

00:12:35 Aubrey Littleton / SPUR: Welcome to today's SPUR program! Thank you so much for joining us for this Digital Discourse. To learn more about becoming a SPUR member, visit <https://www.spur.org/join>

00:13:15 Aubrey Littleton / SPUR: Join SPUR in person tomorrow, 11/8 at 5pm for a discussion on incubating new business in downtown San Francisco and helping entrepreneurs get started! The event will be followed by a post-event cocktail hour.

Register here:

<https://www.spur.org/events/2023-11-08/incubating-new-business-downtown-san-francisco-person-event>

00:14:03 John Gutierrez: John Gutierrez, Griffith Company, Director of Business Development and Project Pursuit, Email: jogutierrez@griffithcompany.net, Mobile: 714.267.6475

00:18:07 Aubrey Littleton / SPUR: Thank you all for joining us today. Please feel free to use the chat to introduce yourselves, share your thoughts about the program, or engage with other attendees.

A quick reminder that for questions, please submit those through the Q&A panel so panelists can see them. We will answer as many as we can towards the end of the session.

00:46:03 Carolyn / SPUR Public Programs: Have a question about what's been discussed so far? Make sure to submit it through the Q&A panel!