

BOARD OF DIRECTORS MEETING
22ND DISTRICT AGRICULTURAL ASSOCIATION
DEL MAR FAIRGROUNDS
(VIA ZOOM)
2260 JIMMY DURANTE BOULEVARD
DEL MAR, CALIFORNIA

TUESDAY, JULY 13, 2021

1:30 P.M.

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

Remotely from San Diego

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IN ATTENDANCE

OFFICERS:

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

DIRECTORS PRESENT:

- Michael Gelfand (via Zoom)
- Kathlyn Mead (via Zoom)
- Sam Nejabat (via Zoom)
- Frederick Schenk (via Zoom)
- Pierre Sleiman (via Zoom)

DIRECTORS ABSENT:

- Donald Mosier

ALSO PRESENT:

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

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1 DEL MAR, CALIFORNIA, TUESDAY, JULY 13, 2021

2 1:30 P.M.

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4 PRESIDENT VALDEZ: Welcome, everyone. Good
5 afternoon. Welcome to the July 13th, 2021, meeting of
6 the Board of Directors of the 22nd District Ag. Great
7 to see everyone.

8 And, Donna, can you please call roll.

9 DONNA O'LEARY: Sure. Okay.

10 President Valdez.

11 PRESIDENT VALDEZ: Here.

12 DONNA O'LEARY: Vice President Barkett.

13 VICE PRESIDENT BARKETT: Here.

14 DONNA O'LEARY: Vice President Rowland.

15 VICE PRESIDENT ROWLAND: Here.

16 DONNA O'LEARY: Director Gelfand.

17 DIRECTOR GELFAND: Here.

18 DONNA O'LEARY: Director Mead.

19 Director Mosier has an excused absence.

20 Director Nejabat.

21 DIRECTOR NEJABAT: Here.

22 DONNA O'LEARY: Director Schenk.

23 DIRECTOR SCHENK: Here.

24 DONNA O'LEARY: And Director Sleiman.

25 DIRECTOR SLEIMAN: Here.

1 (Whereupon Director Mead entered the Zoom
2 meeting.)

3 PRESIDENT VALDEZ: Great.

4 Again, welcome. We're gonna move on to item
5 No. 3 on the agenda, the Consent Calendar. Do I have
6 a motion to approve?

7 DIRECTOR GELFAND: (Indicating.)

8 DIRECTOR SLEIMAN: So moved.

9 PRESIDENT VALDEZ: Gelfand is a first. I
10 think that was Sleiman is a second.

11 And any discussion?

12 Okay. Donna, can you please call the vote.

13 DONNA O'LEARY: President Valdez.

14 PRESIDENT VALDEZ: Aye.

15 DONNA O'LEARY: Vice President Barkett.

16 VICE PRESIDENT BARKETT: Aye.

17 DONNA O'LEARY: Vice President Rowland.

18 VICE PRESIDENT ROWLAND: Aye.

19 DONNA O'LEARY: Director Gelfand.

20 DIRECTOR GELFAND: Aye.

21 DONNA O'LEARY: Director Mead.

22 DIRECTOR MEAD: Aye. Here.

23 PRESIDENT VALDEZ: Welcome. You're here and
24 it's aye.

25 DIRECTOR MEAD: Here and aye. Thank you.

1 DONNA O'LEARY: Okay. Director Nejabat.

2 DIRECTOR NEJABAT: Aye.

3 DONNA O'LEARY: Director Schenk.

4 DIRECTOR SCHENK: Aye.

5 DONNA O'LEARY: And Director Sleiman.

6 DIRECTOR SLEIMAN: Aye.

7 PRESIDENT VALDEZ: Motion carries

8 unanimously.

9 On to the management report. Ms. Moore.

10 CEO CARLENE MOORE: First up, we want to
11 share with all of you a short video. This is provided
12 by Scripps. And Melinda is gonna share some of the
13 statistics with you as well, but just kind of the
14 wrap-up of the vaccination superstation. And this
15 was -- they held a day where they thanked, in
16 essence -- and that's part of what this video is, but
17 thanking all of the volunteers that helped make the
18 entire vaccination superstation possible and, really,
19 for us -- helping us get our community back on track
20 and our ability to start producing events again.

21 (Video playing.)

22 MELINDA CARMICHAEL: All right. Well, good
23 afternoon.

24 As Carlene mentioned, that was a video of
25 our Del Mar Fairgrounds vaccination supercenter

1 wrap-up, and that was the volunteer appreciation that
2 they did for all of our volunteers. And we are very
3 excited to announce that the site did operate for
4 84 days. There were over 117,000 doses of the vaccine
5 administered. The highest number of vaccines in one
6 day were 6,007. There were over a hundred Scripps
7 staff who worked at the site. And most importantly
8 there were over 1,750 volunteers who worked at least
9 one shift for them.

10 So we just wanted to personally thank
11 everyone that was a part of that event. It was a very
12 heroic effort on all of their parts, and it was a
13 pleasure being the host site for that. So thank you
14 very much.

15 CEO CARLENE MOORE: Thank you.

16 So it's amazing to think that over that
17 period of time we, basically, had this regular
18 roommate since -- for the last -- for the past several
19 months. And so it was a bit bittersweet during that
20 event to -- to just see it all -- all wrap up.

21 And -- but the volunteers, really and truly,
22 were amazing for Scripps, as well as the staff of
23 Scripps. We couldn't have asked for a better health
24 partner, again, in helping our -- getting our
25 community back on track.

1 So just a couple of other quick updates just
2 in terms of -- so that the board is aware.

3 We are currently -- staff is working on the
4 RFP for Horsepark. We actually were able to resource
5 about two to three documents from other facilities
6 that have put out RFPs in recent years and stuff and
7 being able to utilize that, you know, to help guide us
8 in the development of it. And so we anticipate having
9 that out next month.

10 Also, too, just want to kind of remind the
11 board and perhaps for some of the newer board members.
12 They might not be as familiar with the double track
13 project of the -- of the railways out here, you know,
14 adjacent -- in the lagoon and adjacent to the
15 fairgrounds property and how that project is
16 proceeding.

17 We'll actually have SANDAG here next month
18 to provide an update and presentation directly to the
19 board on that, but just kind of wanted to remind
20 everyone that the double track -- there's two
21 components to the project. There's the double track,
22 and then there's also the special events platform
23 project, or sometimes it's referred to as the seasonal
24 platform. It's gonna provide approximately two -- a
25 little over two miles of double track and ultimately

1 construct a special events platform here at the
2 fairgrounds.

3 The full project will remove the single
4 track bottleneck at the southern portion of the
5 Solana Beach segment and the northern portion of the
6 Del Mar segment. This is gonna replace the
7 single-track, aging timber-rail bridge which was
8 constructed in the early 1900s -- and by "early," I
9 think it was, like, 1916 -- across the San Dieguito
10 River, install a reinforced concrete box culvert for
11 Stevens Creek track under-crossing and fill in the
12 creek west of the tracks that's currently on the
13 fairgrounds property.

14 We're located, obviously, just north of the
15 San Dieguito River. And so we, in essence, have
16 limited mass-transit options. And that's why, once
17 constructed, the special events platform will provide
18 direct access to the fairgrounds and racetrack for
19 special events. It will not be a regular commuter
20 stop, but just utilized, again, during special events
21 when those events -- the type of events and the
22 anticipated crowd size warrants the use of that.

23 The full project 90 percent plans, as it's
24 called, were completed in early 2020, and the
25 100 percent design is anticipated next year. Due to

1 the high estimated cost of this entire project, it
2 will be rolled out in two phases. Phase one will
3 construct about nearly a mile of double track north of
4 the existing timber-rail bridge and the Stevens Creek
5 box culvert. Phase two will construct the remaining
6 double track as well as the new rail bridge and the
7 special events platform here at the fairgrounds.

8 In late last year SANDAG received the Trade
9 Corridor Enhancement Program grant to construct the
10 phase one improvement. So this project is moving
11 forward. I know many people -- you know, it's been
12 talked about for a really long time, but it's just
13 really exciting that it's moving forward. And they --
14 and we're working with them in terms of possible
15 lay-down space and calendars and schedules because the
16 construction is scheduled to start in summer of 2023
17 on that phase one portion.

18 And, again, we'll have more information next
19 month when SANDAG comes to provide a full update to
20 the board on where that project stands and what the
21 next steps are for it.

22 So -- and then with that, before we segue
23 into our Home Grown Fun results and a little bit of a
24 wrap-up on that, also just wanted to remind the board
25 that we are in full throttle of planning our fall

1 festival. If you recall, this is gonna be really
2 built around the grand opening of The Center. So the
3 dates are October 15th through 17th.

4 Once we honed in on the dates and, really,
5 the platform for this event, we were actually able to
6 free up some of the dates. If you recall, I had
7 reported we were having to adjust and move around some
8 of our longtime promoters and clients in order to
9 accommodate that opening and with restrictions that
10 were in place, some of which still remain. But
11 through this pro- -- the planning process and how we
12 have focused on the event, we were able to free up
13 some of those dates, and so many of our events are
14 able to remain with their previously scheduled and
15 planned-for October dates. So that's been really good
16 as well.

17 The event, again, is gonna be the grand
18 opening of The Center. And then we'll feature as a
19 part of that, in essence, a beverage festival. So
20 it's really geared towards a 21-and-over crowd with
21 local artisans, entertainment obviously in The Center,
22 and then we're bringing together the three, in
23 essence, beverage festivals from the typical San Diego
24 County Fair for this event, and so really focusing
25 these around our beverage competitions.

1 We've already held our distilled spirits and
2 our wine competition, and our beer competition is
3 forthcoming. So there will be more information to
4 come, but look for an event, again, 21 and over,
5 focused around the entertainment, opening up The
6 Center, as well as then just, you know, demonstrations
7 and educational information about our -- not only our
8 competitions, but also those industries and some of
9 the cutting-edge things that are taking place with it,
10 you know, chef pairings, tastings, things of that
11 nature. So we are in the throws of planning for that.

12 But first, we just completed Home Grown Fun,
13 and so we're gonna provide you with some just
14 preliminary results. Next month we'll present a much
15 fuller wrap-up, including P&L of the event. So with
16 that I'm gonna turn it over to Katie.

17 KATIE MUELLER: Thank you.

18 So many of you visited Home Grown Fun, and
19 you probably saw what a success it truly was. It
20 really was a pleasure to get back into what we do
21 best, and that's producing events. And so I'm gonna
22 start with this little introductory video, kind of a
23 highlight reel.

24 (Video playing.)

25 It really was a tremendous event. And, you

1 know, we can tell you the story of it, but some of the
2 social media posts that I want to share with you were
3 just really special and just showed how much people
4 really appreciated the experience.

5 This guy said,

6 "This was probably the best Father's
7 Day I've ever had." I'm getting
8 emotional. "I haven't really told a lot
9 of people, but I recently got custody of
10 my kids. Luckily I have the perfect
11 woman in my life who decided today we'd
12 go out and celebrate. I couldn't have
13 asked for a better day with the love of
14 my life and my two favorite small
15 people."

16 This next one said.

17 "The best to the best father ever.
18 We love you so much." Father's Day
19 really was a great day at Home Grown Fun.
20 Lots of families out celebrating. "No
21 words can explain how important you are
22 to us. Keeping the tradition alive and
23 going to the fair every Father's Day
24 every year since 1979."

25 And this one said.

1 "Can you spot my little
2 seven-year-old ride lover since she was
3 a baby? And she's always loved fast
4 rides, and she practically had this ride
5 to herself the other night at the fair.
6 Poor Brynlee wasn't tall enough for this
7 ride, but maybe next year. The fair is
8 much smaller this year -- you know,
9 COVID -- but it was such a perfect night:
10 no crowds, pony rides with no lines, pig
11 races, and eating ice cream cones as the
12 sun went down. And I didn't realize how
13 gorgeous this swing is until I really
14 looked at it in the pictures I snapped."
15 And it really was. This had to be the
16 most photographed ride that we had on
17 social media. "I mean, the details are
18 stunning. Another new fun addition to
19 the fair. LOL. A hand-washing station
20 with cows spitting water out of their
21 mouths and talking in funny voices about
22 the importance of hand-washing. The
23 kids kept asking to wash their hands."
24 We like to hear that.

25 "Is it truly summer if you haven't

1 gone to the county fair? Friends, you'll
2 want to watch the next slide till the end
3 to see just how the day ends after you've
4 had a blast at the fair. It was our very
5 first time visiting the San Diego County
6 Fair." There was some confusion about
7 whether it was a fair or Home Grown Fun,
8 but that's okay. "There was so much to
9 eat and to do. I was there for six hours
10 with the kids. We could have stayed
11 longer."

12 We really thought this was gonna be a
13 three-to-four-hour-maximum event, and people ended up
14 staying all day.

15 She just lists some of her favorite
16 experiences.

17 And this, again, was another person who --

18 "This was my first time ever, and I
19 had a blast. There were 16 rides, tons
20 of food, a variety of sweet treats, and
21 entertaining shows." So she just talks
22 about that.

23 And it really -- it was just a tremendous
24 event start to finish. Even, you know, the fireworks
25 show just really was a great way to put a cherry on

1 top of this event. It was -- beyond just the numbers
2 which I'll share with you, it was just a wonderful,
3 wonderful experience for San Diegans. A lot of
4 people, it was their first experience getting out of
5 the house since all of this began. So it just -- it
6 was incredible.

7 And I was so proud of our entire team for
8 what we were able to pull together with all of the
9 hurdles that we faced weekly and even daily with
10 pandemic restrictions and not knowing what people's
11 level of comfortability was gonna be coming out to the
12 event. We just have wonderful partners and a
13 wonderful staff, and it was a great event.

14 But here's some statistics to celebrate.

15 (Showing slide.)

16 So our total attendance ended up being
17 271,732.

18 Our food gross. Adjusted gross means
19 without the taxes.

20 Our ride gross, which we didn't even
21 anticipate being able to have rides, and we
22 fortunately were able to pivot a couple of times and
23 bring in a total of 16 by the end.

24 Admission.

25 Parking. Again, parking was extremely

1 limited, but our very talented traffic and parking
2 staff were able to get people in smoothly and safely
3 off the streets and get -- get them parked.

4 NCTD was a huge success. That's North
5 County Transit District. We offered a Fun Tripper.
6 For \$12 you got a ride on the Sprinter, Coaster,
7 and/or Breeze to the fairgrounds and also fair
8 admission. And we had 5,602 riders, more than we had
9 in the 2019 fair.

10 We sold merchandise. We had fair
11 merchandise available. We had a really nice display
12 of merchandise thanks to Melinda's expertise in the
13 merchandise realm.

14 Premier had just fantastic sales at all of
15 their bar locations.

16 And, again, our Junior Livestock Auction,
17 although the junior livestock show was not open to the
18 public, we were able to put on the show for the 4-H
19 and FFA kids and their families and were able to raise
20 \$214,000 towards their market projects through a
21 virtual auction. So the auction was completely
22 online.

23 And then finally, the cow milking that you
24 saw as part of the video was brought to us by
25 Hollandia Dairy who's been a partner of ours for

1 several years. And this year they not only brought in
2 the cow milking demonstration, the boys to put the
3 demonstrations on, but also they partnered with
4 Friends of the Fair in 2018 to purchase a brand-new
5 milking trailer which you probably saw a glimpse of in
6 there. And we were gonna debut it at the 2020 fair,
7 but unfortunately weren't able to. However, they got
8 the trailer finished and they brought it in, and then
9 they donated pints of milk and chocolate milk to
10 Friends of the Fair, which they turned around and sold
11 for a dollar throughout the run of the fair and were
12 able to raise a little bit of money for Friends. So
13 that was a neat story to tell as well.

14 So it just overall exceeded all expectations
15 in every way. We just were thrilled to be able to
16 take this step back to getting to the traditional fair
17 in 2022. That's it.

18 CEO CARLENE MOORE: Thank you, Katie.

19 And I think Katie's emotion, as demonstrated
20 during -- you know, in the video, as well as now,
21 really captures, I think for all of us, just what this
22 meant, I think, not only to our community but really
23 to our staff, to this board as well, just seeing that
24 return to that sense of normalcy, seeing people out
25 again, you know, seeing them enjoy themselves. I

1 mean, there were just so many just, you know,
2 breathtaking and chilling moments throughout it, just
3 realizing what we had accomplished in such a short
4 period of time.

5 And so truly echoing her sentiments, and to
6 this board as well, for having stood, you know, behind
7 us and by us through this process, this constantly
8 evolving process of, you know, what this was really
9 going to shape up to be. I think that, you know,
10 really, you're also to be commended for the support
11 that you had and the vision to say, yes, we need to do
12 something for our community whatever the challenges
13 might be. And so -- so really it was -- you know, it
14 took everybody being a part of it to make it the
15 success that it was.

16 PRESIDENT VALDEZ: Any questions from the
17 board?

18 Fred.

19 DIRECTOR SCHENK: Not a question, but just a
20 a comment on my awe in which I am. If you had asked
21 me four months ago would we be seeing numbers such as
22 a total attendance of 271,732 people, adjusted food of
23 almost \$4.5 million, or ride gross of close to
24 \$2 million, I would have said there is no way we would
25 be predicting those kinds of numbers.

1 You know, the San Diego County Fair is
2 always at the vanguard, literally and figuratively.
3 We are at the beginning of the fair season. We are
4 trendsetting in every way. And we had the shortest
5 amount of time in which to get ready, in which to
6 produce what you just saw, to get the emotions that we
7 just felt. So congratulations to this amazing team of
8 men and women. Congratulations. I'm very proud of
9 all of you.

10 CEO CARLENE MOORE: Thank you on behalf of
11 everyone.

12 PRESIDENT VALDEZ: I'm gonna jump in as well
13 and echo what Director Schenk had said, and it is hard
14 not to get emotional. And seeing Katie's emotions is
15 really true, because it's not just -- it's not just
16 the last month of June on this event; it is the last
17 15 months that this organization has had to endure and
18 all of the challenges that we collectively had, but
19 this staff has had to deal with.

20 The cancellation of 2020 fair is
21 heartbreaking to this staff and to the community. And
22 all of the challenges that we had throughout COVID and
23 our inability to hold events is really just a -- you
24 know, a gut punch to the organization. So to be able
25 to come together and celebrate, even if it is a

1 pared-down version of the fair, is tremendous.

2 And the numbers that Carlene and Katie and
3 Melinda and the entire staff were able to bring
4 together and the joy that they were able to provide to
5 the community is really, really commendable. And I
6 thank you all, because I've seen it. And not as much,
7 obviously, as you and this staff, because you have
8 lived it day to day, and so -- but I do feel I
9 understand and I've seen the struggles. And you
10 really should be commended for a job really, really
11 well done. And thank you for all of it, so on behalf
12 of the entire board.

13 CEO CARLENE MOORE: You're welcome.

14 Imagine what we can do with a year of
15 planning.

16 PRESIDENT VALDEZ: Back to you, Carlene.

17 CEO CARLENE MOORE: All right. With that
18 then I'm gonna turn it over to Chana for an undate on
19 our Don Diego Scholarship Foundation.

20 CHANA MANNEN: And I'm going to start by
21 adding my congratulations on an amazing event. One of
22 my son-in-laws said it was the best fair ever because
23 he was able to eat almost three times as much food
24 because there weren't any lines.

25 The fair, after all, is the unifying feature

1 or the unifying requirement for all of the Don Diego
2 scholars. They have all participated in the fair or
3 an event at the fairgrounds in some way, and the
4 19 scholars who are receiving money this year are no
5 exception. I bring you all their thanks. And I had
6 actually hoped to have one of them here to speak.
7 Being enterprising people, they're all off doing other
8 things.

9 Edwin Vargas Navarro is our top recipient
10 money-wise, and he is in a class -- a summer class.
11 He's trying to reduce his class load. He's going to
12 Berkeley next fall. He's going to major in math
13 because his goal is to become a math teacher and be
14 the best math teacher in San Diego County. And he's
15 going to hope to teach in Vista. He's one of nine
16 kids. And we wish him well. He will be -- he's the
17 recipient of the \$20,000 Liss Family Scholarship.
18 He'll get \$5,000 a year each year for four years. And
19 he's hoping to do it in four, maybe less.

20 Our next recipient, Kylie Konyn, has a name
21 you may recognize. The Konyn family are one of the
22 two dairies that are left in San Diego County. She's
23 a third-generation dairy person, and she is in Ohio at
24 a dairy leadership conference learning how to be a
25 spokesman for the industry. She's the recipient of

1 the Zable 4-H \$5,000 Scholarship, the Tulloch Family
2 Endowed Scholarship of \$3,500, and another scholar --
3 another Junior Livestock Auction scholarship as well.
4 So she's still not quite sure whether she's going to
5 go to Wisconsin or Cal Poly, but we know she's going
6 to make up her mind sooner or later because it's
7 almost time to go to school.

8 If you ever go to The Habit in Solana Beach
9 you'll run into Juan Carlos, better known as J. C.
10 Cigarrero. He is a very enterprising young man. He
11 spent two years working for different food vendors at
12 the fair. He loves to work. He said his mom is a
13 maid and his dad's a gardener. So any money that he
14 wanted, he had to earn. He's played club soccer for
15 years, but he earns all the money to pay his fees
16 because his parents can't. And he is off to San Diego
17 State. He's the recipient of a \$5,000 George and
18 Patricia Karetas Endowed Scholarship.

19 And our last \$5,000 scholarship winner is
20 Alex Poroy. He won a lot of blue ribbons in student
21 showcase, which has encouraged him to pursue classes
22 in architecture at Cal Poly San Luis Obispo. And he
23 would be here today, but he -- he put together a
24 social media outreach program for one of the local car
25 dealers, and he's at work sending social media posts

1 to people that might want to buy a car. But I'm not
2 at liberty to tell you which dealership, but he's
3 quite a kick as well.

4 So these are the kids that you are
5 sponsoring financially and by helping Don Diego. So
6 we all appreciate it.

7 A special thanks to the Zable Foundation for
8 their \$20,000 sponsorship, the Liss family, and the
9 other endowed families -- or other endowed scholarship
10 families. We appreciate all your support. And you
11 can read all about it, all our kids, at
12 www.DonDiegoScholarship.org. Thank you.

13 CEO CARLENE MOORE: Thank you, Chana.

14 And with that, that concludes my report.

15 PRESIDENT VALDEZ: Okay. We have three
16 members of the public signed up for this agenda item.
17 We have two minutes for public comment. So first up
18 is Martha Sullivan.

19 MARTHA SULLIVAN: Hello. This is Martha
20 Sullivan. Can everybody hear me?

21 PRESIDENT VALDEZ: Yes.

22 MARTHA SULLIVAN: Thank you.

23 I'm glad that Home Grown Fun, I know, went
24 so well. Everybody's hard work, you know, paid off,
25 and I congratulate you all.

1 The previous video -- which I couldn't see,
2 but I could hear -- from Scripps Health about the
3 vaccination superstition is a good lead-in for what I
4 wanted to say here. And I said this before. So this
5 is just emphasizing it.

6 The CEO's emphasis, in "Home Grown Fun Facts
7 & Numbers," on fat and sugar in light of the fact that
8 obesity is one of the leading risk factors for severe
9 illness, you know, if you get COVID, it's also
10 recognized for the last decade-plus as a serious,
11 serious public health problem, particularly for
12 children.

13 You know, this organization has got -- this
14 is not trendsetting. Featuring fat and sugar is not
15 trendsetting, and it's certainly -- if you want to be
16 considered in the future more from the state
17 Department of Food and Agriculture or the State for
18 funding, if you look at, you know, their website, this
19 is a big issue. And they're probably -- if you look
20 at what you guys mostly do, and they're thinking "Why
21 do we want to fund any more of that?"

22 So congrats on the event. I know it felt
23 wonderful to be back out there. But euphoria is, you
24 know, part of addiction. And that's what --

25 DONNA O'LEARY: Thank you, Martha. Your

1 time is up.

2 PRESIDENT VALDEZ: Thank you.

3 Now on to Elizabeth Jacobelly.

4 ELIZABETH JACOBELLY: I'll pass on this one.

5 Thank you.

6 PRESIDENT VALDEZ: Thank you.

7 On to Jane Cartmill.

8 JANE CARTMILL: Well, I'm gonna sound like
9 Debbie Downer here because -- I recognize that Home
10 Grown Fun overcame many challenges. I understand how
11 hard it is. I've put on some pretty large-scale
12 events myself in my time, and I know what it takes to
13 do that. So I appreciate the very successful outcome
14 and the source of immense pride for the fairgrounds.

15 With that said, it was so unfortunate that
16 your press release makes special note of the 3,000
17 Oreos, 900 pounds of butter, 4,000 gallons of oil,
18 250 pounds of sugar daily, and a million Cheetos.
19 Highlighting these gastronomic excesses as laudable
20 achievements, I get it, everyone enjoyed some junk
21 food at the fair -- and I understand the desire to
22 lure people in with their favorites -- but after the
23 fact is that really what you want to brag about?

24 To your credit, at least you recycled the
25 oil. But by promoting cow's milk you're endorsing and

1 supporting the highly polluting and water-intensive
2 dairy industry, which also uses huge amounts of
3 pesticides to treat the crops grown to feed the cows.

4 Arizona and Holly, the Hollandia cows
5 featured in Home Grown Fun, produced about 160 pounds
6 of manure daily, which, if stored and used
7 irresponsibly, which often happens, can leach into the
8 groundwater. The cows also endure forced repeated
9 insemination, commonly referred to in the business as
10 the rape rack, so that they will continue to produce
11 milk. And dairy cows endure separation from and the
12 loss of their calves in short order, causing them
13 great distress.

14 I don't need to delineate the environmental
15 and husbandry horrors of the dairy industry. I'm sure
16 you're all well aware of them. What I can't
17 understand is why you continue to promote it at a time
18 when health needs --

19 DONNA O'LEARY: Ms. Cartmill, your time is
20 up.

21 PRESIDENT VALDEZ: Thank you.

22 That's the last member of the public signed
23 up for that agenda item. So we'll move on to item 5,
24 Committee Reports.

25 First up is the DMTC Liaison Committee.

1 I'll pass it on over to Josh Rubinstein, who I believe
2 has Craig Dado, Joe Harper, and perhaps Mike Ernst
3 with him. Off to Josh.

4 JOSH RUBINSTEIN: Thanks, Richard.

5 I will turn things over to Joe Harper.

6 JOE HARPER: Well, just to say, we're
7 looking forward greatly to this Friday to welcome our
8 fans back. It's been a tough year not having them
9 here, and we're all talking to ourselves for the last
10 summer. But more important, we're welcoming back over
11 a thousand employees that didn't have their job last
12 summer. And now they're back working, and we're
13 delighted with that.

14 You know, as we've talked about before,
15 we're working -- have been working closely with the
16 health department throughout the pandemic, and they've
17 been just terrific with us. Between them and Scripps
18 Hospital, we've developed protocols and plans that
19 have kept us all very healthy here during the --
20 during the pandemic. We're gonna continue on with
21 that a little bit, especially on our opening day --
22 Josh will talk about it -- and see that we -- we're
23 gonna try to avoid the huge overcrowding that comes
24 with -- comes with that day.

25 So, Josh, you want to --

1 JOSH RUBINSTEIN: Sure. Thanks, Joe.

2 As Joe said, we're very excited to welcome
3 back fans this summer. We will begin the season at
4 seated capacity, which at Del Mar is about 16,000
5 people. We will re-address general admission after
6 week one. We put tickets on sale about a month ago,
7 and there's been extremely high demand for all premium
8 areas throughout the season. Group sales, which
9 provides significant high-margin F&B revenues have
10 been renewing at very strong levels. To make
11 ticketing transactions safe and convenient, seating,
12 admissions, and parking will all be sold as one
13 pre-purchase ticket.

14 On the health-and-safety side, Joe mentioned
15 working with the county health officials and our
16 medical advisers at Scripps, including their chief
17 medical officer, Dr. Ghazala Sharieff, who has been
18 absolutely terrific. She's extremely busy, and she
19 always has time for us.

20 And very pleased to report that from a DMTC
21 staff perspective our vaccination rates are about
22 87 percent. And in addition, over the last several
23 months we've worked very closely with industry
24 stakeholders on providing vaccination information and
25 the benefits of vaccinations to the backstretch

1 community, and this went so far as to help provide
2 vaccines to that stable area community. And the
3 result is that approximately 89 percent of the stable
4 area personnel are vaccinated. So again we're very
5 pleased with those vaccination numbers.

6 On the operations side, we continue to work
7 very closely with the district staff on facility
8 preparation and staffing efficiencies. We're also
9 very aligned with -- with Premier to ensure that F&B
10 revenues throughout the facility are maximized. In
11 light of the tight labor market -- we've all read
12 articles how difficult it is for restaurants to get
13 and keep employees -- we're working with Premier to
14 ensure there is sufficient staffing not just for
15 opening day and opening weekend, but throughout the
16 season.

17 And while we're addressing the summer race
18 meet today, I wanted to provide a quick update on the
19 Breeders' Cup, which will be run at Del Mar
20 November 5th and 6th. Breeders' Cup tickets go on
21 sale to the general public this Friday, opening day,
22 July 16th. And we set a very high bar when we hosted
23 the Breeders' Cup in 2017. The 2017 Breeders' Cup at
24 Del Mar was the most successful event in the Breeders'
25 Cup's 36-year history, and that remains so today. So

1 we've got a very high bar that we're hopeful to
2 eclipse in November.

3 On the equine-safety side, that is --
4 continues to be a top, top priority for the Del Mar
5 Thoroughbred Club. And due to the safety and welfare
6 protocols and procedures that we've implemented at
7 Del Mar, once again, in 2020, Del Mar was designated
8 as the safest major racetrack in North America. And
9 that is now three years running.

10 So you know, it's -- it's a -- it's a tall
11 order to live up to that reputation, but we believe
12 we're up to the challenge. And we've got a great crew
13 of veterinarians that are overseeing morning workouts,
14 and everybody with the California Horse Racing Board
15 and -- and most importantly our horsemen and women,
16 the people that are directly responsible for the care
17 of the horses, it really has been a group effort.

18 And the last note on equine safety. In 2022
19 there will be federal oversight for horse racing
20 throughout the country. And the entity that will be
21 regulating horse racing, it's called the Horseracing
22 Integrity and Safety Alliance. And most times you
23 wouldn't hear a business excited and pleased to hear
24 about regulations, but at Del Mar we are because the
25 guidelines that HISA will be implementing are pretty

1 much the same safety protocols and procedures that
2 we've had in place at Del Mar for the last three
3 years. So we think it's very good for the sport and
4 it will level the playing field throughout the
5 country.

6 So I'm gonna turn things over to Craig Dado,
7 our chief marketing officer, for some marketing
8 highlights. And afterwards, Joe, Craig, and I are
9 happy to answer any questions you may have.

10 Craig.

11 CRAIG DADO: Thanks, Josh.

12 We are thrilled to be back in the marketing
13 business this year, but our tactics are still much
14 different than they were prior to COVID. With
15 attendance capped, as Josh noted, at about 16,000 a
16 day, we're focusing our efforts on our core patrons
17 and those who have shown a proclivity to attend in the
18 past.

19 The most economical way for us to fill seats
20 is through our database marketing efforts targeted at
21 our Diamond Club loyalty program. The Diamond Club is
22 now over 3,000 members. These members have received
23 emails alerting them to COVID safety information;
24 racing information and carryover alerts; information
25 about big races; general-interest stories about

1 jockeys, trainers, and owners. We are expected to
2 send out over 6 million targeted emails to our members
3 of the database this year with the typical open rate
4 of about 15 percent, which is really high.

5 Social media is also a very efficient way to
6 communicate with our fans, and we'll be relying quite
7 heavily on that this season. We focus on the big
8 three, Facebook, Twitter, and Instagram. And our
9 numbers are big, and they're growing every year.
10 We'll also be doing some digital and radio
11 advertising, as well, on a limited basis.

12 Regarding events, historically we've hosted
13 a lot of events that have led to the high-margin food
14 and beverage revenue for Premier, and we have one
15 event already planned this year on August 14th, which
16 is gonna be a wine festival. As Josh mentioned, we're
17 gonna wait and see how things go opening weekend, but
18 we're hopeful that -- based on our decisions going
19 forward regarding allowing general admission, that we
20 can plan a couple other events late in the meet. So
21 Ken announced them, and we haven't fully planned them
22 yet. But if we can let people in via general
23 admission, we will add a couple more events later in
24 the meet.

25 That's all I've got. Happy to answer any

1 questions.

2 PRESIDENT VALDEZ: Any questions?

3 VICE PRESIDENT ROWLAND: I have a question.

4 PRESIDENT VALDEZ: Director Rowland.

5 VICE PRESIDENT ROWLAND: Yes. I was
6 interested in the designation of being the safest
7 racetrack. Can you tell me who is the designating
8 body there? I'm just not familiar with who actually
9 makes that assessment.

10 JOSH RUBINSTEIN: Sure. There's an
11 independent body, the Jockey Club, which created the
12 equine injury database. So all North America tracks
13 provide their injury information to the equine injury
14 database. Not all tracks allow their individual
15 information to be shared; so there's the totality of
16 information of how many catastrophic injuries there
17 have been in North America.

18 Del Mar, we have all along volunteered our
19 individual information to be shared. So when the
20 equine injury database comes out, usually it's in
21 February and March, and it's -- it's ranked by
22 fatalities per a thousand starts. So that's the
23 industry standard in terms of safety.

24 Does that answer your question?

25 VICE PRESIDENT ROWLAND: So it's the --

1 it's -- yes, it does. Thank you.

2 PRESIDENT VALDEZ: Any other questions?

3 Okay. Anything else from your end, Josh?

4 Was Joe going to -- maybe I misunderstood. I thought
5 Joe had something else to say.

6 JOSH RUBINSTEIN: No. We're here to answer
7 any questions that you may have.

8 But you know, as Joe said, we're excited to
9 welcome people back. And hopefully -- we know some of
10 the board members will be out opening day. And folks
11 who aren't, hopefully you'll have a chance to join us
12 sometime during the season.

13 JOE HARPER: I will say one thing. This
14 morning we took entries for our first day of racing.
15 In my 50 years or so of hanging out here at the
16 racetrack, I've never seen that many entries come in
17 so quickly. We are oversubscribed in almost every
18 race soon, which is really a good sign. It's a full
19 stable area back there.

20 But there's also horses that have told us
21 they're coming in later in the meet from out of town
22 and that type of thing. So with our ship-and-win
23 program being bolstered up with money for shipping in
24 and bonuses, I think this is gonna be one of our --
25 one of our best meets ever for field sizes, and that

1 goes right to total handle.

2 PRESIDENT VALDEZ: Terrific.

3 Well, I know that you had a very successful
4 year last year without patrons. We're excited to be
5 able to replicate that, but also with folks attending
6 is really exciting for the district, and the -- the
7 role that Premier plays with that, with you, and we
8 appreciate all the efforts in that regard as well as
9 what Craig had stated with respect to other marketing
10 efforts to increase attendance. So thank you for
11 that.

12 Anything else? Okay. Before we move off on
13 this item, we do have members of the public signed up
14 for this agenda item. Again, two minutes for public
15 comment. First up, Martha Sullivan.

16 MARTHA SULLIVAN: Hello. This is Martha
17 Sullivan again.

18 I want to quote our governor from last week.

19 "'We are hopeful that people will
20 take that mindset they brought into the
21 last drought and extend that forward with
22 a 15 percent voluntary reduction not only
23 on residences but industrial commercial
24 operations and agriculture operations,'"
25 end quote, "Newsom said at a news

1 conference in San Luis Obispo County."

2 I mean, really, given that this fairgrounds
3 is a state agency, I'm pretty dismayed that there's
4 not one word about this, especially given that we know
5 from the fairgrounds engineering analysis for the
6 water runoff project for the racetrack that, you know,
7 during racing 150,000 gallons per day is added to the
8 city of Del Mar sewer system. And that's probably
9 conservative, because that's the water that goes into
10 the sewer system.

11 This is a very water-intensive industry.
12 You've got a turf course. You've got all the grass
13 landscaping, all the other landscaping. You've got --
14 you've got to keep the horses watered, particularly as
15 it gets hotter. You've got to keep everything clean.

16 So I -- I think it's incumbent upon Del Mar
17 racing, as well as the fairgrounds, to address the
18 governor's call on a 15 percent reduction in water
19 use. What are you doing about this?

20 PRESIDENT VALDEZ: Thank you.

21 On to Elizabeth Jacobelly.

22 ELIZABETH JACOBELLY: Hi. Can you hear me?

23 PRESIDENT VALDEZ: Yes.

24 ELIZABETH JACOBELLY: Hi. I'm Elizabeth
25 Jacobelly. I'm a citizen of San Diego.

1 So the Del Mar Thoroughbred Club touts the
2 Jockey Club's annual equine fatalities reporting and
3 calling itself the safest racetrack in North America,
4 but the Jockey Club supports the New York Racing
5 Association's ban of trainer Bob Baffert due to his
6 lax approach in equine and human safety. And so far
7 the Del Mar Thoroughbred Club hasn't banned Baffert
8 from its upcoming summer race meet. Can it call
9 itself the safest racetrack in North America?

10 I'm gonna quote something from the TDN,
11 Thoroughbred Daily News, "Jockey Club to Court:
12 Baffert Alone Bears Responsibility for Banishments,"
13 issue date June 30th.

14 "Read wrote in the brief that TJC's
15 interest in this case 'is broader than
16 any particular personality or racetrack.
17 From TJC's perspective, in order to
18 protect the health and safety of the
19 sport's participants and retain the
20 public's confidence in the integrity of
21 racing and wagering, racetrack governing
22 officials should be entitled to suspend
23 immediately a trainer or anyone else
24 credibly responsible for the admission
25 [sic] of medication resulting in a

1 substance violation."

2 Quote, "'These decisions will almost
3 always have to be made swiftly to be
4 meaningful. In this case, the data belie
5 Mr. Baffert's protestations that the NYRA
6 temporary suspension will cause him to
7 lose his business, as livelihood does not
8 depend on access to NYRA tracks.

9 "'In the run-up to the GI Belmont
10 S., NYRA acted in the best interests of
11 the New York racing to temporarily
12 suspend Mr. Baffert from entering horses
13 in races and occupying stall space'" --

14 DONNA O'LEARY: Ms. Jacobelly, your time is
15 up.

16 PRESIDENT VALDEZ: Thank you.

17 Next up is Jane Cartmill.

18 AUDIO/VISUAL TECH: Star six, Jane.

19 Looks like she just dropped off.

20 PRESIDENT VALDEZ: Okay. Why don't we come
21 back to her.

22 Next up is K. C. Vafiadis.

23 AUDIO/VISUAL TECH: K. C., you're in the
24 meeting. Un-mute.

25 K. C. VAFIADIS: Sorry about that. Sorry.

1 PRESIDENT VALDEZ: That's okay.

2 K. C. VAFIADIS: Good afternoon. I am K. C.
3 Vafiadis, and I am the owner of the Stratford Square
4 building in Del Mar, which has two local restaurants
5 and five retail shops. I've lived in Del Mar for over
6 50 years, and I love the excitement and the energy
7 that the races bring to our community.

8 On behalf of my tenants, I'd like to say
9 that we're ready for opening day of the thoroughbred
10 racing season. After a very difficult 18-plus months,
11 our businesses sincerely need and appreciate the
12 racing fans and the workers associated with the racing
13 industry.

14 Thank you.

15 PRESIDENT VALDEZ: Thank you.

16 Next is Jim Coleman.

17 AUDIO/VISUAL TECH: Jim, you're in the
18 meeting. Star -- there you go.

19 JIM COLEMAN: Okay. Am I -- am I on there
20 now?

21 PRESIDENT VALDEZ: Yes.

22 JIM COLEMAN: Great. Well, good afternoon,
23 everyone. And my name is Jim Coleman. I've had my
24 business in Downtown Del Mar and been a resident of
25 the area for over 37 years. And two quick comments

1 before I go on.

2 First, I'm glad to hear that Joe Harper is
3 gonna welcome me back. It's my 38th opening day. And
4 second, the emotions that I heard from the staff about
5 the results of the fair really hit me because I see
6 that same emotion from our restaurant owners and
7 retailers and hotel people every day about what's
8 happening in the -- in the community this summer and
9 the excitement with the thoroughbred meet starting.

10 Our summer race meet is the single-biggest
11 impact on our area business community, and many of our
12 retailers, restaurants, hotels, they profit from the
13 race visitors in a way that carries them through the
14 balance of the year. And they're full now, and it's
15 gonna be even better with that much-needed infusion of
16 the racetrack foot traffic post pandemic.

17 You know, the Thoroughbred Club does run the
18 safest race meet in the country and does it in total
19 partnership with our local business community and the
20 residents, and I say they're the good neighbor that
21 every community wishes they had.

22 So thanks for the -- for your support of
23 DMTC and our local community. You're big that way.
24 And thanks for all you do in running our fairgrounds
25 so impeccably. Have a great day.

1 PRESIDENT VALDEZ: Thank you.

2 On to Oscar de la Torre.

3 OSCAR DE LA TORRE: Good afternoon. Can you
4 hear me?

5 PRESIDENT VALDEZ: Yes.

6 OSCAR DE LA TORRE: Good afternoon, board
7 members. My name is Oscar de la Torre, worker
8 advocate.

9 And I just wanted to call in and thank DMTC
10 for being proactive. You know, I was in communication
11 with staff at Santa Anita in preparation for the move
12 to Del Mar, and it was very clear that DMTC wanted all
13 workers, especially in the backstretch, to be
14 vaccinated. It was a very strict protocol that was
15 sent, and we worked very hard to make sure that our
16 workers got the vaccine. There was a lot of education
17 to be done. A lot of workers had concerns. You know,
18 people didn't have all the right information. Just to
19 say that it was not an easy task, it was something
20 very challenging, but we got the job done.

21 I'm very happy to hear that approximately
22 89 percent of all the backstretch workers are
23 vaccinated. I've talked to many of them, and they now
24 feel very different, you know, feel very good, they
25 feel more confident now that spectators are being

1 asked to come back to Del Mar for opening day.
2 There's a lot of security, a lot of confidence, and
3 this all comes from just the proactiveness and good
4 work of DMTC and public health officials that work --

5 THE STENOGRAPHER: I've lost him.

6 PRESIDENT VALDEZ: Can you repeat that last
7 sentence, please, Oscar?

8 OSCAR DE LA TORRE: Yeah. I just wanted to
9 make sure that you all know that DMTC did a great job
10 in preparing for opening day and for the race meet,
11 the upcoming race meet, by ensuring that 89 percent of
12 all backstretch workers are vaccinated. Not an easy
13 task, but we got it done.

14 On behalf of the workers and their family, I
15 want to thank you for your good work keeping them
16 employed, keeping them healthy and safe. Thank you
17 very much.

18 PRESIDENT VALDEZ: Thank you.

19 Next up is Maria Luisa.

20 MARIA LUISA: Yes. Hi. Hello. Can you
21 hear me?

22 PRESIDENT VALDEZ: We can.

23 MARIA LUISA: Yes. Good afternoon, board
24 members of the 22nd DAA. My name is Maria Luisa, and
25 my family has worked in the backstretch for many

1 years, and I'm calling to support the hundreds of
2 workers that are the foundation of horse racing in
3 California.

4 I understand people are concerned with the
5 welfare of the horses, but we should also be equally
6 concerned about the wellbeing of the people who take
7 care of the horses. Many of my family members who
8 worked in horse racing are grateful that they are --
9 that they continued to work during the pandemic.

10 I, for one, am thankful to the DMTC and
11 track operators who worked with the county public
12 health officials to keep my family and all workers
13 safe. Strict protocols were implemented to protect
14 workers, and those who did get sick were taken care
15 of. DMTC and the track operators put the health and
16 safety of horses and workers first. The results speak
17 for themselves as we didn't see the major COVID
18 outbreaks that other industries experienced. Also,
19 many workers have been vaccinated, and this gives
20 everyone more confidence as spectators are returning
21 for opening day this upcoming Friday.

22 I want everyone to understand that many
23 other industries had to lay off workers due to the
24 shutdown of businesses, and that is -- and that in
25 horse racing workers in the backstretch kept their

1 job. And this brought some stability to the lives of
2 these workers. I speak for many workers when I say
3 that I appreciate and care about the measures that
4 have been taken by you and DMTC and the county public
5 health officials who have kept people working and
6 healthy from the pandemic. It shows that we can
7 prioritize the health and safety of all and keep our
8 lives moving forward during challenging times.

9 DONNA O'LEARY: Ms. Luisa, your time is up.

10 PRESIDENT VALDEZ: Thank you. Thank you.

11 Last call for Jane Cartmill.

12 AUDIO/VISUAL TECH: Star six, Jane. You're
13 in the meeting.

14 JANE CARTMILL: It won't un-mute.

15 AUDIO/VISUAL TECH: You got it.

16 JANE CARTMILL: I'm un-muted?

17 AUDIO/VISUAL TECH: Yes.

18 PRESIDENT VALDEZ: We can hear you.

19 JANE CARTMILL: Thank you. Thank you.

20 I'd like to express to the board again my
21 concern for the disposition of a number of racehorses
22 who were last seen on the track at Del Mar with some
23 disturbing circumstance, horses that were pulled up,
24 walked off, did not finish, vanned off and have never
25 been found on the requisite databases.

1 The Jockey Club, as we just heard, manages
2 one of the most sophisticated computer databases in
3 the country, holding the names of over 3 million
4 horses and handles the daily results of every
5 thoroughbred race in North America. Nevertheless, the
6 whereabouts of the following horses remain unknown as
7 of July 10th.

8 Veteran: Colt born March 16th, 2017; last
9 seen race three Del Mar August 7th, 2020; pulled up
10 and walked off; did not finish.

11 No Name Fred: Four-year-old colt; bleeding;
12 did not finish; Del Mar August 9th, 2020, fifth race.

13 Garth: Three-year-old colt; race three
14 Del Mar September 5, 2020; eased; walked off; did not
15 finish.

16 Rick's Dream: Six-year-old gelding; pulled
17 up; vanned off; Del Mar's September 7th, 2020, fourth
18 race.

19 Duchesne: Three-year-old gelding; pulled
20 up; did not finish November 26th, 2020, race two.

21 Magnolia's Hope: Race four Del Mar
22 November 27th, 2020; eased; did not finish; vanned.

23 Velvet Queen: Placed third then vanned;
24 race eight Del Mar November 27th, 2020.

25 One Bad Boy: Four-year-old ridgling; race

1 seven November 28th, 2020; eased; pulled up; did not
2 finish.

3 Where are these horses? Thank you.

4 PRESIDENT VALDEZ: Thank you.

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

7 I see the little icon for a raised hand
8 above Directors Barkett and Rowland.

9 Director Barkett, did you have a comment or a
10 question?

11 VICE PRESIDENT BARKETT: I'm having a
12 problem with my computer.

13 PRESIDENT VALDEZ: Okay.

14 Director Rowland.

15 VICE PRESIDENT ROWLAND: Yeah, actually, I
16 had an observation and maybe a comment or a suggestion
17 in that I was thinking about that 89 percent
18 vaccination rate among the backstretch workers, and
19 that's a pretty impressive statistic. And I'm
20 assuming that means they're fully vaccinated. I don't
21 know. Maybe that means at least one shot, but it is
22 a -- it is a good number. And I was just wondering if
23 there's anything that can be done to kind of project
24 that into, you know, the broader community through
25 public service announcements or anything at racing.

1 It's a pretty diverse group that is in the
2 backstretch, and I think it could be really positive
3 messaging to the community if there were encouragement
4 from among the -- among the members of the backstretch
5 community to the broader population. And as I said,
6 maybe that's already happening, but a little community
7 outreach around such an impressive statistic, I think,
8 would be well received and, you know, maybe could help
9 some of the vaccine hesitancy in some communities.

10 So anyway, just a thought. Maybe it's
11 already happening.

12 JOSH RUBINSTEIN: Thank you for those
13 comments, Director Rowland. And we think it's a great
14 idea. We will speak to our communication advisers the
15 best way to get that message out. But yeah, we're
16 very pleased with the numbers. And if the stories of
17 the backstretch workers helps others to get the
18 vaccine, we'll certainly do our best to get that word
19 out.

20 PRESIDENT VALDEZ: Thank you.

21 Any other questions or comments before we
22 move off of this agenda item?

23 AUDIO/VISUAL TECH: I think Director Barkett
24 still has her hand up.

25 VICE PRESIDENT BARKETT: I apologize. It's

1 my computer. I'm having internet issues, and it
2 switched me off of mute and is putting my hand up. So
3 I'm not sure what's going on, but so I'm gonna do this
4 if I have a question. (Indicating.)

5 VICE PRESIDENT ROWLAND: It's a rogue
6 computer.

7 PRESIDENT VALDEZ: I was gonna say, Lisa, I
8 want to see your physical hand.

9 VICE PRESIDENT BARKETT: Rather than the
10 other hand, it's gonna be a real hand.

11 PRESIDENT VALDEZ: Thank you. Deal.

12 All right. All right. Seeing no physical
13 hands or icons, we're gonna move off of this agenda
14 item.

15 On to number B, item B, and that's
16 Community & Government Relations Committee. Off to
17 Director Nejabat.

18 DIRECTOR NEJABAT: Thank you,
19 President Valdez.

20 Last month the committee -- the Community &
21 Government Relations Committee met and focused on
22 three different items. First one being a debrief on
23 the 22nd DAA May board meeting, and that included the
24 Home Grown Fun, Horsepark, and strategic planning. We
25 also presented the draft of the purpose, mission,

1 vision, and value statement to them, and we'll be
2 scheduling individual meetings with each of the
3 agencies represented, that includes the cities,
4 county, and state officials, for further discussion.

5 Overall feedback was positive. As earlier
6 mentioned, we did provide an update on the vaccination
7 superstation, that it was closing on June 29th and
8 that we were pivoting to take advantage of the main
9 lot if needed for parking for the Home Grown Fun.

10 And lastly, we also discussed the proposed
11 rulemaking from the state fire marshal. We did
12 receive the community's support, which ultimately
13 helped us, as the state fire marshal withdrew their
14 proposed rulemaking and public hearing in order to
15 allow for a more fuller discussion with the fair
16 industry.

17 And that's about it, unless anyone wants to
18 add anything else.

19 PRESIDENT VALDEZ: Any questions?

20 Okay. There's one member of the public
21 signed up for this agenda item, and that is Elizabeth
22 Jacobelly.

23 AUDIO/VISUAL TECH: You're in the meeting,
24 Elizabeth. Star six. There you go.

25 ELIZABETH JACOBELLY: Hi. I'm one of the --

1 is this 5(B)? Because I was gonna speak on 5(C).

2 PRESIDENT VALDEZ: It is 5(B). We will move
3 you on to 5(C) then.

4 ELIZABETH JACOBELLY: Okay. Thank you.

5 PRESIDENT VALDEZ: Thank you. Then there
6 are no members of the public signed up for this agenda
7 item.

8 Any other questions or comments before we
9 move off of this agenda item?

10 Seeing and hearing none, thank you,
11 Director Nejabat.

12 On to item C, Strategic Planning Committee.
13 Director Sleiman.

14 DIRECTOR SLEIMAN: Thank you,
15 President Valdez.

16 Well, first I'd like to stay on theme with
17 commending staff for a great event and continuing to
18 keep the fairgrounds as a centerpiece of our
19 community. It's huge.

20 So with that, I'll actually turn it back to
21 Carlene to give us an update on strategic planning.

22 CEO CARLENE MOORE: So to simply -- with the
23 timing of, you know, trying to get our most recent
24 meetings scheduled and things like that, I just sent
25 out this afternoon to the board, as well as we have

1 posted online, the -- an actual written report. And
2 this will be our -- the PowerPoint presentation that
3 I'm about to share with you is also is based off of
4 that report and the committee's most recent meeting.

5 So just kind of as a -- as a reminder of
6 where we've been and where we're at at this point: In
7 our previous discussion and direction from this board,
8 we have turned -- the committee has turned those
9 values into action statements. Those were presented
10 at the June meeting. Also, a revised mission
11 statement, created a vision statement, as well as
12 purpose statement, again presented in June. Currently
13 the committee is in the process and working with
14 community and Government Relations Committee on that,
15 gathering some of that stakeholder input, especially
16 from our civic leaders at this time. And so today
17 really focusing on the draft strategic goals.

18 There's no action to be taken today.
19 Similar to last month, we are presenting the
20 information. And the goal that the committee has is
21 to come back in August and, at that time, to have the
22 board take action and ultimately review and approve
23 the purpose, mission, vision, and value statements as
24 well as the strategic goals and objectives.

25 So through the course of conversation going

1 back to that April 23rd session as well as, you know,
2 just input that we've really been receiving for about
3 the past year and a half if you recall those early
4 workshops in 2020 pre-pandemic as well as then, you
5 know, the board's participation not only in the
6 strategic planning session but also in, you know,
7 surveys and the course of information from the various
8 committees as well, there's several -- listed here for
9 you -- direction concepts that really came forward,
10 including, you know: treating the fairgrounds as an
11 ecosystem where all activities are complementary of
12 and compatible with each other; articulating our
13 processes by which we will evaluate opportunities;
14 creating public and private partnerships in order to
15 address infrastructure improvements and overall
16 grounds improvement; investigating the possibility of
17 hosting a professional sports team here on the
18 fairgrounds, as there are many that exist here in
19 San Diego County; addressing the floodplain issues
20 and, in doing that, raising the bar in the design and
21 construction of our buildings and infrastructure;
22 continuing to eval- -- the evaluation and assessment
23 of the organization. And there's kind of two
24 components to this. One is our scenario plans for the
25 next 12 to 18 months, as well as then the long -- the

1 longer-term plan that's a pragmatic approach to
2 rebuild and, ultimately, to thriving.

3 And in doing all of this, we plan to proceed
4 with to create an environmentally responsible plan,
5 taking into account, you know, various capital
6 improvements, master planning work that's gonna need
7 to be done and, of course, how all of that will be
8 financed, and ultimately this filter by which we'll
9 evaluate potential uses of the fairgrounds. This is
10 referred to, really, as the lens and then the various
11 filters that will be utilized for that.

12 So just as a quick reminder in terms of that
13 foundation-building effort that we have done: Our
14 values of fun, A-plus quality, integrity, respect, and
15 service, which led to the value statements: That we
16 believe in celebrating the ordinary and the
17 extraordinary in unique ways; we believe in creating
18 exceptional and memorable experiences; we believe in
19 being responsible to our community, the environment,
20 and to one another; we believe in providing an
21 inclusive and interactive place where all people can
22 connect; and we believe in purposeful and inspiring
23 engagement. And this really being the foundation that
24 guides us as an organization, guides this board,
25 guides our staff, guides the decision-making process

1 that we will -- that we continue to go through and as
2 we look to the future.

3 Our purpose statement, as we presented last
4 month, in essence, the "why we exist," is that we are
5 a timeless community treasure where all can flourish,
6 connect, and interact through year-round exceptional
7 experiences.

8 From that is our mission statement, how
9 we're going to go about fulfilling our existence. And
10 that is that we connect our community through shared
11 interests, diverse experiences, and service to one
12 another in an inclusive, accessible, and safe place
13 with an emphasis on entertainment, recreation,
14 agriculture, and education.

15 And our vision of, you know, what do we look
16 like as an organization once all of that is achieved
17 is that we will be the community's iconic place for
18 social interaction and cultural expression, honoring
19 traditions, embracing innovation, celebrating
20 excellence, and having fun.

21 And so taking all of that together, and just
22 as a reminder for you, the priority directions --
23 again, this is a little bit of a longer list there at
24 the beginning, but taking our vision, our mission, our
25 purpose, our values, and those priority directions

1 into consideration, the committee has put forward,
2 basically, four strategic goals. In essence, in
3 putting all that together, we found these to be common
4 areas that so much of what we hope to achieve would
5 fall into.

6 So those four strategic goals are focusing
7 around, first, the lens and implementing that through
8 complementary and compatible planning. Next is
9 business planning, a robust and self-sustaining
10 business plan that also becomes a part of and is done
11 in conjunction with a thorough, engaging,
12 environmentally and fiscally responsible master plan.
13 And through all of this is also to connect with our
14 community and serve as a valuable contributor to the
15 entire region's wellbeing.

16 So specifically this first strategic goal of
17 implementing the lens through complementary and
18 compatible planning, the goal here is to treat the
19 fairgrounds as an ecosystem where all activities are
20 complementary and align with the purpose, mission,
21 vision, and values of the San Diego County Fair &
22 Event Center.

23 From that we have three objectivities.
24 Objective No. 1 is to formally adopt the purpose,
25 mission, vision, and value statements. Again, that's

1 what we're looking to do in August with the board.
2 Object 2 is to identify and implement additional
3 processes and filters by which we evaluate existing
4 and new activities and opportunities in support of the
5 fairgrounds' business and master plan. Object 3
6 within this goal is to create and adopt a macroguide
7 that clearly delineates filters to be used throughout
8 the organization in consistently implementing programs
9 and activities, our messages, that are all aligned
10 with the lens.

11 Our second goal, again focusing around the
12 business plan, is a robust, self-sustaining business
13 plan. And this goal is acknowledging the short-term
14 need to plan for fiscal recovery and stabilization,
15 create a five-to-ten-year business plan that rebuilds
16 a strong financial base and adds new business
17 activities and partnerships leading to a thriving
18 business environment for the San Diego County Fair &
19 Event Center.

20 With this goal we have four objectives.
21 One is to assess fiscal strength and community impact
22 of existing programs and business activities, again
23 aligning with the lens of the organization.
24 Objective 2 is to research and evaluate other business
25 models and methodologies and update program methods,

1 practices, and structure to further our business
2 effectiveness. No. 3 is to assess new opportunities
3 through the lens of the organization. And finally,
4 with No. 4 is to continuously assess and define
5 current and new program initiatives, action plan
6 priorities, and implementation timelines to support
7 targeted growth and change.

8 Our third goal, focusing on the master plan,
9 is for a thorough, engaging, environmentally and
10 fiscally responsible master plan. And that is to
11 create an environment and physically responsible land
12 use plan for the San Diego County Fair & Event Center
13 aligning with purpose, mission, vision, and the values
14 of the organization.

15 Here we have three objectives. The first
16 being to engage in a master planning process that
17 evaluates highest and best land uses and environmental
18 sensitivities. The second is developing a pragmatic
19 fiscally responsible land use plan, including
20 appropriate upgrades and improvements to existing
21 facilities and grounds and the addition of new program
22 opportunities and supporting structure. And finally,
23 the third objective here is to incorporate the
24 business plan in the previous goal as part of this
25 master planning process, with financing options for

1 the improvements.

2 And finally, the last and fourth goal, while
3 not the least by any means, and that is a goal really
4 centering around community engagement. And that is to
5 incorporate community engagement within the business
6 plan and master plan processes to enhance
7 understanding and expand opportunities.

8 Here we have two key objectives. The first
9 being to engage with San Diego County neighbors,
10 stakeholders, civic leaders, service organizations
11 that are already aligned with the fairgrounds'
12 purpose, mission, vision, and values, as well as other
13 key partners within the community, to pursue and
14 nurture partnerships that enhance community
15 engagement. And the second objective is to establish
16 priority agriculture and education opportunities that
17 contribute to community engagement.

18 So again, just as a reminder in terms of the
19 steps that we have taken and what we still have before
20 us, we are -- as Director Nejabat spoke to, we are in
21 the process of seeking that stakeholder input and
22 review. That is underway. In August the committee
23 looks to, you know, make adjustments based off of, you
24 know, the feedback that is received, make adjustments
25 to the lens, the goals, and the objectives and present

1 to the board for review and approval. Based on that
2 timeline, if that does occur in August, then in
3 October to bring back -- bring forward to this board
4 and present a timetable outlining the planning process
5 steps and the action plan for -- ultimately for this
6 board's review and approval. In essence, sometimes
7 that's been referred to as a Gantt chart, what the
8 accomplishments will be, what that timeline looks
9 like.

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

12 PRESIDENT VALDEZ: Any questions or
13 comments?

14 Director Rowland.

15 VICE PRESIDENT ROWLAND: Yes. First I want
16 to say I really appreciate the iterative nature of
17 this discussion that we're having. It's really
18 helpful to, you know, have the big day and, you know,
19 get a lot out on paper but then be able to go back and
20 look at it at several meetings and get the different
21 inputs. I really appreciate the thoughtfulness with
22 which it's being handled.

23 There are a couple of things that struck me,
24 that I think maybe we ought to think about weaving in
25 a little bit more. And one has to do with, you know,

1 the status -- the unique status of the fairgrounds as
2 an emergency support for the community. And it's --
3 it seems to me we've got this very uplifting vision
4 where we talk about traditions, innovation,
5 excellence, and having fun. And those are certainly
6 part of what we want to be expressing here, but I
7 think there's also the side, when I listen to the
8 review of the superstation and when I think about the
9 role that the grounds have played during wildfires and
10 kind of other unique situations, it just strikes me as
11 something that maybe we need to weave in a little bit
12 around the vision and also maybe around that strategic
13 goal about being a valuable contributor to the
14 region's wellbeing.

15 Maybe there is a third objective around
16 that, that really speaks to the role that frankly
17 only -- only a fairgrounds -- only a large-footprint
18 kind of a facility can play. So it just strikes me
19 that maybe that's something that we could weave in a
20 little bit more concretely.

21 The other -- the other thought I had, and
22 this -- this will -- you know, at the risk of being a
23 little bit of a broken record on this, we talk about
24 access at the mission statement side, and access can
25 have many meanings. It can be like your traditional

1 ADA-type of physical access, but the other thing I
2 wanted to point out, and I have -- you know, we have
3 talked about this before, is that affordability is an
4 access issue as well.

5 And I think it would be really helpful that
6 as we try and as we must balance the physical --
7 excuse me -- the fiscal viability of the
8 fairgrounds -- because unless you can survive, you
9 can't do anything for anyone -- so I get that part of
10 it, but it just strikes me that to create the -- the
11 grounds in the future that we want and the diversity
12 that we want in terms of utilization and who is able
13 to utilize, that maybe we need to weave in kind of the
14 tension or the conflict of affordability into our
15 thinking around, you know, our fiscal responsibility
16 on that. And I do recognize that that creates a
17 tension, but I think we really need to do that. And
18 that's it.

19 CEO CARLENE MOORE: Thank you.

20 PRESIDENT VALDEZ: Very helpful.

21 DIRECTOR SLEIMAN: Your feedback is much
22 appreciated, Director Rowland.

23 President Valdez, did you have something you
24 were saying?

25 PRESIDENT VALDEZ: No. I was just gonna ask

1 if there is any other questions or comments.

2 CEO CARLENE MOORE: Kathlyn might.

3 PRESIDENT VALDEZ: Kathlyn. Director Mead,
4 both physical and icon.

5 DIRECTOR MEAD: Well, I didn't want to be
6 missed this time.

7 PRESIDENT VALDEZ: Sorry.

8 DIRECTOR MEAD: I too just wanted to thank
9 the Strategic Planning Committee, its new iteration
10 and the previous iteration. I know that it's changed
11 in the time this has taken to start and that the board
12 members, my colleagues who have worked on this, have
13 really put in a lot of time and effort. So thank you.

14 I have two comments or question -- one
15 comment, one question. The first really has to do
16 with short term/long term. I missed some of that
17 in -- or may have missed it in what happens next, but
18 I -- I continue to remain a little bit concerned about
19 what our short-term plans might be if we have another
20 concern with the pandemic. You know, there are
21 predictions already that the fall may be problematic.
22 We've got new variants. So I'm sort of feeling like
23 what is our one-to-two-year plan in a scenario
24 planning situation where things may not be back to the
25 normal that we prefer. And I'm kind of missing that

1 in this plan. So I'd love to see that. Or if I'm
2 missing it completely.

3 Then my second comment just has to do with
4 additional input. I saw that you're looking for input
5 from the community, and we had a lot of that the first
6 iteration and now providing feedback. And again, I
7 may have missed it in the presentation. And thank
8 you, Carlene, for getting this to us. I didn't get to
9 study it carefully before, but how are we expecting to
10 get that feedback from the community? I'd like to be
11 a little bit more clear about that.

12 DIRECTOR SLEIMAN: Thank you, Kathlyn. You
13 know, first, let me respond to just maybe a very
14 high-level concept that doesn't necessarily directly
15 address some of the things you're saying but should
16 get a big picture.

17 So we're not necessarily trying to roll out
18 the actual physical plan through this process. We're
19 trying to basically create the little black box where
20 you put ideas and opportunities into, and it will
21 filter out the ones that make sense or don't and that
22 are in line with the vision that we're developing.

23 So right now we're kind of looking to get
24 input and structure those filters so that it both
25 captures long term and short term. So we're not

1 saying it's complete at this point. We're saying that
2 the metrics that go into it have to consider just, you
3 know, the big picture overall, which includes getting
4 to -- you know, from A to Z, what are the steps in
5 between. So right now we're really focusing on that
6 part, on developing the filters.

7 And we may take a first step and start
8 throwing some ideas into it and come out, out of the
9 gate, with some initial concepts that we will put
10 forth to the board to consider, you know, testing it
11 through the little black box, if I'm calling it that,
12 but right now it's the filter creation. So we're in
13 that process. And this feedback right now is
14 extremely helpful for us to consider potentially some
15 missed concepts that the filter needs to be able to
16 consider, you know, and make sure that it's really
17 holistic in nature and not just focused on any one
18 area and misses a big gap. It would be a fatal flaw
19 if the filter is only good in certain scenarios but we
20 end up setting it aside for other things that we all
21 consider -- or haven't considered. For this to be the
22 20-year solution, you know, we don't put forth the
23 whole strategic plan today as far as this is step one,
24 two, three. We put the filters in place.

25 So that's -- with everything you're saying,

1 I see Carlene taking notes. I'm sure we'll be
2 discussing this in our next meeting: What have we
3 missed; what have we not considered; et cetera.

4 And maybe, Carlene, I'll let you address how
5 we're gonna get the input from our stakeholders.

6 But did that kind of answer, Kathlyn, the
7 idea of what's coming out next?

8 DIRECTOR MEAD: It does, Pierre. Thank you
9 very much for that clarification.

10 And I understand the filters concept. And
11 as you said, we're not gonna put forth a full-blown
12 plan. I just think that as part of the plan, from a
13 scenario perspective, we may -- I get the short and
14 long term in those boxes, but there may be an
15 overarching box that is the "what we can't control"
16 box that -- that affected us the last year and a half
17 with the pandemic.

18 So I'll leave it at that and assume that
19 that feedback is good for you and the rest of the
20 committee and Carlene as well. But thank you so much.
21 It is very helpful.

22 And hopefully, Carlene, we can switch over
23 to more clarification for me about community input.

24 CEO CARLENE MOORE: Sure. Happy to.

25 So we are in the process of scheduling, as

1 we've talked about. First we're starting with the
2 civic leaders at a -- you know, just a high level of
3 really where we're headed. And it was through a lot
4 of their support and things like that that, you know,
5 we made it through these past, you know, 15, 16 months
6 that it's been. So starting there, and then from
7 there then identifying the next round.

8 If you recall previously, for example, we
9 had identified a number of organizations throughout
10 the county that would be our next tier that we'll be
11 reaching out to and that being part of this, but part
12 of also this process and the objective around engaging
13 with those folks that are already partners of ours, to
14 get their individual input. I don't have that list in
15 front of me -- in front of me currently, and then --
16 and -- and then from there to assess, you know, if
17 they're -- and how -- how we will go about it. And it
18 may be through our own, you know, e-blasts or things
19 like that, but that public input.

20 We do have it from previously, but we really
21 have changed things from where -- what those questions
22 were about and where we were at a year and a half ago.
23 And so we just haven't -- at this time we have not
24 mapped that out completely of how that portion of
25 input we're gonna go about achieving that. But I

1 would suspect that there will be several things
2 similar to what we did in the early part of 2020.

3 DIRECTOR MEAD: Thank you.

4 PRESIDENT VALDEZ: Any other --

5 DIRECTOR SLEIMAN: Thank you, everyone.

6 Director Gelfand, do you have anything you
7 want to add at all to this? You contributed quite a
8 lot to -- what you saw there, those are a lot of
9 Director Gelfand's words and ideas.

10 So anything else you'd like to add?

11 DIRECTOR GELFAND: Thank you. No. I have
12 nothing to add.

13 DIRECTOR SLEIMAN: Great.

14 Then that concludes our report.

15 PRESIDENT VALDEZ: Okay. Any other
16 questions or comments before we move on to public
17 comment on this item?

18 Okay. Seeing none, the first member of the
19 public signed up for this agenda item is Martha
20 Sullivan.

21 MARTHA SULLIVAN: Hello. This is Martha
22 Sullivan again.

23 I worked for the State of California for
24 20 years, mostly at the California Public Utilities
25 Commission, which regulates investor and privately

1 owned utilities providing energy, water, and
2 telecommunication services. Like the Del Mar
3 Fairgrounds, the PUC is largely funded by revenues
4 from consumers. And like the PUC, I've observed that
5 this board is prone to consider itself the board of
6 directors for the industry it hosts when, in fact,
7 like the PUC whose commissioners are also appointed by
8 a governor and governed by the Bagley-Keene Act, this
9 board is a board of directors for the people of
10 California.

11 In recent years California has increasingly
12 acted to ban cruel industries: the manufacture and
13 sale of fur products; the retail sale of dogs, cats
14 and rabbits; the use of wild species in circuses; and
15 animal testing of cosmetic and personal-care items.
16 These industries all have employees, as live horse
17 racing does, yet Californians have acted to end them
18 in our state due to the cruelty to animals inherent in
19 these industries. These Californians are Del Mar
20 Fairgrounds stakeholders too.

21 This documented growing public perspective
22 needs to be heard by the Del Mar Fairgrounds so that
23 board members and staff can fulfill the Del Mar
24 Fairgrounds' legal mandate to represent all
25 Californians, not just the live horse racing and

1 animal agriculture industry.

2 Thank you.

3 PRESIDENT VALDEZ: Thank you.

4 On to Jane Cartmill.

5 JANE CARTMILL: Well, it's kind of expanding
6 on that thought. I'd just like to suggest that,
7 rather than staying slavishly tethered to unhealthy
8 old food choices, that the fair next year puts at
9 least some attention on plant-based foods and milks
10 which are surging in popularity, making people rich in
11 the stock market and which are much more compatible
12 with your mission statement about embracing
13 innovation, for one thing, and environmental
14 responsibility.

15 And I'd like to see the planning move beyond
16 pig races, cow milking, towards modern and more
17 appropriate entertainment which reflects the
18 California trend away from the exploitation of
19 animals.

20 Thanks.

21 PRESIDENT VALDEZ: Thank you.

22 Next is Elizabeth Jacobelly.

23 AUDIO/VISUAL TECH: Star six, Elizabeth.

24 You're in the meeting.

25 ELIZABETH JACOBELLY: Oh, hi. Can you hear

1 me?

2 PRESIDENT VALDEZ: Yes.

3 ELIZABETH JACOBELLY: Okay. This is
4 Elizabeth Jacobelly, resident of San Diego.

5 I'm gonna be reading some transcripts from
6 the public comments in the California Horse Racing
7 Board's June 16th, 2021 meeting. This came out in
8 public discussion. It is from pages 110 and 111.

9 "COMMISSIONER MITCHELL:" -- this is
10 what she said -- "This is Commissioner
11 Mitchell. I just want to say, not based
12 on comments today, but in general I would
13 like to say that if there is any, you
14 know, valid evidence that horses are
15 being taken off site so that they don't
16 get counted toward the number of horse
17 deaths at a location, that is going to be
18 a serious, serious problem with me. I
19 commend Del Mar and all the work that
20 they've done on safety, and I think that
21 that is great, appreciated by everyone,
22 but this is not. This is my comment.
23 The first part of my comment is not
24 specific to Del Mar. It is to everyone,
25 to all the tracks. If that is the case

1 and, you know, there is substantial
2 evidence, I'm going to have a problem
3 with that. So we need to be very much on
4 notice. That should not be happening,
5 because horses should not be vanned off
6 for a number of situations. When they
7 break an ankle, they need to be
8 euthanized. Euthanize them there. So
9 thank you."

10 And then it goes on to Chair Ferraro and
11 some other people, but I'm gonna end with
12 Chair Ferraro that used to be the veterinarian.

13 "Okay. Let's have a vote.

14 "Wendy Mitchell, I can tell you
15 we're working on that problem and we have
16 been dealing with it.

17 "COMMISSIONER MITCHELL: Thank you
18 so much. That means a lot. But, also,
19 it's even more concerning that you've
20 been working on it because it is a
21 problem, which means people are not doing
22 the right thing."

23 And Chair Ferraro says:

24 "Yeah, it's a minor issue, but we
25 are tracking it down."

1 And I know we're concerned about the horses,
2 but we are --

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

5 PRESIDENT VALDEZ: Thank you.

6 That's the last member of the public signed
7 up for that agenda item.

8 Any other questions or comments before we
9 move on?

10 Seeing and hearing none, we are on to item
11 5(D) the Finance Committee.

12 I'm gonna first start with Mark Wiggins from
13 Premier.

14 MARK WIGGINS: Good afternoon, everyone.

15 For our -- the month of May, our total
16 revenues were \$34,610, compared to a budget of
17 \$18,780. Most of those revenues came from our home
18 show and TinyFest, which was about \$15,000. And then
19 we had the OTB open, back open again, and we had the
20 Kentucky Derby and the Belmont Stakes race, and we did
21 over \$10,000 for those, for those two events. Net to
22 the district is minus \$80,917, compared to a budget of
23 minus \$89,848. So better than budget.

24 For June we have -- we definitely have some
25 positive news coming. We were in the black \$92,500.

1 So a little glimpse of what's to come for the next
2 meeting. So we're definitely on the right track and
3 we're expecting to have our biggest event in two
4 years, believe it or not, this Friday?

5 So it's -- it's been a long road, but we see
6 the light coming. And it -- again, with everybody, it
7 was a very emotional fair. It went extremely well for
8 us, and we were just happy to be a part of it.

9 PRESIDENT VALDEZ: Any questions?

10 Okay. Thank you, Mark. Appreciate it.

11 We're going now into the financial report.
12 I'm gonna start with that, and then I'll pass it on to
13 Carlene.

14 So I want to report some really terrific
15 news that we just received yesterday with
16 confirmation -- written confirmation. Our PPP loan,
17 which was in the amount of \$4.71 million, has been
18 fully forgiven by the SBA. And so I want to just
19 announce that to the board and commend Carlene for all
20 that you did on that.

21 You know, this was a moment in time, when we
22 applied for the PPP loan, when this was a brand-new
23 opportunity that, you know, nobody really knew much
24 about. And it was in a time when we were really
25 struggling and did not know if we were going to be

1 receiving any assistance from the State of California.
2 And it was Carlene who had pursued that and worked on
3 the application for that and with the lender for that
4 at a time in which Carlene was a deputy general
5 manager. She was not -- not the CEO, not the CFO.

6 And not only were we able to apply and
7 obtain the -- the amount that we really needed to make
8 payroll, to make really ends meet for a short period
9 of time while we waited for further assistance from
10 the State, but then there was also the documentation
11 necessary in order to provide to the SBA for
12 forgiveness. And, again, Carlene took the lead on
13 that, with a -- with a staff that was new to the
14 finance department, and gathered the necessary
15 information for -- to satisfy the SBA and have full
16 forgiveness of that \$4.71 million.

17 Director Sleiman and I kind of lived that
18 somewhat with staff at that time frame, and I think
19 that he would echo what I -- what I am now saying as
20 to how important that step was for us and really,
21 really commend the staff and particularly Carlene for
22 all that you did for that. This is really, really
23 terrific news to be forgiven for the full amount.

24 So thank you very much for that.
25 Congratulations.

1 CEO CARLENE MOORE: You're welcome.

2 PRESIDENT VALDEZ: So I want to then pass
3 this on over to Carlene for the rest of the financial
4 report.

5 CEO CARLENE MOORE: You're welcome. It
6 was -- it was what was necessary and needed to be
7 done, and I am just thrilled at the notice that we got
8 yesterday, that it's -- that it's been forgiven. So
9 that's one chapter behind us now.

10 In terms of the finance report, I had
11 indicated in the board packet we planned to present
12 the balance sheet today, but we're still in the
13 process of scrubbing that data. In essence, if you
14 recall, we started in -- you know, entering
15 information into our new system in January and our
16 director of finance came on board about the middle of
17 May during Home Grown Fun. It was baptism by fire, I
18 think, in terms of him just jumping in and assisting
19 with and overseeing the auditing of our
20 concessionaires, the carnival, midway tickets, and so
21 on.

22 And then -- anyhow, so we're just -- we're
23 coming out of that. But then most recently is that
24 last night we had to have a critical update of our
25 servers. It was anticipated to take an hour. It

1 actually lasted over four hours. So, unfortunately,
2 we weren't able to complete that information. We will
3 have it and more at the August meeting.

4 In essence, what we're doing is going back
5 through to ensure that especially in those early
6 months, as that information was being input into the
7 system, that it's been input properly, that it's been
8 allocated to the proper, you know, program, whether it
9 was a Home Grown Fun expense, an admin and overhead
10 expense, an expense related to horse racing, because
11 that's a new component of how we go about -- go about
12 accounting. And so this is primarily focusing on the
13 accounts payable side of it.

14 We recently completed the scrub and the data
15 processing of all of the -- the receivables, in
16 essence, the revenue accounts, but now looking to do
17 that with our payables and then bring that information
18 forward. And our new director of finance, Michael,
19 would have otherwise been here to share this with you
20 as well, but probably just in catching up from Home
21 Grown Fun wasn't feeling well the past few days. So
22 he's just back today and working on that as we're all
23 currently meeting. So we'll have that information in
24 August.

25 PRESIDENT VALDEZ: Any questions?

1 Okay. Seeing none and having no members of
2 the public signed up for this agenda item, we will
3 move on to item 5(E), which is the Legal Committee.

4 There is nothing to report, and there are no
5 members of the public signed up for that agenda item
6 either.

7 So we're on to Public Comment. Again, this
8 is on non-agenda items. And the first member of the
9 public signed up for Public Comment is Martha
10 Sullivan.

11 MARTHA SULLIVAN: Hello again.

12 I wanted to share with the board and the
13 management staff some recent trade industry reports
14 that, according to HorseRacingNation.com, in 2000 the
15 number of trainers listed on Equibase of having at
16 least one start was 9,885. In 2019 that figure had
17 dropped to 4,958. Nearly half of all horse racing
18 trainers quit in that time span. Now, they won't
19 admit that the industry is dying, reflecting the
20 wagers being down 50 percent in the past 20 years as
21 well as attendance at racetracks. You know, as you
22 heard from me before, in the 21st Century folks just
23 aren't interested in animal abuse as entertainment.

24 We also saw reported by the industry,
25 according to the thoroughbred racing economic

1 indicators released by Equibase, which is run by the
2 Jockey Club, by the way, last week, that wagering on
3 U.S. races has dipped slightly in 2020 -- oh -- has
4 dipped slightly this year from 2020. It represents,
5 you know, less than a 1 percent change, but it is a
6 continuing dip.

7 And it does note that there was a slight --
8 very slight increase over pre-COVID-19 wagering
9 figures in 2019, and I think that's just a holdover
10 from the fact that there still isn't a full complement
11 of wagering opportunities available because other
12 sporting events are still somewhat, you know, affected
13 by COVID. And --

14 DONNA O'LEARY: Ms. Sullivan, your time is
15 up.

16 PRESIDENT VALDEZ: Thank you.

17 Next is Elizabeth Jacobelly.

18 ELIZABETH JACOBELLY: Hi. This is Elizabeth
19 Jacobelly.

20 I just want to say I know we're speaking up
21 for the cruelty of horses, but by no means do we care
22 about people any less. We care about people. We care
23 about all species and all beings, and we do a lot of
24 stuff besides speaking up for horse races on our spare
25 time.

1 Thank you.

2 PRESIDENT VALDEZ: Thank you.

3 On to Jane Cartmill.

4 AUDIO/VISUAL TECH: Star six, Jane. You're
5 in the meeting.

6 PRESIDENT VALDEZ: Do you want to go back?

7 AUDIO/VISUAL TECH: Yeah, let's go back to
8 her.

9 PRESIDENT VALDEZ: Okay. Next up is Adam
10 West.

11 AUDIO/VISUAL TECH: Star six, Adam. You're
12 in the meeting.

13 There you go.

14 ADAM WEST: You might be able to get me now.
15 Can you hear me?

16 PRESIDENT VALDEZ: Yes.

17 ADAM WEST: President Valdez, board members,
18 and fair staff, thank you, like always, for the
19 opportunity to speak today. It's been a long time,
20 and it's great to be virtually back in Del Mar today.

21 I've got a few questions and concerns that
22 over the past few months, you know, some of these I
23 just can't understand. I would hope that the clarity
24 could be issued at some point.

25 I'm very concerned about the last-minute

1 contract and the midway contracts. It's very alarming
2 that only returning applicants could apply, isolating
3 the vendor pool dramatically. Of these contracts, I
4 believe some of them were on the approval for today
5 that have already been executed. The fair is already
6 over, and the contracts are just now being approved.
7 There was no possibility for public comment on these
8 contracts.

9 And the alarming part of these contracts is
10 the contracts went from a 48 percent revenue share to
11 the district to a 35 percent revenue share, 13 percent
12 less. With the fair's financial situation, it seems
13 that reducing revenue and dramatically isolating the
14 vendor pool would not be financially -- would not
15 financially make sense.

16 I'm also wondering why there's been no Fair
17 Operation Committee reports over the last several
18 months, unless I'm missing something on the board
19 packets. The Fair Operations Committee, one of the
20 largest revenue producers for the district, maybe the
21 largest, probably the largest, has vanished, giving no
22 opportunity to comment under Fair Operations
23 Committee, and now I assume it's the only way to
24 appear under Public Comment.

25 Myself and many others are running out of

1 administrative options that the transition past
2 events --

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

4 PRESIDENT VALDEZ: Thank you.

5 Back to Jane Cartmill.

6 AUDIO/VISUAL TECH: Star six, Jane. You're
7 in the meeting.

8 PRESIDENT VALDEZ: Okay. That was the last
9 member of the public signed up for public comment. So
10 we're closing that agenda item.

11 We will not be going into closed session
12 today, and so therefore we don't need to do 7, we
13 don't have to do 8. We're on to item 9 for Directors
14 Request & Closing Comments.

15 I did want to bring something up for some
16 general discussion, and so I can get a sense from the
17 board, the appetite for which you might have in
18 gathering together in one room for upcoming board
19 meetings. So I do want to just take a kind of pulse
20 of the board.

21 Director Mosier is not here today. So I'm
22 unable to know quite how he feels about it and would
23 certainly want to hear his input as well.

24 We just -- so some parameters. The idea
25 would be that we would be meeting in the regular board

1 meet -- board room here at the fairgrounds. There's
2 the nine board members. There would be seven staff
3 members who would be attending, which would be the
4 executive team, Donna, and the two technical personnel
5 that we need. That's seven. The reporter would be
6 here. And if Mr. Caplan wanted to join us as well,
7 that would be up to eighteen people who would
8 physically be here.

9 We have consulted -- I've consulted with
10 Mr. Caplan -- and, Mr. Caplan, please correct me if
11 I'm wrong, but given the governor's orders and the
12 public safety concerns, what we would envision is that
13 the public would still attend the meeting via Zoom and
14 that there wouldn't be a public presence at the
15 meetings. So those would be kind of the parameters I
16 would envision.

17 I think it might be ambitious to embark on
18 August in understanding that the Delta variant is a
19 new, you know, thing that we have to consider, a new
20 factor. I just want to kind of take a general sense
21 from the room as to what you envision as far as coming
22 together, your comfort level to do that, caveats and
23 whatnot. Any thoughts?

24 Director Gelfand.

25 DIRECTOR GELFAND: I look forward to it.

1 Although, I think I'd feel better if everyone who was
2 in attendance had been vaccinated.

3 PRESIDENT VALDEZ: Okay.

4 DIRECTOR SCHENK: Well, the problem with
5 that is that I'm not sure we can compel that.

6 DIRECTOR GELFAND: I'd ask for it just on an
7 honor system kind of a thing, you know. It would be a
8 recommendation.

9 PRESIDENT VALDEZ: Okay. I do want to
10 know -- Director Schenk.

11 DIRECTOR SCHENK: Yeah, so right now, I
12 think, had we asked this question perhaps a week to
13 ten days ago, we might have received a different
14 answer than we may be today. And what I would urge
15 that we do is let's see what happens with this
16 current -- changes, you know, due to the Delta variant
17 and see what happens. Give ourselves maybe the next
18 two weeks to 30 days. We could -- we could decide
19 that.

20 I don't know that we have to decide that
21 here at this moment. Perhaps it might be wise to sort
22 of see, you know, what the situation looks like two
23 weeks to 30 days from now. Because if we're not going
24 to be meeting in August, making a -- you know, a
25 decision today about what we may do in September, just

1 as with the fair, you know, it's a moving target.

2 It's still -- this issue is still a moving target.

3 So I would suggest -- hopefully we will be
4 able to do it, but I would hate to say yes and then
5 regret that decision 30 days later.

6 PRESIDENT VALDEZ: Director Mead.

7 DIRECTOR MEAD: Thank you.

8 Like Michael I welcome the opportunity for
9 us to be together again. I thought that our strategic
10 planning conversation, when everyone was in a room
11 together, was really good for us as colleagues and as
12 a board.

13 I agree that if we're not gonna meet in
14 August we can look towards September. It would be
15 nice to plan it to be in person.

16 And I like Mike's suggestion of those --
17 either that it's voluntary or those vaccinated could
18 meet in person or are not vaccinated can participate
19 via video. It would be nice to plan it in person and,
20 as Fred said, we can certainly monitor and shift back
21 to video if -- if necessary.

22 So thank you for asking.

23 PRESIDENT VALDEZ: Thank you.

24 Any other thoughts or comments?

25 Director Barkett.

1 VICE PRESIDENT BARKETT: Yes. I'm
2 vaccinated, No. 1, which I just want to put out there.
3 And No. 2, I think it would be great for us to get
4 together, you know, if -- if everyone feels
5 comfortable.

6 PRESIDENT VALDEZ: Okay.

7 VICE PRESIDENT ROWLAND: This is Joyce. I
8 concur. I concur.

9 And I think Kathlyn's idea about preparing
10 for an in-person meeting and, you know, pivoting if
11 necessary is a good approach, as well as, you know,
12 folks who are not fully vaccinated maybe continuing to
13 participate by Zoom.

14 PRESIDENT VALDEZ: Okay. Director Sleiman,
15 did I see your hand?

16 DIRECTOR SLEIMAN: Yeah.

17 I welcome seeing everybody in person. I'm
18 looking forward to that. Although, I wonder if it's
19 possible to keep the ability to be able to connect by
20 Zoom remotely. I have found, at least with me, that
21 sometimes I'm able to attend meetings that I probably
22 wouldn't have been able to attend due to travel or
23 business and that kind of thing. So just wondering if
24 maybe a potential hybrid could be okay. Just food for
25 thought.

1 PRESIDENT VALDEZ: Mr. Caplan, my
2 understanding is that given the kind of relaxed rules
3 from the governor at the moment, whereas previously it
4 was impossible -- virtually impossible for board
5 members to attend board meetings remotely, there is
6 still the opportunity for, if there are some folks
7 together physically, other board members can meet
8 virtually; is that correct?

9 DEPUTY STATE ATTY. GEN. CAPLAN: Yes.
10 Essentially what the governor's executive order does
11 is it allows board members to join from remote
12 locations and not be required to disclose the specific
13 location. Whereas before COVID, if a board member
14 wanted to join remotely or by telephone, Bagley-Keene
15 has some pretty stringent requirements. In other
16 words, a board member would have to disclose the
17 address from where he or she is participating from,
18 post an agenda at that location, and make available a
19 space for public comment at that location, which is --
20 as Chair Valdez pointed out, that's essentially
21 impossible to do unless you wanted to let the whole
22 world know where you're spending your vacation or
23 where you have a sensitive business meeting scheduled.

24 Currently that governor's executive order
25 remains in place, and so board members can continue to

1 join remotely. And if and when that changes, I'll
2 certainly let you know.

3 PRESIDENT VALDEZ: I think that covered
4 everybody.

5 Director Nejabat, did you have -- I don't
6 see you. So I didn't know if you had anything to add.

7 DIRECTOR NEJABAT: I mean, I would just
8 concur with Director Sleiman, if there's a possibility
9 of some sort of hybrid system.

10 PRESIDENT VALDEZ: Great.

11 So just to clarify, we do have an August
12 meeting. What we will do is we will still have the
13 August meeting through Zoom, and so nothing will
14 change for August hearing what your sentiments are.
15 We will prepare for an in-person meeting under the --
16 you know, kind of the structure that I had illustrated
17 for September. And if we need to pivot, we will. But
18 thank you for your input. That was very helpful.

19 Any other directors requests or closing
20 comments?

21 Director Gelfand.

22 DIRECTOR GELFAND: Well, I just wanted to
23 say also to the staff how great I thought the Home
24 Grown Fun was. Extremely successful throughout the
25 whole run and a really phenomenal job.

1 I also want to just say, you know, the food
2 thing at the fair is -- is a weird issue. I -- I am a
3 person who loves food. And, you know, every once in a
4 while I do want to eat something outrageous. And, you
5 know, I think the fair serves that purpose. I would
6 not want to see the crazy food disappear, but maybe we
7 could also have an organic, healthy food vendor where
8 you could get a salad or, you know, some grilled
9 vegetables or something. So it's just something to
10 think about.

11 PRESIDENT VALDEZ: I think we do. You might
12 just not have seen it.

13 DIRECTOR GELFAND: Maybe I was looking at
14 the cinnamon rolls.

15 PRESIDENT VALDEZ: Director Schenk.

16 DIRECTOR SCHENK: Yeah, as chair of Fair
17 Ops, I can tell you, Director Gelfand, we do, and I do
18 encourage a more wholesome food perspective at the
19 fair. We have plenty of those, as you've described
20 it.

21 People do want to come to and enjoy, but
22 there is actually -- there's a -- an opportunity to
23 get very healthy foods. There's -- I can describe the
24 location, but it is actually opposite of where Chicken
25 Charlie's is. There is a location during the regular

1 fair where we have refrigerated items and very healthy
2 foods. There's also -- and I don't want to mention
3 names of all of the different, you know, vendors,
4 because that wouldn't be fair to all of them, but one
5 can get vegetarian items that are not fried, one can
6 get chicken that is not fried, one can get other
7 poultry items that are not fried. So the answer is we
8 do have both vegetarian and non-fried foods. It
9 wouldn't be a bad idea to increase that, and I was
10 very appreciative of some of the comments that were
11 offered, because I think those are good
12 recommendations.

13 I do want to add one more thing, if I may,
14 Mr. President.

15 I -- you know, earlier, during Carlene's
16 comments, there was that -- the presentation on the
17 COVID-19 inoculation process that we offered along
18 with Scripps. And I was one of those volunteers and
19 was very proud to do that. And I think it just shows
20 what we can do to help this community.

21 You know, we do a lot of great things. You
22 know, we do the fair. We do a lot of wonderful things
23 for children, but here we came together to help the
24 community in a way that very few other organizations
25 volunteer to do or could have done even if they wanted

1 to. So I didn't have -- because we segued into other
2 things, but I just want to say, Carlene, and to all of
3 the staff, I'm so very proud of that effort as well.
4 That really needed to be mentioned. I think that, you
5 know, what -- what we did with the medical community
6 to have saved lives and made lives healthier is really
7 remarkable and something that is -- something about
8 which we should all be very proud.

9 PRESIDENT VALDEZ: Thank you, Fred.

10 Any other requests or comments?

11 Okay. Seeing none, correspondence was in
12 your packet.

13 And do I have a motion to adjourn at 3:35
14 [sic]?

15 DIRECTOR SLEIMAN: (Indicating.)

16 DIRECTOR GELFAND: (Indicating.)

17 PRESIDENT VALDEZ: All right.

18 Director Sleiman with Gelfand. By acclamation we are
19 adjourned.

20 (Meeting Adjourned: 3:38 P.M.)

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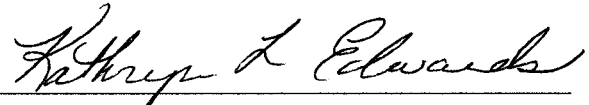
25

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 28th day of July, 2021.

18
19
20 
21 Kathryn L. Edwards, CSR No. 7288

22
23
24
25

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