

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

**TUESDAY, MAY 11, 2021**

**1:30 P.M.**

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

**Remotely from San Diego**

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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, CEO/General Manager

DIRECTORS PRESENT:

- Michael Gelfand (via Zoom)
- Donald Mosier (via Zoom)
- Sam Nejabat (via Zoom)
- Frederick Schenk (via Zoom)
- Pierre Sleiman (via Zoom)

DIRECTORS ABSENT:

- Kathlyn Mead

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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DEL MAR, CALIFORNIA, TUESDAY, MAY 11, 2021

1:30 P.M.

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PRESIDENT VALDEZ: Good afternoon,  
everybody. Welcome to the May 11th, 2021 meeting of  
the Board of Directors of the 22nd DAA.

Donna, can you please call roll.

DONNA O'LEARY: Sure.

President Valdez.

PRESIDENT VALDEZ: Here.

DONNA O'LEARY: Vice President Barkett.

VICE PRESIDENT BARKETT: Here.

DONNA O'LEARY: Vice President Rowland.

VICE PRESIDENT ROWLAND: Here.

DONNA O'LEARY: Director Gelfand.

DIRECTOR GELFAND: Here.

DONNA O'LEARY: Director Mosier.

DIRECTOR MOSIER: Here.

DONNA O'LEARY: Director Nejabat.

DIRECTOR NEJABAT: Here.

DONNA O'LEARY: Director Schenk.

DIRECTOR SCHENK: Here.

DONNA O'LEARY: Director Sleiman.

DIRECTOR SLEIMAN: Here.

DONNA O'LEARY: And Director Mead has an

1       excused absence for today.

2               PRESIDENT VALDEZ:   Okay.   Great to see  
3       everybody.

4               We are going on to the Consent Calendar.   We  
5       have three members of the public signed up for this  
6       item on the agenda.   Given the number of the -- given  
7       the number of folks who have signed up for public  
8       comment, we're going to limit time to two minutes.   So  
9       first up on this agenda item is Martha Sullivan.

10              A/V TECHNICIAN:   Martha, you're in the  
11      meeting.

12              MARTHA SULLIVAN:   Hello.   This is Martha  
13      Sullivan.   I wanted to share some information with the  
14      board relative to the Swifty Swine contract which I  
15      was really disappointed to see.   I know that you've  
16      been talking about having them back, but I wanted to  
17      share with you from the Pork Information Gateway that,  
18      one, show pigs are more susceptible to collapse and  
19      being unable to get up and to sudden death.   Some  
20      major shows have had dead and downer rates of  
21      40 percent and many pigs are dehydrated.

22              Also, research has shown that pigs suffer  
23      from motion sickness.   And in reading up on  
24      Swifty Swine, they -- they take this show nationwide.  
25      I mean, they're crisscrossing the country.   So these

1 pigs are on the road for several months. I think that  
2 this is -- in the 21st century, you know, we're  
3 learning more about animals, and we should not be  
4 subjecting, you know, these pigs to these conditions  
5 when we know for a fact they -- they harm them.

6 PRESIDENT VALDEZ: Thank you.

7 On to Jane Cartmill.

8 A/V TECHNICIAN: Jane, you're in the  
9 meeting. Star six to un-mute, Jane. Jane Cartmill,  
10 you're in the board of directors meeting. Star six to  
11 un-mute. Jane, star six. Un-mute, Jane. You're in  
12 the meeting.

13 Come back to her? She does not seem to be  
14 responding.

15 PRESIDENT VALDEZ: Okay. Why don't we go  
16 next to Elizabeth Jacobelly.

17 A/V TECHNICIAN: Elizabeth, you are in the  
18 meeting. Star six to un-mute.

19 ELIZABETH JACOBELLY: Hi. Is this agenda  
20 No. 3?

21 PRESIDENT VALDEZ: It is Consent Calendar,  
22 yes, item No. 3.

23 ELIZABETH JACOBELLY: Okay. I'm gonna pass  
24 on this one. Thank you.

25 PRESIDENT VALDEZ: Thank you. Last call for

1 Jane Cartmill.

2 Well, hearing nothing, I'm going to ask for  
3 a motion to approve the Consent Calendar.

4 VICE PRESIDENT BARKETT: So moved.

5 PRESIDENT VALDEZ: Not everybody at once.  
6 I think that was Barkett.

7 And then a --

8 VICE PRESIDENT BARKETT: Yes.

9 PRESIDENT VALDEZ: -- second? Second?

10 VICE PRESIDENT ROWLAND: This is Rowland.  
11 I'll second.

12 PRESIDENT VALDEZ: Okay. First is Barkett.  
13 Second is Rowland.

14 Any discussion?

15 Okay. Vote, Donna.

16 DONNA O'LEARY: Okay.  
17 President Valdez.

18 PRESIDENT VALDEZ: Aye.

19 DONNA O'LEARY: Vice President Barkett.

20 VICE PRESIDENT BARKETT: Aye.

21 DONNA O'LEARY: Vice President Rowland.

22 VICE PRESIDENT ROWLAND: Aye.

23 DONNA O'LEARY: Director Gelfand.

24 DIRECTOR GELFAND: Aye.

25 DONNA O'LEARY: Director Mosier.



1 DIRECTOR MOSIER: Aye.  
2 DONNA O'LEARY: Director Nejabat.  
3 DIRECTOR NEJABAT: Aye.  
4 DONNA O'LEARY: Director Schenk.  
5 DIRECTOR SCHENK: Aye.  
6 DONNA O'LEARY: And Director Sleiman.  
7 DIRECTOR SLEIMAN: Aye.  
8 PRESIDENT VALDEZ: Great. Motion carries  
9 unanimously.

10 On to the Management Report. We're going to  
11 have the Management Report in full before asking for  
12 public comment. So, Carlene.

13 CEO CARLENE MOORE: Thank you.

14 So as everyone knows, 2021 remains still a  
15 challenging year. While it's not necessarily the same  
16 challenges as 2020, it is still fraught with a lot of  
17 uncertainties, especially as it relates to mass  
18 gatherings.

19 So as we have previously mentioned, in  
20 addition to our Homegrown Fun, which you'll hear more  
21 about from Katie in a few moments, we also plan to  
22 host another event later this year in the fall that  
23 was really featured and kind of centered around our  
24 beverage competitions, in essence, our beverage  
25 festivals that we've had and some of the other

1 elements -- some other kind of fair elements as well.

2           There's -- really has been a very small  
3 window of opportunity for this to happen between, in  
4 essence, our racing season, so kind of from about  
5 mid-September till -- towards about the end -- end of  
6 October. And so originally we were targeting to have  
7 that event and planning for it for September. But,  
8 unfortunately, with the latest information that we  
9 have been receiving from county and state public  
10 health officials and others in the music and festivals  
11 industry here in California, such as Coachella that  
12 ultimately canceled and has just decided to wait until  
13 2022 at this point, the limits -- while California is  
14 going to be reopening on June 15th, there will --  
15 there are some caveats to that. And some of the  
16 limits that will still remain in place are primarily  
17 centered around large outdoor events, where there will  
18 be capacity limits in terms of the maximum number of  
19 people allowed on property. And those are expected to  
20 remain in effect until the 1st of October.

21           So this creates some challenges in terms of  
22 our own planning. And so in order to give the best  
23 opportunity of success for that event, as we're  
24 already having a, you know, reduced-capacity,  
25 reduced-footprint, you know, Homegrown Fun event in

1 place of the traditional San Diego County Fair and  
2 partly also due to our prioritization of the  
3 vaccination superstation, we're having to move our  
4 fall festival to October. And so as you can imagine,  
5 this has created a huge inconvenience for several of  
6 our very loyal clients who have also weathered this  
7 same kind of year, you know, that we have or very  
8 similar to that in terms of 2020 and the  
9 unpredictability of 2021.

10 So just wanted the board to be aware that we  
11 are working with those clients and working with them  
12 to get them rescheduled hopefully into the dates that  
13 we have now made available in September, in essence,  
14 kind of swapping things out, but just for everybody's  
15 own awareness, just to recognize what a huge  
16 inconvenience this has been for them as well.

17 In that same vein is also, obviously,  
18 funding. And part -- you know, what is driving our  
19 need and desire in doing something this fall as well  
20 is to, you know, continue to generate revenues. And  
21 as you know, this board has also set out, you know,  
22 for us to accomplish that this year and to navigate  
23 these -- these uncertain times. There is opportunity  
24 in terms of at least legislation bills that have been  
25 presented at the federal level. And so really this is

1 a call to our -- to our fans and to those listening,  
2 in terms of our meeting, to please reach out to your  
3 representatives, to reach out to, you know, in  
4 essence, U.S. Congress folks. Specifically there's  
5 the House of Representatives Bill 2424 which is  
6 cosponsored by our very own Mike Levin.

7 Did I say that correctly? Levin.

8 PRESIDENT VALDEZ: Levin.

9 CEO CARLENE MOORE: And so very excited  
10 about that one. That one specifically targets  
11 fairgrounds and funding for them across the country.  
12 So that -- that bill is still -- it's still there.  
13 It's still alive, but it definitely needs -- needs  
14 more support and it needs really public and community  
15 support for it as well. So please reach out.

16 Included in the board packet was --  
17 actually, the City of Del Mar has sent a letter of  
18 support on our behalf as well. And so we're really  
19 appreciative of that, and that's in your board packet  
20 on page 54. But to everyone else that's also  
21 listening in to our meetings, please don't hesitate to  
22 reach out to, you know, again, your representatives  
23 and your senators in support of not only HR-2424, but  
24 there are a couple other bills before them, as well,  
25 that could create stimulus packages that fairgrounds

1 could be included in.

2 And then before we get into an update on our  
3 Homegrown Fun and vaccination superstation, just one  
4 last -- one little plug for -- we do have some job  
5 opportunities right now here at the fairgrounds, and  
6 we've got a couple of full-time opportunities as well  
7 as we're hiring for Homegrown Fun. So a lot of, you  
8 know, seasonal and part-time jobs. And those can be  
9 found on the homepage of our web site, on  
10 DelMarFairgrounds.com under the "About Us" section.  
11 There's jobs and there's both the -- the full-time  
12 career opportunities as well as those looking for just  
13 some -- some part-time and seasonal and fun work this  
14 summer to earn a little bit of extra spending cash.

15 So that concludes my update. And like I  
16 said, I'm gonna -- but before I turn it over to Katie  
17 for update on Homegrown Fun, we're first gonna hear  
18 from Melinda on the update on our other priority,  
19 which is the vaccination superstation.

20 MELINDA CARMICHAEL: Good afternoon. So an  
21 update on our vaccination superstation.

22 There have been over a hundred thousand  
23 vaccinations issued so far. And with that, you may  
24 have heard that there was a cyber-attack on the  
25 scheduling tool which has caused a little downtime.

1       However, the site is now open. And it will be on  
2       our -- also on our web site if you're interested on  
3       looking on that. We're having drop-ins. So you don't  
4       actually need to schedule. You don't actually need to  
5       schedule the vaccination if you go on the drop-in days  
6       which again are listed on our web site.

7               All right. Thank you.

8               CEO CARLENE MOORE: All right. And now an  
9       update on Homegrown Fun.

10              KATIE MUELLER: Good afternoon, everyone.  
11       Really excited to be able to share with you today a  
12       little update on Homegrown Fun. We -- this was gonna  
13       be our last meeting before the event actually starts,  
14       but we fortunately do have one more. So we'll have  
15       some more updates in June.

16              Tickets are now on sale. They started going  
17       on sale on Saturday, May 1st, and there was a flurry  
18       of activity that Saturday. So just as a reminder,  
19       tickets and parking passes must be purchased online in  
20       advance only at our web site, SDFair.com. That way we  
21       can keep our capacities at the levels that they need  
22       to be at. You will choose a time that you plan on  
23       arriving at the event when you purchase those items.

24              Another option we will have available or  
25       that we do have available on our web site is the

1 Fun Tripper, which for \$12 you can receive a ride on  
2 public transportation through NCTD -- so the Coaster,  
3 Sprinter, and/or Breeze -- and also receive one adult  
4 admission to the event.

5 Albertsons will shortly be offering discount  
6 coupon codes. So we're really excited about that. So  
7 if you spend \$20 or more at an Albertsons, it will  
8 automatically print on your receipt a \$2-off discount  
9 coupon code which you can use online and receive, I  
10 believe, up to eight admissions with that discount.

11 NCTD will also be offering the 408 bus  
12 which, if you remember at fairs of the past, we have a  
13 direct bus route that comes from Escondido to the  
14 fairgrounds. Also, that 408 bus will be picking up  
15 passengers at the Solana Beach train station. So  
16 really excited to partner with NCTD about that.

17 Sales report: So as of yesterday when I  
18 received the last sales report we had sold 5,116  
19 regular admissions; 561 kids five and under. Those  
20 are -- they are free, but they do need to download a  
21 ticket as well, from our web site, so that we can  
22 include them in our capacity. We had also sold 156 of  
23 the Fun Trippers and 1,667 parking passes. Some of  
24 the marketing that we have planned, going on, much of  
25 it has not even hit yet. So we are very optimistic

1 about ticket sales.

2 But we are identifying our target audience  
3 as parents with children under age 12. As you may  
4 recall, we won't have a carnival component; just two  
5 carnival rides, the Ferris wheel and the carousel,  
6 this year. Their behavioral interests are  
7 entertainment and events, arts and culture, farmers'  
8 market, trendsetters, theme park interests, et cetera.

9 We have several radio spots on seven  
10 different stations, some general spots, also traffic  
11 and weather. And then also, we are putting all of our  
12 marketing budget really into our digital strategy this  
13 year. So less reliance on print and more reliance on  
14 digital strategy such as retargeting, which is based  
15 on your web site visits, clicked ads, and your opened  
16 e-blasts; geo-fencing where we're able to put an  
17 imaginary fence around past fair attendees, Sea World,  
18 Balboa Park, the zoo, Legoland, places that are  
19 similar to ours; social mirroring which is through our  
20 media partners. They are sharing our featured social  
21 posts on their own platforms, email and multi-channel  
22 social. So those are targeted emails from those  
23 partners that are followed by social ads. And we'll  
24 also be deploying an e-blast strategy to our own  
25 450,000-plus member email list.



1                   What you'll experience is just kind of a  
2                   brief recap of what we talked about at last month's  
3                   meeting. So we have 280 shopping vendors. We've got  
4                   35 of the very favorite food stands from fairs of the  
5                   past. We have an all-new Agri-land specifically for  
6                   kids where they can be little farmers for the day and  
7                   ride pedal tractors, participate in a Plant, Grow, Eat  
8                   activity, watch a cow-milking demonstration.

9                   The Swifty Swine racing pigs, a huge  
10                  favorite at the annual fair, will return. We're  
11                  really excited that they're going to be coming out to  
12                  visit us. Extreme Dogs, it's an agility and dock dog  
13                  show that we were going to have here in 2020, but they  
14                  have agreed to come back. We're excited about that.  
15                  Strolling entertainers such as jugglers and magicians.

16                  We'll have contests, both on the spot and  
17                  where you bring your entry into the event;  
18                  demonstrations, kind of a takeoff from our traditional  
19                  exhibits programs like flower arranging, photography,  
20                  home and hobby, make-and-takes, where you can come to  
21                  the fair and actually -- or come to the event, I  
22                  should say, and actually create a different creation  
23                  each day during the event. We'll have a Ferris wheel,  
24                  a carousel, and of course Happy Day Pony Rides, which  
25                  we're also thrilled to have join us.

1           The health and safety of our patrons, our  
2 partners, and our staff remains our priority. All  
3 state and county public health guidelines will be  
4 strictly adhered to. We did submit several iterations  
5 and -- but did get an approval on our COVID-19 plan  
6 through the County of San Diego, which we are very  
7 excited about. And we are very appreciative to the  
8 County for all of their guidance and their  
9 responsiveness to every question, and there was a lot  
10 of them, that we had about this event. You can find  
11 FAQs and information about our COVID-19 plans and  
12 policies on our web site at SDFair.com. So everything  
13 you need to know about what to expect at the event  
14 before you arrive.

15           Finally, we'll -- we'll be holding our  
16 Junior Livestock Show this year June 21st through  
17 27th. However, because of the location of the  
18 vaccination center in relation to our barn area, it  
19 will not be open to the public, but we will be hosting  
20 market livestock, breed shows, and the small animal  
21 show. So far, through a preliminary count that we've  
22 had with all of our livestock advisers and leaders,  
23 we're counting on about 735 head of animals. The  
24 entries are actually due June 4th. And the livestock  
25 show actually has its own approved COVID plan that's

1       been approved both by San Diego County and the  
2       California State 4-H. And we will be hosting a  
3       virtual livestock auction online. I encourage  
4       everyone to register as a buyer and come help support  
5       these kids in their agricultural projects. I'll have  
6       more information about how you do that at the June  
7       meeting. And that will be Saturday, June 26th.

8               And that concludes my presentation. Does  
9       anybody have any questions?

10              None? Okay. Thank you very much.

11              PRESIDENT VALDEZ: So as far as updates --  
12       this is between Carlene and Katie. As far as updates  
13       to the board between now and the June meeting on, you  
14       know, how we're doing on sales of tickets and whatnot  
15       and then also reporting to the board during the event,  
16       what do you envision?

17              CEO CARLENE MOORE: So we'll be sending out  
18       weekly updates at this point, you know, leading up to  
19       it so the board is aware of our progress and what  
20       those marketing efforts that we kept in as well, and  
21       then hopefully tying that to the resulting spike in  
22       ticket sales that we see each week. And then  
23       throughout the event the board will receive -- similar  
24       to fairs in the past, the board will receive a daily  
25       update in terms of how that day went.

1                   Our attendance numbers we will know,  
2                   especially if we're sold out. And that's the --  
3                   that's the ultimate goal here; sold out in advance on  
4                   both admission as well as parking, but then also how  
5                   our numbers are looking in terms of food and beverage  
6                   sales and things like that throughout each day of the  
7                   event.

8                   DIRECTOR SCHENK: Carlene --

9                   CEO CARLENE MOORE: And then what we'll do  
10                  is bring all of that back most likely at the August  
11                  meeting because once we've also gotten in all of the  
12                  financials on the event to provide, in essence, a more  
13                  comprehensive wrap-up report to the board at that  
14                  time, at the board meeting.

15                  PRESIDENT VALDEZ: Director Schenk.

16                  DIRECTOR SCHENK: Yes. Thank you.

17                  From Fair Op's perspective, will there be  
18                  contracts to be approved that we'll need to present to  
19                  the board either before or perhaps after?

20                  CEO CARLENE MOORE: So there were already a  
21                  host of contracts on the consent calendar today, and  
22                  then any remaining contracts we'll have on the June  
23                  calendar.

24                  DIRECTOR SCHENK: Thank you.

25                  VICE PRESIDENT ROWLAND: Question.

1 PRESIDENT VALDEZ: Director Rowland.

2 VICE PRESIDENT ROWLAND: Carlene, can you  
3 remind us what constitutes a sell-out for the event?

4 CEO CARLENE MOORE: We're looking at 13,000  
5 per day.

6 PRESIDENT VALDEZ: Any other questions?

7 CEO CARLENE MOORE: And if there's not,  
8 there's one more piece to my report, and that is Chana  
9 who is patiently waiting to provide the Don Diego  
10 Scholarship Foundation report.

11 CHANA MANNEN: Well, thank you, Carlene.

12 I'd like to take this opportunity to  
13 introduce you to Amber Scott. There is a writeup  
14 about Amber in your board packet, but she started at  
15 the fair with a turkey in her bedroom, and she showed  
16 a lamb when she was ten. She was one of our many  
17 first-generation college students who took her \$5,000  
18 scholarship off to Southern Oregon University.

19 She ended up as a public relations officer  
20 for the Blue Angels. She worked in the White House,  
21 and now she's back in San Diego as a consulting and  
22 communications -- a company. She's one of our many  
23 outstanding scholars, and this month we're looking  
24 forward to choosing eight Junior Livestock Scholarship  
25 winners and a host of exhibitor, employee,

1 participant, 4-H, and FFA scholars. Our big  
2 scholarship this year will be the Liss Family  
3 Scholarship, which will be a \$20,000 scholarship:  
4 \$5,000 a year each year for four years. We still have  
5 room on our interview panel. So I'd like to invite  
6 any of you that can spend the day with us to meet  
7 these young people. It's a very long day. It's a lot  
8 of work, but at the end of the day it's very  
9 rewarding. And I'd like to thank all of you for your  
10 support of our scholarships. Thank you.

11 PRESIDENT VALDEZ: Thank you.

12 Is there anything else? Any questions? And  
13 anything else on the management report?

14 CEO CARLENE MOORE: That concludes my  
15 report.

16 PRESIDENT VALDEZ: Okay. There's two  
17 members of the public signed up for this agenda item.  
18 The first is Scott Bass.

19 A/V TECHNICIAN: Scott, you're in the  
20 meeting. There you go.

21 SCOTT BASS: Hi. Scott Bass. I'm the owner  
22 and executive director of The Boardroom International  
23 Surfboard Show. It's a show I've produced here at the  
24 fairgrounds since 2007. We also have produced shows  
25 and signed and fulfilled contracts with many other

1 venues.

2 I understand the hardships that the events  
3 industry has undergone. I'm undergoing them myself.  
4 I'm a current member of the Live Events Coalition, a  
5 lobbying arm in D.C. and in Sacramento. The reason  
6 that I'm at this meeting is to make the board aware  
7 that last week the fair events department changed my  
8 show dates for the second time; not once, but twice.

9 Our contract is like a Russian nesting doll.  
10 Each time I sign a contract with you guys, I sign a  
11 contract with 200 other exhibitors and vendors of  
12 mine. And each time my event has been changed I've  
13 had to amend 200 contracts, pull all of my marketing  
14 assets; not once, but twice. It's a major disruption,  
15 obviously. By the way, my show is an international  
16 show. We have exhibitors coming from Australia, the  
17 Netherlands, New Zealand, Costa Rica, and Japan. No  
18 easy feat during COVID.

19 We've been more than inconvenienced. These  
20 date changes have caused cancelations, refunds, and  
21 frankly my exhibitors don't know what to believe. So  
22 I'm looking to you guys, the board here -- and gals --  
23 for three things: One, so that I can gain assurance  
24 that my September 2021 show dates will not be moved  
25 for the third time; two, to hear about what types of

1 compensation you have considered for my business  
2 disruption; and, three, it's my hope that we can have  
3 a discussion about an amendment to future contracts  
4 allowing for the ag district to only change event  
5 dates once prior to nine months from the event date.

6 I think this would do a lot to restore faith  
7 in what we have going here. I applaud Carlene for  
8 moving, you know, the fall situation to October,  
9 and -- and I see the opportunity to make revenues, and  
10 I get it. I just -- I'd like these three things that  
11 I brought forth to hopefully have some discussion.

12 DONNA O'LEARY: Sorry. Your time is up.

13 PRESIDENT VALDEZ: Thank you. Thank you.

14 On to Martha Sullivan.

15 MARTHA SULLIVAN: Yes. Hello again.

16 I want to speak -- my email was included in  
17 your board packet, and I just want to emphasize the --  
18 you know, our state being in a megadrought, you know,  
19 we really do need to be -- especially a state agency  
20 like the fairgrounds needs to be promoting, you know,  
21 water conservation and less water-intensive  
22 agriculture and other uses. So it boggles my mind  
23 that you insist on promoting milk, which as the  
24 grass -- as I included in my email that's in the board  
25 packet at the very end shows meat and dairy in



1 California use 47 percent of our water. California  
2 produces 1.4 percent of the world's dairy and, just as  
3 an aside, 0.4 percent of the world's beef. So, you  
4 know, we're not a big contributor to the world dairy  
5 supply, but it uses a lot of our water.

6 And I really -- you know, there's so many  
7 things that this fairgrounds could be promoting at a  
8 Homegrown Fun exhibit as, like I suggested, there's  
9 hydroponic agriculture; there's greenhouses up in  
10 Ramona at Archi's Acres; you know, there's gray-water  
11 irrigation of home gardens that could be demonstrated.

12 You know, I know you're struggling to make  
13 the fair a revenue producer, and you've got to  
14 balance, you know, your traditions with new stuff, but  
15 you've also got to really balance --

16 DONNA O'LEARY: Ms. Sullivan, your time is  
17 up.

18 MARTHA SULLIVAN: -- your public  
19 obligations.

20 PRESIDENT VALDEZ: Thank you.

21 That's the last member of the public signed  
22 up for that agenda item. And we are on to the next  
23 item on the agenda, 5, Committee Reports. First up is  
24 Horsepark Ad Hoc Committee. Pass it on over to  
25 Director Gelfand.

1                   DIRECTOR GELFAND: I'm trying to un-mute. I  
2 will hand it over to staff to talk about the status of  
3 Horsepark.

4                   CEO CARLENE MOORE: All right. Thank you.

5                   So first off, hopefully everyone has had a  
6 chance to see that we've got a new page on our web  
7 site, and you can get to it right on the homepage of  
8 DelMarFairgrounds.com. And it will take you -- so  
9 right there featured on the homepage there's a link to  
10 take you to our new Horsepark page, which is really  
11 for all things Horsepark related, presenting kind of a  
12 history, a timeline of what's gone on. And we'll  
13 continue to update that as we continue to move  
14 forward.

15                   So with that, just wanted to first kind of  
16 recap the -- you know, our events and just sort of the  
17 timeline we've been operating under. And then also,  
18 just hopefully everybody also saw the press release  
19 that we sent out in terms of kind of setting  
20 expectations for today's meeting as well. And that  
21 was -- if you recall, at last month's meeting we had  
22 actually canceled the June fair [sic], in light of  
23 Homegrown Fun, but then during our strategic planning  
24 session meeting determined that we actually -- we have  
25 some strategic planning elements that we need to keep

1 moving forward. So we have added the June 8th board  
2 meeting back on. So with that we had anticipated,  
3 with that meeting, bringing forward the  
4 recommendation. But, in fact, we're looking to do  
5 that at the June meeting, allowing us a bit more time  
6 to get some of the answers. And as you'll see, we  
7 don't quite have everything just yet.

8 But just to recap in terms of where we've  
9 been, again, we paused equestrian uses at Horsepark  
10 back in December, and then this committee was created  
11 in January and held the public workshop for input and  
12 just to listen to everybody in terms of, you know, not  
13 only ideas but also just to show their support and for  
14 Horsepark returning to equestrian use.

15 In February we sought and got additional  
16 direction from the board, and we've continued to come  
17 back each month with some of that, that information or  
18 answers to some of our questions, the most significant  
19 of which being that in -- at the end of March we  
20 received confirmation from the regional water quality  
21 control board of what would be required of us at  
22 Horsepark.

23 And then last month you may recall we also  
24 just brought forward to you the brief history and the  
25 acquisition of Horsepark, you know, including that it

1 was not originally permitted. We had to seek permits  
2 after the fact.

3 So with that, just to remind everyone of  
4 that, the response and that confirmation that we  
5 received from the water board, in that it confirmed  
6 that all of the improvements of the waiver, which was  
7 the process by which in 2000- -- the end of 2019 and  
8 beginning of 2020, that was the process by which we  
9 thought we would be bringing Horsepark into  
10 compliance. But as we learned over the course of 2020  
11 and now in 2021, that's actually just one step towards  
12 the ultimate goal of the water board's, and that is  
13 that Horsepark also would -- would have to be enrolled  
14 in the industrial general permit. The waiver, plus  
15 that industrial general permit, is what's -- and the  
16 current configuration of Horsepark -- because keep in  
17 mind that if the layout was to change it could  
18 possibly create cost savings. It could also increase  
19 the price, depending on what those changes were. But  
20 that's estimated about a \$3- to \$4 million project  
21 just in terms of the capital improvements that need to  
22 be made at Horsepark. So it was really great, because  
23 it did confirm that information for us, but one of the  
24 things it also did is that we can't continue without  
25 implementing those improvements that were identified

1 in the waiver and ultimately leading to actual  
2 completion of the IGP.

3 So what we have most recently sought from  
4 the regional board, and we just -- we don't have that  
5 confirmation yet, is assumptions of -- and I think  
6 almost everybody on this call or who's been following  
7 this story has heard of, and that is a TSO or a  
8 time-scheduled order.

9 So I thought what we would do is, in these  
10 current updates that we have, is explain what a  
11 time-scheduled order is and then the assumptions that  
12 we have that we are seeking that clarification and  
13 confirmation from the regional board on. So it would  
14 actually be -- it's a legally binding agreement with  
15 the regional water quality control board and a  
16 discharger. And in this case, that would be us, the  
17 22nd DAA.

18 Once a TSO is in place, it acts as a permit  
19 shield against third-party enforcement provided that  
20 the terms are being followed, that the schedule --  
21 and, in essence, that's what you're agreeing to is a  
22 schedule of, you know, the design and the engineering  
23 and the construction, and there are milestones within  
24 that that must be met for the TSO to remain in effect.  
25 It also results in the water boards refraining from

1 taking any enforcement action, again provided that all  
2 of those -- those steps are being followed and the  
3 timeline is being adhered to. So it's very specific  
4 in terms of negotiating that agreement.

5 So some of the assumptions that we are again  
6 seeking clarification on in order to -- and this would  
7 be specific to -- for resuming equestrian activities  
8 at Horsepark -- are the description of the -- what  
9 will be expected numeric action levels for all of the  
10 pollutants; a justification -- what we are assuming is  
11 that we will have to provide to them a justification  
12 of why we can't get all of those improvements in place  
13 prior to equestrian activities returning; in essence,  
14 the support for and demonstrating that support for  
15 being able to return equestrian activities while we  
16 implement the waiver and IGP requirements and  
17 improvements; also, a detailed description of the full  
18 set of improvements that we would need to -- in order  
19 to comply with both the waiver and the IGP, such as,  
20 you know -- and again the thresholds of detailed  
21 engineering drawings: At what point is, you know, a  
22 30-to-50 percent design detail approve us to start?  
23 Or does it have to be 75 complete? Does it have to be  
24 a hundred percent complete? Narrative summaries and  
25 things like that that might need to accompany this

1 application and negotiation process. Also, too, what  
2 the interim water quality limits may be. Are there --  
3 will there be requirements for sampling? What interim  
4 best management practices do we have to have in place,  
5 such as a stormwater pollution prevention plan,  
6 pollutant-source-reduction measures, and so on. And  
7 then of course, you know, that detailed schedule of  
8 improvements, the timeline, in essence, that we would  
9 be -- would be adhered to.

10 A funding source: Our assumption is that  
11 without the dedicated funds, it -- because that would  
12 demonstrate the ability to maintain and stay in  
13 compliance with the -- with the TSO, with the schedule  
14 that is agreed to, that the funding sources would need  
15 to be confirmed as well, and then what -- what the  
16 steps are for getting that final approval. A TSO is  
17 not something that is just -- that's just guaranteed.

18 So we -- we've sought this information, and  
19 we're just waiting to hear back from the regional  
20 board. So we'll be bringing that information back to  
21 this full board as part of our report at next month's  
22 meeting.

23 Also, too, it's just -- it's worth noting  
24 that a TSO will take time to get. There's a process.  
25 There's an application review and meetings and

1 discussions with -- at the staff level in terms of the  
2 regional board. From there, once -- once they approve  
3 that it has all of the technical compliance components  
4 to it, then it will be put out for a 30-day -- open to  
5 a 30-day public comment period. And this is where our  
6 public -- and, you know, our community and supporters  
7 for this, we would let you know of this process,  
8 assuming that we would get this far with it and be  
9 able to work out those details so that you'd be able  
10 to demonstrate your support for it. And then from  
11 there, after that 30-day window, that public comment  
12 period, then the regional board staff prepares those  
13 responses, the comments, and they make a  
14 recommendation to the executive officer and ultimately  
15 to the board for adoption.

16 Now through that public comment period, it  
17 may include additional requirements based on those  
18 public comments or not. So I just want to set the  
19 stage for understanding that, you know, a TSO is not  
20 something that you can just -- we can just go put in  
21 an application for today and know that we can have one  
22 tomorrow or even a month from now. There's a -- quite  
23 a bit of work that needs to be done prior to in order  
24 to even get to that meeting with water board staff, as  
25 well as then that period that they have afterwards.



1 So that's where -- part of the reason why this process  
2 really needing to get underway, you know, now in 2021,  
3 so that hopefully we can restore and return activities  
4 in 2022.

5 The other thing that we have also talked  
6 about just very briefly is what kind of -- what the  
7 various scenarios might be for operating Horsepark.  
8 And so this is just really more of just some -- to  
9 provide some understanding to the board, to our public  
10 and audience as well, of those three. There's not a  
11 recommendation or an opinion on any one of these and  
12 not even necessarily pros and cons, but just kind of  
13 to understand so that as a board you can be thinking  
14 about this over this next month leading up to the June  
15 meeting when we expect to be bringing back -- bringing  
16 back a recommendation.

17 So we've talked about, you know, one option  
18 is for the 22nd DAA to operate, which has been our  
19 historic model since acquiring Horsepark back in 1996  
20 or finalizing that deal in 1996 through 2020. This is  
21 a model where it's our state civil service employees  
22 that's the staff of Horsepark. It has consisted of  
23 horse shows where we have rental agreements for each  
24 individual horse show, and then those horse show  
25 promoters are responsible for all of the elements of

1 the show itself, their marketing, their registration  
2 of entrants into the show, you know, judge's contracts  
3 and so on. They do, in exchange for that, similar to  
4 other events that rent our facilities, you know, for  
5 other activities, provide the general liability and  
6 property damage. And that's from each promoter for  
7 their particular show. We carry the overall -- on  
8 our -- as a property at the 22nd as well, the overall  
9 insurance on that as well.

10 It's also -- our operation's also consisted  
11 of boarding and training. And in that case we have  
12 agreements with each trainer, and then we bill them  
13 monthly for their -- for the number of horses that  
14 they have had on property.

15 And historically, both for the shows as well  
16 as the boarding and training, we've really provided a  
17 full -- full-service services, which has included a  
18 feed-and-bedding operation for them as well. And so  
19 that's some of the -- some of the revenues of  
20 Horsepark.

21 And as you'll see next month, in terms of --  
22 those financials are in many ways sort of  
23 pass-throughs or, you know, expenses that we go on to  
24 incur on behalf of some of those shows. So not  
25 necessarily all revenues are a net profit to -- to the

1 bottom line. And then this has also resulted in any  
2 capital investments that have been made into Horsepark  
3 or any major purchases have been made through either  
4 the RTA, as we learned, which actually is who assisted  
5 with the purchase of Horsepark through bonds and, in  
6 essence, through the DAA's operations. So that's what  
7 it looks like when we as the 22nd DAA operates  
8 Horsepark.

9 There have been two other options that we  
10 have briefly mentioned, one of which has been a  
11 public-private partnership or what's referred to as a  
12 P3. And the information that I'm sharing with you  
13 here is -- actually was obtained from the California  
14 Debt Investment Advisory Commission's web site and  
15 this guide, in essence, that they have in selecting a  
16 private partner.

17 One of the biggest things is that it --  
18 truly, a public-private partnership can take many  
19 forms. It typically is government agency -- in this  
20 case, again, it would be the 22nd DAA -- and  
21 contracting with a private partner to design,  
22 construct, operate, maintain, and/or manage a facility  
23 that provides a public service. It can also be for  
24 the funding component, to help make all of those  
25 things -- any of one of those things happen. One of

1 the things of a public-private partnership is the  
2 agency, in this case the 22nd DAA, remains actively  
3 involved in the project typically.

4 Over the past few years, the duration in  
5 partnerships has seen a rapid growth or an increase to  
6 the length of those partnership deals. And so the one  
7 probably most applicable to us is -- and it's because  
8 of -- partially because of the size of investment  
9 that's necessary in terms of these capital projects.  
10 But they've seen that, you know, water and wastewater  
11 types of projects have grown from in the past being  
12 like three-to-five-year partnerships to anywhere from  
13 ten to twenty years. But again, it can take a lot of  
14 forms. You know, length of time for it, anything,  
15 that's really ultimately up to -- up to us as, in  
16 essence, the agency.

17 One of the big components, it is a multistep  
18 process in order to select that partner. And  
19 oftentimes it's kind of based on the best value to the  
20 agency for the duration of the partnership and not  
21 necessarily typically what you would see through an  
22 RFP process of either the low or high bidder depending  
23 on if it's an expense- or revenue-based contract.

24 But this multistep process typically begins  
25 with an RFQ, or request for qualifications, to

1 determine the eligible pool of candidates. And then  
2 that is followed -- you know, creates this list of  
3 candidates that they -- and only that list are  
4 eligible to respond and submit a full RFP, or request  
5 for proposal. And that's where even more information,  
6 the technical aspects of that proposal, would come  
7 through.

8           But sometimes there can even be a  
9 preliminary step to all of that, and it's called a  
10 solicitation for expressions of interest. And that's  
11 to determine if there's interest from outside  
12 organizations in participating in a public-private  
13 partnership arrangement. So again there's multiple  
14 steps to this. It can take a variety of formats, but  
15 most commonly it's seen in terms of longer-term deals  
16 verses -- versus short-term deals.

17           And then, finally, the last one that we have  
18 also talked about, again, just briefly has been the  
19 operator or lessee type of relationship. And this is  
20 one that would be done through a competitive bidding  
21 process where multiple respondents have the  
22 opportunity to respond through a request for proposals  
23 process.

24           There are different ways that RFPs can be  
25 done. In this case most likely it would be a two-tier

1 system of providing qualifications and then there is a  
2 financial offer. Typically you're looking at lowest  
3 bid when it comes to an expense of an agency such as  
4 us, for when it's an expensed contract, or the highest  
5 bid for what it will produce in terms of revenue  
6 generation to the 22nd DAA. This process does  
7 encourage a variety of alternative proposals because  
8 it's not quite as structured, for example, as the P3  
9 that we were just talking about, where that's really  
10 being led because it's so actively -- we remain so  
11 actively involved in the process and management  
12 ultimately even of the project.

13 It does shift the responsibility -- as an  
14 operator or lessee, it does shift the responsibility  
15 of maintaining compliance, regional board compliance.  
16 Coastal commission and things like that does shift to  
17 the operator or lessee, and it typically would have a  
18 shorter timeline than a P3 in order to award that  
19 contract.

20 One of the things that an RFP process for a  
21 operator or lessee does require though is, in essence,  
22 uniform responses so that you can compare those --  
23 those submitted proposals to one another, you know,  
24 kind of compare and contrast really what -- what is  
25 being offered. But all of that is spelled out by --

1 would be spelled out by the 22nd DAA in terms of  
2 setting the scope of work, you know, what the goal of,  
3 in essence, this RFP -- you know, what we would hope  
4 to accomplish through it in establishing this type of  
5 a partnership, again, with an operator or lessee.

6 And so with that, it kind of brings us --  
7 we're nearing the end here in terms of the  
8 information, answers to our questions and things like  
9 that. And so the goal -- or the committee's goal is  
10 for the June 8th board meeting we would have the  
11 confirmation of those TSO assumptions from the water  
12 board; we'll be presenting our historical operations  
13 and investment into Horsepark; and then, in essence,  
14 the committee would be presenting a recommendation for  
15 the board's discussion. And we would anticipate that  
16 the board being able to make a decision at that  
17 meeting in terms of what those next steps are, whether  
18 we're pursuing us resuming the operation, potentially  
19 a P3, the public-private partnership, or the operator  
20 lessee RFP relationship.

21 And so with that, just a reminder that -- be  
22 sure and check out the information and this page we  
23 have on our web site now dedicated to Horsepark. You  
24 can also -- like I said, it's right there on the  
25 homepage. But if you go under "About Us," it leads

1 you to that page as well.

2 And if there are any questions --

3 PRESIDENT VALDEZ: Sorry. I'm looking at --  
4 part of my screen is blocked. So I don't know if I'm  
5 seeing anybody raise their hand. I don't see anybody  
6 with any questions.

7 Carlene, in a nutshell, what's the key  
8 difference between the P3 and the lessee operator  
9 format?

10 CEO CARLENE MOORE: One of the key  
11 differences is that with the operator lessee, they're  
12 really -- they are responsible for and they're  
13 managing that business operation. Whereas in the P3  
14 we, as an agency, stay very actively involved in -- in  
15 that process. But again depends on, in both cases,  
16 how we would structure that. But typically with the  
17 operator lessee, in essence, they're in control of  
18 or -- you know, the space for the defined period under  
19 the parameters that we have presented. And then, in  
20 essence, it is theirs to fully operate as a business.  
21 As compared to the partnership is, again, more of, you  
22 know, working together to create this -- not only  
23 getting it built, but then the ongoing kind of  
24 maintenance and management of it and what that  
25 business model looks like.



1 PRESIDENT VALDEZ: Thanks.

2 So I saw that one of the things that you  
3 were gonna bring forward is a historical snapshot and,  
4 I assume, financials for the first scenario, our  
5 operation of it; right?

6 CEO CARLENE MOORE: Yes.

7 PRESIDENT VALDEZ: And I appreciate that  
8 because I think that's gonna be part of a really  
9 important discussion.

10 What, if any, information might you be able  
11 to develop for 2 or 3 with respect to our ability to  
12 kind of assess apples with apples? Or is there any  
13 way to do that?

14 CEO CARLENE MOORE: I don't know that  
15 there's really any way to do it in terms of the  
16 financial picture of what could a P3 result in for us  
17 or what could an operator lessee, but I think what  
18 we'll be able to do there would be to focus around --  
19 so, for example, with the operator lessee, what would  
20 that scope look like? What would be the proposing --  
21 the components of that RFP to look like? Or, you  
22 know, with a P3, ultimately what are we looking for in  
23 terms of a partner? Are we just looking for a partner  
24 who is the funding component of it? Or are we looking  
25 for the whole package? Or -- you know, or something

1 in between.

2 PRESIDENT VALDEZ: Right.

3 CEO CARLENE MOORE: But it will be more of  
4 what -- what the components could be of the other two,  
5 but not so much the financial package of what that  
6 would look like.

7 PRESIDENT VALDEZ: Okay.

8 Another question I have is public input with  
9 respect to the various scenarios. Is there a way  
10 to -- I mean, do we have to just wait for the June  
11 meeting for public comment for people to voice their  
12 opinion? Is there a way to be able to allow folks by  
13 some sort of correspondence with us that kind of  
14 chimes in as to what they would like? Or is there any  
15 method or mechanism to do that between now and then?

16 CEO CARLENE MOORE: I don't know that  
17 there's really a mechanism, because there's not a  
18 recommendation. We don't -- again, we don't have it  
19 fully flushed out in terms of even what an RFP would  
20 include or not include, what a public-private  
21 partnership would include or not include, you know, to  
22 really define what it is that we would be looking for.  
23 So the most likely scenario is that would take place  
24 at the June board meeting in terms of their comment in  
25 support for any one of those three.

1                   And then obviously we'll have the report  
2 going out on the Friday before. And I would  
3 anticipate -- I don't mean to speak for the committee,  
4 but I would anticipate that the recommendation would  
5 be in that -- in that written document.

6                   PRESIDENT VALDEZ: That's what I was hoping  
7 for is at least by the Friday before there will be a  
8 written report with a recommendation and the reasons  
9 for that in the board packet.

10                  CEO CARLENE MOORE: Yes. That's -- that is  
11 the goal.

12                  PRESIDENT VALDEZ: Okay. That's perfect.  
13 Okay. Any other questions?

14                  Okay. Hearing none, I'm gonna open it up to  
15 public comment on this agenda item, and the first  
16 person signed up for this item is Martha Sullivan.

17                  A/V TECHNICIAN: You're -- there you go,  
18 Martha.

19                  MARTHA SULLIVAN: Yes. Hi. This is Martha  
20 again. Thank you for the opportunity, but I'll pass  
21 on this one.

22                  PRESIDENT VALDEZ: Thank you.

23                  On to Karl -- I'm sorry -- Karla Echols  
24 Hayes.

25                  KARLA ECHOLS HAYES: Hi. Can you hear me?

1 PRESIDENT VALDEZ: Yes.

2 KARLA ECHOLS HAYES: Hi, guys.

3 Well, sounds like we're gonna have to wait a  
4 little bit there on Horsepark. And I understand that  
5 there's a process that needs to be followed. And  
6 it -- I'm really happy at the progress that's been  
7 made so far, because these things can take a great  
8 deal of time.

9 So me being kind of, you know, a business  
10 person, I'm trying to think of other ways to make  
11 revenue while we're waiting. And one thing we might  
12 be able to consider -- and I don't know all of the  
13 details -- are dogs. Dog shows are being held all  
14 over California. I just went to one that was a  
15 thousand dogs a day. Yes, we're gonna think outside  
16 the box stall there, Richard. And -- sorry about  
17 that. They're really great ways to make money because  
18 dogs are not confined animal feeding operations, which  
19 is the whole problem with the water. They go home.  
20 They leave after their classes.

21 And the venues that are available right now  
22 in San Diego County are very hot in the summertime. I  
23 was just at Bates Nut Farm, and I thought my dog was  
24 gonna die before his obedience trial class. And the  
25 coastal climate, particularly in the summer -- I'm

1 just thinking about ways for you guys to make some  
2 money. Okay?

3 And all you rent is land. You don't have  
4 any expenses. You have no personnel, really, except  
5 to book the thing, and the dog show organizers do  
6 everything else. They bring in the stuff. They bring  
7 in all of the equipment. They -- they don't need  
8 feed. They don't need stabling. They don't need  
9 waste removal. They don't need any of the expenses  
10 that are associated with horse shows. And, yes, it's  
11 a lot less money, but it's a heck of a lot more  
12 profitable.

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

14 PRESIDENT VALDEZ: Thank you.

15 On to Ali Nilforushan.

16 ALI NILFORUSHAN: Hi, guys. I wanted to  
17 first thank you for -- for all the hard work you've  
18 done. And it sounds like Show Park is gonna come  
19 back. So I'll keep it brief.

20 I'm -- I operate some horse shows in  
21 Temecula, and I would love to invite you guys all to  
22 come out and see kind of what my company does. And  
23 whether it's me, another operator, or you guys, I'm  
24 just really happy that our beloved Horsepark is coming  
25 back. And I know how -- how much pressure you guys

1 have been under, but I truly think that there's a  
2 great opportunity here, and I would love to meet you  
3 guys out in Temecula and show you what I've been able  
4 to do out there and maybe have some further dialogue,  
5 but mainly just to thank you guys. It sounds like  
6 it's coming back, and I wish you guys luck.

7 PRESIDENT VALDEZ: Thank you.

8 Anything else before we move off on this  
9 agenda item?

10 CEO CARLENE MOORE: Nothing further on my  
11 part.

12 PRESIDENT VALDEZ: Okay. Director Gelfand,  
13 anything else? I think you're muted. I think you're  
14 good. Okay.

15 DIRECTOR GELFAND: I just want to thank  
16 staff -- Carlene and the rest of the staff -- for the  
17 work they've done on this. I know there's a lot of  
18 community concern about getting the facility reopened,  
19 and I think staff's doing a great job.

20 CEO CARLENE MOORE: Thank you.

21 PRESIDENT VALDEZ: Thank you.

22 Okay. On to the next agenda item, item B,  
23 Strategic Planning Committee. Director Sleiman.

24 DIRECTOR SLEIMAN: Thank you,  
25 President Valdez.

1                   A couple weeks ago we held our strategic  
2 planning workshop, which I first want to thank  
3 everybody who attended: Our staff, the board, and the  
4 public. I think it was a very successful day where a  
5 lot was done.

6                   Since then we've had one strategic planning  
7 subcommittee meeting where we're getting down to the  
8 nuts and bolts of what we are now working on. So, you  
9 know, one analogy came out of that, that I really  
10 liked, and that is that the board is the GPS and staff  
11 is the driver. And I think that that kind of makes  
12 sense here.

13                   So on that note I'm gonna hand it over to  
14 our driver, Carlene Moore, to vent a little bit more.

15                   PRESIDENT VALDEZ: Good segue.

16                   CEO CARLENE MOORE: I always wanted to be a  
17 school bus driver. "Wheels on the bus go round" --  
18 well, thank you very much for that.

19                   So we did. We had our first meeting on --  
20 gosh, what was that? -- April 23rd as a full board,  
21 and then subsequently the committee has met. And so  
22 what we're gonna go through here, it was included, in  
23 essence, in two ways in the board packet. You had the  
24 full minutes from the meeting, which are part of the  
25 consent calendar, and then, in essence, we kind of

1 created an executive summary of that in terms of the  
2 committee's report. That's included in your board  
3 packet, starting on page 38, and this is -- these are  
4 some of the highlights from that.

5 So what we -- what we did at that meeting --  
6 and, again, this is really being led by the Strategic  
7 Planning Committee, and it's -- this is a process that  
8 is going to involve ongoing and future meetings,  
9 discussions, and engagement with it. But initially we  
10 really focused in on kind of creating the lens. It's  
11 been talked about before in terms of, you know, how  
12 we're going -- how we should be assessing really  
13 everything to do with not only just our operations but  
14 our facilities, you know, our staff, our board  
15 engagement, all of that.

16 And then -- so some of the other cures that  
17 we identified were, you know, based on provided  
18 direction from the board to draft from strategic goals  
19 and objectives to outline -- and then with that, not  
20 just to have a plan that sits on a shelf but what are  
21 the action steps that are being necessary to continue  
22 to moving -- move that forward; that there will be  
23 regular and routine report-outs to the full board,  
24 such as we're doing today, and similar to what our  
25 approach has been with Horsepark and many of our other



1 committees as well; and that we do foresee, you know,  
2 future sessions as well as workshops and again, you  
3 know, public and civic engagement to that.

4 So from the April 23rd meeting there were  
5 some items that have come out of that, that will be  
6 coming forward at future meetings, in terms of  
7 discussions. So those are the big bulleted points  
8 here, you know: Turning our values into action  
9 statements; revising our mission statement and  
10 creating a vision; creating a purpose statement; and  
11 also drafting strategic goals.

12 And most people are probably familiar with,  
13 you know, mission, vision, value. These are buzz  
14 words that business has been using for several decades  
15 now. But more recently there's also been -- and  
16 there's quite a bit of discussion really around our  
17 purpose and what that sort of aspirational sense of  
18 meaning that we have as an organization, as a facility  
19 within our community, and so really, you know, tapping  
20 into that to really define how -- how we are helping  
21 to make a difference in our community. So these are  
22 some of the items that the committee will be working  
23 on and, again, bringing -- bringing back at subsequent  
24 board meetings as we continue to move forward.

25 Over the course of that -- that day and

1 towards the end it really led to kind of this  
2 discussion around direction, and these were some of  
3 the statements in terms of direction and thoughts to  
4 incorporate as the committee looks to develop those  
5 strategic goals. And those were, you know,  
6 creating -- looking to create public and private  
7 partnerships in order to address infrastructure  
8 improvements, revenue generation, upgrading of the  
9 facilities. So perhaps something similar to what we  
10 were just talking about in terms of, you know, the  
11 actual like P3 type of format;

12 Treating the entire fairgrounds as an  
13 ecosystem, where all of the activities that take place  
14 here needing to be complimentary to each other, and  
15 that will also play in not only to the activities but  
16 ultimately to the facilities;

17 You know, investigating the possibility of  
18 hosting a professional sports team -- San Diego has a  
19 number of them -- and is there any possibility of  
20 doing that within this configuration;

21 Raising the bar in terms of our own design  
22 and construction of buildings in our infrastructure to  
23 address floodplain challenges. There are a lot of  
24 ideas out there about how, you know, things --  
25 facilities may look in the future in order to address

1       this;

2                   And then, kind of similar to as we were just  
3       talking about, creating that lens. But really it's  
4       that filter, you know. A lens is just one piece, you  
5       know, one tool in the toolbox. And then it's those --  
6       applying those various filters that ultimately gets  
7       you to, you know, that picture that -- capturing that  
8       moment in time that you want to, you know, in essence,  
9       preserve and have a long time into the future; so how  
10      we go about creating that filter in order to evaluate  
11      these potential uses; also, along those same lines,  
12      you know, being able to articulate the process by  
13      which we'll be evaluating various opportunities, the  
14      ongoing evaluation assessment of us as an  
15      organization, and really looking to create that  
16      whatever we do is environmentally responsible.

17                   Through this we anticipate that we're gonna  
18      be engaging in master planning highest and best use  
19      conversations again, environmental sensitivities, what  
20      some of the restrictions that we currently have that  
21      may be in place in the future, how we can work within  
22      those, and really developing a comprehensive plan that  
23      ultimately results in, in terms of a strategic plan,  
24      having the components of a business plan, a master  
25      plan, and of a facilities and a financing plan for

1       that.

2                       So from those statements, that help to  
3       establish some direction and -- again, in terms of  
4       these strategic goals that the committee will be  
5       working on to draft and, ultimately, though -- we have  
6       several steps before that, but ultimately bringing  
7       those back to the board later this year. And that is  
8       that, in developing these strategic goals, that the  
9       committee -- that we work to keep in mind, you know,  
10      rebuilding and planning for recovery, both aspects of  
11      it; that our plans lead to financial  
12      self-sustainability and that we evolve as an  
13      organization to support those self-sustaining plans as  
14      well as our mission; that what we're doing is  
15      mission-driven work; again, being environmentally  
16      responsible and just good stewards in general of the  
17      fairgrounds and this incredible opportunity that we  
18      are in charge of here; and then understanding the  
19      current limits, requirements, requests from, you know,  
20      other partners' ideas and things like that out there,  
21      as well as requirements of our regulatory agencies;  
22      and ultimately and along and through this process --  
23      not at the end, but through this process -- engaging  
24      with our neighbors, with the county, with our civic  
25      leaders, and with our community in support of -- in

1 support of our efforts.

2           And so we've got some next steps. And these  
3 were the kind of action items, if you will; not  
4 actions that were taken at the board meeting, but more  
5 of like the actions for the Strategic Planning  
6 Committee to now follow up on. First was preparing  
7 our notes from that session, which we did and  
8 included, like I said, the -- both the minutes as well  
9 as the executive summary in this packet. Next month  
10 the committee expects to come back with a draft of  
11 what that filter or lens is looking like for us from  
12 the input that we received. And then in July, that we  
13 would be preparing those drafts, strategic goals and  
14 objectives, providing a timetable that also shows this  
15 planning process and, you know, next steps to be done  
16 from there. Through July -- in July and August we  
17 would be seeking stakeholder input into those -- that  
18 sort of draft filter, those draft strategic goals and  
19 objectives, you know, getting that input, just kind of  
20 ensuring that we're headed in the right direction in  
21 terms of community wants, needs, balancing that with  
22 the self-sustainability of the organization as well.  
23 And ideally we hope -- our goal is that in August we  
24 would be making adjustments to that and bringing that  
25 back, in essence, in a final form ultimately for

1 adoption and approval by this board.

2 And so with that, that was just a brief  
3 recap of that day. I think -- what was it? About  
4 eight hours, I think, that we spent? So you've got it  
5 summarized now in less than eight minutes.

6 If there are any questions on it --

7 DIRECTOR SLEIMAN: If none, then that  
8 concludes the report.

9 PRESIDENT VALDEZ: Okay. I'm gonna open up  
10 to public comment on this agenda item. First up is  
11 Martha Sullivan.

12 MARTHA SULLIVAN: Yes. Hello again.

13 I want to commend, you know, all of you.  
14 I -- I sat in through the whole session on the 23rd.  
15 And, you know, it was a long session. And I commend  
16 you all for doing it and for participating and, you  
17 know, providing a good documentation of it. It's very  
18 helpful.

19 I did want to comment on one of the threats  
20 facing the Del Mar Fairgrounds that was listed, which  
21 I don't believe is animal activists' focus on horse  
22 racing. The real threat, as I discussed and others  
23 have discussed with this board over the last several  
24 months, is the horse racing industry itself which  
25 continues its decades' long slide into irrelevance in

1 the 21st century.

2 Wagering is down 50 percent from twenty  
3 years ago as mainstream horseplayers abandon racing or  
4 they shift more of their wagering action to legal  
5 sports betting options. So the threat is not animal  
6 activists' focus on horse racing. The threat, as I  
7 think at least a couple of the directors on April 23rd  
8 rightly observed, is the weakness of the industry  
9 itself and the continuing decline of the industry  
10 itself. And the media circus that's been going on for  
11 the last few days around the face of horse racing, Bob  
12 Baffert is just an indication of that.

13 PRESIDENT VALDEZ: Thank you.

14 On to Jane Cartmill.

15 A/V TECHNICIAN: Jane, star six. Jane,  
16 you're in the meeting.

17 Did she call back in?

18 PRESIDENT VALDEZ: Do you want me to skip  
19 and go to the next person?

20 A/V TECHNICIAN: Yeah. Let's do that.

21 PRESIDENT VALDEZ: Elizabeth Jacobelly.

22 A/V TECHNICIAN: Star six, Elizabeth. There  
23 you go.

24 ELIZABETH JACOBELLY: Hi. This is Elizabeth  
25 Jacobelly. Can you hear me?

1                   PRESIDENT VALDEZ:  Yes.

2                   ELIZABETH JACOBELLY:  Hi.  I want to talk  
3                   about the horse racing industry that is all for  
4                   profit, greed, and cruelty.  But I also want to talk  
5                   about live horse racing's dirty little secret.  I'm  
6                   gonna quote some stuff from this article, The  
7                   Rescuers, "Saving horses in need," by Pam Gleason.

8                   Nurse mares are used in the  
9                   thoroughbred industry because it does  
10                  not make economic sense for a valuable  
11                  broodmare to nurse her own foal.  
12                  Breeders like to breed mares back as  
13                  soon as possible after they have had a  
14                  foal, and mares typically go into heat  
15                  and can be bred a week to ten days  
16                  after giving birth.

17                  The Jockey Club will only register  
18                  horses that are bred through live cover,  
19                  no artificial insemination or  
20                  transported semen, and insurance won't  
21                  cover a week-old foal at a stallion  
22                  barn; besides it would be too risky to  
23                  transport an expensive foal that is so  
24                  young.

25                  The industry's unfeeling solution



1 is to take the valuable foal away from  
2 its own mother and put it with a nurse  
3 mare, freeing the valuable broodmares  
4 to return to the breeding shed. The  
5 trouble is that the nurse mare has also  
6 given birth. Her foal, the nurse mare  
7 foal, is taken away from her. The nurse  
8 mare has been tricked by various methods  
9 into accepting the valuable thoroughbred  
10 foal as her own.

11 In this way nurse mare foals, the  
12 byproducts of the thoroughbred breeding  
13 industry, are turned into orphan foals.  
14 Some of them are taken away from their  
15 mothers when they are just a few days  
16 old. The nurse mare farms, both of them  
17 located in Kentucky, vary widely in the  
18 kind of care that they provide for their  
19 nurse mare foals. Some are relatively  
20 responsible while others essentially just  
21 let the nurse mare foals fend for  
22 themselves. There are no statistics on  
23 their survival rate since this is a  
24 hidden industry. It is called --

25 DONNA O'LEARY: Ms. Jacobelly, your time is

1 up.

2 ELIZABETH JACOBELLY: -- racing's  
3 dirty little secret -- racing's dirty  
4 little secret.

5 PRESIDENT VALDEZ: Thank you.

6 Last call for Jane Cartmill.

7 A/V TECHNICIAN: Star six, Jane. Star six  
8 to un-mute.

9 I think she's having technical --

10 PRESIDENT VALDEZ: Okay. Well, that was the  
11 last member of the public signed up for that agenda  
12 item.

13 Before we move off on it, I just want to  
14 clarify with respect to both the minutes of the  
15 April 23rd strategic planning workshop and also the  
16 items that are in the committee reports section of our  
17 board packet. But most importantly, the minutes of  
18 the April 23rd meeting, those were just reflecting the  
19 various comments made by all of the various board  
20 members and was just a list of all those things that  
21 were mentioned and commented upon.

22 The workshop was not a consensus-building  
23 exercise. We didn't have any action items that came  
24 out of it. And so, therefore, I want to make sure the  
25 public understands that it is a -- for lack of a

1 better word -- stream of consciousness of a  
2 conversation that we had that is intended to be able  
3 to be open and a full discussion. But it's just a  
4 list of all the things that were mentioned, rather  
5 than if there is any consensus or vote or anything.

6 So that concludes this item of -- on the  
7 agenda. Next is the DMTC Liaison Committee, and I'm  
8 gonna pass that on over to Josh Rubinstein and perhaps  
9 Joe Harper and perhaps Mike Ernst.

10 JOSH RUBINSTEIN: Good afternoon, district  
11 board members.

12 As we've reported previously, the reopening  
13 plan in California continues to improve, if not on a  
14 daily basis, certainly a weekly basis. And in order  
15 to operate our summer race meet with the most  
16 up-to-date information possible, we have pushed back  
17 our ticketing on-sale date to June 16th. So tickets  
18 will go on sale June 16th, and at your July meeting we  
19 will make a presentation of our operating and  
20 marketing plan. So that will be at your July -- I  
21 believe it's 13th -- meeting.

22 So I just had one other industry item to  
23 report on. Del Mar is working with industry  
24 stakeholders to ensure there is vaccine distribution  
25 for the state's stable area workers. And we're

1 working very closely with the folks at Santa Anita  
2 Park, which is the racetrack operating in Los Angeles,  
3 and Los Alamitos, which is the racetrack operating in  
4 Orange County. And, fortunately, both L.A. County and  
5 Orange County have allotted vaccines specifically for  
6 the backstretch community. In this week there are  
7 superstations set up in the parking lots at  
8 Santa Anita and Los Alamitos so backstretch workers  
9 are conveniently able to receive their vaccinations.  
10 And our hope is to get as many people vaccinated as  
11 possible before they come down to Del Mar this summer,  
12 and we will work with our medical advisers at Scripps  
13 to provide additional vaccine distribution as needed  
14 prior to racing opening here on July 16th.

15 So I'm happy to answer any questions that  
16 you may have.

17 PRESIDENT VALDEZ: Director Rowland.

18 VICE PRESIDENT ROWLAND: I was wondering if  
19 you could comment on how you see vaccine hesitancy in  
20 the industry both in terms of management and  
21 backstretch workers. What are the sorts of things  
22 that you're facing with respect to those issues?

23 And is there any thinking about making any  
24 aspect of the vaccination mandatory, especially as it  
25 comes off emergency-use authorization and goes into

1 the regular-use authorization?

2 JOSH RUBINSTEIN: Sure. I'll take the  
3 second question first, and I'm glad you brought this  
4 up. Last week Del Mar put out a statement to the  
5 racing industry and specifically to the backstretch  
6 community that everyone -- all personnel on the  
7 backstretch at Del Mar this summer will either have to  
8 show proof of vaccination or a negative COVID test  
9 within 72 hours. So that policy will be in place this  
10 summer, and we expect it to also be in place this  
11 fall.

12 You know, in regards to overall, you know,  
13 thoughts regarding the vaccine, you know, like in all  
14 communities, there are some people that are anxious to  
15 get vaccinated and there are others that have  
16 questions. So we have -- we're working very closely  
17 with industry stakeholders to -- to educate the  
18 backstretch community and everyone, for that matter,  
19 in the industry how important it is to get to herd  
20 immunity and for people to get vaccinated.

21 VICE PRESIDENT ROWLAND: Thank you.

22 PRESIDENT VALDEZ: Director Gelfand.

23 DIRECTOR GELFAND: I just want to be clear.  
24 Is it your goal, assuming regulations allow it, to be  
25 open as usual, with crowds in the grandstand as usual?

1 Or in some diminished capacity? Or do you know that?

2 JOSH RUBINSTEIN: So based on the recent  
3 announcement by Governor Newsom, we are expecting, as  
4 early as next week, for there to be revised guidance  
5 as it relates to capacity levels for not just outdoor  
6 racetracks but all entertainment and sporting venues  
7 beginning June 15th. So whatever those rules and  
8 regulations are, we'll of course follow them. We have  
9 several, you know, plans in place based on what we  
10 think may happen. But whatever the guidelines that  
11 are in place, we will certainly follow those to a T.

12 PRESIDENT VALDEZ: Any other questions?

13 Seeing and hearing none, I'm gonna open it  
14 up to public comment. And first member of the public  
15 signed up for this agenda item is Martha Sullivan.

16 MARTHA SULLIVAN: Hello again.

17 Since racing is really about wagering, I  
18 wanted to talk about that today and because the  
19 Del Mar racing always touts increasing handle. You  
20 know, I want to remind you that the Jockey Club has  
21 reported that only 1 percent of U.S. adults wager on  
22 and/or attend at least one live horse race per month,  
23 and the average age of betters is 63.

24 We also now know from the Thoroughbred Idea  
25 Foundation that over one-third of U.S. wagers on live

1 horse racing comes from, quote, "high-volume betting  
2 shops," end quote. Wagering on live horse racing is  
3 by an increasingly small pool of betters. Much of it  
4 comes from groups like the Elite Turf Club entities.  
5 So the biggest customers by handle receive substantial  
6 rebates and have direct access to para-mutual pools.  
7 The techniques are now so effective and so consistent  
8 that teams don't celebrate when their predictions come  
9 good.

10 Now, a very interesting thing to me is that,  
11 according to court filings from 2017, the Stronach  
12 Group owns Elite Turf Club. Now the Stronach Group  
13 owns Santa Anita and Golden Gate Fields, other  
14 racetracks in California, along with several others  
15 throughout the United States. It also owns Express  
16 Bet, which is one of the big wagering platforms  
17 through advanced positive wagering. So basically you  
18 have a situation where, you know, the vertically  
19 integrated horse racing industry, you know, can  
20 basically manipulate the wagering.

21 PRESIDENT VALDEZ: Thank you.

22 Next is Jane Cartmill.

23 A/V TECHNICIAN: Jane, you're in the  
24 meeting. Star six.

25 I think she's probably still having issues.

1 If you want --

2 PRESIDENT VALDEZ: Okay. Next up is Kim  
3 Marrs.

4 KIM MARRS: Okay. Hang on for just a quick  
5 second here. Okay. Oops. Sorry. I lost my place.

6 Can you hear me, guys?

7 PRESIDENT VALDEZ: Yes.

8 KIM MARRS: Okay. Anyway -- hold on for  
9 just a second. So I apologize. I just have this  
10 written down so I don't forget where I'm at.

11 Good afternoon, board members of the  
12 22nd DAA. My name is Kimberly Marrs. I've been  
13 working as a racehorse trainer in racing for over  
14 twenty years. I understand that there are many people  
15 who have opinions about what horse racing is about.  
16 For those of us who show up to work daily, ensuring  
17 our horses receive the best treatment and care, we  
18 have a different opinion that is based on fact and our  
19 lived experience.

20 Without a doubt there is a lot of scrutiny,  
21 government oversight, and a plethora of regulations in  
22 our industry. These reforms have expanded in the last  
23 two years, and we have seen significant improvements  
24 in horse safety and wellbeing. Even the current  
25 high-profile controversies are more evidence that the



1 culture of horse racing has changed.

2 During these meetings we have heard every  
3 allegation against us, and I hope that anyone paying  
4 attention can see that there are very strict protocols  
5 and regulations that work to protect the integrity of  
6 our sport. As a trainer I support these rules and  
7 regulations because the safety of the horses under my  
8 care are a priority.

9 I thank all of you for your work with us to  
10 host the safest and best horse racing in our country,  
11 and our commitment is to continue to implement the  
12 best reforms in keeping our horses and workers safe.

13 And just so you know, I went and got my  
14 COVID shot yesterday. So I'm ready for the Del Mar  
15 meet this year.

16 Thank you.

17 PRESIDENT VALDEZ: Thank you.

18 On to Maria Luisa.

19 MARIA LUISA: Hello?

20 Good afternoon, board members, and thank you  
21 for your service.

22 My name is Maria Luisa, and I'm calling to  
23 support horse racing and the workers and their  
24 families who work at the racetrack taking care of  
25 horses. Many of my family members have worked at

1 Santa Anita and Del Mar in the backstretch. In fact,  
2 my mother worked for 15 years as a hot walker, and all  
3 of my sisters have gone on to college. So we're  
4 grateful to the industry. The horse racing has paid a  
5 living wage, provided medical benefits, and helped my  
6 family, like many others, to help reach their success.

7 We thank you for keeping our family safe  
8 from COVID infection with the protocols that you have  
9 implemented. Thank you very much for all your work.

10 PRESIDENT VALDEZ: Thank you.

11 On to Doug O'Neil.

12 DOUG O'NEIL: Good afternoon, board members  
13 of the 22nd DAA.

14 My name is, like you said, Doug O'Neil, and  
15 I've been in -- I've been a trainer in the horse  
16 racing industry for over 34 years and just wanted to  
17 thank you guys there at Del Mar for just operating one  
18 of the safest and most thorough inspections and  
19 protocols that we have in the country.

20 So, you know, I just wanted to kind of add  
21 what Kim had said, who is also a trainer that I work  
22 alongside with, that, you know, so many men and women,  
23 us being two of them, have chosen to work alongside  
24 horses for a living, and we're very proud of it. And  
25 we -- we love our horses. We love the connection with

1 our horses. And can't thank you enough for the  
2 partnership that we have with you guys for the Del Mar  
3 property there and -- and the stabling.

4 So that's it. I just want to thank you  
5 guys. Doing a great job, and I think we're showing  
6 the whole country of how it's supposed to be done. So  
7 thanks again, and have a great rest of the day.

8 PRESIDENT VALDEZ: Thank you.

9 Next is Oscar de la Torre.

10 OSCAR DE LA TORRE: Good afternoon. Board  
11 members of the 22nd DAA, President Valdez, thank you  
12 very much for all your service, all the good work that  
13 you all are doing. My name is Oscar de la Torre. I'm  
14 a worker advocate, especially with the backstretch in  
15 California horse racing.

16 There's been talk about vaccinations. And,  
17 you know, a lot of the workers I've been talking to  
18 are very looking forward, you know, for those who  
19 haven't been vaccinated. Some of them have, but  
20 they -- they definitely want to stay healthy. And  
21 they appreciate, you know, the work that's going into  
22 keeping them safe and healthy.

23 As we all know, backstretch workers in horse  
24 racing worked through the pandemic ensuring the  
25 wellbeing of thousands of horses under their care

1 while keeping many other businesses alive. Various  
2 service providers and businesses connected to the  
3 horse racing industry, including equine veterinarians  
4 and therapists, ranchers providing feed, and even  
5 broadcasters, journalists, and security guards, all  
6 continued their roles because backstretch workers  
7 following all health and safety protocols showed up to  
8 work. These are people that are very proud of the  
9 work that they do.

10 As California begins to focus efforts on  
11 reopening our economy, it is vital that we acknowledge  
12 the workforce, well known and obscured, that is the  
13 bedrock of every industry. We all exist in a fragile  
14 economic ecosystem. It is the frontline workers who  
15 show up to work generating tax revenue and allowing  
16 workers higher up in every industry to stay employed  
17 and businesses to continue to charge for their  
18 services, which sustains more workers and their  
19 families and, of course, the taxes that provide many  
20 services throughout the State of California. The  
21 foundation of every industry remains the frontline  
22 workers who do the heavy lifting every day. Without  
23 their labor, their commitment, and their sacrifices,  
24 our collective lives as we know them would not exist.

25 And I just want to thank you all for all

1 your hard work for keeping horse racing alive and for  
2 making it viable in the state of California and one of  
3 the safest racetracks in the Americas.

4 PRESIDENT VALDEZ: Thank you.

5 Last call for Jane Cartmill.

6 Still no?

7 A/V TECHNICIAN: Still nothing.

8 PRESIDENT VALDEZ: Okay. That's the last  
9 member of the public signed up for that agenda item,  
10 and that concludes that item.

11 On to item 5(D), the Contracts Oversight  
12 Committee. There's nothing to report, but we do have  
13 one member of the public signed up for that agenda  
14 item, and that's Lawrence Bame.

15 A/V TECHNICIAN: Lawrence, you're muted.  
16 Lawrence, lower left hand of your computer. Hit the  
17 microphone button to un-mute.

18 LAWRENCE BAME: Can you hear me now?

19 PRESIDENT VALDEZ: Yes.

20 LAWRENCE BAME: Okay. My name is Lawrence  
21 Bame with Westward Expose. I've been producing events  
22 here for 36 years, and I've spent lots of money to  
23 bring San Diegans to the fairgrounds to have a great  
24 experience. We've invested heavily to create this  
25 great experience, and the DAA has invested right along

1 with me. We've had a good partnership.

2 With the fairgrounds adding a October event  
3 this year at the last minute, during a month that was  
4 already fully booked with events, events that have  
5 been in the execution stages suddenly need to  
6 reschedule even though replacement dates are not  
7 available. At this point in time I do not have a  
8 replacement date -- I've requested three dates for  
9 next year -- and I'm wondering why.

10 How can I plan if the district might be  
11 competing with me for dates and you both had the  
12 ability and the inclination to knock me out of my  
13 dates? Twenty years ago I left the San Diego  
14 Convention Center and brought our fall show here for  
15 this very reason.

16 Interim events did not cause the need for  
17 your crushing financial debt. We've been using the  
18 same buildings forever, with ever-increasing rental  
19 rates plus higher rates for parking, food, power, and  
20 renting your equipment. It seems that you're going  
21 out of your way to disturb your relationship with your  
22 clients, as I define clients, show producers. And I  
23 hope that you give --

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

25 LAWRENCE BAME: Okay. Thank you.

1                   PRESIDENT VALDEZ: Thank you very much.

2                   That's the last member of the public signed  
3 up for that agenda item. That concludes that agenda  
4 item. On to 5(E), Community and Government Relations  
5 Committee. Director Mosier.

6                   DIRECTOR MOSIER: Yes. The Community  
7 Relations Committee and Government Relations met on  
8 April 20th. There was a big update of all the events  
9 happening at the fair for our community members.

10                   There were just two items that I wanted to  
11 mention. The City of Del Mar and the City of  
12 Solana Beach had concerns about the traffic plans for  
13 the fair replacement event even though the number of  
14 cars coming to that event is much smaller than the  
15 usual fair. And the City of Del Mar is reviewing the  
16 traffic management plans and hopefully will approve  
17 them.

18                   There was also some concern about the  
19 scheduled fireworks on July 4th, which relates to the  
20 staffing that the City of Solana Beach and City of  
21 Del Mar usually add for that event. And I think both  
22 cities are very interested in the scope of that event  
23 and a detailed planning. So I think that will be on  
24 the agenda for the upcoming meeting next Tuesday.

25                   That's the extent of my report, unless there

1 are any questions.

2 PRESIDENT VALDEZ: Okay. Seeing and hearing  
3 none, there are no members of the public signed up for  
4 that agenda item.

5 Director Gelfand.

6 DIRECTOR GELFAND: What is the relationship  
7 between the City of Del Mar around the DAA technically  
8 as it relates to traffic? I mean, you said something  
9 about them approving the plan. I mean, how does  
10 that --

11 DIRECTOR MOSIER: Yes.

12 DIRECTOR GELFAND: What's the relationship?

13 DIRECTOR MOSIER: The City of Del Mar owns  
14 the public right-of-ways of Jimmy Durante  
15 Boulevard/Via De La Valle that are impacted by fair  
16 events, and therefore they work with the sheriff and  
17 the 22nd DAA to review traffic plans. Obviously the  
18 traffic problems have virtually evaporated without the  
19 fair taking place, but there were some concerns from  
20 the backup for the vaccine superstation, and the  
21 traffic management seems to be adequate for that. But  
22 because the -- our city streets are owned by the City  
23 of Del Mar, they do have the right to review traffic  
24 plans associated with fair events.

25 DIRECTOR GELFAND: And is their review then



1 advisory to us? Or could they, for example, shut down  
2 an event because they don't like the traffic?

3 DIRECTOR SCHENK: I don't think I'm prepared  
4 to answer that question. Historically, we've always  
5 been able to work out traffic management plans that  
6 are approved. And there was a more extensive review,  
7 you know, after the 2019 fair when there was one  
8 weekend when we had a huge traffic backup on I-5. But  
9 currently things are in good shape. And so I see, you  
10 know, no potential problems upcoming with fair events.

11 PRESIDENT VALDEZ: Carlene, do you want to  
12 add?

13 CEO CARLENE MOORE: Sure.

14 It is -- it is actually an approval process  
15 with the City of Del Mar. But we work very closely  
16 not only with City of Del Mar, City of Solana Beach as  
17 well, even though they're not part of the approval  
18 process, but for their input. We also work closely  
19 with the sheriffs department, as well as CHP,  
20 especially when it comes to the fair.

21 And really it's an annual traffic plan that  
22 is approved by them; so covering all of our events,  
23 not just the fair. But typically that's what we're  
24 doing in the spring. And so it's just a matter of  
25 sometimes working through, you know, those concerns,

1       how are we going to mitigate those concerns, as well,  
2       because everybody recognizes that it's traffic  
3       especially at the fair, but also with some of our  
4       other events and activities it can be impacting to the  
5       residents, you know, in the surrounding communities as  
6       well.

7                       DIRECTOR GELFAND:   So you have an annual  
8       traffic plan.   But then let's say you book something  
9       on an ad hoc basis that's unusual, you know, like a  
10      new KAABOO kind of a thing.   Would you go back to then  
11      Del Mar and Solana Beach and the sheriff's department  
12      to talk about that specific event before it's booked?  
13      Or how does that work?

14                      CEO CARLENE MOORE:   Only if that was  
15      absolutely necessary.   And because it -- again, it's a  
16      very comprehensive plan.   So it's meant to address, in  
17      essence, all of the potential ingress and egress of  
18      those events.

19                      But there are -- for some events, for  
20      example, like, with the fair we utilize a lot more of  
21      our gates than we do for any other event, even a --  
22      you know, a music festival or something.   So there are  
23      times where that approval is given, and then there are  
24      times where we aren't using that throughout the year,  
25      and that's stated in that plan with them.

1           So if for some reason we were -- we were  
2           doing something that required -- that really required  
3           the use of that, yes, we would have -- we would have  
4           to go back to them, but so far historically that has  
5           not been the case.

6           DIRECTOR GELFAND: Thank you.

7           PRESIDENT VALDEZ: Any other questions?

8           Okay. Seeing and hearing none and having no  
9           members of the public signed up for this agenda item,  
10          we're going on to 5(F), and that's the Finance  
11          Committee. I'm gonna pass it on over to Carlene.

12          CEO CARLENE MOORE: Thank you.

13          First off, I'll go ahead and introduce and  
14          have Mark Wiggins, the general manager of Premier,  
15          speak to their March 2021 financial statement that's  
16          included on page 48 of your board packet.

17          MARK WIGGINS: Thank you, Carlene.

18          Good morning -- good afternoon, everyone.

19          For the month of March we had revenues of  
20          just under 18,000, compared to budget of 19,800. Most  
21          of those revenues were made up through third-party  
22          vendors, or all of them were made up through  
23          third-party vendors. They were the reptile show and  
24          the Jurassic Quest were the two shows that we had.  
25          They were both for about 8,000 a piece for those

1 two -- two events. And we also did a little bit of  
2 revenue, third parties, through the COVID-19 testing  
3 that we have a vendor out there almost every day  
4 selling kettle corn.

5 The expenses, other expenses, were right on  
6 budget at 30K. And labor was slightly higher, about  
7 2K. And year to date we're actually under about  
8 10,000 to client distribution.

9 So we're -- we're not reporting positive  
10 numbers yet, but we're -- we're keeping our numbers  
11 that we're budgeting under control. And I look  
12 forward to a month from now when our month -- two  
13 months from now when I can give you some really  
14 positive numbers. So -- but we're -- we're hearing  
15 very good things out in the community with  
16 anticipating food and beverage. So we look forward to  
17 turning this into a great year.

18 CEO CARLENE MOORE: Thank you, Mark.

19 And so with that, you know, the Financial  
20 Committee report is included in your board packet on  
21 pages 49 through 52.

22 One of the big things since last month's  
23 meeting is -- is the renewal of our 2021 insurances,  
24 and the report speaks to it as well. But in terms of  
25 comparison, it's really difficult to compare 2021's

1 rates, quite honestly, to 2020. Many of our rates  
2 were reduced over the course of the year, such as our  
3 Workers' Comp, even our GL, as you know, obviously, we  
4 were shut down like so many others.

5 But one thing it also -- too, that came up  
6 is that there's a requirement by CDFSA. So previously  
7 last year we carried -- I think it was \$11 million in  
8 general liability insurance. And the requirement  
9 is -- going forward is \$25 million. And so the quotes  
10 that we received this year actually led us to a change  
11 in terms of our general liability carrier, which is  
12 through CFSA, which is the California Fairs Service  
13 Authority. It's a pool of most of the -- most of  
14 California's fairs. It's originally established as an  
15 insurance pool because it was getting very  
16 challenging, 30 years ago, to buy insurance on -- on  
17 the open market.

18 And then the remainder of our policies we  
19 renewed through the broker that we have worked with  
20 for several years now in terms of property insurance,  
21 which we have to go out onto the open market for, as  
22 well as our cyber insurance, our crime, again,  
23 Workers' Comp, and others. Our vehicles -- our fleet  
24 of state-owned vehicles is covered through insurance  
25 through the Office of Risk and Insurance Management,

1 or ORIM, which is then administered by DGS. And so  
2 those vehicles remain on that policy that we pay for  
3 as well. So that all was done by April 30th because  
4 our policies renewed on May 1st.

5 Also in your packet --

6 PRESIDENT VALDEZ: I'm gonna clarify  
7 regarding insurance.

8 CEO CARLENE MOORE: Uh-huh.

9 PRESIDENT VALDEZ: Regarding the general  
10 liability, Carlene is correct to state that last year  
11 we had \$11 million in coverage. Historically, my  
12 recollection is that we had an additional 9- in  
13 umbrella. And -- but there was a discussion last year  
14 on forgoing that additional \$9 million in umbrella  
15 because of our shutdown and the fact that there wasn't  
16 really anybody on site. So that was kind of an  
17 exception to our rule. But nonetheless, we carried  
18 \$20 million in GL, and CDFA was then requiring  
19 \$25 million. So I just want to make sure everybody is  
20 on the same page.

21 Go ahead.

22 CEO CARLENE MOORE: I think that's it. I  
23 think that's everything.

24 Oh, one of the things, as well, through the  
25 CFSA GL policy, is that a number of supplemental

1 insurances that we would previously have to buy are  
2 included -- all included into that one policy,  
3 including our D&O insurance. So that's covered  
4 through -- through CFSA.

5 And then just kind of to speak to -- you  
6 know, again, we're undergoing our accounting software  
7 conversion. And as we previously have talked about  
8 just over the course of this year with our auditors,  
9 with legal as well, and with our new -- starting next  
10 week -- director of finance, we'll be working on  
11 the -- that conversion in terms of the --  
12 incorporating the RTA into the DAA financial  
13 statements. And so actually the balance sheet that's  
14 included in the board packet is the start of that  
15 process, where it's just -- it's bringing all of that  
16 into one picture to be able to look at.

17 So we're really excited that we've had an  
18 opening -- an open recruitment going on for the last  
19 couple of months for a director of finance, and we are  
20 really excited to have a gentleman joining us by the  
21 name of Michael Sadegh. He'll be starting next week  
22 with us. So we'll be introducing him to all of you at  
23 the June board meeting.

24 One of the other things to note in the  
25 Finance Committee's report is just communications

1 really that we have had with CDFA. And so it's noted  
2 in the financial report that in submitting our  
3 statement of operations -- and we pointed out to them  
4 that we ended the year at a negative 1.85 percent  
5 reserve. And we have articulated that to them in our  
6 letter that accompanied that statement of operations  
7 submittal to them in terms of for support and the  
8 demonstration still of that ongoing need for the  
9 targeted -- the targeted support application which was  
10 submitted about the middle of April. And so our  
11 request to CDFA still remains at the \$7.4 million kind  
12 of balance of the \$9 million that we had articulated,  
13 you know, throughout this -- this particular calendar  
14 year and even going back as far as November of our  
15 need for -- in order to get through June 30th of this  
16 year.

17 And so we're still waiting to hear back.  
18 CDFA is in the process of reviewing all the  
19 applications that they received on that final day.  
20 And so we're still waiting to hear back confirmation  
21 of whether or not we're getting the 7.4.

22 And that concludes my report.

23 PRESIDENT VALDEZ: Any questions?

24 Okay. Hearing and seeing none, we have one  
25 member of the public signed on up for the agenda item,



1 and that's Martha Sullivan.

2 MARTHA SULLIVAN: Hi. This is Martha  
3 Sullivan again. Again, thank you for this  
4 opportunity. I signed up just in case I heard  
5 something or something came up that I wanted to  
6 comment on, and I'm good. Thank you.

7 PRESIDENT VALDEZ: Thank you very much.

8 Any questions before we move off on this  
9 agenda item?

10 Okay. Seeing and hearing none, on to  
11 item 5(G), and that's the Legal Committee. And  
12 there's nothing to report, nor is there any members of  
13 the public signed up for that agenda item.

14 So we're on to Public Comment. Again,  
15 two-minute limitation. First up for Public Comment is  
16 Martha Sullivan.

17 MARTHA SULLIVAN: This is Martha Sullivan  
18 again.

19 I've raised the issue of water conservation  
20 water use before. I just want to read some additional  
21 analysis I've done since the last time I spoke.

22 As elected officials ask more Californians  
23 to convert from grass to low-to-no-water landscape and  
24 California farmers to use water more efficiently, they  
25 also need to ask the owners and operators of live

1 horse racing tracks to do the same. These racetracks  
2 cater to just 1 percent of U.S. adults who bet and/or  
3 attend one live horse race per month according to The  
4 Jockey Club. The California State Senate President  
5 pro tem Toni T. Atkins was recently quoted that she  
6 and her spouse have already replaced their lawn to be  
7 more water efficient; although, they did not take  
8 money from the state program. Quote, "That's very  
9 clearly happening throughout communities in California  
10 because we understand what's at stake," she said.

11 The Del Mar Race Track in Senator Atkins'  
12 district has a turf racetrack plus a large grass  
13 infield. Then of course there's Santa Anita  
14 racetrack, Golden Gate Fields, which both have turf  
15 racetrack. And then there is all the water used to  
16 keep the dirt racetrack at Del Mar, Santa Anita, and  
17 Los Alamitos from throwing off dust to keep the horses  
18 cool, which only becomes greater as it gets hotter,  
19 and to keep the horses and backstretch clean and  
20 sanitary. At the Del Mar Race Track this is at least  
21 150,000 gallons per day during the summer races added  
22 to the City of Del Mar's sewer flow per your  
23 fairgrounds engineering analysis for your new  
24 racetrack water treatment system.

25 And just note, per the U.S. EPA, the average

1 daily water use of each Californian --

2 DONNA O'LEARY: Ms. Sullivan, your time is  
3 up.

4 PRESIDENT VALDEZ: Thank you.

5 On to Elizabeth Jacobelly.

6 A/V TECHNICIAN: She is no longer on the  
7 queue.

8 PRESIDENT VALDEZ: Next is Maria Luisa.

9 A/V TECHNICIAN: No longer on the queue.

10 PRESIDENT VALDEZ: Next is Oscar  
11 de la Torre.

12 OSCAR DE LA TORRE: Yes. I just want to  
13 make a quick comment.

14 I think, you know, Martha Sullivan is  
15 bringing up important points, you know, around water  
16 conservation and -- and, you know, this is an industry  
17 in horse racing that I've seen, and I've witnessed  
18 this, implement reforms and make positive change, you  
19 know.

20 But it's real important also to just -- you  
21 know, I know that she's talking about a percentage --  
22 a small percentage of people that bet on horses. I  
23 just want to remind people there's -- just in  
24 California alone there is 17,000 workers that are  
25 working in horse racing alone and more than 70,000 in

1 equine-related businesses throughout the state of  
2 California. There's a lot of families that depend not  
3 just on horse racing but the whole industry that  
4 supports equine activities and businesses.

5 So thank you all very much, and thank you  
6 for your work.

7 PRESIDENT VALDEZ: Thank you.

8 We're going to have one last try for Jane  
9 Cartmill on public comment. She'd signed up for this  
10 item as well.

11 A/V TECHNICIAN: Star six, Jane.

12 PRESIDENT VALDEZ: Still no?

13 A/V TECHNICIAN: Still nothing.

14 PRESIDENT VALDEZ: That's the last member of  
15 the public signed up for public comment. So we're on  
16 to -- the next item was the closed executive session.  
17 We are not going into closed session. Eight is  
18 reconvene to open session. So we're back to there.

19 And No. 9 is Directors Request and Closing  
20 Comments. We actually have one member of the public  
21 signed up for that, but first of all I have a  
22 question.

23 Mr. Caplan, do we have to have a formal vote  
24 on the addition of the June 8th, 2021, board meeting?  
25 Or is that just by acclamation?

1                   DEP. STATE ATTY. GEN. CAPLAN: You don't  
2 need a formal vote, Director Valdez. Its acclamation  
3 would be fine. Again, so long as the notice goes out  
4 ten days before that meeting, you don't need a formal  
5 vote of the board of a meeting, to approve that.

6                   PRESIDENT VALDEZ: Okay. Thank you very  
7 much.

8                   We discussed that at the April 23rd  
9 strategic planning workshop, that we would be adding  
10 back in the June 8th, 2021, board meeting. And so  
11 that is there.

12                   Any board communication that we need to  
13 discuss? That's in your packet.

14                   Why don't we go to -- I think we just  
15 crossed her off. Kim Marrs, is she on for this item  
16 anymore?

17                   A/V TECHNICIAN: Nope. She's no longer in  
18 the queue.

19                   PRESIDENT VALDEZ: Okay. On to For Your  
20 Information.

21                   Any other comments from the directors before  
22 we -- okay. That was a quick one.

23                   Do I have a motion to adjourn?

24                   (Board members indicating by raised  
25 hands.)

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DONNA O'LEARY: By acclamation we are  
adjourned.

(Meeting Adjourned: 3:22 P.M.)

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 25th day of May, 2021.

18  
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21 Kathryn L. Edwards, CSR No. 7288

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