

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

TUESDAY, OCTOBER 12, 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)
- Donald Mosier (via Zoom)
- Sam Nejabat (via Zoom)
- Frederick Schenk (via Zoom)

DIRECTORS ABSENT:

- Pierre Sleiman

ALSO PRESENT:

- Donna O'Leary, Executive Assistant - 22nd DAA
- Josh Caplan, Deputy Attorney General (via Zoom)
- Michael Sadegh, Director of Finance - 22nd DAA
- Katie Mueller, Business Services Officer - 22nd DAA
- Melinda Carmichael, Business Development Officer -
22nd DAA

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1 DEL MAR, CALIFORNIA, TUESDAY, OCTOBER 12, 2021

2 1:30 P.M.

3 ---o0o---

4 PRESIDENT VALDEZ: All right. Good
5 afternoon, everyone, and welcome to the October 12th,
6 2021, meeting of the Board of Directors of the
7 22nd DAA. Donna O'Leary had to step out. So Henry is
8 going to take roll for us today.

9 A/V TECHNICIAN: President Richard Valdez.

10 PRESIDENT VALDEZ: Here.

11 A/V TECHNICIAN: Vice President Lisa
12 Barkett.

13 VICE PRESIDENT BARKETT: Here.

14 A/V TECHNICIAN: Vice President Joyce
15 Rowland.

16 VICE PRESIDENT ROWLAND: Here.

17 A/V TECHNICIAN: Director Michael Gelfand.

18 PRESIDENT VALDEZ: He is not here.

19 A/V TECHNICIAN: Director Kathlyn Mead.

20 DIRECTOR MEAD: Here.

21 A/V TECHNICIAN: Director Don Mosier.

22 DIRECTOR MOSIER: Here.

23 A/V TECHNICIAN: Director Sam Nejabat.

24 DIRECTOR NEJABAT: Here.

25 A/V TECHNICIAN: Director Frederick Schenk.

1 DIRECTOR SCHENK: Here.

2 A/V TECHNICIAN: Director Pierre Sleiman.

3 CEO CARLENE MOORE: He has an excused
4 absence.

5 PRESIDENT VALDEZ: And I think that's it.
6 Again, welcome, everyone. Great to see
7 everyone.

8 We are going on to item 3 on the agenda, the
9 Consent Calendar. Do I have a motion to approve?

10 VICE PRESIDENT BARKETT: So moved.

11 DIRECTOR MEAD: Second.

12 PRESIDENT VALDEZ: Okay. We do have a --
13 that was Barkett and Mead.

14 And I think we're gonna have to move
15 something off of consent, actually and I can do
16 that --

17 CEO CARLENE MOORE: Yes.

18 PRESIDENT VALDEZ: -- with a -- I need a
19 motion?

20 CEO CARLENE MOORE: Yes.

21 PRESIDENT VALDEZ: With an amendment, I
22 guess.

23 So I think that we need to move the
24 item 5 -- sorry.

25 CEO CARLENE MOORE: It's the contracts

1 approval --

2 PRESIDENT VALDEZ: Yes.

3 CEO CARLENE MOORE: -- to be removed from
4 the consent calendar because Directors Rowland and
5 Mead were actually part of the scoring process of the
6 audit RFP.

7 PRESIDENT VALDEZ: So that would be --

8 CEO CARLENE MOORE: And they both should
9 abstain from the vote.

10 PRESIDENT VALDEZ: Right.

11 So that would be under the standard
12 agreements on page 8 of our board packet, third item
13 down?

14 CEO CARLENE MOORE: Yes.

15 PRESIDENT VALDEZ: Okay. That's
16 DAA-21-080-02 is being pulled from the consent agenda.
17 And I think we're gonna move that on over to -- should
18 we place it into the Audit & Governance Committee?

19 VICE PRESIDENT ROWLAND: Yes.

20 VICE PRESIDENT ROWLAND: I think that's a
21 good move. Thank you. Thank you.

22 I'm apparently having data issues. So I've
23 switched to just voice. If it gets better, I'll
24 switch it back.

25 PRESIDENT VALDEZ: Okay. All right. So I

1 think we might need an amendment to the motion.

2 Director Barkett, are you okay with amending
3 your motion to approve the consent calendar with the
4 removal of DAA-20 -- -21-080-02?

5 VICE PRESIDENT BARKETT: Sure. But I do
6 have one question. Could we just have Mead and --
7 Director Mead and Director Rowland not -- not, you
8 know, vote on that?

9 CEO CARLENE MOORE: On the consent items?

10 VICE PRESIDENT BARKETT: Yeah, on the
11 consent calendar. Just remove it from their vote, and
12 then it still would --

13 PRESIDENT VALDEZ: I think that what that
14 would then mean is there's other items on the consent
15 calendar, however, that they would probably want to
16 vote in -- perhaps in favor of. So I think it's
17 cleanest if we removed it and put it onto the Audit
18 Committee so that we can have an actual motion on that
19 and discussion with that and those two members recuse
20 themselves from the vote.

21 VICE PRESIDENT BARKETT: Yes.

22 PRESIDENT VALDEZ: That would be my
23 preference.

24 VICE PRESIDENT BARKETT: That makes sense.
25 Thank you.

1 PRESIDENT VALDEZ: Okay.

2 VICE PRESIDENT BARKETT: So I will amend my
3 motion. Yes. I will amend the motion removing that
4 item from the vote.

5 PRESIDENT VALDEZ: And, Director Mead, are
6 you okay with your second now?

7 DIRECTOR MEAD: Yes.

8 PRESIDENT VALDEZ: Okay. All right. Thanks
9 everybody for that procedural step. Any further
10 discussion?

11 Okay. Donna, do you want to take the roll
12 or Henry? Or the vote.

13 DONNA O'LEARY: The vote, yeah.
14 Was there a first and a second?

15 CEO CARLENE MOORE: For the consent
16 calendar.

17 PRESIDENT VALDEZ: Yeah, Barkett and Mead.

18 DONNA O'LEARY: President Valdez.

19 PRESIDENT VALDEZ: Aye.

20 DONNA O'LEARY: Vice President Barkett.

21 VICE PRESIDENT BARKETT: Aye.

22 DONNA O'LEARY: Vice President Rowland.

23 VICE PRESIDENT ROWLAND: Aye.

24 DONNA O'LEARY: Director Gelfand.

25 CEO CARLENE MOORE: He's not here yet.

1 DONNA O'LEARY: Director Mead.
2 DIRECTOR MEAD: Aye.
3 DONNA O'LEARY: Director Mosier.
4 DIRECTOR MOSIER: Aye.
5 DONNA O'LEARY: Director Nejabat.
6 DIRECTOR NEJABAT: Aye.
7 DONNA O'LEARY: And Director Schenk.
8 DIRECTOR SCHENK: Aye.
9 DONNA O'LEARY: And Director Sleiman.
10 CEO CARLENE MOORE: He's not here. He has
11 an excused absence.
12 PRESIDENT VALDEZ: All right. Motion
13 carries. I think that is 7-0.
14 On to item 4, the Management Report,
15 CEO Carlene Moore.
16 CEO CARLENE MOORE: Okay. So just one quick
17 note following up to some of the public comments that
18 we received at last month's meeting. I did want to
19 point out -- and you'll actually find it on the -- on
20 page 4 of your board packet -- one thing that we've
21 done since last month's meeting is updated to include
22 the full transcript of our minutes on the website. So
23 anybody can access that information at any time.
24 We've actually gone back to include the past year's
25 worth of -- of those transcripts.

1 And then in addition --

2 PRESIDENT VALDEZ: Excuse me real quick. I
3 think you misspoke just a bit.

4 CEO CARLENE MOORE: Oh.

5 PRESIDENT VALDEZ: We have a full transcript
6 of the meetings, of each of our meetings --

7 CEO CARLENE MOORE: Yes.

8 PRESIDENT VALDEZ: -- on the website.

9 CEO CARLENE MOORE: Yes. Sorry. Yes. Oh,
10 sorry.

11 PRESIDENT VALDEZ: That's all right.

12 CEO CARLENE MOORE: The full transcript of
13 the -- the meeting.

14 And so, if you recall, there has previously
15 been comment and even some discussion in terms of the
16 minutes where we're providing basically action item
17 minutes. There has also previously in the past been
18 sometimes discussion, when we have tried to do a
19 summary of what was said at the meetings, that
20 sometimes the -- the way in which perhaps public
21 comment has been summarized there's -- can sometimes
22 be disagreement with that. So we thought it best to
23 continue with the action minutes and then reference --
24 and that's what we'll do going forward as well -- so
25 starting with today's minutes, we will reference the

1 section of the transcript where those comments can be
2 found. So we think this perhaps is a good hybrid
3 solution of having that information available to the
4 public as well as to this board, but also that we can
5 have the -- the relevant items -- the action items of
6 our minutes reflected in the minutes will be included
7 in the packet.

8 I also wanted to just take a moment and
9 provide a little bit of background and understanding,
10 both for this board as well as the public, with regard
11 to -- to my report and the CEO's update in that this
12 is really an opportunity for me to just, you know,
13 advise and share with both the board and the public
14 just sort of the spirit of business that has gone on.
15 These are not necessarily, you know, agenda-driven
16 items. It's just, you know, business that has
17 happened really since the board agenda, so for the
18 course of the past 10 -- 10 to 14 days since the
19 agenda was posted, of things that are taking place.
20 It's not an area of action. And so if we do have
21 action items, those would be included on the agenda.

22 And so you'll also see, in terms of this
23 agenda, the management report being just information.
24 This is just information that's being provided in the
25 spirit of -- of transparency for everybody to really

1 know and understand, you know, some of what's going on
2 in terms of just -- of our business operations and not
3 necessarily, again, actions of the board.

4 And so with that, just really one -- one
5 update, and that is that we opened last week as a
6 vaccine booster station once again with Scripps as our
7 medical partner for that. They're operating two days
8 a week. The full schedule can be found on our website
9 at DelMarFairgrounds.com. And in those two days, one
10 has -- one is an A.M. shift and the second has a P.M.
11 shift. So people have the opportunity to schedule
12 their appointments with the schedule that works for
13 them. And then the days vary each week. You know,
14 sometimes it's a Monday/Tuesday, it may be a
15 Tuesday/Wednesday, a Wednesday/Thursday, and so on.

16 (Director Gelfand entered the meeting
17 via Zoom.)

18 CEO CARLENE MOORE: And so the full schedule
19 through the end of the year is available on our
20 website.

21 And then with that, just as a reminder to
22 everyone that you can also check out the rest of our
23 activities -- our calendar of activities on the
24 website as well. It's the most up-to-date place of
25 information. And so all of that's found at

1 DelMarFairgrounds.com.

2 And with that, there is no Don Diego
3 Scholarship Foundation report this month. And so with
4 that, that concludes my management report.

5 PRESIDENT VALDEZ: Any questions?

6 Seeing no hands, we have one member of the
7 public signed up for this agenda item, and that's
8 Martha Sullivan.

9 MARTHA SULLIVAN: Yeah. Hello. This is
10 Martha Sullivan.

11 I wanted to thank CEO Moore and whomever
12 else was involved in the decision to, one, put the
13 meeting transcripts on line so we don't have to go
14 through the process of requesting them via Donna and,
15 two, to cite the section in said minutes where
16 comments -- public comments can be found in the
17 minutes. I think that that's a helpful compromise, I
18 guess I would say, and I appreciate that. I
19 appreciate that action. Thank you.

20 PRESIDENT VALDEZ: Thank you.

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

23 On to committee reports. 5-A is Audit &
24 Governance Committee. On -- I think we're gonna deal
25 first with the 2019 audit report review by RSM, and

1 then we have -- the second item is the approval or
2 accepting of the contract. So I'm handing it on over
3 to Director Rowland.

4 VICE PRESIDENT ROWLAND: Great. Thank you.
5 And I apologize again for the lack of video on my end,
6 but apparently there's just not a bandwidth here.

7 But as we mentioned at the September
8 meeting, today we have our audit partner, RSM Partner,
9 Jeffrey Altshuler, who is here to be able to answer
10 any questions that folks may have on the 2019 audit.
11 The 2019 audit was provided both with the September
12 board packet and also again with the October board
13 packet.

14 Last month I mentioned, but I'll say it
15 again, that -- that this would be an unmodified
16 opinion but for the lack of data from the State of
17 California yet on -- on pension.

18 And also just to mention that, since this is
19 a 2019 audit and it's been a long time, there were a
20 number of things that intervened. And Jeffrey can
21 talk more about that, but I'll just say obviously
22 COVID -- pencils down for months where we -- actually,
23 there was no activity and then, of course, waiting a
24 little bit for the State, thinking that the pension
25 numbers might come in but did not. And then also,

1 once it was pencils, you know, back to paper, there
2 was a longer period of time, that was close to audit
3 period, that then had to be -- had to be dealt with
4 in -- in -- as far as, you know, subsequent actions,
5 making sure that everything was sound during that
6 extended period of time.

7 So here we are to -- to review the -- and
8 adopt the 2019 audit report. And I'll turn it over to
9 RSM Partner, Jeffrey Altshuler.

10 JEFFREY ALTSHULER: Thank you, Joyce.

11 Yeah, so everyone -- I'm assuming everyone
12 has been -- has received a copy of the 2019 audit. So
13 I'm not gonna go through that in detail. But in
14 summary, what Joyce just said, we did get a qualified
15 opinion due to the lack of pension information from
16 the State who has taken -- usually takes their sweet
17 time, but really took their time this year. And I'm
18 not even sure you have it yet, but -- for 2019.

19 VICE PRESIDENT ROWLAND: Yeah, we -- we do
20 not. We do not.

21 JEFFREY ALTSHULER: Okay. You did get the
22 OPEB information, which was good. So you received
23 that right before we issued. So we did fix up your
24 report for that. So other than that, it --

25 VICE PRESIDENT ROWLAND: And, Jeffrey, would

1 you remind people what the OPED information is, what
2 that means --

3 JEFFREY ALTSHULER: Sure.

4 VICE PRESIDENT ROWLAND: -- because not
5 everybody will know what that means.

6 JEFFREY ALTSHULER: Yeah, so the district
7 has two plans. It has a pension plan and it has an
8 other employee benefit plan, which is post-employment
9 benefits, health insurance, et cetera. So both those
10 plans are accounted for separately, and the State of
11 California is in charge of getting that information
12 from the actuaries and then disseminating out how much
13 belongs to each organization that the state tracks,
14 including your organization, including the
15 22nd District.

16 So the OPED information was received from
17 the State, and so we were able to incorporate the OPED
18 plan into the financial report for the numbers that
19 are required under generally accepted accounting
20 principals. Unfortunately, the pension information
21 still has not been received for 2019. So you have
22 2018's information in the 2019 report.

23 Going back to how this whole situation
24 started was we issued our arrangements letter for the
25 audit almost two years ago, so October 17th of 2019,

1 at which time we issued a report to management
2 regarding our responsibilities and management's
3 responsibilities regarding the audit. We came in and
4 performed our preliminary planning procedures and --
5 and sent out confirmations and did our systems testing
6 and walk-throughs. Did all that, and then we came
7 back out, started doing final field work in the
8 beginning of 2020.

9 The pandemic then hit. The 22nd District
10 obviously had some financial issues, and the end
11 result was most if not all of the accounting and
12 finance staff have been turned over. We were then
13 told to put pencils down, and we did. And I know
14 Joyce had mentioned that. It was actually about a
15 year where we did not do any procedures, from summer
16 of 2020 until the summer of 2021.

17 Management then came to us and said, "Hey,
18 can you complete the audit?" And so we had our team
19 come back out and do our procedures to complete the
20 audit, at which time we did receive the OPED
21 information.

22 There was a lot of time that had passed.
23 And because our responsibility to the financial
24 statements is not just to September 30th -- I'm
25 sorry -- not just to December 31st, 2019, but we have

1 a responsibility to the footnote disclosures, which
2 are through the date of our report, which in this case
3 is September 2nd, 2021, so we had to make sure that
4 any significant event that has happened through that
5 date is audited and that -- we not only have to audit
6 your numbers, but have to audit all of the disclosures
7 as well. So we did that; issued our report the
8 beginning of September.

9 We also issued a management letter in which
10 we had one significant deficiency and a few control
11 deficiencies. And those are in the letter also dated
12 September 2nd. It's in a separate two-page document
13 which I'm assuming management also has.

14 Some of our responsibilities for
15 communication include the fact that we did issue our
16 planning scope letter, which we issued on
17 October 17th, 2019. I already mentioned what was in
18 there. It talks about the overview of our plan and
19 scope and financial audit.

20 As far as significant accounting practices,
21 policies, estimates, and disclosures, we did identify
22 a few because not all of your financial information is
23 from confirmation or documents that you have. Some of
24 it is from estimates. And so management makes
25 estimates for certain things like allowance for

1 uncollectible receivables, obligation liabilities
2 under consent or pursuant to the California Coastal
3 Commission, your debt pension liability. So our job
4 is to go in and make sure that we audit the
5 management's estimates -- they're not our estimates,
6 but your estimates -- to make sure that they are
7 fairly stated.

8 As far as significant disclosures included
9 in the financial reports, you'll see the disclosures
10 for bonds payable are lengthy and significant. Also,
11 net pension liability, because we did not have 2019,
12 it will talk about 2018; and then the other
13 post-employment benefit obligation, which is your
14 other -- your other post-employment benefits that you
15 provide besides pension; and then the effects of
16 COVID-19, and obviously they are significant to the
17 22nd District.

18 As far as audit adjustments go, there were
19 three audit adjustments that were made after the start
20 of our field work. And those related to IBank loan
21 origination fees, the correct posting for those; also
22 an entry to adjust beginning net position between the
23 three organizations that you actually combine as one,
24 so even though they're -- your financial statements
25 are in one column, it really represents three

1 different organizations, and so we had to make a
2 transfer between two of them; and then an entry to
3 book the changes to the OPED liability, which we did
4 get late. And that's not really on you. That was
5 just that the State didn't give it to you on time, and
6 so that was an adjustment after we started.

7 As far as uncorrected misstatements, those
8 are listed in management's representation letter that
9 they gave to us at the end of the audit. They weren't
10 significant, so we were okay with you not recording
11 those, but those two are listed in the -- the
12 management representation letter.

13 We already talked about the internal control
14 matters. We did issue a two-page letter with one
15 significant deficiency, two control deficiencies.

16 We did not have any disagreements with
17 management that we encountered during the audit.
18 We're not aware of any consultations that management
19 had with other CPAs regarding any audit or accounting
20 issues surrounding the audit. We didn't have any
21 difficulties other than we had to pull out for a year
22 because there was no remaining finance or accounting
23 staff that was taking care of the books for the audit
24 purpose. They were taking care of them internally,
25 but not for the audit, until we came back out in July.

1 And then we did receive a management
2 representation letter, which I said is gonna be
3 enclosed in the final governance letter, which you
4 should already have.

5 In closing I want to thank the
6 22nd District. We've had a long, great history of
7 working together, and we really enjoyed the
8 relationship over the years. And unfortunately,
9 probably not gonna continue, but I know you guys are
10 going through a lot. And I do wish you all the best
11 and hope -- hope things keep improving.

12 So with that --

13 VICE PRESIDENT ROWLAND: Thank you.

14 JEFFREY ALTSHULER: -- any questions?

15 VICE PRESIDENT ROWLAND: Thank you.

16 Could you do me a -- you -- you mentioned --
17 and it's not unusual for there to be findings, and in
18 an audit rules change, other things get noticed, but
19 could you just go through briefly the control issues
20 that you did find?

21 JEFFREY ALTSHULER: Yeah, so the significant
22 deficiency, which is -- there's three different
23 levels.

24 There's material weaknesses, which is the
25 worst kind, and those are either a design flaw or

1 they're not working as design controls that are in
2 place to catch material misstatements. So the -- we
3 didn't see any of those.

4 The second level is significant deficiency,
5 which is a -- either design flaw or controls are not
6 working as designed that might cause a
7 more-than-insignificant misstatement in your financial
8 statements, and that's what we're kind of talking
9 about here.

10 So there was reconciliations performed in
11 one of the cash accounts, and we saw an error of
12 \$89,000 regarding loan origination fees -- excuse
13 me -- that were improperly booked in 2020 and not in
14 2019.

15 In addition, there were some reconciling
16 errors in two other cash accounts: one for 40,000 and
17 one for 32,000. So since they were more than
18 insignificant, we decided to call those a significant
19 deficiency.

20 We're required by professional standards to
21 take every either adjusted -- adjusting journal entry
22 or past adjustment and evaluate that and find out
23 what's the cause of those entries and determine
24 whether there is a control deficiency that needs to be
25 noted. And so that's what -- how we came to a

1 significant deficiency.

2 There were three control deficiencies, which
3 is the lowest level.

4 One is the lack of review for final budget.
5 So we didn't get those numbers correctly from
6 management at the beginning of the audit.

7 There's also some Windows AD user access
8 reviews that weren't performed. So we usually have an
9 I.T. person look at your systems and the writeup that
10 the auditors have and then come up with some
11 suggestions.

12 And then the other one is a lack of controls
13 over use and ownership of credit cards. So we had
14 some -- we had a recommendation on there as well.

15 VICE PRESIDENT ROWLAND: Great. Thank you
16 for that.

17 And, Carlene or Michael, would one of you
18 like to talk about steps taken to -- to deal with the
19 deficiencies, which I understand may be in progress?

20 MICHAEL SADEGH: Well, yeah, it is in
21 progress. We are reviewing all of our procedures and
22 make -- and make sure that none of those are going to
23 happen, or prevent them, or we have safeguards around
24 it. So we're working on it. It's an ongoing
25 progress.

1 CEO CARLENE MOORE: And then one of the
2 things that Jeffrey just mentioned was also this lack
3 of review of the -- of final budget. And what he -- I
4 believe -- and, Jeffrey, please correct me if I'm
5 wrong, but my understanding from the conversation was
6 that, though the board approves the budget initially,
7 that, in essence, an approval process at the end of
8 that -- that the budget that was originally approved
9 is the budget that we ended the year with.

10 Is that -- is that a correct summary of
11 that, Jeffrey?

12 JEFFREY ALTSHULER: Yes. I think that
13 that's -- that was the issue.

14 CEO CARLENE MOORE: So that being a new step
15 going forward for this board, something that probably
16 wasn't previously in place either.

17 And then the -- you know, and -- and to
18 Michael's point, in terms of those -- not on this cash
19 reconciliation, but as we get to the finance report,
20 the other reconciliations that are being done on all
21 assets and liabilities, we'll address those issues and
22 then the internal control over the -- the use of
23 and -- and control of credit cards are all being
24 addressed.

25 VICE PRESIDENT ROWLAND: Thanks, Carlene.

1 So I would just ask if any of the directors
2 have questions of Jeffrey or of management.

3 PRESIDENT VALDEZ: Any -- any questions out
4 there?

5 Jeffrey, could you explain what you mean by
6 "pencils down" and the cause of that? And is that any
7 concern in -- or any issue?

8 JEFFREY ALTSHULER: Well, one of the things
9 that our firm requires us to do is, if we don't do any
10 audit work for a period of 12 weeks straight, that we
11 have to go back to our firm leadership and explain why
12 we would not just close out the audit. And we had
13 told them that because of the pandemic we were told
14 that we really, you know, should be pencils down
15 because there's really no one at the 22nd District
16 that was gonna help us complete the audit. So we
17 basically put our pencils down.

18 So the only issue would be, for us to pick
19 that back up, we had to do some consultations with our
20 national office, which did cost some time -- and
21 obviously time is money -- and convince them why we
22 should finish the audit and why we stopped the audit
23 in the first place. So obviously it was reasonable to
24 stop the audit because you really didn't have anybody
25 left because revenue sources kind of dried up at the

1 22nd District for a while.

2 So we were not planning to be off line for a
3 year, but it took that long, I guess, to get a new set
4 of finance and accounting folks in place so that we
5 can -- that we could finish the audit. So it did
6 cause some issues just because we had to go take our
7 subsequent events out another 12 months and do -- make
8 sure that we had enough audit procedures in place to
9 do that. Plus, because we had to redo some
10 documentation and update some documentation that we
11 had done a year prior, just the stop and start,
12 obviously, as you know, trying to do things
13 internally, you know, just causes double time. So
14 that was the only issue -- was that we just had to get
15 buy off from our leaders that we could finish the
16 audit.

17 PRESIDENT VALDEZ: Thank you.

18 Any other questions?

19 Okay. Seeing none, do I have a motion to
20 accept the 22nd District Agricultural -- sorry -- 2019
21 audit?

22 DIRECTOR GELFAND: So moved.

23 PRESIDENT VALDEZ: That's Gelfand, I think.

24 Second?

25 DIRECTOR MOSIER: Second.

1 PRESIDENT VALDEZ: That's Mosier.
2 Any discussion?
3 All in -- okay. I'm sorry.
4 Go ahead, Donna.
5 DONNA O'LEARY: President Valdez.
6 PRESIDENT VALDEZ: Aye.
7 DONNA O'LEARY: Vice President Barkett.
8 VICE PRESIDENT BARKETT: Aye.
9 DONNA O'LEARY: Vice President Rowland.
10 VICE PRESIDENT ROWLAND: Aye.
11 DONNA O'LEARY: Director Gelfand.
12 DIRECTOR GELFAND: Aye.
13 DONNA O'LEARY: Director Mead.
14 DIRECTOR MEAD: Aye.
15 DONNA O'LEARY: Director Mosier.
16 DIRECTOR MOSIER: Aye.
17 DONNA O'LEARY: Director Nejabat.
18 DIRECTOR NEJABAT: Aye.
19 DONNA O'LEARY: Director Schenk.
20 THE STENOGRAPHER: Director Schenk, I didn't
21 get anything.
22 DIRECTOR SCHENK: Aye.
23 DONNA O'LEARY: Thank you.
24 PRESIDENT VALDEZ: Thank you.
25 And thank you again, Jeffrey, for being here

1 for us, and that was very helpful.

2 JEFFREY ALTSHULER: Thank you. Have a great
3 day.

4 PRESIDENT VALDEZ: Oh, and you know what?
5 I -- I messed up. I need to take public comment.

6 Martha Sullivan, I apologize. I'm a little
7 off today. So if you -- you can have your time now.
8 We do have a second item on the -- on this, and that
9 would be the approval of the new audit company. So if
10 you want to take your public comment now, please do
11 so.

12 MARTHA SULLIVAN: Yeah, I'm -- can you hear
13 me?

14 PRESIDENT VALDEZ: Yes.

15 MARTHA SULLIVAN: It's not that I'm
16 counting, but I think this is like the second time
17 this has happened when you've gone ahead and voted
18 before you've taken public comment.

19 PRESIDENT VALDEZ: And both -- and both
20 times I've apologized. It's -- it was my fault.

21 MARTHA SULLIVAN: It's much, much easier to
22 apologize than it is to conform. I get it.

23 I want to thank Director Rowland for asking
24 for an explanation of the significant deficiencies and
25 the control deficiencies because that was gonna be,

1 you know, my question after hearing about those from
2 the auditor's presentation. So that was good to hear.
3 I think it would be useful to hear something more
4 specific from the management about what exactly is
5 being done to prevent those from happening again.
6 Maybe that will be in next month.

7 I also want to commend the management
8 overview for basically omitting horse racing as a
9 feature of, you know, this district in the -- in the
10 overview. I think that the significant shortfalls of
11 revenue from horse racing should have been pulled up
12 into that overview. They are mentioned further in the
13 report, in several subsequent pages, but I think that
14 should have been highlighted in the overview.

15 Thank you.

16 PRESIDENT VALDEZ: We're going on to the
17 next item on Audit & Governance Committee, and I have
18 a procedural question for Mr. Caplan.

19 We stated before that on this agenda item
20 Directors Rowland and Mead need to recuse themselves
21 from the discussion of this item because they were on
22 the scoring committee, if you will, approval committee
23 for this. So my understanding, however, is that they
24 do not have to excuse themselves from the discussion.
25 They just can't participate in the discussion.

1 There are other issues that would be where
2 directors need to actually excuse themselves from the
3 process, but I don't think this is one of them; is
4 that correct, Mr. Caplan?

5 DEP. STATE ATTY. GEN. CAPLAN: Yes, that's
6 correct, Chairman Valdez.

7 PRESIDENT VALDEZ: Okay. Thank you.

8 We are gonna have a motion to approve
9 agreement No. DAA-21-080-02, which is located on
10 page 8 of the board packet. Do I have a motion to
11 approve that contract?

12 Oh, I'm sorry. Director Mead, do you have a
13 question?

14 DIRECTOR MEAD: Hi. Thank you. Thank you,
15 Chair.

16 I'm wondering whether or not before the
17 motion you would like Joyce to just review the process
18 we went through to better ex- -- or are you gonna
19 manage that during the discussion part of the motion?

20 PRESIDENT VALDEZ: Either way. That's a
21 good idea. Why don't we tee it up with an explanation
22 from the committee, and then we'll do the motion.

23 JEFFREY ALTSHULER: I have a question too.
24 I don't really need -- do you guys need me in this
25 part?

1 VICE PRESIDENT ROWLAND: No. Jeffrey,
2 you -- I'm sorry, Jeffrey. Thank you. You can drop
3 off now.

4 JEFFREY ALTSHULER: Okay. Thank you. It
5 was very nice meeting everyone.

6 VICE PRESIDENT ROWLAND: I apologize.

7 JEFFREY ALTSHULER: Okay. Have -- enjoy the
8 rest of your day.

9 VICE PRESIDENT ROWLAND: Yeah, and I was
10 fine either way, either waiting until the motion was
11 made and then, you know, part -- have that as part of
12 discussion or tee it off. So whichever way you would
13 like it to happen.

14 PRESIDENT VALDEZ: Why don't you -- why
15 don't you do it here, and then you can tee it up, and
16 then -- that's probably even cleaner, since you can't
17 participate in the discussion on the motion --

18 VICE PRESIDENT ROWLAND: Right. Right.

19 PRESIDENT VALDEZ: -- and then we'll have
20 the motion.

21 VICE PRESIDENT ROWLAND: Okay. Very good.

22 PRESIDENT VALDEZ: Thank you.

23 VICE PRESIDENT ROWLAND: So Director Mead
24 and I are the audit committee. And, you know, this is
25 a relatively new committee still. It's Audit &

1 Governance, and one of -- it's one of the most
2 important functions of -- of a board to make sure that
3 there is good oversight in place.

4 And it is a best practice to periodically
5 either change audit partners or change audit firms.
6 In this case we are actually changing -- we went out
7 to bid, and the -- there were two qualified bidders
8 who -- bids that came in. And we determined that
9 Director Mead and I would both be on the scoring
10 process, the technical scoring -- technical and --
11 technical scoring process for the RFP because of the
12 criticality of this function for -- for the board.

13 And so what we -- we were involved from the
14 beginning, in other words, the creation of the RFP,
15 looking at the features of -- of the RFP. And then
16 when two qualified bids came in, we were part of the
17 committee that actually scored, reviewed, and helped
18 finalize -- and submitted the scoring for finalization
19 for -- for the two -- for the two bids. And the --
20 the successful RFP was with Lance, Soll & Lunghard,
21 and that is in what you have before you today to -- to
22 approve that contract.

23 And, Kathlyn, I don't know if you wanted
24 to -- to add anything.

25 PRESIDENT VALDEZ: You're on mute.

1 DIRECTOR MEAD: Apologies.

2 No. Nothing to add. I just appreciate the
3 fact, Joyce, that you teed this up prior to the vote
4 to the board making a motion. Thank you.

5 PRESIDENT VALDEZ: And with that, if anybody
6 has --

7 VICE PRESIDENT ROWLAND: Is there --

8 PRESIDENT VALDEZ: -- any questions of the
9 process --

10 VICE PRESIDENT ROWLAND: Is there any -- is
11 there any required public comment on this as a
12 separate item?

13 PRESIDENT VALDEZ: Mr. Caplan, since I
14 placed it on the -- placed it under 5-A, took it off
15 of Consent and put it under -- I'm sorry -- yeah, 5-A,
16 I was assuming that the public comment would encompass
17 both. But what -- how do we handle that?

18 DEP. STATE ATTY. GEN. CAPLAN: I think you
19 should treat them as two separate agenda items because
20 they're being discussed and voted on separately. And
21 so if there is a member of the public that wants to
22 discuss the contract resulting from the RFP, I would
23 invite those members of the public to speak now before
24 the board takes a vote.

25 PRESIDENT VALDEZ: Okay. That's fine. It

1 was originally on the consent calendar, and there was
2 nobody signed up for consent calendar. I'm happy to
3 do that.

4 I think there was a question from
5 Director Mosier before we do that.

6 DIRECTOR MOSIER: Yes. I just had a simple
7 question about the timing of the contract, because it
8 doesn't match our -- our fiscal year. So is it
9 unusual to have the auditor contract run separately
10 from our fiscal year?

11 VICE PRESIDENT ROWLAND: We're in a little
12 bit of a catch-up mode. So I think, you know,
13 we're -- we're looking at doing our 2020. And so
14 that's what is going to kick off most immediately and
15 expeditiously, we hope, and then flow in -- next year
16 into 2021. So while it might be a little unusual, we
17 do have some catch-up given, you know, how long it
18 took to do 2019. And, you know, we're very, very,
19 very hopeful that this is gonna get done quickly, and
20 then we can roll right into a more normal schedule for
21 2021.

22 CEO CARLENE MOORE: And -- and with that --

23 DIRECTOR MOSIER: Thank you.

24 CEO CARLENE MOORE: And with that I would --
25 I would just add that it's not uncommon for it to --

1 to not be concurrent with the -- with our fiscal year
2 because an audit is done after the fiscal year is
3 closed. And so typically our -- our filing due to the
4 State, which is the statement of operations, which is
5 due to the Department of Food and Agriculture, is
6 typically due in the month of March. The last two
7 years, due to COVID, that has been extended into
8 April.

9 And so that's the -- the document or kind of
10 the final closure that then the auditor uses to audit
11 against, as well as our books. So typically you --
12 your audit is being performed in the kind of early
13 spring-to-summer months. So it does overlap the
14 fiscal years and -- and extend beyond, because our
15 fiscal year is a calendar year ending on
16 December 31st.

17 DIRECTOR MOSIER: Okay. Thank you. Got it.

18 PRESIDENT VALDEZ: Before we have a motion,
19 I'm going to ask Martha Sullivan if she would like to
20 speak to this item.

21 A/V TECHNICIAN: You're in the meeting,
22 Martha. Star six, Martha, to un-mute.

23 PRESIDENT VALDEZ: Nope.

24 A/V TECHNICIAN: No response from Martha.

25 PRESIDENT VALDEZ: Okay. Do I have a motion

1 to approve contract DAA-21-080-02 located on page 8 of
2 your board packet?

3 DIRECTOR SCHENK: So moved.

4 PRESIDENT VALDEZ: Director Schenk.

5 A second?

6 DIRECTOR MOSIER: Second.

7 PRESIDENT VALDEZ: That's Mosier.

8 And understanding that Directors Rowland and
9 Mead are recusing themselves from this item, Donna,
10 can you take the vote.

11 DONNA O'LEARY: President Valdez.

12 PRESIDENT VALDEZ: Aye.

13 DONNA O'LEARY: Vice President Barkett.

14 VICE PRESIDENT BARKETT: Aye.

15 DONNA O'LEARY: Director Gelfand.

16 DIRECTOR GELFAND: Aye.

17 DONNA O'LEARY: Director Mosier.

18 DIRECTOR MOSIER: Aye.

19 DONNA O'LEARY: Director Nejabat.

20 DIRECTOR NEJABAT: Aye.

21 DONNA O'LEARY: Director Schenk.

22 DIRECTOR SCHENK: Aye.

23 PRESIDENT VALDEZ: Thank you.

24 And thank you very much to both

25 Directors Rowland and Mead of the Audit & Governance

1 Committee for all of your work on the 2019 audit and
2 then also with respect to the RFP for the new
3 auditors. Thank you very much for all that help.

4 That closes that item, I believe. And on to
5 5-B, and that is the DMTC Liaison Committee. And I'm
6 gonna pass it on over to Josh Rubinstein.

7 JOSH RUBINSTEIN: Sorry about that.

8 Good afternoon, District, Directors, and
9 staff. Joined here by Joe Harper behind me, Del Mar
10 CEO, and Brandy Harmon, the director of -- or vice
11 president of ticketing for the Breeders' Cup, as we'll
12 be talking about Breeders' Cup in a few moments.

13 We have a relatively short report. We're
14 excited to open our four-week fall race meet on
15 November 23rd, and that runs through November 28th.

16 As the press release in your board package
17 references, we're increasing purses for the fall meet
18 by 20 percent. And that's very significant, as we saw
19 during our summer season when we increased purses
20 30 percent. Generally when you increase purses, field
21 size follows. And when you have higher field size,
22 you get higher wagering levels. And we certainly saw
23 that during our summer meet. So we're very bullish on
24 the upcoming fall season based on the results from the
25 summer.

1 The highlight of the fall meet will be the
2 Breeders' Cup. It's our industry Super Bowl. It's
3 truly an international event. It will be on
4 November 5th and 6th. And if you remember when we
5 hosted the Breeders' Cup in 2017, it was one of the
6 most successful events in their 38-year history, also
7 a significant positive economic impact for the local
8 region. In 2017, about \$100 million of positive
9 economic impact for -- for North San Diego County. So
10 we're expecting similar numbers in 2021.

11 Drew Fleming, CEO of the Breeders' Cup, will
12 be out shortly to discuss the Breeders' Cup and the
13 festival events during the entire week.

14 And the last item I had is DMTC staff
15 recently met with county health officials, and we went
16 over our fall meet and Breeders' Cup operations plan.
17 The County was very complimentary of our plan. And as
18 was the case during the summer meet, we will be in
19 regular communications with the County.

20 So that's all I have to report on the fall
21 meet, and happy to answer any questions that you may
22 have.

23 PRESIDENT VALDEZ: And I don't -- I don't
24 see any. So I think, Josh, do you want to go take it
25 back?

1 JOSH RUBINSTEIN: Yeah, I'm -- I'm fine if
2 you want to hand things over to -- to Drew Fleming,
3 Breeders' Cup CEO.

4 Drew, I can see you in the box there.

5 DREW FLEMING: Great, Josh.

6 Thanks, everybody, for having me here today.
7 I think the bad news for me is I'm in Kentucky and not
8 in Del Mar, though that will change shortly, by the
9 end of next week. And so just again wanted to thank
10 everybody on this board, also with -- with the
11 racetrack, Josh, Joe. Their leadership team are true
12 partners in every sense of the word.

13 And when the Breeders' Cup comes -- and we
14 understand very much we're a guest in their house, in
15 your house, and we want to be very respectful and
16 leave the place better than when we show up. And so
17 we've been working with Josh and his team for many
18 months. We've had great experience. And Josh said
19 2017 was a phenomenal success, and our -- our fans
20 are -- can't -- can't wait to get back to Del Mar.

21 I think Del Mar had a fantastic summer meet,
22 as Josh and his team talked about earlier and how
23 that's through the support of you all, and it's to be
24 commended, and we look forward to continuing that
25 success.

1 We've been working closely with Josh and his
2 team -- we have our own chief, a former chief of
3 infectious disease who was our COVID consultant --
4 working through protocol after protocol, because we
5 will all put the health and safety first and foremost
6 of everybody attending Del Mar. Josh and his team
7 have a wonderful relationship with San Diego County,
8 particularly Dr. Wooten and Gary Johnson who's the
9 chief resiliency officer. And we continue to have a
10 very positive collaboration with them so that we have
11 the most up-to-date health-and-safety protocols.

12 We're looking forward to a phenomenal event.
13 I mean, let's all admit 2020 and for the most part of
14 2021 has been very difficult. So we're entitled to
15 some fun, and hopefully we will deliver that to the
16 area for everyone. And I think the festival is -- the
17 purpose of that is, again, to do just that. And it's
18 gonna be a wonderful event, supported by the many
19 different districts or many of the townships around
20 Del Mar.

21 If you drive through the village of Del Mar
22 at light you'll see it's already painted purple:
23 international flags, wonderful purple signage, and
24 purple lighting. And I think beginning of Breeders'
25 Cup week there's gonna be musicians all around the

1 area, so that when fans come they really get to
2 experience the best of Del Mar because, one, we
3 don't -- we want to come back. We love Del Mar so
4 much. You guys are wonderful hosts. And our mission
5 is to create a great environment for all of our guests
6 so that we can be back as soon as possible.

7 In addition to the music, there's a couple
8 different things. We're having a taco night. We'll
9 have -- Monarch will be opening a viewing operation
10 for the first day of opening Del Mar, which is
11 November the 3rd. We're having a couple -- we're
12 having a lot of charitable events throughout the week.
13 Also on November 3rd we're having a Fashionable
14 Fillies Go West, which benefits the Jockey Club Safety
15 Net Foundation. On Wednesday night at the Fairmont
16 there is a very high-end dinner honoring acclaimed
17 trainer John Gosden which will donate money into the
18 Gregson Foundation. There's the National Turf Writers
19 Dinner on that -- that night as well. We're having a
20 golf tournament. And really what we want to do is get
21 people in early so that they can see the surrounding
22 area and appreciate everything that -- that I have
23 come to love about Del Mar and the region. So again
24 we can't thank you guys enough. Our goal is to
25 deliver more economic impact than we did in 2017.

1 And, again, Del Mar had a great summer meet,
2 waging was very strong, and we hope to continue to
3 build on that progress.

4 PRESIDENT VALDEZ: Any questions?

5 Drew, thank you very much for being here.
6 We are very excited.

7 And, Brandy, I see you in the back there.
8 It's great to see you as well. I know you were here a
9 few years back, and welcome back. And we look forward
10 to seeing you, Drew, next week and -- and for another
11 really terrific event.

12 Anything else from you all in your report
13 before I open up to public comment?

14 DREW FLEMING: Thank you so much for your
15 time today. We really appreciate it.

16 Also, we have several employees already out
17 there, and it's -- it's one of the big asks. Normally
18 people want to wait until the end to go to a Breeders'
19 Cup site, but everybody here -- they want to come very
20 early to Del Mar. So it's a testament to you all.

21 Thank you.

22 PRESIDENT VALDEZ: All right. Thank you.

23 Any questions before I open up to public
24 comment?

25 Okay. First member of the public signed up

1 for this agenda item is Heather Wilson.

2 HEATHER WILSON: Yes. Hi. Thank you. My
3 name is Heather Wilson.

4 Pursuant to California Business and
5 Professions Code section 19460 and -61, all horse
6 racing licenses granted in California are subject to
7 the rules, regulation, and conditions described by the
8 CHRB.

9 Let's look at one rule that the DMTC
10 violates. The DMTC has butchered many incriminating
11 racing videos, videos that tarnish the image of the
12 so-called safest track in America. It is a violation
13 of CHRB rule 1444 to edit or alter racing videos. Due
14 to time constraints, I can only discuss a few, but I
15 would be more than happy to email you and send you the
16 videos, a complete list, along with the original
17 videos for a side-by-side comparison with the
18 fraudulent ones.

19 9/5/20 Mean Sophia stumbles right out of the
20 gate suffering a catastrophic injury. The video is
21 altered cutting out Mean Sophia falling.

22 9/2/20, Rick's Dream was injured and vanned.
23 The head-on replay was never aired, which is a
24 violation of another CHRB rule, 1442. He bobbed on
25 an injured front leg and gets pulled up, which is

1 chopped out of the video. This horse's whereabouts
2 are still unknown.

3 8/22/21, race 7, 7 horses DNF, did not
4 finish, out of 12. All video replays deleted. The
5 race was declared no contest, yet there are no
6 contingencies specified for exemptions to these video
7 rules from the CHRB.

8 9/6/21 the first time starter, Honor Award,
9 killed on closing day of the summer meet. The video
10 was altered to cut out the part where he bobbles on a
11 broken leg.

12 In summary, the DMTC needs to stop altering
13 racing videos. They need to play the head-on
14 replays --

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

16 PRESIDENT VALDEZ: Thank you.

17 Next is Martha Sullivan.

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

20 In January of 2020 the CHRB reported that
21 95 percent of thoroughbred racehorses in California
22 had been microchipped, you know, for identification or
23 disease tracking and such. So there's really no
24 reason why at this point the CHRB and any of the
25 tracks and veterinarians operating in California can't

1 locate a horse in terms of those that we reported are
2 missing in action.

3 And, also, recently the CHRB issued its
4 annual postmortem report, and a very major finding is
5 that the number of horses with catastrophic injuries
6 or deaths drops dramatically after the fourth year of
7 age. This distribution is consistent with the age
8 distribution that was seen in prior years. However,
9 they couldn't conclude of horses five years of age and
10 greater are less susceptible to the injuries of racing
11 because the total number of horses in each age group
12 that are racing and training, I'm told by the CHRB,
13 are not known to us.

14 Well, the report is prepared by UC Davis
15 under contract for the CHRB. The CHRB certainly knows
16 the status. And if Del Mar truly wants to call itself
17 the safest track in America, it should want to know
18 this too. If we can truly reduce the deaths of
19 racehorses by only racing them at five years and
20 older, that's something worth serious investigation.

21 DONNA O'LEARY: Ms. Sullivan, your time is
22 up.

23 PRESIDENT VALDEZ: Thank you.

24 Next is Jane Cartmill.

25 A/V TECHNICIAN: Star six, Jane. You're in

1 the meeting.

2 JANE CARTMILL: You know the excitement
3 leading up to the fall meet and the Breeders' Cup,
4 let's not forget the horses that died at Del Mar this
5 summer.

6 July 18th, Arson, two-year-old colt, died in
7 training. July 18th, Needless to Say, three-year-old
8 filly, sudden death in training. August 6th,
9 Shesgotattitude, two-year-old filly, flipped over on
10 the way to prep for the race, described by the Horse
11 Racing Board as a barn accident. August 29th,
12 Moonlight Promise, three-year-old filly, catastrophic
13 injury. September 6th, Honor Award, two-year-old
14 colt, musculoskeletal injury.

15 In addition to the dead, there are, as it's
16 just been discussed, the missing, called wrongly a
17 minor issue by the Horse Racing Board. In addition to
18 the eight missing-in-action horses we previously
19 inquired about a number of times, there are many more
20 who were last seen racing or training at Del Mar and
21 not showing up on the requisite databases.

22 July 18th, 2021, Contagion pulled up, did
23 not finish, vanned. July 29th, King of Speed did not
24 finish, vanned off. August 5, Moreavino injured,
25 vanned off. August 8th, Hidetheloot, slipped, then

1 got stuck in the gate. August 13th, Good With People,
2 walked off, did not finish. August 19th Esagerare
3 pulled up, vanned off, did not finish. August 22,
4 Forgiving Spirit, walked off. August 22, Whiskey
5 Blue, worked out at Del Mar. August 26th, Haute Lady,
6 eased, walked off. September 4th, Lucky Peridot did
7 not finish early on.

8 All of these --

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

11 PRESIDENT VALDEZ: Thank you.

12 Maria Loya.

13 MARIA LUISA LOYA: Hello. Good afternoon,
14 board members and the staff of the 22nd DAA. My name
15 is Maria Luisa, and I am calling to support item 5-B.

16 Many workers and their families depend on
17 live racing. And anytime that you approve live
18 racing, you are securing wages, housing, and medical
19 benefits to the workforce that is mostly made up of
20 immigrant Latino workers who dedicate their profession
21 to caring for horses at Del Mar.

22 We should all be proud of the fact that the
23 safest racetrack in America will be hosting this
24 year's Breeders' Cup. Many of my family members that
25 work in the backstretch are excited that they get to

1 participate in what is known as the Super Bowl of
2 horse racing. This is a big deal for everyone
3 involved, and the workers that make horse racing
4 possible deserve to also share the stage in a major
5 sporting event like the Breeders' Cup.

6 I want to thank you all for your work in
7 keeping our backstretch community safe and secure in
8 their employment at the racetrack. Thank you.

9 PRESIDENT VALDEZ: Thank you.

10 Next is Oscar de la Torre.

11 OSCAR DE LA TORRE: Hello. Can you hear me?

12 PRESIDENT VALDEZ: Yes.

13 A/V TECHNICIAN: Yes.

14 OSCAR DE LA TORRE: Oh, thank you staff and
15 board for the 22nd DAA. My name is Oscar de la Torre.

16 I'm just calling to just acknowledge the
17 DMTC and the Department of Public Health in San Diego
18 County for keeping workers safe during the successful
19 summer race meet. And, you know, all the workers
20 that -- that I was talking to -- and, you know, we
21 engaged in some, you know, demonstrations, you know,
22 to advocate for their livelihood. All the workers,
23 you know, reported back that they felt really taken
24 care of. And I just want to acknowledge the good work
25 that's being done to follow very strict protocols to

1 keep workers safe and to keep the public safe.

2 And, you know, the other thing, you know,
3 has been said by -- by the -- by Ms. Maria Luisa
4 regarding the Breeders' Cup, people are very excited.
5 A lot of -- a lot of the workers are excited about
6 participating, that the Breeders' Cup is coming to
7 Del Mar. I think it's the second time that this is
8 happening. And -- and, you know, it's a big thing.
9 It's something that people are looking forward to.
10 People get to talk about it. You know, there's a lot
11 of talk in the community, you know, regarding the
12 Breeders' Cup and these workers, you know, have an
13 opportunity to participate in that, to be a part of
14 that.

15 Not to mention, you know, the economic
16 benefit that was noted earlier, you know, by DMTC
17 regarding the economic impact, you know, that it's
18 gonna have to Northern Cal -- or Northern San Diego
19 County, which is so important because a lot of these
20 businesses have been struggling. I mean, there's been
21 businesses that have gone under. It's been very
22 difficult and a challenge, but this will add a boost,
23 you know, to those businesses, to jobs in the region,
24 and also it will be an opportunity to showcase, you
25 know, the safety protocols that -- that -- that is --

1 you know, that has made Del Mar the racest [sic] -- or
2 the fastest -- I mean, the safest racetrack in
3 America. And that's so important to acknowledge as
4 well.

5 So thank you very much for your work, and
6 looking forward to continuing the fall meet with
7 safety in mind. Thank you very much.

8 DONNA O'LEARY: Mr. de la Torre --

9 PRESIDENT VALDEZ: Thank you.

10 Next is Jim Coleman.

11 JIM COLEMAN: Thank you, Mr. President,
12 board members, for the opportunity to share some
13 comments with you again and especially thank you for
14 your patience.

15 And Josh and the Breeders' Cup folks have
16 already said everything that -- that I wanted to say.
17 And so much gratitude for DMTC and the leadership and
18 the staff there that worked so hard to bring Breeders'
19 Cup back to Del Mar. The international event, the top
20 of the industry is coming to our beautiful seaside
21 location.

22 And it not only benefits our businesses. It
23 benefits them to a level that we just don't see
24 otherwise. Four years ago the Breeders' Cup
25 represented it brought almost 100 million infusion to

1 our greater San Diego Del Mar area. This year's --
2 this year looks like it's gonna be even better, and
3 that doesn't include the amounts raised for charities.

4 So -- and it's solely because of the efforts
5 of DMTC that Breeders' Cup came four years ago and is
6 so excited to come back and make Del Mar a regular
7 stop.

8 Our restaurants, retailers, hotels, they're
9 all getting ready. As you heard the Breeders' Cup,
10 Del Mar decorated. We're purple, the international
11 flags, the horses are out. And I've driven by the
12 racetrack venue and see the track is -- is on track to
13 greet the fans.

14 So on behalf of the greater Del Mar business
15 community and those of us locals who love the sport
16 and the thousands of people that it employs and
17 supports, thank you to the DMTC, thank you to the fair
18 board for your continued support, and excited for what
19 the next three weeks is gonna bring. Thank you.

20 PRESIDENT VALDEZ: Thank you.

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

23 Any final questions or comments from the
24 board?

25 Seeing none, that closes out agenda item.

1 On to item 5-C, and that's the Strategic Planning
2 Committee.

3 And, Ms. Moore, are you taking that one on?

4 CEO CARLENE MOORE: Yes.

5 PRESIDENT VALDEZ: Okay.

6 CEO CARLENE MOORE: So Director Sleiman, and
7 chair of this committee, apologized that he
8 couldn't -- couldn't be here for this today. So what
9 we wanted to do is there's a report in your packet --
10 one moment.

11 PRESIDENT VALDEZ: Page 18. Oh, sorry.
12 Seventeen. Seventeen.

13 CEO CARLENE MOORE: Yeah, starting on --
14 starting on page 17.

15 And today's slide show is really just to
16 kind of augment that and demonstrate some -- some
17 further information that -- and this is really
18 designed to kind of demonstrate and provide some
19 insight to the board, as well as to the public, just
20 kind of our -- not only in the packet, our anticipated
21 dates for -- for goal completion. Again, these are
22 anticipated, but also to -- just some of the steps and
23 some of the work that will be involved. And -- and
24 showing -- what will be shown in these slides is how
25 some of that work will be done by staff, some of it by

1 our various committees, not just the Strategic
2 Planning -- the Strategic Planning Committee.

3 But with that, what the committee is seeking
4 is really the responsibility to see the strategic
5 planning efforts all the way through, continuing to,
6 you know, lead the charge, working with staff to
7 oversee and implement the schedule of activities, the
8 timeline that needs -- that needs to be followed in --
9 in order to achieve all of our goals.

10 No -- teamwork.

11 So just as a reminder in terms of our four
12 strategic goals: to implement the lens through
13 complementary and compatible planning; also, to
14 develop a robust and self-sustaining business plan;
15 and kind of in sync, with all -- all of these things
16 working together and in tandem with one another, to
17 also develop a thorough and engaging environmentally
18 and fiscally responsible master plan; and to connect
19 with our community and serve as a valuable contributor
20 to the region's well-being.

21 And so with that, our first -- kind of the
22 first goal -- so this one focusing on the lens, was to
23 treat the campuses of the fairgrounds as one
24 ecosystem, where all activities are complementary and
25 aligned with the purpose, mission, vision, and values

1 of the San Diego County Fair & Event Center.

2 And so as an example -- we're not gonna go
3 through each one of the objectives and literally the
4 hundreds of action-step items and responsibilities and
5 dates, but just to give a sense of the work that has
6 been done. And again in your packet, on pages -- I'm
7 sorry -- on page 18 kind of gives you a little bit of
8 that outline of the timeline toward completion.

9 So, for example, under this -- this
10 particular goal and the first objective -- and this
11 one was -- was -- was --- is probably the low-hanging
12 fruit at this point because the work that has been
13 done leading up to this -- so, again, that's not shown
14 on here -- and if you were to be looking at a Gantt
15 chart, for example, and have seen all of the steps
16 that -- that led to it.

17 But as you will recall, we did -- we did
18 seek civic leader input in terms of the draft
19 statements that were developed, brought those back to
20 the board last month for, in essence, final adoption,
21 which they were. And so really the next step and then
22 this -- this particular objective -- not necessarily
23 the goal, but this particular objective will be
24 achieved. And that is to now incorporate those
25 statements into the board agenda, starting with the

1 November board meeting. And that work will be done
2 with President and Vice President and -- and myself.
3 So we'll be looking at a new format to the board
4 agenda starting next month.

5 The second objective also around this --
6 this particular goal is here to al- -- to just also
7 demonstrate, because this is one about a milestone.
8 So while the previous one was the actual, like,
9 completion of that objective, this one is really just
10 demonstrating a milestone or a major achievement to be
11 accomplished towards fulfilling this objective and
12 ultimately the goal.

13 So in -- in this case, that major milestone
14 would be the development of an assessment tool, in
15 essence, a document or even multiple documents that
16 are being used to evaluate both existing as well as
17 new opportunities going forward. So for example in
18 this, so senior staff is currently work -- has been
19 working on and is currently working to identify some
20 of those additional processes and filters. And when
21 we talk about additional processes and filters, this
22 meaning, you know, other things to be taken into
23 consideration in addition to, again, that lens that
24 was developed, the purpose, the mission, the vision,
25 and the value statements.

1 And then from that work would be to then
2 take it to the next step. And that would be for
3 various committees to be reviewing and providing input
4 into that assessment tool: Is there further, you
5 know, information that needs to be included? You
6 know, again, is there anything that was missed? Is
7 there duplication perhaps?

8 And so, as you can see here, demonstrating
9 that -- that being assigned to various standing
10 committees that we already have with the board. So,
11 for example, you know, Finance getting to take a look
12 at that tool and coming -- looking at it from sort of
13 an accounting and finance perspective as compared to
14 Fair Operations looking at those various filters that
15 have been identified to look at, you know, how does
16 that carry over to, you know, fair programs,
17 agricultural programs, education programs, you know,
18 fun, entertainment, and so on.

19 And so just kind of as a note, within each
20 of the goals and even sometimes within the objectives
21 there are -- and throughout our -- our -- our timeline
22 of this, there are significant major -- or major
23 milestones that we've identified for accomplishment.

24 Moving on to our second goal, which is
25 acknowledging the short-term need to plan for fiscal

1 recovery and stabilization and creating a
2 five-to-ten-year business plan that rebuilds a strong
3 financial base, contemplates new business activities
4 and partnerships and provide -- provides program
5 accessibility and leads to a thriving San Diego County
6 Fair & Event Center.

7 In the second objective of this particular
8 goal we have to, you know, research and evaluate and
9 to look for methods of -- to further our own business
10 effectiveness.

11 So again, as an example here, this is really
12 simultaneous work to be done. So on the one hand we
13 have a step that's really assigned at the staff level
14 in creating this matrix, a matrix in order to -- to
15 evaluate our current operations that we've identified,
16 and at that same time having the Audit & Governance
17 Committee, as has been previously stated by them, to
18 evaluate our current governance model, and also then
19 taking into consideration proposed transition plans
20 for -- for DAAs.

21 As we've previously spoken to, there is --
22 there's one that is currently a lot of work and effort
23 and has surfaced to the top, and we're anticipating
24 getting more information on that. But at -- that is
25 this idea, the formation of a statewide JPA.

1 So while the executive team and staff
2 leadership team are working to develop again this --
3 this matrice for each of the -- our business
4 operations, Audit & Governance would also -- will also
5 be working on and this, being an ongoing process, as
6 evaluating our business -- our current business model.

7 Next slide is -- and sticking with -- with
8 this same goal, it's just an example with regard to
9 the fourth objective and again just demonstrating, you
10 know, steps that need to be taken. So we had
11 identified the need for the second bullet point, I
12 guess, kind of the second orange bullet point down, to
13 establish targeted-growth goals, you know, reserve
14 policies, acceptable debt ratios, and goals for
15 diversification of business.

16 But really, before we get to that, we needed
17 a step before that of researching, you know, and --
18 and comparing ourselves to other organizations and
19 agencies: What are their reserve policies? What is,
20 you know, acceptable debt ratios? And so on. And
21 again -- and this being the work not only of staff but
22 also the Finance Committee.

23 And not -- and on many of these, these are
24 not activities or items that are going to happen
25 quickly, though they are gonna be done diligently but

1 over a process of -- of time. And, again, that's
2 where information in your packet of those anticipated
3 goals to completion of each of the objectives, which
4 is really spread out over more than a two-year period
5 in terms of all of our goals and objectives, and some
6 of which will -- will carry on probably most likely
7 beyond that even, just in terms of a continuing
8 process.

9 So our third goal, which is around the
10 master plan, is to create an environmentally and
11 fiscally responsible land-use plan for the San Diego
12 County Fair & Event Center, aligning with purpose,
13 mission, vision, and values of the organization.

14 And so here -- and, again, this one is now
15 to demonstrate two objectives that really have
16 concurrent work taking place within them. So with the
17 first objective, one of the action steps will be to
18 create an RFP, as we've discussed, for highest and
19 best land-use analysis as well as the financial
20 feasibility of those uses. Kind of at that same time
21 or sort of concurrently with it, we also need to have
22 an analysis or, you know, a study done of our
23 current -- of our existing facilities, you know, what
24 the -- the overall condition that they're in, you
25 know, whether or not roofs need to be replaced,

1 heating and cooling systems, plumbing and electrical,
2 you know, underground and -- and infrastructure.

3 So having not only this "How do we go about
4 using our land?" but what we currently have and how
5 that may play into -- into an overall plan and whether
6 that plan is for keeping and retraining some of those
7 facilities and/or the eventual replacement or -- or
8 move or just, you know, demolition of a particular
9 facility that we might have -- or -- or structure.

10 And then finally, this -- "finally" meaning
11 our fourth goal, we have to incorporate community
12 engagement within the business plan and master plan
13 processes to enhance understanding and expand
14 opportunities.

15 And in this one, what we've done is
16 highlighted -- while the objective here is to partner
17 with local emergency response agencies, one thing that
18 we identified and noted is that -- and really
19 recognize is that in order for us to serve and engage
20 with emergency responders and other services, that we
21 really needed to take a step back and also update our
22 own response plans as well as training for our staff.

23 And so action steps that have been
24 identified within this is to issue an RFP for
25 situational analysis assessment. This is the

1 recognition that, especially as a multi-use venue as
2 we are, that we don't have just, you know, a standard
3 building such as a convention center that is being
4 used where, kind of no matter what the emergency is,
5 the exit plan is still the same. For us that can vary
6 and change based on whether or not we have events
7 going on or not, whether it's the fair, compared to,
8 you know, the home and garden show or something to
9 that. So that's the reason for this situational
10 analysis to be taken into consideration, for the
11 development of those emergency procedures and
12 guidelines so that we're responding properly given the
13 activity that's taking place at the fairgrounds as
14 well.

15 And then from that we would develop and
16 implement training for our staff. And again this --
17 and this ties back to that partnering with local
18 emergency response to perhaps provide some of that --
19 that training and/or resources for our staff, as well,
20 so that we're in a better position to serve -- to
21 continue to serve as a resiliency center.

22 And so with that, as kind of a reminder --
23 and these -- this goes back to our next steps that we
24 identified clear back at our strategic planning
25 session -- Gosh, was that April? -- at the -- at the

1 end of April. And we really -- you know, we had
2 outlined what we thought was a -- an aggressive plan
3 of accomplishment, which we have actually, you know,
4 followed and -- and stuck with.

5 And then the only change being here, as I
6 mentioned at the start of this -- so originally we had
7 to present this timetable to the board, but we
8 recognized that this -- I mean, it is thousands of --
9 hundreds, if not thousands, of action steps and dates
10 and things like that. And so really what the
11 committee would like is doing -- is just -- it's kind
12 of seeking responsibility for this, to see the efforts
13 through, again, to work with staff and make regular
14 reports at the board meeting of progress on the
15 overall timeline, you know, completion of major
16 milestones, goals as those do come to light, and just
17 the steps that are involved.

18 And so with that, if there are any questions
19 or --

20 PRESIDENT VALDEZ: And waiting for my
21 screen.

22 CEO CARLENE MOORE: Yeah.

23 PRESIDENT VALDEZ: Okay. Any questions on
24 what was covered? Or comments?

25 DIRECTOR GELFAND: I have a comment.

1 PRESIDENT VALDEZ: Director Gelfand.

2 DIRECTOR GELFAND: Yeah, I'd just like to
3 thank Carlene and staff for all of the work that went
4 into this and has been ongoing for the past several
5 months.

6 You know, we met with community leaders from
7 Del Mar, from Solana Beach, County Supervisor Terra
8 Lawson-Remer's office, Assemblymember Chris Ward, Toni
9 Atkins' office, et cetera, and vetted a lot of this
10 with them. And the process, I think, was really
11 helpful.

12 And I also want to thank Director Sleiman
13 for his involvement in all of this, and I really think
14 it gives us a framework to move forward that's going
15 to be very helpful.

16 PRESIDENT VALDEZ: Any other comments?

17 One of the things that, you know, I like --
18 well, there's a lot of things I like about it, but one
19 of the things that I particularly think is helpful for
20 us as we, you know, move forward is each committee's
21 role in whatever various parts of the strategic
22 planning and the importance of each of the committees'
23 participation in -- in the -- in buy-in for the
24 strategic planning outcomes.

25 So as my successor will look at the

1 composition of the committees going into next year,
2 91 days from now, I think that's something that we
3 want to look at is the composition of the committees
4 and, you know, are the committees looking at what's,
5 you know, on the strategic plan and, if there are some
6 that don't fit, how can they fit with the strategic
7 planning and perhaps whether or not they're -- they're
8 necessary. So I think it gives us a good framework to
9 reassess the committees and the compositions of the
10 committees and how the committees fit within our
11 overall strategic planning. So that is something that
12 I would urge my successor to look to.

13 Any other questions or comments?

14 CEO CARLENE MOORE: Looks like Don has his
15 hand up.

16 PRESIDENT VALDEZ: I'm sorry. Don.
17 Thank you.

18 DIRECTOR MOSIER: Yes. I -- and I'm chair
19 of the Sustainability Committee. Again, I don't
20 really -- more work, but I'd like to see the
21 Sustainability Committee be more involved in strategic
22 planning as part of our environmental sensitivity.
23 And we can work closely with -- with Dustin as the
24 staff member who is very knowledgeable in that area.
25 But I think it is important in -- in this era and in

1 keeping with the local communities engaged to
2 emphasize that we're -- our business plan is
3 environmentally sustainable as well as fiscally
4 sustainable.

5 PRESIDENT VALDEZ: Good point. I appreciate
6 that.

7 Any other comments before I open up to
8 public comment?

9 Seeing none, first member of the public
10 signed up for this agenda item is Sandie Marchese.

11 A/V TECHNICIAN: Go ahead, Sandie. You're
12 in the meeting. Sandie, you are in the meeting,
13 whenever you would like to begin. And you are muted
14 again.

15 Would you like to move on?

16 Oh --

17 PRESIDENT VALDEZ: Why don't we give her --
18 why don't we go on to the next person, and then we'll
19 come back to her.

20 A/V TECHNICIAN: Sounds good.

21 PRESIDENT VALDEZ: Next is Martha Sullivan.

22 A/V TECHNICIAN: You're in the meeting,
23 Martha. Star six.

24 MARTHA SULLIVAN: Hi. This is Martha
25 Sullivan again.

1 I guess I'm a little concerned to see so
2 many of the milestone dates in mid-to-late '22 and
3 into the year 2023. I understand that you have a
4 skeleton staff now and that you're looking to do the
5 county fair next year, which will, you know, tax
6 everyone a great deal. I guess I'm just concerned,
7 having been through this process myself a number of
8 times, that this gets, you know, kind of marginalized
9 over time because there's so many pressing things that
10 need to be done.

11 It just strikes me as -- giving yourself a
12 year to do the things under the business plan is
13 concerning to me as well, you know, somewhat less so
14 the master plan.

15 I'm also really concerned -- kind of on
16 Director Mosier's point, I'm concerned that the
17 previous idea to really ramp up solar electrical
18 production, as both a way to cut costs and also
19 generate revenue, that that's gonna get lost in the
20 weeds somehow. The last I heard, that the RFP was
21 being held off on until the strategic planning process
22 matured, and I don't know when that, you know, will
23 happen at this juncture. It's still pretty vague. So
24 I think that's a very concrete thing --

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

1 up.

2 MARTHA SULLIVAN: -- thing you can do.

3 PRESIDENT VALDEZ: Thank you.

4 Jane Cartmill.

5 JANE CARTMILL: Some of the information in
6 the management discussion and analysis overview struck
7 me as something that the committee should be thinking
8 about. The -- in -- in regard to their -- their
9 position ongoing on racing, the district cash and cash
10 equivalence decreased, it said, 1,020,000 primarily
11 due to a 2.5 million shortfall from racing. Food and
12 beverage revenues decreased coinciding with the drop
13 in attendance at the fair and the summer race meet.
14 The DMTC's final net profits payable to the Race Track
15 Leasing Commission was 3.4 million less than in 2018
16 due to lower attendance and handle. And handle at the
17 satellite wagering facility decreased 8.1 million in
18 2019. Attendance declined by 22,400.

19 So as the committee assesses the fiscal
20 strengths of existing programs and business
21 activities, I hope that they are looking at this horse
22 racing data, the financial losses, and I hope they're
23 looking at that through, you know, a new lens.

24 Thanks.

25 PRESIDENT VALDEZ: Thank you.

1 I'm gonna try Sandie Marchese again.

2 A/V TECHNICIAN: Sandie, you are in the
3 meeting. We see you, and it looks like your
4 microphone is un-muted. So I'm not sure what's going
5 on on your end. And now you're muted again.

6 It seems like she's having some microphone
7 issues perhaps.

8 PRESIDENT VALDEZ: Sorry about that, those
9 technical difficulties sometimes.

10 That is the last member of the public signed
11 up for this agenda item. Any last comments on
12 Strategic Planning Committee?

13 Seeing none, we're on to item 5-D, and
14 that's the Fair Operations Committee.
15 Director Schenk.

16 DIRECTOR SCHENK: Good afternoon. Thank
17 you, Mr. President.

18 Well, after a hiatus of about 19 months or
19 thereabouts -- one can certainly lose track after the
20 long period of time -- the Fair Ops Committee was able
21 to meet recently, and we began having conversations,
22 brainstorming sessions, about our upcoming 2022
23 San Diego County Fair, and we're very excited about
24 the prospects.

25 You know, we've certainly learned a lot

1 through the pandemic and how resilient our staff can
2 be in coming up with alternatives to a true county
3 fair as we did with Home Grown Fun. And as a result
4 of what we've learned and -- and what we discovered
5 works and what doesn't work well, we're very
6 enthusiastic and very hopeful and -- and we have
7 tremendous anticipation for what will be coming up in
8 2022.

9 I would say that we come up with our themes
10 for the fair sometimes a year or more earlier than the
11 date of the announcement. And as we did in 2019, our
12 very great precognition of what was our fair theme of
13 Heros Unite certainly didn't anticipate nor foresee
14 what might be happening two years-plus later. But our
15 committee, made up of staff and the Fair Ops Committee
16 of Sam and myself, we're very excited to announce our
17 recommendation of the same theme that we were
18 proposing for 2019, which is Heros Unite. And I'll be
19 bringing that motion shortly as I give some more
20 details.

21 You know, clearly when we came up with that
22 theme back in 2018 for 2019 [sic], it was viewed in
23 a -- in a more whimsical intent, but of course now it
24 has a much more sober intent as well as fanciful. But
25 there are a lot of heros that we can be celebrating in

1 this upcoming year, and so our -- our theme
2 recommendation is going to be Heros Unite.

3 And we have a recommendation for dates for
4 that upcoming summer fair, if you'd like to put
5 those -- that information up on the screen. I don't
6 know if that's available. I can go through them.
7 There we go.

8 I'm not sure how -- oh, there. There.
9 That's much better.

10 So the dates proposed will be beginning
11 Wednesday, June 8th, through Monday, July 4th. We
12 will be closed every Monday and Tuesday except, of
13 course, July 4th, which will be -- falls on a Monday.
14 It will be our closing day. The times will be Sunday
15 through Thursday 11:00 A.M. to 10:00 P.M. and Fridays
16 and Saturdays 11:00 A.M. to 11:00 P.M.

17 Some things that we learned through Home
18 Grown Fun is by structuring admission of tickets and
19 parking ahead of time we can make for a much more
20 streamlined process for welcoming our guests. And
21 something else that we're going to be doing to make it
22 a much more communal, friendly event is we're going to
23 be actually reducing the cost of the parking back to
24 2015 prices so that we'll encourage more people to
25 park on site than in the neighborhoods, you know,

1 which has always been a concern for us and for our
2 neighbors.

3 Another thing that we're going to be doing a
4 little differently in 2022 is we will be having
5 different price points for different days of the week.
6 So the admission rate for Wednesdays and Thursdays
7 will be \$15 for those 13 and above and \$12 for those
8 12 and under and for those seniors who think they're
9 12 and under. But for seniors and military, as well,
10 it will be \$12 per person. Then on weekends and the
11 July 4th date -- so Fridays through Sundays and
12 July 4th -- it will be \$20 for adults and \$17 for
13 those 12 and under and those seniors and military.
14 And as has been our tradition, those 5 and under are
15 free every day.

16 We will also be -- we will be returning to
17 our games and entertainment in the grandstand and
18 elsewhere on various stages. So there will be, over
19 the months to come -- and our committee will be
20 meeting monthly. We will be coming up with
21 recommended contracts for -- for entertainment. Of
22 course we're not there yet.

23 But I would like to invite Katie Mueller,
24 our chief business services officer, to speak to
25 anything that I may have missed, which I'm sure there

1 are a number of things.

2 KATIE MUELLER: You did a great job, Fred.

3 I just wanted to emphasize how excited we
4 are to be welcoming back the community of San Diego to
5 the fair, to the whole traditional fair, in 2022.

6 I think another thing that I'm really
7 looking forward to, as Fred kind of alluded to a few
8 of the changes we've made in our parking and
9 admission, we're really looking at every single aspect
10 of our operation, from the top to the bottom. All of
11 our programs, all of the things that the fair has
12 traditionally done, we're looking at all of those
13 things and evaluating them and being very strategic
14 about those items.

15 You know, given all that we've been through
16 in the past year and a half, this is really an
17 opportunity for us to push the reset button and change
18 things up a little. And we learned a lot from what
19 works at Home Grown Fun. You know, in a lot of ways
20 Home Grown Fun brought us into utilizing technology
21 more, to being more efficient with our staff, to just
22 planning better all the way around. And we're gonna
23 apply those lessons that we've learned into Home Grown
24 Fun.

25 I think overall, more than anything, it

1 brought our team together and really helped us all
2 work with each other better. Instead of being in
3 these siloed departments, you know, everybody did
4 everything for Home Grown Fun, and we all learned a
5 lot from that experience, and we'll be better for it
6 for planning for this year.

7 So I'm really excited to share with you as
8 the planning goes along. And I'm excited that we'll
9 be meeting monthly with Fair Operations to update them
10 as well and get their feedback, but to share with you
11 all of the plans and the things that we'll be doing to
12 improve this fair and really make it truly the best
13 fair that we've ever produced both from -- mostly from
14 revenue or the revenue -- net revenue side, and we're
15 really going to be focusing on the customer experience
16 more so than we ever have before. More so than
17 chasing an attendance number, we'll be focusing on the
18 experience people have when they come.

19 So that pretty much concludes my report.

20 Does anybody have any questions or --

21 PRESIDENT VALDEZ: Director Mead.

22 DIRECTOR MEAD: No question. Just a
23 comment.

24 I really appreciate your overview, Fred, and
25 your comments, Katie. I just want to commend you and

1 the entire team for your creativity and -- and the
2 attention you've paid to making really, I think, what
3 are really gonna be good changes for the fair.

4 I've -- I like the ticketing prices, days --
5 encouraging people to come on days that are not on the
6 weekends and really getting more people to park on
7 site than in the neighborhoods.

8 I do hope that we are able to -- to work
9 with the local transportation organizations so that we
10 can get people to take more public transportation and
11 get out of their cars, you know, take public
12 transport. Have the rate to take that public
13 transportation be much less expensive than if they
14 drove and parked at the -- at the fairgrounds.

15 So thank you, and look forward to what we
16 can do with -- with public transportation, improving
17 that as well.

18 KATIE MUELER: Yes. And hopefully you'll
19 have more information about that in a month or two.

20 As you may recall, we had a very successful
21 promotion with NCTD during Home Grown Fun, and we've
22 had a relationship with them for many years, but
23 during Home Grown Fun it was especially -- people
24 especially used public transportation. And so we hope
25 to encourage that again this year. And we'll also be

1 reaching out to MTS to see how we can get our partners
2 from the south involved again as well as we'll be
3 looking at all of our other off-site parking lot
4 operations and and bringing forth the recommendation
5 for those as well.

6 DIRECTOR MEAD: Thank you.

7 DIRECTOR SCHENK: Kathlyn, I can tell you
8 that that was very much a part of our first meeting
9 last month where we began the process of talking about
10 getting people on site and moving traffic and finding
11 alternative ways for getting our guests and our
12 visitors onto the property. So we're very mindful of
13 that.

14 I do want to also point out that rather than
15 being 27 or 28 days of fair it will be 21 days. And
16 so there will be fewer days of the potential for
17 traffic. So that too is another aspect of our efforts
18 to try to improve the quality of the process.

19 PRESIDENT VALDEZ: Terrific.

20 Any other questions before we go to a
21 motion?

22 I see no questions.

23 Before we go to a motion, I'd like to open
24 it up to public comment, and that's Martha Sullivan.

25 MARTHA SULLIVAN: Thank you. This is Martha

1 Sullivan again.

2 I am -- I was pleased to hear Ms. Moore talk
3 about hitting the reset button, because of my past
4 comments and those of others over the last couple of
5 years have indicated we think that such a button is
6 really needed for the county fair to increase its
7 accessibility and adventurous level out in the wide
8 community.

9 I didn't -- I'm concerned, because of Home
10 Grown Fun being referenced, that, you know, there
11 wasn't much change there relative to your food
12 offerings, also some of the animal exploitation
13 activities like the pig races and the milking
14 demonstration and so forth. So I hope that the reset
15 button is gonna go further than Home Grown Fun and
16 that you're really gonna use the lens and so forth and
17 the input that you got through strategic planning to
18 broaden the interest in the county fair beyond what
19 really is a shrinking base, just like with horse
20 racing.

21 There's a whole wide world out there that
22 you can tap if you just choose to do so, and this is a
23 great opportunity to do it.

24 Thank you.

25 PRESIDENT VALDEZ: Thank you.

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

3 So back to you, Director Schenk. Did you
4 want to make a motion?

5 DIRECTOR SCHENK: I do, Mr. President.
6 Thank you.

7 So I -- I will move that we adopt the theme
8 of Heros Re-Unite. The dates for the run of the
9 22nd DAA's San Diego County Fair for the summer of
10 2022 will run from June 8th, which is a Wednesday,
11 through Monday, July 4th, that we will be closed
12 Mondays and Tuesdays except for July 4th. The times
13 would be Sunday through Thursday 11:00 A.M. to
14 10:00 P.M. and Fridays and Saturdays 11:00 A.M. to
15 11:00 P.M. The admission rates would be Wednesdays
16 and Thursdays for \$15 for adults, \$12 for children 12
17 and under, along with seniors and military; the
18 weekend and holiday rates would be \$20 for adults age
19 13 and over and \$17 for those 12 and under as well as
20 for seniors and military; that we continue allowing
21 children 5 and under to attend for free; that parking
22 would be \$15 for general parking and \$30 for preferred
23 parking.

24 And I think I've covered all of the subjects
25 that I need to have on the motion. Katie, if I've

1 missed something or, Sam, if I missed anything, I
2 welcome any modifications to the proposed motion.

3 KATIE MUELLER: I think you've covered it.

4 DIRECTOR SCHENK: All right. Thank you.
5 That is the motion, Mr. President.

6 PRESIDENT VALDEZ: Thank you.

7 Do I have a second?

8 DIRECTOR MEAD: Second.

9 PRESIDENT VALDEZ: I'm gonna go with -- I'll
10 go with Mead. I think I heard her first.

11 So any questions? Comments? Discussion?
12 Seeing none, Donna, can you take the vote.

13 DONNA O'LEARY: Sure.

14 President Valdez.

15 PRESIDENT VALDEZ: Aye.

16 DONNA O'LEARY: Vice President Barkett.

17 VICE PRESIDENT BARKETT: Aye.

18 DONNA O'LEARY: Vice President Rowland.

19 VICE PRESIDENT ROWLAND: Aye.

20 DONNA O'LEARY: Director Gelfand.

21 DIRECTOR GELFAND: Aye.

22 DONNA O'LEARY: Director Mead.

23 DIRECTOR MEAD: Aye.

24 DONNA O'LEARY: Director Mosier.

25 DIRECTOR MOSIER: Aye.

1 DONNA O'LEARY: Director Nejabat.

2 DIRECTOR NEJABAT: Aye.

3 DONNA O'LEARY: And Director Schenk.

4 DIRECTOR SCHENK: Aye.

5 And thank you all very much.

6 PRESIDENT VALDEZ: And thank you. It's very
7 exciting.

8 We're on to the next item on Fair Ops, and I
9 think we have Jacky Eshelby for that on San Diego
10 International Beer Festival results.

11 Welcome, Jacky.

12 JACKY ESHELBY: Hi, Richard and board. I'm
13 gonna give you a brief overview of not just the
14 international beer competition, but all of our
15 beverage competitions that we held in 2021.

16 Historically speaking, for members of the
17 board that are new, we have five different beverage
18 competitions, both amateur and professional: a
19 commercial wine, spirits, and beer competition, and
20 then a homemade wine and a homemade beer competition.

21 We were fortunate in 2020 to have the
22 commercial wine and spirits prior to the outbreak of
23 COVID. It happened in February of 2020. And then we
24 were able to, through Zoom and social distancing and a
25 number of ways, hold our commercial beer, homemade

1 wine, and homemade brew competitions in the fall of
2 2020.

3 So in 2021, although we didn't have many of
4 our traditional competitions that we have in the
5 exhibits program, we were able to have all of them,
6 except for the homebrew competition. So in May,
7 mid-May, we held our Toast of the Coast wine
8 competition and our distilled competition. And
9 believe it or not, our entries were up about
10 10 percent over our 2020 numbers, which was really
11 interesting due to the fact that 2020 happened prior
12 to the COVID even existing. So we did get a lot of
13 response from the wineries.

14 And as we look forward to 2022, we will more
15 than likely have our competition prior to the actual
16 fair, that date as they were just approved, but we
17 will celebrate the winners from 2020, 2021, and 2022
18 since we haven't actually got to celebrate these
19 winners on site at the fairgrounds.

20 For those of you that know about the wine
21 industry and the spirits industry and even in the
22 beer, the -- the thought of having these medals to
23 have something to talk about, the public relations
24 side, the content for their marketing, something to
25 share with their wine club members is really, really

1 important as well as having the evaluation from judges
2 and getting the feedback.

3 And continuing with our competitions even in
4 this time has been really important for us, for our
5 longevity of our competitions. Many competitions took
6 a break in 2020, and we really saw keeping ours going
7 was very -- not only good for our -- our exhibitors
8 but for us in keeping our name alive and being front
9 and top of mind in the competitions that they
10 participate in.

11 The Best of Show for the Toast of the Coast
12 wine was Jeff Runquist with a 2019 Lagrein from French
13 Camp Vineyards out of Paso Robles, and the Best of
14 Show for distilled was Cutwater Spirits who has
15 traditionally always done well. But instead of with a
16 bourbon this year, they won with a tequila. So that
17 was something sort of new for us.

18 Our San Diego International Beer Competition
19 we just judged in September of -- the 24th and 25th,
20 and our entries were about 12 percent up from the 2020
21 competition. We still have yet to pick the Best of
22 Show. We were -- the thing we struggled with is we
23 did it with a very short staff. And I'd like to
24 commend -- pretty much everybody that's on the
25 fairgrounds came out and helped us one way or the

1 other, whether it was receiving beer or helping us
2 with the competition, but we had trouble with judges
3 showing up. And we had a lot signed up, but they
4 didn't come to the actual judging. So we still have
5 one round left to do, and we hope to get it done by
6 the end of this week. And then we are debating
7 whether to do our awards virtual, like we did last
8 year, or somewhat wait and use it for part of an event
9 for the 2022 fair.

10 And then finally we finished up receiving
11 our home wine entries this last week, and they will be
12 judged, and there will be some sort of gathering for
13 the home wine makers probably closer to December as we
14 have -- November is pretty full with the Breeders' Cup
15 and the fall race meet here on the fairgrounds.

16 And our -- our feedback and our
17 participation in home wine has remained steady the
18 last two years, and it is definitely one that we've
19 got a lot of positive feedback because of a lot of
20 fairs and smaller groups have ceased to hold their
21 competitions during the -- these times, and it's
22 really kind of helped us leapfrog ahead and get us
23 some new entries.

24 So we're excited about all this. We're
25 excited to debut it in 2022, and just kind of wanted

1 to share with you that although we didn't have
2 photography and home arts and some of the traditional
3 things that you do see, we did still have some of our
4 competitions at the -- during the 2021 year.

5 PRESIDENT VALDEZ: Thank you, Jacky.

6 Any questions?

7 Oops.

8 Thank you, Jacky.

9 Any questions?

10 DIRECTOR SCHENK: That completes our Fair
11 Ops report, Mr. President. Thank you.

12 PRESIDENT VALDEZ: All right. Thank you
13 very much.

14 DIRECTOR GELFAND: I have just a general
15 question. Is there supposed to be public comment?

16 PRESIDENT VALDEZ: We had public comment on
17 that because we took it before the item that was an
18 action item. We're going then to close that item.

19 And on to item 5-E, Community and Government
20 Relations Committee. Director Mosier.

21 DIRECTOR MOSIER: Yes.

22 I'm happy to report that the size of this
23 committee keeps growing. We had staff members from
24 Joe LaCava's office -- Joe is the District 1 City of
25 San Diego council member -- joined this meeting. We

1 also had representatives from Toni Atkins' office,
2 Chris Ward's office, Terra Lawson-Remer's office, as
3 well as the traditional Del Mar City Council members
4 and Solana Beach City Council members and their
5 staffs.

6 I say all this because we used to meet in
7 the -- in conference room. Now we meet by Zoom.
8 We're up to as many as 24 attendees. And if we ever
9 get back in-person meetings, we're gonna need a
10 different venue.

11 There's a lot of updates on what's going on
12 at the fairgrounds, but the only substantive issue
13 that came up during discussion was both the City of
14 Del Mar and the City of Solana Beach being very
15 interested in what the wagering -- the sports wagering
16 revenues will be and whether they can participate in
17 sharing those revenues. Of course that issue won't be
18 decided until the referendum next year, a year away in
19 November, about whether sports wagering will be
20 happening on the fairgrounds.

21 And it's also somewhat a complicated issue
22 because I think both cities assume that the horse
23 racing revenue wager sharing would continue for sports
24 wagering, and that's a very unclear assumption at this
25 point in time.

1 So that's the end of my report. I'll be
2 happy to answer any questions board members have.

3 PRESIDENT VALDEZ: Any questions?

4 I see none. I'm gonna open up to public
5 comment. And that -- Martha Sullivan.

6 MARTHA SULLIVAN: Thank you. It's good to
7 hear that the -- this committee the attendance is
8 expanding and lots of the government representatives
9 are participating.

10 I want to reinforce, as I did last month,
11 that there are now three ballot initiatives -- you
12 know, one is qualified and two are going through the
13 process of being qualified -- about sports betting.
14 And the other two that are going through the process
15 now would not be limited to the brick and mortar
16 racetracks and Native American casinos. And so they
17 have a much greater chance of prevailing because of
18 that, because the definite interest among the
19 marketplace for sports betting is that it be available
20 on mobile devices, via online betting, and that you
21 don't have to go to a remote, you know, brick and
22 mortar location to do it. So I think everybody needs
23 to be very mindful of that. There's big, big
24 interests at play in these other two ballot
25 initiatives that are in the process of getting

1 qualified. So I think the cities should be mindful of
2 that as well.

3 And maybe, you know, if they'll open
4 themselves up to sports betting, maybe Del Mar will
5 open itself up to cannabis.

6 PRESIDENT VALDEZ: Thank you.

7 Any final comments or questions from the
8 board on this agenda item?

9 Thank you, Director Mosier.

10 On to item 5-F. That's the Finance
11 Committee. I'm gonna start with the Premier P&L
12 statement and Mark Wiggins.

13 MARK WIGGINS: Good afternoon, everybody.

14 Revenues for the month of August were
15 \$4,175,632. So that's, I believe, the biggest month
16 we've had thus far, and that's a good trend to have.
17 We did budget \$5,082,308. The big discrepancy there
18 was just really we had no idea of what the attendance
19 was gonna be without the concerts and everything else.

20 Cost of goods for the month was lower
21 slightly, and that is due to a -- to a batch of
22 accounts payable that hit in September, that should
23 have hit in August. But year to date we would be
24 on -- on -- right on mark for that.

25 Payroll was -- was down and has been down

1 for this last several months and is -- is doing
2 pretty, pretty well. Operating is the same thing,
3 right in line with budget. And then net profit was
4 actually higher than budget.

5 So, you know, bottom line, we're -- we're
6 doing -- operating a lot better than budget even with
7 the -- about a million less in sales.

8 Year-to-date revenues are up \$8,037,856,
9 compared to a budget of \$9,245,000- -- (Indecipherable
10 zoom audio.)

11 THE STENOGRAPHER: I'm sorry. What was the
12 last -- 9 million, what?

13 MARK WIGGINS: \$9,245,902.

14 So we're down about \$1.2 million in
15 revenues, but net profit for year-to-date is at
16 \$2,723,770, compared to a budget of \$2,409,578.

17 So we continue a pretty strong summer, and
18 hopefully that will take us into the Breeders' Cup and
19 the fall.

20 PRESIDENT VALDEZ: Any questions?

21 DIRECTOR SCHENK: I have a question about
22 the Premier employees and what -- what role will they
23 have during Breeders' Cup?

24 MARK WIGGINS: All our employees will
25 have -- we hire everybody the same as we do any live

1 meet. So it's all our employees operating the food
2 and beverage. We do ramp up a lot and bring in
3 out-of-town help, especially with such a big event.
4 So we do bring in some of the other ASM Global
5 partners' management in to help supervise.

6 DIRECTOR SCHENK: In terms of, you know, the
7 rank and file, the union employees, those will all be
8 given the same opportunities of work as during their
9 regular race meet?

10 MARK WIGGINS: Absolutely. 100 percent of
11 our union staff will be working.

12 DIRECTOR SCHENK: And what are the hours?
13 What hours will they be allowed to work in that --

14 MARK WIGGINS: Usually the -- we try to
15 limit to 8-hour shifts. But with the Breeders' Cup
16 being all day and having to arrange to have people
17 here earlier, it tends to be 8- to 10-hour shifts.

18 DIRECTOR SCHENK: And that's gonna be
19 what -- on what days?

20 MARK WIGGINS: Those would be on Friday and
21 Saturdays. And some staff will be -- we'll have staff
22 in all week. Just the bulk of our staff -- we'll have
23 over 8- or 900 employees -- would be on Friday and
24 Saturday.

25 DIRECTOR SCHENK: All right. Thank you.

1 PRESIDENT VALDEZ: And Director Gelfand.

2 DIRECTOR GELFAND: Yeah, I wanted to kind of
3 follow up on that theme.

4 Has there been a shift in the work schedules
5 of union employees, as opposed to like contract
6 workers or food trucks or other kinds of things, that
7 have resulted in the union employees not getting
8 enough hours to qualify for health benefits and that
9 kind of thing?

10 MARK WIGGINS: No. We're pretty much still
11 operating. We don't -- for the interim events we
12 don't operate a huge amount. We, of course, operate
13 all the bars. But because of the infrastructure, what
14 the events need and we don't have concession stands in
15 those buildings, we use some of our third-party
16 vendors to operate those. And that's been a standard
17 for as long as I've been here, and I think for quite
18 some time.

19 DIRECTOR SCHENK: Does that mean that there
20 are fewer opportunities?

21 I'm not quite getting the -- the sense --

22 MARK WIGGINS: Well, we don't --

23 DIRECTOR SCHENK: -- to Michael's question.

24 MARK WIGGINS: We only have -- we only have
25 one -- really one food truck that we can actually use,

1 and we don't have any other equipment. So for us to
2 operate in some of these venues where we have the
3 Goodguys and we need to spread out all over the place,
4 we don't have -- besides the grandstand, we don't have
5 a lot of cooking facilities. So we have to depend on
6 third-party vendors to then provide that selection.

7 DIRECTOR SCHENK: And they provide their own
8 employees then?

9 MARK WIGGINS: Yes.

10 DIRECTOR SCHENK: So Premier gets the
11 benefit of -- of the -- of the income, but the --
12 the -- but the -- the revenue comes back to Premier, I
13 take it; correct?

14 MARK WIGGINS: We -- we pay -- they pay a
15 certain percentage of rent, just like the fair --
16 vendors at the fair would do. They pay a percentage
17 of their sales to us, and then that's booked as
18 revenue on our P&L.

19 DIRECTOR SCHENK: Without having as many of
20 your employees working?

21 MARK WIGGINS: Correct. For the -- for
22 those interim events, yes.

23 DIRECTOR GELFAND: Is that a change from
24 past procedure?

25 MARK WIGGINS: No. No. It's a standard.

1 What we've always done is -- for a lot of
2 these events to be able to have the food selection,
3 for a home show and stuff they want, you have to have
4 special equipment that the health department would
5 allow you to do besides hotdogs. The only cooking
6 stands that we really have, that maybe will be a part
7 of that, would be the paddock or 17 Hands that would
8 be close to it, and a lot of times the grandstands is
9 closed off from that. The only other building that we
10 have a permanent concession stand in is the Wyland
11 Center.

12 DIRECTOR SCHENK: Mark, I recall during Home
13 Grown Fun we had a number of food vendors. In 2019
14 Premier had a -- a very good truck or a location for
15 grilled cheese sandwiches, as I recall.

16 MARK WIGGINS: Right. We --

17 DIRECTOR SCHENK: But you didn't have that
18 during Home Grown Fun.

19 I'm assuming that during the 2022 summer
20 fair you'll be providing -- you're going back to what
21 you did in 2019 and having some stations set up that
22 will be yours, in addition to those that other food
23 vendors are going to be selling?

24 MARK WIGGINS: Oh, absolutely, if we have
25 the option to do that.

1 You know, the fair is a little bit of a
2 different animal. It's usually all the food and
3 beverage is controlled by the 22nd for the food
4 vendors. And we always, you know, operate, I think,
5 using the paddock and the -- the grandstands, but
6 everything outside of that usually is the 22nd's
7 income through their sub-parties to the fair.

8 DIRECTOR SCHENK: Well, but you did have --
9 well, I don't know if you were a part of it back then,
10 but there were at least one or two I know, plus in the
11 paddock area there were opportunities for Premier's
12 food service, and they were great. So I'm hoping --

13 MARK WIGGINS: Right.

14 DIRECTOR SCHENK: -- that you'll bring those
15 back.

16 MARK WIGGINS: Yeah, I think everything
17 we'll look at financially to see if it makes sense to
18 do. And we will kind of analyze, like we do
19 everything now -- we're under a microscope -- checking
20 out whether is it profitable for us to operate at.

21 DIRECTOR SCHENK: All right. But as chair
22 of Fair Ops, I'll be looking to see -- having a
23 conversation with you further about that. Okay?

24 MARK WIGGINS: All right. Very good.

25 DIRECTOR SCHENK: Thank you.

1 PRESIDENT VALDEZ: Any other questions on
2 the Premier before we move on to other portions of
3 finance?

4 I see none.

5 Mark, could you -- I think you always do,
6 but I just want to make sure you're here for the rest
7 of this agenda item before we move off on it. So
8 thanks for remaining.

9 So I'm gonna pass it on over to the director
10 of finance, Michael Sadegh, for the rest of the
11 report.

12 MICHAEL SADEGH: Good afternoon.

13 My report starts pretty much where we left
14 off last month. We're still continuing to go through
15 our conversion process with our accounting systems,
16 ensuring that what was happening in 2020 is continuing
17 to transpire into 2021 and the activities are reported
18 correctly.

19 We have made a lot of progress in terms of
20 special accounts -- GL accounts that have been
21 reconciled. We still have some work to do. But just
22 to summarize, we have reconciled some of these asset
23 accounts that's listed on the screen, basically cash
24 and -- and restricted cash has been reconciled through
25 June. Accounts receivable has been reconciled. And

1 prepaid expenses have been reconciled.

2 Prepaid expenses are pretty much all those
3 costs that have been -- I'm sorry -- those items that
4 have been paid up front, maybe in 2020 or 2019, that
5 relates to an activity that's further out maybe
6 because the events didn't happen or -- or it's going
7 to happen in 2022. So we reconciled those.

8 In terms of liabilities, we reconciled
9 accounts payable, our debt in terms of long term and
10 current portion of those, and then the reserve
11 accounts for JLA and food and beverage account.

12 What's remaining to be done is -- is our --
13 as we spoke in the beginning, during our audit report,
14 our deferred outflow of cash for pension -- I'm
15 sorry -- not cash, but outflow of pension and inflow
16 of pension, those are coming from the State, and we --
17 we will record those as we get information.

18 All of our capital accounts as it relates to
19 building improvements and -- and equipment have --
20 have to be reconciled through 2021. We have to bring
21 in from our old books into the new one. So we'll be
22 working on that in the -- in the near future.

23 In terms of liabilities, we have our payroll
24 accounts that we have to reconcile. That's a bit of a
25 work, but we'll continue to work on it, since it has a

1 lot of nuances.

2 In terms of accrued liabilities, we may have
3 some future liabilities that we have to recognize now.
4 We're working through it. We don't have that much,
5 but we just want to have a placeholder just in case
6 something happens.

7 And deferred revenue, obviously it's a --
8 it's a beast by itself. Those are revenue events that
9 will happen in the future, but hasn't happened, and
10 there may be a liability for it.

11 In terms of budget, we are working on our
12 budget. We will have something to report next time
13 we'll meet. Our staff is going through the details of
14 putting together all the budget pieces together, and
15 they're working hard on it. We are starting from a
16 zero-based budgeting system. All of our old
17 assumptions are kind of out the door, and we are
18 assuming nothing from previous years, basically
19 ensuring all of our assumptions are -- are sound
20 and -- and in line with the communities' expectations
21 and all the stakeholders.

22 Also, in terms of the Shuttered Venue
23 Operation Grant, there are -- there's nothing to
24 report at this time.

25 You will also have -- there is a balance

1 sheet on -- on the board packet that is -- it's a
2 consolidated balance sheet as of June 30th, 2021, that
3 outlines our activities in terms of assets. As we
4 talked, there are a few items that have been
5 reconciled, minus the cash flow -- deferred outflow
6 of -- of pension on the last line of the total assets.
7 And then also, all of our capital accounts need to be
8 reconciled.

9 And when you come down to the liabilities, I
10 need to note that -- that the accrued liabilities --
11 it shows \$39 million that has incorrectly one of the
12 bonds included in there. That's just a programming
13 error on our part. We have to take that out and put
14 it into our -- into our long-term debt account.

15 I think that pretty much covers it. I don't
16 have anything else, unless there are questions.

17 CEO CARLENE MOORE: I was just going to --
18 to add to that.

19 So when Michael was saying that, really the
20 balance sheet on page 23 [sic] in your packet, again
21 as highlighted on the screen, nearly all of the assets
22 having been reconciled and about 50 percent of the --
23 the liabilities. But when he's referring to this
24 being a consolidated financial statement, in essence,
25 these numbers are reflective not only of the 22nd DAA

1 but includes RTA and RTLC as well.

2 And so as we -- as the department continues
3 to reconcile these, these remaining accounts,
4 liability and asset accounts, and we bring forward the
5 financials, if you recall, one of our formats is to
6 also show those numbers separately for each of the
7 entities. But this is, in essence -- in the packet is
8 the -- the summary.

9 And that's how -- and to Michael's point, we
10 noted that the accrued liability is what? 39 million?
11 And that's because just how the GL numbers were
12 assigned in the RTA. And in bringing that into the
13 new system, the GL account itself just has to be
14 renumbered so that it's captured in the long-term debt
15 for the bonds.

16 MICHAEL SADEGH: Thank you.

17 CEO CARLENE MOORE: Uh-huh.

18 PRESIDENT VALDEZ: Yes. Historically we had
19 them always separated.

20 CEO CARLENE MOORE: Right.

21 PRESIDENT VALDEZ: And it was really
22 difficult, at least in my opinion, to be able to
23 figure out really what -- what was our financial
24 condition when you had separate and apart RTA and the
25 bond obligations from the district. And as we

1 learned, through the challenges we experienced through
2 COVID and the obligation of those bonds ultimately
3 lying on the district, I think it's -- it's really
4 helpful for us to be able to see in a consolidated way
5 those obligations on the district's books so that we
6 have a better understanding. And that was one of the
7 reasons we wanted to make sure that you understood
8 that it was consolidated but it's also separated out
9 when we look at RTA separately.

10 Any other -- any questions?

11 Okay. I see none.

12 I'm gonna open up to public comment, and the
13 first member of the public signed up for this agenda
14 item is Karen Goldstein.

15 KAREN GOLDSTEIN: Good afternoon, directors.

16 My name is Karen Goldstein, and I have been
17 a server with Premier Food Services for more than
18 20 years. Before the pandemic I worked over 900 hours
19 a year and I qualified for health insurance.

20 Last September, 2020, we all lost all of our
21 health insurance and we were all laid off. This year
22 we've only been able to work for the live meet. We
23 didn't get to work for the fair. Fortunately we do
24 have the upcoming Breeders' Cup and the fall meet.
25 Unfortunately, what I'm being told is that we have

1 very few, if any, catered events that will be at the
2 fairgrounds.

3 And with no work, we won't be qualified to
4 get our insurance back in the future. So I'm really
5 hoping that the district is gonna put a lot of effort
6 into bringing more events to the fairgrounds so that
7 we'll all have a lot more work.

8 Thank you.

9 PRESIDENT VALDEZ: Thank you.

10 Next is Rita Cradic.

11 RITA CRADIC: Yes. Hello. Good afternoon,
12 directors.

13 I have been a food concession worker at
14 Premier Food Services for -- since 2000. And I was
15 also getting 900 hours a year and also had health
16 insurance, and now I do not.

17 And, also, I was just hoping that they can
18 get more work for all of us workers so that we can all
19 participate in health care and health insurance also
20 for the Premier Food Service people.

21 Thank you.

22 PRESIDENT VALDEZ: Thank you.

23 Next is Brigitte Browning.

24 BRIGETTE BROWNING: Good afternoon. I'm
25 Brigitte Browning. I'm the president of Unite Here,

1 and we represent the food service workers that have
2 been calling in.

3 We -- we agree that there has always been a
4 practice of bringing outside vendors in to work the
5 various shows, but we were always working alongside of
6 them. And so it wasn't taking work away from our
7 members; it was just in addition to the work that our
8 members were employing.

9 And what we're seeing more and more is that
10 it's completely an outside workforce performing the
11 work and our members aren't getting scheduled at all.
12 And when we do the calculations to see will they be
13 able to meet the maximum amount of hours they need to
14 get the health care, it's gonna be virtually
15 impossible for them if they aren't working these
16 events.

17 And so, you know, it was a little eye
18 opening to hear Premier talk about how labor is down.
19 I think it's a concerted effort to make sure that our
20 members don't work enough to get their health care,
21 and we -- we really hope that that's not something
22 that you all would be supporting. And so we just
23 wanted to call in to let you know that it's definitely
24 happening and -- and we hope it gets resolved soon.

25 Thank you very much.

1 PRESIDENT VALDEZ: Thank you.

2 Next is Martha Sullivan.

3 MARTHA SULLIVAN: Thank you. I signed up
4 just in case I wanted to comment on something, and
5 I'm -- I'm okay. Thank you.

6 PRESIDENT VALDEZ: Thank you.

7 That's the last member of the public signed
8 up for this agenda item.

9 Any final comments? Questions from any
10 board members?

11 DIRECTOR SCHENK: I would like for us to
12 have a further assessment of this issue at our next
13 board meeting, to have that put on our agenda,
14 Mr. President.

15 PRESIDENT VALDEZ: Okay. Thank you.

16 Any other questions or comments?

17 Seeing none, that closes that agenda item.

18 On to item 5-G, and that's the Contracts
19 Oversight Committee. And there is nothing to report,
20 and there's no members of the public signed up for
21 that agenda item.

22 Next is 5-H, Legal Committee. There's
23 nothing to report, and there's no members of the
24 public signed up for that agenda item.

25 So we are now into public comment, and these

1 are on items that are not part of the agenda. First
2 up, Heather Wilson.

3 HEATHER WILSON: Thank you. Thank you.

4 This is in reference to your mission
5 statement as listed on the N.O.M.

6 Gambling on live horse racing does not align
7 with the values as listed in this statement. First,
8 the whipping, confining, drugging, abusing, and the
9 killing of horses is definitely not a world-class
10 activity. Neither is it educational, unless you are
11 trying to show others how to dominate, exploit, and
12 subjugate horses.

13 Moving on to entertainment, what exactly is
14 entertaining about watching animals get beaten, with
15 their tongues yanked out of their mouths, un-willfully
16 stoked into the starting gate. How is this considered
17 entertaining, watching animals being abused and even
18 killed; watching horses getting pulled up with
19 dangling, broken limbs; watching horses clip heels,
20 fall, get trampled.

21 And what is fiscally sound about a dying
22 industry -- and that very noisy -- whoever stopping --
23 you need to stop that -- about a dying industry and
24 gambling in general. Gambling is an addiction that
25 cripples individuals and families.

1 Next, wasting water is not environmentally
2 conscientious. Racetracks absorb 30,000 gallons of
3 water daily, and a single CAFO can produce 1.6 million
4 tons of animal manure each year, and CAFOs are known
5 that -- to contaminate the water, which is of obvious
6 concern due to Del Mar's proximity to the ocean.

7 The last sentence in your mission statement,
8 "for the benefit of all," is actually disturbing.
9 Racing horses does not benefit horses. Every single
10 race track exploits, injures, and kills horses.
11 Del Mar is no exception, and this is why they edit
12 their videos. This is why they are so desperate to
13 not let the public see the truth of horses with
14 breaking legs and collapsing and crashing into one
15 another and collapsing, being pulled up --

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

17 PRESIDENT VALDEZ: Thank you.

18 Next, Martha Sullivan.

19 MARTHA SULLIVAN: You know, I am reminded of
20 the movie series The Hunger Games when I think about
21 the Breeders' Cup coming here. It's a spectacle
22 centered on, you know, brutality and death and greed,
23 and that's really what this is. It's a celebration
24 of, you know, the greed of the gambling platforms and
25 the very wealthy horse owners and the brutality to

1 these animals.

2 I just want to remind everybody, if this is
3 a sport, you know, what other sport has 55 deaths of
4 its athletes in just ten months, in only five venues
5 in a single state?

6 The Washington Post wrote, in March 2020,
7 "No other accepted sport exploits defenseless animals
8 as gambling chips. No other accepted sport tolerates
9 the cruelties that routinely result in the injury and
10 death of these magnificent animals. The rot in horse
11 racing goes deep. It is a sport that has outlived its
12 time."

13 Hopefully this is the last Breeders' Cup
14 we'll see at Del Mar.

15 PRESIDENT VALDEZ: Thank you.

16 The next member of the public is Jane
17 Cartmill.

18 JANE CARTMILL: The Horse Racing Board's
19 recently published annual report for postmortem
20 examination program delivered some significant
21 information; namely that, having examined over 7,000
22 horses as of June 2020, they noted that the number of
23 horses submitted with catastrophic injuries and deaths
24 dropped dramatically after the fourth year of age,
25 consistent with information from prior years.

1 This is not really news. The clear
2 relationship between the age of the horse and the
3 incidence of injury has been published before in trade
4 journals and veterinary journals.

5 What stunned me was the following comment.
6 Quote, "We cannot conclude that horses five years of
7 age and greater are less susceptible to the injuries
8 of racing because the total number of horses in each
9 age group that are racing and training on facilities
10 controlled by CHRB are not known."

11 Not known to CHRB? Well, here's a
12 suggestion. How about finding out?

13 The stunning difference to data that could
14 spare horses suffering death is simply jaw dropping.
15 It doesn't take Mr. Spock to see the logic of raising
16 the minimum racing age. But youth is speed, and speed
17 is money, and deaths be dammed.

18 Years ago, when I knew very little about the
19 business of horse racing, I read one of those
20 veterinary articles saying that horses were running
21 too young, before their bones were developed. I wrote
22 the CHRB and I asked them why they did not raise the
23 minimum racing age. Naively I believed that surely
24 there had to be an explanation other than money.
25 Sadly, I was wrong then, and nothing has changed. If

1 safety for horses truly mattered, this would have been
2 done long ago.

3 PRESIDENT VALDEZ: Thank you.

4 I see that Sandie Marchese is still in the
5 queue, and I'm going to give one last try to see if
6 they can get her mic to work and have public comment.

7 A/V TECHNICIAN: Sandie, you're in the
8 meeting, and we see that your mic is un-muted.

9 SANDIE MARCHESE: Hi. Can you hear me?

10 PRESIDENT VALDEZ: Yes.

11 SANDIE MARCHESE: Oh, perfect. Okay. I'm
12 using someone else's computer today. So I apologize
13 for that.

14 But anyway, I -- I am the owner of Mark West
15 Enterprises a small business in Orange County,
16 California. And I wanted to thank you, first of all,
17 for the opportunity to talk to the board and just say
18 a few things about a letter that I sent to the board
19 regarding a project that I've been working on with a
20 gentleman from Orange County who operated the Orange
21 County Marketplace for many years.

22 Our business, Mark West Enterprises, is a
23 family-owned business, and we've been providing
24 services in Orange County for 39 years. One of our
25 primary customers was the Orange County Marketplace at

1 the Orange County Fairgrounds. During our business
2 relationship, Mark West provided many different event
3 services. Mr. Teller operated the Orange County
4 Marketplace for 47 years and gave the fairgrounds in
5 excess of \$170 million in rentals. His son has
6 managed operations of the Orange County Marketplace
7 and is involved in the events and entertainment
8 industry currently. Both of our companies have
9 experience in food service and event management.

10 Mr. Teller wants to create a venue that will
11 benefit the veterans in Southern California. There is
12 no funding required by the fairgrounds. Mr. Teller
13 will provide 100 percent of the startup investment
14 funds, and Mark West Enterprises will cooperate with
15 the operations of the event.

16 Our mission is to provide a clean,
17 family-oriented venue supporting the men and women who
18 have served and continue to serve -- and continue to
19 serve our country. It is our plan to give 100 percent
20 of the admissions to the veterans.

21 The proximity of Del Mar to Camp Pendleton
22 and its location near the freeway in the city of
23 San Diego have made it one of the locations that
24 Mr. Teller is considering.

25 I want to thank you for your time today. I

1 understand that this is a lengthy process for
2 strategic planning. However, I appreciate the
3 opportunity to address the board.

4 I would like to also thank Dustin Fuller for
5 his help with joining this meeting, and I'd appreciate
6 it if the board or any of the members would contact me
7 if they have any questions. I plan on participating
8 in the future, and hopefully we'll hear something
9 positive when that decision is made.

10 Thank you.

11 PRESIDENT VALDEZ: Thank you.

12 That's the last member of the public signed
13 up for public comment.

14 Before we go to closed executive session, I
15 wanted to make a note that at last month's meeting
16 there was a statement from a member of the public
17 indicating that we had an obligation to separately
18 allow the public to comment on closed executive
19 session items. I reached out to our deputy attorney
20 general, Josh Caplan, and asked him for clarification
21 on that.

22 And, Josh, can you please provide us with
23 what the obligation is in that regard?

24 DEP. STATE ATTY. GEN. CAPLAN: Yes. Of
25 course.

1 So under the Bagley-Keene Open Meeting Act,
2 state bodies, including the 22nd District Agricultural
3 Association, are required to provide an opportunity
4 for members of the public to directly address the body
5 on each agenda item before or during discussion or
6 consideration of that item.

7 However, Bagley-Keene also includes several
8 exceptions to that general rule. One of them
9 specifically provides that the public comment required
10 under Bagley-Keene is not applicable to closed
11 sessions held pursuant to section 11126 of the
12 Government Code.

13 And so put -- put more clearly and in plain
14 language, while members of the public are entitled to
15 speak on each and every agenda item, Bagley-Keene
16 specifically exempts from that discussion of matters
17 on the closed-session portion of the agenda.

18 PRESIDENT VALDEZ: Thank you.

19 So obviously there is a separate agenda item
20 for public comment during our open-session portion of
21 our meeting. And if folks would choose to use that
22 time of public comment to address whatever they'd like
23 that they could see on the closed-session portion of
24 the agenda, they're free to do so. And we will
25 continue to do that practice.

1 Thank you, Mr. Caplan, for that
2 clarification.

3 We are now going to leave the open-session
4 portion of this meeting, and we will be going into
5 closed session. Let's start closed session at -- in
6 five minutes is fine. We'll reconvene in the other
7 forum for closed session. Please delete, mute, make
8 sure that you're not on with Zoom. And we will
9 reconvene after closed session.

10 Thanks, everybody.

11 (Closed Session: 3:55 P.M. to 4:51 P.M.)

12 PRESIDENT VALDEZ: Okay. Great. We are now
13 done with closed executive session. On to item 8,
14 Reconvene to Open Session.

15 The board considered the advice of counsel
16 on the items set forth in the closed-session portion
17 of the agenda and have nothing to report at this time.

18 So on to item 9, Directors Requests and
19 Closing Comments.

20 I just want to make sure everybody has
21 calendared there is a change to the November board
22 meeting. To accommodate mostly -- I think staff is
23 gonna be at --

24 CEO CARLENE MOORE: We're at a conference
25 the week before.

1 PRESIDENT VALDEZ: Yeah, and so we need to
2 move from November 9th to November 16th, 1:30 as
3 normal, and we will continue with remote.

4 Any questions or comments on that?

5 Okay. And Correspondence is part of our
6 board packet.

7 And do I have a motion to adjourn?

8 DIRECTOR GELFAND: So moved.

9 PRESIDENT VALDEZ: That's Gelfand.

10 By acclamation we are adjourned.

11 (Meeting adjourned at 4:53 P.M.)

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

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

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

15
16 In witness whereof, I have hereunto set my hand this
17 28th day of October, 2021.

18
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20 

21 Kathryn L. Edwards, CSR No. 7288

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