

BOARD OF DIRECTORS MEETING
22ND DISTRICT AGRICULTURAL ASSOCIATION
TURF CLUB, DEL MAR FAIRGROUNDS via ZOOM
2260 JIMMY DURANTE BOULEVARD
DEL MAR, CALIFORNIA

TUESDAY, JUNE 8, 2021

1:30 P.M.

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

Remote from San Diego

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

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

DIRECTORS ABSENT:

- Pierre Sleiman

ALSO PRESENT:

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

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

INDEX

	BOARD OF DIRECTORS MEETING	PAGE
	Call to Order	4
	Roll Call	4
	Consent Calendar:	
	Public Comment	6
	Vote	7
	Management Report	8
	Public Comment	39
	Committee Reports:	
	Community Relations Committee	43
	Horsepark Ad Hoc Committee	43
	Public Comment	61
	Discussion	64
	Strategic Planning Committee	70
	Public Comment	80
	Discussion	92
	Finance Committee	97
	Legal Committee	104
	Public Comment	104
	Closed Executive Session & Reconvene to Open	110
	Directors' Requests & Closing Comments	110
	Adjournment	110

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

DEL MAR, CALIFORNIA, TUESDAY, JUNE 8, 2021

1:30 P.M.

---o0o---

PRESIDENT VALDEZ: Hello, everybody.
Welcome to the June 8th, 2021, meeting of the -- I'm
sorry -- board -- board meeting of the 22nd District
Agricultural Association.

Donna, could 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 Mead.

Director Mosier.

DIRECTOR MOSIER: Here.

DONNA O'LEARY: Director Nejabat.

DIRECTOR NEJABAT: Here.

DONNA O'LEARY: Director Schenk.

DIRECTOR SCHENK: Here.

DONNA O'LEARY: And Director Sleiman has an

1 excused absence today.

2 PRESIDENT VALDEZ: Great. Thank you, Donna.

3 Just so everybody knows from the public, we
4 typically don't have a meeting in June, especially
5 when there is a fair going on. And we had not planned
6 to have a June meeting this year. We did decide,
7 however, after and during our meeting on April 23rd
8 for the strategic planning workshop, to have a June
9 meeting so that we could further discuss strategic
10 planning.

11 In the interim, we decided to add a couple
12 of items to the agenda for June that we felt important
13 to take care of in June, but it is still a pared-down
14 agenda than normal. So I just wanted everybody to
15 understand why there's fewer committee reports set
16 forth on the agenda today.

17 So on to item 3, the consent -- oh, I'm
18 sorry. Before I go there, I wanted to also state that
19 we are eliminating from item 5(D) the last bullet
20 point, The Center budget. As it states there, it's
21 postponed to the July 13th board meeting.

22 So now on to the consent calendar. We do
23 have a member of the public signed up for that agenda
24 item. We are limiting public comment to two minutes.
25 And the member of the public is Jane Cartmill.

1 A/V TECHNICIAN: You're in the meeting,
2 Jane. Star six. There you go.

3 JANE CARTMILL: It looks like the livestock
4 judges do quite well for a single day's work. What a
5 strange position to accept judging animals for the
6 purpose of sending them to their deaths, even if you
7 do get all expenses paid for your trouble.

8 It's a shame and a heartbreak that the
9 primary purpose of 4-H is to teach children to see
10 animals not as friends and co-inhabitants of the
11 planet but as products to be raised and judged and
12 slaughtered for profit. The husbandry practices are
13 to ensure a better price at the end of line, not
14 because the animal simply deserves the good treatment.
15 The judges reward good husbandry, but for the wrong
16 reason.

17 Every year there is a requisite story in the
18 Union Tribune about some youngster who is struggling
19 with the guilt over seeing the animal he or she raised
20 go to auction. I've met some of these children who
21 became very attached to the animals. Their parents
22 incomprehensibly urge them to discard their emotions
23 because this is how you earn money for college, as if
24 there were no other way to earn money than to betray
25 the trust of an innocent creature.

1 The anguish these children feel and that the
2 animals experience does not sound like the fun you
3 have called for in your vision for the fairgrounds.

4 PRESIDENT VALDEZ: Thank you.

5 That's the only member of the public signed
6 up for that agenda item.

7 Do I have a motion to approve the consent
8 calendar?

9 VICE PRESIDENT BARKETT: So moved.

10 DIRECTOR GELFAND: (Raising hand.)

11 PRESIDENT VALDEZ: That's Barkett. A second
12 by Gelfand.

13 Any questions? Comments? Discussion?

14 Donna.

15 DONNA O'LEARY: President Valdez.

16 PRESIDENT VALDEZ: Aye.

17 DONNA O'LEARY: Vice President Barkett.

18 VICE PRESIDENT BARKETT: Aye.

19 DONNA O'LEARY: Vice President Rowland.

20 VICE PRESIDENT ROWLAND: Aye.

21 DONNA O'LEARY: Director Gelfand.

22 DIRECTOR GELFAND: Aye.

23 DONNA O'LEARY: Director Mead?

24 Director Mosier.

25 DIRECTOR MOSIER: Aye.

1 DONNA O'LEARY: Director Nejabat.

2 DIRECTOR NEJABAT: Aye.

3 DONNA O'LEARY: Director Schenk.

4 DIRECTOR SCHENK: Aye.

5 PRESIDENT VALDEZ: Motion carries. I think
6 that's 7-0; right?

7 DONNA O'LEARY: Yes.

8 PRESIDENT VALDEZ: Okay. On to Management
9 Report. Carlene.

10 BY DIRECTOR SCHENK:

11 Q We have a couple of recognitions this month,
12 one of which isn't here today because, well, it was
13 his day off. And I suppose everybody deserves one,
14 especially hardworking employees.

15 So first just want to take a moment and
16 acknowledge Mario Sandoval who has been with us for
17 20 years, having started with us in 2001. He works in
18 our operations department. There's more information
19 in your packet.

20 But I think one of the things to note, and I
21 really wish Mario was here to share this moment with
22 us, and that is over this past year, during our
23 restructure and reorganization which included moving
24 around and, in essence, kind of condensing our
25 footprint of offices, for those of you who have ever

1 moved homes before and you're working especially with
2 not just the movers but your significant other,
3 imagine having 20 or 30 significant others telling you
4 where they want their desks placed or to move that
5 book cabinet and things like that. And Mario, he was
6 just so great and just rolled with it every step of
7 the way, and I don't think any of us envied him in
8 that role.

9 So please congratulate me -- or congratulate
10 him and join me in congratulating him -- congratulate
11 me, yay, we made it through that office move -- but in
12 congratulating him on 20 years of service here at the
13 22nd DAA.

14 And with that, it's hard to beat 20 years,
15 but we are actually celebrating 25 years this month as
16 well, and that is Brian Waterman, our esteemed
17 all-things-traffic-and-transportation-related
18 supervisor. Brian joined us, so, in 1996, starting
19 off with our security department, in the public safety
20 department, and has since grown into, again,
21 everything related to traffic and transportation. He
22 is what helps make your experience in coming to the
23 fairgrounds a smooth one.

24 And also just know that, in doing that, it's
25 not the easiest job in the world, as you can all

1 imagine. And so, you know, I really appreciate that
2 Brian takes it with a smile and a grin as we all have
3 ideas for how traffic can be improved or what, you
4 know, little adjustments could we make. And we're
5 just sure that that's the solution to all things. And
6 what's really great is he -- he takes all of that in.
7 And if it's gonna work, he does. And if it's not, he
8 actually provides that explanation understanding of
9 the trickle-down effect that that one little tweak
10 that we think is just the solution to all things
11 traffic related will make.

12 So thank you very much for your patience
13 with us, Brian. And again if everybody will join me
14 in congratulating Brian Waterman on his 25 years of
15 service.

16 PRESIDENT VALDEZ: Congratulations.

17 (Photographs being taken.)

18 CEO CARLENE MOORE: All right. And so
19 moving on.

20 Just a few -- and again keeping this meeting
21 short and brief, but there are a few updates that I
22 would like to share with all of you. One of the most
23 recent is, just so that everybody is aware, the Office
24 of the State Fire Marshal recently announced a
25 proposed rulemaking which is related to special event

1 permits on State-owned as well as specified
2 State-occupied properties or in State buildings.

3 The network of California fairs is adamantly
4 opposed to these changes. It has very significant
5 impact. If it goes into effect, it could have very
6 significant and even detrimental impacts to our
7 business, especially in the special events arena.

8 So the industry has already reached out to
9 Secretary of Food and Agriculture Karen Ross for her
10 support in this as well, which she is giving through
11 the outreach of not only the fair industry but also
12 other industries that would be impacted by this
13 potential rulemaking which has to do with a
14 requirement of deputies at events and that those being
15 reimbursable costs, meaning passed on to, in essence,
16 in our case, the agency, us, as the 22nd, and then
17 ultimately those being passed on to those event
18 promoters for deputies.

19 So they have acknowledged and a hearing will
20 be held. We don't know yet what that date is, but
21 we'll keep you posted on any progress with that. And
22 I'll be sending out the specifics for that proposed
23 rulemaking to the board this afternoon so that you
24 have that information, as well as we'll be reaching
25 out to Senator Atkins and Assemblymember Ward's

1 offices for their support and understanding of the
2 impacts if this rulemaking was to -- was to go
3 through.

4 PRESIDENT VALDEZ: Do you have a sense of
5 the amount that an agency like us might have to bear
6 for -- for this?

7 CEO CARLENE MOORE: So just for the
8 San Diego County Fair alone we would probably be
9 looking at expenses of over half a million dollars
10 just for the fair. For -- for an event, you know,
11 weekend, you know, some of the kind of retail
12 experiences that we have or cultural festival or
13 things like that, because depending on the number of
14 attendees determines the number of deputies that you
15 would have to have on site during, it could make those
16 additional costs to them anywhere from, you know,
17 \$15,000 to well over \$25,000 just in the fire marshal
18 fees alone.

19 PRESIDENT VALDEZ: Thank you.

20 VICE PRESIDENT ROWLAND: Carlene, I have a
21 question.

22 Is there -- is there any kind of underlying
23 rationale that you can provide for, you know, what
24 they're -- what they're asking or what they're
25 suggesting?

1 CEO CARLENE MOORE: I don't know if I can
2 provide much rationale, but just some understand- --
3 perhaps some understanding of what's significant about
4 this change.

5 So there has been a special event permitting
6 process with the state fire marshal's office. We
7 already have to submit as we're contracting in
8 various -- various events. But with this rulemaking,
9 based on their determination, it would then -- this
10 requirement of actual deputies on site and staffed
11 during events, they say that this is in the interest
12 of protecting state properties as well as public
13 health.

14 VICE PRESIDENT ROWLAND: And have we had any
15 incidents where this seems like it would be a
16 necessity?

17 CEO CARLENE MOORE: We haven't.

18 And for some of our really large events we
19 do have -- and whether it's been -- we have had state
20 fire marshal deputies here on site, for example,
21 during the KAABOO event. They have been here on site
22 because of, you know, much larger sort of mass
23 gatherings.

24 During our own event of the San Diego County
25 Fair, part of what they -- they approve through that

1 process is, you know, our health and safety plans, the
2 additional temporary staff that we bring on board, you
3 know, who -- who assist in that. We do have
4 fire-licensed safety folks that we're contracting with
5 for that event specifically. So this would be above
6 and in addition to that.

7 VICE PRESIDENT ROWLAND: So these aren't
8 EMTs who are actually going to be ministering to
9 people who have, you know, an incident at the fair? A
10 sprain? A cut? Something like that? This is just
11 people watching out for violation situations?

12 CEO CARLENE MOORE: Yes. So these are
13 typically your inspectors.

14 And the same thing: They come pre-fair. We
15 also have annual inspections. And like I said, for
16 the larger events they'll come in and inspect those.
17 This will now have those folks here on site during the
18 event.

19 Any other questions?

20 So we'll keep you posted on it. And like I
21 said, I'll send out the specific information so that
22 everybody has an -- has an opportunity to see that.

23 Another recent update that has taken place
24 is we all know California is gonna be reopening on
25 June 15th. You know, the governor has been putting

1 forth reopening guidelines and plans, but the other
2 one that has come out most recently is from Cal/OSHA.

3 So one thing to -- to keep in mind is that,
4 you know, the governor's focus on the state's
5 reopening plan, it really focuses more around our
6 patrons and all of us as members of the public.
7 Whereas, as we all know, Cal/OSHA relates to us as
8 both an employer and, in many instances, as far as
9 employees or volunteers as well. So there is an
10 expectation that some of the guidelines will be
11 slightly different.

12 There is a little bit of ambiguity, and so
13 the business sector is seeking clarification on
14 things. But, in essence, these guidelines will go
15 into -- go into effect -- well, it was within 10 days.
16 This was announced on, I think, June 4th, but
17 definitely by June 15th. And they're expected to
18 remain in effect through July 31st.

19 So just quickly, kind of just to hit the
20 highlights of it, is that for indoor -- and this is
21 whether it's, you know, office space or an activity
22 or, you know, an event that's taking place, but indoor
23 fully vaccinated workers without symptoms do not need
24 to wear a face covering when everyone else is fully
25 vaccinated. Where there is a mixture of folks

1 vaccinated or not, then all workers will be required
2 to continue to wear facial coverings.

3 For outdoor workers, outdoor fully
4 vaccinated workers without symptoms do not need to
5 wear a face covering, but not fully vaccinated workers
6 must continue to wear a face covering when they are
7 less than six feet apart from another person.

8 These changes will also eliminate physical
9 distancing and partitions and barriers if, as the
10 employer, we provide respirators such as the N95 masks
11 to unvaccinated employees for their voluntary use.

12 And this is where there is some ambiguity
13 because then it goes on to talk about after 7/31,
14 while it's no -- the partitions and social distancing
15 are no longer required, that we must provide those
16 unvaccinated employees with the N95, again, for
17 voluntary use. So it seems to kind of say the same
18 thing, but it sounds like that rule may stay in place
19 well after July 31st.

20 A/V TECHNICIAN: Kathlyn Mead has entered
21 the meeting.

22 PRESIDENT VALDEZ: Thank you.

23 CEO CARLENE MOORE: Also, that a written
24 COVID-19 prevention program is still required, which
25 we have ours, and we will continue to update that as

1 any of the rules and guidelines do change.

2 And then the final thing is just that fully
3 vaccinated workers without symptoms will no longer
4 need to be excluded from the workplace after they've
5 had a close-contact incident. So previously if a
6 worker was potentially exposed, then they had to
7 remain -- stay away from the workplace. But if they
8 have been fully vaccinated, they won't have to stay
9 away from work.

10 And so those are the changes that are
11 anticipated and, like I said, going into effect
12 June 14th, but at least by June 15th, in terms of
13 employee and employer workplace safety. And so we'll
14 be following -- following those rules throughout as we
15 do in complying with everything related to employee
16 safety.

17 And that was really the -- the two big
18 updates that I had. And sort of along -- along those
19 lines, now I'm going to turn that over to -- turn it
20 over to Melinda Carmichael to give an update on the
21 vaccination super station.

22 MELINDA CARMICHAEL: Good afternoon.

23 All right. So I do have a brief update on
24 our vaccination super center. We -- as mentioned last
25 month, we have issued over 100,000 vaccinations, and

1 we've received multiple positive comments about the
2 center and how speedy and what it -- you know, the
3 ease of the experience. And so with that we have a
4 declining amount of people that are getting the
5 vaccination here and along with other opportunities of
6 your local pharmacy being available to give
7 vaccinations. So our super station will now be
8 sunsetting, and the last day of operation will be
9 June 29th.

10 So we want to thank the County and Scripps
11 for their partnership. It was absolutely our pleasure
12 to be the host for the super station, and we just want
13 to thank all involved and hope everybody else gets
14 vaccinated.

15 CEO CARLENE MOORE: Thank you.

16 And then before I turn it over to Katie for
17 an update on Home Grown Fun, I wanted just to provide
18 a brief update to -- to the board in terms of -- in
19 terms of Home Grown Fun.

20 So recently at our -- and Don may be
21 reporting on this as well, but it sort of ties into
22 our update too when we start talking about fireworks.
23 But recently, at the Community and Government
24 Relations meeting held last month, both of the cities
25 expressed concern to us about the fireworks and

1 specifically as it related to, you know, drawing
2 together mass -- in essence, a gathering, large
3 gatherings of perhaps, you know, a mixed population in
4 terms of vaccinated or unvaccinated. And so we have
5 taken those -- those concerns into consideration. And
6 as Katie talks about the fireworks program and what
7 that looks like, I just wanted everybody to be aware
8 that we've addressed -- we've addressed those concerns
9 as best that we can.

10 And -- and we've been talking about some of
11 the stuff for several months now in terms of, you
12 know, it is -- it's a reduced show, reduced in height.
13 And so most importantly is that the -- the traditional
14 viewpoints outside of the fairgrounds on, you know,
15 city streets and things of that nature aren't -- they
16 aren't going to be there. And so really just strongly
17 encourage, you know, friends, family, and anyone that
18 you know, neighbors and so on, to buy their tickets.
19 If they're wanting to see the fireworks at the
20 fairgrounds, and we hope that they do, that they buy
21 their ticket and buy it early because we do still --
22 we have restrictions in terms of the amount of space
23 that we have, that they buy that early in order -- in
24 order to see that.

25 We have presented that to both of the cities

1 recently at City Council meetings. And I can at least
2 say that when I attended the City of Solana Beach they
3 thanked us for our efforts in doing that and
4 communicating that message out to our community. And
5 we will continue to do that right up and through those
6 fireworks on the 4th of July.

7 And so with that I'm gonna turn it over to
8 Katie and, I think, Jacky as well to provide you an
9 update on Home Grown Fun.

10 KATIE MUELLER: Good afternoon, everybody.

11 Well, we are fast and furiously setting up
12 for Home Grown Fun. It's looking really good out
13 there. Really excited about what we're able to
14 produce. I was talking to Richard a little bit before
15 the meeting, and it's really just a nice mix of
16 tradition and also a new feel of a -- of a smaller
17 Home Grown Fun event.

18 So just to recap: SDfair.com has all the
19 latest information, including programming lineups,
20 that include times of shows, days that certain
21 performers are gonna be performing on, all of that
22 kind of information that you might want to know before
23 you purchase your ticket.

24 Again, tickets and parking both are sold in
25 advance online. We're using arrival-time ticketing

1 where you tell us what time you'd like to come when
2 you purchase your ticket. Capacity has been set to
3 allow physical distancing at the event and also to
4 manage not only traffic but crowd control.

5 Admission is \$10 for all ages. Albertsons
6 and Vons will be printing a \$2 discount code for
7 admission on the backs of receipts for those customers
8 that spend \$20 or more. Parking is \$12, and NCTD is
9 offering that \$12 Fun Tripper that includes admission
10 and a ride on the Coaster, Sprinter, or Breeze. And I
11 was looking at numbers earlier, and that seems to be
12 climbing. So really happy to see people taking
13 advantage of that offer.

14 Just to remind everyone, it's a taste of the
15 traditional fair. Just a taste. It's kind of the
16 bridge that gets us back to a traditional fair in
17 2022. But there's 40 different food stands. Forty of
18 the most favorite food items of the annual fair every
19 year is here -- are here and ready to serve you.
20 There is food from barbecue to ice cream to deep-fried
21 treats to hamburgers to everything in between. So
22 just coming for the food alone makes it all worth it.

23 There's three halls of shopping experiences.
24 Bing Crosby Exhibit and Seaside Pavilion will have all
25 the unique things that people love to come and shop

1 for while they're here.

2 Swifty Swine Pig Races will be returning.
3 The Extreme Dog Show, featuring dock dogs and agility
4 dogs, will be here. Agri-Land will be featuring kids'
5 pedal tractor experience as well as cow milking four
6 times a day with a real cow brought to you by
7 Hollandia Dairy. A reverse Plant Grow Eat where kids
8 can come and plant a radish or lettuce or a sunflower
9 and take it home with them. Make and takes.
10 Fair-goers can come and make a craft here at the fair,
11 at the fairgrounds, and be able to take that home with
12 them as well.

13 The Ferris wheel is setting up, and it's
14 magnificent, right on the west end of the avenue, and
15 along with the carousel. And brand new, with the
16 opening of California on June 15th, we were able to
17 bring in a selection of kids' rides that will be open
18 starting June 16th. So there will be about a dozen
19 different rides for kids and kids of all ages,
20 actually, here at the fairgrounds. So that is new
21 since the last time we spoke.

22 Happy Day Pony Rides are returning. So
23 everyone that's missed out on getting that photo-op
24 with their kid on a pony will be able to do so this
25 year.

1 We'll have contests and demonstrations every
2 single day at our one stage. We'll have on-the-spot
3 fun contests. We'll also have contests you can enter
4 in advance. We'll have demonstrations that will be
5 inspired by our traditional exhibits program which we
6 were unable to put together this year because of the
7 inability to get together to do judging and entry
8 take-in and things like that. But you'll be able to
9 see woodworking, art, photography, all kinds of --
10 some animal demonstrations, all kinds of things
11 inspired by those exhibits.

12 We'll have strolling entertainment. So
13 Godfrey the Magician who has performed here for a
14 number of years will be delighting patrons, as well as
15 a juggler and a unicyclist. We'll have some live
16 musical performances. They won't be concerts. Think
17 of them more like buskers at both areas where you can
18 enter the event at the paddock and then also at the
19 west gate. And you can see the full lineup on our
20 website. The Jackstraws will be returning, for those
21 of you that love the Jackstraws. They've been
22 performing here for many, many years at the O'Brien
23 Stage.

24 I mentioned the cow-milking demonstrations.
25 Very excited about that.

1 And then we'll have sponsor activations.
2 We'll have Toyota, Chevy. All of the cellular phone
3 companies, you name it, will be located throughout the
4 grounds.

5 We're very proud to be able to celebrate
6 youth in agriculture. And Jacky is actually going to
7 talk about this part at the end of this presentation,
8 but we will be hosting a junior livestock show and
9 auction. It will not be open to the public because of
10 the location of the barn facilities -- the vaccination
11 center takes up quite a bit of real estate between
12 Home Grown Fun and the livestock area -- but we will
13 be able to bring those exhibitors and their families
14 here on site to have an actual livestock show. And
15 then we will be holding the auction virtually, which
16 Jacky will also talk more about, on the 26th.

17 And finally, the 4th of July fireworks. As
18 Carlene mentioned, we will be following all state and
19 county COVID-19 guidelines. We have a written plan
20 for every aspect of Home Grown Fun, including the
21 fireworks, that's been approved by the County
22 Department of Health. But we're really, really
23 excited to be able to bring back the tradition of
24 fireworks on Independence Day. We've all missed out
25 on having that experience over the past year. It will

1 be a somewhat-altered show. So as she mentioned,
2 we'll be using slightly smaller shells. So the height
3 will be shortened. And it's really, really designed
4 for on-site viewing. So the best location to view the
5 fireworks is here on site. Tickets are limited. So
6 we really encourage people to get them in advance so
7 they don't miss out. It will be about half the length
8 of the usual show, as well. So -- but excited to be
9 able again to take that step forward to getting back
10 to somewhat normalcy.

11 And that's -- that's it for my portion of
12 the presentation. Jacky is gonna talk a little bit
13 about the livestock show.

14 JACKY ESHELBY: Hello.

15 As Katie mentioned, we are continuing with
16 our tradition of having a junior livestock show and
17 auction, and it is definitely a hybrid of what we've
18 done in the past and what we did last year.

19 Henry, waiting for --

20 A/V TECHNICIAN: Yeah, we're pulling it up
21 right now.

22 JACKY ESHELBY: There we go. So --

23 A/V TECHNICIAN: It's up.

24 JACKY ESHELBY: So you can go to the next
25 slide.

1 So to kind of give you guys a timeline,
2 we've actually been meeting with the junior livestock,
3 4-H leaders, and FFA advisers since January. We've
4 met with them the first Tuesday of every month. And
5 we've been talking through all the different options
6 that were gonna be available to us with COVID
7 restrictions, looking at what other fairs did in
8 California in the fall, as well as, you know, what
9 kind of opportunities would be available to us.

10 And we went forward with a live show that
11 not only features the traditional market animals, but
12 to be able to bring in the breeding shows for the
13 exhibitors that did not get to participate last year,
14 and the small animals.

15 So our entries opened on April of 2021.
16 They just closed this last Friday. We've been busy,
17 starting this week, with sending out information to
18 our previous buyers for signing up. On Saturday,
19 June 19th, we will have a one-day poultry show and a
20 one-day dairy cattle show, which means that the
21 exhibitors will be bringing their animals to the
22 grounds. They will show them down in the livestock
23 area and then be able to take them home. And we will
24 also be doing that with our dairy goats on June 20th.
25 And one of the reasons we're doing that with these

1 shows is that it's easier on the animals to be here
2 for one day. And the dairy goat show is actually
3 turning out to be one of the largest shows that we
4 will have. And to fit everybody in the barn, it was
5 the -- it was the best solution for everybody.

6 On June 21st we'll be doing our move-in and
7 weigh-in day. We'll be showing our market hogs on the
8 22nd. We'll be showing our market goats, market
9 sheep, breeding beef, and market cattle show on the
10 23rd. We will be utilizing the arena for the cattle
11 show, which is something new, and we're excited about.
12 Hog showmanship will be on June 24th at our champion
13 drive where we select our overall winners. And then
14 we'll do the sheep, goat, and beef showmanship on
15 June 25th.

16 And then similar to last year, our auction
17 will be virtual, which means the pre-bidding will
18 start the day before. So pre-bidding will open at
19 9:00 A.M. on Friday, and then the auction will go live
20 at 10:00 A.M. on Saturday, and we will close out lots
21 in the next minute and a half to two minutes. And
22 then on Sunday we'll have our master showmanship and
23 our awards ceremony.

24 Because we have the opportunity for
25 exhibitors to receive add-ons to their bids, the

1 auction will remain open into July 5th so that people,
2 buyers and participants, can still go on and make
3 those additional add-ons.

4 Next slide.

5 So to kind of give you an idea of the
6 numbers, we have 52 head of steers, eleven breeding
7 beef, 128 head of market hogs, 93 market lambs,
8 10 breeding sheep, 42 market goats, 14 pens of
9 broilers, 13 head of turkeys, 127 dairy goats, and
10 36 head of dairy cattle, and we have collected over
11 \$48,000 in entry and other fees from the exhibitors.

12 Next slide.

13 Awards: I'm really excited. We've had a
14 lot of great outpouring of support from the community.
15 Randy Rockwell, who is a 4-H leader and parent, I
16 actually just met with him minutes before the board
17 meeting started, and he's collected close to \$4,000 in
18 donations for the awards for the exhibitors.
19 Hollandia Dairy is donating milk to The Friends that
20 we will sell during the milking demonstrations, and
21 the money will go towards supporting this show as
22 well. And then the virtual auction and -- has the
23 ability to support it as well.

24 Last year we had the first two lots. One
25 was for the San Diego County Friends of the Fair and

1 the second lot was for Don Diego. So all those
2 opportunities are available to support these
3 exhibitors in others ways outside of just the auction
4 itself.

5 Next slide.

6 So to kind of give you some updates on
7 differences and how COVID is working. As Katie
8 alluded, this is not open to the public. This is for
9 invited guests only. We'll have a viewing area that
10 we're providing for the parents and the leaders to
11 watch the exhibitors.

12 Everything -- we did make a lot of
13 adjustments in our original plan. We had to have a
14 plan approved by the County so that it could go up to
15 state 4-H and the extension office approve it so that
16 the 4-H members could participate. And all those
17 steps had been taken. But with the changes that have
18 came out in the last week, we were able to adjust our
19 guidelines slightly. We will continue to have social
20 distancing and signage reminding people the importance
21 of washing your hands, and there will be no eating in
22 the barns. And so some of those protocols will also
23 stay in place.

24 As we said, we are going to do the virtual
25 auction, but we will also be livestreaming the shows

1 on YouTube channels, thanks to Henry and Oscar. We
2 found an outside company to help partner with us, and
3 we will be livestreaming those shows. And I hope to
4 at least livestream the champion drive into the
5 paddock on that Thursday evening.

6 We'll have multiple hand-washing stations.

7 It will be the traditional show format with
8 the judges' awards, showmanship, which was something
9 we weren't able to offer last year. And then the
10 participants will be allowed to attend Home Grown Fun
11 with their badge or wristband, as they will be staying
12 here on site.

13 Next slide.

14 So we really encourage volunteer
15 opportunities. We're dealing with a skeleton crew,
16 and this is just two young men. (Showing photograph.)
17 We put a call to action, with very short notice, that
18 we were gonna be setting up the pens, and we had three
19 exhibitors show up and help our operations department.
20 And they did a great job. And Ray Renteria actually
21 asked me the next day how he could get ahold of one of
22 those young men because he'd like to have him on his
23 crew all the time. So it's been really great to see
24 the outpouring of help we've got from that community.

25 Next slide.

1 Just some things for the virtual auction.
2 As I said, we'll be sending out information to the
3 past buyers. We hope, in the next week to ten days,
4 to have the buyers' sign-up link live. We are
5 waiting. We have to confirm a few informations on the
6 back end.

7 Last year we sold all lots by head, and it
8 was really successful, and it was easier for buyers to
9 understand. So we're gonna continue with that format.
10 The auction will be virtual. However, one thing
11 different than last year: Last year we put a timer.
12 We had to set a time, and so it automatically went to
13 the next lot. We will control the timing of when each
14 lot closes and the next one opens. This will help
15 with the delay of the feed out into the airways. As
16 well as if we're selling the grand champion lamb and
17 there becomes a bidding war, we can continue to have
18 that.

19 We will have an emcee and hopefully Henry
20 sitting there guiding along, and we will interview
21 each of the exhibitors. They won't have their animal,
22 but there will be that live presence at each of the --
23 4-H and FFA members and Grange members will be part of
24 the process. So we're kind of excited about that,
25 that addition.

1 Next slide.

2 Like I said, the Friends of San Diego County
3 Fair, we still have the junior livestock auction
4 support fund, but we've also been able to utilize them
5 to do some collection of donations for the awards, as
6 well as the Hollandia donation. And it's really
7 helped us with this program and helps with their
8 mission to support our agricultural endeavors here at
9 the fairgrounds.

10 Next slide.

11 And we will also have the ability for the
12 buyers to donate their animals to the Don Diego
13 Scholarship. Chana and I have been talking, and I
14 really do hope that we might be able to expand the way
15 that we can raise some more funds for Don Diego. But
16 that -- we haven't quite figured all of that out yet,
17 but that will definitely be an option.

18 Next slide.

19 And then finally I just want to thank
20 everybody here, our team at the 22nd DAA. Without
21 their support and their appreciation of importance of
22 agriculture and as a purpose of our being here at the
23 fairgrounds, this show would never happen. From Henry
24 and Oscar in production to Jen in marketing helping us
25 get the information out in e-blasts and up on the

1 website. In operations, Sam and his limited crew have
2 been great. Lena and Mary; we pulled out all the 2020
3 parking passes and badges and wristbands that were
4 bought and just reused them in another way. And then
5 Mark and his team and Brian in helping us trying to
6 figure out parking and the logistics of bringing these
7 people on through Home Grown Fun and the various horse
8 shows we have going. And then Eric in sign shop; it
9 just wouldn't work without him. So I just greatly
10 appreciate that.

11 KATIE MUELLER: Okay. Does anybody have any
12 questions about either Home Grown Fun or the livestock
13 auction?

14 Fred.

15 DIRECTOR SCHENK: Thank you.

16 Well, first of all, Katie and Jacky, I want
17 to congratulate the two of you and all the others who
18 have had their fingerprints on this effort. It's
19 really a wonderful -- it's gonna be a great few weeks,
20 not the full 27 days or thereabouts.

21 But while this doesn't fall under the
22 traditional Fair Ops Committee, I did go and visit the
23 grounds on Saturday just to sort of get a perspective,
24 knowing that I was going to be at the board meeting
25 today.

1 And yes. While, Katie, your observation
2 that there's gonna be 40 magnificent food vendors,
3 it's not the number that we traditionally have, it
4 will be much fewer, but it will still be tremendous.
5 And many of the favorites I saw already going up:
6 Country Fair Cinnamon Rolls; Tasti Chips; Pink
7 Hotdogs; and, of course, the venerable Chicken
8 Charlie's is gonna be present and so many others. So,
9 yes, it will be less. But I think once that -- once
10 we all get on the fairgrounds property, people will
11 really get, as you've described, a real taste of what
12 the fair is about.

13 And I want to encourage my fellow board
14 members, several who are new to the board since we
15 last had a traditional fair. I wanted to make sure
16 that every board member takes some time and comes to
17 visit and really sees the fruit of the labors of so
18 many of the staff and of -- and volunteers, as we
19 listened to, who are putting in a tremendous amount of
20 time. I want to encourage each and every one of you
21 to come out and visit Home Grown Fun.

22 Katie, I may have -- I may have missed this.
23 But if I did, I apologize.

24 Did you speak about the early arrival and
25 late arrival time slots?

1 KATIE MUELLER: Yes.

2 So there's actually, I think, 15 time slots
3 available per day. So they're on the half hour and
4 the hour that you'll choose from. And so you can stay
5 as long as you'd like, but it will help us with,
6 again, traffic flow and crowd control, allow people to
7 socially distance by having an arrival-time ticketing
8 system.

9 DIRECTOR SCHENK: Right.

10 I understand the early arrival is 11:00 A.M.
11 to 3:00 P.M. and the late is 4:00 P.M. to 8:00 P.M.,
12 but within that time frame there's 30-minutes
13 intervals; is that correct?

14 KATIE MUELLER: Yes.

15 So you can choose to arrive between 11:00
16 and 11:30, 11:30 and noon, noon and 12:30. And like I
17 mentioned before, you can stay at your leisure. So
18 you're just selecting your arrival time.

19 I notice, with the ticketing that I looked
20 at this morning, the 11:00 o'clock seems to be the
21 most popular time because I think people want to spend
22 maximum time. But that doesn't mean, just because
23 that particular time slot is sold out, that others are
24 not available.

25 DIRECTOR SCHENK: Thank you for pointing

1 that out. I think that's really important. It's an
2 important message that there's gonna be plenty of time
3 to be there and to enjoy so many of the things that
4 we'll be presenting.

5 Anyway, thank you very much for giving me
6 the chance.

7 KATIE MUELLER: Thank you.

8 Any other questions?

9 PRESIDENT VALDEZ: Don Mosier has his hand
10 up.

11 KATIE MUELLER: Don.

12 DIRECTOR MOSIER: Yeah. Katie, I know you
13 spent a half an hour speaking to the Del Mar City
14 Council last night. And I watched the video. It
15 looks like all the questions they posed were
16 successfully answered. Do you have any other feedback
17 from the council?

18 KATIE MUELLER: I -- you know, I really
19 don't. I had -- it was a really nice meeting. They
20 were very interested in what we were doing and very
21 supportive of what we were doing and just had, you
22 know, a lot of questions because obviously we're using
23 the property a bit differently than we've used for the
24 fair in the past. And so we were able to kind of
25 address all those.

1 And, you know, we work really well together.
2 So I was really appreciative of them allowing me to
3 have the time to explain in a little more detail what
4 we were -- what we were doing. And I'm hopeful that a
5 lot of our -- a lot of the residents of Del Mar will
6 come down and check it out.

7 DIRECTOR MOSIER: Great. Thank you for
8 meeting with them.

9 KATIE MUELLER: Of course.

10 Any other questions? If not, I look forward
11 to seeing all of you at Home Grown Fun June 11th
12 through July 4th, closed Tuesdays and Mondays.

13 Thank you.

14 PRESIDENT VALDEZ: I'm just gonna jump in.

15 I'm here at the fairgrounds today, as you
16 can tell, for the meeting. And it was just pretty
17 nice to drive in and see a lot of familiar --
18 familiarity with what we traditionally see at the --
19 at the fairgrounds for our -- for our fair. So it was
20 pretty exciting. And I echo Director Schenk's
21 comments. I look forward to seeing all the directors
22 over the next few weeks.

23 Back to Carlene.

24 CEO CARLENE MOORE: Well, and just, you
25 know, with that, a huge shout-out goes to our entire

1 team. Just when you think about the very, you know,
2 condensed time period that really everybody has
3 been -- has been working in, it's hard to -- it's hard
4 to imagine now, as we're getting so close to the
5 reopening of California, but, you know, just a few
6 short months ago this really did not necessarily look
7 possible. We had no indication at that point that
8 California would be reopening in June. It seemed
9 like, you know, at the time, COVID cases were rising.
10 You know, the -- the future was still looking a bit
11 more bleak than any of us had hoped. And yet the team
12 has really come together, been creative and adjusting
13 along -- along the way. Because as we -- as we have
14 proceeded throughout this and as the changes have been
15 announced and modifications are made, you know, to
16 health guidelines and things like that, just I think
17 it really shows the resiliency of our team and what
18 we're capable of. And -- you know, and most recently
19 and, you know, Katie's announcement of the addition of
20 the kiddie rides, that's huge. It's even more than we
21 could have imagined just a few months ago.

22 And I encourage everybody to come out. Our
23 staff is ready. We had orientation this past weekend,
24 and we will all be very easily identifiable in these
25 bright green shirts. Just so you know, the ones we're

1 selling to the public are blue. So probably more
2 lime, but this way we are easily identifiable out
3 there because we are just so excited to be welcoming
4 San Diegans back not only to the fairgrounds but
5 really as this being the official kickoff to summer.
6 And quite honestly, while they didn't arrange it with
7 us, I think the governor's timing of the reopening was
8 right in line with what we're doing here in San Diego.
9 So it's kind of like kicking off to California
10 reopening, and we hope everybody comes out for the
11 event.

12 And with that, unfortunately, Chana needed
13 to leave the meeting early today. So we'll have a
14 more -- a longer update next month on the Don Diego
15 Scholarship Foundation. And so with that, that
16 concludes my management report.

17 PRESIDENT VALDEZ: Thank you.

18 We do have some members of the public signed
19 up for this agenda item. Again we're limiting to two
20 minutes. First up is Martha Sullivan.

21 MARTHA SULLIVAN: Good afternoon. This is
22 Martha Sullivan. And it's -- it's interesting to
23 hear, you know, more details about Home Grown Fun.
24 And I'm glad that, you know, it's coming together and,
25 you know, there will be that opportunity for San Diego

1 County to have, you know, some version of a county
2 fair.

3 I've touched on this before, and I just want
4 to emphasize it again, you know, also kind of
5 connected with strategic planning, which is that this
6 is Home Grown Fun, and it was a great opportunity
7 really, particularly after the pandemic shutdown, to
8 give, you know, San Diegans, people in San Diego
9 County, the opportunity to showcase their talents and
10 so forth. So it's kind of bizarre to me to see, you
11 know, a few of the headlining acts, you know, aren't
12 from San Diego County.

13 I mean, the pigs -- pig races are based in
14 Texas, the pony rides are based in Northern
15 California, and the -- the juggler circus performer is
16 based up in Central California. And I -- I don't -- I
17 don't think there's a lack of talent in San Diego
18 County. And I think this was given the name "Home
19 Grown Fun." I mean, this was really an opportunity to
20 give -- you know, to showcase San Diegans, and I would
21 encourage that in the future.

22 PRESIDENT VALDEZ: Thank you.

23 Next is Elizabeth Jacobelly.

24 A/V TECHNICIAN: Elizabeth, you're in the
25 meeting. Star six to un-mute.

1 ELIZABETH JACOBELLY: Hi. Is this still
2 agenda item 4?

3 PRESIDENT VALDEZ: Yes.

4 ELIZABETH JACOBELLY: Yes? Okay. I'm gonna
5 pass on this one. Thank you.

6 PRESIDENT VALDEZ: Thank you.

7 Next is Jane Cartmill.

8 JANE CARTMILL: I appreciate the challenge
9 of producing a county fair substitute during the COVID
10 era and coming up with ideas that will create
11 exceptional and memorable experiences. It has been
12 suggested it's not easy. But that said, I remain
13 troubled that you seem unable or unwilling to
14 extricate the fairgrounds from one form of animal
15 exploitation or another.

16 Horse racing, livestock auctions, Reptilian
17 Nation are ripe with animal abuse, and now Home Grown
18 Fun is featuring pig races, pony rides, captive
19 wildlife display, and a cow-milking demonstration.
20 The web site says attendees will learn what it takes
21 to get that glass of milk. Well, not really unless
22 you're gonna explain how cows are artificially
23 inseminated, have their babies taken away and kept
24 pregnant so that they will continue lactating. Are
25 people gonna learn about the male calves' dismal life

1 in a veal crate, a byproduct of the dairy industry.

2 I'm guessing not, because that wouldn't be fun.

3 Aside from that, you've also missed an
4 opportunity to focus on more contemporary options.
5 Instead of milking a cow, you might have had an
6 educational display on the currently very hot topic of
7 plant-based milks. The newspaper has stories
8 constantly about the popularity of non-dairy
9 beverages. Every grocery store has big displays of
10 non-dairy milks, and many have special plant-based
11 sections now. You even might have shown how they're
12 made, offer taste tests among various products. No
13 animal exploitation needed.

14 Food offerings at Home Grown Fun, similarly,
15 could have focused, at least in part, on the
16 plant-based foods revolution along with the
17 traditional favorites.

18 Has anyone driven by Plant Power in
19 Encinitas? There's a line of cars waiting all the
20 time. People are spending over \$20 to get the
21 Impossible Burger, fries, and a soy milkshake. I've
22 turned around from going there many times because the
23 line was too long. Coming home I passed a
24 Jack-in-the-Box that rarely has more than one car.

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

1 up.

2 PRESIDENT VALDEZ: Thank you. That's the
3 last member of the public signed up for that agenda
4 item. On to item 5, Committee Reports.

5 "A" is Community and Government Relations
6 Committee.

7 Director Mosier.

8 DIRECTOR MOSIER: Yes.

9 That committee met on May 17th, and the only
10 topic that generated extensive discussion was the
11 fireworks show. And I want to thank Carlene and Katie
12 for reaching out to the Solana Beach and Del Mar
13 councils subsequently, and I think the concerns about
14 mass gatherings on the bridge and near neighborhoods
15 have been allayed. So I think that was a positive
16 outcome and very responsive to the community concerns.

17 So that's all my report. And, again, thanks
18 to Carlene and Katie.

19 PRESIDENT VALDEZ: Thank you.

20 Any questions?

21 Seeing and hearing none, we'll move on to
22 item B, the Horsepark Ad Hoc Committee.

23 Director Gelfand.

24 DIRECTOR GELFAND: I would refer everyone to
25 the board packet. I think it's pretty thorough. And

1 any comments that Carlene wants to add, at the
2 conclusion of which I'll likely have a motion to
3 propose.

4 CEO CARLENE MOORE: And actually we have --
5 as we've had in the past several months, we have a
6 slide show presentation. And if everybody will bear
7 with it, and for those members -- primarily for those
8 members of the audience who have perhaps not been with
9 us on this extensive journey as we have, you know,
10 looked at the Horsepark issues and hopefully
11 culminating today with an action step for moving
12 forward.

13 So if you will recall, it's been -- it's
14 been quite a journey, and it really began back in
15 December of 2020 when we paused equestrian uses at
16 Horsepark.

17 In 2021, in January, this committee was
18 created and primarily for the purpose of holding,
19 which they did on January 29th, a public workshop to
20 listen to various, you know, community members,
21 stakeholders in terms of Horsepark and within the
22 community, which you did. Brought that information
23 back to this board in February, and from there this
24 committee has continued on in primarily working to --
25 to, in essence, find resolution to the water quality

1 issue concerns at Horsepark. In March we reached out
2 to the regional water quality control board who
3 confirmed the requirements. I'll go over those in a
4 bit of detail here in a moment.

5 In April we provided that history of the
6 acquisition of Horsepark. Most recently, in May, we
7 reached out to the regional board for additional
8 information specifically related to a TSO.

9 The information here in front of you, and
10 this is all available on our -- our website as well,
11 was that that initial response in March confirmed what
12 our consultants and experts in the field had relayed
13 to us. And that is not only that we have to comply
14 with the waiver but also we will ultimately wind up
15 enrolling in the industrial general permit process.

16 The good news in all of this was that, due
17 to the size of the operation and what we'd be looking
18 at, it would be at the lower level of a medium -- of
19 the 85th percentile storm event for a medium CAFO.
20 However, this still will require an investment of
21 approximately \$3- to \$4 million just for the water
22 quality improvements that need to be made. And the
23 reason for the range, which could -- could change,
24 depends truly on how ultimately Horsepark and the
25 operations there are configured.

1 So then we reached out last month seeking
2 the confirmation of our TSO assumption. And --

3 PRESIDENT VALDEZ: What's a TSO?

4 CEO CARLENE MOORE: I'm sorry. A time
5 scheduled order.

6 And so this is, basically, a legal -- would
7 be a legal agreement with the regional board of a
8 schedule that would be followed of the improvements
9 being made and hitting those milestones of those
10 improvements that, in essence, would allow for
11 activities to -- to return with the water board's
12 approval. And that during that period, in essence,
13 there would be protections or, you know, a shield from
14 third-party enforcements as well as the regional
15 board's own enforcement while that construction would
16 be taking place.

17 There are a number of factors due to the
18 various, in essence, phases of requirements, the
19 waiver versus the IGP, things of that nature. And we
20 had anticipated perhaps having the response back from
21 the regional board for this month's meeting. However,
22 due to those multiple factors that have to be taken
23 into consideration, they're still working on that.
24 And so that information will eventually be
25 forthcoming, but should not preclude this board,

1 hopefully, from being able to make a decision in terms
2 of how -- how next to proceed with regard to
3 Horsepark.

4 So in terms of our own -- the operation and
5 management scenarios, this we presented at last
6 month's meeting. And so I'm gonna go through those as
7 a reminder, but then also in some of the latest
8 information we have to present, which is included in
9 your board packet, are the pros and cons around each
10 of those potential three scenarios.

11 So if you -- the first one would be
12 returning to the historical model of the -- since 1996
13 where the 22nd DAA would operate Horsepark. This
14 is -- we've had boarding and training there, as well
15 as horse shows, and we have -- this included a full
16 service of feed and bedding for both of those
17 constituents. And any and all capital investments
18 that were made were done through our own operations or
19 through RTA funds.

20 So in terms of some of the pros of that is
21 that if we had the funding immediately available, if
22 we were -- we were sitting on those funds, this
23 probably has the potential to be the fastest way to
24 resuming equestrian activities. Unfortunately, we
25 don't have those funds at this time.

1 And then the other -- the reason why it
2 would be potentially the fastest, as you'll see in the
3 cons, is that in terms of needing to staff back up and
4 just the State's civil service process and finding
5 folks with that equestrian, you know, knowledge and
6 background and experience within that -- within that
7 system can sometimes be -- take some time and be a
8 lengthy process.

9 But other pros that it provides is we
10 would -- we, as the DAA, would maintain a hundred
11 percent control of the property throughout the year.
12 We'd also retain the flexibility to add, you know,
13 additional events. And so there are some examples
14 here listed of traditional events that have taken
15 place at Horsepark beyond just equestrian activities.

16 It also would avoid any competition with our
17 main campus for event bookings, because obviously
18 we're working together as a symbiotic organization.
19 And so we know, you know, which property, in essence,
20 is looking at what events to hold. And it would
21 provide cash flow throughout the year if we were
22 operating it.

23 But, of course, with all pros there's always
24 cons. And, again, one of the biggest ones is that we
25 don't have that capital available to where we could

1 even begin to negotiate the time scheduled order with
2 the regional board. That would be one of the
3 requirements of being able to actually negotiate that,
4 those terms.

5 It also -- it requires -- there's ongoing
6 investment to be made into the facility beyond just
7 the \$3- to \$4 million capital outlay, again, depending
8 on configuration of the facility.

9 The net income -- and I'll show you that in
10 a moment -- just the basic, you know, revenues and
11 expenses. These are -- it's really what you're gonna
12 see is just what the direct operating expenses of
13 Horsepark were, and it does not necessarily take into
14 account true operating costs of any additional
15 overhead, management, oversight, things of those
16 nature.

17 If we were to continue to operate, we would
18 be responsible for maintaining not only the current
19 but also any future compliance, any changes to
20 regulations, and/or those -- those permitting
21 processes.

22 We acknowledge that we have a lack of
23 subject matter expertise, and that includes even best
24 management practices in terms of stormwater management
25 practices as it relates to confined animal feeding

1 operations.

2 Again, as I mentioned before, it could be
3 that things are delayed, depending on how long it
4 could take to staff back up. And this, in this case,
5 we manage multiple horse show agreements and multiple
6 trainer agreements. And as you'll see later in one of
7 the other potential scenarios, there's that option
8 with an operator to have just a single -- one
9 single-source agreement that we're managing.

10 The second option that we have discussed
11 previously is the public-private partnership or it's
12 referred to as a P3. And this really -- in looking at
13 this one, this is oftentimes for -- you know, for
14 large infrastructure types of improvements usually
15 over a long period of time.

16 The agency, in this case us, the 22nd DAA,
17 would remain actively involved in it. And depending
18 on how we laid out the structure of that, of that
19 partnership, it can take a multitude of forms. As you
20 can see here, it can include anything from design and
21 construction to the funding for it to who is going to
22 operate it. So it right now asks more questions
23 necessarily than it -- than it answers.

24 And so with that it's very -- it can be
25 somewhat similar to the 22nd DAA operating it. Again,

1 depending on the structure of that relationship, we
2 could maintain a hundred percent control of the
3 property throughout the year. We could retain the
4 flexibility, you know, in terms of adding those
5 events. It may or may not compete with the main
6 campus for event bookings, again depending on that --
7 the answer to the question of the operation piece.
8 And it could provide cash flow throughout the year.
9 It could result in just sort of an annual, you know,
10 payments or something to that effect.

11 If done properly, this really has long-term
12 mutual benefits. And it's so -- it looks to be
13 something to really look to in terms of long-term
14 solutions not only for Horsepark but also the
15 fairgrounds' main campus as well. And through this
16 process -- and again depending on the structure that's
17 established -- it really can bring about quite a bit
18 of community involvement.

19 With that you're probably wondering then
20 what is the downside? And as I alluded to before,
21 again, more questions than answers especially in the
22 initial going because of the many forms it can take.
23 We also have a lack of in-house subject matter
24 expertise to establish that legal framework. So
25 there's quite a bit of research and legal research

1 that needs to be done on this as well and would need
2 to be probably throughout that process.

3 We would most likely -- we would retain, by
4 being a partner in this, responsibility for
5 maintaining compliance, including those, you know,
6 current as well as future changes. And depending on
7 the structure of it, we potentially retain all of the
8 responsibility for ongoing expenses, inspections,
9 reporting, and so on.

10 Which leads me to the third and final option
11 that we've discussed previously, and that is the
12 operator or lessee. This is done through a
13 competitive bidding process and through, as we've
14 discussed before, the RFP or the request for proposals
15 process.

16 It can be a two-tier system. So it's not
17 necessarily just, "Oh, who will pay us the most?" But
18 also a system where qualifications -- you know,
19 wanting to ensure that, you know, it's going to be a
20 reliable, in essence, operator and lessee for this.
21 Again, it tends to be -- it's high bid typically for
22 revenue generation, which is what we would be looking
23 to, I think, in this particular case.

24 It can -- we can encourage -- through the
25 structure of that RFP we can encourage varieties of

1 alternative proposals that could be considered. As I,
2 you know, spoke to previously and as we've talked
3 about over this time, the range in expenses for the
4 water quality improvements is dependent on how the
5 property is laid out. Currently, in looking at the
6 historical operations of the 22nd DAA, we have both
7 year-round generators and then we have temporary,
8 meaning the horse shows, as compared to the boarders
9 and trainers who are on property all the time.
10 Currently those activities are very separated. They
11 could be brought closer together, and so there could
12 be opportunity for condensing there, as well as other
13 uses that may play -- an operator might be looking at
14 along with, you know, equestrian.

15 It does shift that responsibility of
16 compliance, you know, to the successful bidder, the
17 lessee in this case. And so it is -- it would be a
18 shorter timeline than the P3, the public-private
19 partnership option, to be able to award a contract.

20 And so with that, some of the -- the pros of
21 that, again, is that -- that transfer of -- of risk to
22 a third party in terms of this being the pros, you
23 know, what's beneficial to us as the 22nd DAA. Also,
24 too, that the operator, the lessee, would be
25 responsible for not only the water quality

1 improvements but other capital improvements that are
2 necessary for their operation and to the facility.

3 It could, through the RFP process, establish
4 a guaranteed net income to the -- to the 22nd DAA.
5 And this is the one, as I said before, that provides
6 for managing one single-source agreement. We would
7 just have an agreement with the operator. And then
8 if -- depending on how that person's business plan was
9 structured, they'd be holding the multiple agreements
10 with others utilizing -- utilizing the property.

11 Some of the cons are that we would lose that
12 hundred percent control of the property. A big
13 example of that is -- and if everybody recalls, the
14 reason that we purchased Horsepark is for fairtime
15 parking. And so through the RFP process we would
16 structure it in such a way that the property would
17 still be available for us for that.

18 Then there's also, again depending on how we
19 structure it, requiring it for the use of evacuations,
20 especially as they relate to the equine community, as
21 we have seen that, you know, actively happen over the
22 course of these -- these many -- going on decades now.

23 And then the other thing about it is it is
24 an RFP process. And that, therefore, it can -- it
25 does not necessarily lead directly to awarding the

1 contract. There is -- can be a protest period if one
2 was to be filed, and that could delay the resumption
3 of equestrian activities. And so with that, I mean,
4 we don't -- we wouldn't be looking to do something
5 overnight, but I do believe that time is of the
6 essence in terms of making a determination in terms of
7 next steps forward. I think the committee feels this
8 way as well. And that way we can get to work on
9 whichever of these three -- the committee's
10 recommendation being the -- the operator and lessee.

11 In terms of just some current updates and
12 information that this board has previously requested,
13 you can see here this is a ten-year timeline of what
14 our operating revenues for Horsepark have been, what
15 the direct expenses associated with Horsepark have
16 been, and then overall the net for each year.

17 The column of "investment" is the RTA
18 investment, so in addition to, in essence, that net.
19 Then the investment that's been made back into capital
20 improvements, this is ranged anything from footing for
21 the arenas that -- that has been put into place, as
22 well as other improvements; bleachers that have been
23 replaced; seating areas; things of that -- restrooms
24 that were -- were remodeled; things of that nature.

25 And that has oftentimes -- and you can see

1 it's varied at times, and that had to do with the
2 capital that was available to be able to -- of this --
3 from the 22nd DAA to be able to invest into Horsepark.
4 So obviously in 2020 and with the pandemic and just
5 the -- the loss of, in essence, all the revenue
6 streams, there wasn't an investment made. But that
7 would not -- typically that would not have been the
8 case. And what had previously been budgeted for that
9 was \$70,000.

10 PRESIDENT VALDEZ: On the expenses, does
11 that capture the payroll costs associated with the
12 facility?

13 CEO CARLENE MOORE: Yes.

14 PRESIDENT VALDEZ: Okay.

15 CEO CARLENE MOORE: There's a typo in there.
16 There's a missing comma in 2014 expenses.

17 This is all direct expenses, including the
18 temporary as well as civil service staff at Horsepark
19 specifically.

20 PRESIDENT VALDEZ: Thank you.

21 CEO CARLENE MOORE: So one of the -- one
22 thing to note, for example, in this, in terms of the
23 expenses and -- and the rise and the fluctuation, some
24 of that has to do with costs. So being aware of this,
25 costs beyond our control.

1 And your question around the payroll expense
2 is a great one for that because when the State issues,
3 for example, a -- what's called a GSI or a general
4 salary increase, that is State employees are getting
5 an increase of this amount. We don't have a say in
6 that. That information comes from Cal H.R., and we
7 have to implement it.

8 When the State of California increases the
9 employer contribution rate to retirement, we have
10 to -- we have to make that additional contribution for
11 employees. When, you know, the health benefits are
12 increased, these are not things that we go out or even
13 can go out and shop and be competitive with. And so
14 that's a little bit of, in essence, the burden on --
15 on Horsepark, as well as the 22nd DAA, in terms of our
16 overall operation of expenses and just something worth
17 recognizing within that as we may look to control
18 expenses in areas that we can. Unfortunately,
19 that's -- that's one that we, quite honestly, don't
20 have a lot of control over.

21 DIRECTOR GELFAND: Carlene.

22 CEO CARLENE MOORE: Yes. Sorry we can't see
23 you guys.

24 DIRECTOR GELFAND: The expenses listed do
25 not include, or correct me if I'm wrong, general

1 administrative costs, like an allocation of your time
2 or Katie's time or H.R. or sort of other general
3 departments of the fairgrounds of the DAA?

4 CEO CARLENE MOORE: Correct.

5 DIRECTOR GELFAND: So there really are
6 other -- other expenses attributable to the operation
7 of Horsepark that aren't shown here?

8 CEO CARLENE MOORE: Yes. Yes.

9 DIRECTOR GELFAND: Thank you.

10 VICE PRESIDENT ROWLAND: My question was
11 related to that.

12 But it does include expenses that are
13 associated directly with the operation of Horsepark?
14 So, for example, if you have security services and
15 they're patrolling Horsepark, is that included in the
16 expense here?

17 CEO CARLENE MOORE: No. Actually, the
18 security services that -- that patrol are not included
19 in that. This is -- these are the employees
20 specifically assigned to Horsepark. So our security,
21 for example, patrols at the main campus, the
22 Horsepark, and the surf and turf campus, but they are
23 an expense -- an overall expense of the main campus.
24 So this would be our equestrian center manager and
25 supervisor over there, as well as then our facility

1 folks that directly and specifically work at
2 Horsepark.

3 VICE PRESIDENT ROWLAND: And if -- is there
4 ever a time when you have to call upon the broader
5 operations workforce to go do something at Horsepark
6 that's also not in here?

7 CEO CARLENE MOORE: Yes. So, for example,
8 when it comes to maintenance of the equipment,
9 especially larger repairs or things like that, we do
10 have a heavy equipment mechanic on payroll who, you
11 know, may spend time working on, you know, repairing
12 the water truck or one of the graders or, you know, in
13 essence, any of the larger equipment over there. It
14 would not include the use of his time.

15 Again, we already spoke to, you know, it
16 does not include security's time. If security is
17 called over, you know, for an incident -- and
18 sometimes there can be -- there can be without --
19 without any pre-warning, for example, there can be
20 traffic issues because, again, you know, Horsepark is
21 located at Via de la Valle and El Camino Real, and it
22 can become congested there very quickly, especially
23 depending on other activity taking place in the area
24 in addition to our own shows and activity. So trying
25 to get those trailers hauled out, sometimes our

1 traffic team, you know, Brian Waterman, you know, who
2 we celebrated earlier, having to go over there and
3 assist with it. Those are not expenses that wind up
4 getting reflected into the direct operating expenses
5 of Horsepark.

6 VICE PRESIDENT ROWLAND: Okay. Thank you.

7 CEO CARLENE MOORE: And so with that, that
8 really -- oh, there it goes. Now it's advancing.

9 That really leads to -- so again we've --
10 we've gone through, you know, this history. We've
11 gotten a lot of really good information and answers
12 from the regional board in terms of what -- what will
13 have to be complied with in order to resume equestrian
14 activity at -- at Horsepark and some just historical
15 information. And so with that, you know, the
16 committee is looking -- is recommending -- and it was
17 included in your board packet -- that you, you know,
18 give us, the staff, some direction to prepare an RFP
19 or request for proposal for an operator.

20 And with that I will leave it open to turn
21 it back over to you, Richard.

22 PRESIDENT VALDEZ: Well, I --

23 CEO CARLENE MOORE: Or to Michael. Sorry.

24 PRESIDENT VALDEZ: Director Gelfand, I think
25 it might be cleanest if -- because I suspect that

1 questions that arise out of this staff report will
2 likely springboard fairly quickly to discussions on a
3 motion, and I would therefore like to have the two
4 members of the public signed up for this agenda item,
5 have them speak now so we hear from them before we
6 embark on further discussion.

7 So the first person signed up is Carla
8 Echols-Hayes.

9 A/V TECHNICIAN: You're in the meeting,
10 Carla. Star six to un-mute.

11 CARLA ECHOLS-HAYES: Hello.

12 PRESIDENT VALDEZ: Hello.

13 CARLA ECHOLS-HAYES: Hi. Thank you.

14 A/V TECHNICIAN: Go ahead, Carla.

15 CARLA ECHOLS-HAYES: Friends of Del Mar
16 Horsepark thank you. That was a really good
17 presentation. I really appreciated seeing all of the
18 different scenarios.

19 I think that there are a lot of things to
20 consider here with the RFP, the most important being
21 time. And you notice there is a thread through this
22 entire presentation about the TSO. That's time: The
23 time it would take for a P3, which would probably be
24 the best if we had five years to do this.

25 But at the end of the day, the other thing

1 to consider, everyone, is that in the RFP process we
2 want it to go as smoothly and as quickly and as
3 comprehensively as possible so that we can get the
4 place up and running quickly. Most show organizers
5 need three to four months before they book a show in
6 order to get national recognition for their shows,
7 which is what attracts participants.

8 And the other thing that you absolutely need
9 to think about is that you've got competition now. In
10 the few years that those declining investments in
11 Horsepark have happened -- and it was pretty sad
12 actually there at the end -- Galway Downs has suddenly
13 put in millions and millions of dollars of
14 infrastructure, and so has Thermal out in Indio. And
15 those are really spectacular facilities right now, and
16 we want to see Horsepark get there too.

17 So I'm hoping that this process continues in
18 the really expeditious manner in which you guys have
19 really gotten us to this point. Thank you.

20 PRESIDENT VALDEZ: Thank you.

21 The next member of the public is Laura
22 de Marco.

23 LAURA DE MARCO: Hi. I just wanted to thank
24 the Horsepark committee for their diligence, as well
25 as the staff. That was a very thorough presentation.

1 To echo what Carla was saying, timing is of
2 the essence. I would recommend that the RFP be issued
3 as soon as possible in order for the potential
4 respondents to have the RFP in hand as they evaluate
5 Horsepark, and a number of providers have already
6 gotten some financial backing.

7 But what's really important is, obviously,
8 the longer you wait, the less time they have to
9 recoupe their investment. So I would encourage you to
10 have a term of at least five years, preferably ten, so
11 that they can get the capital up front, the \$3- to
12 \$4 million needed to do the water remediation and also
13 to make the investment in the footing and other areas
14 that we previously sent you.

15 But thank you very much for the opportunity
16 for a RFP to be issued to make this a world-class
17 facility in time for the Olympics that are coming in
18 2028. There are three riders that have already -- on
19 the shortlist for the Olympics in Tokyo. They're
20 competing right now in Florida. And all three -- one,
21 Charlotte Jorst, is a part-time Del Mar resident. And
22 then we also have the others, too, that are in Rancho
23 Santa Fe.

24 So thank you very much.

25 PRESIDENT VALDEZ: Thank you.

1 That's the last member of the public signed
2 up for this agenda item.

3 Back to you, Director Gelfand.

4 DIRECTOR GELFAND: Well, okay. I want to
5 begin by thanking my fellow Horsepark committee
6 member, Kathlyn Mead, also Carlene and her staff. I
7 think they really did a great job, thoroughly
8 analyzing the options and preparing the presentation
9 today.

10 So on behalf of the Horsepark Committee, I
11 move that the board authorize staff to draft an RFP
12 for a lease that will return equestrian activities and
13 other traditional uses to Horsepark. The lease
14 should, one, provide that the lessee pay for any
15 required regional water quality control board water
16 quality improvements; two, that the strategic
17 planning -- if the strategic planning process requires
18 it, the lease would allow the board of the DAA to
19 terminate the lease after no less than five years and,
20 depending on that lease term, accommodate the
21 possibility of a reimbursement to the lessee of a
22 pro rata portion of the water quality improvement
23 costs; and, three, maximize revenue opportunities to
24 the 22nd DAA. That's the motion.

25 PRESIDENT VALDEZ: So we have a motion. Do

1 I have a second?

2 DIRECTOR SCHENK: (Raising hand.)

3 DIRECTOR MOSIER: Second.

4 PRESIDENT VALDEZ: I think I saw Schenk
5 first. Director Schenk is second.

6 Discussion? Any questions? Comments?

7 Discussion?

8 The only question that I have is -- and I
9 think that staff will likely have to consult with
10 our -- our lawyer and our, perhaps, consultants on
11 this, and -- and that is the topic of compliance with
12 the water improvements and our role in ensuring that
13 they're done, you know, properly and in compliance.

14 And then also my question that I have of
15 those folks would be to what extent does that place
16 obligation on the lessee or the operator? And we --
17 and removes some of the risk from us?

18 I'd like to better understand that and see
19 how can we place that into the RFP or the ultimate
20 document that is generated as a result of -- I don't
21 know if it needs to necessarily go in the RFP, but I
22 would think that that's got to be something that's got
23 to be kind of hammered out with the ultimate lease of
24 that -- or operating agreement.

25 Does that make sense, Carlene and Michael?

1 DIRECTOR GELFAND: Yeah.

2 I can tell you, from leases that I'm
3 involved in, that the -- it would not be that
4 complicated to have provisions in the lease that
5 enable us to oversee and approve the work that they're
6 doing, that the lessee is doing, with the regional
7 water quality control board so that we're sure that
8 they're doing the right thing. That could just be one
9 of the negotiated provisions of the lease.

10 PRESIDENT VALDEZ: Yeah, I don't think it's
11 part of the RFP necessarily, but it would be, I think,
12 ultimately part of the negotiation process, I suspect.

13 CEO CARLENE MOORE: Well, and but we would
14 want to -- to know and to understand the answers, in
15 essence, to those questions. So we would seek those.
16 And we would have the guidance, you know, both the
17 legal and our engineers, to -- so that we're also, you
18 know, communicating what needs to be communicated
19 through the RFP as compared to then waiting to -- to
20 get to the point of negotiating a lease, because
21 really the RFP should lead to -- easily lead to
22 those -- those negotiations and ultimate -- the
23 awarding of that contract.

24 PRESIDENT VALDEZ: Okay. I don't think that
25 changes the motion, I don't think.

1 Director Barkett.

2 VICE PRESIDENT BARKETT: I just wanted to
3 say that I'm in agreement with you, Richard, and I saw
4 those as more of negotiating questions that come up.
5 I think ultimately, because we're dealing with public
6 state lands, that we are ultimately liable anyway. I
7 mean, bottom line is it's gonna come down to us. If
8 there's gonna be a suit, we're gonna be included. And
9 no matter how much we try and isolate that issue, I
10 think that we're gonna still be ultimately liable. So
11 I love Michael's suggestion that we work in
12 conjunction with -- with the operator and oversee it.
13 I think that's very important.

14 Thank you.

15 PRESIDENT VALDEZ: Thank you.

16 Any other questions or comments?

17 Again, I think that this is part of the --
18 kind of in the weeds on the ultimate negotiation, but
19 the committee had stated, and I think it was well
20 taken, for us to ensure that the ultimate lease or
21 operating agreement allows us for the use of the
22 property for parking purposes for the fair and also, I
23 think, for the evacuation purposes as well or anything
24 else that we think in an emergency basis we would need
25 that access.

1 But, again, I don't think that changes your
2 motion, Director Gelfand. It's just something I
3 thought was important.

4 DIRECTOR GELFAND: Right. I think those
5 things would be built into the language of the RFP as
6 well as, I would hope, some provisions that address
7 the issue of competition between Horsepark and the
8 main fairgrounds property. So we'll obviously be
9 bringing the RFP back to the full board before it's
10 issued, I would imagine. So hopefully --

11 PRESIDENT VALDEZ: And what do we envision
12 the timing to be?

13 CEO CARLENE MOORE: Well, we'll be getting
14 to work -- to work on this right away. "Right away"
15 meaning next week. We do have the opening of Home
16 Grown Fun at the end of this week. So -- but we'll be
17 getting to work on it right away at the end of this
18 week. I would anticipate that we would be coming back
19 to the board with updates at the July board meeting,
20 since we are having that, with the ultimate goal of
21 having it issued on or before the end of July.

22 PRESIDENT VALDEZ: Thank you.

23 Any other questions? Comments? Discussion?

24 Hearing and seeing none, we do have a second
25 on a pending motion.

1 Donna, can you take the vote.
2 DONNA O'LEARY: President Valdez.
3 PRESIDENT VALDEZ: Aye.
4 DONNA O'LEARY: Vice President Barkett.
5 VICE PRESIDENT BARKETT: Aye.
6 DONNA O'LEARY: Vice President Rowland.
7 VICE PRESIDENT ROWLAND: Aye.
8 DONNA O'LEARY: Director Mead.
9 A/V TECHNICIAN: Star six, Kathlyn, to
10 un-mute.
11 DIRECTOR MEAD: Aye.
12 DONNA O'LEARY: Thank you.
13 PRESIDENT VALDEZ: Thank you.
14 DONNA O'LEARY: And Director Mosier.
15 DIRECTOR MOSIER: Aye.
16 DONNA O'LEARY: Director Nejabat.
17 DIRECTOR NEJABAT: Aye.
18 DONNA O'LEARY: Director Schenk.
19 DIRECTOR SCHENK: Aye.
20 PRESIDENT VALDEZ: Motion carries 8-0.
21 I want to thank Director Gelfand,
22 Director Mead, Carlene and your staff for the
23 efficiency in which you have taken this on and really
24 all of the information you've been able to provide us
25 and the public over the course of the last five

1 months. That was -- that was a lot that you were able
2 to do in a -- in my opinion, a relatively short period
3 of time. And I think that the public's comments echo
4 that. So thank you very much.

5 We're on to the next item, which is 5(C),
6 and that's Strategic Planning Committee.
7 Director Sleiman was unable to make the board meeting,
8 to his surprise, and so I'm gonna, I think, pass this
9 on over to Carlene or Director Gelfand.

10 CEO CARLENE MOORE: I don't know if
11 Director Gelfand was prepped for it.

12 PRESIDENT VALDEZ: I think I'm passing this
13 on over to Carlene.

14 CEO CARLENE MOORE: Okay. So with that,
15 there was again a report included in your board
16 packet, on pages 21 and -- 21 through 23, as well as
17 we've got just a slide show to again update not only
18 the full board but our audience as well.

19 So just kind of as a -- as a reminder of our
20 efforts and where we're at and what we're bringing
21 before the board today for its -- for consideration.
22 So you recall, this is stemming -- much of this is
23 stemming out of, you know, work that has been done
24 previously, thoughts, input, ideas, in an entire
25 journey, but then most specifically around the

1 April 23rd full-day planning session of this board
2 where there was just, you know, focus on some initial
3 key areas, areas that are very elementary to our
4 foundation as an organization. And so as we have
5 alluded to, we'll be bringing back, you know, more
6 information throughout, to the board meetings, as well
7 as in the future there could be additional planning
8 sessions with the board, the stakeholder meetings,
9 outreach, public input along the journey with us.

10 So we focused on these initial, you know,
11 key areas, and that being really trying to create a
12 lens, a lens by which, with filters, we'll be able to
13 evaluate both facilities as well as programs that take
14 place here, where we're headed in the future, you
15 know, where we have been, and really starting to plan
16 out and see what that journey is going to look like
17 for us as an organization.

18 And so in that -- in that discussion and as
19 we reported back at last month's meeting where the
20 board approved, you know, the minutes and we just kind
21 of recapped and reminded, some of that just direction
22 that was given was to turn our values and -- go into
23 this in a few more slides, but turn our values into
24 action statements. That's what we're bringing -- a
25 part of what we're bringing back to the board today is

1 the work that it's done.

2 The Strategic Planning Committee continues
3 to meet between board meetings. We've actually met a
4 couple of times, even since the last board meeting, to
5 work on this and -- and in this -- in this effort and
6 to continue to move this process forward, similar to
7 what we've just gone through with the -- the Horsepark
8 Ad Hoc Committee, keeping it moving forward, bringing
9 forward more information, making decisions along the
10 way that help continue to provide that guidance.

11 So there was also the direction to revise
12 the mission statement and create a vision statement --
13 we have that for you today as well -- and to create a
14 purpose statement, really, the why we exist. And then
15 part of this journey will also be to present. So we
16 don't have those for you today. And if you recall in
17 our timeline, we weren't going to. But that will be
18 some draft strategic goals: Goals, in essence, for
19 where the organization is headed.

20 And so what we started off with really
21 was -- and this really began -- this discussion
22 specifically around values as you see them here really
23 began at the staff level. You know, as we all know,
24 you know, 2020 was a very tumultuous year. In many
25 ways it was a very depressing and isolated year as

1 well. And so going back even to last fall and just
2 the team coming -- the entire team coming together to
3 talk about, you know, why -- why we were here and what
4 was important to us. And so that led to -- to these
5 values. You know, it really helped us establish how
6 we were going to behave as an organization and what,
7 sort of, our collective, you know, guiding principles
8 were.

9 And so this was -- has been presented to the
10 board who's then weighed in on this as well. And then
11 we talked about it more, not only just from the staff
12 perspective but also the -- the outward, the customer
13 focus, you know, the patron looking at it and what
14 this would mean to them and, you know, how -- really
15 looking to have these values be the compass that
16 guides us in terms of our -- our future direction.

17 And so with that and the direction from this
18 board to create now value statements, so we have our
19 values: Our value of fun, our value of A-plus
20 quality, our value of integrity, our value of respect,
21 and our value of service. And we have some, you know,
22 keywords, like, you know, kind of a little more
23 explanation or meaning of what that was, but the
24 direction from this board was to now turn these into
25 statements. And so what we have here are our value

1 statements and what we believe in.

2 Again, those values of fun, A-plus quality,
3 integrity, respect, and service is that we believe in
4 celebrating the ordinary and the extraordinary in
5 unique ways. We believe in creating exceptional and
6 memorable experiences. We believe in being
7 responsible to our community, the environment, and to
8 one another. We believe in providing an inclusive and
9 interactive place where all people can connect, and we
10 believe in purposeful and inspiring engagement.

11 So this is really where now, with staff's
12 input, with the board's input, we brought this forward
13 in terms of value statements of what we believe as
14 a -- we stand for as an organization.

15 Some may be wondering -- you know,
16 oftentimes you hear "MVV" or "Mission Vision Values."
17 Values kind of comes at the end. But what we found
18 through the discussion and the discussion even at the
19 April 23rd board meeting and as we were looking at,
20 you know, reevaluating the mission statement and a
21 vision statement it occurred that really at the core
22 of it all were what do we value as an organization.
23 So that's why, in presenting this information to you
24 today, we placed this -- we placed this first.

25 So then what we have is really the -- we

1 know what we stand for, but why do we exist? Why do
2 we exist as an organization? Why do we, you know,
3 volunteer? And why do you volunteer and give your
4 time? Why do we, you know, work here, you know, come
5 to work every day? So, really, our purpose, you know.

6 And this is -- this is about striking a
7 balance between aspiration and precision. It was
8 also -- if you recall at our meeting of April 23rd,
9 sort of the "forever true" moments that each board
10 member kind of shared and the highlights from that.
11 So this is what we have created as our draft purpose
12 statement. And that is that "We are a timeless
13 community treasure where all can flourish, connect,
14 and interact through year-round exceptional
15 experiences."

16 And one thing I really wanted to speak to
17 for a moment is the use of the word "flourish." We've
18 heard throughout -- I would say even throughout
19 time -- you know, living the good life and -- and
20 things of that nature. And there actually have been
21 quite a bit of articles of late coming out of this
22 pandemic, coming out of this very isolated world and,
23 in essence, getting away from languishing, which is
24 what, in essence, we've been experiencing over this
25 past year, to flourishing, which is really that

1 opportunity to -- that -- where it brings everybody
2 together, it recharges people, it kind of -- it
3 creates a sense of fulfillment for all of us where we
4 find and focus on like happiness both, you know,
5 physical as well as mental health and wellbeing,
6 providing kind of meaning and purpose to ourselves,
7 character and virtue. Just there's so many words that
8 it encapsulated is why, as we discussed this and we're
9 wordsmithing it, that word "flourish." It's an old
10 word that's really come to have new meaning in a
11 post-pandemic world.

12 And so moving on from there, we have our
13 mission. And, in essence, the mission is the now,
14 like what are we doing, in essence, now to fulfill
15 that existence. And so what we have is "We connect
16 our community through shared interests, diverse
17 experiences, and service to one another in an
18 inclusive, accessible, and safe place with an emphasis
19 on entertainment, recreation, agriculture, and
20 education." This very much being a key component of
21 that lens that we have discussed before, one of those
22 filters by which to evaluate, again, not only future
23 facilities but also programs and activities taking
24 place on the fairgrounds. This is really, in terms of
25 mission, and the what we are doing is about kind of us

1 inwardly as an organization, as compared to, you know,
2 the purpose, that larger meaning to the community.

3 And then finally we have our vision
4 statement of what we can be, what -- what will we be
5 as an organization when we achieve that mission as we
6 seek to fulfill our purpose. And that is "Our vision
7 is that we will be the community's iconic place for
8 social interaction and cultural expression, honoring
9 traditions, embracing innovation, celebrating
10 excellence, and having fun." This really -- you know,
11 the vision is meant to lead us long into -- into the
12 future, to stretch us to organizational excellence and
13 really be our -- our catalyst for change both now and
14 well into the future.

15 And so with that, just to kind of recap:
16 The steps that we have gone -- taken so far, where we,
17 you know, had our April 23rd session; we brought back
18 the planning notes and minutes to the May board
19 meeting, where they were approved in June. The
20 direction was given to us to prepare this draft -- the
21 draft filter in essence, the purpose, the mission, the
22 vision, and the value statements, and that's what
23 we're presenting to you here today. This is being
24 presented not for action today but really just for
25 discussion, feedback, input, and consideration.

1 And from here what the committee would like
2 to -- would do is then start -- based on that feedback
3 that we get today, would be to start reaching out to
4 some of our stakeholders -- the first of which, as
5 we've previously discussed, are some of our civic
6 leaders -- to share with them the overall, you know,
7 direction that we are headed -- again, these
8 foundational elements to us as an organization -- and
9 seek their input early on in this process as we
10 continue forward. And that, in essence, next month,
11 in July, we would be returning with any tweaks or the
12 changes to it based on that input or, again,
13 discussion of this board to finalize, and then at the
14 same time we'll be presenting to you those draft
15 strategic goals and objectives for consideration. The
16 plan here being that we present the information,
17 provide some time for sort of the digestion, the sort
18 of sleeping on it overnight, and then coming back the
19 following month, actually, for -- for action so that
20 it's something each of us can consider and live with
21 for a period of time, because this really is about us
22 as an organization and our foundation.

23 And so then just as a reminder of that,
24 these were the direction statements that were provided
25 at that April 23rd planning session. (Indicating

1 PowerPoint.) In bold are sort of -- some of those key
2 themes that elevate out of them. So looking for
3 strategic goals around, you know, addressing
4 infrastructure improvements and generating revenue.
5 This is the work that the committee will be continuing
6 on over the course of this next month. Strategic
7 goals that include within them the ecosystem of all of
8 our activities being complimentary to one another; the
9 possibility of hosting a professional sports team;
10 we're looking to raise the bar in design and
11 construction of our facilities; creating that filter
12 for evaluating future uses as well as articulating
13 that process so the people know how they can go about
14 doing that, how will they evaluate those
15 opportunities; continuing with the evaluation and
16 assessments, that these goals also have the
17 environmental responsibility component to them; and
18 that we engage -- ultimately we're engaging in master
19 planning, pragmatically planning for our future to
20 include a business plan, a master plan, and a
21 financing plan.

22 And so from those statements it led to
23 this -- this focus that we're looking at, as the
24 committee is looking at, for those strategic -- those
25 strategic goal setting, and that is plans for

1 rebuilding and recovering; that our plans lead to
2 financial self-sustainability; that we evolve to
3 incorporate new uses that support the self-sustaining
4 business plan and our mission; that we're
5 environmentally responsible and good stewards of this
6 public facility; that we understand what our
7 current -- what our current limits are and
8 requirements, not only our own but also some of our
9 partners', as well as regulatory agencies'; and that
10 we engage, again, neighbors, county and civic leaders
11 in their support throughout this process.

12 And so with that, if there's any
13 questions --

14 PRESIDENT VALDEZ: I think -- before we open
15 it up for discussion, I think it would be helpful if
16 we had members of the public speak first. So I'm
17 gonna take public comment on this agenda item now.
18 The first person is Martha Sullivan.

19 MARTHA SULLIVAN: Hello again. This is
20 Martha Sullivan.

21 As a state agency, that holds and operates
22 this unique property in the public interest, it really
23 seems to me that you need to, in this strategic
24 planning process, explicitly address some very
25 existential crises that our state and, you know,

1 beyond has been addressing, you know, for decades and
2 will be addressing, you know, for more decades. You
3 know, specifically climate change, which includes
4 continuing drought, which includes sea-level rise;
5 poverty, you know, which impacts, you know, other
6 questions, food insecurity, hunger, which agriculture
7 is central to; homelessness, which you discussed in
8 terms of, you know, housing and affordable housing;
9 and also health, which agriculture is essential to and
10 which your role as an entertainment and education
11 facility -- you know, we have crises in public health
12 of obesity, heart disease, cancer, diabetes. And, you
13 know, fun is great, but the food they feed you at the
14 fair is a public health disaster.

15 So I would really encourage you -- I mean I
16 know that you want to keep it short and you want to
17 keep it sweet, but these are existential crises that
18 our state --

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

20 PRESIDENT VALDEZ: Thank you.

21 Next is Elizabeth Jacobelly.

22 ELIZABETH JACOBELLY: Hi. This is
23 Elizabeth. Can you hear me?

24 PRESIDENT VALDEZ: Yes.

25 ELIZABETH JACOBELLY: Hi. I wanted to bring

1 something up that the Del Mar Fairgrounds is gonna
2 need to anticipate. I'm gonna read the Paulick
3 Report, Horse Racing News, "Common Euthanasia Drugs in
4 Short Supply."

5 Veterinarians will need to begin
6 making alternative humane euthanasia
7 plans for animals in their care as a
8 nationwide shortage of pentobarbital
9 deepens, reports the Chronicle of the
10 Horse.

11 The low inventory wasn't reported
12 immediately; veterinarians began to have
13 trouble obtaining pentobarbital where
14 their orders were backordered or
15 unavailable because of supply chain
16 issues. It was added to the U.S. Food
17 and Drug Administration list of animal
18 drug shortages in May.

19 To combat the dwindling supply, the
20 American Veterinary Medical Association,
21 the American Association for Equine
22 Practitioners, the Companion Animal
23 Euthanasia Training Academy and other
24 animal care organizations are urging vets
25 to adhere strictly to dosing guidelines

1 and to consider alternate euthanasia
2 methods.

3 In anticipation of the potential
4 continued shortage, the AAEP has
5 published guidelines for preferred --
6 preferred -- preferred humane euthanasia
7 methods, including gunshots, captive
8 bolt, or combinations of other drugs.
9 The organization notes that the
10 alternative methods are humane when done
11 by a trained veterinarian. It is unclear
12 with the pentobarbital shortage will be
13 resolved."

14 So I don't really see it humane to give
15 horses a shot in the head or killed by a captive bolt
16 or taking combinations of other drugs.

17 DONNA O'LEARY: Elizabeth, your time is up.

18 PRESIDENT VALDEZ: Thank you.

19 Next is Jane Cartmill.

20 JANE CARTMILL: The committee's report
21 emphasizes the importance of the environmental
22 responsibility and being good stewards of the
23 fairgrounds. The report also points to the need to
24 evolve and incorporate new uses that support a
25 self-sustaining business plan and mission of the

1 organization.

2 Since California in 2021 has received only
3 half of its expected precipitation, it is the
4 third-driest year on record according to the state's
5 Department of Water Resources. On May 10th, Governor
6 Newsom extended a declaration of drought emergency
7 from 2 to 41 of the state's counties. Researchers
8 from Columbia University's observatory predicted the
9 southwest could be entering an era of megadrought
10 where extreme water scarcity lasts for decades rather
11 than years.

12 Horse racing uses a tremendous amount of
13 water and contributes to water pollution. Horse
14 racing has put the fairgrounds in financial jeopardy.
15 Horse racing is a dying industry by almost any measure
16 acknowledged even by racing devotees. One can only
17 conclude that live horse racing is not compatible with
18 environmental responsibility and is not good
19 stewardship of the fairgrounds. A transition to
20 virtual racing would be much more fitting.

21 And instead of promoting the water-wasteful
22 and polluting dairy industry, as the milking exhibit
23 at Home Grown Fun does, the fairgrounds should promote
24 less water-intensive agriculture such as hydroponic
25 greenhouses and gray-water irrigation or our home

1 gardens. This would be environmentally responsible
2 and in line with your goals.

3 PRESIDENT VALDEZ: Thank you.

4 The next member of the public is Kim Marrs.

5 KIMBERLY MARS: Good afternoon, board
6 members of the 22nd DAA. My name is Kimberly Marrs,
7 and I am calling in support of horse racing as part of
8 your overall strategic plan.

9 We should all be very proud of the fact that
10 for the past few years in a row Del Mar has been
11 recognized as the safest track in our country. The
12 DMTC should be commended for this accomplishment.
13 Based on their record on horse safety alone, most
14 fairgrounds hosting live horse races would be
15 fortunate to have a responsible partner such as the
16 DMTC.

17 I have worked as a trainer in horse racing
18 for over 20 years. I chose this profession. I do the
19 best in my power to be an excellent steward of the
20 horses under my care. The horse racing industry has
21 provided many people like me an opportunity to make a
22 living working with horses, something that I love to
23 do immensely. We are a large community of people
24 working to help our horses thrive and compete. Their
25 wellbeing is the foundation of our profession and in

1 no other racetrack is this philosophy celebrated more
2 than at Del Mar.

3 Your strategic plan calls for integrity and
4 for being responsible. These values are upheld every
5 day at the racetrack at Del Mar.

6 Are we perfect? No. We continue to
7 implement the reform effort in our industry with great
8 success, and we plan to build on that success. One
9 thing for certain is that our progress has been an
10 inspiration to many throughout the country as we have
11 shown that safer horse racing is possible.

12 Thank you for listening. And I look forward
13 to continuing to work for the success of horse racing
14 at Del Mar.

15 PRESIDENT VALDEZ: Thank you.

16 Next, Doug O'Neill.

17 A/V TECHNICIAN: Doug is not in the queue.

18 PRESIDENT VALDEZ: Next, Maria Luisa.

19 A/V TECHNICIAN: Star six, Maria.

20 DOUG O'NEILL: Hello. Hello?

21 PRESIDENT VALDEZ: Hi.

22 DOUG O'NEILL: Hi. Can you guys hear me?

23 It's Doug O'Neill. Can you hear me?

24 A/V TECHNICIAN: Oh, sure. Sorry about

25 that. I got numbers mixed up.

1 PRESIDENT VALDEZ: Okay. This is Doug
2 O'Neill.

3 DOUG O'NEILL: All right. Sorry about that.

4 Well, I just wanted to thank the board
5 members for letting me talk here. And as we probably
6 already said about four times now, I'm Doug O'Neill.

7 But I've been training over 30 years, and --
8 and I just want to ride the coattails of Kimberly
9 Marrs who is an awesome horsewoman based out of
10 San Luis Rey Downs, and she goes to Del Mar and runs
11 horses as well. But I've been blessed to be one of
12 the many men and women who have chosen to work
13 alongside horses for a living, and -- and I've been
14 blessed to -- to travel all over the world with --
15 with different horses and compete at the highest
16 levels. And there's just nothing more awesome, in my
17 mind, than a horse and a human working on a daily
18 basis to compete at the highest level.

19 And I just wanted to give my support for
20 racing as an integral part of your strategic plan.
21 Like Kimberly said, as you talk to people around the
22 country, you just hear, you know, "We want to do what
23 California is doing. We want to do what California is
24 doing."

25 As you see, a lot of our fields have gotten

1 a little short. And that's a little -- you know,
2 we're trying to work on that, but it's because we've
3 been so selective and -- and -- and our safety nets
4 for -- for all of us as well, with those state
5 veterinarians all around the track.

6 So just things are really going the right
7 way, and Del Mar is one of the safest, if not the
8 safest, track in the country. And I just applaud all
9 you guys and -- and would love to see it keep going.
10 I just want to give you my support and thanks for
11 everything you guys do.

12 Thank you.

13 PRESIDENT VALDEZ: Thank you.

14 Now Maria Luisa.

15 A/V TECHNICIAN: Maria, you're in the
16 meeting. Star six to un-mute or lower left-hand
17 corner hit the microphone button.

18 MARIA LUISA: Yes. Hi. Hello.

19 PRESIDENT VALDEZ: Hello.

20 MARIA LUISA: Yes. Good afternoon, board
21 members. My name is Maria Luisa, and my family has
22 worked in horse racing for many years as backstretch
23 workers. I'm calling you to support the horse racing
24 as part of your strategic plan.

25 The workers that are at the foundation of

1 horse racing benefit greatly from the jobs, medical
2 benefits, and housing that is provided at the Del Mar
3 Race Track. I have seen firsthand how well the
4 racetrack has implemented safety protocols to protect
5 workers and the staff from COVID infections. We did
6 not see the COVID outbreaks that occurred in other
7 industries at Del Mar. And when workers did get sick,
8 they were quarantined and cared for. Race track
9 operators acted responsibly. And just like we
10 recognize them for their safety record with horse --
11 with horses on the racetrack, they should also be
12 recognized for their record in protecting workers.

13 The Del Mar Fairgrounds is a special place.
14 It means many things to different people. The
15 fairgrounds represent a place of work for many
16 families. Anyone who spends time at the -- at the
17 backstretch would realize that the community exists at
18 the Del Mar Race Track. Mostly immigrant workers
19 live, work, and find a sense of community through the
20 profession in horse racing at Del Mar. These workers
21 are a part of Del Mar's present and future success and
22 the success of every local business that benefits from
23 horse racing.

24 Any improvement in the quality of life of
25 these workers will only serve to strengthen the

1 economic activity that derives from their labor. By
2 including horse racing as part of your strategic plan
3 you are being inclusive and providing a sense of
4 stability for many of the workers who see their future
5 tied to the future of their professions in horse
6 racing. The Del Mar fairground board should do all
7 that it can to acknowledge the workers that showed up
8 to work through the pandemic and will continue to be
9 on the forefront of our state's economic recovery.

10 Thank you so much for listening.

11 PRESIDENT VALDEZ: Thank you.

12 Next, Oscar de la Torre.

13 OSCAR DE LA TORRE: Good afternoon. Can you
14 hear me?

15 PRESIDENT VALDEZ: Yes.

16 OSCAR DE LA TORRE: Good afternoon, members
17 of the board for the 22nd DAA. My name is Oscar
18 de la Torre. I'm a worker advocate working with the
19 backstretch workers here in Southern California, and I
20 just wanted to urge you to support horse racing as
21 part of the overall strategic plan for the Del Mar
22 Fairgrounds.

23 As you heard from many of the speakers, we
24 made tremendous progress, not just in California but
25 specifically at Del Mar, being recognized as the

1 safest racetrack in the country for three consecutive
2 years. That's nothing short of exceptional, and
3 that's exactly what we should be expecting of
4 racetrack operators anywhere in the country, and we're
5 fortunate to have the DMTC operating horse racing at
6 Del Mar.

7 From a lot of the workers that I've talked
8 to and that I work with, people feel very confident
9 with the protocols, the safety protocols, that Del Mar
10 has implemented with guidance from the San Diego
11 County public officials. And so we have kept workers
12 safe. People are working. They appreciate the
13 stability during the pandemic that their work
14 provides, their housing and their medical benefits.
15 We're keeping people safe.

16 And I just want to let you know that horse
17 racing is a very -- a vital part of the economic
18 activity of the region. Many small businesses benefit
19 from horse racing, and that's just many more workers
20 and their families that also benefit from horse
21 racing.

22 So thank you all very much. We have shown
23 that safer horse racing is possible, and I urge you to
24 support horse racing as part of your strategic plan.

25 Thank you very much.

1 PRESIDENT VALDEZ: Thank you.

2 That's the last member of the public signed
3 up for that agenda item. Moving back to further
4 discussion from the board on this topic.

5 Director Gelfand.

6 DIRECTOR GELFAND: Well, I don't know if we
7 need a motion, but I would -- if we do, I'd move that
8 as a starting point for community and stakeholder
9 input that we adopt the purpose, mission, vision, and
10 values and other statements described in the slide
11 presentation presented by Carlene.

12 PRESIDENT VALDEZ: I don't think that we
13 need a motion. I would think, though, that we would
14 want some consensus from the board as to whether or
15 not we feel comfortable with going forward with the
16 items that you state, Director Gelfand, the values,
17 purpose, mission, vision. As we then will go out to
18 the stakeholders, we want to make sure that we have
19 buy-in from our own board before we go, kind of,
20 public on that. So I think you hit the nail on the
21 head as to what we really want to focus on and give
22 more -- you know, let the committee know if we're on
23 the right track with the wording or if there's
24 objections to it.

25 DIRECTOR GELFAND: I did also want to say

1 that, you know, I want to thank Pierre and Carlene for
2 the work involved in all of this. Also, Becky, who
3 was our -- our consultant at our strategic planning
4 session who was involved in the strategic planning
5 committee meetings that were held over the past month
6 or so. A lot of work went into it.

7 And I also want to acknowledge the members
8 of the public who spoke and the interest that they
9 have in the future of the fairgrounds, and I certainly
10 appreciate their concerns that they have made.

11 PRESIDENT VALDEZ: Director Rowland.

12 VICE PRESIDENT ROWLAND: So I'd just like to
13 say I think that the -- in terms of the purpose, the
14 mission, and the vision, I think the content, you
15 know, really reflects so much of the discussion that
16 we had as well as the history and -- and kind of the
17 envisioned future. It's broad enough to do all of
18 that.

19 And I don't want to get into wordsmithing
20 here. I would just suggest that maybe we take a look
21 at the "we are" statements as part of the purpose,
22 because "We are a timeless community treasure" doesn't
23 quite -- you know, as a -- the "we are" statement as a
24 sense of purpose doesn't really quite make it for me,
25 but the rest of it does. So I don't want to -- I

1 don't want to quibble over words right now, but I
2 would just take a look at the purpose statement. And
3 I know it's in parallel form, but I don't think it has
4 to be in parallel form in terms of "we are," "we,"
5 "we," "we" on purpose, mission, and vision.

6 The other thing I'd like to say as we move
7 into discussion of -- of the strategic goals, there's
8 one thing I don't really see reflected in there that I
9 thought was a part of the conversation we had on the
10 23rd. And that was how we accomplish these strategic
11 goals and how we accomplish the purpose and the
12 mission and vision and, you know, how we remain a
13 financially viable organization while being accessible
14 from a cost perspective. And I don't really see that
15 threaded into the strategic goals.

16 So I want to just go back and think again
17 about how we make sure that we're looking at that
18 balance, because you're not gonna get the diversity
19 and the inclusion if you do not think about the
20 accessibility from a cost perspective of the
21 facilities and the events. And I would like it to be
22 something that's explicitly stated.

23 And I recognize how difficult this is to do
24 when you're looking at how we struggled financially,
25 but we have to find a model with this incredible

1 State-owned facility for making sure that we can -- we
2 can achieve that purpose, mission, and vision. And I
3 think accessibility is a huge part of that.

4 CEO CARLENE MOORE: Thank you.

5 I would -- on behalf of Director Sleiman, I
6 would say that that is exactly the type of input that
7 we're -- we're looking for in this, which again being
8 the reason why. And you can email any -- if anyone
9 has any additional comments -- I mean, obviously, we
10 continue to have the discussion. But if something
11 comes up prior to next month's meeting, a thought that
12 you've had as well, please send those thoughts to me.
13 And then that way we can, you know, incorporate that
14 into our discussions at the Strategic Planning
15 Committee level.

16 PRESIDENT VALDEZ: Any other questions?
17 Comments? Discussion on anything that's been covered?

18 DIRECTOR MOSIER: I'd just like some time to
19 digest these statements. I think they're pretty
20 comprehensive. I think they may need a little bit of
21 tweaking. So I'd just like some time to study them
22 and share my comments with the committee.

23 PRESIDENT VALDEZ: Mr. Caplan, I just want
24 to make sure we're fine with if a board -- if board
25 members would like to provide their thoughts, would

1 that -- should that be directed directly on to Carlene
2 for the committee? How does -- how does that work?

3 DEP. STATE ATTY. GEN. CAPLAN: Yeah, if
4 board members that are not on the committee want to
5 provide feedback between meetings, individual board
6 members should reach out to staff only so as not to
7 create discussions among more than two board members.
8 Because the committee already has two board members,
9 if you add a third on that committee you create issues
10 under Bagley-Keene. So if board members want to
11 provide feedback, provide that feedback directly to
12 staff.

13 PRESIDENT VALDEZ: Thank you.

14 For now, any other questions or comments or
15 discussion?

16 I do want to thank the committee. I really
17 thought you did a great job in synthesizing down an
18 entire day's worth of discussions and topics into
19 really usable statements on values, purpose, mission,
20 and vision. So I like the direction you're going.

21 And I also like you providing an ongoing
22 kind of roadmap for the -- for the board as well as --
23 as well as our stakeholders and the public as -- as,
24 you know, how we're gonna roll this out. So thank you
25 for that.

1 Seeing no other questions or comments, we
2 will move on to the next item on the agenda, and that
3 is the Finance Committee. And I am gonna pass that on
4 over to Carlene.

5 CEO CARLENE MOORE: And as -- as we
6 typically do each month, I'm first going to invite
7 Mark Wiggins, the general manager of Premier Food
8 Services, to give their financial report from -- for
9 April.

10 Thank you, Mark.

11 MARK WIGGINS: Thank you, Carlene.

12 Good afternoon, everybody.

13 For the month of April our revenues were
14 \$8,418, compared to a budget of \$6,982. The events
15 that made up those revenues were the Jurassic Quest
16 drive-through event, the COVID-19 vaccination where we
17 had a vendor selling out there, and two horse shows
18 that just had their participants in it with no
19 patrons.

20 Net distribution to the district for April
21 was a negative \$42,904 compared to a budget of
22 \$41,743. Year-to-date distribution to the district is
23 negative \$129,292, and the budgeted of negative
24 \$128,132.

25 CEO CARLENE MOORE: But on the upside to all

1 of that is that California is reopening. We are
2 looking at not only -- not only does this impact,
3 obviously, Home Grown Fun where Premier will be
4 hosting the bars, as they typically do during the
5 San Diego County Fair, but also with horse racing just
6 on the horizon come July 16th and it being able to
7 have patrons there, as well as our other events and
8 activities later this year really being able to open
9 back up and bring patrons in. So we anticipate and
10 expect an upswing in these numbers that we have been,
11 you know, in essence, presenting for what seems like
12 the longest year in terms of activity without people
13 here. So --

14 PRESIDENT VALDEZ: Any questions?

15 Okay. Seeing none --

16 CEO CARLENE MOORE: Thank you, Mark.

17 PRESIDENT VALDEZ: Thank you, Mark.

18 CEO CARLENE MOORE: So the big item this
19 month and really the -- well, I do just want to, for a
20 moment, just speak to, as President Valdez pointed
21 out, that we had anticipated bringing forward the
22 Center budget at -- at this board meeting, which is
23 in -- it was on the agenda, but over the course of the
24 past few weeks and in some meetings primarily with
25 Premier it -- we -- there are some opportunities that

1 we're looking at. And so we wanted to get a little
2 bit of resolution.

3 We were prepared to bring it forward, but
4 with these opportunities, to look at those -- we have
5 the operating plan, in essence, in place of what that
6 will look like, but this had to do more with the
7 promoters and that opportunity for outside promoters
8 to come in to, in essence, produce shows with our
9 assistance and our support in terms of operating the
10 facility. So that's why we'll be bringing this
11 information back to you next month.

12 But with that we are looking at a plan to
13 open up The Center later this year, looking at October
14 and to have that be as part of our activities as we
15 have our -- looking to have our fall festival. So
16 mid-October is the -- is what we're looking at and
17 trying to build that around. So more information to
18 come on that next month.

19 So one of the -- the biggest updates is that
20 in -- as you can see on page 25 and at the start of
21 the finance report, we just wanted to make this board
22 aware that the CDEFA has now allocated the targeted
23 support funds.

24 If you recall, back in March of this year we
25 received notification that there was approximately

1 \$19.3 million remaining -- nearly \$20 million
2 remaining of the original AB-75 general fund
3 allocation of \$40.3 million for the industry. And
4 they divided that into two pots, one being allocation.
5 Those were sent out to the fairs immediately, and for
6 that we received \$1.5- -- \$1.562 million.

7 Then, additionally, the remaining pot of
8 funds, which was 9.7 -- they split it just about down
9 50/50 -- was left over for targeted support. And this
10 was an application-based program that DAAs and only
11 DAAs could apply for, of which we did. We submitted
12 our application on the deadline of April 16th.

13 And what we have received in terms of that,
14 and we just received last week, is an additional
15 \$3,768,000. This is going to leave us approximately
16 \$3 million short of our stated need and request going
17 back to last November. And so it's something that we
18 are working on and we'll be, you know, coming back, I
19 believe, with more information on it in terms of, you
20 know, just next steps.

21 Obviously the state legislature is in the
22 process of reviewing and finalizing by the end of this
23 month the -- the budget, of which it currently still
24 includes \$50 million in support for the -- the
25 industry. But we're looking to hopefully resolve this

1 prior to the end of this current fiscal year. So just
2 stay tuned for that information. But that -- that's
3 currently where we're at. And in terms of that
4 \$40.3 million fund, at this point all of those funds
5 have been expended by CDEFA.

6 PRESIDENT VALDEZ: I'm gonna just jump in
7 there real quick, Carlene, because I want to just
8 state this for the record from a member of the board
9 and the board president and chair of finance.

10 You all had to live through this for the
11 last 14, 15 months on our ongoing efforts to have what
12 we felt was the necessary amount of funds out of the
13 \$40.3 million that was allocated to the industry for
14 the last year to come to us. We came close to what
15 we -- our ultimate need was, but I do want to state
16 for the record I was quite disappointed when CDEFA or
17 whoever made the decision to allow all the other DAAs
18 to participate in the allocation of the remaining
19 money.

20 You know, you will recall that there were a
21 lot of things that were required of us to be able to
22 be entitled to that \$40.3 million when it was
23 allocated by the governor back in May of last year,
24 and one of those was to embark on and execute a
25 layoff. And we did that, and it was very, very

1 painful to our organization. Other DAAs who
2 ultimately were able to participate in that
3 \$40.3 million at the eleventh hour did not have to go
4 through the same sorts of obligations that we did or
5 requirements that were set forth for us to be able to
6 participate in that, in those funds.

7 We were very, very clear with CDFA and
8 Department of Finance and everyone who was listening
9 in Sacramento of what our need was, and our need never
10 changed from the time that we started discussing this
11 in May of -- well, probably even before May of 2020,
12 but certainly May of 2020 and until now. The number
13 that we always presented was consistent, and it was no
14 surprise that we were looking for the \$7.4 million.
15 And to receive 3.7, while we're thankful for the
16 assistance, it was short and they were aware that it
17 was going to be short.

18 So I just want to make that really clear on
19 the record of, you know, what we went through. We
20 were hopeful that -- as Carlene said, we continue to
21 reach out to anyone who is listening and with the
22 power to be able to provide us with the \$3 million
23 before the end of the fiscal -- before the end of the
24 fiscal year. We will continue to advocate for that.
25 So -- and we will keep you posted on our efforts in

1 that regard.

2 CEO CARLENE MOORE: Well, and if I can just
3 add to that.

4 As an example, it's my understanding from
5 CDEFA that 35 fairs applied for the targeted support
6 application funds. And if you'll recall, it was
7 actually only about 12 DAAs that actually administered
8 a layoff in order to have qualified previously for the
9 AB-75 funds. So, in essence, three times the number
10 of fairs applied for and all received a portion of
11 that remaining -- those remaining funds that we have
12 been -- and to Richard's point -- and that we have
13 been articulating that very clearly and demonstrating
14 that -- that need. And it hasn't wavered because I
15 think we've had a really great grasp and handle on
16 what our -- our not only current situation was but
17 what the future was looking like for us through the
18 end of this month.

19 So that just hopefully helps give, you know,
20 some perspective of, in essence, what became, at the
21 end, the competition for the dollars of support.

22 That concludes my portion of the report.

23 PRESIDENT VALDEZ: Financials for any of the
24 previous months?

25 CEO CARLENE MOORE: Oh.

1 In light of all that's going on, including
2 Home Grown Fun and a month when we are not normally --
3 we're not normally having a board meeting, we didn't
4 have the financials for this.

5 If you recall, our exhibits director has
6 been assisting us in finance. We recently hired a
7 director of finance, and that -- just that transition
8 and the time for some of that handoff to take place.
9 So we'll have a much more robust report for next
10 month's meeting.

11 PRESIDENT VALDEZ: Thank you.

12 Any questions or comments?

13 Seeing and hearing none, I think that
14 concludes Finance Committee.

15 On to Legal Committee, and there is nothing
16 to report from that committee.

17 And we're on to Public Comment, and first
18 member of the public is Martha Sullivan.

19 MARTHA SULLIVAN: Yes. Hello. This is
20 Martha Sullivan again.

21 I just want to kind of point out that I find
22 it a little disingenuous to, you know, excuse the
23 omission of certain agenda items because this meeting
24 wasn't planned and then have Legal Committee which
25 almost never has a report and didn't today, and the

1 Premier P&L statement, which, you know, big shock, was
2 a big, you know, negative balance. So I guess I just
3 find it a little stretching credulity that the typical
4 agenda items couldn't be on this month's agenda.

5 Having said that, you know, one of the
6 things that needs to be said a month before Del Mar
7 racing starts is that Churchill Downs has banned Bob
8 Baffert for two years because of his reckless
9 practices, which they said very clearly and pointedly.
10 The New York Racing Association banned him from their
11 tracks.

12 So for Del Mar to be lauded for their
13 integrity and responsibility while ducking this is
14 pretty ludicrous. I mean, for the host of the
15 Kentucky Derby and the operator of several other
16 racetracks throughout the east to ban, basically, the
17 leading trainer of the industry for reckless practices
18 speaks volumes.

19 And by the way, Mr. Baffert has no horses
20 entered anywhere this last weekend. So I think he's
21 laying [sic] low. And maybe that's so that the
22 racetracks will --

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

24 PRESIDENT VALDEZ: Thank you.

25 Next is ELiz- -- next is Elizabeth

1 Jacobelly.

2 ELIZABETH JACOBELLY: Hi. This is
3 Elizabeth. Hi, this is Elizabeth Jacobelly. Can you
4 hear me?

5 PRESIDENT VALDEZ: Yes.

6 ELIZABETH JACOBELLY: Hi. I'm gonna read
7 something from the Horse Racing News, Paulick Report,
8 "'Reckless Practices,' 'Repeated Failures': Churchill
9 Downs Suspends Bob Baffert for Two Years."

10 Will the Del Mar Fair Thoroughbred Club have
11 the same fortitude?

12 "Churchill Downs, Incorporated, CDI,
13 has consistently advocated for strict
14 medication regulations so that we can
15 confidently ensure that horses are fit to
16 race and the races are conducted fairly,"
17 said Bill Carstanjen, CEO of CDI.

18 "Reckless practices and substance
19 violations that jeopardize the safety of
20 our equine and human athletes are
21 comprised of integrity of our --
22 comprise -- compromise the integrity of
23 our sport are not acceptable. As a
24 company we must take measures to
25 demonstrate that they will not be

1 tolerated. [sic] Mr. Baffert's record
2 of testing failures threatens public
3 confidence in thoroughbred racing and the
4 reputation of the Kentucky Derby. Given
5 these repeated failures over the last
6 year, including the increasingly
7 extraordinary explanations, we firmly
8 believe that asserting our rights to
9 impose those measures is our duty and
10 responsibility."

11 CDI reserves the right to extend
12 Baffert's suspicions [sic] if there are
13 additional violations in any racing
14 jurisdiction.

15 The Kentucky Horse Racing
16 Commission, CHRC [sic], has the sole
17 authority to disqualify Medina Spirit
18 as the winner of Kentucky Derby 147.
19 It is the understanding of CDI that
20 the KHRC is pursuing the completion of
21 its investigation of this matter in
22 accordance with its rules and
23 regulations.

24 Thank you.

25 PRESIDENT VALDEZ: Thank you.

1 Next is Jane Cartmill.

2 JANE CARTMILL: You know, a few years ago
3 they used to say that you knew it was gonna be a bad
4 day if you saw Mike Wallace from 60 Minutes coming up
5 your driveway. I guess now you can say you know it's
6 gonna be a bad day for your industry when your golden
7 boy, Bob Baffert, becomes the topic of a mocking skit
8 on Saturday Night Live. He was portrayed there pretty
9 much the way the betters from the Kentucky Derby
10 described him in their class-action suit as a
11 racketeer.

12 That lawsuit seeks his ouster, not
13 suspension, from horse racing. But that's extremely
14 unlikely to happen because the horse racing industry
15 celebrates its repeat doping offenders just like it
16 smiles on its repeat whipping offenders. It doesn't
17 get rid of them. If it did, Baffert would have been
18 gone long ago.

19 Churchill Downs' decision to deny him racing
20 privileges for two years has been described by sports
21 writer and racing fan Bryce Miller as having, quote,
22 "teeth." What follows at Del Mar will be telling now
23 that he has given the so-called sport a black eye it
24 didn't need.

25 Quoting Miller, "This was a public flogging

1 of Baffert's already bruised and battered reputation.
2 It was, deserved or not, a takedown of the sport's
3 biggest star."

4 My question is why the man with an already
5 bruised and battered reputation is the sport's biggest
6 star?

7 PRESIDENT VALDEZ: Thank you.

8 Next is Anne Clark.

9 A/V TECHNICIAN: Go ahead, Anne. Anne, we
10 can see you've un-muted, but we cannot hear you.
11 Speak.

12 PRESIDENT VALDEZ: Should we go to the next?

13 A/V TECHNICIAN: Yeah. Let's go to Kim.

14 PRESIDENT VALDEZ: We'll go to Kim Marrs.

15 A/V TECHNICIAN: Star six, Kim, to un-mute.
16 Star six, Kim, to un-mute your phone.

17 Kim or Anne, waiting for either of you.

18 Anne, we can see you're having some type of
19 technical issue. We see you're toggling back and
20 forth from mute, but you're un-muted right now. We
21 can't hear you.

22 PRESIDENT VALDEZ: I think I need to do last
23 call on Anne Clark or Kim Marrs.

24 Okay. Well, I think I'm gonna close public
25 comment. Those were the last two members of the

1 public signed up for that item. So now we are going
2 to drop from Zoom. Make sure that you are muted, at
3 the very least, and we are going to convene in closed
4 session in the other format, and we will be doing that
5 now.

6 Madam Reporter, my best estimate is we would
7 be around 45 minutes is my best guess.

8 (Closed Session: 3:55 P.M. to 5:13 P.M.)

9 PRESIDENT VALDEZ: We're back. Okay. We
10 are done with closed session. We'll reconvene to open
11 session.

12 The board conferred with and received advice
13 from counsel on the items listed on the closed-session
14 portion of the agenda and there is nothing further to
15 report.

16 On to item 9, Directors Request & Closing
17 Comments.

18 Any?

19 Seeing and hearing none, you had
20 correspondence in your board packet. And by
21 acclamation we will adjourn.

22 (Meeting adjourned at 5:14 P.M.)

23

24

25

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

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

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

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

18
19
20 

21 Kathryn L. Edwards, CSR No. 7288

22
23
24
25

A				
A-plus 73:19 74:2	91:18 98:12	97:2 98:23 104:23	announced 10:24	articles 75:21
A.M 27:19,20 35:10	acts 40:11	105:4,4 110:14	15:16 38:15	articulating 79:12
A/V 6:1 16:20 25:20	actual 13:10 24:14	ages 21:5 22:19	announcement	103:13
25:23 40:24 61:9	Ad 3:13 43:22 72:8	agility 22:3	38:19	artificially 41:22
61:14 69:9 86:17	adamantly 11:3	ago 38:6,21 108:2	annual 14:15 21:18	Aside 42:3
86:19,24 88:15	add 5:11 44:1 48:12	108:18	51:9	asked 30:21
109:9,13,15	96:9 103:3	agreement 46:7	answer 51:7	asking 12:24
AAEP 83:4	add-ons 27:25 28:3	50:9 54:6,7 65:24	answered 36:16	asks 50:22
AB-75 100:2 103:9	added 82:16	67:3,21	answers 50:23	aspect 24:20
ability 28:23 32:11	adding 51:4	agreements 50:5,6	51:21 60:11 66:14	aspiration 75:7
able 20:13 22:11,16	addition 14:6 31:25	54:9	anticipate 68:18	Assemblymember
22:24 23:8 24:5	38:19 55:18 59:24	Agri-Land 22:4	82:2 98:9	11:25
24:13,23 25:9	additional 12:16	agricultural 1:7 4:7	anticipated 17:11	asserting 107:8
26:12,23 29:18	14:2 28:3 45:7	32:8	46:20 98:21	assessments 79:16
30:9 32:4,14	48:13 49:14 57:10	agriculture 11:9	anticipation 83:3	assigned 58:20
36:24 47:1 49:3	71:7 95:9 100:14	24:6 32:22 76:19	anybody 33:11	assist 14:3 60:3
53:19 56:2,3	107:13	81:6,9 84:24	anyway 36:5 67:6	assistance 99:9
69:24 70:1 71:12	additionally 100:7	ahead 61:14 109:9	apart 16:7	102:16
98:6,8 101:21	address 36:25 68:6	ahold 30:21	apologize 34:23	Assistant 2:16
102:2,5,22	80:24	airways 31:15	applaud 88:8	assisting 104:6
absence 5:1	addressed 19:8,8	Albertsons 21:5	application 100:12	associated 55:15
ABSENT 2:13	addressing 79:3	all-things-traffic-...	103:6	56:11 58:13
absolutely 18:11	81:1,2	9:17	application-based	Association 1:7 4:7
62:8	adhere 82:25	allayed 43:15	100:10	82:20,21 105:10
abuse 41:17	adjourn 110:21	allocated 99:22	applied 103:5,10	assumption 46:2
Academy 82:23	adjourned 110:22	101:13,23	apply 100:11	athletes 106:20
accept 6:5	Adjournment 3:24	allocation 58:1	appreciate 10:1	Atkins 11:25
acceptable 106:23	adjust 29:18	100:3,4 101:18	33:10 41:8 91:12	attached 6:21
access 67:25	adjusting 38:12	allow 21:3 35:6	93:10	attend 30:10
accessibility 94:20	adjustments 10:4	46:10 64:18	appreciated 61:17	ATTENDANCE
95:3	29:13	101:17	appreciation 32:21	2:1
accessible 76:18	administered 103:7	allowed 30:10	appreciative 37:2	attended 20:2
94:13	Administration	allowing 37:2	approval 46:12	attendees 12:14
acclamation 110:21	82:17	allows 67:21	approve 7:7 13:25	41:20
accommodate 64:20	administrative 58:1	alluded 29:8 51:20	29:15 66:5	Attorney 2:17
accomplish 94:10	admission 21:5,7,9	71:5	approved 24:21	attracts 62:7
94:11	adopt 92:9	alongside 87:13	29:14 71:20 77:19	attributable 58:6
accomplishment	advance 20:25 23:4	alternate 83:1	approximately	ATTY 96:3
85:12	25:6	alternative 53:1	45:21 99:25	auction 6:20 24:9
account 49:14	advancing 60:8	82:6 83:10	100:15	24:15 25:17 27:16
achieve 77:5 95:2	advantage 21:13	ambiguity 15:12	April 5:7 26:15 45:5	27:19 28:1,22
acknowledge 8:16	advice 110:12	16:12	71:1 74:19 75:8	29:3,25 31:1,10
49:22 90:7 93:7	advisers 26:3	American 82:20,21	77:17 78:25 97:9	32:3 33:13
acknowledged	advocate 90:18	amount 12:5 18:4	97:13,20 100:12	auctions 41:16
11:19 84:16	102:24	19:22 34:19 57:5	area 24:12 26:23	audience 44:8 70:18
acquisition 45:6	advocated 106:13	84:12 101:12	29:9 59:23	authority 107:17
acted 89:9	affordable 81:8	analyzing 64:8	areas 23:17 55:23	authorize 64:11
action 30:17 44:11	afternoon 11:23	and/or 49:20	57:18 63:13 71:3	automatically 31:12
71:24 77:24 78:19	17:22 20:10 39:21	anguish 7:1	71:3,11	available 18:6 26:6
activations 24:1	85:5 88:20 90:13	animal 6:14,19	arena 11:7 27:10	26:9 29:2 35:3,24
actively 50:17 54:21	90:16 97:12	23:10 31:21 41:14	arenas 55:21	45:10 47:21 48:25
activities 46:11	agencies' 80:9	41:17 42:13 49:25	arrange 39:6	54:17 56:2
47:24 48:15 53:10	agency 11:16 12:5	82:17,22,24	arrival 34:24,25	avenue 22:14
55:3 64:12 76:23	50:16 80:21	animals 6:5,10,21	35:10,18	avoid 48:16
79:8 98:8 99:14	agenda 5:12,14,16	7:2 26:11,14,21	arrival-time 20:25	award 53:19
activity 15:21 59:23	5:23 7:6 39:19	27:1 32:12 82:7	35:7	awarding 54:25
59:24 60:14 90:1	41:2 43:3 61:4	Anne 109:8,9,17	arrive 35:15	66:23
	64:2 80:17 92:3	109:18,23	art 23:9	awards 27:23 28:13

28:18 30:8 32:5 aware 10:23 19:7 56:24 99:22 102:16 awesome 87:9,16 Aye 7:16,18,20,22 7:25 8:2,4 69:3,5 69:7,11,15,17,19	battered 109:1,5 Beach 20:2 43:12 bear 12:5 44:6 beat 9:14 Becky 93:2 bedding 47:16 beef 27:9,14 28:7 began 44:14 72:21 72:23 82:12 behalf 64:10 95:5 behave 73:6 believe 55:5 74:1,3 74:5,6,8,10,13 100:19 107:8 beneficial 53:23 benefit 89:1 91:18 91:20 benefits 51:12 57:11 89:2,22 91:14 best 19:9 25:4 27:5 49:23 61:24 85:19 110:6,7 betray 6:24 better 6:13 65:18 bettors 108:9 beverages 42:9 beyond 48:15 49:6 56:25 81:1 bid 52:21 bidder 53:16 bidding 31:17 52:13 bids 27:25 big 17:17 42:9 54:12 98:18 105:1 105:2 biggest 48:24 99:19 109:3,5 Bill 106:17 Bing 21:24 bit 15:12 20:14 24:11 25:12 36:23 38:10 45:4 51:17 51:25 57:14 75:21 95:20 99:2 bizarre 40:10 black 108:23 bleachers 55:22 bleak 38:11 blessed 87:11,14 blue 39:1 board 1:6 3:3 4:6,6 5:21 11:23 14:2 18:18 28:16 33:24 34:13,14,16 43:25 44:23 45:2,7 46:7 46:21,25 47:9 49:2 55:12 60:12	60:17 64:11,15,18 66:7 68:9,19,19 70:7,15,18,21 71:1,6,8,20,25 72:3,4 73:10,18 73:24 74:19 75:9 77:18 78:13 85:5 87:4 88:20 90:6 90:17 92:4,14,19 95:24,24 96:4,5,7 96:8,10,22 98:22 99:21 101:8,9 104:3 110:12,20 board's 46:11,15 74:12 boarders 53:8 boarding 47:14 Bob 105:7 106:9 108:7 bold 79:1 bolt 83:8,15 book 9:5 62:5 bookings 48:17 51:6 bottom 67:7 bought 33:4 BOULEVARD 1:9 boy 108:7 brand 22:15 breeding 26:12 27:9 28:6,8 Breeze 21:10 Brian 9:16,18 10:2 10:13,14 33:5 60:1 bridge 21:16 43:14 brief 10:21 17:23 18:18 bright 38:25 bring 14:2 22:17 24:13,23 26:12 51:17 81:25 98:9 99:3 bringing 26:21 33:6 68:9 70:20 71:5 71:24,25 72:8 98:21 99:10 brings 76:1 broad 93:17 broader 59:4 broilers 28:9 brought 22:6 44:22 53:11 74:12 77:17 bruised 109:1,5 Bryce 108:21 budget 5:20 97:14 97:21 98:22 100:23	budgeted 56:8 97:23 build 86:8 99:17 buildings 11:2 built 68:5 bullet 5:19 burden 57:14 Burger 42:21 business 2:18,19 11:7 15:13 54:8 79:20 80:4 83:25 89:22 businesses 91:18 buskers 23:17 busy 26:16 button 88:17 buy 19:18,20,21,23 buy-in 92:19 buyers 26:18 28:2 31:3,8 32:12 buyers' 31:4 byproduct 42:1	care 5:13 82:7,24 85:20 cared 89:8 Carla 61:7,10,11,13 61:14,15 63:1 Carlene 2:6 8:9 10:18 12:7,20 13:1,17 14:12 16:23 18:15 24:18 37:23,24 43:11,18 44:1,4 46:4 56:13 56:15,21 57:21,22 58:4,8,17 59:7 60:7,23 64:6 65:25 66:13 68:13 69:22 70:9,10,13 70:14 92:11 93:1 95:4 96:1 97:4,5 97:11,25 98:16,18 101:7 102:20 103:2,25 Carmichael 2:19 17:20,22 carousel 22:15 carries 8:5 69:20 cars 42:19 Carstanjen 106:17 Cartmill 5:25 6:3 41:7,8 42:25 83:19,20 108:1,2 case 11:16 50:4,16 52:23 53:17 56:8 cases 38:9 cash 48:21 51:8 catalyst 77:13 cattle 26:20 27:9,10 28:10 CDFR 99:22 101:5 101:16 102:7 103:5 CDI 106:12,17 107:11,19 celebrate 24:5 celebrated 60:2 86:1 celebrates 108:15 celebrating 9:15 74:4 77:9 cellular 24:2 center 5:20 17:24 18:2 24:11 58:24 98:22 99:13 central 40:16 81:7 CEO 10:18 12:7 13:1,17 14:12 16:23 18:15 37:24 44:4 46:4 56:13 56:15,21 57:22
<hr/> B <hr/> B 43:22 babies 41:23 back 21:16 24:23 25:9 31:6 37:23 39:4 44:14,23 46:20 48:3 50:4 55:19 60:21 64:3 68:9,18 71:5,19 71:25 73:1 77:17 78:18 92:3 94:16 98:9 99:11,24 100:17,18 101:23 109:19 110:9 background 48:6 backing 63:6 backordered 82:14 backs 21:7 backstretch 88:22 89:17 90:19 bad 108:3,6 badge 30:11 badges 33:3 Baffert 105:8,19 106:9 108:7,17 Baffert's 107:1,12 109:1 Bagley-Keene 96:10 balance 75:7 94:18 105:2 ban 105:16 banned 105:7,10 bar 79:10 barbecue 21:20 Barkett 2:4 4:12,13 7:9,11,17,18 67:1 67:2 69:4,5 barn 24:10 27:4 barns 29:22 barriers 16:9 bars 98:4 based 13:9 40:13,14 40:16 78:2,12 85:13 87:9 basic 49:10 basically 46:6 105:16 basis 67:24 87:18	<hr/> C <hr/> cabinet 9:5 CAFO 45:19 Cal 57:6 Cal/OSHA 15:2,7 calendar 3:6 5:22 7:8 California 1:10 4:1 11:3 14:24 22:16 26:8 38:5,8 39:9 40:15,16 57:8 84:2 87:23,23 90:19,24 98:1 call 3:4,5 4:8 30:17 59:4 109:23 called 7:3 57:3 59:17 calling 85:7 88:23 calls 86:3 calves' 41:25 Camino 59:21 campus 48:17 51:6 51:15 58:21,22,23 cancer 81:12 capable 38:18 Capacity 21:2 capital 47:17 48:25 49:7 54:1 55:19 56:2 63:11 Caplan 2:17 95:23 96:3 captive 41:18 83:7 83:15 capture 56:11 car 42:24			

58:4,8,17 59:7 60:7,23 66:13 68:13 70:10,14 95:4 97:5,25 98:16,18 103:2,25 106:17 CEO/General 2:6 ceremony 27:23 certain 20:20 86:9 104:23 certainly 93:9 102:12 chain 82:15 chair 101:9 challenge 41:8 champion 27:12 30:4 31:16 Chana 32:13 39:12 chance 36:6 change 13:4 17:1 45:23 77:13 81:3 changed 102:10 changes 11:4 16:8 17:10 29:17 38:14 49:19 52:6 66:25 68:1 78:12 channels 30:1 character 76:7 Charlie's 34:8 Charlotte 63:21 check 37:6 Chevy 24:2 Chicken 34:7 children 6:9,20 7:1 Chips 34:6 choose 35:4,15 chose 85:18 chosen 87:12 CHRC 107:16 Chronicle 82:9 Churchill 105:7 106:8,12 108:19 Cinnamon 34:6 circus 40:15 cities 18:24 19:25 city 19:15 20:1,2 36:13 civic 78:5 80:10 civil 48:4 56:18 clarification 15:13 Clark 109:8,23 class-action 108:10 cleanest 60:25 clear 102:7,18 clearly 103:13 105:9 climate 81:3 climbing 21:12	close 27:20 28:17 38:4 101:14 109:24 close-contact 17:5 closed 3:22 26:16 37:12 110:3,8,10 closed-session 110:13 closer 53:11 closes 31:14 Closing 3:23 110:16 Club 1:8 106:10 co-inhabitants 6:10 Coaster 21:10 coattails 87:8 code 21:6 collected 28:10,17 collection 32:5 collective 73:7 college 6:23 Columbia 84:8 column 55:17 combat 82:19 combinations 83:8 83:16 come 14:14,16 15:2 21:1,25 22:8,10 34:21 37:6 38:12 38:22 67:4,7 75:4 76:10 98:6 99:8 99:18 101:14 comes 34:16 39:10 57:6 59:8 74:17 95:11 comfortable 92:15 coming 9:22 21:22 39:24 41:10 42:23 63:17 68:18 73:2 73:2 75:21,22 78:18 100:18 108:4 comma 56:16 commended 85:12 comment 3:7,10,14 3:17,21 5:24 80:17 104:17 109:25 comments 3:23 7:13 18:1 37:21 44:1 65:6 67:16 68:23 70:3 95:9,17,22 96:14 97:1 104:12 110:17 Commission 107:16 committee 3:11,12 3:13,16,19,20 5:15 33:22 43:4,6 43:9,22 44:17,24	55:7 60:16 62:24 64:5,10 67:19 70:6 72:2,8 78:1 79:5,24 92:22 93:5 95:15,22 96:2,4,8,9,16 97:3 104:14,15,16,24 committee's 55:9 83:20 Common 82:3 communicated 66:18 communicating 20:4 66:18 community 3:12 18:23 20:4 28:14 30:24 43:5,16 44:20,22 51:18 54:20 74:7 75:13 76:16 77:2 85:23 89:17,19 92:8 93:22 community's 77:7 companies 24:3 Companion 82:22 company 30:2 106:24 compared 53:8 66:19 77:1 97:14 97:21 compass 73:15 compatible 84:17 compete 51:5 85:24 87:15,18 competing 63:20 competition 48:16 62:9 68:7 103:21 competitive 52:13 57:13 completion 107:20 compliance 49:19 52:5 53:16 65:11 65:13 complicated 66:4 complied 60:13 complimentary 79:8 comply 45:13 complying 17:15 component 76:20 79:17 comprehensive 95:20 comprehensively 62:3 comprise 106:22 comprised 106:21 compromise 106:22	concern 18:25 concerns 19:5,8 43:13,16 45:1 93:10 concerts 23:16 conclude 84:17 concludes 39:16 103:22 104:14 conclusion 44:2 condensed 38:2 condensing 8:24 53:12 conducted 106:16 conferred 110:12 confidence 107:3 confident 91:8 confidently 106:15 configuration 49:8 configured 45:25 confined 49:25 confirm 31:5 confirmation 46:2 confirmed 45:3,11 congested 59:22 congratulate 9:9,9 9:10 33:17 congratulating 9:10 9:12 10:14 Congratulations 10:16 conjunction 67:12 connect 74:9 75:13 76:15 connected 40:5 cons 47:9 48:3,24 54:11 consecutive 91:1 consensus 92:14 consent 3:6 5:17,22 7:7 consider 61:20 62:1 78:20 83:1 consideration 19:5 46:23 70:21 77:25 78:15 considered 53:1 consistent 102:13 consistently 106:13 constantly 42:8 constituents 47:17 construction 46:15 50:21 79:11 consult 65:9 consultant 93:3 consultants 45:12 65:10 contemporary 42:4 content 93:14	contests 23:1,3,3 continue 16:2,6,25 20:5 29:19 31:9 31:17 41:24 49:17 72:6,10 78:10 86:6 90:8 95:10 102:20,24 continued 44:24 83:4 continues 62:17 72:2 continuing 25:15 79:5,15 81:4 86:13 contract 53:19 55:1 66:23 contracting 13:7 14:4 contributes 84:13 contribution 57:9 57:10 control 21:4 31:13 35:6 45:2 48:11 51:2 54:12 56:25 57:17,20 64:15 66:7 convene 110:3 conversation 94:9 core 74:21 corner 88:17 correct 35:13 57:25 58:4 correspondence 110:20 cost 94:14,20 costs 11:15 12:16 49:14 56:11,24,25 58:1 64:23 council 20:1 36:14 36:17 councils 43:13 counsel 110:13 counties 84:7 country 34:6 85:11 86:10 87:22 88:8 91:1,4 county 12:8 13:24 18:10 24:19,21 28:25 29:14 32:2 40:1,1,9,12,18 41:9 80:10 91:11 98:5 couple 5:11 8:11 72:4 course 34:7 37:9 48:23 54:22 69:25 79:6 98:23 covered 95:17
--	--	---	--	---

covering 15:24 16:5 16:6	27:2,7,18 30:21 35:3 61:25 75:5 86:5 108:4,6	depressing 72:25	64:4 65:2,3,5 66:1 67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	87:23,24 110:4
coverings 16:2	day's 6:4 96:18	deputies 11:14,18 12:14 13:10,20	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	dollars 12:9 62:13 103:21
COVID 26:6 29:7 38:9 41:9 89:5,6	days 15:15 20:20 31:3 33:20	Deputy 2:17	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	Don 18:20 29:1 32:12,15 36:9,11 39:14
COVID-19 16:24 24:19 97:16	de 59:21 62:22,23 90:12,13,16,18	Derby 105:15 107:4 107:18 108:9	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	Donald 2:10
cow 22:5,6 42:5	deadline 100:12	derives 90:1	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	donate 32:12
cow-milking 23:24 41:19	dealing 30:15 67:5	described 34:11 92:10 108:10,20	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	donating 28:19
cows 41:22	deaths 6:6	deserved 109:2	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	donation 32:6
craft 22:10	decades 54:22 81:1 81:2 84:10	deserves 6:14 8:13	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	donations 28:18 32:5
crate 42:1	December 44:15	design 50:20 79:10	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	Donna 2:16 4:8,9 4:12,14,16,18,21 4:23,25 5:2 7:14 7:15,17,19,21,23 8:1,3,7 42:25 69:1 69:2,4,6,8,12,14 69:16,18 81:19 83:17 105:23
cream 21:20	decide 5:6	designed 25:3	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	doping 108:15
create 41:10 71:11 72:12,13 73:18 96:7,9	decided 5:11	desks 9:4	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	dosing 82:25
created 44:18 75:11	decision 47:1 101:17 108:19	detail 37:3 45:4	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	Doug 86:16,17,20 86:22,23 87:1,3,6
creates 76:3	decisions 72:9	details 39:23	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	Downs 62:12 87:10 105:7 106:9,12
creating 74:5 79:11	declaration 84:6	determination 13:9 55:6	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	Downs' 108:19
creative 38:12	declining 18:4 62:10	determines 12:14	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	downside 51:20
creature 6:25	deep-fried 21:20	detrimental 11:6	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	dozen 22:18
credulity 105:3	deepens 82:9	Development 2:19	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	draft 64:11 72:18 75:11 77:20,21 78:14
crew 30:15,23 33:1	definitely 15:17 25:17 32:17	devotees 84:16	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	drawing 19:1
crises 80:25 81:11 81:17	Del 1:8,10 4:1 36:13 37:5 43:12 61:15 63:21 82:1 85:10 86:2,5,14 87:10 88:7 89:2,7,13,18 89:20,21 90:6,21 90:25 91:6,9 105:6,12 106:10 108:22	diabetes 81:12	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	drive 27:13 30:4 37:17
Crosby 21:24	delay 31:15 55:2	Diégans 39:4 40:8 40:20	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	drive-through 97:16
crowd 21:4 35:6	delayed 50:3	Diego 1:21 12:8 13:24 28:25 29:1 32:2,12,15 39:8 39:14,25 40:8,12 40:17 91:10 98:5	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	driven 42:18
CSR 1:21	delighting 23:14	differences 29:7	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	driveway 108:5
culminating 44:11	demonstrate 106:25	different 15:11 21:17 22:19 26:5 31:11 61:18 87:15 89:14	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	drop 110:2
cultural 12:12 77:8	demonstrating 103:13	differently 36:23	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	drought 81:4 84:6
current 49:18 52:6 55:11 80:7,7 101:1 103:16	demonstration 41:19	difficult 94:23	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	drug 82:17,18
currently 42:6 53:5 53:10 100:23 101:3	demonstrations 23:1,4,10,24 28:20	digest 95:19	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	drugs 82:3 83:8,16
customer 73:12	deny 108:19	digestion 78:17	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	ducking 105:13
customers 21:7	DEP 96:3	diligence 62:24	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	due 45:16 46:17,22
cut 14:10	department 8:18 9:19,20 24:22 30:19 84:5 102:8	direct 49:12 55:15 56:17 60:4	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	DURANTE 1:9
<hr/> D <hr/>	departments 58:3	directed 96:1	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	duty 107:9
DAA 9:13 32:20 47:13 48:10 50:16 50:25 53:6,23 54:4 56:3 57:15 58:3 64:18,24 85:6 90:17	dependent 53:4	direction 60:18 71:21 72:11 73:16 73:17,24 77:20 78:7,24 96:20	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	dwindling 82:19
DAAs 100:10,11 101:17 102:1 103:7	depending 12:13 49:7 50:3,17 51:1 51:6,16 52:6 54:8 54:18 59:23 64:20	directly 54:25 58:13 59:1 96:1,11	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	dying 84:15
daily 87:17	depends 45:24	director 4:16,17,18 4:19,20,21,22,23 4:24,25 7:10,21 7:22,23,24,25 8:1 8:2,3,4,10 33:15 35:9,25 36:12 37:7,20 43:7,8,23 43:24 57:21,24 58:5,9 60:24 64:3	67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	<hr/> E <hr/>
dairy 22:7 26:20,24 27:2 28:9,10,19 42:1 84:22			67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	e-blasts 32:25
date 11:20			67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	earlier 21:11 60:2
day 8:13 18:8 22:6 22:22 23:2 24:24			67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	early 19:21,23 34:24 35:10 39:13 78:9
			67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	earn 6:23,24
			67:1 68:2,4 69:8 69:11,14,15,16,17 69:18,19,21,22 70:7,9,11 92:5,6 92:16,25 93:11 95:5,18 104:5,7	ease 18:3

easier 27:1 31:8	EMTs 14:8	52:20 55:6,18	execute 101:24	extreme 22:3 84:10
easiest 9:25	enable 66:5	56:5 57:14 59:13	Executive 2:16 3:22	extremely 108:13
easily 38:24 39:2	encapsulated 76:8	63:2 66:15 72:18	exhibit 21:24 84:22	extricate 41:14
66:21	Encinitas 42:19	75:23,24 76:13,14	exhibitors 24:13	eye 108:23
east 105:16	encourage 19:17	77:21 78:10 98:11	26:13,21 27:25	
easy 41:12	25:6 30:14 34:13	99:5,8 103:9,20	28:11,18 29:3,11	F
Eat 22:7	34:20 38:22 40:21	essential 81:9	30:19 31:21	face 15:24 16:5,6
eating 29:21	52:24,25 63:9	establish 51:24 54:3	exhibits 23:5,11	facial 16:2
echo 37:20 63:1	81:15	73:5	104:5	facilities 24:10
70:3	endeavors 32:8	established 51:17	exist 72:14 75:1,2	62:15 71:13 76:23
Echols-Hayes 61:8	enforcement 46:15	estate 24:11	existence 76:15	79:11 94:21
61:11,13,15	enforcements 46:14	esteemed 9:16	existential 80:25	facility 49:6,8 54:2
economic 90:1,9	engage 79:18 80:10	estimate 110:6	81:17	56:12 58:25 63:17
91:17	engagement 74:10	euthanasia 82:3,6	exists 89:17	80:6 81:11 95:1
ecosystem 79:7	engaging 79:18	82:23 83:1,6	expand 32:14	99:10
education 76:20	engineers 66:17	evacuation 67:23	expect 98:10	fact 85:9
81:10	enjoy 36:3	evacuations 54:19	expectation 15:10	factors 46:17,22
educational 42:6	enrolling 45:15	evaluate 63:4 71:13	expected 15:17 84:3	failures 107:2,5
Edwards 1:21	ensure 6:13 52:19	76:22 79:14	expecting 91:3	Failures' 106:8
effect 10:9 11:5	67:20 106:15	evaluating 79:12	expeditious 62:18	fair 5:5 11:11 12:8
15:15,18 17:11	ensuring 65:12	evaluation 79:15	expended 101:5	12:10 13:25 14:9
51:10	enter 23:3,18	evening 30:5	expense 57:1 58:16	21:15,16,18 22:10
efficiency 69:23	entered 16:20	event 10:25 11:17	58:23,23	28:25 32:3 33:22
effort 33:18 72:5	105:20	12:10 13:5,21,24	expenses 6:7 12:9	34:6,12,15 36:24
86:7	entering 84:9	14:5,18 15:22	49:11,12 52:8	37:19 40:2 41:9
efforts 20:3 70:20	entertainment	20:17 21:3 23:18	53:3 55:15 56:10	67:22 81:14 98:5
101:11 102:25	23:12 76:19 81:10	39:11 45:19 48:17	56:16,17,23 57:16	106:10
either 33:12 109:17	entire 37:25 61:22	51:6 97:16	57:18,24 58:6,12	Fair-goers 22:10
EI 59:21	70:24 73:2 96:18	events 11:7,14 13:8	60:3,4	fairground 90:6
elementary 71:3	entitled 101:22	13:11,18 14:16	experience 7:2 9:22	fairgrounds 1:8 7:3
elements 78:8	entries 26:15	48:13,14,20 51:5	18:3 22:5 24:25	9:23 19:14,20
elevate 79:2	entry 23:7 28:11	94:21 97:14 98:7	48:6	22:11,20 32:9,23
eleven 28:6	envied 9:7	eventually 46:24	experiences 12:12	34:10 37:15,19
eleventh 102:3	environment 74:7	everybody 4:4 5:3	21:23 41:11 74:6	39:4 41:14 58:3
eliminate 16:8	environmental	5:14 8:13 10:13	75:15 76:17	68:8 76:24 82:1
eliminating 5:19	79:17 83:21 84:18	10:23 14:22 18:13	experiencing 75:24	83:23 84:14,19,23
ELiz- 105:25	environmentally	19:7 20:10 27:4,5	expertise 49:23	85:14 89:13,15
Elizabeth 40:23,24	80:5 85:1	32:20 38:2,22	51:24	90:22 93:9
41:1,4 81:21,22	envision 68:11	39:10 44:6 54:13	experts 45:12	fairgrounds' 51:15
81:23,25 83:17	envisioned 93:17	76:1 97:12	explain 37:3 41:22	fairly 61:2 106:16
105:25 106:2,3,3	equestrian 44:15	evolve 80:2 83:24	explanation 10:8	fairs 11:3 26:7
106:6	47:24 48:5,15	exactly 91:3 95:6	73:23	100:5 103:5,10
email 95:8	53:14 55:3 58:24	example 13:20	explanations 107:7	fairtime 54:14
embark 61:6 101:24	60:13 64:12	54:13 56:22 57:3	explicitly 80:24	fall 26:8 33:21 73:1
embracing 77:9	equine 54:20 82:21	58:14,21 59:7,19	94:22	99:15
emcee 31:19	106:20	103:4	exploitation 41:15	familiar 37:17
emergency 67:24	equipment 59:8,10	examples 48:13	42:13	familiarity 37:18
84:6	59:13	excellence 77:10,12	exposed 17:6	families 24:13 89:16
emotions 6:22	era 41:10 84:9	excellent 85:19	expressed 18:25	91:20
emphasis 76:18	Eric 33:8	exceptional 41:11	expression 77:8	family 19:17 88:21
emphasize 40:4	ESHELBY 25:14	74:5 75:14 91:2	extend 107:11	fan 108:21
emphasizes 83:21	25:22,24	excited 20:13 23:25	extended 84:6	far 15:8 77:16
employee 17:13,15	especially 5:4 8:14	24:23 25:8 27:11	extension 29:15	fast 20:11
employees 8:14	9:1 11:7 51:21	28:13 31:24 39:3	extensive 43:10	fastest 47:23 48:2
15:9 16:11,16	54:20 59:9,22	exciting 37:20	44:9	favorite 21:18
57:4,11 58:19	essence 8:24 11:15	excluded 17:4	extent 65:15	favorites 34:5 42:17
employer 15:8	15:14 19:2 44:25	excuse 104:22	extraordinary 74:4	Fe 63:23
16:10 17:13 57:9	46:10,12,18 48:19	excused 5:1	107:7	features 26:11

featuring 22:3,4 41:18	74:24 78:4 80:16 80:18 97:6 104:17	71:4 78:22 85:25 88:25	Gelfand 2:8 4:16,17 7:10,12,21,22 43:23,24 57:21,24 58:5,9 60:24 64:3 64:4 66:1 68:2,4 69:21 70:9,11 92:5,6,16,25	92:15 96:20 97:6 100:15,16 102:17 104:1 110:1,3
February 44:23	firsthand 89:3	foundational 78:8	general 2:17 45:15 57:3,25 58:2 97:7 100:2	golden 108:6
feed 31:15 47:16 81:13	fiscal 101:1 102:23 102:24	four 22:5 62:5 87:6	generated 43:10 65:20	gonna 10:7 14:24 20:7,21 25:12 26:6 30:18 31:9 33:19 34:2,8 36:2 37:14 41:4,22,25 47:6 49:11 67:7,8 67:8,10 70:8 80:17 82:1,2 94:18 96:24 97:3 101:6 106:6 108:3 108:6 109:24
feedback 36:16 77:25 78:2 96:5 96:11,11	fit 27:4 106:15	frame 35:12	generating 79:4	good 6:14,15 17:22 20:10,12 39:21 45:16 60:11 61:16 75:19 80:5 83:22 84:18 85:5 88:20 90:13,16 97:12
feeding 49:25	fitting 84:20	framework 51:24	generation 52:22	gotten 60:11 62:19 63:6 87:25
feel 7:1 20:16 91:8 92:15	five 61:24 63:10 64:19 69:25	Fred 33:14	generators 53:7	Government 18:23 43:5
feels 55:7	flexibility 48:12 51:4	Frederick 2:12	getting 18:4 22:23 25:9 38:4 57:4 60:4 68:13,17 75:23	governor 14:25 84:5 101:23
fees 12:18 28:11	flogging 108:25	Friday 26:16 27:19	give 17:20 18:6 26:1 28:5 29:6 40:8,20 60:18 75:3 83:14 87:19 88:10 92:21 97:8 103:19	governor's 15:4 39:7
feet 16:7	Florida 63:20	friends 6:10 19:17 28:19,25 32:2 61:15	given 40:18 71:22 77:20 107:4 108:23	graders 59:12
fellow 34:13 64:5	flourish 75:13,17 76:9	fries 42:21	giving 11:10 36:5	grand 31:16
felt 5:12 101:12	flow 35:6 48:21 51:8	front 45:9 63:11	glad 39:24	Grange 31:23
Ferris 22:13	flourishing 75:25	fruit 34:17	glass 41:21	grasp 103:15
festival 12:12 99:15	flow 35:6 48:21 51:8	fulfill 76:14 77:6	go 5:18 6:2,20 12:2 15:14,15 25:22,24 27:19 28:2,21 29:14 33:22 45:3 47:6 57:12,13 59:5 60:2 61:14 62:2 65:21 71:22 79:13 92:17,19 94:16 102:3 109:9 109:12,13,14	gray-water 84:25
fewer 5:15 34:4	fluctuation 56:23	fulfillment 76:3 47:15 68:9 70:18	goal 68:20 79:25	great 5:2 9:6 10:6 28:14 30:20,23 33:2,19 37:7 40:6 57:2 64:7 81:13 86:7 96:17 103:15
FFA 26:3 31:23	focus 15:4 42:4 71:2 73:13 76:4 79:23 92:21	full 23:19 33:20 47:15 68:9 70:18	goals 72:18,18 78:15 79:3,7,16 85:2 94:7,11,15	greatly 33:9 89:1
field 45:12	focused 42:15 71:10	full-day 71:1	goat 27:2,14	green 38:25
fields 87:25	focuses 15:5	fully 15:23,24 16:3 16:5 17:2,8	goats 26:24 27:8 28:8,9	greenhouses 84:25
figure 33:6	folks 14:4,17 15:25 48:5 59:1 65:15	fun 7:2 18:17,19 20:9,12,17 21:9 23:3 24:12,20 30:10 33:7,12 34:21 37:11 39:23 40:6,19 41:18 42:2,14 68:16 73:19 74:2 77:10 81:13 84:23 98:3 104:2	god 27:2,14	grin 10:2
figured 32:16	followed 46:8	fund 32:4 100:2 101:4	goals 72:18,18 78:15 79:3,7,16 85:2 94:7,11,15	grocery 42:9
filed 55:2	following 17:14,14 24:18 78:19	funding 47:21 50:21	goat 27:2,14	grounds 24:4 26:22 33:23
filter 77:21 79:11	follows 108:22	fun 7:2 18:17,19 20:9,12,17 21:9 23:3 24:12,20 30:10 33:7,12 34:21 37:11 39:23 40:6,19 41:18 42:2,14 68:16 73:19 74:2 77:10 81:13 84:23 98:3 104:2	god 27:2,14	Grow 22:7 grown 9:20 18:17 18:19 20:9,12,17 24:12,20 30:10 33:7,12 34:21 37:11 39:23 40:6 40:19 41:17 42:14 68:16 84:23 98:3 104:2
filters 71:12 76:22	food 11:9 21:17,18 21:20,22 34:2 42:14 81:6,13 82:16 97:7	fund 32:4 100:2 101:4	god 27:2,14	GSI 57:3
final 17:2 52:10	foods 42:16	fund 32:4 100:2 101:4	god 27:2,14	guaranteed 54:4
finalize 78:13	footing 55:20 63:13	fund 32:4 100:2 101:4	god 27:2,14	guess 105:2 108:5
finalizing 100:22	footprint 8:25	fund 32:4 100:2 101:4	god 27:2,14	
finally 24:17 32:19 77:3	forefront 90:9	fund 32:4 100:2 101:4	god 27:2,14	
finance 3:19 97:3 99:21 101:9 102:8 104:6,7,14	forever 75:9	fund 32:4 100:2 101:4	god 27:2,14	
financial 63:6 80:2 84:14 97:8	form 41:14 94:3,4	fund 32:4 100:2 101:4	god 27:2,14	
financially 94:13,24	format 30:7 31:9 110:4	fund 32:4 100:2 101:4	god 27:2,14	
financials 103:23 104:4	forms 50:19 51:22	fund 32:4 100:2 101:4	god 27:2,14	
financing 79:21	forth 5:16 15:1 40:10 102:5 109:20	fund 32:4 100:2 101:4	god 27:2,14	
find 44:25 76:4 89:19 94:25 104:21 105:3	forthcoming 46:25	fund 32:4 100:2 101:4	god 27:2,14	
finding 48:4	fortitude 106:11	fund 32:4 100:2 101:4	god 27:2,14	
fine 95:24	fortunate 85:15 91:5	fund 32:4 100:2 101:4	god 27:2,14	
fingerprints 33:18	Forty 21:17	fund 32:4 100:2 101:4	god 27:2,14	
fire 10:24 12:17 13:6,20	forward 25:9 26:10 37:10,21 44:12 55:7 72:6,8,9 74:12 78:10 86:12 92:15 98:21 99:3	fund 32:4 100:2 101:4	god 27:2,14	
fire-licensed 14:4	found 30:2 74:17	fund 32:4 100:2 101:4	god 27:2,14	
fireworks 18:22,25 19:6,19 20:6 24:17,21,24 25:5 43:11	foundation 39:15	fund 32:4 100:2 101:4	god 27:2,14	
firmly 107:7		fund 32:4 100:2 101:4	god 27:2,14	
first 8:15 26:4 28:24 33:16 39:20 47:11 61:7 65:5		fund 32:4 100:2 101:4	god 27:2,14	

110:7 guessing 42:2 guests 29:9 guidance 66:16 72:10 91:10 guidelines 15:1,10 15:14 17:1 24:19 29:19 38:16 82:25 83:5 guides 73:16 guiding 31:20 73:7 guilt 6:19 gunshots 83:7 guys 26:1 57:23 62:18 86:22 88:9 88:11	held 11:20 18:24 93:5 Hello 4:4 25:14 61:11,12 80:19 86:20,20 88:18,19 104:19 help 30:2,19,24 31:14 35:5 72:10 85:24 helped 32:7 73:5 helpful 80:15 helping 32:24 33:5 helps 9:22 32:7 103:19 Henry 25:19 30:1 31:19 32:23 Hi 41:1 61:13 62:23 81:22,25 86:21,22 88:18 106:2,3,6 high 52:21 highest 87:15,18 highlights 15:20 75:10 hired 104:6 historical 47:12 53:6 60:14 history 45:5 60:10 93:16 hit 15:19 88:17 92:20 hitting 46:9 Hoc 3:13 43:22 72:8 Hog 27:12 hogs 27:7 28:7 hold 48:20 holding 24:15 44:18 54:9 holds 80:21 Hollandia 22:7 28:19 32:6 home 18:17,19 20:9 20:12,17 22:9,11 24:12,20 26:23 30:10 33:7,12 34:21 37:11 39:23 40:6,18 41:17 42:14,23 68:15 84:23,25 98:3 104:2 homelessness 81:7 homes 9:1 honestly 39:6 57:19 honoring 77:8 hope 18:13 19:20 30:3 31:3 32:14 39:10 68:6 hoped 38:11 hopeful 37:4 102:20	hopefully 31:19 44:10 47:1 68:10 100:25 103:19 hoping 62:17 horizon 98:6 horse 33:7 41:16 47:15 50:5 53:8 82:3,10 84:12,13 84:15,17 85:7,13 85:14,17,20 86:11 86:13 87:17 88:22 88:23 89:1,10,20 89:23 90:2,5,20 91:5,16,19,20,23 91:24 97:17 98:5 106:7 107:15 108:13,14 Horsepark 3:13 43:22 44:10,16,21 45:1,6,24 47:3,13 48:15 49:13 51:14 54:14 55:14,15 56:3,18 57:15 58:7,13,15,20,22 59:2,5,20 60:5,14 61:16 62:11,16,24 63:5 64:5,10,13 68:7 72:7 horses 83:15 85:20 85:22,24 87:11,13 87:15 89:11 105:19 106:15 horsewoman 87:9 host 18:12 105:14 hosting 24:8 79:9 85:14 98:4 hot 42:6 Hotdogs 34:7 hour 35:3,4 36:13 102:3 housing 81:8,8 89:2 91:14 huge 37:25 38:20 95:3 human 87:17 106:20 humane 82:6 83:6 83:10,14 hundred 48:10 51:2 54:12 hunger 81:6 husbandry 6:12,15 hybrid 25:17 hydroponic 84:24	idea 28:5 ideas 10:3 41:10 70:24 identifiable 38:24 39:2 IGP 46:19 imagine 9:3 10:1 38:4 68:10 imagined 38:21 immediately 47:21 82:12 100:5 immensely 85:23 immigrant 89:18 impact 11:5 98:2 impacted 11:12 impacts 11:6 12:2 81:5 implement 57:7 86:7 implemented 89:4 91:10 importance 29:20 32:21 83:21 important 5:12 36:1 36:2 61:20 63:7 67:13 68:3 73:4 importantly 19:13 impose 107:9 Impossible 42:21 improved 10:3 improvement 64:22 89:24 improvements 45:22 46:8,10 50:14 53:4 54:1,1 55:20,22 64:16 65:12 79:4 in-house 51:23 inability 23:7 incident 14:9 17:5 59:17 incidents 13:15 include 20:20 50:20 57:25 58:12 59:14 59:16 79:7,20 included 8:23 47:8 47:15 58:15,18 60:17 67:8 70:15 includes 21:9 49:23 81:3,4 100:24 including 20:19 24:20 52:5 56:17 83:7 90:2 104:1 107:6 inclusion 94:19 inclusive 74:8 76:18 90:3 income 49:9 54:4	incomprehensibly 6:22 incorporate 80:3 83:24 95:13 Incorporated 106:12 increase 57:4,5 increased 57:12 increases 57:8 increasingly 107:6 incredible 94:25 Independence 24:24 INDEX 3:1 Indicating 78:25 indication 38:7 Indio 62:14 individual 96:5 indoor 15:20,22 industrial 45:15 industries 11:12 89:7 industry 11:8,11 42:1 84:15,22 85:20 86:7 100:3 100:25 101:13 105:17 108:6,14 infections 89:5 information 8:18 11:24 14:21 20:19 20:22 26:17 31:2 32:25 44:22 45:8 45:9 46:24 47:8 55:12 57:6 60:11 60:15 69:24 71:6 72:9 74:23 78:16 99:11,17 100:19 101:2 informations 31:5 infrastructure 50:14 62:14 79:4 initial 45:11 51:22 71:2,10 innocent 6:25 innovation 77:9 input 70:24 71:9 74:12,12 77:25 78:9,12 92:9 95:6 insecurity 81:6 inseminated 41:23 inspect 14:16 inspections 14:15 52:8 inspectors 14:13 inspiration 86:10 inspired 23:5,11 inspiring 74:10 instances 15:8
<hr/> H <hr/> H.R 57:6 58:2 half 12:9 25:7 27:21 35:3 36:13 84:3 halls 21:23 hamburgers 21:21 hammered 65:23 hand 7:10 36:9 63:4 65:2 hand-washing 30:6 handle 103:15 handoff 104:8 hands 29:21 happen 32:23 54:21 108:14 happened 62:11 happiness 76:4 happy 21:12 22:22 hard 9:14 38:3,3 hardworking 8:14 hauled 59:25 head 28:6,7,9,10 31:7 83:15 92:21 headed 71:14 72:19 78:7 headlining 40:11 health 13:13 14:1 24:22 38:16 57:11 76:5 81:9,11,14 hear 39:23 61:5 74:16 81:23 86:22 86:23 87:22 90:14 106:4 109:10,21 heard 75:18 90:23 hearing 11:19 43:21 68:24 104:13 110:19 heart 81:12 heartbreak 6:8 heavy 59:10 height 19:12 25:2	<hr/> I <hr/> ice 21:20 iconic 77:7			

integral 87:20	41:1,4 81:21,22	keep 11:21 14:20	largest 27:3	lineup 23:19
integrity 73:20 74:3	81:25 106:1,2,3,6	15:3 81:16,17	lasts 84:10	lineups 20:19
86:3 105:13	Jane 5:25 6:2,3 41:7	88:9 102:25	late 34:25 35:11	link 31:4
106:21,22	41:8 83:19,20	keeping 10:20 72:8	75:21	Lisa 2:4
interact 75:14	108:1,2	91:15	latest 20:19 47:7	list 82:17
interaction 77:8	January 26:3 44:17	Kentucky 105:15	lauded 105:12	listed 48:14 57:24
interactive 74:9	44:19	107:4,15,18 108:9	Laura 62:21,23	110:13
interest 13:11 80:22	Jen 32:24	kept 41:23 91:11	lawsuit 108:12	listen 44:20
93:8	jeopardize 106:19	key 71:3,11 76:20	lawyer 65:10	listened 34:19
interested 36:20	jeopardy 84:14	79:1	laying 105:21	listening 86:12
interesting 39:22	JIMMY 1:9	keywords 73:22	layoff 101:25 103:8	90:10 102:8,21
interests 76:16	job 9:25 30:20 64:7	KHRC 107:20	lead 54:25 66:21,21	little 10:4,9 15:12
interim 5:11	96:17	kicking 39:9	77:11 80:1	20:14 25:12 37:3
intervals 35:13	jobs 89:1	kickoff 39:5	leader 28:15	57:14 73:22 88:1
interview 31:20	join 9:10 10:13	kid 22:24	leaders 26:3 29:10	88:1 95:20 99:1
inventory 82:11	joined 9:18	kiddie 38:20	78:6 80:10	104:22 105:3
invest 56:3	Jorst 63:21	kids 22:7,19,19	leading 105:17	live 23:15 26:10
investigation	Josh 2:17	kids' 22:4,17	leads 52:10 60:9	27:19 31:4,22
107:21	journey 44:9,14	killed 83:15	learn 41:20,25	78:20 84:17 85:14
investment 45:20	70:25 71:9,16	Kim 85:4 109:13,14	lease 64:12,13,18,19	89:19 101:10
49:6 55:17,18,19	72:15	109:15,16,17,23	64:20 65:23 66:4	108:8
56:6 63:9,13	Joyce 2:5	Kimberly 85:5,6	66:9,20 67:20	livestock 6:3 24:8
investments 47:17	judged 6:11	87:8,21	leases 66:2	24:12,14 25:13,16
62:10	judges 6:4,15	kind 8:24 12:11,22	leave 39:13 60:20	26:2,22 32:3
invite 97:6	judges' 30:8	15:19 16:17 20:22	100:15	33:12 41:16
invited 29:9	judging 6:5 23:7	21:15 26:1,9 28:5	led 73:4 79:22	livestream 30:4
involved 18:13	juggler 23:15 40:15	29:6 31:24 36:24	left 100:9	livestreaming 29:25
50:17 66:3 93:2,4	July 5:21 15:18	39:9 40:4,10	left-hand 88:16	30:3
involvement 51:18	16:19 20:6 24:17	65:23 67:18 70:19	legal 3:20 46:6,7	living 75:19 85:22
inwardly 77:1	28:1 37:12 68:19	71:20 73:22 74:17	51:24,25 66:17	87:13
irrigation 84:25	68:21 78:11 98:6	75:10 76:2,6,25	104:15,24	local 18:6 89:22
isolated 67:9	jump 37:14 101:6	77:15 92:19 93:16	legislature 100:21	located 24:3 59:21
isolated 72:25 75:22	June 1:15 4:1,5 5:4	96:22 104:21	leisure 35:17	location 24:10 25:4
issue 45:1 67:9 68:7	5:6,8,12,13 14:25	kinds 23:9,10	Lena 33:2	logistics 33:6
109:19	15:16,17 17:12,12	knew 108:3	length 25:7	long 35:5 42:23
issued 17:25 63:2	18:9 22:16,18	knowing 33:24	lengthy 48:8	50:3,15 77:11
63:16 68:10,21	26:19,24 27:6,12	knowledge 48:5	lens 71:12,12 76:21	108:18
issues 44:10 57:2	27:15 37:11 38:8	knows 5:3	lessee 52:12,20	long-term 51:11,13
59:20 82:16 96:9	77:19		53:17,24 55:10	longer 16:15 17:3
item 5:17,19,24 7:6	junior 24:8 25:16	L	64:14,21 65:16	39:14 63:8
39:19 41:2 43:4,4	26:2 32:3	L 1:21	66:6	longest 98:12
43:22 61:4 64:2	Jurassic 97:15	la 59:21 90:12,13,16	Let's 109:13	look 37:10,21 38:6
70:5 80:17 92:3	jurisdiction 107:14	90:18	letting 87:5	51:13 57:17 71:16
97:2 98:18 110:1		labor 90:1	lettuce 22:8	86:12 93:20 94:2
110:16	K	labors 34:17	level 45:18 72:23	99:4,6
items 5:12 21:18	KAABOO 13:21	lack 40:17 49:22	87:18 95:15	looked 35:19 44:10
92:16 104:23	Karen 11:9	51:23	levels 87:16	looking 12:9 20:12
105:4 110:13	Kathlyn 2:9 16:20	lactating 41:24	liable 67:6,10	21:11 26:7 38:10
	64:6 69:9	laid 50:18 53:5	life 41:25 75:19	45:17 48:20 50:12
J	Kathryn 1:21	lamb 31:16	89:24	52:22 53:5,13
Jack-in-the-Box	Katie 2:18 18:16	lambs 28:7	light 104:1	55:4 60:16 73:13
42:24	19:6 20:8,10	lands 67:6	lime 39:2	73:15 74:19 79:2
Jackstraws 23:20	25:15 29:7 33:11	language 68:5	limited 25:5 33:1	79:10,23,24 94:17
23:21	33:16 34:1,22	languishing 75:23	limiting 5:24 39:19	94:24 95:7 98:2
Jacky 20:8 24:6,16	35:1,14 36:7,11	large 13:18 19:2	limits 80:7	99:1,12,13,15,16
25:12,14,22,24	36:12,18 37:9	50:14 85:23	line 6:13 39:8 42:19	100:25 102:14
33:16	43:11,18	larger 13:22 14:16	42:23 67:7 85:2	103:17
Jacobelly 40:23	Katie's 38:19 58:2	59:9,13 77:2	lines 17:19	looks 6:3 19:7 36:15

51:12	Mario 8:16,21 9:5	75:8 77:19 88:16	34:22 42:3	move-in 27:6
lose 54:11	Mark 33:5 97:7,10	95:11 98:22 104:3	missing 56:16	moved 7:9 9:1
loss 56:5	97:11 98:16,17	104:10,23 110:22	mission 32:8 72:12	movers 9:2
lot 28:14 29:1,12	market 26:11 27:7	meetings 20:1 71:6	74:16,20 76:13,13	moving 8:23 10:19
31:13,14 36:22	27:8,8,9 28:7,7,8	71:8 72:3 93:5	76:25 77:5,21	44:11 72:8 76:12
37:5,5,17 57:20	marketing 32:24	96:5 98:24	80:4 83:25 92:9	92:3
60:11 61:19 70:1	Marrs 85:4,6 87:9	megadrought 84:9	92:17 93:14 94:5	Mueller 2:18 20:10
87:25 91:7 93:6	109:14,23	Melinda 2:19 17:20	94:12 95:2 96:19	33:11 35:1,14
101:21	MARS 85:5	17:22	mix 20:15	36:7,11,18 37:9
lots 27:20 28:24	marshal 10:24	member 5:23,25 7:5	mixed 19:3 86:25	multiple 18:1 30:6
31:7	12:17 13:20	34:16 43:3 62:21	mixture 15:25	46:22 50:5,5 54:9
love 21:25 23:21	marshal's 13:6	64:1,6 75:10 85:4	mocking 108:7	multitude 50:19
67:11 85:22 88:9	Martha 39:20,21,22	92:2 101:8 104:18	model 47:12 94:25	musical 23:16
low 82:11 105:21	80:18,19,20 81:19	members 15:6	modifications 38:15	mute 109:20
lower 45:18 88:16	104:18,19,20	29:16 31:23,23	moment 8:15,21	muted 110:2
ludicrous 105:14	105:23	34:14 39:18 44:7	45:4 49:10 75:17	mutual 51:12
Luis 87:10	Mary 33:2	44:8,20 61:4	98:20	MVV 74:16
Luisa 86:18 88:14	masks 16:10	80:16 85:6 87:5	moments 75:9	
88:18,20,21	mass 13:22 19:2	88:21 90:16 93:7	Mondays 37:12	N
	43:14	95:25 96:4,6,7,8	money 6:23,24	N95 16:10,16
M	master 27:22 79:18	96:10 109:25	28:21 101:19	nail 92:20
Madam 110:6	79:20	memorable 41:11	month 8:11 9:15	name 24:3 40:18
Magician 23:13	matter 49:23 51:23	74:6	17:25 18:24 26:4	85:6 88:21 90:17
magnificent 22:14	67:9 107:21	men 30:16,22 87:12	39:14 46:1 78:10	Nation 41:17
34:2	maximize 64:23	mental 76:5	78:19 79:6 93:5	national 62:6
main 48:17 51:5,15	maximum 35:22	mentioned 17:24	97:6,13 98:19	nationwide 82:8
58:21,23 68:8	Mead 2:9 4:18 7:23	23:24 24:18 25:1	99:11,18 100:23	nature 19:15 46:19
maintain 48:10 51:2	16:20 64:6 69:8	25:15 35:17 50:2	103:18 104:2	49:16 55:24 75:20
maintaining 49:18	69:11,22	message 20:4 36:2	105:6	NCTD 21:8
52:5	mean 35:22 40:13	met 6:20 26:4 28:16	month's 46:21 47:6	near 43:14
maintenance 59:8	40:19 55:3 67:7	43:9 72:3	71:19 95:11	nearly 100:1
making 55:6 72:9	73:14 81:15 95:9	methods 83:2,7,10	104:10 105:4	necessarily 38:6
82:6 95:1	105:14	Michael 2:8 60:23	months 19:11 38:6	49:13 50:23 52:17
male 41:25	meaning 11:15 53:8	65:25	38:21 44:5 62:5	54:25 65:21 66:11
man 109:4	68:15 73:23 76:6	Michael's 67:11	70:1 101:11	necessary 54:2
manage 21:4 50:5	76:10 77:2	microphone 88:17	103:24	101:12
management 3:9	means 26:20 27:17	mid-October 99:16	Moore 2:6 10:18	necessity 13:16
8:8 39:16 47:5	89:14	Mike 108:4	12:7 13:1,17	need 15:23 16:4
49:15,24,24	meant 77:11	milestones 46:9	14:12 16:23 18:15	17:4 45:22 52:1
manager 2:6 58:24	measure 84:15	milk 28:19 41:21	37:24 44:4 46:4	62:5,8 67:24
97:7	measures 106:24	milking 22:5 28:20	56:13,15,21 57:22	80:23 82:2,5
managing 50:9 54:6	107:9	42:5 84:22	58:4,8,17 59:7	83:23 92:7,13
manner 62:18	mechanic 59:10	milks 42:7,10	60:7,23 66:13	95:20 100:16
Mar 1:8,10 4:1	medical 82:20 89:1	milkshake 42:21	68:13 70:10,14	101:15 102:9,9
36:13 37:5 43:12	91:14	Miller 108:21,25	95:4 97:5,25	103:14 108:24
61:15 63:21 82:1	medication 106:14	million 12:9 45:21	98:16,18 103:2,25	109:22
85:10 86:2,5,14	Medina 107:17	49:7 63:12 100:1	morning 35:20	needed 39:12 42:13
87:10 88:7 89:2,7	medium 45:18,19	100:1,3,6,16,24	Mosier 2:10 4:19,20	63:12
89:13,18,20 90:6	meet 72:3	101:4,13,22 102:3	7:24,25 36:9,12	needing 48:3
90:21,25 91:6,9	meeting 1:6 3:3 4:5	102:14,22	37:7 43:7,8 65:3	needs 52:1 65:21
105:6,12 106:10	4:6 5:4,6,7,9,21	millions 62:13,13	69:14,15 95:18	66:18 105:6
108:22	6:1 10:20 16:21	mind 15:3 87:17	motion 7:7 8:5 44:2	negative 97:21,23
Mar's 89:21	18:24 20:15 26:2	ministering 14:8	61:3 64:24,25	97:23 105:2
March 45:1,11	28:17 33:24 36:19	minute 27:21	66:25 68:2,25	negotiate 49:1,3
99:24	37:8,16 39:13	minutes 5:24 27:21	69:20 92:7,13	negotiated 66:9
Marco 62:22,23	40:25 46:21 47:6	28:16 39:20 71:20	move 9:4,11 43:21	negotiating 66:20
Maria 86:18,19	61:9 68:19 70:7	77:18 108:4 110:7	64:11 72:6 92:7	67:4
88:14,15,18,20,21	71:19 72:4 74:19	missed 22:23 24:24	94:6 97:2	negotiation 66:12

67:18	objections 92:24	49:12,14 50:25	outpouring 28:14	85:15
negotiations 66:22	objectives 78:15	55:14 60:4 65:24	30:24	partners' 80:9
neighborhoods	obligation 65:16	67:21 91:5 99:5,9	outreach 11:11 71:9	partnership 18:11
43:14	obligations 102:4	operation 18:8	outside 19:14 29:3	50:11,19 53:19
neighbors 19:18	observations 34:1	45:17 47:4 51:7	30:2 99:7	party 53:22
80:10	observatory 84:8	54:2 57:16 58:6	outward 73:12	pass 41:5 70:8 97:3
Nejabat 2:11 4:21	obtaining 82:13	58:13	overall 27:13 55:16	passed 11:15,17
4:22 8:1,2 69:16	obviously 36:22	operations 8:18	57:16 58:23 78:6	42:23
69:17	48:17 56:4 63:7	30:19 33:1 45:25	85:8 90:21	passes 33:3
net 49:9 54:4 55:16	68:8 95:9 98:3	47:18 50:1 53:6	overhead 49:15	passing 70:12
55:18 97:20	100:21	59:5	overnight 55:5	patience 10:12
nets 88:3	occurred 74:21	operator 50:8 52:12	78:18	patrol 58:18
network 11:3	89:6	52:20 53:13,24	oversee 66:5 67:12	patrolling 58:15
never 32:23 102:9	October 99:13	54:7 55:10 60:19	oversight 49:15	patrols 58:21
104:25	offenders 108:15,16	65:16 67:12		patron 73:13
new 20:16 22:15,20	offer 21:13 30:9	105:15	P	patrons 15:6 23:14
27:11 34:14 76:10	42:12	operators 89:9 91:4	P&L 105:1	97:19 98:7,9
80:3 83:24 105:10	offering 21:9	opinion 70:2	P.M 1:16 4:2 35:11	Paulick 82:2 106:7
news 45:16 82:3	offerings 42:14	opportunities 18:5	35:11,11 110:8,8	paused 44:15
106:7	office 9:11 10:23	26:9 29:2 30:15	110:22	Pavilion 21:24
Newsom 84:6	13:6 15:21 29:15	64:23 79:15 98:25	P3 50:12 53:18	pay 52:17 64:14
newspaper 42:7	Officer 2:18,19	99:4	61:23	payments 51:10
nice 20:15 36:19	OFFICERS 2:2	opportunity 14:22	packet 8:19 43:25	payroll 56:11 57:1
37:17	offices 8:25 12:1	27:24 39:25 40:6	47:9 60:17 70:16	59:10
night 36:14 108:8	official 39:5	40:9,19 42:4	110:20	pedal 22:5
non-dairy 42:8,10	officials 91:11	53:12 63:15 76:1	paddock 23:18 30:5	pending 68:25
noon 35:16,16	oftentimes 50:13	85:21 99:7	page 3:3 99:20	pens 28:8 30:18
normal 5:14	55:25 74:16	opposed 11:4	pages 70:16	pentobarbital 82:8
normalcy 25:10	oh 5:17 52:17 60:8	Ops 33:22	paid 6:7	82:13 83:12
normally 104:2,3	86:24 103:25	option 32:17 50:7	painful 102:1	people 14:9,11 18:4
Northern 40:14	okay 8:8 33:11 41:4	50:10 52:10 53:19	pandemic 40:7 56:4	21:12,25 25:6
note 8:20 56:22	56:14 60:6 64:4	options 26:5 42:4	75:22 90:8 91:13	28:1 29:20 33:7
notes 77:18 83:9	66:24 70:14 87:1	64:8	parallel 94:3,4	34:10 35:6,21
notice 30:17 35:19	98:15 109:24	order 3:4 19:23,24	pared-down 5:13	40:8 41:25 42:20
61:21	110:9	46:5 49:1 60:13	parent 28:15	74:9 76:2 79:13
notification 99:25	old 76:9	62:6 63:3 103:8	parents 6:21 29:10	85:21,23 87:21
November 100:17	Olympics 63:17,19	orders 82:14	parking 20:24 21:8	89:14 91:8,12,15
number 12:13,14	omission 104:23	ordinary 74:4	33:3,6 54:15	98:12
23:14 34:3 46:17	on-site 25:4	organization 48:18	67:22	percent 48:11 51:2
63:5 102:12 103:9	on-the-spot 23:2	71:4,17 72:19	part 13:25 24:7	54:12
numbers 21:11 28:6	once 34:9,9	73:6 74:14,22	31:23 42:15 66:11	percentile 45:19
86:25 98:10	one-day 26:19,20	75:2 77:1,5 78:8	66:12 67:17 71:25	perfect 86:6
	ones 38:25 48:24	78:22 83:9 84:1	72:15 85:7 87:20	performances
	ongoing 49:5 52:8	94:13 102:1	88:24 89:21 90:2	23:16
O	96:21 101:11	organizational	90:21 91:17,24	performed 23:13
O'Brien 23:22	online 20:25	77:12	93:21 94:9 95:3	performer 40:15
o'clock 35:20	open 3:22 22:17	organizations 82:24	99:14	performers 20:21
O'Leary 2:16 4:9	24:9 27:18 28:1	organizers 62:4	part-time 63:21	performing 20:21
4:12,14,16,18,21	29:8 60:20 80:14	orientation 38:23	participants 28:2	23:22
4:23,25 7:15,17	98:8 99:13 110:10	original 29:13	30:10 62:7 97:18	period 38:2 46:12
7:19,21,23 8:1,3,7	opened 26:15	100:2	participate 26:13	50:15 55:1 70:2
42:25 69:2,4,6,8	opening 22:16	Oscar 30:1 32:24	29:16 101:18	78:21
69:12,14,16,18	68:15	90:12,13,16,17	102:2,6	permit 45:15
81:19 83:17	opens 31:14	ouster 108:12	particular 35:23	permits 11:1
105:23	operate 47:13 49:17	outbreaks 89:6	52:23	permitting 13:5
O'Neill 86:16,20,22	50:22	outcome 43:16	particularly 40:7	49:20
86:23 87:2,3,6	operates 80:21	outdoor 16:3,3	partitions 16:9,14	person 16:7 61:7
ooo--- 4:3	operating 48:22	outlay 49:7	partner 30:2 52:4	80:18
obesity 81:12				

person's 54:8	pointedly 105:9	77:20	professions 90:5	15:6 24:9 29:8
perspective 33:23	pointing 35:25	prepared 99:3	profit 6:12	39:1,18 43:3
73:12 94:14,20	points 83:23	preparing 64:8	program 16:24 19:6	44:19 61:4 62:21
103:20	polluting 84:22	prepped 70:11	23:5 32:7 100:10	64:1 67:5 69:25
pharmacy 18:6	pollution 84:13	presence 31:22	programming	71:9 80:6,16,17
phases 46:18	pony 22:22,24	present 2:7,15 34:8	20:19	80:22 81:11,14
philosophy 86:1	40:14 41:18	47:8 72:15 78:16	programs 71:13	85:4 91:11 92:2
phone 24:2 109:16	popular 35:21	89:21	76:23	92:20 93:8 96:23
photo-op 22:23	popularity 42:8	presentation 24:7	progress 11:21 86:9	104:17,18 107:2
photograph 30:16	population 19:3	25:12 44:6 61:17	90:24	108:25 109:24
Photographs 10:17	portion 25:11 64:22	61:22 62:25 64:8	promote 84:23	110:1
photography 23:9	103:10,22 110:14	92:11	promoters 11:18	public's 70:3
physical 16:8 21:3	portrayed 108:8	presented 19:25	99:7,7	public-private
76:5	posed 36:15	47:5 73:9 77:24	promoting 84:21	50:11 53:18
piece 51:7	position 6:5	92:11 102:13	properly 51:11	published 83:5
Pierre 2:14 93:1	positive 18:1 43:15	presenting 36:4	65:13	pulled 33:2
pig 22:2 40:13	possibility 64:21	74:23 77:23 78:14	properties 11:2	pulling 25:20
41:18	79:9	98:11	13:12	purchase 20:23
pigs 40:13	possible 38:7 62:3	pretty 37:16,20	property 34:10	21:2
Pink 34:6	63:3 86:11 91:23	43:25 62:11 95:19	36:23 48:11,19	purchased 54:14
place 14:23 15:22	post-pandemic	105:14 108:8	51:3 53:5,9 54:10	purpose 6:6,9 32:22
16:18 29:23 46:16	76:11	prevention 16:24	54:12,16 67:22	44:18 72:14 75:5
48:15 55:21 59:23	posted 11:21 14:20	previous 26:18	68:8 80:22	75:11 76:6 77:2,6
62:4 65:15,19	102:25	103:24	proposal 60:19	77:21 92:9,17
71:14 74:9 76:18	postponed 5:21	previously 17:5	proposals 52:14	93:13,21,24 94:2
76:24 77:7 89:13	pot 100:7	50:11 52:11 53:2	53:1	94:5,11 95:2
89:15 99:5 104:8	potential 11:13	55:12 56:8 63:14	propose 44:3	96:19
placed 9:4 74:24,24	47:10,23 50:7	70:24 78:5 103:8	proposed 10:25	purposeful 74:10
plan 15:5 24:19	63:3 83:3	price 6:13	11:22	purposes 67:22,23
29:13,14 54:8	potentially 17:6	primarily 44:7,18	pros 47:9,20 48:9	puruing 107:20
71:15 78:16 79:20	48:2 52:7	44:24 98:24	48:23 53:20,22	put 23:6 30:17
79:20,21 80:4	pots 100:4	primary 6:9	protect 89:4	31:11 55:21 62:13
83:25 85:8 86:3,8	poultry 26:19	principles 73:7	protecting 13:12	84:14
87:20 88:24 90:2	poverty 81:5	printing 21:6	89:12	putting 14:25 34:19
90:21 91:24 99:5	power 42:18 85:19	prior 95:11 101:1	protections 46:13	
99:12	102:22	privileges 108:20	protest 55:1	Q
planet 6:11	PowerPoint 79:1	pro 64:22	protocols 29:22	qualifications 52:18
planned 5:5 104:24	practices 6:12	probably 12:8 39:1	89:4 91:9,9	qualified 103:8
planning 3:16 5:8	49:24,25 105:9,17	47:23 51:19 52:2	proud 24:5 85:9	quality 44:25 45:2
5:10 40:5 64:17	106:18	61:23 87:5 102:11	provide 12:23 13:2	45:22 53:4,25
64:17 70:6 71:1,7	Practices,' 106:8	proceed 47:2	16:10,15 18:17	64:15,16,22 66:7
72:2 77:18 78:25	Practitioners 82:22	proceeded 38:14	20:8 48:21 51:8	73:20 74:2 89:24
79:19,19 80:24	pragmatically	process 13:6 14:1	64:14 69:24 72:10	quarantined 89:8
93:3,4 95:14	79:19	31:24 45:15 48:4	78:17 95:25 96:5	Quest 97:15
plans 14:1 15:1	pre-bidding 27:17	48:8 51:16 52:2	96:11,11 102:22	question 12:21 51:7
79:25 80:1 82:7	27:18	52:13,15 54:3,15	provided 45:5	57:1 58:10 65:8
plant 22:7,8 42:18	pre-fair 14:14	54:24 62:1,17	78:24 85:21 89:2	65:14 109:4
plant-based 42:7,10	pre-warning 59:19	64:17 66:12 72:6	providers 63:5	questions 7:13
42:16	precipitation 84:3	78:9 79:13 80:11	provides 10:8 48:9	14:19 33:12 36:8
play 53:13	precision 75:7	80:24 100:22	54:5 91:14	36:15,22 37:10
please 4:8 9:9 95:12	preclude 46:25	processes 49:21	providing 29:10	43:20 50:22 51:21
pleasure 18:11	predicted 84:8	produce 20:14 99:8	74:8 76:6 90:3	61:1 65:6 66:15
plenty 36:2	preferably 63:10	producing 41:9	96:21	67:4,16 68:23
point 5:20 38:7	preferred 83:5,6,6	production 32:24	provisions 66:4,9	80:13 81:6 95:16
62:19 66:20 92:8	pregnant 41:24	products 6:11 42:12	68:6	96:14 97:1 98:14
101:4 103:12	Premier 97:7 98:3	profession 85:18,25	public 3:7,10,14,17	104:12
104:21	98:25 105:1	89:20	3:21 5:3,23,24,25	queue 86:17
pointed 98:20	prepare 60:18	professional 79:9	7:5 9:19 13:12	quibble 94:1

quick 101:7	13:18 15:5 17:17	reconvene 3:22	repairing 59:11	responsible 49:18
quickly 15:19 59:22	19:16 20:12,13,15	110:10	repairs 59:9	53:25 74:7 80:5
61:2 62:2,4	21:12 24:22,22	record 84:4 85:13	repeat 108:15,16	85:1,15 86:4
quite 6:4 24:11	25:3,3,6 28:13	89:10,12 101:8,16	repeated 106:8	responsibly 89:9
32:16 39:6 44:14	30:14,23 31:8	102:19 107:1	107:5	responsive 43:16
51:17,25 57:19	32:6,14 33:19	recoupe 63:9	replaced 55:23	rest 93:25
75:21 93:23,24	34:11,17 36:1,18	recovering 80:1	report 3:9 8:9 39:16	restrictions 19:22
101:16	36:19 37:1,2 38:2	recovery 90:9	43:17 61:1 70:15	26:7
quote 108:21	38:6,12,17 39:5	recreation 76:19	82:3 83:20,23	restrooms 55:23
Quoting 108:25	40:7,19 41:21	reduced 19:12,12	97:8 99:21 103:22	restructure 8:23
	44:14 49:11 50:12	reevaluating 74:20	104:9,16,25 106:7	result 51:9 65:20
	51:11,13,17 58:5	refer 43:24	110:15	resume 60:13
	60:8,9,11 61:16	referred 50:12	reported 1:21 71:19	resuming 47:24
	61:17 62:15,18,19	reflected 60:4 94:8	82:11	resumption 55:2
	63:7 64:7 66:21	reflects 93:15	Reporter 110:6	retail 12:11
	69:23 71:11,15	reform 86:7	reporting 18:21	retain 48:12 51:3
	72:14,20,21,22	regard 47:2 103:1	52:9	52:3,7
	73:5,14 74:11,21	region 91:18	reports 3:11 5:15	retirement 57:9
	74:25 75:5,16,25	regional 45:2,7 46:7	43:4 82:9	return 46:11 64:12
	76:10,24 77:10,13	46:14,21 49:2	represent 89:15	returning 22:2,22
	77:24 78:21 80:22	60:12 64:15 66:6	Reptilian 41:16	23:20 47:12 78:11
	81:15 83:14 88:6	regulations 49:20	reputation 107:4	reused 33:4
	92:21 93:15,24	106:14 107:23	109:1,5	revenue 52:22 56:5
	94:8,14 96:16,19	regulatory 80:9	request 52:14 60:19	64:23 79:4
	98:8,19 102:18	reimbursable 11:15	100:16 110:16	revenues 49:10
	103:15	reimbursement	requested 55:12	55:14 97:13,15
	reason 6:16 45:23	64:21	Requests 3:23	reverse 22:7
	48:1 54:14 95:8	relate 54:20	require 45:20	reviewing 100:22
	reasons 26:25	related 9:21 10:11	required 16:1,15,24	revise 72:11
	rebuilding 80:1	10:25 17:15 19:1	64:15 101:21	revolution 42:16
	recall 44:13 70:22	45:8 58:11	requirement 11:14	reward 6:15
	72:16 75:8 99:24	relates 15:7 49:25	13:10	Rey 87:10
	101:20 103:6	Relations 3:12	requirements 45:3	RFP 52:14,25 54:3
	104:5	18:24 43:5	46:18 49:3 80:8	54:15,24 60:18
	recalls 54:13	relationship 51:1	102:5	61:20 62:1 63:2,4
	recap 20:18 77:15	relatively 70:2	requires 49:5 64:17	63:16 64:11 65:19
	recapped 71:21	relayed 45:12	requiring 54:19	65:21 66:11,19,21
	receipts 21:7	reliable 52:20	requisite 6:17	68:5,9
	receive 27:25	remain 15:18 17:7	research 51:25,25	Richard 2:3 20:14
	102:15	28:1 41:12 50:17	Researchers 84:7	60:21 67:3
	received 18:1 84:2	94:12	reserves 107:11	Richard's 103:12
	99:25 100:6,13,14	remaining 100:1,2	resident 63:21	rid 108:17
	103:10 110:12	100:7 101:18	residents 37:5	ride 21:10 87:8
	recharges 76:2	103:11,11	resiliency 38:17	riders 63:18
	reckless 105:8,17	remediation 63:12	resolution 44:25	rides 22:17,19,22
	106:8,18	remind 21:14	99:2	38:20 40:14 41:18
	recognition 62:6	reminded 71:21	resolve 100:25	right 8:6 10:18
	recognitions 8:11	reminder 47:7	resolved 83:13	17:23 20:5 22:14
	recognize 89:10	70:19 78:23	Resources 84:5	25:21 35:9 39:8
	94:23	reminding 29:20	respect 73:20 74:3	50:22 62:15 63:20
	recognized 85:11	remodeled 55:24	respirators 16:10	66:8 68:4,14,14
	89:12 90:25	Remote 1:21	respondents 63:4	68:17 87:3 88:6
	recognizing 57:17	removes 65:17	response 45:11	92:23 94:1 107:11
	recommend 63:2	Renteria 30:20	46:20	109:20
	recommendation	reopening 14:24	responsibility 52:4	rights 107:8
	55:10	15:1,5 38:5,8 39:7	52:8 53:15 79:17	ripe 41:17
	recommending	39:10 98:1	83:22 84:18	rise 56:23 81:4
	60:16	reorganization 8:23	105:13 107:10	rising 38:9

risk 53:21 65:17	33:15 35:9,25	sent 63:14 100:5	27:1,3 29:25 30:3	socially 35:7
roadmap 96:22	65:2,4,5 69:18,19	separated 53:10	33:8 38:17 47:15	Solana 20:2 43:12
robust 104:9	Schenk's 37:20	serve 21:19 89:25	53:8 59:24 62:6	sold 20:24 31:7
Rockwell 28:15	Scholarship 32:13	service 9:12 10:15	97:17 99:8	35:23
role 9:8 65:12 81:10	39:15	47:16 48:4 56:18	shutdown 40:7	sole 107:16
roll 3:5 4:8 96:24	Scripps 18:10	73:21 74:3 76:17	sic 105:21 107:1,12	solution 10:5,10
rolled 9:6	SDfair.com 20:18	services 2:18 58:14	107:16	27:5
Rolls 34:6	sea-level 81:4	58:18 97:8	sick 89:7	solutions 51:14
Ross 11:9	Seaside 21:24	session 3:22 71:1	sign 33:8	somewhat 25:10
row 85:10	seating 55:23	77:17 78:25 93:4	sign-up 31:4	50:25
Rowland 2:5 4:14	second 7:11 29:1	110:4,8,10,11	signage 29:20	somewhat-altered
4:15 7:19,20	50:10 65:1,3,5	sessions 71:8	signed 5:23 7:5	25:1
12:20 13:14 14:7	68:24	set 5:15 21:2 31:12	39:18 43:3 61:4,7	soon 63:3
58:10 59:3 60:6	Secretary 11:9	102:5	64:1 92:2 110:1	sorry 4:6 5:18 46:4
69:6,7 93:11,12	sections 42:11	setting 20:11 22:13	significant 9:2,3	57:22 60:23 86:24
RTA 47:19 55:17	sector 15:13	30:18 79:25	11:4,6 13:3	87:3
rule 16:18	security 9:19 58:14	shame 6:8	signing 26:18	sort 13:22 17:18
rulemaking 10:25	58:18,20 59:16	share 8:21 10:22	similar 27:16 50:25	18:21 33:23 51:9
11:13,23 12:2	security's 59:16	78:6 95:22	72:6	58:2 73:7 75:9
13:8	see 6:9 14:22 19:19	shared 75:10 76:16	similarly 42:14	78:17,17 79:1
rules 17:1,14	19:24 21:12 23:9	sheep 27:9,14 28:8	simply 6:14	sorts 102:4
107:22	23:19 30:23 37:17	shells 25:2	single 6:4 23:2 50:8	sound 7:2
running 62:4	37:18 40:10 48:2	shield 46:13	single-source 50:9	sounds 16:18
runs 87:10	49:12 50:6,20	shift 53:15	54:6	Southern 90:19
	55:13,25 57:22	shirts 38:25	site 12:15 13:10,20	southwest 84:9
	62:16 65:18 71:16	shock 105:1	13:21 14:17 24:14	soy 42:21
S	72:22 83:14 87:25	shop 21:25 33:8	25:5 30:12 41:20	space 15:21 19:22
Sacramento 102:9	88:9 89:6 90:4	57:13	sitting 31:20 47:22	speak 34:24 61:5
sad 62:11	94:8,14 99:20	shopping 21:23	situation 103:16	75:16 80:16 98:20
safe 76:18 91:12,15	109:10,18,19	short 10:21 30:17	situations 14:11	109:11
safer 86:11 91:23	seeing 6:19 37:11	38:6 70:2 81:16	six 6:2 16:7 40:25	speakers 90:23
safest 85:11 88:7,8	37:21 43:21 61:17	82:4 88:1 91:2	61:10 69:9 86:19	speaking 36:13
91:1	68:24 97:1 98:15	100:16 102:16,17	88:16 109:15,16	speaks 105:18
safety 9:19 14:1,4	104:13 110:19	shortage 82:8 83:4	size 45:17	special 10:25 11:7
17:13,16 85:13	seek 66:15 77:6	83:12	skeleton 30:15	13:5 42:10 89:13
88:3 89:4,10 91:9	78:9	shortages 82:18	skit 108:7	specific 14:21
106:19	seeking 15:13 46:1	shortened 25:3	slaughtered 6:12	specifically 14:5
salary 57:4	seeks 108:12	shorter 53:18	sleeping 78:18	19:1 45:8 56:19
Sam 2:11 33:1	seen 54:21 89:3	shortlist 63:19	Sleiman 2:14 4:25	58:20 59:1 70:25
San 1:21 12:8 13:24	sees 34:17	shot 83:15	70:7 95:5	72:22 81:3 90:25
28:25 32:2 39:4,8	select 27:13	shout-out 37:25	slide 25:25 28:4,12	specifics 11:22
39:25 40:8,8,12	selecting 35:18	show 19:12 22:3	29:5 30:13,25	specified 11:1
40:17,20 87:10	selection 22:17	24:8,14 25:1,8,13	32:1,10,18 44:6	spectacular 62:15
91:10 98:5	selective 88:3	25:16 26:10,19,20	70:17 92:10	speedy 18:2
Sandoval 8:16	self-staining 83:25	26:22 27:2,9,11	slides 71:23	spend 21:8 35:21
Santa 63:23	self-sustainability	28:21 30:7,19	slightly 15:11 25:2	59:11
Saturday 26:18	80:2	32:23 43:11 44:6	29:19	spending 42:20
27:20 33:23 108:8	self-sustaining 80:3	49:9 50:5 62:4,5	slot 35:23	spends 89:16
saw 34:5 65:4 67:3	sell 28:20	70:17	slots 34:25 35:2	spent 36:13
108:4	selling 31:16 39:1	showcase 40:9,20	small 26:14 91:18	Spirit 107:17
saying 63:1	97:17	showed 90:7	smaller 20:16 25:2	split 100:8
says 41:20	Senator 11:25	showing 27:7,8	smile 10:2	spoke 22:21 53:2
scarcity 84:10	send 14:21 95:12	30:16	smiles 108:16	59:15 93:8
scenarios 47:5,10	sending 6:6 11:22	showmanship 27:12	smooth 9:23	sponsor 24:1
50:7 61:18	26:17 31:2	27:14,22 30:8	smoothly 62:2	sport 106:23 108:23
schedule 46:8	sense 12:4 65:25	shown 42:11 58:7	so-called 108:23	sport's 109:2,5
scheduled 46:5 49:1	76:3 89:19 90:3	86:11 91:22	social 16:14 29:19	sports 79:9 108:20
Schenk 2:12 4:23	93:24	shows 20:20 26:12	77:8	sprain 14:10
4:24 8:3,4,10				

springboard 61:2	101:2	suggestion 67:11	69:23 77:16	41:6 43:2,11,19
Sprinter 21:10	staying 30:11	suit 67:8 108:10	takes 10:2,6 22:9	56:20 58:9 60:6
stability 90:4 91:13	steers 28:6	Sullivan 39:20,21	24:11 34:16 41:20	61:13,16 62:19,20
staff 14:2 34:18	stemming 70:22,23	39:22 80:18,19,20	talent 40:17	62:23 63:15,24,25
38:23 48:3 50:4	step 9:6 25:9 44:11	104:18,19,20	talents 40:9	67:14,15 68:22
56:18 60:18 61:1	steps 29:17 55:7	summer 39:5	talk 16:13 24:7,16	69:12,13,21 70:4
62:25 64:6,11	77:16 100:20	Sunday 27:22	25:12 73:3 87:5	81:20 83:18 85:3
65:9 69:22 72:23	steward 85:19	sunflower 22:8	87:21	86:12,15 87:4
73:11 89:5 96:6	stewards 80:5 83:22	sunsetting 18:8	talked 53:2 73:11	88:12,13 90:10,11
96:12	stewardship 84:19	super 17:21,24 18:7	91:7	91:22,25 92:1
staff's 74:11	store 42:9	18:12	talking 18:22 19:10	93:1 95:4 96:13
staffed 13:10	stories 42:7	supervisor 9:18	20:14 26:5 32:13	96:16,24 97:10,11
stage 23:2,23	storm 45:19	58:25	talks 19:6	98:16,17 104:11
stakeholder 71:8	stormwater 49:24	supply 82:4,15,19	targeted 99:22	105:24 107:24,25
92:8	story 6:17	support 11:10 12:1	100:9 103:5	109:7
stakeholders 44:21	strange 6:5	28:14,23 29:2	taste 21:14,15 34:11	thanked 20:3
78:4 92:18 96:23	strategic 3:16 5:8,9	32:4,8,21 80:3,11	42:12	thankful 102:15
stand 74:14 75:1	40:5 64:16,17	83:24 85:7 87:19	Tasti 34:6	thanking 64:5
stands 21:17	70:6 72:2,18	88:10,23 90:20	teach 6:9	thanks 30:1 43:17
star 6:2 40:25 61:10	78:15 79:3,6,24	91:24 99:9,23	team 32:20 33:5	88:10
69:9 86:19 88:16	79:25 80:23 85:8	100:9,24 103:5,21	38:1,11,17 60:1	themes 79:2
109:3,6,15,16	86:3 87:20 88:24	supporting 28:21	73:2,2 79:9	thereabouts 33:20
start 18:22 27:18	90:2,21 91:24	supportive 36:21	technical 109:19	Thermal 62:14
78:2,3 99:20	93:3,4 94:7,10,15	suppose 8:13	TECHNICIAN 6:1	they'd 54:9
started 8:17 28:17	95:14	sure 4:9 10:5 34:15	16:20 25:20,23	thing 14:14 15:3
72:20 102:10	streams 56:6	66:7 86:24 92:18	40:24 61:9,14	16:18 17:2 31:10
starting 9:18 22:18	streets 19:15	94:17 95:1,24	69:9 86:17,19,24	54:23 56:22 61:25
26:17 71:15 92:8	strengthen 89:25	110:2	88:15 109:9,13,15	62:8 66:8 75:16
starts 105:7	stretch 77:12	surf 58:22	teeth 108:22	86:9 94:6,8
state 5:18 10:24	stretching 105:3	surprise 70:8	tell 21:1 37:16 66:2	things 8:20 9:5 10:5
11:2 13:6,12,19	strict 106:13	102:14	telling 9:3 108:22	10:10 12:13 15:14
24:18 29:15 57:2	strictly 82:25	suspect 60:25 66:12	temporary 14:2	19:15 21:25 23:8
57:4,8 67:6 80:21	striking 75:6	Suspends 106:9	53:7 56:18	23:10 31:1 36:3
80:25 81:18 88:4	strolling 23:12	suspension 108:13	ten 31:3 63:10	38:16 46:19 49:15
92:16 96:3 100:21	strongly 19:16	suspensions 107:12	ten-year 55:13	50:3 55:23,24
101:8,15	structure 50:18	sweet 81:17	tends 52:21	57:12 59:9 61:19
state's 15:4 48:4	51:1,16 52:7,25	Swiftly 22:2	term 63:10 64:20	68:5 75:20 88:6
84:4,7 90:9	54:16,19	Swine 22:2	terminate 64:19	89:14 101:21
State-occupied 11:2	structured 54:9	symbiotic 48:18	terms 17:12 18:18	105:6
State-owned 11:1	struggled 94:24	symptoms 15:23	18:19 19:4,11,22	think 8:5,20 9:7
95:1	struggling 6:18	16:4 17:3	44:21 47:1,4,20	10:10 15:16 20:8
stated 67:19 94:22	struggling 6:18	synthesizing 96:17	48:3 49:4,24 51:4	23:16 34:9 35:2
100:16	study 95:21	system 35:8 48:7	51:13 53:22 55:6	35:21 36:1 38:1
statement 72:12,12	stuff 19:11	52:16,18	55:6,11 56:22	38:16 39:7 40:17
72:14 74:20,21	subject 49:23 51:23	<hr/>	57:15 60:12 73:16	40:18 43:13,15,25
75:12 77:4 93:23	submit 13:7	T	74:13 76:24 81:8	52:23 55:7 60:24
94:2 105:1	submitted 100:11	take 5:13 8:15 22:9	93:13 94:4 98:12	61:19 62:9 64:7
statements 71:24	subsequently 43:13	22:11 25:9 26:23	99:9 100:13,19	65:4,9,22 66:10
73:18,25 74:1,13	substance 106:18	48:7 49:13 50:4	101:3	66:11,24,25 67:5
77:22 78:24 79:22	substitute 41:9	50:19 51:22 61:23	testing 107:2	67:10,13,17,19,23
92:10 93:21 95:19	success 86:8,8,13	69:1 71:13 80:17	tests 42:12	67:24 68:1,4 70:3
96:19	89:21,22	93:20 94:2 104:8	Texas 40:14	70:8,12 80:14,15
states 5:20	successful 31:8	106:24	thank 5:2 7:4 10:12	92:12,13,20 93:13
station 17:21 18:7	53:16	take-in 23:8	12:19 16:22 18:10	93:14 94:3,16,19
18:12	successfully 36:16	takedown 109:2	18:13,15 32:19	95:3,19,20 103:15
stations 30:6	suddenly 62:12	taken 10:17 14:23	33:15 35:25 36:5	104:13 105:20
stay 16:18 17:7,8	suggest 93:20	19:5 29:17 41:23	36:7 37:7,13	109:22,24
29:23 35:4,17	suggested 41:12	46:22 48:14 67:20	39:17 40:22 41:5	third 52:10 53:22
	suggesting 12:25			

96:9 third-driest 84:4 third-party 46:14 thorough 43:25 62:25 thoroughbred 106:10 107:3 thoroughly 64:7 thought 68:3 94:9 95:11 96:17 thoughts 70:24 95:12,25 thread 61:21 threaded 94:15 threatens 107:2 three 21:23 30:18 47:10 55:9 62:5 63:18,20 64:23 91:1 103:9 thrive 85:24 Thursday 30:5 ticket 19:21 20:23 21:2 ticketing 20:25 35:7 35:19 tickets 19:18 20:24 25:5 tied 90:5 ties 18:21 time 21:1 22:21 30:23 31:12 34:16 34:20,25 35:2,12 35:18,21,22,23 36:2 37:3 38:2,9 42:20,25 46:4 47:25 48:7 49:1 50:15 53:3,9 55:5 58:1,2 59:4,11,14 59:16 61:21,22,23 63:8,17 70:3 75:4 75:19 78:14,17,21 81:19 83:17 89:16 95:18,21 102:10 104:8 105:23 timeless 75:12 93:22 timeline 26:1 53:18 55:13 72:17 timer 31:11 times 20:20 22:6 42:22 56:1 72:4 87:6 103:9 timing 31:13 39:7 63:1 68:12 today 5:1,16 8:12 33:25 37:15 39:13 44:11 64:9 70:21 71:25 72:13,16	74:24 77:23,24 78:3 104:25 toggling 109:19 Tokyo 63:19 tolerated 107:1 topic 42:6 43:10 65:11 92:4 108:7 topics 96:18 Torre 90:12,13,16 90:18 touched 40:3 Toyota 24:2 track 85:11 88:5,8 89:3,8,18 92:23 tracks 105:11 tractor 22:5 tradition 20:16 24:23 25:16 traditional 19:13 21:15,16 23:5 26:11 30:7 33:22 34:15 42:17 48:14 64:13 traditionally 34:3 37:18 traditions 77:9 traffic 9:21 10:3,11 21:4 35:6 59:20 60:1 trailers 59:25 trained 83:11 trainer 50:6 85:17 105:17 trainers 53:9 training 47:14 82:23 87:7 transfer 53:21 transition 84:19 104:7 transportation 9:21 travel 87:14 treasure 75:13 93:22 treatment 6:14 treats 21:21 tremendous 34:4,19 84:12 90:24 Tribune 6:18 trickle-down 10:9 Trippler 21:9 trouble 6:7 82:13 troubled 41:13 truck 59:12 true 49:14 75:9 truly 45:24 trust 6:25 try 67:9 trying 33:5 59:24	71:11 88:2 99:17 TSO 45:8 46:2,3 61:22 Tuesday 1:15 4:1 26:4 Tuesdays 37:12 tumultuous 72:24 tuned 101:2 turf 1:8 58:22 turkeys 28:9 turn 17:19,19 18:16 20:7 60:20 71:22 71:23 73:24 turned 42:22 turning 27:3 tweak 10:9 tweaking 95:21 tweaks 78:11 two 5:24 17:17 27:21 28:24 30:16 33:17 39:19 61:3 64:16 96:7,8 97:17 100:4 105:8 106:9 108:20 109:25 two-tier 52:16 type 95:6 109:18 types 50:14 typical 105:3 typically 5:4 14:13 52:21 56:7 97:6 98:4 typo 56:15	12:1 13:3 103:4 107:19 unfortunately 39:12 47:24 57:18 unicyclist 23:15 Union 6:18 unique 21:25 74:5 80:22 University's 84:8 unvaccinated 16:11 16:16 19:4 unwilling 41:13 update 14:23 16:25 17:20,23 18:17,18 18:22 20:9 39:14 70:17 updates 10:21 17:18 29:6 55:11 68:19 99:19 upheld 86:4 upside 97:25 upswing 98:10 urge 6:22 90:20 91:23 urging 82:24 usable 96:19 use 16:11,17 54:19 59:14 67:21 75:17 uses 44:15 53:13 64:13 79:12 80:3 83:24 84:12 usual 25:8 usually 50:14 utilize 32:4 utilizing 27:10 54:10,10	69:20 70:12 80:14 81:20,24 83:18 85:3 86:15,18,21 87:1 88:13,19 90:11,15 92:1,12 93:11 95:16,23 96:13 98:14,17,20 101:6 103:23 104:11 105:24 106:5 107:25 109:7,12,14,22 110:9 Valle 59:21 value 73:18,19,19 73:20,20,21,25 74:13,22 77:22 values 71:22,23 72:22 73:5,15,19 74:2,16,17 86:4 92:10,16 96:19 varied 56:1 varieties 52:25 various 13:8,8 33:7 42:12 44:20 46:18 veal 42:1 vendor 97:17 vendors 34:2 venerable 34:7 version 40:1 versus 46:19 veterinarian 83:11 veterinarians 82:5 82:12 88:5 Veterinary 82:20 vets 82:24 viable 94:13 Vice 2:4,5 4:12,13 4:14,15 7:9,17,18 7:19,20 12:20 13:14 14:7 58:10 59:3 60:6 67:2 69:4,5,6,7 93:12 video 36:14 view 25:4 viewing 25:4 29:9 viewpoints 19:14 violation 14:11 violations 106:19 107:13 virtual 27:17 28:22 29:24 31:1,10 84:20 virtually 24:15 virtue 76:7 vision 7:3 72:12 74:16,21 77:3,6 77:11,22 92:9,17 93:14 94:5,12
U				
U.S 82:16 ultimate 65:19,23 66:22 67:18,20 68:20 101:15 ultimately 11:17 45:14,24 66:12 67:5,6,10 79:18 102:2 un-mute 40:25 61:10 69:10 88:16 109:15,16 un-muted 109:10 109:20 unable 23:6 41:13 70:7 unavailable 82:15 unclear 83:11 underlying 12:22 understand 5:15 31:9 35:10 65:18 66:14 80:6 understand- 13:2 understanding 10:8				
V				
vaccinated 15:23,25 16:1,4,5 17:3,8 18:14 19:4 vaccination 17:21 17:24 18:5 24:10 97:16 vaccinations 17:25 18:7 Valdez 2:3 4:4,10 4:11 5:2 7:4,11,15 7:16 8:5,8 10:16 12:4,19 16:22 36:9 37:14 39:17 40:22 41:3,6 43:2 43:19 46:3 56:10 56:14,20 60:22,24 61:12 62:20 63:25 64:25 65:4 66:10 66:24 67:15 68:11 68:22 69:2,3,13				

95:2 96:20	84:21	weekend 12:11	works 8:17	1.562 100:6
visit 33:22 34:17,21	Waterman 9:16	38:23 105:20	workshop 5:8 44:19	1:30 1:16 4:2
vital 91:17	10:14 60:1	weeks 33:19 37:22	world 9:25 75:22	10 15:15 21:5 28:8
volumes 105:18	wavered 103:14	98:24	76:11 87:14	10:00 27:20
voluntary 16:11,17	way 6:24 9:7 32:14	weigh-in 27:7	world-class 63:16	100,000 17:25
volunteer 30:14	33:4 38:13 39:2	weighed 73:10	worth 21:22 57:16	104 3:20,21
75:3,3	47:23 54:16 55:8	Welcome 4:5	96:18	10th 84:5
volunteers 15:9	55:8 72:10 88:7	welcoming 39:3	wouldn't 33:9 42:2	11:00 35:10,15,20
34:18	95:13 105:19	wellbeing 76:5	55:4	11:30 35:16,16
Vons 21:6	108:9	85:25	wristband 30:11	110 3:22,23,24
vote 3:8 69:1	ways 29:3 72:25	went 26:10 31:12	wristbands 33:3	11th 37:11
	74:5	93:6 102:19	writer 108:21	12 21:8,9 103:7
<hr/>	we'll 11:21,24 14:20	weren't 30:9 72:17	written 16:23 24:19	12:30 35:16
W	17:13 23:1,2,3,4	west 22:14 23:19	wrong 6:15 57:25	127 28:9
wait 63:8	23:12,15 24:1,2	wheel 22:13		128 28:7
waiting 25:19 31:5	25:2 27:6,7,8,14	whichever 55:9	<hr/>	128,132 97:24
42:19 66:19	27:22 29:9 30:6	whipping 108:16	X	129,292 97:23
109:17	31:2 36:4 39:13	Wiggins 97:7,11	<hr/>	13 28:9
waiver 45:14 46:19	43:21 68:8,13,16	wildlife 41:19	Y	13th 5:21
Wallace 108:4	71:5,12 78:14	wind 45:14 60:3	yay 9:11	14 28:8 101:11
want 8:15 9:4 18:10	99:10 100:18	winner 107:18	Yeah 25:20 36:12	147 107:18
18:12 20:22 32:19	104:9 109:14	winnings 27:13	66:1,10 96:3	14th 17:12
33:16 34:13,20	110:10	wish 8:21	109:13	15 35:2 101:11
35:21 40:3 43:11	we're 10:4 13:7	women 87:12	year 5:6 6:17 8:22	15,000 12:17
62:2,16 64:4	14:4 20:13,25	wonderful 33:19	21:19 22:25 23:6	15th 14:25 15:17
66:14 69:21 81:16	24:5,22 25:20	wondering 51:19	24:25 25:18 26:13	17:12 22:16
81:16 87:8,22,23	26:25 27:11 29:10	74:15	27:16 28:24 30:9	16th 22:18 98:6
88:10 91:16 92:14	30:15 31:9,16,24	woodworking 23:9	31:7,11,11 48:11	100:12
92:18,21,25 93:1	36:22 38:4,18,25	word 75:17 76:9,10	48:21 51:3,8	17th 43:9
93:7,19,25 94:1	39:8,19 48:18	wording 92:23	55:16 72:24,25	19.3 100:1
94:16 95:23 96:4	50:9 66:7,17 67:5	words 76:7 94:1	75:25 84:4 98:8	1996 9:18 47:12
96:10,16 98:19	67:8,10 70:5,20	wordsmithing 76:9	98:12 99:13,24	19th 26:19
101:7,15 102:18	70:20 71:14,24,25	93:19	101:1,14,23	
104:21	76:8 77:23 79:10	work 6:4 10:7 17:9	102:24 107:6	<hr/>
wanted 5:14,18	79:18,23 80:4	33:9 37:1 55:8	year-round 53:7	2
18:17 19:7 34:15	88:2 91:4,15	59:1 66:5 67:11	75:14	2 21:6 84:7
62:23 67:2 75:16	92:22 94:17 95:7	68:14,14,17 70:23	Year-to-date 97:22	20 8:17 9:3,12,14
81:25 87:4,19	95:7,24 96:24	72:1,5 75:4,5 79:5	years 8:17 9:12,14	21:8 42:20 85:18
90:20 99:1,21	99:1,16 100:25	86:13 87:12 88:2	9:15 10:14 23:14	100:1
wanting 19:19	101:3 102:15	89:15,19 90:8	23:22 61:24 62:10	2001 8:17
52:19	104:3,17 110:9	91:8,13 93:2,6	63:10 64:19 84:11	2014 56:16
wants 44:1	we've 18:1 19:8,8	96:2	85:10,18 87:7	2020 33:2 44:15
war 31:17	19:10 24:24 25:17	worked 85:17 88:22	88:22 91:2 105:8	56:4 72:24 102:11
Ward's 11:25	26:2,3,5,16 28:13	worker 17:6 90:18	106:9 108:2,20	102:12
washing 29:21	30:24 32:4 36:23	workers 15:23 16:1	York 105:10	2021 1:15 4:1,5
wasn't 56:6 82:11	44:5 47:14 52:11	16:3,4,5 17:3	young 30:16,22	26:15 44:17 84:2
104:24	52:13 53:2 60:9	88:23,25 89:5,7	youngster 6:18	2022 21:17
watch 29:11	60:10,10 70:17	89:12,18,20,25	youth 24:6	2028 63:18
watched 36:14	72:3,7 75:17,24	90:4,7,19 91:7,11	YouTube 30:1	20th 26:24
watching 14:11	78:5 88:2 103:15	91:19		21 70:16,16
water 44:25 45:2,21	wear 15:24 16:2,5,6	workforce 59:5	<hr/>	21st 27:6
46:11 53:4,25	web 41:20	working 9:1 29:7	Z	2260 1:9
59:12 63:12 64:15	website 23:20 33:1	38:3 44:24 46:23	Zoom 1:8 2:4,5,8,9	22nd 1:7 4:6 9:13
64:15,22 65:12	45:10	48:18 59:11 85:22	2:10,11,12,17	11:16 27:8 32:20
66:7 84:5,10,13	weeds 67:18	85:24 87:17 90:18	110:2	47:13 50:16,25
84:13	week 26:17 29:18	91:12 100:18	<hr/>	53:6,23 54:4 56:3
water-intensive	31:3 68:15,16,18	workplace 17:4,7	0	57:15 64:24 85:6
84:24	100:14	17:13	<hr/>	90:17
water-wasteful			1	23 70:16

23rd 5:7 27:10 71:1 74:19 75:8 77:17 78:25 94:10	6 3:7 6,982 97:14 60 108:4			
24th 27:12	61 3:14			
25 9:15 10:14 99:20	64 3:15			
25,000 12:17				
25th 27:15	<hr/> 7 <hr/>			
26th 24:16	7 3:8			
27 33:20	7-0 8:6			
29th 18:9 44:19	7.4 102:14			
	7/31 16:13			
<hr/> 3 <hr/>	70 3:16			
3 5:17 100:16	70,000 56:9			
102:22	7288 1:21			
3- 45:21 49:7 63:11	<hr/> 8 <hr/>			
3,768,000 100:15	8 1:15 3:9 4:1			
3.7 102:15	8-0 69:20			
3:00 35:11	8,418 97:14			
3:55 110:8	8:00 35:11			
30 9:3 87:7	80 3:17			
30-minutes 35:12	85th 45:19			
31st 15:18 16:19	8th 4:5			
35 103:5	<hr/> 9 <hr/>			
36 28:10	9 110:16			
39 3:10	9.7 100:8			
<hr/> 4 <hr/>	9:00 27:19			
4 3:4,5 41:2 45:21	92 3:18			
49:7 63:12	93 28:7			
4-H 6:9 26:3 28:15	97 3:19			
29:15,16 31:23				
4,000 28:17				
4:00 35:11				
40 21:17 34:2				
40.3 100:3 101:4,13				
101:22 102:3				
41 84:7				
41,743 97:22				
42 28:8				
42,904 97:21				
43 3:12,13				
45 110:7				
48,000 28:11				
4th 15:16 20:6				
24:17 37:12				
<hr/> 5 <hr/>				
5 43:4				
5(C) 70:5				
5(D) 5:19				
5:13 110:8				
5:14 110:22				
50 100:24				
50/50 100:9				
52 28:6				
5th 28:1				
<hr/> 6 <hr/>				