 2:18 5:1 6:18 8:17
 9:18 11:13 14:11,12
 17:13 20:4,7 22:16,19
 24:7 26:11 28:16
 32:12,16 33:1 36:21
 37:1,2,5 38:16,17,19
 39:6,23 40:1 43:8,14
 43:17 44:18,19 45:16
 47:17 48:8,16,20 50:4
 51:13 52:4,16
sustain 41:1
sustainability 8:10
 32:15 40:20 41:1
sustainable 15:22
 19:21 38:21 41:10
 43:18
synergistic 29:8
system 18:6 19:1

T

table 13:11,12 17:4,7
 41:21
take 3:16 5:22 8:24
 18:21 22:19 35:19
 53:6 54:12
taken 4:9 7:21 24:21
takes 22:7
Takoma 10:15,23 26:18
 26:19 29:2
talk 43:21 48:17
tax 27:22
technicality 4:23 25:1
tell 14:23,24 15:24
 17:25 23:20 36:8
 37:10 41:7,19 43:10
 43:19,24
telling 3:23
term 33:10 40:19,23
 45:7
terms 33:1 39:4
territories 43:20
thank 3:25 4:1 34:16
 38:15 40:6,8 44:22,23

45:1 46:20,20,22 53:3
 53:4 54:14,17,18,19
 54:21
Thanks 27:8
thing 15:16 24:25 36:3
 36:10 38:19 42:14
 52:3
things 4:7 5:10 12:22
think 13:14 19:11,14
 20:2,6 21:14 23:6,18
 24:2,11,24 26:5,9
 33:5 34:6,9,13,18,19
 34:22 38:3,8,19 39:4
 39:10,21 41:5 44:10
 44:16,17 50:8,17,24
 51:19 52:24
thinking 14:2 26:6
 51:22
thoroughly 41:15
thought 3:6 14:3,14
 15:2 38:9 48:12 52:1
thoughts 27:16
three 15:1 21:7
threshold 7:6,11 11:16
 11:17 13:8 33:4
thrive 41:15
Thursday 1:12
ties 53:25
till 25:22
time 4:3 16:13 23:10
 34:9 36:22 46:21
 50:23 51:5 53:16
timing 25:19
today 10:9 14:4 29:18
 32:24 38:1,8 47:24
 51:8 52:10 53:5
ton 30:12
top 47:8
total 8:24 11:4
trail 28:19
trailblazer 43:3
transcript 2:17
travesty 50:25
trigger 19:25
try 38:10
trying 8:9,12 17:15,19
 26:7,8 33:12 34:7
 43:11
two 11:5 16:15,17,18,19
 25:21 28:8 34:22
 47:10,10 50:21
two-step 53:10
twofold 4:5
type 8:25 14:12,25

U

u 45:20
um 18:1

uncomfortable 36:3
understand 31:1,5
 32:19 38:3,3 42:6
understanding 14:15
 16:16 23:7 25:15 33:2
unfortunately 6:5 54:9
unique 39:7
unlicensed 26:6
unprecedented 42:21
use 33:9

V

valid 19:13 21:8
valuation 9:12 18:21
 30:20
value 22:5,7 44:14
values 30:23
various 20:2
verbally 46:7
verified 28:10
version 40:22
versus 4:21 25:4 35:11
vertical 9:23
vertically 5:5 15:15
 16:4 21:11 50:22
videoconference 1:14
virtually 49:5
vision 40:19,22 41:5
volition 30:15
voting 35:13

W

W 1:15,17
want 3:2,3 9:16,18 20:3
 25:15 26:10,12 27:1
 27:10,15,16 32:12
 33:1,23 34:16,17 36:1
 36:5,21 37:24 38:13
 40:4 43:3,4,13 44:10
 44:12 45:23 46:24
 47:14 49:20 52:4,5,16
wanted 28:19
wanting 26:24
wants 26:20 42:3
warning 4:18
way 9:10 38:22 44:4,5
 44:15 48:15 51:22
 52:15
ways 29:24
we'll 3:15 45:22 48:17
 48:18 54:12
we're 9:3 10:23 15:11
 20:8 22:17 30:1 31:6
 33:12,19 34:19 35:9
 38:6,7 42:16 44:9,16
 45:24,24 46:6,15,25
 47:1 48:2,13,13 49:25
we've 4:9 6:13,14 7:24

8:4 18:11 23:21 25:23
 45:21 50:10,16
weakening 34:20
wealth 9:6 44:14
WebEx 1:14
Wellness 10:15,23
 26:18,19 29:2
went 10:5 54:25
wife 10:13
willing 43:5
willingness 31:22
win 28:7
winner 2:25 10:7 12:11
wish 33:18
word 24:15
wording 24:11
work 11:22,23 12:11
 13:20 34:7 35:19,20
 40:5,17 45:16 46:5
worked 11:13
working 12:6 37:25
 43:6 50:3
world 41:9 42:18 45:25
 51:16
worth 34:18
wouldn't 54:4,10
written 39:20 52:2
wrong 39:25
wrote 51:21

X

Y

Yeah 26:9
year 4:12 16:3 50:21
years 15:1 21:7 25:21
 40:23,25 42:13 44:21
Yep 49:22
yesterday 45:10 46:14
young 43:10

Z

0

1

1 37:12
10 40:23,25 42:13 44:21
10:34 2:2
10:47 54:25
100 35:2 36:1 37:2 51:5
121369 1:8
15 22:11
150 20:15
162 54:1
162.25 19:6
1st 16:1 20:19

2

20 40:23,25
2021 24:8
2022 16:13
2023 1:12 25:17 49:20
2024 20:19 25:17
212 11:9 23:1 38:1
212.25 11:9 19:5
23 20:13
24.5 11:5 34:25
25 18:20 35:3,8 43:24
25.5 18:4
28th 4:15
29th 49:13,20

3

30 46:8
36 18:23
37 18:23

4

4 1:12
40 8:1 9:17 14:18 17:7
 18:19,22 22:5,8,12
 33:23 48:22
45 22:5
4B 1:8

5

5 18:11 43:11
50 5:15 6:6 11:10,16,17
 11:18,24 14:8 19:3
 20:21,24,25 21:13
 31:3 47:7,9 48:3,8,21
 48:24 49:1 54:8,8
50-point 28:8
51 7:6 8:2 9:16 11:12
 17:3,10 18:3,22 33:7
 33:22 34:24 36:23
 37:16 48:22

6

6 43:11
60 33:25
6400 1:7

7

75 21:5

8

85 22:7

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: Renee and Andria Health

Before: DC ABCA

Date: 05-04-2023

Place: teleconference

was duly recorded and accurately transcribed under my direction; further, that said transcript is a true and accurate complete record of the proceedings.



Court Reporter

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1716 14TH ST., N.W., STE. 200

WASHINGTON, D.C. 20009-7831