

BOARD OF DIRECTORS MEETING  
22ND DISTRICT AGRICULTURAL ASSOCIATION  
MISSION TOWER, DEL MAR FAIRGROUNDS  
2260 JIMMY DURANTE BOULEVARD  
DEL MAR, CALIFORNIA

TUESDAY, MARCH 9, 2021

1:30 P.M.

REPORTED BY: Kathryn L. Edwards, CSR No. 7288

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IN ATTENDANCE

OFFICERS:

- Richard Valdez, President
- Lisa Barkett, Vice President (via Zoom)
- G. Joyce Rowland, Vice President (via Zoom)
- Carlene Moore, Interim CEO/General Manager

DIRECTORS PRESENT:

- Michael Gelfand (via Zoom)
- Kathlyn Mead (via Zoom)
- Donald Mosier (via Zoom)
- Sam Nejabat (via Zoom)
- Frederick Schenk (via Zoom)

DIRECTORS ABSENT:

- Pierre Sleiman

ALSO PRESENT:

- Donna O'Leary, Executive Assistant
- Josh Caplan, Deputy Attorney General (via Zoom)
- Katie Mueller, Business Services Officer
- Melinda Carmichael, Business Development Officer

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1 DEL MAR, CALIFORNIA, TUESDAY, MARCH 9, 2021

2 1:30 P.M.

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4 PRESIDENT VALDEZ: Hello, everybody.

5 Welcome to the March 9th, 2021 meeting of the Board of  
6 Directors of the 22nd DAA.

7 Donna, can you please call roll.

8 DONNA O'LEARY: Sure.

9 President Valdez.

10 PRESIDENT VALDEZ: Here.

11 DONNA O'LEARY: Vice President Barkett.

12 VICE PRESIDENT BARKETT: Here.

13 DONNA O'LEARY: Vice President Rowland.

14 DIRECTOR ROWLAND: Here.

15 DONNA O'LEARY: Director Gelfand?

16 PRESIDENT VALDEZ: He's not here yet.

17 DONNA O'LEARY: He's not here yet, and

18 Kathlyn Mead will be a little bit late.

19 Director Mosier.

20 DIRECTOR MOSIER: Here.

21 DONNA O'LEARY: Director Nejabat.

22 DIRECTOR NEJABAT: Here.

23 DONNA O'LEARY: Director Schenk.

24 DIRECTOR SCHENK: Here.

25 DONNA O'LEARY: And Director Sleiman has an

1 excused absence.

2 PRESIDENT VALDEZ: And now Director Gelfand  
3 is here.

4 DONNA O'LEARY: Oh, Director Gelfand.

5 DIRECTOR GELFAND: I am here.

6 DONNA O'LEARY: Thank you.

7 PRESIDENT VALDEZ: Thanks, everybody.

8 Before I start our agenda, I want to make an  
9 announcement. As is our custom if there are any  
10 actions taken during closed session, we announce  
11 those, at the latest, at the next board meeting. So I  
12 wanted to let you know that during the meeting of  
13 February 23rd, 2021, in closed session the board  
14 discussed CEO -- the interim CEO position held by  
15 Carlene Moore. And with unanimous consent, we have as  
16 a board appointed Carlene Moore as the official CEO of  
17 the 22nd DAA, without that "interim" word before it.

18 So congratulations to Carlene. And with  
19 great support from the board, we look forward to  
20 working with you as we continue to go through the  
21 challenging times and through also our strategic  
22 planning process and for the next part of our journey.  
23 So congratulations. I don't know if you wanted to say  
24 anything.

25 CEO MOORE: Thank you. I also am very much

1 looking forward to working with the board and staff  
2 and our community on that strategic direction and  
3 getting ready to really focus on forward motion for  
4 all of us. So thank you.

5 PRESIDENT VALDEZ: Thank you.

6 All right. So on to our agenda. We do have  
7 a member of the public signed up for public comment on  
8 the Consent Calendar agenda item. Because of the  
9 number of members of the public signed up for public  
10 comment throughout the meeting, we are limiting public  
11 comment to two minutes today. So before we have our  
12 motion on the consent calendar, we will hear from the  
13 public, and that's Jane Cartmill.

14 JANE CARTMILL: I noted that the minutes of  
15 the February meeting didn't explain that Equine  
16 Medical Director Dr. Rick Arthur was tasked to address  
17 a request by Director Gelfand that the Del Mar  
18 Thoroughbred Club provide information on the horses  
19 that have been called missing in action. A number of  
20 public comments have been made during past meetings  
21 about this matter which Director Gelfand deemed worthy  
22 of inquiry.

23 Dr. Arthur, apparently speaking on behalf of  
24 the Thoroughbred Club, praised the safety record of  
25 Del Mar but also made it clear that the requested

1 information would not be provided to the director or  
2 to the public. I think the minutes should be amended  
3 to reflect that Dr. Arthur's comments were made in  
4 response to Director Gelfand's inquiry and constituted  
5 a denial of his request.

6 Also I note in the minutes that, where in  
7 the past you have had a brief description of the  
8 comment that members of the public were making, in the  
9 minutes now it just lists the names and with no  
10 mention of the purpose of their comment or the nature  
11 of their comment. It's pretty meaningless. It could  
12 be extremely brief: Jane Doe spoke against horse  
13 racing; Mary Smith spoke in favor of the Horsepark; or  
14 someone perhaps had a suggestion about or a concern  
15 about the public housing, low-income housing issue.  
16 Without any description of the comment, it's pretty  
17 meaningless to just list the names of the people that  
18 spoke.

19 Thank you.

20 PRESIDENT VALDEZ: Thank you.

21 That's the last member of the public signed  
22 up for that agenda item.

23 Do I have a motion to approve the consent  
24 calendar?

25 DIRECTOR GELFAND: So moved.

1                   PRESIDENT VALDEZ: I think that was  
2 Director Mosier.

3                   DIRECTOR GELFAND: Gelfand.

4                   DIRECTOR MOSIER: I'll second it, though.

5                   PRESIDENT VALDEZ: Okay. We've got Gelfand  
6 moving, Mosier seconding. Any questions? comments?  
7 discussion?

8                   Donna, please call the vote.

9                   DONNA O'LEARY: President Valdez.

10                  PRESIDENT VALDEZ: Aye.

11                  DONNA O'LEARY: Vice President Barkett.

12                  VICE PRESIDENT BARKETT: Aye.

13                  DONNA O'LEARY: Vice President Rowland.

14                  VICE PRESIDENT ROWLAND: Aye.

15                  DONNA O'LEARY: Director Gelfand.

16                  DIRECTOR GELFAND: Aye.

17                  DONNA O'LEARY: Director Mosier.

18                  DIRECTOR MOSIER: Aye.

19                  DONNA O'LEARY: Director Nejabat.

20                  DIRECTOR NEJABAT: Aye.

21                  DONNA O'LEARY: Director Schenk.

22                  DIRECTOR SCHENK: Aye.

23                  PRESIDENT VALDEZ: Motion carries. Thank  
24 you very much.

25                  On to the Management Report. CEO Carlene



1 Moore.

2 CEO MOORE: So we are, as a reminder to all  
3 of the board members, in the process of establishing  
4 new committees and schedules and things going forward.  
5 And while many are on today's agenda, I just wanted to  
6 report on a few that have met sort of between agenda  
7 posting time and this meeting. And some of the  
8 work -- nothing that is for action, but just an update  
9 of activity that's taking place.

10 So the Strategic Planning Committee met just  
11 last week, and we do have our board workshop date set  
12 for April 23rd. I believe you've all been sent a  
13 calendar item for that. That will be from 9:00 A.M.  
14 to 4:00 P.M. It will be available to the public via  
15 Zoom, and we'll have all the proper noticing -- notice  
16 requirements met for that.

17 In preparation of that work, we're -- we'll  
18 be having some work done leading up to that. And so  
19 as an example, our -- all of our staff is gonna be  
20 participating in a process with our facilitator kind  
21 of focusing around our missions and visions. We've  
22 already done some work around values. In addition to  
23 that, we'll be sending out a survey to this board to  
24 respond to, and then all of that information will be  
25 then rolled up into a report. And that's everything

1 in order to help make the most out of that -- that one  
2 day on April 23rd, with everybody's time and attention  
3 really devoted to that.

4           The goal for April 23rd is that, in essence,  
5 we all walk away with an understanding and an  
6 agreement and a consensus of kind of the lens with  
7 which we're going to be looking at and evaluating  
8 programs, facilities, and so on going forward as an  
9 organization.

10           In addition to that, our Affordable Housing  
11 Ad Hoc Committee met, and they got to work on working  
12 to establish a committee charter and also made some  
13 requests of staff in terms of some research work and  
14 more information that they are looking for before they  
15 begin any meetings with the City of Del Mar.

16           And then, also, our Audit and Governance  
17 Committee met. And for our Audit and Governance  
18 Committee, really starting with a focus on the  
19 organization foundation documents such as review of  
20 bylaws, also looking to have the charters get  
21 established for each of the committees, and then we'll  
22 start to prioritize the work going forward in terms  
23 of, you know, what are some common and/or very  
24 significant policies that we need to start with in  
25 terms of review and/or development.

1           So that's been some of the other work of the  
2 rest of this board. And we'll have, you know, reports  
3 from those committees that are listed on today's  
4 agenda.

5           Last month I mentioned the -- you know, as  
6 part of the relief package that the federal government  
7 has put out, I mentioned the SBA shuttered venue  
8 operator grants. Still waiting for those, the  
9 information on that to become live, the application  
10 process. But just as an update to that, there seems  
11 to be differing opinions as to whether or not  
12 fairgrounds and whether or not all fairgrounds will be  
13 eligible to apply. So just we're -- we are continuing  
14 to monitor it, and I just want the board to know that  
15 we plan to apply and have them tell us we're not  
16 eligible, if that's -- if that's actually the case,  
17 since there's such differentiating opinions on that.

18           Just over a week ago I spoke during both the  
19 Senate and Assembly Budget Committee hearings in  
20 support of Governor Newsom's proposed budget in which  
21 he has allocated -- this is for fiscal year 2021  
22 through 2022 -- in which he proposed \$50 million in  
23 operating support for the fairs plus an additional  
24 \$10 million for infrastructure support to the  
25 fairgrounds. In my comments I also emphasized the

1 need for them to release the remaining fiscal year '20  
2 and '21 funds, the AB-75 funds that we are all  
3 familiar with, and there's actually language that was  
4 included in some of those reports for that to be done  
5 in this current fiscal year for those of us that  
6 continue to struggle while the pandemic is still going  
7 on. It's getting better, but -- but we're not all the  
8 way there yet.

9           So then on to some funner items that we've  
10 got going on. And so -- Can you bring up the  
11 website?

12           Hot off the presses of our creative team.  
13 Overnight we launched -- and we're really excited  
14 about it; so I'll show it up here on the screen -- but  
15 the completely overhauled, redesigned Del Mar  
16 Fairgrounds website. And as you can see, it is full  
17 of information and fun, fun pictures and facts. And  
18 it's also going to make it much easier for people to  
19 find -- for everyone to find information on the  
20 website, updates that are going on, than what our  
21 website has previously been showing.

22           Now, you might be -- some people might be  
23 wondering why it is -- you know, we are still in a  
24 pandemic, we're not open fully for events, yet so  
25 why -- why now and why such a focus on it. Well,

1 there's actually been some promising new reopening  
2 guidelines that were in the news even as recently as  
3 last Friday, and we anticipate that that news is only  
4 going to continue to get better. So the guidelines  
5 that were announced last week really focused around  
6 outdoor live events as well as sports and amusement  
7 parks. So I'll just go through some of the highlights  
8 of that.

9           So outdoor live events that have assigned  
10 seating, whether that's stadiums or concert venues as  
11 well as amusement parks, can reopen at limited  
12 capacity as early as April 1st. Sports and  
13 entertainment, they can fill up to 20 percent of their  
14 seats. Theme parks can start off at 15 percent. One  
15 of the restrictions currently is that tickets can only  
16 be sold to California residents, so try not to  
17 encourage interstate travel at this point.

18           All of this is also dependent and will  
19 change based on the progression of tiers that any one  
20 county as well as the state overall will be going  
21 through. So at the moment here in San Diego County we  
22 remain in the most restrictive purple tier. And in  
23 order to get to the -- We're at about 10.8 cases per  
24 100,000 residents. And in order to move up into the  
25 red tier, we need to get that number down under 7.

1 And so we'll be continuing to monitor the situation  
2 and adjust accordingly. And so you'll hear some more  
3 about that as we talk about our plans for -- for the  
4 fair under the Fair Operations Committee report and as  
5 you get an update on the vaccination superstation in  
6 just a moment.

7 And so with that -- And I'm gonna have  
8 Melinda provide that update because it's the biggest  
9 event that we have going on, but first I'm gonna start  
10 with Katie providing you an update on The Center  
11 construction which also gets us going in terms of  
12 events and what we hope to have in activity later this  
13 year.

14 KATIE MUELLER: Good afternoon, everyone.  
15 Very excited to share with you all that's been  
16 happening over at The Center. It changes. It's  
17 really fun to go over there on a daily basis and just  
18 see the changes happening because it really is moving  
19 very quickly now that we're on to the finishes, and  
20 you can really see the shape that it's taking.

21 So here's a picture just showing the swirls  
22 that are in the roof. I don't know. There's probably  
23 a technical term, but those are all over the roof.  
24 And not only are they visually appealing, but they  
25 provide acoustic barrier for the building. I can tell

1 you, just being in the building, the acoustic -- it's  
2 not complete yet, but it's already noticeable in there  
3 how sound deafening those areas are.

4           This is from the upper balcony looking down  
5 on the stage. It's been described to me as the best  
6 seats in the house. Although, I don't know how you  
7 can go wrong with a show in this building because  
8 every seat is a great seat. But it shows you -- You  
9 can see on the roofline some of the lighting that's  
10 been installed. There's a large ring of light, and  
11 they tell me that can all be controlled through  
12 production. They can change the colors of it, you  
13 know, make it -- make it flash or whatever the show  
14 requires.

15           Here you can see a better view of that ring  
16 of light that kind of encompasses the center of the  
17 building. This is a view from the balcony, of the  
18 other side of the balcony. This is truly a VIP  
19 experience as you're looking down on the stage.

20           Those -- I don't know if you can see them  
21 very clear there or not, but those black, little  
22 pillar things are going to be holding up a drink rail.  
23 So whether you're seated or standing, we can adjust  
24 the railing and you'll have a nice place to set your  
25 beverage of choice.

1                   This is looking down on the stage. As you  
2 can see, it's covered with plywood. I don't know if  
3 you recall in the pictures of the past it was  
4 concrete. Now it's got a finish on it for  
5 fireproofing, and then it will receive a final finish  
6 for staging which can be replaced in the event of any  
7 kind of damage that occurs. You can replace a piece  
8 of it without having to replace the whole piece. And  
9 they're installing the acoustic sound barriers up  
10 where you see the wood framing.

11                   This view is showing the acoustic fiber  
12 that's covering much of the wall space. This will be  
13 surrounded by really fine woodwork trim, and it's just  
14 a very attractive, attractive look and kind of a  
15 unique use of materials.

16                   This is a photograph of the long bar. So  
17 this is kind of the pre-function space before you go  
18 into the concert. This is the bar itself. Those  
19 sliding glass doors are actually coolers that will  
20 hold product for the bar.

21                   The lighting in this room is really, really  
22 neat. Actually, it's all electronically controlled.  
23 So the bartender, whomever, can control, you know, the  
24 dimming of the lights, you know, the percentage of the  
25 dim, the lights being on or off. It's very high tech.



1                   This picture, I just wanted to show you this  
2 blue light. If you notice this blue light that's  
3 shining, you'll see this at the entrance to each of  
4 the restrooms. This is actually the doors that go  
5 between the long bar and the concert venue. This blue  
6 lighting prevents the light from the bar or the  
7 bathroom or that kind of thing washing out the  
8 lighting from the show. So when the show is  
9 happening, that blue light prevents that  
10 cross-contamination of lights from occurring.

11                   Again just another view of the long bar. It  
12 is a very long room; a very long bar in a very long  
13 room.

14                   But it's -- it's really turning out great.  
15 This is a first-class events center. I'm just -- I'm  
16 so excited for everyone to see it in person and to  
17 come to a show here. It's just gonna be a really  
18 primo place to see.

19                   This is just another view of the stage area.  
20 And you can see from the floor the view of the  
21 balcony.

22                   This I just wanted to show you. These are  
23 some samples they were doing the other day of the  
24 floor treatment. So it's going to be a stained  
25 concrete, and this is the color of staining that it's

1 gonna be. So you can see it's gonna be very rich  
2 colors used for the flooring and also for the trim  
3 work.

4 And then here's a view from the stage.

5 Does anybody have any questions?

6 All right. Thank you.

7 DIRECTOR GELFAND: Well --

8 KATIE MUELLER: Oh, Michael has a question.

9 DIRECTOR GELFAND: Where are you really in  
10 terms of an estimate of opening? And where are you in  
11 terms of the consideration of how it's gonna operate,  
12 in terms of the --

13 KATIE MUELLER: Well, I'll let Carlene maybe  
14 address some of that, but they anticipate finishing  
15 construction at the end of April. And I believe our  
16 target date for opening -- Of course, with all that's  
17 going on in society right now, indoor events of this  
18 caliber aren't really allowed, but I believe we're  
19 looking at an October 1st, hopefully, opening date if  
20 all goes smoothly.

21 CEO MOORE: And then with that, so we're in  
22 the process of working through the operational plan in  
23 terms of how it will operate once it is open. So  
24 following the completion of construction we have some  
25 work to be doing in there as well. And again we'll be

1 monitoring the reopening guidelines for indoor live  
2 entertainment venues because we expect those coming  
3 out, you know, in the coming weeks if not months.

4 DIRECTOR GELFAND: Are you anticipating  
5 operating it, having the DAA operate it, or doing it  
6 as a joint venture with some outside operator or RFP  
7 or a lease or --

8 CEO MOORE: So we actually have a management  
9 agreement with Premier, and so we are working through  
10 the details of that with them. And that was done with  
11 the addition -- when the addition of the long-bar side  
12 of the facility was added and Premier loaned us  
13 \$2 million for the additional work on that side.

14 DIRECTOR GELFAND: That's on the food and  
15 beverage side. But in terms of who's booking the  
16 bands or the music --

17 CEO MOORE: No, it's not just food and  
18 beverage in terms of that agreement. It is -- It can  
19 be for operating -- managing the facility as well, and  
20 that's what we're working through right now.

21 PRESIDENT VALDEZ: Premier --

22 CEO MOORE: Yeah, Premier. SMG -- ASM --  
23 ASM Global.

24 And so with that then we'll have Melinda  
25 provide the events update and especially our biggest

1 event going on.

2 MELINDA CARMICHAEL: Good afternoon.

3 So we have -- Well, aside from The Center  
4 opening, we are also looking to bring back Surfside  
5 Race Place. So that's very exciting. So we are  
6 working through a reopening plan right now, and we  
7 anticipate bringing that back on line April 1st.

8 Along with that -- You can drop that down.  
9 Not yet. We'll save that vaccination superstation for  
10 last, but a quick overview of our events. So  
11 currently we just finished up with the gem fair this  
12 last weekend. We're continually acting as a storage  
13 facility for Goodwill Industries, and that will  
14 continue through April. We have some horse shows on  
15 the books: One for this month and three for next  
16 month. And then, as I mentioned last month, Jurassic  
17 Park is -- or Jurassic Park -- Jurassic Quest is  
18 joining us, our drive-through dino experience.  
19 They'll be back again. Very popular event. And also  
20 in tandem we'll have Reptile Nation joining. In  
21 addition, Mainly Mozart is coming back for a drive-up  
22 concert, and then we have the engineer and land  
23 surveyors state exam that we'll be hosting in one of  
24 our centers.

25 And now for the wonderful update of our

1 vaccination superstation. So I have a brief  
2 presentation for you, and we're excited to share some  
3 of the highlights from our vaccination superstation  
4 which is a joint effort between the 22nd DAA, Scripps  
5 Health, and the County of San Diego.

6           So what you're watching here is some live  
7 aerial footage that was pre-recorded of the Del Mar --  
8 let me say this three times fast -- Del Mar super  
9 vaccination station in progress. So since opening on  
10 February 12th we have over -- we've actually  
11 administered over 24,000 vaccinations, and we had a  
12 record high yesterday of 2,650 vaccinations in one day  
13 which occurred in just about four hours. So that's  
14 pretty impressive.

15           The teamwork for the event has been nothing  
16 short of incredible, and Scripps Health has been an  
17 amazing partner in this endeavor. Scripps Health COE,  
18 Tim Collins, had said to us in writing that "We extend  
19 our gratitude to the Del Mar Fairgrounds team for the  
20 amazing collaboration and support of this effort.  
21 Every day during the briefing I express what a  
22 wonderful partnership we have working towards  
23 vaccinating our community and how this community-based  
24 model of support is -- is supporting this cause."

25           So we thank Tim at Scripps and Scripps

1 Health, the County, and all of the volunteers who have  
2 helped to make this happen. So thank you.

3 In addition, beginning Monday, if you show  
4 proof of vaccination appointment you can get a free  
5 ride on North County Transit District to the Solana  
6 Transit Center, and a free shuttle service will be  
7 running from Solana Beach station to Del Mar  
8 Fairgrounds.

9 So finally, we also received some great  
10 feedback, and from that there's a few quotes on -- on  
11 this slide. But Elise Englander said, "Today is day  
12 340 of staying home. We only take walks. Thankfully,  
13 I received my first dose of the COVID vaccine on  
14 Sunday at the new @ScrippsHealth drive-through  
15 vaccination center at Del Mar Fairgrounds. It was  
16 very organized and fast."

17 We also received a comment from u/BrianDL2,  
18 who said, "Received the Pfizer COVID vaccine at  
19 Del Mar Fairgrounds. In and out in 26 minutes.  
20 Everyone was super friendly and efficient. Ten of  
21 ten. Will do it again in three weeks."

22 So a lot of good social media and publicity.  
23 We've received nothing but positive comments. And  
24 even our own AG, Josh, had given some comments  
25 yesterday of how quick and efficient it was.

1           So thank you.

2           Any questions that I can answer for you?

3           DIRECTOR ROWLAND: Can you remind us: At  
4 max capacity how many vaccinations can occur in a day?

5           MELINDA CARMICHAEL: We can get up to  
6 10,000. So we have two facilities that they are  
7 running through, so 5,000 cars per facility.

8           VICE PRESIDENT ROWLAND: And in working with  
9 Scripps, are there any prospects for something of that  
10 magnitude in the near future?

11          MELINDA CARMICHAEL: We are hopeful to get  
12 there. They're currently working, and it is a  
13 supply-and-demand situation currently. So as soon as  
14 they have the product, they're happy to start  
15 vaccinating as many as possible.

16          PRESIDENT VALDEZ: Director Schenk.

17          DIRECTOR SCHENK: So nine days ago I went  
18 out to the fairgrounds at 6:45 in the morning to serve  
19 as a volunteer, and I did it until about 12:30.  
20 Obviously I have no -- unlike Director Mosier, I have  
21 no background in medicine or science. So I was an  
22 observer and served in the capacity of monitoring for  
23 15 minutes to 30 minutes those who are sitting in  
24 their cars in the parking lot.

25                 And I have to tell you that the sense of

1 appreciation from the people that had just received  
2 their vaccination was just incredible. And I offered  
3 to share with each of you comments that people invited  
4 me to do so because they wanted the board to know and  
5 they wanted the 22nd DAA to know how grateful that  
6 they were. And these were strangers who just were --  
7 you know, many in tears -- were just so appreciative.  
8 As that one woman had said, 350, -60 days they've been  
9 inside and really unable to do things and so looking  
10 forward to their future.

11           So I just wanted to pass on to each of you  
12 as a part of the team, along with the County, along  
13 with Scripps, that you're very much appreciated by  
14 those who have been through the process. And so I was  
15 very proud to be a part of that observation team and  
16 to share these observations with you.

17           MELINDA CARMICHAEL: Thank you.

18           PRESIDENT VALDEZ: Any other questions?

19           Okay.

20           CEO MOORE: And with that we'll have Chana  
21 present the Don Diego Scholarship Foundation report.

22           CHANA MANNEN: I just -- Excuse me. Let me  
23 start over.

24           I'm asking you all for your help -- those on  
25 the board as well as the people in the room and people



1 watching at home -- in getting the word out. Our  
2 scholarship applications are on the  
3 DonDiegoScholarship.org website. We have over \$70,000  
4 to give away, including a four-year \$20,000 college  
5 scholarship: \$5,000 a year for four years. All the  
6 information and the application is available on our  
7 website, and the last day to apply is March 29th at  
8 midnight. So please tell your friends, neighbors,  
9 anyone that you happen to meet. All you need to have  
10 is a connection to the fairgrounds and you're off to  
11 college or to a technical school. So we have VocEd  
12 scholarships, college scholarships as well. So please  
13 help us get the word out, and thank you for your  
14 support.

15 We're looking forward to the opening of the  
16 fairgrounds and some opportunities to do some  
17 fundraising so that we can have more scholarships in  
18 2022. Thank you.

19 CEO MOORE: Thank you, Chana.

20 And with that, that concludes my report.

21 PRESIDENT VALDEZ: Okay. Before we leave  
22 this agenda item, we do have two members of the public  
23 signed up for public comment on this agenda item. The  
24 first one -- Again we're limiting public comment to  
25 two minutes today because of the number of folks

1 signed up for public comment. First up is Jane  
2 Cartmill.

3 JANE CARTMILL: The 22nd DAA should not  
4 continue to host reptile sales at the fairgrounds.  
5 Such events contribute to the second-largest illegal  
6 trade in the world after drugs. You know, even a  
7 curator at the San Diego Zoo was convicted of illegal  
8 wildlife smuggling.

9 The trade is under-regulated, at best and  
10 completely unregulated to a large degree.  
11 Approximately 90 percent of traded reptiles are  
12 captured from the wild, and the demand for unique  
13 exotic species is fueled by reptile sales and exhibits  
14 such as the one you're hosting, promoted by hobbyists  
15 and captive breeders. International efforts to  
16 regulate wildlife usually fail to address the species  
17 imported as pets, and 90 percent of those reptiles die  
18 within one year of captivity due to mishandling prior  
19 to purchase or failure to meet their complex dietary  
20 and habitat needs. Such reptiles are often treated  
21 inhumanely due to ignorance and because they lack  
22 facial expressions to show pain or distress. As a  
23 society we already fail miserably to care for untold  
24 numbers of dogs and cats and birds, let alone pythons.

25 The CDC reports some 74,000 cases of

1 salmonella infection in humans yearly due to exposure  
2 to reptiles. Nonindigenous species can become  
3 established, upsetting ecosystems and leading to  
4 extinction of native species. There is so much wrong  
5 with the reptile trade that the Humane Society of the  
6 United States proposed a total ban on import, export,  
7 and retail sales, citing the health risks to humans  
8 and the harm to conservation.

9           Please find a less destructive program to  
10 support. There's nothing agricultural about selling  
11 snakes and turtles and there's already too much animal  
12 abuse and exploitation associated with the  
13 fairgrounds. Why add more? Please make this the last  
14 year in which you host Reptilian Nation.

15           Thank you.

16           PRESIDENT VALDEZ: The next member of the  
17 public signed up for this item is Oscar de la Torre.

18           OSCAR DE LA TORRE: Yes. I'll reserve my  
19 comments for item 5C(1) so we'll save some time.

20           Thank you.

21           PRESIDENT VALDEZ: Thank you very much.

22           That's the last member of the public signed  
23 up for that agenda item.

24           Anything else, Carlene?

25           CEO MOORE: Nope.

1                   PRESIDENT VALDEZ: Okay.

2                   CEO MOORE: Nothing more.

3                   PRESIDENT VALDEZ: On to committee reports.  
4 First up is Horsepark Ad Hoc Committee. We do have a  
5 number of folks signed up for public comment. Just to  
6 remind you: What we do is we have the staff report  
7 first and discussion arising out of that to allow you  
8 the opportunity to hear that before you do your public  
9 comment. So with that I'm gonna pass it on over to  
10 Director Gelfand.

11                   DIRECTOR GELFAND: Yeah. I want to thank my  
12 fellow committee member Kathlyn and also Carlene and  
13 staff and at this point turn it over to them for the  
14 report.

15                   CEO MOORE: Thank you.

16                   And so it wasn't included in Friday's board  
17 packet, but it was posted onto the website last night  
18 and there was a further update provided. So we are  
19 going to present some information today that's in  
20 that, especially for those who of our public who maybe  
21 have not seen that information on our website yet, but  
22 what we'd provided and begun to lay out for the board.

23                   So the written narrative just recaps or  
24 what -- what led us to the decision that was made in  
25 December and where we're at on that, as well as to

1 provide some information in terms of just some  
2 understanding, but one of the -- really at the crux of  
3 all of this is, you know, what will be required of us  
4 at Horsepark with regard to water quality improvements  
5 and that information. We've sent a letter to the  
6 regional water quality control board, to staff, for  
7 input back on -- We've already heard back from them  
8 that they've received the letter and will be  
9 responding to that to us in writing, and then  
10 forthcoming from that will most likely be an  
11 additional meeting that they will attend.

12           And so -- so with that I'm going to actually  
13 turn it over to Dustin Fuller, who is our supervising  
14 environmental planner, and we're going to provide you  
15 with some background -- again, some further background  
16 and understanding with regard to the issues at  
17 Horsepark, why it is that we -- you hear such a range  
18 in terms of cost estimations. There really are  
19 reasons for that, and some of which will be determined  
20 by what ultimately or how ultimately we decide to --  
21 for Horsepark to be laid out even. There may be  
22 opportunities for some cost savings if we were to have  
23 fewer generation areas, and that's manurer generation,  
24 things of that nature.

25           So with that I will turn it over to Dustin.

1                   DUSTIN FULLER: Thank you, Carlene.

2                   Henry, you guys, I'm gonna start screen  
3 sharing here for the PowerPoint.

4                   A/V TECHNICIAN: Yep. You're all good. Go  
5 for it when you're ready.

6                   DUSTIN FULLER: There we go. Let's start  
7 this from the beginning, hopefully. There we go.

8                   So good afternoon, President Valdez and  
9 Directors. As Carlene mentioned, I'm Dustin Fuller,  
10 supervising environmental planner. I have the  
11 privilege of providing you with this update today.

12                   First up I'd like to review the CAFOs.  
13 Concentrated animal feeding operations are facilities  
14 that meet a certain animal population threshold, have  
15 animals for at least 45 days or, regardless of  
16 population, is determined to be a significant  
17 contributor of pollutants to the waters of the  
18 United States. CAFOs are applicable to all different  
19 types of animals: Cattle, swine, chicken, dairy cows.  
20 And really they're the best -- best fit for equestrian  
21 uses.

22                   So for our case, equestrian, there are three  
23 different classifications: Small is up to 149 horses;  
24 medium is 150 to 499 horses; and large would be 499  
25 and more. So at a maximum of 499, Horsepark is

1 considered a medium CAFO.

2           So continuing on. This is our waiver  
3 application we applied for and were subsequently  
4 enrolled in Order No. R9-2019-0005, Waiver No. 6,  
5 Discharges from Animal Operations Del Mar Horsepark  
6 San Diego County. So this is what kept Horsepark in  
7 compliance with the Clean Water Act. The application  
8 kept Horsepark in its current configuration, meaning  
9 the areas where we have production areas for  
10 manurer -- or I forget the term that Carlene used, but  
11 production areas were the same. We had some on the  
12 east side and for -- excuse me -- on the west side for  
13 boarders and then on the east side for horse shows,  
14 temporary stalls.

15           The waiver identified improvements that were  
16 gonna be made and included a timeline for detailed  
17 engineering design, environmental review, and  
18 permitting and construction. What it did not include  
19 was the project management fees and overhead costs.  
20 It did not include ongoing operational and maintenance  
21 fees. It did not include other required facility  
22 upgrades. It did not include prevailing wage costs  
23 associated with construction. And it did not assume  
24 delays in construction or escalation in costs for  
25 inflation.

1           And as a reminder, we estimated this to be  
2 approximately \$3 million. Part of that is the CEQA  
3 review; I mentioned environmental review in  
4 permitting. Likely we would permit or get this  
5 cleared through CEQA under an exemption. A change in  
6 the type of use or a change in the intensity of use  
7 would require a different type of CEQA review: More  
8 costly; more time consuming; potentially an  
9 independent environmental impact report.

10           This is just a schematic drawing showing the  
11 improvements identified in the waiver. You can see  
12 the area on the west where we have the boarding stalls  
13 and then the area on the east where we have the  
14 temporary stalls consisting of two production areas.

15           So the equestrian activities were paused  
16 because the 22nd DAA could not comply with the  
17 regional water quality control board approved waiver.  
18 So the inability for us to comply with the order  
19 exposed us to potential lawsuits and enforcement  
20 actions including monetary penalties from the regional  
21 water quality control board. The prudent solution as  
22 a state agency and a steward of the environment and  
23 having already been sued for CAFO water quality  
24 violations was to temporarily remove all horses until  
25 a suitable pathway forward could be identified.



1                   In 2020 three other equestrian facilities of  
2 similar size and CAFO characteristics in this region  
3 were requested to enroll in the industrial general  
4 permit by the San Diego regional board. We have a  
5 high degree of confidence that the San Diego regional  
6 board will require Horsepark to enroll in the IGP for  
7 consistency with these other sites.

8                   So the new scenario we see would be the  
9 existing waiver plus IGP coverage, and this is really  
10 where the range of costs come into play. Our current  
11 waiver, the one that we applied for and enrolled in,  
12 did not have any formal sizing criteria, nor did it  
13 have ongoing monitoring requirements. The IGP does  
14 have both. So we're working to establish permit  
15 coverage requirements. And as Carlene said, we've  
16 sent a letter to the regional board to get  
17 clarification on what exactly will be needed. Let me  
18 go through some examples here.

19                   First, here's the letter that we submitted.  
20 This was done last week. I was not able to read it,  
21 but it's in the packet for you.

22                   I would like to mention, just as the  
23 requirements changed from when we enrolled in 2019 to  
24 2020, additional changes to the waiver could occur.  
25 The waiver is renewed every five years, and during

1 that review process or renewal process there is a  
2 review, and additional or more stringent requirements  
3 at cost to the DAA to implement might need to be  
4 adhered to. Just potential for things to change.

5           And then we'll get to the range of costs.  
6 Just so you know, all these costs assume permit  
7 coverage applies to both the boarder area, the  
8 permanent stables, and the temporary stables or the  
9 event area. The permit coverage cost reductions could  
10 exist if stabling was consolidated into one area. And  
11 for the examples provided below, all stabling,  
12 temporary and permanent, are assumed to be in the  
13 current locations.

14           So here's where we go into different costs.

15           Our existing waiver, like I said, has no  
16 sizing criteria, no ongoing monitoring or reporting,  
17 it would be a medium CAFO, and is expected to be right  
18 around \$3 million. When you add the IGP to our  
19 existing waiver and a size and criteria of an  
20 85th percentile storm event, which is approximately  
21 .65 inches, and we stay in the medium CAFO, you get  
22 costs in the range of 3- to 4 million.

23           The next level up would be the waiver plus  
24 IGP and a sizing event of a 10-year storm, which is  
25 2.5 inches of rain, maintaining the medium CAFO would

1 cost us which would be 4- to 6 million.

2 And then the last one is the waiver plus IGP  
3 and a 25-year storm event. This is 3 and a quarter  
4 inches of rain. This would be a large CAFO. And this  
5 is where we get to 6- to \$8 million-plus range. This  
6 is what we did at the fairgrounds proper.

7 This is an ongoing work effort, but this  
8 slide shows some of the capital improvement  
9 considerations for future equestrian activities. Some  
10 of these things include replacement of a transformer,  
11 re-skin of a tent, a second covered arena with GGTE  
12 footing, lighting for arenas, renovation of the east  
13 restrooms, RV sewer hookups and paving, and there may  
14 be additional things that the equestrian community  
15 identifies as being needed at the facility.

16 So really, that concludes my presentation.  
17 I know I went through that quickly. I'm available for  
18 questions. We also have our stormwater attorney Wayne  
19 Rosenbaum available and our stormwater engineer Ian  
20 Adam of Fuscoe here to address any questions that  
21 staff is unable to. So with that I will end my  
22 speech.

23 PRESIDENT VALDEZ: Any questions? I can't  
24 see my screen.

25 DIRECTOR GELFAND: Can I ask a couple

1 questions?

2 PRESIDENT VALDEZ: There you go. That's --  
3 Director Gelfand, is that you? Yes. Okay.

4 DIRECTOR GELFAND: Yes.

5 So the numbers that you just showed, that  
6 range of costs, do they include -- does that range of  
7 costs include the items that you earlier talked about  
8 as not included? Like, you know, permitting and  
9 prevailing wage, et cetera.

10 DUSTIN FULLER: No, they do not. Those are  
11 for the improvements for stormwater only.

12 DIRECTOR GELFAND: Okay. So the numbers  
13 would be higher.

14 Another question related to the budget: In  
15 the package that was sent to all of us, it -- the  
16 budget numbers, it actually -- and I thank staff for  
17 doing it -- it breaks out the operational costs of the  
18 existing treatment facility at the main fairground  
19 property, and it's well over a million dollars a year  
20 to monitor that system. So would we be looking at  
21 similar kinds of costs at Horsepark, depending on the  
22 level of intensity that we're required to adhere to?

23 DUSTIN FULLER: I may ask Ian Adam to chime  
24 in, but no. Unless we went with a large CAFO, I don't  
25 think we'd be approaching those costs annually.

1                   DIRECTOR GELFAND:  But what kind of costs,  
2  if any?  I mean would there be no costs for  
3  monitorization [sic] or would it require a full-time  
4  person?  Do you have any idea of what the potential  
5  annual costs might be?

6                   DUSTIN FULLER:  Ian, if you're on --

7                   WAYNE ROSENBAUM:  Dustin, let me see if I  
8  can jump in on this.

9                   I guess, the best answer we have,  
10  Mr. Gelfand, is we really don't know.  It really will  
11  depend on how the regional board opines on our status  
12  as to the level of monitoring, the level of O&M that  
13  will be required.  It won't be zero.  And it's -- I  
14  would expect it would not be as much as we have on the  
15  other side of the highway.  But -- So there's your  
16  range.  Somewhere between zero and a million.

17                  DIRECTOR GELFAND:  Good.  Thank you.

18                  DUSTIN FULLER:  That was Wayne Rosenbaum,  
19  our attorney, just for the court reporter.

20                  PRESIDENT VALDEZ:  I have a question for  
21  whoever can answer it.

22                  Regarding your range of costs which is set  
23  forth in the staff report and also was one of your  
24  slides, Dustin, I noted that you have waiver plus IGP  
25  at an 85th percentile storm event, and then at a

1 ten-year storm event there's different costs. They  
2 both play to medium CAFOs. Which one would we have to  
3 comply with? 85th percentile storm? 10-year storm?  
4 And how is that determined? And I'm a little confused  
5 on that, on the difference between those two.

6 DUSTIN FULLER: I will give this one a  
7 whirl.

8 So the different size storm events would be  
9 the amount of water that you would need to treat. So  
10 at the fairgrounds proper, for example, it's a  
11 25-year, 24-hour storm event, which is three and a  
12 quarter inches. We can retain all of that water in  
13 the infield lakes.

14 So if we went with an 85th percentile, .65,  
15 we would need to be able to retain and treat  
16 .65 inches, which is less expensive to do than  
17 retaining two and a half inches of rain. We don't  
18 know which one we would have to do. That's why we  
19 sent the letter to the regional board to get that  
20 clarification.

21 PRESIDENT VALDEZ: That's what I thought.  
22 Okay. So it's dependent upon the regional board  
23 telling us which one we would have to comply with, and  
24 at the moment we don't know.

25 DUSTIN FULLER: Correct.

1                   PRESIDENT VALDEZ: So it could be 3- to  
2 4 million or 4- to 6 million, depending upon their  
3 answer?

4                   DUSTIN FULLER: Correct.

5                   PRESIDENT VALDEZ: My other question was  
6 capital improvement considerations, your other slide.  
7 There were seven items on there. We haven't costed  
8 those out at all? Or do we have any general sense of  
9 what those costs would be for the capital improvement  
10 considerations?

11                   CEO MOORE: Just in terms -- This is  
12 Carlene.

13                   Just in terms of rough estimates, just based  
14 on that list, that's about -- we're a little over  
15 \$750,000, and again those being rough estimates. And  
16 so that's part of the information that staff, along  
17 with our consultants, will continue to research and be  
18 bringing back to the Horsepark Committee and then  
19 ultimately this board as part of that decision-making  
20 process and forecasting out the best approach to  
21 Horsepark returning to equestrian activities in the  
22 coming months.

23                   PRESIDENT VALDEZ: Okay.

24                   DIRECTOR GELFAND: I've got a question  
25 related to that.

1           Would those -- any of those improvements  
2 require a CDP? And if so, would those costs be built  
3 into, you know, the budget, if you will, for all of  
4 this?

5           And also, maybe between now and our next  
6 meeting if we could get more input on, you know, these  
7 additional potential costs like permitting and  
8 prevailing wage, et cetera.

9           DUSTIN FULLER: Yes, I do believe all of  
10 them would be need to be permitted through Coastal  
11 Commission. I don't know what level of permitting  
12 that would be, if it would be an executive director  
13 approval or a full permit application. So we would  
14 need to incorporate those costs into moving forward.  
15 They have not yet been incorporated.

16           DIRECTOR GELFAND: So that also needs a  
17 potential time range from three months to a year or  
18 longer?

19           DUSTIN FULLER: Correct.

20           DIRECTOR GELFAND: Okay.

21           IAN ADAM: This is Ian Adam. I have one  
22 quick comment with respect to the determination of  
23 what size retention center. We believe that the  
24 facility should only have to do the waiver and the  
25 IGP, nothing additional. We don't believe there is



1 any justification for any larger 10-year requirement.

2 That -- you know, that, I think, is  
3 important for the public to hear that, because that --  
4 you know, any -- you know, those get to be very  
5 expensive, and we don't think it's warranted. We  
6 think the IGP and the waiver is sufficient protection  
7 and would also allow the most feasible options moving  
8 forward.

9 So we'll be making that point. We expect  
10 the board -- And we'll be making that point to the  
11 board and have, to be honest, in other circumstances.

12 WAYNE ROSENBAUM: Just for clarification,  
13 Ian. It's the regional water board --

14 IAN ADAM: Oh, sorry.

15 WAYNE ROSENBAUM: -- that you're referring  
16 to.

17 IAN ADAM: Yes. Sorry. Thank you.

18 DUSTIN FULLER: And just one more point of  
19 clarification. I want to -- When Ian refers to the  
20 waiver plus IGP, he's referring to the 85th percentile  
21 storm event.

22 PRESIDENT VALDEZ: Right.

23 IAN ADAM: Correct.

24 PRESIDENT VALDEZ: Any other questions  
25 before I open it up for public comment?

1           My understanding is you'll just continue to  
2 go forward with the -- you know, the task at hand. We  
3 will wait. Do we have any sense at all on the timing  
4 to hear back from the regional board?

5           DUSTIN FULLER: I hope that it's within the  
6 next couple of weeks. I can't say for sure. But the  
7 fact that they responded and said "We received and we  
8 will be responding" is positive. I'm sure we can put  
9 a call in to see if -- when that may be coming.

10          WAYNE ROSENBAUM: In that email they -- they  
11 also noted that they would be available to attend your  
12 next board meeting. So I think we can kind of assume  
13 we'll have some response from them before that time.

14          PRESIDENT VALDEZ: And in a nutshell, the --  
15 For those of you that haven't seen the letter, in a  
16 nutshell, it's basically providing us clarification as  
17 to whether or not we only have to comply with the  
18 waiver or whether or not we have to comply with the  
19 waiver and the general permit. Is that basically it  
20 in a nutshell? Or is there more?

21          CEO MOORE: Yes, and at what level -- the  
22 IGP at what level.

23          PRESIDENT VALDEZ: Okay.

24          DIRECTOR GELFAND: Another question maybe  
25 before public comment.

1 PRESIDENT VALDEZ: Yes.

2 DIRECTOR GELFAND: There are a lot of  
3 members of the public and interested parties who would  
4 like to see the facility reopened for equestrian use  
5 as soon as possible. Is there a scenario -- Once we  
6 have the feedback from the regional water quality  
7 control board, is there a scenario where it could open  
8 as the CDP, you know, is applied for? And -- or would  
9 we have to wait until we've gone through some sort of  
10 either CEQA or other kind of process?

11 WAYNE ROSENBAUM: Dustin, do you want to  
12 take the CDP, and I can talk a little bit about the  
13 water board issues?

14 DUSTIN FULLER: I don't know if we could  
15 open up under -- without a coastal permit. Well,  
16 actually, no, we could, because the improvements would  
17 be all that need to be permitted. The existing uses  
18 are currently permitted. So in that scenario, yes.  
19 But I will defer to Mr. Rosenbaum.

20 WAYNE ROSENBAUM: Yeah. On the regional  
21 water board side, there is the potential to apply for  
22 and potentially obtain what's called a time-scheduled  
23 order which says "I'm going to do certain things in a  
24 certain period of time." And therefore, the regional  
25 board will waive the fact that we haven't done it yet

1 during that period.

2 But there are some elements to that, that in  
3 order for the regional board to do -- approve a  
4 time-scheduled order of this kind, there would have to  
5 be sufficient evidence that not only could -- that we  
6 could implement the plan we are putting into the  
7 order; i.e., that we have the funding necessary to,  
8 you know, go forward. That would be a critical factor  
9 in the -- And it's still discretionary on the part of  
10 the regional board, but that would be a critical  
11 factor in terms of obtaining a time-scheduled order.

12 DIRECTOR GELFAND: Okay.

13 PRESIDENT VALDEZ: Thank you.

14 Any other questions before we open it up for  
15 public comment?

16 VICE PRESIDENT ROWLAND: I have a question  
17 on that last item.

18 PRESIDENT VALDEZ: Director Rowland.

19 VICE PRESIDENT ROWLAND: So in terms of the  
20 funding issue and being given the go-ahead to move  
21 forward, do you think that us currently being in the  
22 pandemic will cause any more leniency in that respect?  
23 Or what's your experience in terms of the latitude  
24 given there?

25 WAYNE ROSENBAUM: The regional board and the

1 state water board have published a memorandum and  
2 letter that says "We don't care," in the vernacular.  
3 Enforcement will continue, compliance will be  
4 demanded, and the fact that there is a pandemic is, to  
5 them, not relevant.

6 VICE PRESIDENT ROWLAND: And may I ask a  
7 question about the -- if people have, you know,  
8 questions that they would like to direct to the  
9 regional water board, I imagine they have the same  
10 sort of public process and sign-ups and comments that  
11 people can direct to them as well?

12 WAYNE ROSENBAUM: That is true. At any  
13 public meeting there is a public comment period.

14 VICE PRESIDENT ROWLAND: Okay. Thank you.

15 WAYNE ROSENBAUM: And they meet monthly.

16 VICE PRESIDENT ROWLAND: They meet monthly.  
17 And I assume they're doing Zoom meetings now as well?

18 WAYNE ROSENBAUM: Yes, ma'am.

19 VICE PRESIDENT ROWLAND: Okay. So they do  
20 care about the pandemic. Thank you.

21 WAYNE ROSENBAUM: Yeah. And all of their  
22 staff is working from home.

23 PRESIDENT VALDEZ: Any other questions?

24 Okay. Hearing none, we will now open it up  
25 to public comment. Again, just a reminder for all of

1 those folks who are signed up for this agenda item and  
2 others that we are limiting public comment to two  
3 minutes today.

4 So first up for public comment is Ali  
5 Nilforushan.

6 ALI NILFORUSHAN: Hi, everybody. It sounds  
7 like you guys have been really busy with a lot of  
8 stuff. So that's kind of -- that's encouraging for  
9 all of us. I just wanted to be here again, be  
10 present, and, you know, let you know that our  
11 community not only needs this venue, but we don't only  
12 look at this as just a money-making venture. This is  
13 a necessity for all of us homeowners in  
14 Rancho Santa Fe and people that are in the equestrian  
15 community.

16 And I'm more than happy to share my vision  
17 of what I see. I've got my investors in place. And  
18 if there's ever a time that you guys want me to share  
19 that with you, I'd be more than happy. But otherwise,  
20 keep doing the great work that you guys are trying to  
21 do for us, and we look forward to having Horsepark  
22 back. Thank you so much.

23 PRESIDENT VALDEZ: Thank you.

24 Next, Dale Harvey.

25 DALE HARVEY: Hello. How you doing? Good

1 to see everybody. You know, I would just reiterate  
2 what Ali said, that how important it is to get this  
3 sorted out, and reiterate my interest in contributing  
4 whatever I can to make that happen.

5 I do have one question for you guys. I  
6 don't know whether you can answer it or whether you  
7 will answer it, but Carlene mentioned a few moments  
8 ago that -- you know, that Horsepark could open in the  
9 coming months. Is that really what we're talking  
10 about? That that is a possibility?

11 And really, that's all I have to say, but  
12 thank you for taking my call.

13 PRESIDENT VALDEZ: Thank you.

14 Next up is Sara T.

15 SARA T: Hi. Thanks so much for all the  
16 work you guys are doing. I appreciate it.

17 Can you hear me?

18 PRESIDENT VALDEZ: Yes.

19 SARA T: Great. I just want you to know  
20 that I grew up in Del Mar. And I -- I want -- I have  
21 a question at the end about the generational areas.  
22 But before that, I wanted to say let's keep up the  
23 good reviews. I think the vaccination site is  
24 absolutely fabulous, and I'd like to see great reviews  
25 about the Horsepark reopening. I just -- I sent out

1 this info to some fellow friends, and one of whom  
2 came -- responded to me and said that her daughter had  
3 to stop riding when they don't even understand why.  
4 They're sort of left in "nowheresville." And they  
5 were not only shocked but just devastated. But given  
6 that there's gonna be 50 million plus 10 million from  
7 the governor for infrastructure, it seems to me like  
8 that would more than enough cover these new changes  
9 that need to be made.

10           And as for paving, I would just caution  
11 doing that because -- my experience from Cardiff Reef,  
12 that was paved, and ever since it's flooded. It  
13 didn't use to flood down there when it was not paved.  
14 The waterways would wash out and the restaurants  
15 would, but the parking lot has flooded after paving.  
16 So please keep that in mind.

17           And then my last -- my question that I  
18 referred to is to the point that I wanted to make that  
19 I am a bicoastal kid, and my parents separated when I  
20 was little. And I would leave Del Mar for the summer  
21 and spend the summer on the East Coast. And when I  
22 used to drive -- I used to come back home every year  
23 and I'd see Mary's Tack Shop and I'd think "Oh, I'm  
24 home." So for me it's part of the soul of  
25 North County, and I want to know what generational



1 areas might change in these changes.

2 Thank you.

3 PRESIDENT VALDEZ: Thank you.

4 Mark Conley.

5 MARK CONLEY: Can you hear me?

6 PRESIDENT VALDEZ: Yes.

7 MARK CONLEY: Oh, great.

8 So thank you, Board. I can see that you all  
9 have been doing a lot of work on Horsepark. And as  
10 Ali and Dale have put, if there's anything we can do  
11 as the public to help facilitate anything or, you  
12 know, the place goes up for lease, I'm sure we could  
13 all pull together and help make it work so we can keep  
14 Horsepark the community center of horses that it's  
15 been for the last umpteen years for the County of  
16 San Diego.

17 Thank you.

18 PRESIDENT VALDEZ: Thank you.

19 Next is Nancy Reed.

20 A/V TECHNICIAN: Nancy is not in the queue.

21 PRESIDENT VALDEZ: Next, Carla Echols-Hayes.

22 CARLA ECHOLS-HAYES: Hi. Can you hear me?

23 PRESIDENT VALDEZ: Yes.

24 CARLA ECHOLS-HAYES: Hi. Good afternoon,  
25 board members and Carlene. It's good to see everybody

1 again.

2           As -- I've heard a lot about angels. I  
3 think I've heard this since December about angels  
4 helping on Horsepark. And I -- I've got to tell you  
5 that angels love horse sports, and they are there  
6 behind all of these operators who might want to  
7 respond to an RFP to operate Horsepark under a  
8 short-term lease. So that's something that I think  
9 all of you need to understand is that the investment  
10 is in experience. It's not a business. It's an  
11 experience for a lot of the angels.

12           In fact, I realized suddenly today that I've  
13 been one for the last 15 years for young horse rider  
14 teams in my little area of horse sports. And I can  
15 tell you firsthand: I run a business, and I have my  
16 hobby. My hobby is priceless. I can forget a lot of  
17 those business meetings. The experience is fantastic  
18 for those of us who really love horses and love the  
19 environment and love Horsepark. So the Friends of  
20 Del Mar Horsepark continue to recommend some kind of  
21 public-private partnership that involves leasing  
22 Horsepark to someone who really knows how to build it  
23 up and pay for water remediation and reestablish  
24 Horsepark as the center of excellence across horse  
25 sports nationally.

1                   And to that end, I noticed on the capital  
2 improvements the footing got left off of the list.  
3 And I can tell you, for horse people --

4                   DONNA O'LEARY: Ms. Hayes, your time is up.

5                   CARLA ECHOLS-HAYES: -- is the most  
6 important life.

7                   DONNA O'LEARY: Ms. Hayes, your time is up.

8                   PRESIDENT VALDEZ: Thank you.

9                   Next is Martha Sullivan.

10                  MARTHA SULLIVAN: Hello. This is Martha  
11 Sullivan. And I, having read and heard some more  
12 about, you know, the water-quality issues and the  
13 various improvements and the potential operational  
14 costs and so forth for Horsepark, I once again want to  
15 really urge the board and the staff to do sort of a  
16 cost/revenue analysis between, you know, doing horse  
17 racing at the main fairgrounds versus having it  
18 available for the equestrian uses at least this  
19 summer. As I have mentioned previously, there is  
20 examples from last year of fairs, who were canceled,  
21 having their races moved to Golden Gate Fields, and  
22 that would be an option for Del Mar. They could race  
23 at Los Alamitos, for example, which only races at  
24 night. Or perhaps even race some of their summer meet  
25 at Santa Anita.

1                   So I think you really need to look at the  
2 cost that you've already laid out, that you have to  
3 put into the racetrack to do races. The revenues that  
4 you'll get versus the benefits of allowing more local  
5 equestrian uses to be enabled and facilitated in  
6 Del Mar, you know, where they don't have the option to  
7 move some place else. So I want to really emphasize  
8 that to you and have that be part of your -- the  
9 options that you're looking at.

10                   PRESIDENT VALDEZ: Thank you.

11                   Next up, Laura DeMarco.

12                   LAURA DeMARCO: Hi. This is Laura.

13                   First of all, I wanted to thank Carlene and  
14 Dustin and the staff for meeting with us to review the  
15 information that you need. They requested that we  
16 inspect the Horsepark facility and come back with  
17 suggested, renovations, and itemizations for those  
18 costs. And I sent that to the staff, and it came up  
19 to a number of \$515,000. It includes \$365,000 for  
20 improving the footings. But what's more important to  
21 you all is the fact that the two horse show operators  
22 that we took and inspected and gave some of these  
23 estimates said, if they had to do a horse show today  
24 at Horsepark, they would be able to do so without  
25 these renovations or the other 750,000 like on the

1 paving and everything that was itemized in the staff  
2 report. So you can open Horepark now.

3 The bigger question, as Director Rowland  
4 asked, you know, what does the water board want to see  
5 and, as Director Valdez, asked about the timing. And  
6 we commissioned Tori Walker as a consultant. He spoke  
7 with Ian Adam, he spoke with Lori Walsh, and he also  
8 spoke with Wayne Rosenbaum. And he came up with a  
9 maximum of \$4 million based on his conversations with  
10 each of those people, especially the water board.

11 I think he will be very pleasantly pleased  
12 that the water board has a high priority focus on  
13 this. They want to get Horsepark opened, and we want  
14 to help you be able to do that as well. That is the  
15 reason why we encourage you as soon as possible to  
16 start the solicitation for bids. You have had three  
17 people already on this call who have indicated  
18 interest. They have financial backers, and they will  
19 be able to help you get the money needed to reopen  
20 Horsepark and the water remediation.

21 DONNA O'LEARY: Ms. DeMarco, your time is  
22 up. Thank you.

23 PRESIDENT VALDEZ: Thank you.

24 The last member of the public signed up for  
25 this item is Vance Chesborough.

1           A/V TECHNICIAN: He is no longer on the  
2 queue.

3           PRESIDENT VALDEZ: Okay. There are no other  
4 members of the public signed up for this agenda item.

5           I did have a question arising out of public  
6 comment, and I'm gonna pose it to either the  
7 committee, to Carlene and the staff, or to Wayne and  
8 Ian, whoever would like to answer it.

9           There is a suggestion -- I believe it was  
10 from Mr. Harvey -- about some representation about  
11 Horsepark being able to be opened in the next couple  
12 of months, and I didn't hear it that way. I want to  
13 clarify that and see whether -- what's the response to  
14 that in timing that you're looking at.

15           CEO MOORE: I'll speak on that first because  
16 I think it was my words, and they may have come out a  
17 bit confusing. When I was referring to "in the next  
18 couple of months," what I meant was more information  
19 coming back to this board to be able to make a  
20 decision in a few months. But in terms -- not to  
21 imply that we could have Horsepark back and open.

22           And part of that is depend- -- One of  
23 the -- the board, this board, still has many decisions  
24 to be made around Horsepark. The decision has not yet  
25 been made to go with a third-party operator. There's

1 also, in part of the work that staff and has  
2 previously come in terms of requests from the board is  
3 to come back with -- and that's what we're working on,  
4 which is what would -- does Horsepark look like if we  
5 were to operate it; what are those capital improvement  
6 projects that are necessary; ongoing maintenance; any  
7 additional expenses outside of just the water-quality  
8 improvements for the board's consideration of whether  
9 or not the 22nd DAA returns to operating Horsepark.  
10 That's where potentially the TSO that Mr. Rosenbaum  
11 referred to earlier, if the DAA was to continue  
12 operations at Horsepark, that's a route that we could  
13 look to take.

14 Another option that's been discussed by this  
15 board, which staff is also researching, is the  
16 framework by which a public-private partnership could  
17 look like and bringing that information back as well.

18 And then the third one, and I think this is  
19 what's being spoken to as well, is that potentially  
20 we, the board, could direct staff to issue an RFP.  
21 But there is work to be done even around that in terms  
22 of this board setting direction for what you  
23 ultimately would want to see a third-party operator  
24 do, performance and so on, under that.

25 And so I also want to just take a moment to

1 outline for everybody's sake what even the route of  
2 RFP can look like. Again, time is necessary -- once  
3 the board makes -- this board makes the decision, time  
4 is necessary to develop that RFP, again being provided  
5 that direction. From there it's noticed; it's out on  
6 the streets; it's available for anybody, any operator;  
7 and it's a process that then they would be reviewed  
8 and ultimately scored on. But it's available on the  
9 streets for 30 days after. Then those are submitted.  
10 Then they are vetted by staff as to did they meet  
11 minimum qualifications, things of that nature.  
12 They're ultimately scored. And then a posting of  
13 that -- of an award of the contract, that can take up  
14 to another 30 days, and it's typically right around  
15 the 30-day mark.

16           Then barring any protests to the awarding of  
17 that contract, which there can be, and that's  
18 California public contracting requirements, if -- if  
19 there is a protest, DGS then reviews any protests that  
20 we receive. If not, in this case, because we'd be  
21 looking at a lease of land, DGS still has to review  
22 the award of the contract for finalization.

23           So I just want to be able to set --  
24 hopefully set the timetable that we are operating on  
25 is several months. And so that's why I think really



1 the direction which we're approaching it is to move  
2 with deliberate speed, to continue to gather this  
3 information, be very active in doing it and bringing  
4 that back to this board but recognizing that some of  
5 this information does take some time to gather, in  
6 addition to. And we're doing that while we're waiting  
7 for that information from regional water quality  
8 control board.

9 PRESIDENT VALDEZ: Thank you.

10 Any other comments in that regard with  
11 respect to timing that anyone else from the committee  
12 or our attorney or consultant wanted to -- Okay. Any  
13 other questions before we close this agenda item?

14 Seeing and hearing none, we will go on to  
15 the next agenda item, and that would be the Fair  
16 Operations Committee and to you, Director Schenk.

17 DIRECTOR SCHENK: Thank you, Mr. President.

18 Several months ago I last reported that we  
19 were hoping to have something in the month of June. I  
20 didn't know what it was going to look like, but -- and  
21 it would have to be based on what was allowable as we  
22 moved into the spring. We have a better idea of what  
23 it's going the look like. And I'm very happy to  
24 report that, through staff and working with the Fair  
25 Ops Committee, there is going to be something that we

1 will be providing, presenting, celebrating in the  
2 month of June through July 4th. And Katie will be, on  
3 behalf of the staff, presenting for us for the first  
4 time what "Homegrown Fun" is going to look like.

5 Katie.

6 KATIE MUELLER: Thank you very much.

7 Good afternoon again everyone. I'm excited  
8 to be able to paint this picture for all of you of  
9 what the staff has been working on. We're very  
10 optimistic that with the advent of vaccination --  
11 vaccinations that restrictions will begin loosening  
12 some things. As we've heard reported in the news,  
13 things are opening up a bit. Even the county public  
14 health department who we've been in consultation with  
15 has advised us that with the proper COVID-19 protocol  
16 plan in place this event is doable and especially by  
17 June. We're all optimistic that it's doable if things  
18 continue on the positive path that they've been on.

19 Of course we're mindful that we anticipate  
20 continuing to operate a portion of our site as a  
21 vaccination center, and we're honored and happy to be  
22 able to get San Diego County back on its feet.

23 We are very pleased to present a version of  
24 the fair that will provide the community with an  
25 essence of some of the most important traditions

1 San Diegans look forward to every year to start their  
2 summer. So with that, the San Diego County Fair  
3 presents "Homegrown Fun." This diagram shows you the  
4 footprint that's available to us to use. So I'd like  
5 to kind of take you all on a little journey if you  
6 will.

7           Parking will not be available to us in the  
8 main lot because that's being used for the vaccination  
9 center. So we've gotten creative with our parking and  
10 traffic teams, and we've been able to identify the  
11 racetrack, the training track, and part of the west  
12 lot, as well as the green lot which is that little  
13 tiny triangle that's up on the west side of the  
14 racetrack. We figure we've got about 3,000 parking  
15 spots available to us to utilize throughout the run of  
16 the fair. Again, if you don't recall, the dates of  
17 this event are scheduled to be June 11th through  
18 July 4th. We will be closed on Mondays and Tuesdays.

19           The entrance to the fair will be  
20 dramatically different but I think will be just as  
21 exciting. So you'll enter through the horse walk. So  
22 your first impression of the event will be the  
23 paddock, which is a lovely setting for an entrance,  
24 and it will allow us to socially distance and queue  
25 people appropriately down the tarmac of the

1 fairgrounds.

2           When you come in through the paddock,  
3 everything in that black outline will be available to  
4 you. Of course we will be providing fencing in areas  
5 that need it to separate the event Homegrown Fun from  
6 the vaccination center. We will have food stands that  
7 are spread throughout, which I'll talk a little bit  
8 more about in a minute. We'll be using Bing Crosby  
9 Exhibit Hall and Seaside Pavilion for retail shopping  
10 and sponsorship displays. Currently this tier allows  
11 for 25 percent capacity inside of those buildings. We  
12 hope and anticipate that we will be moving up tiers by  
13 June and we'll be able to allow more capacity.

14           The west lot will house our community  
15 celebrations, demonstrations, edutainment which I'll  
16 get more into. And it's just really -- the goal of  
17 this is just to be a really fun event that you can  
18 bring your family to. Our target demographic is  
19 people with kids looking for some educational  
20 activities and, of course, getting back to our roots.  
21 Our focus will really be on agriculture.

22           We will -- cannot have an event without fair  
23 food favorites. Everybody looks forward to that every  
24 year, and that was the basis for our success with the  
25 Fair Food Fix last summer if you recall. So this year

1 we're allowed to expand upon that. We will have  
2 outdoor eating areas, being able to invite the public  
3 back onto our grounds. We'll have rest and shade  
4 areas. And then we'll have a wide variety of fair  
5 food favorites and traditions.

6           The vendors we've spoken to have been so  
7 excited about this concept. They're just itching to be  
8 involved in this event in any way, shape, or form.  
9 We'll have a ton of support from them. There will be  
10 a much broader variety of food available than there  
11 was at last year's Fair Food Fix. We had, if you  
12 recall, about ten vendors last year. We hope to have  
13 at least 20 or more. Some of your favorites like  
14 Chicken Charlie's, of course, will be back but also  
15 ones that weren't part of the Fair Food Fix, like  
16 Bacon Affair, Australian Battered Potatoes, Country  
17 Fair Cinnamon Rolls, and several others are on board  
18 to join us this year.

19           Retail shopping experiences: So we do have  
20 quite a bit of undated San Diego County Fair  
21 merchandise that will be available for sale, but we  
22 also will be showcasing shopping experiences in the  
23 exhibit hall, Seaside Pavilion, Bing Crosby like I  
24 mentioned before. And we've got a few vendors on  
25 board who are excited to join us as well: Vitamix and

1 Carddine Spas and the U.S.A. Flag Company to name a  
2 few. But we'll be filling the halls with everyone's  
3 favorite selections from the annual fair just to give  
4 you a taste of the shopping experiences that we all  
5 missed in 2020.

6 THE STENOGRAPHER: The feed is frozen. We  
7 lost Del Mar.

8 A/V TECHNICIAN: We're back in a little bit.  
9 Stand by.

10 DIRECTOR SCHENK: Thank you.

11 THE STENOGRAPHER: Would you like to know  
12 where we lost you?

13 KATIE MUELLER: Sure.

14 THE STENOGRAPHER: "Taste of the shopping  
15 experiences that we all missed in 2020."

16 KATIE MUELLER: Ah. You didn't miss much.

17 A/V TECHNICIAN: So stand by.

18 DIRECTOR SCHENK: In 2020, Katie, we did  
19 miss much.

20 KATIE MUELLER: Yes, that's true. 2020 we  
21 missed a ton. We all did, but --

22 A/V TECHNICIAN: All right, Katie.

23 KATIE MUELLER: All right. So the heart of  
24 the fair has always been agriculture, and we plan on  
25 celebrating that in a big way. First we will be

1 bringing back some of our favorite animal  
2 presentations such as the educational series Wildlife  
3 on the Farm. We're gonna be in talks with the Oasis  
4 Camel Dairy. We're looking into a duck dog show, pig  
5 races, some of the other fun fair favorites. Those  
6 are all a little bit fluid right now as we're talking  
7 to the various entertainers and seeing what their  
8 availability might be.

9 Plant, Grow, Eat, Chana was on the -- in the  
10 meeting here earlier, and Chana and I have discussed a  
11 partnership with the Don Diego scholarship fund where  
12 it's kind of a reverse Plant, Grow, Eat, where kids  
13 would come to this event, be able to plant a radish  
14 and take it home with them. And we could staff that  
15 with master gardeners and possibly, you know, do some  
16 fundraising with Don Diego through that activity.

17 We're working with RWB Props who's for the  
18 past few years provided props for the annual fair and  
19 talking to them about helping us design some  
20 agriculturally themed vignettes and selfie spots  
21 because it's not really an event unless you take a  
22 picture of it and show all your friends.

23 And then finally, in 2020 we had  
24 purchased -- actually, in 2019 -- and in conjunction  
25 with Hollandia Dairy a cow milking trailer brand-new,

1 and we were planning to debut a dairy exhibit at the  
2 fair, all about dairy cows and what they eat and, you  
3 know, the kind of products they produce and then, in  
4 conjunction, having this nice new milking trailer.  
5 And we were unable to do that because of the pandemic.  
6 And so we are hoping to bring that back with -- in  
7 conjunction with Hollandia Dairy and having that be  
8 kind have a highlight of the event for kids and  
9 families alike.

10 Here's some ways we are planning on  
11 celebrating our community. So we are planning on  
12 scheduling demonstrations every single day of the  
13 event that revolve around traditional fair exhibits:  
14 So things like home arts; you know, quilt making;  
15 cookie baking; things related to the home arts; things  
16 related to gardening; so demonstrations about  
17 gardening and flora culture; demonstrations related to  
18 woodworking; all of the things that the fair has been  
19 really well known for; the educational demonstrations;  
20 fine art; photography; and what have you.

21 We'd like to introduce a community showcase  
22 of creations from our year at home. So all of us were  
23 challenged with staying home this past year, and it  
24 really inspired a lot of us to do some things around  
25 the house that we probably normally wouldn't do. And



1 so we'll be soliciting photographs of those creations  
2 from our community and showcasing those on a digital  
3 screen at the event to show the creativity and  
4 innovativeness of San Diego County.

5           We're planning on holding the Junior  
6 Livestock Show and Auction. However, it will not be  
7 open to the public. It will only be open to  
8 exhibitors. That will actually take place on the east  
9 side of our fairgrounds. So it's really not  
10 accessible from this area. But for the 4-H and FFA  
11 kids who have invested in projects and, you know,  
12 spent their time and money raising those projects, we  
13 hope to provide a marketplace for them.

14           We'll also be hosting one-day contests and  
15 fun on-the-spot contests so, you know, the popular  
16 contests that we've held in the past: Like, plein air  
17 painting allows everyone to socially distance, you  
18 know, paint out in the open and then have their  
19 paintings judged all in one day at the event; also fun  
20 on-the-spot contests that again will allow for safe  
21 social distancing such a bubblegum blowing and other,  
22 you know, fun contests like that.

23           We are hoping -- we don't have -- we aren't  
24 a hundred percent sure we're gonna be able to do this.  
25 But if we can, following all state and county public

1 health guidelines, we hope to offer a 4th of July  
2 celebration that includes fireworks and, of course,  
3 other patriotic activities. So we are in  
4 conversations right now trying to figure out what that  
5 would entail, if it's even allowed, but we'd love to  
6 be able to bring this show to the community because we  
7 know it's important not only to those who have  
8 attended the fair in the past but also to the people  
9 who live in this community.

10 Tickets and parking: We're going to be  
11 working on a budget and presenting that to this board  
12 at the next April board meeting. Tickets will only be  
13 available on line, and you'll only be able to purchase  
14 those in advance because there is going to be a  
15 capacity for this event. And once we've reached that  
16 capacity, just like with the Scream Zone we did in the  
17 fall, there will not be tickets available after that  
18 time. So we will be encouraging everybody to purchase  
19 on line.

20 Parking also is extremely limited, and we  
21 will be also be encouraging people to purchase parking  
22 on line. Again, we can sell out of parking just like  
23 we can sell out of capacity. We do encourage  
24 alternate forms of transportation, such as rideshare,  
25 so that you don't have to incur parking fees and

1 there's plenty of room for everyone to park and  
2 participate.

3 This is the information we have at this  
4 time. This is what we're moving forward with. We'll  
5 be planning or programming and developing our COVID-19  
6 plan and protocols and also developing ticket prices,  
7 parking prices, et cetera, and we anticipate more  
8 information on that being available in the coming  
9 weeks.

10 DIRECTOR SCHENK: Thank you, Katie.

11 KATIE MUELLER: Oh, I'm sorry. And there's  
12 one more slide, about COVID compliance which I already  
13 kind of touched on, and that's it. Any questions?

14 DIRECTOR SCHENK: May I just ask this,  
15 Mr. President? What I would like to do is, before we  
16 get into discussion, have the discussion, if there is  
17 a motion on the table to proceed, and then we can have  
18 discussion, if that's okay. I think that would be the  
19 proper way --

20 KATIE MUELLER: Yes.

21 DIRECTOR SCHENK: -- to move forward.

22 KATIE MUELLER: Well, there is one -- there  
23 is one recommendation that we'd like you all to  
24 approve today, and that is refunding the remainder of  
25 fees that are due to would-be 2020 participants. So

1 that would be like exhibitors, performers, those kinds  
2 of participants. We're holding on to about a hundred  
3 thousand dollars of those fees. We'd like to start  
4 2022, when we can return to a traditional fair, fresh  
5 and with a new start. So --

6 DIRECTOR SCHENK: All right. Well, with  
7 that -- and thank you, Katie.

8 So my motion would be to incorporate that  
9 refund process, with the idea that we will have a  
10 Homegrown Fun event this summer between June 11th and  
11 July 4th, dark on Mondays and Tuesdays, giving staff  
12 the flexibility to use that as a -- as a -- sort of a  
13 framework from which to move forward. I think you've  
14 given us some great ideas about what can happen, but  
15 of course we'll need some flexibility as we proceed.

16 So with that, Mr. President, that would be  
17 my motion.

18 DIRECTOR GELFAND: Second.

19 PRESIDENT VALDEZ: I noticed Gelfand on the  
20 second. Any discussion?

21 Director Mead.

22 DIRECTOR MEAD: Thank you.

23 And thank you for that presentation, Katie.

24 And my question is just I want to make sure  
25 that I am thinking about this correctly. We

1 previously voted, I believe, on canceling 2021. So as  
2 I understand it, Homegrown Fun will replace the fair  
3 during 2021; is that correct?

4 KATIE MUELLER: Yes. We will not be having  
5 the traditional San Diego County Fair. We'll be  
6 replacing it with "San Diego County Fair Presents" so  
7 you know it's still in the -- in the -- inspired by  
8 the traditional fair but what we're allowed to do  
9 under current guidelines. So Homegrown Fun will  
10 replace the traditional fair.

11 DIRECTOR MEAD: Thank you very much. I want  
12 to be sure that I've got the terminology down as we're  
13 talking with the public about our "Homegrown" event.  
14 Thank you.

15 PRESIDENT VALDEZ: Thank you.  
16 Director Gelfand.

17 DIRECTOR GELFAND: Yeah. I mean, obviously  
18 it's a moving target with COVID and where we'll be in  
19 June. But if we're looking at it today, I don't know  
20 if we could even do it. But, for example, will there  
21 be masks required? The CDC today said that even if  
22 you've been vaccinated, you know, there's a chance  
23 that you could be a carrier for COVID. Do you have a  
24 notion of whether masks would be required at this?

25 KATIE MUELLER: We'll be writing that into

1 our COVID-19 guidelines. We'll be placing, you know,  
2 signage throughout as well as on our website advising  
3 people to wear masks. We are under the California  
4 Department of Public Health restrictions as well. So  
5 we'll be looking to that guideline to guide us as to  
6 whether or not, you know, masks are in play at that  
7 time, but I would anticipate at this point in time  
8 that they will be.

9           DIRECTOR GELFAND: And the control of the  
10 number of people, just so that they're not all packed  
11 together, is basically because you're -- you're  
12 ticketing on line only? And I assume -- I don't know.  
13 Would you also take care of the parking on line as  
14 well?

15           KATIE MUELLER: Yes. You'll buy all your  
16 parking and admission on line. This is unlike, you  
17 know, fairs of past. We will have capacities. And if  
18 they are anything like Scream Zone, they will be  
19 reached on certain peak days.

20           The capacity actually of the space, if you  
21 do the math, our capacity is much greater than, you  
22 know, say 10,000 people, which is what we think our  
23 capacity is probably going to be based on the parking  
24 that's available to us. But again, we're probably  
25 more limited by parking than we are by -- by actual

1 square footage.

2 DIRECTOR GELFAND: I'd just like to  
3 compliment staff on the creativity and the  
4 ambitiousness of this. I think it's fantastic.

5 KATIE MUELLER: Thank you.

6 PRESIDENT VALDEZ: Director Barkett, I think  
7 you had your hand up before.

8 VICE PRESIDENT BARKETT: Yes. Thank you.

9 Thank you, Katie. This is wonderful to  
10 hear. And thank you, Fair Ops, because this is what I  
11 was hoping and praying for, to be honest, that we  
12 would have something on this -- on this level. And  
13 I'm so excited and ready to buy my ticket and parking.

14 But I wanted to ask you now, on the refunds  
15 that we are going to be giving, were any of those  
16 contacted in terms of participating in this Homegrown  
17 Fun? And if they were, did some of them deny us?

18 KATIE MUELLER: What these are are people  
19 who paid entry fees to participate in our traditional  
20 exhibits. So, for example, you know, "I was gonna  
21 enter my quilt" or "I was gonna enter my," you know,  
22 "piece of jewelry or my -- my painting" or what have  
23 you. So we have not contacted them yet to participate  
24 in Homegrown Fun in another capacity because what  
25 we're looking for would be people to participate in

1 person to do demonstrations and that kind of thing.

2           You know, we have an email list of all their  
3 emails. And certainly when we're ready to roll out  
4 the community showcase portion, we will be soliciting  
5 them to submit their photos of things that they've  
6 created over the past year. But we won't be  
7 collecting a fee from them for that because we won't  
8 be, you know, taking the entry in, judging it,  
9 displaying it, all the things that, you know, are  
10 overhead to our exhibits program, basically.

11           So what we'd like to do, because we're  
12 holding on to their money since 2020, we'd like to  
13 just refund it all and then have the entry process  
14 happen all over again for 2022 when we anticipate  
15 being able to go back to normal and have the  
16 traditional fair.

17           VICE PRESIDENT BARKETT: Great. Okay.  
18 Thank you.

19           PRESIDENT VALDEZ: Director Rowland.

20           VICE PRESIDENT ROWLAND: Based on your  
21 comments on parking, it sounds like that we will not  
22 be needing to use the Horsepark for parking. I know  
23 that added the additional transportation on, but  
24 that's not in the plans for this year?

25           KATIE MUELLER: That's not in the plan. And



1 the reason why is there is a huge amount of expense to  
2 deploying Horsepark. That's additional staffing.  
3 There's also, you know, the questions up in the air  
4 about shuttle transportation. Not only do we have to  
5 rent the shuttle buses and supply the drivers, but  
6 then what are the COVID-19 regulations we have to have  
7 in place to be able to use the shuttle?

8 So certainly we can explore that a little  
9 bit, but I think that that's probably out of the scope  
10 of our resources that are currently available.

11 VICE PRESIDENT ROWLAND: Thank you.

12 PRESIDENT VALDEZ: Katie, I know that you  
13 had mentioned the dates are June 11th to July 4th,  
14 closed Monday and Tuesday. What do you anticipate to  
15 be the hours of operation?

16 KATIE MUELLER: The hours of operation will  
17 be noon to 9:00 as the event stands now. So we're  
18 capturing the lunch and the dinner crowd, but it won't  
19 be a late-night event without the carnival or other  
20 late-night attractions that we typically have.

21 PRESIDENT VALDEZ: Any other questions?

22 Okay. We have a motion. We have a second.  
23 Donna, can you poll the vote?

24 DONNA O'LEARY: President Valdez.

25 PRESIDENT VALDEZ: Aye.

1 DONNA O'LEARY: Vice President Barkett.  
2 VICE PRESIDENT BARKETT: Aye.  
3 DONNA O'LEARY: Vice President Rowland.  
4 VICE PRESIDENT ROWLAND: Aye.  
5 DONNA O'LEARY: Director Gelfand.  
6 DIRECTOR GELFAND: Aye.  
7 DONNA O'LEARY: Director Mead.  
8 DIRECTOR MEAD: Aye.  
9 DONNA O'LEARY: Director Mosier.  
10 DIRECTOR MOSIER: Aye.  
11 DONNA O'LEARY: Director Nejabat.  
12 DIRECTOR NEJABAT: Aye.  
13 DONNA O'LEARY: Director Schenk.  
14 DIRECTOR SCHENK: Aye.  
15 DONNA O'LEARY: That's everybody.  
16 PRESIDENT VALDEZ: Motion carries  
17 unanimously.  
18 Anything else?  
19 KATIE MUELLER: I would just like to thank  
20 you all very much for your support, and I look forward  
21 to seeing you at Homegrown Fun.  
22 DIRECTOR SCHENK: Thank you, Katie, and to  
23 the entire team.  
24 And that concludes for now, Mr. President,  
25 the committee report. Hopefully over the next several

1 months we'll have more information to share.

2 PRESIDENT VALDEZ: Thank you.

3 And I'm gonna just echo what  
4 Director Barkett and others had stated to senior  
5 staff, to Carlene, to Katie, to Melinda, and to your  
6 entire staff. Really, thank you for your creativity  
7 and for really being flexible and being able to think  
8 outside of the box. So we really appreciate all this.  
9 This is really exciting and something that is feeling  
10 as though we're turning the corner into some sort of  
11 normalcy for the first time in months and months and  
12 months. So thank you to you all. Thank you to  
13 Fair Ops, Directors Schenk and Nejabat and Mead before  
14 Director Nejabat because I know, Kathlyn, you were  
15 part of that as well. So thanks everybody.

16 On to the next item. We have the DMTC  
17 Liaison Committee. I'm gonna pass that on over to  
18 Josh Rubinstein.

19 JOSH RUBINSTEIN: Good afternoon, DAA  
20 directors and staff. Josh Rubinstein, Del Mar  
21 Thoroughbred Club.

22 We were very encouraged -- Carlene mentioned  
23 and we were very encouraged by Friday's announcement  
24 that fans will be allowed at outdoor sporting venues  
25 beginning as early as April 1st. And as Del Mar's

1 opening day is over four months from now, we feel like  
2 we'll be well positioned to safely welcome fans for  
3 both our summer and fall race meets. Internally we  
4 are discussing various attendance scenarios and  
5 operational plans. But as was the case last year, we  
6 will work with our medical advisers and county health  
7 officials to ensure we have a comprehensive operating  
8 plan that ensures that safety of everybody who attends  
9 the races.

10           Moving on to a quick industry update: We  
11 continue to monitor the business at Santa Anita.  
12 That's where the racing is taking place in Southern  
13 California right now, and they're having a very good  
14 meet, a safe meet. Their internet wagering numbers  
15 are -- continue to be very strong. So the positive  
16 momentum that we had this summer and fall has  
17 continued on at Santa Anita.

18           As we said in previous reports, we're very  
19 proud to be hosting the Super Bowl of horse racing,  
20 the Breeders' Cup, this November. We have weekly  
21 calls with Breeders' Cup staff. They are excited and  
22 committed to come to Del Mar in 2021. And as you  
23 know, we've said to you previously, in 2017 when we  
24 hosted the Breeders' Cup it was the most profitable  
25 event in their 36-year history. So the bar is set

1 high for this year and we're excited to host Breeders'  
2 Cup once again.

3 In your board package are two press releases  
4 that we put out last week regarding significant purse  
5 increases at Del Mar. And strong purses are important  
6 because, as we have reported previously, wagering is  
7 basically based on field size. The more horses that  
8 are in the race, the larger the wagering pools and the  
9 more revenue that's generated. So to announce a  
10 30 percent purse increase, which both of those press  
11 releases, you know, detail, is very significant.

12 And the reason that we were able to increase  
13 purses by 30 percent, largely three factors:

14 The first is the strong results that we had  
15 in 2020 created a purse surplus that we will now be  
16 paying out in 2021. Secondly, over the last couple of  
17 months, because of the strong internet wagering  
18 activity we had in 2020, we're able to negotiate very  
19 favorable renewals with our internet wagering partners  
20 that not only will provide additional revenue to DMTC  
21 from sponsorship and broadcast rights fees but also  
22 these deals will supplement purses both in 2021 and  
23 2022. And lastly, we believe there will be  
24 significant increase to brick-and-mortar wagering this  
25 year as the state begins to reopen. I talked about

1 having fans on track, but also the in-state satellite  
2 wagering network is reopening. We currently have 15  
3 of the 19 sites open, and by Del Mar we expect to have  
4 all 19 sites open.

5           Lastly, you know, as I noted earlier, we  
6 will work with our medical advisers and county health  
7 officials on a very comprehensive plan that ensures  
8 the safety of everyone at the races this summer and  
9 this fall. And that includes our employees, our fans,  
10 and the stable area community as we did in 2020.

11           So a lot to look forward to in 2021, and Joe  
12 and I are here to answer any questions that you may  
13 have.

14           PRESIDENT VALDEZ: So, Josh, regarding the  
15 COVID-related guidelines, will you be reporting that  
16 out to the board either in April or May, do you  
17 envision?

18           JOSH RUBINSTEIN: Absolutely. So as we get  
19 closer to the meet, we look forward to sharing those  
20 plans with the board and to get your comments.  
21 Absolutely. Thank you for bringing that up.

22           PRESIDENT VALDEZ: Thank you.

23           Any questions?

24           Okay. Hearing none, we're gonna open it up  
25 to public comment. The first -- Again, just a

1 reminder to the public. We are limiting public  
2 comment to two minutes because of the number of  
3 members of the public signed up for all the agenda  
4 items. First up is Liz Jacobelly.

5 LIZ JACOBELLY: Hi. Can you hear me?

6 PRESIDENT VALDEZ: Yes.

7 LIZ JACOBELLY: Hi. Can you hear me?

8 PRESIDENT VALDEZ: Yes.

9 LIZ JECOBELLY: Hi. This is Liz Jacobelly,  
10 citizen of San Diego --

11 Today I wanted to talk about Plum Dandy.  
12 Plum Dandy, a six-year-old horse died a gruesome death  
13 from slipping, rearing, and falling in the stable area  
14 at Del Mar on 8/31/20. His last race was at Del Mar  
15 on 8/16/20, placing fifth in a claiming race after 21  
16 other races in New Mexico and Southern California  
17 starting in 2016.

18 Plum Dandy's necropsy states in his clinical  
19 history that the horse slipped at the barn and died  
20 spontaneously, possible heart attack, fractured skull,  
21 bled from nose. His case summary states that on  
22 9/2/20, this horse had a catastrophic basisphenoid and  
23 occipital bone structure. Other findings were  
24 incidental. Full report on head examination to  
25 follow.

1                   That's 9/18/20 head examination is complete.  
2   Basisphenoid fractures occur most frequently in horses  
3   that rear backward and strike the poll of the head.  
4   Although it is usually assumed that the fracture  
5   results directly -- direct from the impact, this does  
6   not seem to be the case. Basisphenoid fractures are  
7   now thought to be avulsion fractures resulting from  
8   the poll of the ventral serratus muscle of the neck.  
9   That's the rectus capitis spinalis on insertion of the  
10  basioccipital bone. This concludes the testing in  
11  this case.

12                   This is just one of the many, many, many,  
13  many horses that has cruel death either on the track  
14  or behind the scenes.

15                   Thank you for your time.

16                   PRESIDENT VALDEZ: Thank you.

17                   Jane Cartmill.

18                   JANE CARTMILL: Mean Sophia was a  
19  three-year-old filly who last raced at Del Mar on  
20  September 5th, 2020. Unlike the missing-in-action  
21  horses that several members of the public have been  
22  asking about, we know the outcome for Mean Sophia.  
23  She is dead, killed because of racing and specifically  
24  because of a catastrophic fracture of the humerus as  
25  she exited the starting gate. The necropsy report



1 makes a significant point.

2 Quoting from the report:

3 Preliminary examination confirmed the  
4 presence of right humeral complete  
5 fracture. The distal physio-component  
6 and the absence of any gross evidence of  
7 chronic stress remodeling makes this  
8 case very unusual. Distal thigh disc  
9 closure in the humerus is estimated to  
10 occur at one to one and a half years of  
11 age in horses. In some instances it may  
12 take longer, and they fully close at  
13 two. Based on the literature, the  
14 growth plates of this horse must have  
15 been closed and it is not clear what the  
16 predisposition factor for the  
17 physio-fracture was.

18 The report indicates that the horse had been  
19 in good nutritional condition with appropriate  
20 muscling and fat deposits. There were no significant  
21 gross findings identified in the visceral organs. In  
22 addition to the fracture, there was massive hemorrhage  
23 affecting soft tissues extending from the level of  
24 humeral inner diaphysis to proximal antebrachium.

25 This post-mortem reinforces the fact that

1 fractures can happen with no warning that can be  
2 detected by a PET scan. Imaging may be useful, but it  
3 will not detect all potential problems.

4 PRESIDENT VALDEZ: Thank you. Thank you.  
5 Next is Martha Sullivan.

6 MARTHA SULLIVAN: Hello. This is Martha  
7 Sullivan again.

8 Since Mr. Rubinstein referenced  
9 Santa Anita's safe record in its meet which started  
10 December 27th of 2020, I just want to point out that  
11 there's actually been seven horses that have died in  
12 that meet. The most recent, on March 5th, was a  
13 six-year-old gelding, Surfside Sunset, who died of  
14 colic which is a common killer of stressed racehorses.  
15 And a recent necropsy of another Santa Anita horse who  
16 succumbed to colic described an absolutely horrific  
17 and painful death.

18 So we now have Ebeko who died on  
19 December 27th, a two-year-old colt with a racing  
20 death, horrible death, that we've seen on film.  
21 January 9th was Cali Caliente, a four-year-old  
22 gelding, collapsed in training; had been on the vet  
23 list for bleeding. We have Bowies Hero, an  
24 eight-year-old horse, who died on January 18th,  
25 treated for laminitis and was euthanized. The last

1 start was January 2nd at Santa Anita. Statutory, it's  
2 another two-year-old filly, who was injured at the  
3 three-eighths pole, threw the rider, was vanned off  
4 and was confirmed dead by the Daily Racing Form from a  
5 fractured ankle. On February 6th, Natural History, a  
6 two-year-old gelding, died in training from ankle  
7 fracture. On February 28th, Squeaky Cheeky, a  
8 three-year-old gelding, first start ever, places last,  
9 crosses the finish line, collapses --

10 DONNA O'LEARY: Ms. Sullivan, your time is  
11 up.

12 PRESIDENT VALDEZ: Thank you.

13 On to Kim Marrs.

14 A/V TECHNICIAN: Star six, Kim.

15 KIM MARRS: Hello. Can you hear me?

16 PRESIDENT VALDEZ: Yes.

17 KIM MARRS: Can you hear me?

18 PRESIDENT VALDEZ: Yes.

19 KIM MAARS: I just wanted to congratulate  
20 the board. You guys are doing a fantastic job. I am  
21 really super excited for our industry that we have the  
22 purse increases this year. I think that's gonna make  
23 for a spectacular season this year, especially coming  
24 out of the COVID pandemic, and really, really pushing  
25 the economy in Del Mar and getting things kind of set

1 up off the ground to help these businesses in the  
2 Del Mar community and the surrounding communities, and  
3 keeping the backstretch workers working, with the  
4 possibility of actually having out-of-state people  
5 come in, and make this an even bigger meet. I am  
6 super, super excited about this. So just keep up the  
7 good work. We're doing everything on our end to keep  
8 these horses safe and doing the right thing, and the  
9 reforms are working.

10           And I did want to make a comment for the  
11 first caller who relayed that necropsy report on that  
12 one particular horse. Horses are kind of sometimes  
13 their own worst enemy, and horses slip, fall, do goofy  
14 things. Unfortunately, one thing that does happen is  
15 sometimes, if they rear up and they go over and you  
16 can't catch them, they do hit their head. And that is  
17 one of the very sensitive parts on their body, and  
18 it's very -- can be a very traumatic thing.

19           I just want people to be aware that it's not  
20 a horse racing malady. That happens to horses in, you  
21 know, horse riding stables, on people's ranches, on  
22 farms. This happens all the time. It's not a horse  
23 racing or a racehorse-specific injury. So I want  
24 people to keep that in mind that these kind of things  
25 do happen.

1                   So with that said, you guys keep up the  
2 great work. I'm looking forward to the meet. Thank  
3 you.

4                   PRESIDENT VALDEZ: Thank you.

5                   On to Oscar de la Torre.

6                   OSCAR DE LA TORRE: Yes. Hello. Oscar  
7 de la Torre, worker advocate.

8                   Without a doubt the economic devastation in  
9 COVID's wake is the worst the country has seen since  
10 the Great Depression. And as we begin California's  
11 economic recovery, it is important to acknowledge the  
12 workers that are the backbone of every industry.  
13 Workers who generally toiled in obscurity are now  
14 celebrated as heros. Before the pandemic, this term  
15 was nearly singularly reserved for first responders,  
16 law enforcement, and for those who served in our  
17 military. To be certain, society was forced to see  
18 the connection between one's wellbeing and the labor  
19 of workers who must show up and get their jobs done.  
20 And by doing so, they provide a multiplier effect of  
21 support and opportunities throughout our economy. A  
22 legion of doctors and nurses, health care providers,  
23 first responders, and grocery workers made it possible  
24 for us to stay healthy, get healthier and provide  
25 sustenance to our loved ones. Less well known or

1 acknowledged, but just as important, are thousands of  
2 workers who kept entire industries alive during the  
3 pandemic's most dangerous points.

4           Backstretch workers in horse racing worked  
5 through the pandemic, ensuring the wellbeing of  
6 thousands of horses under their care while keeping  
7 many other businesses alive. Various service  
8 providers and businesses connected to the horse racing  
9 industry -- including equine veterinarians and  
10 therapists, ranchers providing feed and even  
11 broadcasters, journalists, and security guards -- all  
12 continued their roles because backstretch workers  
13 following all health and safety protocols showed up to  
14 work.

15           When most sporting events were canceled,  
16 horse racing continued to produce spectator-less live  
17 racing under strict guidelines from county public  
18 health officials. Without live racing, horses likely  
19 would not receive the care they depend on and the  
20 workers would lose the security that comes with  
21 employment and a stable paycheck. Like all other  
22 workers who decided to continue their jobs as  
23 infections and death rates rose, backstretch workers  
24 undertook the risks as they were far outweighed by the  
25 harm caused by the loss of income, housing, and

1 medical benefits that their jobs in horse racing  
2 provides.

3 DONNA O'LEARY: Oscar, your time is up.

4 PRESIDENT VALDEZ: Thank you.

5 On to Leonard Miranda.

6 LEONARD MIRANDA: Yes. Thank you very much.

7 Am I on? Can you hear me?

8 PRESIDENT VALDEZ: Yes.

9 LEONARD MIRANDA: Okay. Thank you.

10 Listen, I think it was pretty well covered  
11 already. So I maybe won't take the whole three  
12 minutes. But I just also wanted to point out that  
13 injuries do occur with these large animals in all  
14 different environments. And a couple of those that  
15 were cited were -- are consistent with injuries that  
16 occur at other places, not just the racetrack.

17 And I'm very excited by the report that  
18 Mr. Rubinstein gave as far as how well positioned this  
19 meet is financially. And I've actually retired ten  
20 years ago and just got into thoroughbred ownership in  
21 the last ten years, and I am thoroughly impressed by  
22 the people on the backside, the people in the  
23 industry, as far as how they rally around these  
24 horses. I know there was a lot of press a couple  
25 years -- well, last year, maybe, with the fatalities

1 they had at tracks, and I've never seen so much effort  
2 to minimize the injuries, to provide safety for the  
3 horses.

4 And what's so beautiful about this industry  
5 that I -- I'm relative new to is to see how much the  
6 horse is the centerpiece of that industry and everyone  
7 else just survives around it. And of course the  
8 revenue that's generated for families and things like  
9 that is very important, very practical.

10 So thank you guys for what you're doing.  
11 And I'm very, very happy to be in thoroughbred racing.  
12 Happy to be a part of it. Thank you.

13 PRESIDENT VALDEZ: Thank you.

14 Maria Luisa.

15 MARIA LUISA: Hello. Can you hear me?

16 PRESIDENT VALDEZ: Yes.

17 MARIA LUISA: Okay. Great.

18 Good afternoon, board members. Thank you  
19 for your service.

20 I'm calling to express my support for horse  
21 racing and the workers that have kept live racing  
22 going in California despite the pandemic. My mother  
23 worked in horse racing, and she loved her job. She  
24 loved working with horses and always talked about the  
25 horses under her care with pride and affection. Her



1 sacrifices and commitment provided me with the support  
2 I needed to attend college. Horse racing is more than  
3 a job. It's a way of life.

4 And I am very happy to hear that the reforms  
5 in horse racing has led to a significant decrease in  
6 accidental horse racing fatalities. The facts show  
7 that the industry is capable of addressing and solving  
8 the problems. Those who want to prohibit horse racing  
9 all will only cause more problems than solutions.

10 The government-enforced business closures  
11 due to COVID provided us with a glimpse, an  
12 opportunity to see the impact that job -- the impact  
13 that job/business loss has on our community. If my  
14 mother would have lost her job, I would not -- I would  
15 not be able to have attended college.

16 Please keep supporting protections for  
17 horses and for workers who take care of them. The  
18 DMTC has strong track record of prioritizing the  
19 safety of horses and the wellbeing of workers. Many  
20 families depend on your leadership in keeping horse  
21 racing alive and safe.

22 Thank you so much for your time.

23 PRESIDENT VALDEZ: Thank you.

24 That concludes the public comment portion of  
25 this agenda item. Any other questions before we move

1 on?

2                   Hearing none, we move on to item D,  
3 Contracts Oversight Committee, and there is nothing to  
4 report from that committee.

5                   So moving on to item E, Community and  
6 Government Relations Committee. Director Mosier.

7                   DIRECTOR MOSIER: Yes. This committee met  
8 on February 16th. We've moved the meeting to the  
9 third Tuesday of the month to lighten the load on the  
10 staff.

11                   There was discussion about upcoming fair  
12 events and plans and also some questions about Del Mar  
13 and the low-income housing. The participants were  
14 informed that that discussion has been moved to our  
15 housing subcommittee and will no longer be dealt with  
16 by the Community Relations & Government Affairs  
17 Committee.

18                   We have a number of new attendees from  
19 Del Mar. The former city manager has been dismissed,  
20 and so we have the new acting interim city manager,  
21 Ashley Jones, attending as well as new council member  
22 Tracy Martinez. And from City of Solana Beach, Lisa  
23 Heebner is once more part of the committee, but she's  
24 now a permanent elected mayor or elected mayor for  
25 four years rather than a rotating mayor, and Jewel

1 Edson remains on the committee.

2 We also have invited staff members from the  
3 third district, supervisor Terra Lawson-Remer, to  
4 participate in the committee, and we're anticipating  
5 in the future they will be participating just as they  
6 did in the more distant past.

7 So this was mainly an informational sharing  
8 meeting and there were no action items to report.  
9 That's the end of it. Thank you.

10 PRESIDENT VALDEZ: Any questions?

11 Hearing none, we move on to item F, the  
12 Finance Committee report, and I'm gonna pass that over  
13 to CEO Carlene Moore.

14 CEO MOORE: So we have a couple of items in  
15 terms of today's financial report. And one thing I  
16 just want to make note of is that, in error, when we  
17 were putting the agenda together, which remember goes  
18 out ten days previously, I had erroneously listed item  
19 no. 3, which is the Premier operating budget. That's  
20 actually incorporated into our events program budget.  
21 So I'll be speaking to that as I present on that.

22 Just as -- I want to make sure that  
23 everybody saw in the packet, in terms of our January  
24 reports were not available at the time that the packet  
25 was being put together. As we previously have

1 reported on, we have been converting over to a new  
2 accounting system. We're getting very close to it  
3 being fully functioning, but one of the last pieces of  
4 that is the actual financial reports. So we'll have  
5 those at next month's meeting. In case anybody is  
6 just curious to know, in January our income was about  
7 \$120,000. And just as an example, our payroll was  
8 just over \$600,000. So we do continue to operate at a  
9 high burn rate of things, but we are working on that.

10 So without any financial reports, I'm not  
11 sure that there would really be any questions about  
12 them specifically, and so I'll move on to the --  
13 today's presentation of the events budget.

14 As you recall at last month's meeting we are  
15 bringing the budget forward in phases. So last month  
16 we did the administration overhead, which also  
17 included -- incorporated Del Mar Thoroughbred Club's  
18 contributions to us in terms of horse racing. This  
19 month it also included our emergency relief program,  
20 such as supporting the vaccination center, so that it  
21 shows that.

22 This month's presentation for you, which is  
23 included in the packet, it focuses on the events  
24 budget. And then it's actually in two separate  
25 columns so that you could clearly see, as board

1 members, the portion of what the horse shows that we  
2 do have scheduled for this year, what that's looking  
3 like. This is going to be information that, as we  
4 work towards bringing you further information on  
5 Horsepark and operating costs and things like that, as  
6 well as potentially what the future can hold for it in  
7 terms of horse shows, that we would then be  
8 separate -- moving that out and bringing you forward  
9 just a Horsepark operational plan for -- ultimately  
10 for your decision making, but not as a part of the  
11 budget. So -- so as I speak, I'll be talking about  
12 some of those, both -- both of those points about it.

13           We are -- and I'll reiterate this at the  
14 end, but the next month, based on your decision today,  
15 at next month's meeting we'll be bringing forward the  
16 San Diego County Fair Presents Homegrown Fun budget  
17 for the fair activity as well as for any of our other  
18 in-house produced events that we have that information  
19 for. Those tend to be smaller events such as Scream  
20 Zone.

21           So with that, just a couple of key points  
22 and reminders as well is we had already incorporated  
23 our permanent staffing levels, as they were as of  
24 October 16th, into the administration and overhead.  
25 Some of those employees that are dedicated fully to

1 the events and/or horse show programs are now  
2 allocated out, but we have not allocated the remainder  
3 of that. So you still continue to see a very high  
4 administrative and overhead operating expenses. We  
5 have, in this budget, increased some of our temporary  
6 staff, but that's only where it was necessary in order  
7 to support those programs and such as parking  
8 attendants, traffic control, and things of that  
9 nature.

10           Again, this budget includes Premier's  
11 operations, and that is spread -- we work very closely  
12 with Premier, and so it's presented in the form of  
13 both events as well as horse racing and what their --  
14 their revenues and expenses are around that, in -- and  
15 expenses primarily around the area of cost of goods  
16 sold. What it does not yet do, because we have not  
17 fully allocated out administration overhead expenses,  
18 that's something that the Finance Committee is working  
19 on, is it does not yet allocate the operating expense  
20 of Premier that's currently still represented in the  
21 administration and overhead.

22           And then finally, just as a reminder again,  
23 this -- we approached this from zero-base budgeting.  
24 So with that --

25           PRESIDENT VALDEZ: Any --

1 CEO MOORE: Oh, sorry.

2 PRESIDENT VALDEZ: Any questions on the  
3 events so far? Or you're not --

4 CEO MOORE: No. No. I'm not done yet.

5 PRESIDENT VALDEZ: I didn't think so.

6 CEO MOORE: So with that I'll actually take  
7 you through the --

8 PRESIDENT VALDEZ: There you go.

9 CEO MOORE: -- the budget.

10 So just as a reminder that the format that  
11 you're looking at and that we will have continuing  
12 going forward is a program-based budget format, again,  
13 the various columns representing the programs that we  
14 have and currently operate. And this is in order to  
15 provide greater transparency to everyone and really --  
16 and understanding of revenues and expenses. It is  
17 also going to help us continue to distinguish and  
18 represent those -- those figures going forward as each  
19 of those revenues and/or expenses relates to a  
20 particular program or a series of programs. Financial  
21 reports, as we bring those forward starting next  
22 month, will also continue to make a much clearer  
23 demonstration and understanding of our net operations.

24 And so with that, as I said before, we're  
25 rolling out the overall events program, which is

1 really comprised in two columns: the events and the  
2 horse shows.

3           So as you can see on the revenues or on the  
4 summary page here -- and the revenues section being in  
5 yellows -- it's really added more information in the  
6 events column as well as in the Horsepark column. We  
7 are extremely confident in our ability to secure these  
8 revenues this year. This is based off of events that  
9 are built around the current public health orders that  
10 are in place, events that have adapted to but are  
11 calendared and contracted with us throughout the year.  
12 It also -- so it separates out -- the program revenues  
13 are monies that we will receive in the form of rentals  
14 of facilities, rentals of equipment and things like  
15 that. And then we've separated out the portion that  
16 we expect to earn in terms of food and beverage gross  
17 revenues, as well as then when there is a  
18 reimbursement for payroll expenses as they are  
19 directly related to the production of any one  
20 particular -- one particular program.

21           In addition, as we were doing this, we also  
22 identified -- and so there are, if you're comparing to  
23 the budget presented last month, if you were to  
24 compare to that, there are some slight increases to  
25 horse racing costs in terms even as some of our staff



1 time that we have made sure -- that we've correctly  
2 allocated and that we get reimbursed for from DMTC.

3           The big line item there at the bottom in  
4 that section is again food and beverage. These are  
5 the gross revenues from food and beverage that we  
6 anticipate receiving for the race meets. This has  
7 been -- matches to the approach that the Thoroughbred  
8 Club has taken at approximately 50 percent occupancy  
9 for the summer race meets right now with no concerts  
10 and/or festivals taking place, and then 80 percent  
11 occupancy later in the fall for the Breeders' Cup and  
12 fall race meet. So combined -- these changes combined  
13 bring about an increase of just over \$9.5 million  
14 overall revenues to the DAA.

15           In terms of expenses again, as I said, full  
16 time we have allocated -- the positions whose primary  
17 role is either in events and/or horse shows, we've  
18 allocated those roles. So it does start to show and  
19 move some of those expenses of admin and overhead over  
20 to those programs, but we still have further to go in  
21 terms of allocating overall time to those programs.  
22 In addition to that, there was the increase to the --  
23 to temporary employees, again as I stated previously,  
24 in the form of parking attendants, traffic  
25 controllers, our cashiers in the parking lots as we're

1 having those events, some of the medical teams and  
2 things like that, services that we bring in. That is  
3 then reflected above in terms of that payroll  
4 reimbursement when we're getting reimbursed for some  
5 of those temporary help positions. We get reimbursed  
6 for some, but not for all.

7           And then just as a reminder of, again, in  
8 the expense area, so direct expenses versus the shared  
9 expenses, and shared expenses being the bottom. This  
10 is when we have expenses that really are attributed to  
11 more than one program, and this is the work that the  
12 Finance Committee will be doing to determine  
13 allocation methods for those expenses. Food and  
14 beverage is an example of that. There's an operating  
15 cost to the food and beverage program that is not  
16 necessarily directly related to -- at all times to  
17 horse racing and/or to events or even to the fair as  
18 we add that. So what we anticipate is that once we  
19 have the fair budget in April's meeting fully rolled  
20 out, that will then give a comprehensive picture for  
21 the Finance Committee to work from to then determine  
22 the allocation methods as compared to doing those  
23 ahead of time when information will change in terms of  
24 the approach they might take once they see again the  
25 full budget including the fair activities.

1           So with this it does cause an increase in  
2 expenses of just under \$6.5 million. So overall the  
3 net position, if all of this is realized -- and again  
4 our approach has been conservative here. We're very  
5 confident of the numbers in terms of the activities  
6 that we'll be able to hold, barring even if nothing  
7 was to change in terms of the current public health  
8 orders, that we would be able to achieve these  
9 numbers. And so overall for the year it would be a  
10 \$3 million net position improvement for us as an  
11 organization.

12           So unfortunately on the slide here you can't  
13 see that number, but let me go back to -- So at last  
14 months we would -- kind of net position would have  
15 been ending the year at approximately 16 --  
16 \$16 million in the red. Through the addition of our  
17 events program and events horse shows and especially  
18 food and beverage is a part of that, it actually -- it  
19 changes our net revenue losses after all expenses to  
20 approximately 13 million, 13.4.

21           And so then just as a reminder in terms of  
22 the next steps that we'll have and what we've been  
23 doing: So as we promised last month, we've -- this --  
24 the packet and what you have before you is the events  
25 budget with horse shows that are taking place here at

1 the main campus. We're not expecting to have a  
2 Del Mar National Horse Show and, therefore, budget for  
3 2021 because that was already canceled. And we had  
4 said that we were working on different scenarios for  
5 the San Diego County Fair, which Katie just -- and the  
6 Fair Ops Committee just rolled out earlier today. So  
7 we'll be bringing that budget back in April. And then  
8 following that, then the Finance Committee again will  
9 work to recommend the allocation methodologies to this  
10 board for approval, and then we'll apply those  
11 formulas going forward.

12 And so with that I'll open it up to if there  
13 are any questions.

14 PRESIDENT VALDEZ: Director Gelfand.

15 DIRECTOR GELFAND: So this shows about  
16 \$830,000 of revenue from Horsepark. Is that -- I  
17 assume that's not happening at Horsepark. That's  
18 Horsepark-type shows happening at the main  
19 fairgrounds?

20 CEO MOORE: Correct. And it is not -- and  
21 just to be clear, that is the horse shows that will  
22 happen at the main campus for 2021. As we again  
23 continue to build out and bring forward the -- what  
24 operations would look like if we were to operate  
25 Horsepark, you know, in the future, we'll present that

1 information separately with the -- with an entire  
2 calendar of those events over there.

3 DIRECTOR GELFAND: Okay. And the  
4 improvement of \$3 million over last year's negative  
5 \$16 million, we're still at a negative 13.5, you know,  
6 for the year. What's -- how -- how is that gonna be  
7 funded? Are there reserves or cash? Or are we just  
8 still out -- out on the street with our hand out?

9 CEO MOORE: We're still out on the street  
10 with our hand out. We don't have any reserves. And  
11 so -- But that's part of -- And, again, our overall  
12 communications with CDFA have been -- and if you  
13 recall going clear back to November -- were that we  
14 were in need of \$12 million from November through the  
15 end of this -- the fiscal year, which would be the end  
16 of June. So approximately, you know, 9 million.

17 We have received -- we've already received  
18 some of -- had already received some of that funding  
19 prior to the end of that calendar year and are  
20 anticipating the funding going forward in terms of  
21 this current fiscal year. Then, you know, we will  
22 continue to monitor, watch, and support the governor's  
23 budget in terms of the funding in there that has been  
24 set aside for fairs because the reason he's put that  
25 in there is to help stabilize the fair industry so

1 that we -- in order to recover going forward.

2           And then of course we will continue to make  
3 adjustments to that as more information comes to  
4 light, as we have opportunity to, you know, bring in  
5 large -- you know, bigger events or, you know, events  
6 are able to increase their capacities and therefore,  
7 you know, parking and food and beverage. So we  
8 foresee that throughout this year we will continue to  
9 bring forward as part of our just regular financial  
10 reports any -- especially if there are major  
11 adjustments that might -- we might want to be taking  
12 into consideration in terms of the budget. But  
13 overall we -- what we really work to do is to capture,  
14 make sure that we have those expenses.

15           As you can see in adding in the events and  
16 horse show budgets, the overall increase of expense is  
17 marginal, you know, is a percentage of the additional  
18 revenues that we are bringing in, and that's how we're  
19 able to chip away, and that would be our approach to  
20 assessing any additional activities to be brought in  
21 this year.

22           DIRECTOR GELFAND: And then on the horse  
23 racing side, there's about 10.5 million of revenue,  
24 only 1.2 million of expense that's described as total  
25 direct expenses. Is that --

1                   CEO MOORE:  So are you saying that it's not  
2  \$9 million profitable to us?

3                   DIRECTOR GELFAND:  Yeah.

4                   CEO MOORE:  It's because we haven't -- we  
5  haven't allocated out the food and beverage portion of  
6  that.  We know what the revenues directly related to  
7  horse racing are anticipated as, but it's the -- and  
8  we know what the cost of goods sold is for that.  It's  
9  the allocation of then the operating expense:  The  
10 staff; you know, the personnel; the insurance costs;  
11 things of that nature.  So that number currently is  
12 over in the administration and overhead.

13                  DIRECTOR GELFAND:  Okay.  And how about the  
14 RTA expense?  Where would that go?

15                  CEO MOORE:  Thank you.  That is actually --  
16 Thank you for asking that question.  That is actually  
17 not included at this time.  It would be -- we would be  
18 bringing that back.  And I'll speak to that here in  
19 just a moment when we do the RTA budget once --  
20 because this board approves it and then the RTA board  
21 approves it, and then we would incorporate it into the  
22 DAA's budget, and it's a line item transfer to the  
23 RTA.

24                  DIRECTOR GELFAND:  It's negative to us --

25                  CEO MOORE:  Yes.

1                   DIRECTOR GELFAND:  -- and I'm just wondering  
2 if it's included in the negative 13 million.

3                   CEO MOORE:  Not at this time.

4                   DIRECTOR GELFAND:  Okay.  So we're really  
5 looking for more than 13 million if you balance our  
6 budget?

7                   DIRECTOR SCHENK:  Yeah.  About another  
8 million dollars.

9                   DIRECTOR GELFAND:  Right.  Okay.  Thank you.

10                  PRESIDENT VALDEZ:  Was it included in last  
11 month's?

12                  CEO MOORE:  No.

13                  PRESIDENT VALDEZ:  What if there were any  
14 events at the new venue, The Center?  Where would they  
15 be reflected?

16                  CEO MOORE:  So as we bring -- The Center  
17 comes into operation, it would be an adjustment to the  
18 events budget.

19                  PRESIDENT VALDEZ:  Okay.  Would you have a  
20 separate line item for it, or would it fall under  
21 events?

22                  CEO MOORE:  Well, it would fall under the  
23 column of events, but we would have a separate row for  
24 it to reflect both the revenues as well as the  
25 expenses of it in order to see clearly the picture of



1 the performance of it.

2 PRESIDENT VALDEZ: Great.

3 CEO MOORE: I think Director Gelfand, it  
4 looks like, has another question.

5 DIRECTOR GELFAND: I've got another one.

6 The bond payments, like, for the  
7 construction of the grandstands, that sort of thing,  
8 where -- where is that in this budget?

9 CEO MOORE: So that actually is included  
10 in -- so last month's presentation. Sorry. Let me go  
11 back a page or two here. So it's actually currently  
12 included under administration and overhead expenses.

13 And what we did -- what I reported on last  
14 month's meeting is we're gonna be going back to take a  
15 look at that to determine -- that's part of the  
16 allocation methodologies that Finance will look at,  
17 because not -- all of the -- all of the projects that  
18 were funded through the bonds are not necessarily  
19 horse racing related. We had some of our facilities  
20 and things like that were -- were also built for that  
21 or through that process. They also benefit, you know,  
22 program areas such as the fair and our events  
23 department.

24 And so one of the requests that the Finance  
25 Committee had is to see the historic expense of RTA in

1 order to determine how best to allocate that across  
2 the program areas. But the actual bond payment, the  
3 full amount of it, the \$3.3 million, is included in  
4 the admin and overhead.

5 PRESIDENT VALDEZ: So under your shared  
6 expenses under loan expenses, \$4.4 million, and that  
7 would incorporate the bond payment as well as the  
8 IBank loan payments?

9 CEO MOORE: Yes.

10 PRESIDENT VALDEZ: It's just all under admin  
11 and overhead at the moment. And then as we have  
12 further discussions you'll be able to determine under  
13 what event it should be, you know, segregated.

14 CEO MOORE: Uh-huh. Richard is referencing  
15 page 33 of your board packet, and that's where there's  
16 a bit more kind of the detailed information with  
17 regard to the specific expenses as well as shared  
18 expenses.

19 DIRECTOR GELFAND: Okay. So that's --

20 CEO MOORE: And if I also -- Oh, go ahead.

21 DIRECTOR GELFAND: So that's in the  
22 non-personnel OTPS, but does it --

23 CEO MOORE: Correct.

24 DIRECTOR GELFAND: Is it reflected in this,  
25 in page 31, in terms of the --

1 CEO MOORE: Yes.

2 DIRECTOR GELFAND: -- expenses under, you  
3 know, the \$30,517,000 of expenses?

4 CEO MOORE: Yes, it is.

5 DIRECTOR GELFAND: Perfect. Okay. I just  
6 want to make sure about that. Thank you.

7 PRESIDENT VALDEZ: Yeah. So my  
8 understanding is we have -- we have captured all of  
9 the revenues and all of the expenses that would go  
10 into all of the various events that are included in  
11 the budget but they just haven't yet been allocated as  
12 to if -- allocated as to which event specific. And if  
13 they haven't, then they've been placed in  
14 administrative and overhead for the time being.

15 CEO MOORE: Correct. With administrative,  
16 so if you recall, the -- first was just the admin and  
17 overhead: Here is what it takes for us to operate and  
18 here are the obligations that we would have if we  
19 don't have a fair, if we don't have any, you know,  
20 events, if there was nothing else going on besides us  
21 just operating. So as we move forward and again as we  
22 have more -- the final piece of the information in  
23 terms of the budget, that's where the Finance  
24 Committee will be able to now look at.

25 And some -- for example, some expenses may

1 be allocated based on overall operating -- number of  
2 operating days, or it could be allocated based on  
3 attendance. I always use -- utilities and liability  
4 insurance are oftentimes done based on attendance  
5 because, you know, our exposure, our risk is increased  
6 when there are more people on the property. Utilities  
7 go up when more people are, you know, washing their  
8 hands and flushing toilets and generating trash and  
9 things of that nature.

10 So once we do that, the overall bottom line  
11 numbers will adjust across the -- across the various  
12 programs, you know, the columns that are there, while  
13 the -- and we could even do that for -- if we were not  
14 having Homegrown Fun, if we knew that, you know, for  
15 whatever reason we were back in, you know, 2020 all  
16 over again and looking at that, we could begin that  
17 process now. But we really want to do that with the  
18 committee, with all of these elements of the budget in  
19 place so that it's a comprehensive look and we aren't  
20 going back to adjust allocation methods.

21 PRESIDENT VALDEZ: Director Rowland first.

22 VICE PRESIDENT ROWLAND: Carlene, just  
23 refresh my memory. On the emergency relief, that's  
24 reflecting the vaccine superstition? That's pretty  
25 much what's in that column?

1                   CEO MOORE:  Yes.

2                   VICE PRESIDENT ROWLAND:  And if I remember  
3  correctly, you know, there is some reimbursement for  
4  additionally incurred expenses associated with it, but  
5  that the personnel expenses are being allocated, are  
6  more or less part of a community service?  We're not  
7  being reimbursed for those; is that correct?

8                   CEO MOORE:  So we are reimbursed for the  
9  temporary help.  We're not reimbursed for any of our  
10  civil service help.

11                   So for example, our -- one of our full-time  
12  civil service workers is our traffic control  
13  specialist in traffic and parking, and so as well as  
14  then we have a dedicated manager on duty each day, you  
15  know, to that.  So we have allocated some of their  
16  time, in terms of the need for that, for those  
17  positions, but it's not reimbursable in terms of the  
18  emergency programs.

19                   VICE PRESIDENT ROWLAND:  Right.  And my  
20  understanding is that this is just not some allocation  
21  of overhead to this event.  These are actual real  
22  people who are on our staff, who are assigned to and  
23  carrying out roles and responsibilities related to the  
24  vaccine superstation that for which there's no  
25  reimbursement.  I just wanted to clarify.

1 CEO MOORE: Correct.

2 And also, just to be -- this is only for  
3 through the end of March because that was our current  
4 contract. So this too shall grow as the  
5 superstation -- the life of it is extended out.

6 VICE PRESIDENT ROWLAND: All right. Thank  
7 you. I just wanted to make sure that my understanding  
8 of that was correct.

9 PRESIDENT VALDEZ: Director Gelfand.

10 DIRECTOR GELFAND: So to clarify, when you  
11 say, "This too shall grow," you mean the negative  
12 350,000 will grow? Because I mean that -- that column  
13 under emergency relief has a positive 414,000 of  
14 revenue, but it has 768,000 of expense. We're losing  
15 money by doing it. We're doing a community service.

16 CEO MOORE: Sure.

17 DIRECTOR GELFAND: It would be nice if the  
18 County reimbursed us or something. And the longer  
19 that we do this, the more it's gonna cost us; the  
20 more, you know, we have fiscal problems. So --

21 CEO MOORE: Yeah. Well, and when I say,  
22 "This too shall grow," it's that -- and, yes, it will  
23 grow and so, therefore, the negative number will grow;  
24 not because we are incurring necessarily more -- it  
25 will actually be a case of moving expense out of admin

1 and overhead in terms of our permanent staff that is  
2 being directly allocated to the program that we're not  
3 getting reimbursed for. But the revenues for what we  
4 are reimbursed for will grow in direct -- in  
5 comparison to what we would be expending in terms of  
6 it for, again, temporary help, anything that we have  
7 to bring in from the outside in the form of additional  
8 equipment rentals. For example, we had to bring in  
9 more cones for the parking area. And there may have  
10 also been some additional bike rack. There was an  
11 initial expense for signage overall for the area.  
12 Those things we don't see growing, but it will  
13 primarily be around the labor and the ongoing expense  
14 of the rental of some of that outside equipment.

15 VICE PRESIDENT ROWLAND: And I think you  
16 clarified before also that these aren't -- you know,  
17 these are existing people. We're gonna have them on  
18 staff one way or the other doing something important,  
19 but right now they're being allocated to the  
20 superstation. So --

21 CEO MOORE: (Nodding head.)

22 PRESIDENT VALDEZ: Yes.

23 DIRECTOR GELFAND: Okay. On another  
24 subject, I really appreciate this programmatic  
25 approach that you're taking, and it's so much easier

1 to understand what's going on. I don't know if it  
2 would be possible, but when The Center opens, it would  
3 be, I think, nice to be able to see its operation, you  
4 know, obviously with allocations, but as a standalone  
5 entity just so over the first few years we can see how  
6 it's doing. So --

7 CEO MOORE: Yes. And part of what we'll be  
8 able to do is also to bring forward individual P & L's  
9 on something like The Center to be able to look at on  
10 an aspect even of the fair. So yes. That will be  
11 more information that we'll have coming forward.

12 PRESIDENT VALDEZ: This is something that,  
13 you know, the Finance Committee and Carlene had been  
14 talking about, and her staff, for a number of months  
15 is -- and one of the things that was particularly  
16 important to me was having a better view of -- for  
17 each program, for each event -- what is the breakdown  
18 of the revenues and expenses. And while it kind of  
19 takes a while to be able to parse out it all,  
20 ultimately I think it's going to be a very useable  
21 tool for us to assess each of the events and, you  
22 know, their bottom line, if you will.

23 Some of the decisions will be driven by  
24 bottom line; others may not. But at least having a  
25 snapshot of them separately I think for the first time



1 ever historically with this organization, I think for  
2 the first time is going to be enormously helpful.

3 CEO MOORE: Thank you.

4 PRESIDENT VALDEZ: Any other questions?

5 CEO MOORE: So we would need a motion to  
6 adopt now because of this updated budget.

7 PRESIDENT VALDEZ: So do I have a motion to,  
8 I think, approve?

9 CEO MOORE: Uh-huh.

10 PRESIDENT VALDEZ: Motion to approve the  
11 events budget?

12 DIRECTOR MEAD: Excuse me. Is the --

13 PRESIDENT VALDEZ: Yes.

14 DIRECTOR MEAD: Is the Finance Committee  
15 making a motion?

16 PRESIDENT VALDEZ: I'm asking for a motion  
17 to approve the events calendar.

18 So I typically do not make the motion,  
19 Director Mead, simply because I think it's more  
20 appropriate for another member of the board to make  
21 the motion other than the president. But the Finance  
22 Committee is recommending the adoption of the events  
23 budget. Did that answer your question?

24 DIRECTOR SCHENK: That's consistent with  
25 Roberts Rules is the chair shouldn't make the motion.

1                   DIRECTOR MEAD: Yeah. I was just wondering.  
2 I know Pierre is on the committee. He's not able to  
3 make the motion?

4                   PRESIDENT VALDEZ: He's not here.

5                   DIRECTOR MEAD: Oh, thank you. I just  
6 wasn't sure. I didn't notice. I wasn't sure. Thank  
7 you.

8                   PRESIDENT VALDEZ: Right. No worries.

9                   DIRECTOR SCHENK: So moved.

10                  DIRECTOR GELFAND: Yeah, I was gonna say  
11 I'll second.

12                  PRESIDENT VALDEZ: I think it was Schenk for  
13 the first and Gelfand for the second. Any further  
14 discussion?

15                  Okay. Donna, could you please take the  
16 vote.

17                  DONNA O'LEARY: President Valdez.

18                  PRESIDENT VALDEZ: Aye.

19                  DONNA O'LEARY: Vice President Barkett.

20                  PRESIDENT VALDEZ: She is no longer here.

21                  DONNA O'LEARY: She had to leave the  
22 meeting. Okay.

23                  Vice President Rowland.

24                  VICE PRESIDENT ROWLAND: Aye.

25                  DONNA O'LEARY: Director Gelfand.

1 DIRECTOR GELFAND: Aye.  
2 DONNA O'LEARY: Director Mead.  
3 DIRECTOR MEAD: Aye.  
4 DONNA O'LEARY: Director Mosier.  
5 DIRECTOR MOSIER: Aye.  
6 DONNA O'LEARY: Director Nejabat.  
7 DIRECTOR NEJABAT: Aye.  
8 DONNA O'LEARY: And Director Schenk.  
9 DIRECTOR SCHENK: Aye.  
10 PRESIDENT VALDEZ: Motion carries  
11 unanimously.  
12 Anything more on events calendar?  
13 CEO MOORE: Not on the events budget, but I  
14 do --  
15 PRESIDENT VALDEZ: I'm sorry. Events  
16 budget.  
17 CEO MOORE: -- if Mark Wiggins is still out  
18 there in TV land, I would like to introduce Mark  
19 Wiggins to speak to the Premier P & L statement for  
20 January.  
21 So thanks for joining us, Mark.  
22 MARK WIGGINS: Thanks, Carlene.  
23 For the month of January we had total  
24 revenues of 33- -- \$32.3 thousand. Most of those  
25 revenues were third-party vendors that worked the

1 Jurassic Quest that we had, the Holiday Lights, and  
2 the odyssey event -- Oddities and Curiosity show for  
3 January. So there was no cost of goods associated  
4 with those sales.

5 And then payroll was mostly fixed labor.  
6 There was a little bit of warehouse labor in there at  
7 the beginning of the month, and operating expenses  
8 were down to our basic operating costs. So it was a  
9 net loss of \$27.7 thousand to the district.

10 PRESIDENT VALDEZ: Any questions?

11 Hearing none.

12 CEO MOORE: With that, that concludes my  
13 portion of the -- on behalf of Dr. Sleiman, I guess,  
14 the finance report.

15 PRESIDENT VALDEZ: Okay. All right. On  
16 to -- there were no -- no members of the public signed  
17 up for finance committee. On to item G, RTA/RTLc.

18 As is our custom, we bring forward to this  
19 board an RTA proposed budget before we actually have  
20 the RTA meeting, and the RTA meeting is scheduled for  
21 March the 30th of this month. And so public  
22 listening, it's at 11:00 o'clock A.M., and it will be  
23 via Zoom, where the RTA will actually approve the  
24 budget as well. Typically it -- consistent with last  
25 year, we're going with the bare-bones budget of just

1 what is necessary for the bare-bones capital  
2 improvements and the administrative expenses and  
3 maintenance expenses associated with it, and then  
4 also, just separately, maintenance expenses.

5           So, Carlene, if you want to walk us through  
6 the budget, please do so.

7           CEO MOORE: Okay. So as President Valdez  
8 pointed out, this is for -- just for the calendar year  
9 of 2021. For those especially who are newer to the  
10 board, just a quick explanation. And we'll be  
11 bringing back to a further understanding in terms of  
12 the RTA and the RTLIC and the DAA and the whole  
13 alphabet soup at next month's meeting. But I just  
14 wanted --

15           So the RTLIC, or the Race Track Leasing  
16 Commission, was created in 1968. And, in essence,  
17 it's responsible for and it leases out the racetrack  
18 on our behalf. And so it's actually the --  
19 administers the operating lease agreement with the  
20 Del Mar Thoroughbred Club. The RTA, or the Race Track  
21 Authority, is -- was formed in 1990, and that was --  
22 and that was -- is the JPA of the RTLIC and the DAA.  
23 And that was for the purpose, at the time, of  
24 financing the grandstand replacement project which has  
25 gone on -- has morphed into and has gone on to be the

1 bonds as we know them today, including I think  
2 replacement or the construction of the other buildings  
3 along the way as well through -- through those bonds.  
4 So that's just a very brief touch point in terms of  
5 when you're seeing "RTA" and "RTLIC."

6           So again, this budget is annually presented  
7 at this meeting in advance of the RTA -- the RTLIC/RTA  
8 meeting at the end of this month typically or usually  
9 the first part of April where it's ultimately adopted,  
10 and then it will come back to and be incorporated into  
11 the DAA's budget.

12           The RTA incurs operating expenses as well  
13 as -- so that's why there are two portions to this.  
14 There's the operating expense portion, which is the  
15 admin and maintenance expenses, and then there are the  
16 projects. There are a number -- And in terms of this  
17 year's budget, most of the projects are ongoing other  
18 than two small one-time projects. This is quite a  
19 difference from years in the past in terms of projects  
20 that were being done because, you know, to our  
21 discussion just moments ago of our financial situation  
22 and the budget as it currently stands operating under  
23 COVID.

24           So with that I'm gonna first review -- and  
25 this was -- this was -- there's two slides here, but

1 so that I can make it so that everybody can also see  
2 it and follow along in the audience, this is the  
3 administration section of expenses. And so you can  
4 see this is -- these are expenses directly related to  
5 the Race Track Authority's operation, including audit  
6 and legal services.

7           There are professional services. One of the  
8 big changes in this is, as you see, the increase  
9 especially in 2021 for professional services. You'll  
10 notice, though, a very large reduction in our other  
11 administrative services in the form of payroll and  
12 payroll taxes. And what we have done there is  
13 transitioned, as we previously reported, to a  
14 third-party consultant, a municipal adviser for the  
15 bonds. So that expense is now captured in  
16 professional services as compared before to in-house  
17 payroll expenses.

18           You can see as well that it's -- we continue  
19 to have an overall reduction in the administrative  
20 expenses of the RTA even from 2019. The RTA expenses  
21 are about as bare minimum as they can get for the  
22 organization. And so it's -- yes, it is down, but  
23 there's -- it's -- and it's down as much as it really  
24 can be for the year. And you can see it will be down  
25 even further even from 2020 when perhaps, if anybody

1 was expecting a further decline in expenses due to the  
2 operations, there really wasn't much. It was  
3 primarily in the form of the payroll savings.

4 One of the large buckets that we have  
5 outside of the audit, as you can see there, is the  
6 insurance. And we are required to have -- the  
7 earthquake insurance is a requirement of the bonds,  
8 and so it's an expense that doesn't change in a  
9 pandemic.

10 The second half or the bottom half of that  
11 page in your packet, which is on page 35, this is the  
12 maintenance expenses. And these are expenses as they  
13 relate to maintaining especially the grandstands and  
14 the infrastructure within it, again going back to the  
15 original formation of the RTA and the grandstand  
16 replacement project. So the expenses that you see  
17 outlined here in terms of like elevator and escalator  
18 contracts and repairs, plumbing repairs, and sewer  
19 maintenance, this is specific to the grandstand and  
20 the elevators are in it. We do have elevators also in  
21 The Center. They're not part of this -- this contract  
22 and these expenses here.

23 One of the -- one of the big categories,  
24 though, that we have changed going forward is down  
25 below. This year when we don't have the staff that we



1 have normally had that's dedicated to the grandstands,  
2 we don't have a reimbursement in terms of maintenance  
3 for those payroll-related expenses. Again, they're  
4 not dedicated to the grandstand. Instead what we have  
5 up above in the grandstand supplies and routine  
6 maintenance is an increase in costs there for a  
7 third-party contractor to come in and provide the  
8 janitorial deep cleaning of the grandstands prior to  
9 the racing season. They otherwise have had minimal  
10 use outside of -- outside of racing.

11           The other major categories that we moved  
12 over, and so these are now incorporated into the DAA's  
13 budget, are those related to our -- our technology  
14 support in terms of hardware maintenance, replacement  
15 of computers and things like that, software licensing,  
16 security monitoring because, as we've been going  
17 through, this process has identified that these are  
18 expenses that the DAA would have regardless of whether  
19 or not the RTA existed. And so -- so we've now  
20 allocated those expenses, and they have been included  
21 previously with the -- in the -- in last month's  
22 budget of the administration and overhead expenses.

23           And so overall you can see that the 2021  
24 proposed is down from the actual 2019. And what was  
25 budgeted in 2020 of admin and maintenance expenses

1 even combined, is up slightly in terms of 2020. And  
2 again, that's because in some areas there's an  
3 increase. The increase in costs that we are  
4 forecasting to have isn't quite what some of the  
5 savings might have been. We did not spend a lot, as  
6 you can see, on maintenance-related items for the  
7 grandstand this year because -- other than the bare  
8 minimum, because not only did we not utilize it for  
9 the fair, we didn't utilize it for other events that  
10 rent out meetings room space in it and there were not  
11 patrons at horse racing. So there just wasn't a lot  
12 of impact to the grandstand in general.

13           Then the second portion of the RTA budget,  
14 which is on page 36, is the projects budget. And  
15 again, this is for ongoing and as well as  
16 one-time-only projects. And there's also a narrative  
17 about these projects included in your packet on  
18 pages 37 through 39 to give you a bit more description  
19 of what each means. And so this is representing those  
20 programs.

21           So ongoing we have the racetrack backside  
22 program improvements. This is pretty much an annual  
23 expense that we have in preparation for the upcoming  
24 summer race meet. Also, the improvements being made  
25 to the backside living quarters on an annual basis,

1 this is down slightly from 2020 -- from 2020's budget,  
2 but we have, we believe, proposed appropriately based  
3 on what the expenses were in 2020 for improvements and  
4 being able to continue that on.

5 In addition to that and where we do have  
6 quite a bit of change from previously is our  
7 restoration and monitoring projects. So again we  
8 really look -- took a look at -- and if you look at  
9 the narrative on pages 37 and 38, you'll see we left  
10 the description in of ongoing projects that used to  
11 be, in essence, funded or expensed through the RTA,  
12 that in -- in a further dive on those projects, other  
13 than the water quality improvement project plant  
14 operation and pond maintenance -- that's a mouthful --  
15 and the industrial general permit, the other projects  
16 that had been included in here before again are  
17 projects and expenses that we have irregardless of the  
18 Race Track Authority, and so we have moved those over  
19 into the DAA's budget as well. And that would have  
20 been for the least tern monitoring, the south overflow  
21 lot restoration, our Phase II MS4 stormwater permit,  
22 and our annual parking and traffic monitoring that we  
23 have to do. So this is a much-reduced budget from  
24 what it has been previously.

25 This next section, the facility upgrades,

1 these are the only two new and also one-time projects  
2 that are included in this list of proposed projects.  
3 And that is the patio floor replacement in the  
4 Il Palio East and the carpet replacement in the  
5 directors' room. So this total of \$43,000 is a  
6 one-time expense for that work to be done this -- this  
7 year.

8           Then we get back to the landscaping and  
9 backside grounds improvements. This is just ongoing.  
10 You know, it's the overall landscaping of the grounds  
11 from basically our frontage on Jimmy Durante and  
12 Via De La Valle and through -- through the backside  
13 area as well and then out into the paddock and the  
14 racetrack area.

15           And so overall our proposed projects for  
16 2021 for the RTA comes to a combined total of  
17 \$590,000.

18           Does anybody -- Well, let me just kind of  
19 finish that up. Just kind of -- So to summarize,  
20 we've got \$716,494 in the admin and maintenance  
21 expenses plus with the \$590,000 in projected -- in  
22 project expenses for the RTA in 2021. We would be  
23 looking at a \$1,306,494 transfer from the 22nd DAA to  
24 the RTA should this budget be approved.

25           PRESIDENT VALDEZ: I have a quick question.

1                   So referring your attention to page 36 of  
2 our packet, on the proposed projects you have a column  
3 saying "Timing of Expenditures." And, for instance, a  
4 couple of them are quarter 4. Some are monthly. Some  
5 are quarter 2. I assume that means that's when you  
6 expect those expenses to come to fruition.

7                   CEO MOORE: Yes.

8                   PRESIDENT VALDEZ: And do you anticipate  
9 transferring that amount of money consistent with the  
10 quarter? Or will you be transferring all the money  
11 now? Or how soon does that work?

12                  CEO MOORE: No, consistent with the quarter.

13                  And so also, just to make sure it's clear,  
14 that on the restoration monitoring projects, those are  
15 monthly expenses, but that is the year's amount. It's  
16 not 125,000 a month or 60,000 a month, but it's that  
17 it would be expensed. And so on a quarterly basis we  
18 would transfer the funds from the DAA to the RTA for  
19 whatever expenses were incurred in any particular  
20 quarter.

21                  PRESIDENT VALDEZ: And this is kind of our  
22 attempt to work with our challenging cash flow and  
23 with -- with the CDFA and the Department of Finance  
24 with respect to our needs, what would fall into this  
25 fiscal year versus next fiscal year for them, because

1 they deal with a fiscal year. This is the calendar  
2 year for us.

3 CEO MOORE: Correct.

4 PRESIDENT VALDEZ: Any questions? I can't  
5 see you. So --

6 DIRECTOR SCHENK: May I ask?

7 So under facility upgrades where there's a  
8 proposed cost for \$25,000 for the directors' room  
9 carpet replacement, I'm just wondering -- that's a lot  
10 of money for carpeting. And so what -- what part of  
11 that room is requiring \$25,000 in cost, if you know?

12 CEO MOORE: So that is -- that is based off  
13 of a quote that was received for it. We would defer  
14 the work just to make sure we're getting the best  
15 price -- best price possible. But there is -- really  
16 the entire room needs to be recarpeted. It would be  
17 getting replaced with carpet tiles, which is a little  
18 bit more expensive than standard carpet. But that way  
19 a tile -- you know, if something is spilled -- because  
20 food is typically consumed in that room, if something  
21 is spilled and the carpet is stained, in terms of  
22 ongoing maintenance would be much reduced by being  
23 able to pop out those tiles and replace with a new  
24 tile. So also included in this is purchase of some of  
25 those additional floor tiles to have on hand in stock.

1                   It's similar to, you know, painting --  
2 painting your house. Buy more paint than you need  
3 because when you go back to color match it's just not  
4 the same when you try to patch the wall.

5                   DIRECTOR SCHENK: No, I understand how those  
6 tiles work. But, I mean, I'm familiar with that room,  
7 and I'm just hard pressed to -- and I'm sure others  
8 who are smiling -- Director Mead is -- has to be  
9 thinking as I am, you know, what's \$25,000 for one  
10 room's worth of carpeting? But I'll --

11                  DIRECTOR MEAD: Could we get a second bid  
12 or --

13                  CEO MOORE: Well, keep in mind this is -- it  
14 is a budget. It's not that we're necessarily going to  
15 go and spend \$25,000. We won't spend more than this  
16 to get it done, but we will always be looking for the  
17 best price possible not only on RTA expenses but DAA  
18 expenses as well.

19                  DIRECTOR SCHENK: Okay.

20                  PRESIDENT VALDEZ: Was this in part a  
21 request by DMTC?

22                  CEO MOORE: Yes. Both of the facility  
23 upgrades were.

24                  PRESIDENT VALDEZ: Yeah. So a lot of times  
25 the requests that we have with the DAA is with respect

1 to DMTC. So I think perhaps what we can do is I think  
2 we should go back to DMTC, have further discussion  
3 on -- with them as to the scope and see if we can look  
4 at that number a little bit and figure out if we can  
5 beat it.

6 I think giving you -- giving you the budget  
7 for it but knowing that you're working towards beating  
8 it I think would be sufficient for me at least.

9 DIRECTOR SCHENK: And with me as well.  
10 Thank you.

11 PRESIDENT VALDEZ: Any other --  
12 Director Mead, does that look -- does that sound  
13 reasonable to you?

14 DIRECTOR MEAD: (Indicating.)

15 PRESIDENT VALDEZ: Okay. I see your thumbs  
16 up.

17 Any other questions? comments?

18 Director Gelfand.

19 DIRECTOR GELFAND: Yeah. First of all, I'm  
20 greatly relieved to know that that 185,000 for  
21 restoration monitoring is an annual number and it  
22 isn't paid out monthly. It might be better under  
23 timing of expenditures to say "annual," slash, "paid  
24 monthly" or something, but that had me in a state of  
25 shock.



1                   The other is for the stuff on page 35 which  
2 is the ongoing administrative and maintenance  
3 expenses. We have multiple years to look at. I'm  
4 just curious what this total, you know, of 1.3 million  
5 has looked like -- well, really it's the 590- -- what  
6 that has looked like in past years and how this  
7 compares because, you know, all properties have  
8 ongoing capital improvements, some of which are just  
9 capitalized expenses which I don't think we need to  
10 get into. But I think what you're trying to do by  
11 having two segments here is break out that which is  
12 recurring annually versus one-time more unusual kinds  
13 of events. And so just as an example, if I'm right  
14 about that, the restoration and monitoring project  
15 expenses could move up to the other section in later  
16 years because it is an ongoing regular recurring  
17 expense; is that right?

18                   CEO MOORE: Yes, in terms of some of the  
19 projects.

20                   And to your point, I do believe it was when  
21 the projects were initially done, a project, they were  
22 captured on this particular page and format, and they  
23 haven't yet been moved over to maintenance expense now  
24 that they are ongoing. And that's where those --  
25 especially those two monthly expenses perhaps, you

1 know, that are expensed out over the month.

2 VICE PRESIDENT ROWLAND: I think -- May I?

3 I think the question, as I understand  
4 Michael asking, is, you know, we have, you know, the  
5 detail on the 716,494 portion of it because that's --  
6 that's on page 35. But when you look at the grand  
7 total of all proposed RTA projects of 590,000, we  
8 don't know what that 590- was in 2020 or 2019. So  
9 that really is -- the question is, of these sorts of  
10 improvement projects, what's -- what's a typical  
11 budget for that line on an annual basis? So is 590-  
12 lower than normal? about normal? higher than normal?

13 CEO MOORE: It's lower than normal. And I  
14 think Richard is actually trying to look back.

15 And I apologize. We'll make the adjustment  
16 going forward that this -- that the projects are also  
17 presented in a multi-year format. They typically are  
18 to the RTA/RTL- -- at the RTA/RTL board meeting.

19 So as an example, in 2019 the facility  
20 upgrades was \$1,000,000. This year we're at 43,000.  
21 In 2020 facility upgrades were about \$150,000. So it  
22 has -- it has definitely ranged over -- over the  
23 years. But we'll provide some of that historic --  
24 historic difference.

25 So the 2020 budget, which was -- which was

1 being done at this time last year when the world  
2 really -- or at least America really heard about COVID  
3 and California was shutting down, it was already -- so  
4 the 2020 budget was -- especially in terms of this  
5 portion, was already adjusted for COVID. And so last  
6 year's budget for projects was a million five. Again,  
7 in 2019 the overall budget for it was 1.3 million.

8 PRESIDENT VALDEZ: So when Carlene said "a  
9 million five," she means one million --

10 CEO MOORE: \$1,005,000.

11 PRESIDENT VALDEZ: Yeah.

12 CEO MOORE: Sorry.

13 PRESIDENT VALDEZ: Not 1.5 million.

14 CEO MOORE: Yeah.

15 PRESIDENT VALDEZ: But that's a good point  
16 is we worked really hard because we knew that we were  
17 working in a COVID world when we approved the 2020  
18 budget for RTA and tried to keep it as bare-bones as  
19 possible. And I think it's -- how much? -- a quarter  
20 of a million less?

21 CEO MOORE: Well, actually, we're about  
22 600,000 for this year in terms of the projects as  
23 compared to --

24 PRESIDENT VALDEZ: Oh, correct.

25 CEO MOORE: -- as compared to 1,000,000. So

1 about 40 percent down from last year, which was down  
2 from the previous, from 2019.

3 DIRECTOR GELFAND: So thank you to Joyce for  
4 clarifying my question. And thank you, Carlene and  
5 Richard, for answering it. It is what I was hoping  
6 for, that we were in fact tightening our belts here.  
7 So thanks.

8 VICE PRESIDENT ROWLAND: I have a follow-up.

9 PRESIDENT VALDEZ: Hold on one second. I  
10 just want to clarify real quick.

11 Yes, that's lower, and it is significantly  
12 lower. Some of the items, though -- just remember  
13 that we thought it would be easier and better for us  
14 as a board to be able to assess our expenses for I.T.,  
15 for instance, to just put them on the DAA side of  
16 things rather than having some things in RTA and some  
17 things on DAA. So while it is, you know, 400,000,  
18 it's a little less than that because some of it is  
19 already on the DAA side of things in our existing  
20 budget.

21 CEO MOORE: Yes. Okay. And yeah. So  
22 looking at that from 2020 very quickly, and primarily  
23 because they -- the I.T. had actually already been  
24 moved over, but it's really in the restoration and  
25 monitoring projects.

1           For example, now 125,000 of what you're  
2 looking at on the screen here is new. The water  
3 quality improvement project plant operation and pond  
4 maintenance, this is for the completion of the water  
5 quality project out here in the lakes, the treatment  
6 facility that we have built, and that's ongoing.

7           But last year, for example, this category  
8 was a \$381,000 budget. If that were still the case --  
9 and so we've all -- so we have moved over  
10 approximately 320,000 of that expense to the DAA in  
11 the form of those other -- the parking/traffic study,  
12 the MS4 permit work, and so on, only leaving the  
13 industrial general permit expense in the RTA because  
14 it's directly related to the race track operation.

15           VICE PRESIDENT ROWLAND: So the 590-, when  
16 you compare it to prior years, lacks some of the  
17 overhead that was present in the other budget with the  
18 things that have been moved out over to the DAA, and  
19 so you don't want us to be confused by -- you know, by  
20 singing too much praise around that number having gone  
21 down because some of that is attributable to overheads  
22 that still exist, being moved?

23           CEO MOORE: Yes. Yes.

24           VICE PRESIDENT ROWLAND: Okay.

25           CEO MOORE: So about 300,000 and again then

1 just the addition into this one of the water quality  
2 improvement.

3           DIRECTOR GELFAND: Okay. Since we're on  
4 this, the water quality improvement plant operation  
5 funding is 125,000. So is some of that the completion  
6 of the project's initial construction and bringing it  
7 into operation? And if so, what are we actually -- or  
8 do you know? What are we actually looking at as an  
9 annual expense to operate that water quality facility?

10           CEO MOORE: No, this does not include  
11 completing the project. This is post the project  
12 being done, when it's handed over to us.

13           And in terms of the annual expense at least  
14 for the next couple of years, approximately this  
15 125,000, from there it may -- it could go down in  
16 terms of the plant life having really rooted and  
17 thriving. And that's part of the reason for the  
18 investment is to ensure that, because that plant life  
19 is very -- is very much necessary to the overall  
20 operation as part of the bio-filtration of the water  
21 and so ensuring that that happens.

22           So this could come down in the future, most  
23 likely would, and we're in the process of ascertaining  
24 what exactly that would be in the future in terms of  
25 what it's going to take staffing-wise as well for the

1 treatment plant to operate.

2 DIRECTOR MEAD: Can I just jump in here?

3 But I'm reading that \$125,000 bond says  
4 monthly. Or is that \$125,000 divided by 12?

5 CEO MOORE: No. It's 125,000 -- So the  
6 column under 2021 proposed projects is the annual  
7 expense. To the right, where it says "Monthly,"  
8 that's under the column of timing of expenditures. So  
9 where we noted the others being paid out in quarter 4,  
10 so the 125,000 being paid out on a monthly basis.

11 DIRECTOR MEAD: So 125 divided by 12?

12 CEO MOORE: Yes.

13 PRESIDENT VALDEZ: Yes.

14 DIRECTOR MEAD: Thank you.

15 PRESIDENT VALDEZ: I like that answer too.

16 Any other questions?

17 CEO MOORE: Can you guys see anybody else?

18 We can't know if there are questions.

19 PRESIDENT VALDEZ: Kind of the method of the  
20 madness was that there was always this challenge for  
21 us, at least for many of us, to figure out what really  
22 was our exposure to all of these different projects  
23 and let's place things properly under the DAA if they  
24 were really DAA expenses rather than having to --  
25 trying to separately assess. So this is what we're

1 trying to do with pretty much everything, and it's  
2 hopefully consistent with what you're seeing.

3 Any other questions?

4 Okay. Hearing none, I need a motion to  
5 approve the RTA budget.

6 DIRECTOR MEAD: So moved.

7 PRESIDENT VALDEZ: Thank you, Director Mead,  
8 as being a member of the RTA.

9 And do I have a second?

10 DIRECTOR GELFAND: Second.

11 PRESIDENT VALDEZ: I think that was Gelfand.

12 Okay. Donna, could you please take the  
13 vote.

14 DONNA O'LEARY: President Valdez.

15 PRESIDENT VALDEZ: Aye.

16 DONNA O'LEARY: Vice President Rowland.

17 VICE PRESIDENT ROWLAND: Aye.

18 DONNA O'LEARY: Director Gelfand.

19 DIRECTOR GELFAND: Aye.

20 DONNA O'LEARY: Director Mead.

21 DIRECTOR MEAD: Aye.

22 DONNA O'LEARY: Director Mosier.

23 DIRECTOR MOSIER: Aye.

24 DONNA O'LEARY: Director Nejabat.

25 DIRECTOR NEJABAT: Aye.



1 DONNA O'LEARY: And Director Schenk.

2 DIRECTOR SCHENK: Aye.

3 DONNA O'LEARY: And that's everyone.

4 PRESIDENT VALDEZ: Motion carries

5 unanimously. That's the end.

6 Oh, no. Sorry. Shoot. I'm sorry,

7 Ms. Sullivan.

8 DONNA O'LEARY: Oh, yeah.

9 PRESIDENT VALDEZ: My apologies. We have  
10 one member of the public on -- on this item. And  
11 again I apologize. Protocol would be for me to ask  
12 for public comment before we take the vote, but  
13 please, Ms. Sullivan, you have the floor for your two  
14 minutes.

15 A/V TECHNICIAN: Star six, Martha.

16 MARTHA SULLIVAN: Hello. This is Martha  
17 Sullivan. I'm trying to tamp down my anger at being  
18 ignored on this, as an afterthought.

19 One, as somebody who worked for about ten  
20 years managing environmental mitigation and monitoring  
21 for the State of California, I would urge you to look  
22 at your estimates for the ongoing cost of maintaining  
23 and operating that water quality plant and ponds and  
24 so forth. That seems really low to me, along with  
25 monitoring the industrial general permit. So I would

1 really eyeball that carefully. That seems low to me.

2 Two, the only revenues I can see are in the  
3 last agenda item, which is about 10.5 million coming  
4 from horse racing, and here for the RTA you have  
5 expenses at just over 1.3 million, not even including  
6 the bond payment. So where does the revenue part of  
7 this come into the equation?

8 I mean, I understand you're doing zero-base  
9 budgeting. I get that from having worked for the  
10 State for 20 years and doing a lot of that at various  
11 points when we were facing budget cuts, but usually a  
12 budget is done to stay within your fiscal limits.  
13 This isn't happening here with particularly the RTA.

14 PRESIDENT VALDEZ: Thank you. And once  
15 again I apologize for not calling you before the vote.

16 I do have a question arising out of that.

17 Carlene, I think that you previously were  
18 talking -- I think it was actually during the events  
19 portion of the budget where Director Gelfand actually  
20 asked an RTA question -- where, if at all, is the  
21 expenses associated with RTA that were just approved  
22 in the budget? Do they need to be included later?  
23 And how does that work?

24 CEO MOORE: They were not included. Now  
25 that -- this will go to the RTA/RTLTC committee on

1 March 30th and then from there will be incorporated  
2 into the budget that we're bringing forward in April  
3 that will also reflect the addition of the fair event.

4 PRESIDENT VALDEZ: Okay. And --

5 CEO MOORE: And then also, just to clarify  
6 that, the expense of the bonds is currently included  
7 in the -- it is included -- that portion is included  
8 in the overall DAA budget under admin and overhead at  
9 this time.

10 PRESIDENT VALDEZ: Right. Any other  
11 questions or comments before we close the RTA/RTL  
12 Committee report?

13 Seeing none, we are on to the next item.

14 Sorry.

15 Legal Committee has nothing to report. So  
16 we go to Public Comment. And again, these are items  
17 that are not on the agenda.

18 Liz Jacobelly.

19 A/V TECHNICIAN: So the only one left in  
20 public comment right now is Martha Sullivan. All  
21 others have left the queue.

22 PRESIDENT VALDEZ: Okay. Martha Sullivan.

23 MARTHA SULLIVAN: I'd like to share with you  
24 a statement by the chairman of The Jockey Club, Stuart  
25 Janney, III, that was just published today in the

1 industry -- Racing Industry Press.

2           Quote: Unfortunately, we continue  
3 to see things that look to be suspicious  
4 to us. We have been communicating with  
5 a leading private investigation firm  
6 retained by The Jockey Club, and they  
7 are not indicating that we've gotten to  
8 the bottom of the bucket.

9           This is in reference to the one-year  
10 anniversary of 27 indictments of trainers,  
11 veterinarians, and others in the racing industry by  
12 the federal government.

13           To the extent that we have  
14 knowledge, we believe there is a long  
15 tail to this. Maybe people are more  
16 careful of how they're cheating, but I  
17 don't see a lot of evidence that people  
18 have stopped cheating. According to  
19 sources close to the case, last year's  
20 indictments will not be the last.  
21 Another round are in the pipeline and  
22 have been delayed only because of the  
23 pandemic which has caused federal law  
24 enforcement to focus on violent crime  
25 and made the convening of a grand jury

1           problematic.

2           Cheaters would come and go in the  
3 past, but what we've seen in the past  
4 ten years is cheating becoming more  
5 prevalent at the highest level, which  
6 has a lot of implications with the stud  
7 book and the integrity of the breed.  
8 It's more pervasive than it's been and  
9 it's much more difficult to detect. For  
10 a lot of reasons, not everywhere, but in  
11 too many cases the regulatory apparatus  
12 has atrophied or become irrelevant. It  
13 isn't working. People need to cooperate  
14 with investigators and not injure them.

15           Though the pandemic has interrupted  
16 racing on a large scale, recent months  
17 have seen a return of the kind of  
18 abnormal results that raise the  
19 inevitable questions about what forms  
20 the basis of those glittering numbers?  
21 Outstanding horsemanship, hay, oats, and  
22 water, or a circumvention of the rules  
23 through illegal medication?

24           DONNA O'LEARY: Martha, your time is up.

25           PRESIDENT VALDEZ: Thank you.

1 I think Jane Cartmill is still in the queue.

2 A/V TECHNICIAN: Yes.

3 JANE CARTMILL: I just wanted to say  
4 Sunday's Union Tribune featured a story about Bob  
5 Baffert, noting that his biggest problem was keeping  
6 his face covering over his nose. The reporter says,  
7 "Baffert's loose-fitting bandanna-like face covering  
8 kept slipping down at almost every stage of the  
9 post-race happenings." This is at Santa Anita. "And  
10 he dutifully kept putting it over his nose only to  
11 have it slip again."

12 This would be comical except for the fact  
13 that people are dying every day from COVID infection.  
14 And we've talked a lot about the compliance within the  
15 industry on masking. I'm sure Bob Baffert can afford  
16 to have a custom-made mask and a custom fitting if his  
17 bandanna is proving too difficult. As the poster boy  
18 for horse racing, he certainly should be setting a  
19 better example. I would hope that someone would have  
20 a word with him about that. He is potentially --  
21 potentially could be infecting a lot of people.

22 And to the caller -- regarding a caller  
23 earlier today who described horses who slip and fall  
24 and hit their head as goofy, she called those goofy  
25 behaviors by horses, reminding me of when Dr. Arthur

1 said that when two horses at Del Mar slammed into each  
2 other and broke their necks they were acting silly.

3 I don't know how you claim to love and care  
4 about these horses but then trivialize and demean  
5 their injuries, their pain, their deaths as silly and  
6 goofy. Really?

7 PRESIDENT VALDEZ: Thank you.

8 That concludes public comment. We are going  
9 to break and go into closed session now. I think that  
10 closed session will probably be at most maybe half an  
11 hour or so. So do you want to just go right into the  
12 closed session? Do you need five minutes?

13 Staff wants five minutes. Let's take five  
14 minutes. So we're gonna drop here and we're gonna  
15 reconvene with the link from Mr. Caplan. And why  
16 don't we give -- take five minutes and we will  
17 reconvene in closed session.

18 (Closed Session: 4:37 P.M. to 5:32 P.M.)

19 PRESIDENT VALDEZ: We're reconvening to open  
20 session. The board considered the advice of counsel  
21 on the items identified in the closed-session portion  
22 of the agenda.

23 On to item 9, Directors Requests and Closing  
24 Comments. Do I have any?

25 None.

1                   Item 10 is For Your Information, just  
2 correspondence. Any questions on that or comments?

3                   None.

4                   And do I have a motion to adjourn?

5                   DIRECTOR GELFAND: So moved.

6                   PRESIDENT VALDEZ: All right. Thank you  
7 very much, and we will see you soon.

8                   (Meeting adjourned at 5:32 P.M.)

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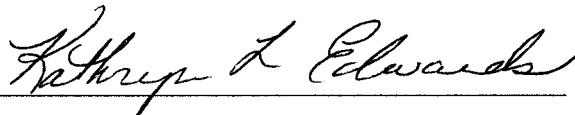


1 I, KATHRYN L. EDWARDS, Certified Shorthand Reporter in  
2 and for the State of California, Certificate No. 7288,  
3 do hereby certify:

4  
5 That the proceedings were taken before me at the time  
6 and place herein named; that said proceedings were  
7 reported by me in machine shorthand and later  
8 transcribed through computer-aided transcription under  
9 my direction, and that the foregoing transcript is a  
10 true record of the proceedings.

11  
12 I do further certify that I am in no way interested in  
13 the outcome of this proceeding nor related to any of the  
14 participants or their respective counsel.

15  
16 In witness whereof, I have hereunto set my hand this  
17 24th day of March, 2021.

18  
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20 

21 Kathryn L. Edwards, CSR No. 7288  
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