

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

TUESDAY, SEPTEMBER 14, 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)
- Frederick Schenk (via Zoom)
- Pierre Sleiman (via Zoom)

DIRECTORS ABSENT:

- Sam Nejabat

ALSO PRESENT:

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

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10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

INDEX

BOARD OF DIRECTORS MEETING	PAGE
Call to Order	5
Roll Call	5
Consent Calendar	10
Public Comment	6
Management Report	11
Public Comment	16
Committee Reports:	
Audit & Governance Committee	19
Public Comment	24
Finance Committee	27
Public Comment	39
Strategic Planning Committee	43
Public Comment	56
DMTC Liaison/Satellite Wagering Committee	64
Public Comment	88
Contracts Oversight Committee	123
Public Comment	123
Legal Committee	123
Public Comment	123
Public Comment	125
Closed Executive Session	129
Directors Requests & Closing Comments	129

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

INDEX cont.

Correspondence 129
Adjournment 129

1 DEL MAR, CALIFORNIA, TUESDAY, SEPTEMBER 14, 2021

2 1:30 P.M.

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4 PRESIDENT VALDEZ: Okay. Good afternoon,
5 everybody. Welcome to the September 14th, 2021,
6 meeting of the 22nd DAA. And a very happy birthday to
7 Director Schenk.

8 DIRECTOR SCHENK: Thank you, Mr. President.
9 Thank you. Appreciate that.

10 (Pause: Audio technical difficulties.)

11 PRESIDENT VALDEZ: Just what I want is to
12 hear myself speak twice. Last month there was
13 something else that happened, and I think Oscar is
14 just trying to mess with me over here.

15 Okay. Donna, can you please call roll.

16 DONNA O'LEARY: Sure.

17 President Valdez.

18 PRESIDENT VALDEZ: Here.

19 DONNA O'LEARY: Vice President Barkett.

20 VICE PRESIDENT BARKETT: Here.

21 DONNA O'LEARY: Vice President Rowland.

22 VICE PRESIDENT ROWLAND: Here.

23 DONNA O'LEARY: Director Gelfand.

24 DIRECTOR GELFAND: Here.

25 DONNA O'LEARY: Director Mead.

1 DIRECTOR MEAD: Here.

2 DONNA O'LEARY: Director Mosier.

3 DIRECTOR MOSIER: Here.

4 DONNA O'LEARY: Director Nejabat. He has an
5 excused absent.

6 Director Schenk.

7 DIRECTOR SCHENK: Here.

8 DONNA O'LEARY: And Director Sleiman.

9 DIRECTOR SLEIMAN: Here.

10 PRESIDENT VALDEZ: Okay. Great. Thank you,
11 everybody. Great to see everyone.

12 We are on to the consent calendar. We have
13 two members of the public signed up for that item; so
14 I'm gonna take it now, before we have a motion. We
15 are limiting public comment to two minutes. First up
16 is Martha Sullivan.

17 MARTHA SULLIVAN: Hello. This is Martha
18 Sullivan. And -- and I looked all throughout this; so
19 hopefully I didn't miss something, but I just am
20 wondering why there's -- the sponsorship contract
21 approval is needed for something that the term ended
22 July 4th of this year.

23 PRESIDENT VALDEZ: I'm not sure what that
24 is.

25 Do you know the answer to that? Do you want

1 to --

2 CEO CARLENE MOORE: Uh-huh.

3 So even when contracts are written after --
4 after an activity or a time limit, the board still
5 needs to approve those contracts. And so these are
6 contracts that the sponsors just got back to us.

7 PRESIDENT VALDEZ: Okay. I believe --

8 MARTHA SULLIVAN: Okay. I guess it's not
9 really an approval then. It's just a rubber stamp.

10 PRESIDENT VALDEZ: I'm assuming that's the
11 conclusion of your public comment. So we're going
12 to --

13 MARTHA SULLIVAN: Yes.

14 PRESIDENT VALDEZ: -- move on to -- thank
15 you.

16 I'm moving on to Lori Saldaña.

17 LORI SALDAÑA: There we go. Okay.

18 Hello. Good afternoon. My name is Lori
19 Saldaña. I was the state assemblymember representing
20 the city of San Diego for many years and have served
21 on boards and continue to serve on boards. And when I
22 reviewed the minutes of this meeting that you're about
23 to approve, I had questions about the lack of details
24 regarding public comments to the manager's report and
25 also about the Del Mar Thoroughbred Club Committee

1 report.

2 You are providing only names of people who
3 are giving comments, but there is no substance. There
4 is no reference to what is being said in those
5 remarks, what topic they are discussing. And it's --
6 it's incomplete from a public transparency
7 perspective. To merely state that a public comment
8 has been made is not sufficient. The public deserves
9 to know what was commented on in addition to who made
10 those comments. If they made a request for action,
11 then they deserve to hear from -- if there's going to
12 be any follow-up, then it would be appropriate for the
13 board to indicate that at some point.

14 So I -- I don't know the formal process of
15 this board, if you are allowed to respond to these
16 types of comments and questions, but can anyone
17 explain to the public listening in today why the board
18 secretary is not giving any details on the comments
19 that are being made by the public in past meetings?

20 PRESIDENT VALDEZ: Do you want --

21 CEO CARLENE MOORE: So these are action --
22 action-only minutes. And the -- the videos of our
23 meetings remain up on our website, and so the public
24 is always welcome to go back and actually see the --
25 the meeting that has taken place, as well as

1 transcripts of the meetings can be requested through
2 our office.

3 LORI SALDAÑA: Well, respectfully, I don't
4 think that would comply with ADA requirements for
5 public access. You are putting a high level of burden
6 on people to get the information regarding what you
7 are -- the type of business that's being conducted.
8 And so from a transparency and communication
9 perspective, the public is not the ones that the
10 burden is on to receive information. The burden is on
11 the agency to provide --

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

14 PRESIDENT VALDEZ: Thank you.

15 Just to state for the record as well, we had
16 previously provided a short summary of the comments
17 offered by the public in previous minutes, only to
18 have public comment suggest that it wasn't fully
19 accurate or it didn't provide all of the statements.
20 And, therefore, there seemed to be a lack of
21 satisfaction with the public with respect to our
22 attempts to summarize what the public comments were.
23 So we felt it better to identify the individuals
24 speaking and provide the video to be viewed.
25 Transcripts are also available to the extent they are

1 requested. And we felt that was the better
2 compromise.

3 That is the end of public comment on that
4 agenda item.

5 Do I have a motion to approve the consent
6 calendar?

7 DIRECTOR GELFAND: (Indicating.)

8 PRESIDENT VALDEZ: That is Gelfand.

9 A second?

10 DIRECTOR MEAD: (Indicating.)

11 PRESIDENT VALDEZ: That's Mead.

12 Any discussion?

13 Donna, could you please take the vote.

14 DONNA O'LEARY: 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 Schenk.

2 DIRECTOR SCHENK: Aye.

3 DONNA O'LEARY: And Director Sleiman.

4 DIRECTOR SLEIMAN: Aye.

5 PRESIDENT VALDEZ: Motion carries

6 unanimously. That's the end of that agenda item.

7 On to item 4, management report, CEO Carlene
8 Moore.

9 DIRECTOR GELFAND: So first up, I'd like to
10 invite Chana to give an update on the Don Diego
11 Scholarship Foundation.

12 CHANA MANNEN: Thank you, Carlene. And
13 thank you, board members.

14 I'd like to call your attention to the item
15 in the packet featuring 2017 scholarship winner Hannah
16 Gill. She was a 4-H kid at the fair for many, many
17 years. She graduated from San Luis Obispo and went
18 off to Africa for a while, is back in Ramona, and is
19 leading a 4-H club. And I think it is always
20 gratifying to recognize what a big part the fair and
21 those fair programs like 4-H and FFA and exhibitors,
22 all these programs, provide to these kids to have an
23 opportunity to learn and grow.

24 And since we're talking about scholarships,
25 I'd like to invite you to think about our endowed

1 scholarship program. So far we have 8 endowed
2 scholarships. This year we're offering
3 17 scholarships, and we're hoping to offer 17 again in
4 2022. So please think about and consider an endowed
5 scholarship. Your family, your friends, your
6 neighbors, your business, approach somebody in the
7 community that might be an appropriate person to endow
8 a scholarship. The scholarships last forever. A
9 minimum donation of \$20,000 will ensure a \$1,000
10 scholarship for many years to come. And for all the
11 information about it, either contact me or please look
12 on our website, DonDiegoScholarship.org.

13 And -- and once again, thank you for your
14 time.

15 CEO CARLENE MOORE: Great. Thank you,
16 Chana.

17 So with that, just a few things to update
18 on.

19 So at last month's meeting we had talked --
20 we talked through, because our video didn't show, The
21 Center debut. But as it turns out, in the time period
22 since then we've actually -- have chosen to postpone
23 the debut opening of The Center. With all -- you
24 know, this is really in consideration of all that's
25 going on in terms of COVID-19, the Delta variant. It

1 being an indoor entertainment facility, falling into
2 now the category that -- affected with the latest
3 public health updates of a mega-event or gathering,
4 being indoor and more than -- more than a thousand
5 people. So we have -- just we've postponed that.

6 Not all is lost in terms of the work and
7 effort that our staff had put into planning this
8 event. We'll just look to a better time when we can
9 also all be more confident in -- in really how this
10 incredible facility that we are so excited to invite
11 people into and show how that will do. So that has
12 been postponed at this time.

13 Kind of carrying into that is also that we
14 have been -- we are back in discussions with Scripps
15 in terms of perhaps opening as a vaccine booster
16 station hopefully here in the coming weeks. Just kind
17 of waiting on some presidential action to be taking
18 place in order to secure and, in essence, to make
19 available and guarantee the flow of the vaccines for
20 that. So there will be more information -- more
21 information to come on that.

22 We're also -- so horse racing, the summer
23 race meet just ended. The fall race meet is right
24 around the corner. But in between, over the next
25 several weeks, we have a number of activities that

1 have taken place this past weekend and are coming up.
2 And so I invite everybody to check out our calendar at
3 DelMarFairgrounds.com for a host of activities that
4 are happening.

5 I also wanted to take a moment to update on
6 our water quality improvement project. As many of the
7 directors are aware, there have been concerns over the
8 algae blooms and kind of the pond maintenance. And so
9 similar to things we've discussed in the past, the
10 stormwater treatment system is still in the startup
11 phase. With -- as with any new system, part of the
12 timeline has been allocating enough time to refine the
13 system to ensure that it's operating correctly.

14 Once again, I just want to state that no
15 water has been discharged from the system at this
16 time, nor will any be discharged until the startup
17 phase is complete and the quality of the discharge
18 complies with our water quality obligations.

19 We're -- continue to work with the
20 consultant teams to -- in terms of the approach and
21 how we go about addressing all aspects of the system,
22 including the algae. And once it's refined and the
23 startup phase is complete, we're confident that the
24 issues such as the algae bloom will be -- will be
25 addressed. So it is -- it is a continued work in

1 progress. As much as it looks near completion, it's
2 still a continued work in progress for us for the next
3 several months, but it is being addressed.

4 Also just wanted to update -- and I know
5 many of our -- our listeners out there are curious --
6 we did release the Horsepark RFP last week, a little
7 over a week ago. We've sent that out to -- the
8 question period closes September 21st and the
9 proposals are due October 14th. The intention is that
10 we'd be awarding a contract that would commence
11 December 1st. So that's -- that is the timeline and
12 those materials are available, and it's posted on our
13 website.

14 Over the past several months, on a monthly
15 basis I've been attending -- Western Fairs Association
16 has a "New CEO orientation" that they've been holding.
17 There's been some really good topics. The most recent
18 one was budgets. Previous to that was contracts.
19 Prior to that was, like, roles and responsibilities.
20 It's been really great content that I think we'll be
21 able to utilize not only for myself but really for our
22 leadership team and our staff as well.

23 And we're just -- just as an update --
24 continuing to work on, you know, visioning what the
25 2022 San Diego County Fair is going to -- to look

1 like, and we expect to start having some meetings with
2 the Fair Ops Committee about that here in the coming
3 weeks and as we build -- build to next year.

4 And then last of which, just to announce
5 that for 2020 we won the best event in San Diego for
6 the San Diego County Fair.

7 Now, as we all know, there wasn't much going
8 on in 2020, but I think what it really speaks to is --
9 is what we mean in our community, that -- and also the
10 relevancy that we maintained even throughout 2020, as
11 well as 2021 with our Home Grown Fun event. And so --
12 so we're really honored with that, and it speaks
13 highly to, you know, what the San Diego County Fair
14 means to our community.

15 And with that, that concludes my report.

16 PRESIDENT VALDEZ: Any questions from board
17 members before I open up to public comment?

18 Okay. Seeing none, we have two members of
19 the public signed up for this agenda item. First up
20 is Martha Sullivan.

21 MARTHA SULLIVAN: Hello again. This is
22 Martha Sullivan. And I appreciate the report by CEO
23 Moore on the algae bloom since, as you can see from
24 your packet, I've sent in photos of it over the last
25 month or so. And it's quite concerning, since it was

1 very large when I first transmitted an email about it
2 with photos. That following weekend it seemed to have
3 been cleared out, and then within the next weekend it
4 was back. And it's become, I would say, even worse
5 than it was when I first reported it.

6 Given that this project, as I understand it,
7 cost about \$15 million, which is the amount of the
8 loan that this agency has taken out to remodel
9 Surfside Race Place into the concert venue and we get
10 regular updates on the concert venue progress, I would
11 think that this board ought to be getting regular
12 updates on the water quality improvement project. And
13 I asked in -- within my email, and I didn't get a
14 response to it.

15 I mean, is there an implementation plan and
16 schedule in terms of what the shakeout process is and
17 what the timeline is and what the, you know, success
18 standards or conditions are?

19 I think it would be really useful both to
20 the board and also to the public to know this. I
21 mean, that's a substantial amount of public funds.

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

24 PRESIDENT VALDEZ: Thank you.

25 The next member of the public signed up for

1 this agenda item is Lori Saldaña.

2 LORI SALDAÑA: Yes. Thank you.

3 I appreciate the verbal report from the CEO,
4 but the public meetings act states very clearly that
5 agendas of boards such as yours must contain a brief
6 general description of each item of business to be
7 transacted or discussed at the meeting. So the agenda
8 is not complete.

9 To simply say the CEO will be giving a
10 report and that it will be a verbal report is missing
11 the point of the -- the Brown Act, which requires that
12 a general description be provided to the public. If
13 someone wanted to investigate something related to the
14 discussion taking place, they need to have adequate
15 time to do so. But simply saying that your CEO is
16 going to address the board verbally is incomplete and
17 denies the public an opportunity to prepare to address
18 any of the CEO's information that's provided as part
19 of that update.

20 So I would like to request that in future
21 packets of the agenda that the CEO summarize issues
22 that are part of the planned presentation to the board
23 so that members of the public who might have an
24 interest in that can do their research and be prepared
25 to address it if it is part of that report to the

1 board.

2 Is there any reason why these reports are
3 not being provided in written format as part of the
4 agenda packet?

5 DIRECTOR SCHENK: Mr. President, I would
6 suggest that we seek advice of counsel on that and
7 proceed based on what counsel's advice is for the
8 upcoming next board meeting to address these concerns.

9 PRESIDENT VALDEZ: Thank you.

10 LORI SALDAÑA: Thank you.

11 PRESIDENT VALDEZ: That's the last member of
12 the public signed up for that agenda item. That
13 closes that agenda item.

14 On to item 5, Committee Reports. "A" is
15 Audit & Government -- I'm sorry -- Governance
16 Committee and Director Rowland.

17 VICE PRESIDENT ROWLAND: Thank you.

18 So, yes, the Audit Committee has been
19 meeting. And the first thing I wanted to mention is
20 that we have -- we're issuing the 2019 audit at the
21 October meeting, even though it is -- it is complete
22 now, but it's only at the October meeting that the
23 auditors will be available to actually be in the
24 meeting. They weren't available for the September
25 meeting. I think it's important for the -- in case

1 the board has questions of the auditors, for them to
2 be present during the formal presentation. And so
3 that will be coming forward to the board in October.

4 I would just say a couple of things about
5 the 2019 audit. One, it's 2019, and this is 2021, and
6 the 2019 audit was obviously delayed by COVID. There
7 was a period of time when it was pencils down for
8 months. And so that was a significant causation for
9 the -- for the delay in the -- and the issuance of
10 the -- of the audit report.

11 The other factor is a delay which actually
12 is ongoing by the State of California in providing the
13 information needed for pension accounting. So I think
14 for a period of time it was hopeful that that
15 information would come in, but it's -- it has not come
16 in. And so we are just no -- we had to continue to
17 delay, but that does lead to a qualified opinion by
18 the auditors. It would have been an unmodified
19 opinion but for the fact that, you know, we had to do
20 estimates for the pension accounting. I think the
21 auditors will state their -- their view on that at the
22 next meeting. But other than -- other than that one
23 item, it would be an unmodified opinion. But more on
24 that in October.

25 The second -- second item that I would

1 mention is that we have gone out with an RFP for
2 the -- for new auditors. And they would -- they
3 would -- this would specifically cover the 2020 and
4 the 2021 audits. So we do have some qualified bids
5 that have been received, timely received, and that
6 recommendation should be ready also for the October
7 meeting so we can move forward quickly on those.

8 So any questions on -- on audits?

9 The final item, since this is Audit &
10 Governance, is the work that's been going on with the
11 State on a possible new governance structure for the
12 DAA and for other DAAs throughout the state of
13 California. And this is an item that Carlene has --
14 has written up and is in the packet, and she's also
15 been involved in some of the ongoing conversations.

16 And the Audit & Governance Committee, you
17 know, will be taking a -- a role in working with
18 management to see if there is a relevance for this new
19 model over time. Probably won't be fast. It will
20 take a lot of discussion to determine if a new model
21 is appropriate for -- for us, but it is something that
22 will be on our plate for a while. And it's -- it's
23 significant.

24 And so, Carlene, I think you -- I think it
25 would be helpful if you said a little bit more

1 about -- about that.

2 CEO CARLENE MOORE: Sure.

3 If everybody will recall, actually, going
4 back to the 2020 -- 2020-2021 May revise, this is
5 language that was included in the governor's budget at
6 that time.

7 And then in November of 2020, CDFA actually
8 held some public workshop meetings, took in some
9 input. And so since that time they have been working
10 with industry leadership through the California Fairs
11 Alliance in terms -- kind of flushing out this -- this
12 particular idea, the concept being a statewide joint
13 powers authority that could then enter into contracts
14 with non-profits for the operation of facilities.

15 Just a lot of work and things like that to
16 be done and look at what the role of the DAA would
17 continue to be in terms of the -- it's still State
18 property, you know, State assets and things of that
19 nature as well.

20 So at this -- at this time there isn't a --
21 it's not a done deal, but what -- what is being
22 requested in terms of just expressing interest to the
23 CDFA leadership is -- the request from CDFA is to find
24 out, you know, of the DAAs, how many are at least
25 interested in -- in sort of being a part of this. Not

1 signing up to join the JPA or anything, but being a
2 part of the, you know, discussions, the pursuit of
3 this potential governance model change.

4 And so it's -- it's not anything that
5 requires action, but the board -- but, for example, if
6 there was a hard, fast, you know, "Gosh, we're just
7 really not interested in it," I'd be happy to express
8 that to them. Or if it appears that we are going to
9 explore this concept -- and again to
10 Director Rowland's point -- it is something that is
11 going to take time. It is not something that's gonna
12 happen quickly and overnight.

13 VICE PRESIDENT ROWLAND: And I think it's
14 something that, you know, we can let play out over
15 time, because it does have kind of a long trajectory.
16 And if any point in time, you know, we want to take a
17 formal action, yea or nay, in terms of -- of, you
18 know, endorsing a direction, we can certainly do that.
19 But I don't -- I think you're right; I don't -- do not
20 think it's required at this time.

21 CEO CARLENE MOORE: And that -- that
22 concludes the Audit & Governance Committee report.

23 PRESIDENT VALDEZ: Any questions or comments
24 from board members before I ask for public comment?

25 Okay. The first member of the public signed

1 up for this agenda item is Martha Sullivan.

2 MARTHA SULLIVAN: Hello again.

3 I -- actually, I'm relieved to hear that the
4 auditors will make the formal presentation next month,
5 because, you know, we had so little time to look at
6 this audit when it was finally posted online. And
7 that's something, you know, I brought up before and I
8 will repeat here.

9 I understand -- I really do understand,
10 having worked in state government and worked in
11 organizations and been, you know, on timelines and so
12 forth. I understand, with your reduced staff, that
13 you're juggling a lot. But I also -- now that I'm on
14 the public side of this equation, I'm doing this on my
15 own time. And when there's a lot of information like
16 an audit report, you know, just having a few days,
17 basically over the weekend, to review it, you know, is
18 just not -- it's -- it's not satisfactory. It's
19 not -- that doesn't constitute, you know, public
20 participation. That's just lip service, I've got to
21 say.

22 And it would have helped to have just said
23 that the presentation won't be made until October; so
24 you've got more time to look over that. And maybe I
25 missed it somehow, since I was so focused on just

1 getting through the mound of information.

2 So -- and I appreciate the information about
3 the joint -- joint power agreement being contemplated.
4 I will say, from my experience with joint power
5 agreements, they tend to make public participation and
6 public information even more --

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

9 PRESIDENT VALDEZ: Thank you.

10 The next member of the public signed up for
11 this agenda item is Lori Saldaña.

12 LORI SALDAÑA: Well, thank you.

13 And I'll just pick up where Martha Sullivan
14 was cut off and say that I agree that joint public
15 agencies -- it does add to the density of information
16 that is being provided to the public. And it -- it
17 can make participating in and -- and have -- in the
18 discussion and having transparency be a little bit
19 more difficult.

20 So if the state fairs is looking at these
21 types of agreements and if they are especially looking
22 at increasing the numbers of public-private
23 partnerships, I would just say, from my experience in
24 the state legislature where I was presented with many
25 proposals for public-private partnerships, that often

1 the public ends up paying and subsidizing for the
2 benefits and the private businesses are the ones who
3 realize the -- the profits based on the subsidies that
4 the public is providing.

5 And we see that here locally with your
6 organization. You are subsidizing a tremendous amount
7 of the infrastructure for the Thoroughbred Club at
8 this point. So if that is the model, I would ask
9 again that we be given enough advance notice to take a
10 look at what is being proposed and have time to
11 analyze it and compare it to other public-private
12 structures that are -- are comparable and comment
13 accordingly.

14 They are not panaceas. And I have
15 literally, as part of delegations, traveled around the
16 world to look at other countries that do
17 public-private partnerships. And those that succeed
18 have very firm caps on -- on profits as well as floors
19 of how much money can be invested and potentially
20 lost.

21 So I will leave my comment at that. Thank
22 you.

23 PRESIDENT VALDEZ: Thank you.

24 That's the last member of the public signed
25 up for that agenda item. That closes that agenda

1 item.

2 On to B, Finance Committee. I'm gonna start
3 with asking, I think we have Denise Steele from
4 Premier here today to speak about their P&L for July
5 of 2021.

6 Hello, Denise. Welcome.

7 AUDIO/VISUAL TECH: She's having audio
8 connection issue right now.

9 PRESIDENT VALDEZ: Oh.

10 AUDIO/VISUAL TECH: So once it pops back up,
11 I'll let you know.

12 PRESIDENT VALDEZ: Okay. Why don't we then
13 move on over to the financial report. I'm gonna pass
14 this on over to Carlene.

15 CEO CARLENE MOORE: So I'm just gonna speak
16 briefly to the report that was contained in your
17 packet, and then I'll hand it over to our director of
18 finance, Michael Sadegh. So just -- and he'll speak
19 to in terms of reports and -- and Home Grown Fun.

20 But just wanted to again remind and point
21 out to everyone, in terms of the shuttered-venue
22 operating grant which we received, which was announced
23 at last month's meeting, we're also notified that
24 we're eligible for a supplemental grant award. And so
25 we have submitted the -- the necessary information for

1 that. And with this, because of what our application
2 contained and the applications for these grants were
3 based on venues that had fixed seating, so in addition
4 to The Center, there's also the arena, as well as the
5 grandstand.

6 And with the extension, in essence, the
7 amendment to the performance period and budget period,
8 while that's still pending some further details and
9 understanding for us, looks like if we receive that
10 supplemental award we would be able to apply a portion
11 of that to the 2022 San Diego County Fair. So that's
12 very exciting if in fact we are the recipient of one
13 of those awards.

14 Additionally, we did submit our application
15 to CDFA for the targeted support funds. The timeline
16 originally was August 16th, and then they extended
17 that to August 31st. So we submitted that. We've
18 requested \$10.1 million for our -- our operations
19 through -- through next April.

20 And this is also to -- this funding is very
21 critical to us in terms of just knowing that we have
22 those secured revenues to allow us to start, as I've
23 talked about briefly before, kind of rebuild and
24 re-grow in a -- in a responsible manner. And so we
25 should hear more information on just how much we do

1 receive next month.

2 And so with that I'm gonna turn it over to
3 Michael Sadegh.

4 MICHAEL SADEGH: Good afternoon. Michael
5 Sadegh.

6 Just want to preface this by saying that
7 we're still in working progress mode as far as
8 financials are concerned. We have included a couple
9 of views of the balance sheet in this packet. We are
10 trying to -- we're trying to show off our new
11 accounting system, and unfortunately one of the views
12 that's came out a little bit shy of our expectations.

13 CEO CARLENE MOORE: They're not seeing that
14 slide.

15 There we go.

16 MICHAEL SADEGH: Oh, there you go. Sorry
17 about -- my apologies.

18 So we are on bullet No. 2 now. We are -- we
19 are demonstrating couple of different views of the
20 balance sheet. And unfortunately, as I said, on
21 page 17, that didn't come out as much as we expected.
22 But on page 18 the format is correct. The cash
23 balances are correct. We're still working on
24 reconciling our -- the rest of the accounts on the
25 balance sheet and income statement so we can tie it

1 out to the previous year.

2 As we discussed in the previous meetings, we
3 have a transition from our legacy system to the new
4 system, and we have to ensure everything is tied out
5 and some of the costs or revenues that were included
6 in the past years is not included in this current year
7 so we're not double dipping, so to speak.

8 In addition, the difference on the cash
9 accounts on -- on page 17 and 18 is the difference --
10 as I said, it's the reporting or formatting issue
11 that, you know, some of our cash accounts should be
12 basketed into a different group when you go from three
13 different entity and to a consolidated entity, and
14 that's where the discrepancy is.

15 We will have different views for different
16 audiences as we moved forward. We will have more
17 detailed financial views for select members of -- of
18 our team, with our management team, with the public,
19 that look different in order for them to drill down to
20 understand the -- the -- the reports at a granular
21 level rather than at a high level for -- for
22 discussion purposes. So we will be incorporating
23 those as we move forward.

24 Also, I wanted to speak with -- with you
25 folks about the Home Grown Fun operations. On the

1 revenue side, we came higher than what we expected.
2 And the main cause for that was the -- the rides that
3 we were not anticipating to have those at the onset of
4 the budgeting process.

5 As everybody remembered, this was forecasted
6 way before the restrictions were taken off back in
7 February or March. So we were not -- we did not
8 anticipate to have rides within the Home Grown Fun.
9 And as we moved forward, we decided to have a few
10 rides and then add more to it as the restrictions were
11 taken off. So we had about \$1.8 million in -- in
12 revenue rides, in revenues from the rides that were
13 not forecasted in the past, and that bumped our
14 actuals more than what we budgeted.

15 The other differences on the other
16 categories, especially to the negative side, is just
17 due to lack of unknowns. We had no idea how many
18 people we'll admit -- we admitted to the parks or
19 inside the facility. So there's -- there's been a
20 little -- we didn't have a crystal ball, so to speak,
21 to forecast all of those. So there's a bit of a
22 variance on those categories. But all -- all in all,
23 at the end of the day we came out about \$1.7 million
24 to the upside on the -- on the -- on the revenue side.

25 As far as the costs are concerned, we were

1 extremely cautious and prudent in our costs. We
2 obviously budgeted more than what we spent on payroll.
3 So we had a positive difference in the savings.

4 Marketing, again, came out shy of what we
5 budgeted. And, in essence, we were more successful
6 as -- due to -- even though we didn't spend as much
7 money on marketing.

8 The rides cost, on line 3, we did not
9 forecast that when we did the budget because again we
10 did not have -- we did not anticipate to have rides
11 inside the -- the facility.

12 Again, on every other category we saved some
13 money. On the aggregate we saved about \$184,000. And
14 when you take it to net-net, we -- the difference is
15 about \$2 million more than what we budgeted for. So
16 we made about \$3.8 million on -- on the Home Grown
17 Fun. And the budget was 1.9, and the difference is
18 about \$1.9 million to the upside.

19 And I think that concludes my presentation.

20 PRESIDENT VALDEZ: Any questions on any of
21 that? But why don't we start at Home Grown Fun. Any
22 questions/comments on -- on that? And I can't see
23 anybody yet.

24 AUDIO/VISUAL TECH: There you go.

25 PRESIDENT VALDEZ: Director Gelfand.

1 DIRECTOR GELFAND: So 3.8 million sounds
2 pretty good. What do -- what do we typically net from
3 a full fair?

4 PRESIDENT VALDEZ: 12 million is my memory.
5 Is that -- from previous years?

6 MICHAEL SADEGH: It depends.

7 PRESIDENT VALDEZ: It depends upon how you
8 look at it, because I think we analyzed things
9 differently this year than we have in the past. And
10 that is setting out, really, all of the expenses that
11 are associated with the event, including payroll
12 that's necessary in order for us to be able to get
13 the -- you know, the fair completed.

14 So there was never a separate analysis of
15 all of the payroll that was associated with each of
16 our various events. And so what we've been trying to
17 do this past year is implement a system that captures,
18 really, all of the expenses, including payroll,
19 associated with -- with each event so we can better
20 assess the success and value of each event.

21 And so while I think it was \$12 million,
22 that didn't capture all of the payroll, at least,
23 expenses.

24 Carlene, what else, perhaps?

25 CEO CARLENE MOORE: Well, and I was just

1 gonna say that the payroll expense that you see and
2 the one for the budget is all just -- that's just the
3 temporary expense. So part of that 3.8 helps pay the
4 year-round civil servant payroll expense as well.

5 But in addition to that, in terms of how we
6 now budget, we didn't previously have a separate fair
7 budget, and we -- it was part of -- it was just kind
8 of overall as an organization. So -- so things, you
9 know, mixed in.

10 But it would be fair to say that, yes, the
11 San Diego County Fair is typically our highest gross,
12 you know, revenue event that we do and even potential,
13 you know, net on it. But right now we can't make
14 that -- we can't make that direct comparison.

15 I think what this really demonstrated,
16 though, is just how much people were looking forward
17 to having something to do this summer and -- and that,
18 you know, reminder of the fair and -- and those
19 components.

20 PRESIDENT VALDEZ: Director Rowland.

21 VICE PRESIDENT ROWLAND: I know this is a
22 small one, but I noted that your merchandise sales
23 didn't come up to what you thought they might be. So
24 people ate more and they purchased less merchandise,
25 it looks like. But I think some of that merchandise

1 was generically branded. In other words, "San Diego
2 County Fair," not necessarily "Home Grown Fun." So
3 I'm -- is that a -- is that an accurate
4 characterization that some of that is actually useable
5 in the future?

6 CEO CARLENE MOORE: Absolutely yes.

7 DIRECTOR SCHENK: I was gonna comment that,
8 Joyce, you know, every -- every year we would have a
9 branded theme.

10 VICE PRESIDENT ROWLAND: Right.

11 DIRECTOR SCHENK: And we would market that
12 on radio, in print, and on television. And that
13 branded theme, you know, crossed through everything we
14 did. From the moment one steps foot in the parking
15 lot until they leave, that branded theme was our
16 message.

17 And, yes, without that really -- I mean,
18 Home Grown Fun was really more of a -- a message than
19 a real branded theme, and so we didn't have the
20 merchandise nor the link that really integrated all of
21 it together.

22 VICE PRESIDENT ROWLAND: Right.

23 DIRECTOR SCHENK: So, yeah, I think that
24 showed, as a result. Hopefully next year we'll -- our
25 theme will be one that will do very, very well --

1 VICE PRESIDENT ROWLAND: Right.

2 DIRECTOR SCHENK: -- in terms of branding.

3 VICE PRESIDENT ROWLAND: And that makes
4 sense. And I think that some of the generic
5 merchandise probably could be reused. It's pretty
6 cute.

7 CEO CARLENE MOORE: Actually, that was -- of
8 the generic merchandise, that was merchandise that was
9 purchased and in our warehouse for the past, in
10 essence, year and a half leading up to that. It was
11 purchased for the 2020 fair.

12 And so to Director Schenk's point, we do
13 typically have a lot of branded merchandise, and then
14 we also have the more general just kind of "San Diego
15 County Fair" and so on. So, yes, we'll be -- that
16 which did not sell will be available, plus more, for
17 next year.

18 PRESIDENT VALDEZ: Any other questions?
19 Comments?

20 Director Rowland.

21 VICE PRESIDENT ROWLAND: Yeah, mine was
22 on -- I wasn't exactly clear, and I -- I understood
23 the messaging around the financial information and the
24 new system up and running, but it wasn't exactly clear
25 to me in terms of -- of what we see here, what is

1 correct versus this demonstrating what the formatting
2 is gonna look like. So should we -- what should we --
3 should we ignore all the numbers in this or what
4 are -- what are the numbers you want to say are -- are
5 the good numbers and which ones are -- are -- are not?
6 Or is it just --

7 CEO CARLENE MOORE: So it just --

8 VICE PRESIDENT ROWLAND: -- any discussion?

9 CEO CARLENE MOORE: So on page -- if you
10 reference page 18 -- so just in terms of what has been
11 reconciled so far, so the cash balances -- so
12 everything listed as cash through the restricted cash
13 in trust, that combination, while on this page it's
14 showing as 22nd DAA, that is actually all three
15 entities, the DAA, RTA, and RTLIC. In total, our cash
16 position with all of those is \$20,054,802. That is
17 all reconciled.

18 Everything below, starting with accounts
19 receivable and below, is still -- that's where the
20 fine tuning that Michael was speak- -- was speaking to
21 is still happening. And so this was more of here's
22 how -- reports that the board can -- can expect and
23 anticipate.

24 But page 18 gives you a solid look at our --
25 our cash position, of which -- of that -- and let me

1 just state that of that 20 million, a little more
2 than -- or approximately 6 million of that is bond
3 related in terms of the bond reserve funds and the
4 bond payment itself for this year that we had to --
5 have to put on, in essence, deposit with that bank at
6 the start of the year.

7 Additionally, there is another \$3.3 million.
8 So nearly 10 million of that is all tied to the bonds,
9 and that is the minimum cash that we have to have on
10 hand at all times as the DAA.

11 VICE PRESIDENT ROWLAND: Okay. Thank you.

12 PRESIDENT VALDEZ: Any other questions?

13 Seeing none, do we have Denise?

14 AUDIO/VISUAL TECH: Yes. She's back on, and
15 it looks like her audio issues have been corrected.

16 PRESIDENT VALDEZ: Great. Welcome, Denise.
17 And if you can address the Premier July 2021 P&L.

18 AUDIO/VISUAL TECH: Star 6, Denise. Go
19 ahead, Denise. You're un-muted now. We can't hear
20 you, Denise, but we see that you've un-muted yourself,
21 and we are standing by for you. Did you perhaps have
22 your phone still muted?

23 She's connected. She came back in. Still
24 having technical issues, it looks like.

25

1 BY PRESIDENT VALDEZ:

2 Q Well, we are referring to page 13 of your
3 board packet, which is the food and beverage report of
4 July 2021 from Premier.

5 I'm sure she's a bit disappointed, because
6 it's one of the best months that we've had in a long,
7 long time. We're actually seeing some money and
8 wanted to thank and congratulate her for that.

9 Carlene, to your understanding, what is the
10 July 2021 numbers capture from Premier?

11 CEO CARLENE MOORE: So this will -- this
12 captures the last four days of Home Grown Fun as well
13 as then the race meet which opened on July 6th through
14 July 31st. So, in essence, those -- those 15 days.

15 It was -- was a strong month. And to your
16 point, it's, you know, great positive news, and I'm
17 sure Denise would have liked to have shared that with
18 us.

19 PRESIDENT VALDEZ: I think I'm gonna --
20 Director Mead, do you have a question? I didn't know
21 whether or not that was your hand.

22 Okay. So I think we are going to open it up
23 to public comment at this time. And the first member
24 of the public signed up for this agenda item is Lori
25 Saldaña.

1 LORI SALDAÑA: Thank you.

2 I really want to acknowledge that -- the
3 staff for their -- their work in such dire
4 circumstances and taking the initiative on the
5 super-vaccination site. I -- I think that was a very
6 important use of public lands, and it -- it's really
7 good to see people responding to activities at the
8 fairgrounds.

9 As someone who grew up in San Diego, who
10 worked at the fair many years ago, I know what a draw
11 this is for families. And I think, if the fair
12 continues to offer safe activities and creative
13 activities -- and sadly, as our weather warms, you're
14 near the coast, it's cooler in Del Mar, you'll get a
15 lot of people who are happy to travel westward and get
16 out of the heat in the inland communities. I think
17 there are growing opportunities for more family --
18 family activities that can help the -- help you
19 bounce -- bounce your budget going into the future.

20 So I just wanted to recognize how difficult
21 financially this has been and -- and congratulate you
22 on making some tough choices and staying in the black
23 for the most part. And I certainly hope things turn
24 around and that we get more people engaged in these
25 family activities at the fairground in the coming

1 years.

2 Thank you.

3 PRESIDENT VALDEZ: Thank you.

4 Next member of the public is Martha
5 Sullivan.

6 MARTHA SULLIVAN: Yes. Hello again. Martha
7 Sullivan.

8 I wanted to commend CEO Moore on something
9 specific but also, you know, broadly. I have really,
10 really appreciated what she has brought to this
11 agency. You know, it's been a big difference, in --
12 in my judgment. I want to commend her specifically
13 for -- near to the end of her August 31st letter to
14 the CDFA asking for consideration -- addition --
15 additional financial assistance, that she notes the,
16 you know, decline in horse racing revenues having
17 contributed to, you know, this agency's really dire
18 financial straights. I think that's really important.
19 I know it's no secret, but I think it's really
20 important to, you know, make that known. Outside of,
21 you know, this bubble, everybody may not be aware of
22 it.

23 I also note that 10News today, in reporting
24 on today's agenda, noted that wagering on horse racing
25 dropped almost 20 percent over the last ten years in

1 California and noted -- also noted the decline of
2 horse racing nationwide. So I -- I -- I think it's
3 very clear-eyed for your CEO to be straightforward
4 about this. And again I appreciate what she's brought
5 to this very, very difficult, difficult time for this
6 agency over the last year.

7 PRESIDENT VALDEZ: Thank you.

8 AUDIO/VISUAL TECH: Denise is --

9 PRESIDENT VALDEZ: We're gonna try one more
10 time for Denise Steele.

11 DENISE STEELE: Can you hear me now?

12 PRESIDENT VALDEZ: Yes. Welcome.

13 DENISE STEELE: Sorry. It kicked me out of
14 the phone. So I tried to go back and forth.

15 So it's nice to see everybody after being
16 gone with COVID for such a long time. And, yes, we
17 had a great July. Getting to the end of Home Grown
18 Fun and then getting open for our live meet was
19 definitely a challenge after being on a hiatus for a
20 while.

21 Our revenues ended up at a 3.3 million on a
22 budget of 3.6. However, we were able to do a net
23 distribution to the district of 973,000 -- almost
24 974,000 on a budget of 789,000. So it was nice to see
25 that we were able to leverage our costs. Our labor

1 came in really well, which really helped us through
2 the season. Considering we had to really load
3 everything all back in, all our paper goods, Chinas,
4 food, and everything, we actually came on top. So it
5 was nice for us to see as well.

6 PRESIDENT VALDEZ: Any questions from the
7 board on the Premier P&L?

8 Well, Denise, I don't get to see you, but I
9 do get to hear your voice. I have not heard your
10 voice for quite a while, and it is good to hear from
11 you. And thank you very much for joining us. And
12 thank you and your team for all the good hard work,
13 and we look forward to continuing going forward. So
14 thanks for being here.

15 DENISE STEELE: Thank you so much.

16 And we're getting ready for Breeders' Cup.

17 PRESIDENT VALDEZ: All right. We're
18 excited.

19 Okay. That closes Finance Committee. We're
20 on to item 5-C, Strategic Planning Committee.

21 Director Sleiman.

22 DIRECTOR SLEIMAN: Yes. Thank you,
23 President Valdez.

24 I will turn it over to Carlene Moore for a
25 summary.

1 CEO CARLENE MOORE: All right. Give us a
2 moment here.

3 So on behalf of the committee, we're really
4 excited to be presenting -- to be presenting the
5 information today which was also contained in your
6 packet. And this is one of those pieces, while not,
7 you know, the strategic plan itself, but a very
8 culminating piece of it and just in terms of the work
9 that has been done really throughout this entire year
10 and, quite honestly, going back even to 2020 as well.

11 So just kind of as a reminder of where we
12 have been, the request of this board was for the
13 committee to turn the values into action statements
14 and bring them back ultimately for adoption; revise
15 the mission statement and the -- and create the vision
16 statements based on feedback that we had heard not
17 only from the board but through our outreach to our
18 civic leaders as well; also in, you know, creating
19 that, that purpose statement, as well as our draft
20 strategic goals.

21 And so over the past -- over the past
22 several months and really tying back to our -- the
23 board's workshop back in -- gosh, what was that -- the
24 end of Ap- -- May? -- end of April, just the work that
25 has been done to really -- to build this -- this

1 foundation. And it's really been a process with the
2 board, with the management team, with our employees to
3 really help define a path forward and to share in --
4 in a purpose on behalf of the community.

5 So most recently, over this past month I was
6 joined by Directors Gelfand and Nejabat where we met
7 with -- with civic leaders, which have included
8 representatives from Senator Atkins' office,
9 Supervisor Lawson-Remor's, the cities of Del Mar and
10 Solana Beach. We have still upcoming Assemblymember
11 Ward's office. And overall, to share with you, just
12 the -- the feedback has been very positive. There is,
13 you know, just consistency and support for the
14 fairgrounds as this valued resource in our community,
15 that the -- they all appreciated and expressed
16 their -- in essence, their appreciation for our focus
17 on agriculture; education; the emergency resiliency;
18 being here for not only vaccination superstations, you
19 know, wild fires; whatever, in essence, the needs are
20 for the -- for our community in a moment of need. And
21 with that, and, you know, understanding that it's, you
22 know, with the entertainment and recreational
23 components that also help to draw folks in and give us
24 that opportunity to share with them education and
25 agriculture initiatives and programs and things.

1 So some of the other feedback that we
2 received was that -- the appreciation that this is a
3 place where everyone can learn about one another, you
4 know, through experiences; just enjoyment; ways of
5 life; you know, celebrating accomplishments; and that
6 really we're a center of gravity for shared culture,
7 especially in a community that was -- is rooted in
8 agriculture. And so that's really what all of these
9 components -- this foundation that we have built, you
10 know, for the strategic plan and for moving forward in
11 terms of business planning and master planning are.

12 So this is the -- and all of these
13 statements are now here for -- for the board's review
14 and approval hopefully at today's meeting.

15 So our purpose is that "We are a timeless
16 community treasure where all can flourish, connect and
17 interact through year-round, exceptional experiences."

18 Our mission, which really helps to kind of
19 sharpen our focus on that, is that "We connect our
20 community through shared interests, diverse
21 experiences, and service to one another in an
22 inclusive, accessible, and safe place with an emphasis
23 on entertainment, recreation, agriculture, and
24 education."

25 With all of that in mind, our vision

1 statement really giving us direction well into the
2 future. And that is that "We will be the community's
3 iconic place for social interaction and cultural
4 expression, honoring traditions, embracing innovation,
5 celebrating excellence, and having fun."

6 And this stemmed from, if you recall, really
7 our -- our core values, our values of fun, quality --
8 A-plus quality, integrity, respect, and service. And
9 so these are -- are statements of those -- of those
10 values.

11 The "for fun," we'll celebrate the
12 ordinary -- ordinary and the extraordinary in unique
13 ways.

14 Our quality is that we will be creating
15 exceptional and memorable experiences.

16 Our integrity is that we'll be responsible
17 to our community, the environment, and to one another.

18 "We believe in providing an inclusive and
19 interactive place where all people can connect."

20 Again, respect.

21 And in service, that we believe that we're
22 providing purposeful and inspiring engagement.

23 This really -- these values are what, you
24 know, in essence, is our collective commitment as
25 an -- as an organization. And so with that -- and

1 you've seen this information previously. It's just
2 been, again, modified slightly based on input from
3 this board and, again, our -- our civic leaders. And
4 that is that we've outlined from there our, in
5 essence, four -- four goals. This is to help
6 establish priorities, providing targets and as well as
7 timelines. And this was born from some of the
8 strategic direction that was set by this board again
9 at that -- at that workshop. And that was for the
10 committee to look to rebuild and plan for -- in terms
11 of planning, rebuild and plan for recovery; create
12 plans that lead to financial self-sustainability;
13 evolve to incorporate new uses and improvements that
14 support the self-sustaining business plan and mission
15 of the organization; be environmentally responsible
16 and good stewards of the fairgrounds; understand our
17 current limits, current requirements, requests of
18 other partners and requirements of regulatory
19 agencies; and engage with neighbors, county and civic
20 leaders in support. So from those kind of
21 direction-setting input is how these four strategic
22 goals were then identified.

23 And so with that, the -- and not in any
24 particular order, but the first of which is the lens
25 as -- as we have talked about, and the goal here being

1 to implement the lens through complementary and
2 compatible planning. The goal itself is to treat the
3 campuses of the fairgrounds -- this meaning it is
4 inclusive of the main campus here, surf and turf
5 across the street, as well as Horsepark -- so treating
6 the campuses of the fairgrounds as one ecosystem where
7 all activities are complementary and aligned with the
8 purpose, mission, vision, and values of the San Diego
9 County Fair & Event Center.

10 This is just a placeholder in terms of a
11 name. And you'll see in one of our other ones that
12 one of our objectives is going to be to really define
13 what is the name by which we will be known, as
14 compared to the 10 or 20 that we are known as.

15 And so with this there are three very
16 strategic objectives with it. The first of which --
17 and that's what's on our agenda today -- is to
18 formally adopt the purpose, mission, vision, and value
19 statements. The second of which is then from there
20 we'll be working on -- and staff and the committee has
21 reviewed the ongoing work as we build towards October
22 and the action plan for each of these objectives that
23 will be -- will be presented. But with today would be
24 to solidify that this is the direction that we're
25 headed so that we are, in essence, allocating our time

1 appropriately to the project of the action plan unless
2 there was something to change significantly from this.

3 So objective 2 will be identifying
4 additional processes and filters, in -- in addition
5 to -- this would be in addition to the purpose,
6 mission, vision, and value statements, that will be
7 used as we evaluate existing and new activities and
8 opportunities.

9 Objective 3 will be to create and adopt a
10 macro-guide that delineates further filters to be used
11 throughout the organization in terms of how we assess,
12 again, both current as well as new programs.

13 The second goal -- strategic goal is built
14 around the developing a robust and self-sustaining
15 business plan. Specifically the goal is that
16 acknowledging the short-term need to plan for fiscal
17 recovery and stabilization will create a
18 five-to-ten-year business plan that rebuilds a strong
19 financial base, contemplates new business activities
20 and partnerships, provides program accessibility, and
21 leads to a thriving San Diego County Fair & Events
22 Center.

23 I've put some emphasis on -- in terms of on
24 this slide so that you can -- to show, in terms of
25 these objectives, that objective 1 is really focusing

1 on the assessment of existing, what we currently have
2 in terms of our programs and business activities.
3 Objective 2 is to look at other business models and
4 methodologies to perhaps incorporate and/or transition
5 to in terms of our own operations. Objective 3 is the
6 assessment of new opportunities. And then objective
7 4, we see this as an objective that really remains,
8 and that is that there would be a continuous
9 assessment of current and new program initiatives so
10 that we don't become -- we don't become stale, we're
11 always open to new, but also assessing, if -- you
12 know, if what we're doing is the best way in which we
13 can be doing it; does it still fit, you know, within
14 the mission, the purpose. And, you know, sometimes
15 there are programs that, for example, have -- have --
16 have served a purpose and, in essence, a life cycle,
17 and so looking to new -- to new things.

18 The third kind of strategic direction from
19 the board was a development of a thorough, engaging,
20 environmentally and fiscally responsible master plan.
21 So this strategic goal is specific to that, and that's
22 to create an environmentally and fiscally responsible
23 land use plan for San Diego County Fair & Events
24 Center, aligning with the purpose, mission, vision,
25 and values of the organization.

1 And so through this goal we would be
2 engaging in a master planning process. You know, it's
3 been discussed before about evaluating, you know,
4 highest and best use, taking into consideration
5 environmental sensitivities, the development of then
6 how that is and -- and from that, how all of that is
7 ultimately going to be funded for any -- whether it's
8 reinvestment into existing infrastructure and/or new
9 opportunities.

10 And then finally, in terms of -- of the
11 fourth goal or the fourth kind of strategic direction
12 was the connection with our community and serving as a
13 valuable contributor to the region's wellbeing. And
14 so this is really a goal that focuses on our community
15 engagement. And that's to incorporate community
16 engagement within both the business plan and master
17 plan processes to enhance understanding and expand
18 opportunities.

19 And here we actually -- we added an
20 objective from the last time that we presented. So
21 the first one is just, again, that engagement with
22 those who are aligned in many ways with our purpose,
23 mission, and vision, and values so that we can pursue
24 and nurture those partnerships.

25 The second objective is really the

1 prioritizing our agriculture and education
2 opportunities, and whether that's at the fair, whether
3 that may be year-round programming activities, but
4 really that -- that emphasis.

5 And then finally, the third objective, which
6 is to partner with the local -- with the county and
7 local emergency response so that we can serve as a --
8 continue to serve as a resiliency center and resource.

9 Resiliency center is kind of a new
10 terminology. There's funding within the current
11 budget over the next -- the state budget over the next
12 three years for that. And it's for, you know,
13 facilities such as ours, where we serve, again,
14 whether it's been vaccination superstations, wildfire
15 evacuations, just other roles that we have as a
16 support function of emergency response.

17 And so with that, here we are at September
18 still following our -- our timeline well, where again
19 these are presented to you as the board as final
20 statements -- purpose, mission, vision, and values --
21 as well as the strategic goals and objectives for your
22 approval.

23 PRESIDENT VALDEZ: Okay. I'm gonna wait for
24 the screen to come up so I can see you all.

25 Okay. Since we have an action on this, what

1 I would like to do is, if there's any questions of any
2 board members -- not discussions so much, but just
3 questions for clarification purposes, I'd like to take
4 those now. And then before we have a motion, I'd like
5 to have public comment. And then once public comment
6 is done, we will have a motion and a discussion on the
7 agenda item.

8 So any clarifying questions or -- from the
9 board?

10 I see, yeah, Director Rowland.

11 VICE PRESIDENT ROWLAND: So I know in a
12 couple places the word "accessibility" is used. It's
13 used in the mission statement. It's used --
14 "accessible." And then objective 2, "accessibility."

15 And I know in our prior conversations that's
16 had a broader meaning than just physical access.
17 That's included my -- it's included affordability.
18 And I think that's the intent in both places for it to
19 be inclusive of that, but I just wanted to make sure
20 that that was part of your thinking, that I'm not
21 overstating that.

22 CEO CARLENE MOORE: So on behalf of the
23 committee, yes. And that has been our discussion is
24 that it -- accessibility is broad. Not just the
25 physical accessibility to the property, but also

1 affordability of our programs and activities as well.

2 VICE PRESIDENT ROWLAND: Okay. Thank you.

3 PRESIDENT VALDEZ: Any other questions?

4 Director Schenk.

5 DIRECTOR SCHENK: Thank you so much,

6 Carlene, for that presentation.

7 My question is sort of a very focused one on
8 branding and will we be -- is the recommendation that
9 we re-brand to include "events center" into the --
10 into the name? And then how will we incorporate that
11 into marketing and getting that message out?

12 CEO CARLENE MOORE: So it -- that's one of
13 the things that we have identified in terms of the
14 action steps around that objective. Not necessarily
15 that that be the name and/or that "events center," but
16 what we struggled with as we've been preparing and
17 writing these reports is are we the 22nd District Ag
18 Association? Are we the Del Mar Fairgrounds? Are we
19 the District? Are we -- you know, there's multiple.
20 Are we the San Diego County Fair? So this really was
21 being a placeholder.

22 But, yes, one of our action steps would be
23 to engage in, as part of that development of kind of a
24 macro-guide, will be the brand. What are we gonna be
25 called and known as, and then how will that tie into

1 our marketing? So all of those, those questions, the
2 answers will be to come.

3 DIRECTOR SCHENK: Thank you.

4 CEO CARLENE MOORE: Uh-huh.

5 PRESIDENT VALDEZ: Any other questions
6 before we open up to public comment before a motion?

7 I see none. So I'm going to open up to
8 public comment, to -- the first member of the public
9 signed up for this agenda item is Martha Sullivan.

10 MARTHA SULLIVAN: Yes. Thank you.

11 My comment really has to do with community
12 engagement that's included in this document. I
13 realize your action item is to adopt the values,
14 purpose, mission, and vision. And maybe my comments
15 on community engagement will also inform those because
16 my concern is that, as reflected in your community
17 engagement discussion, you know, your desire to be
18 inclusive and accessible and all the good stuff, and
19 also to be environmentally responsible and sensitive
20 and so forth doesn't show up in community engagement.

21 You know, you -- you don't see environmental
22 quality or protection advocacy represented. You don't
23 see animal welfare represented. You don't see climate
24 change represented. Now, some of those things will be
25 addressed by the stakeholders that are addressed in

1 the community engagement, but I think it needs to be
2 more explicit.

3 And I'm frankly a little concerned that it's
4 not more explicit in the values, purpose, mission, and
5 vision that you're adopting. But I also understand
6 that you're -- you're trying to keep those succinct
7 and you're trying to keep them, you know, wide and
8 embracing many things, rather than being very
9 specific.

10 So I think that you -- you really need to
11 make an effort to outreach to people such as myself
12 and others.

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

15 PRESIDENT VALDEZ: Thank you.

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

18 JANE CARTMILL: I, myself, came across an
19 interesting article in a horticulture magazine
20 regarding sustainable and ecofriendly farming
21 practices. And I thought, rather than relying on pig
22 races and cow milking, what a great way to combine the
23 emphasis on education and agriculture that is part of
24 this new mission statement.

25 A great way would be to incorporate displays

1 and models and demonstrations of these modern farming
2 practices at the next Del Mar Fair. Some of these
3 practices are permaculture, a food production system
4 which mimics how vegetables and plants grow in natural
5 ecosystems to reduce waste and increase production
6 efficiency. Aquaponics and hydroponics, innovative
7 methods which involve soilless plant and vegetable
8 growth, feeding with nutrients that are carried by the
9 water using mineral solutions. Alternative energy
10 resources such as hydropower, solar panels, and wind
11 farms. Crop rotation and polycultures, farmers can
12 decrease the chance of plant and vegetable disease
13 through crop diversification and rotation techniques
14 which reduce the amount of pesticides and chemical
15 fertilizers. Agroforestry, a method that involves
16 growing shrubs and trees among other plants and
17 vegetables to guaranty a highly productive approach to
18 land Use. The system mimics forest ecosystems found
19 in nature and can double crop yields.

20 So this is just one suggestion about some of
21 the methods that might lend themselves to the type of
22 educational exhibits that is right in line with your
23 stated vision of embracing innovation and your -- your
24 repeated interest in environmentally responsible
25 activity.

1 Thank you.

2 PRESIDENT VALDEZ: Thank you.

3 Next up is Lori Saldaña.

4 LORI SALDAÑA: I'm happy to hear that you're
5 looking at ways to be more resilient on the -- the
6 footprint of the fairgrounds.

7 In 2007, when thousands of people evacuated
8 due to wildfires, the majority of them wound up in the
9 district I represented and lived in Mission Valley at
10 the stadium for about ten days. And they -- they
11 stayed in the parking lot where we had emergency
12 responders set up, support with food, diapers, water,
13 people parked R.V.s, people stayed in tents. And so
14 looking at Del Mar potentially being that type of an
15 emergency evacuation site, along the coast again,
16 given wildfires inland, while that's -- that's a
17 possibility, if you look at some of the coastal
18 mapping of projected sea-level rise, you can see that
19 there's a potential problem where the -- your
20 footprint may be shrinking. The Del Mar area is
21 surrounded by wetlands. There may have less land over
22 time.

23 Likewise, because of the wetlands that
24 surround you, you're -- you're operating activities
25 with the Thoroughbred Club that are simply not

1 compatible with healthy wetlands. And as former chair
2 of the city's wetlands advisory board, the biggest
3 challenge we saw in San Diego was runoff from adjacent
4 developed areas.

5 So I think, if you want to be consistent in
6 your vision and your planning for water quality and
7 ecosystems, you're going to have to think really
8 carefully how to balance horse racing and how that
9 will contribute, the way it already is, to
10 eutrophication as we see even in the inland water the
11 algae growth which is the result of a lot of the
12 fertilizers and other chemicals that are being put
13 into the -- the grass growing.

14 So I applaud you for the vision. I just see
15 some very steep challenges in the future to achieve
16 them.

17 Thank you.

18 PRESIDENT VALDEZ: Thank you.

19 That's the last member of the public signed
20 up for this agenda item.

21 So now we have two possible motions before
22 you, set forth in your agenda. The first is a motion
23 to adopt the purpose, mission, vision, and value
24 statements contained on page 19 of your board packet.

25 Do I have a motion?

1 DIRECTOR GELFAND: (Indicating.)
2 PRESIDENT VALDEZ: Director Gelfand.
3 Do I have a second?
4 DIRECTOR SLEIMAN: Second.
5 PRESIDENT VALDEZ: That's Director Sleiman.
6 Any questions? Comments? Discussion?
7 I see --
8 VICE PRESIDENT ROWLAND: I have --
9 PRESIDENT VALDEZ: -- none.
10 Director Rowland.
11 VICE PRESIDENT ROWLAND: Yeah, I just wanted
12 to again say that, you know, I appreciate the time and
13 thoughtful approach that the committee has taken to
14 this -- taken on this effort. And I know there's
15 still a lot of work ahead, and I think many of the --
16 the issues and concerns that I've raised and others
17 have raised, you know, will be -- can be fleshed out
18 through that process as well. So I just wanted to
19 just add my appreciation to the effort.
20 PRESIDENT VALDEZ: Any other questions?
21 Comments? Discussion points?
22 Seeing and hearing none, Donna, will you
23 take the vote.
24 DONNA O'LEARY: President Valdez.
25 PRESIDENT VALDEZ: Aye.

1 DONNA O'LEARY: Vice President Barkett.
2 VICE PRESIDENT BARKETT: Aye.
3 DONNA O'LEARY: Vice President Rowland.
4 VICE PRESIDENT ROWLAND: Aye.
5 DONNA O'LEARY: Director Gelfand.
6 DIRECTOR GELFAND: Aye.
7 DONNA O'LEARY: Director Mead.
8 Did she -- I think we lost her. Oh, okay.
9 Director Mosier.
10 DIRECTOR MOSIER: Aye.
11 DONNA O'LEARY: Director Schenk.
12 DIRECTOR SCHENK: Aye.
13 DONNA O'LEARY: Director Sleiman.
14 DIRECTOR SLEIMAN: Aye.
15 DONNA O'LEARY: And did we lose --
16 PRESIDENT VALDEZ: I think --
17 AUDIO/VISUAL TECH: Yeah, she dropped out or
18 cut out or something.
19 PRESIDENT VALDEZ: I think we lost Kathlyn.
20 We'll -- well, that -- the motion carries
21 8-0. Hopefully Director Mead will join us back.
22 7-nothing. I'm sorry. I forgot Director Nejabat is
23 not here. Okay. Motion carries.
24 Okay. So now do I have a motion to approve
25 the strategic goals and objectives set forth on pages

1 20 and 21 of your board packet?

2 DIRECTOR GELFAND: (Indicating.)

3 PRESIDENT VALDEZ: That's Director Gelfand.

4 A second?

5 DIRECTOR SLEIMAN: Second.

6 PRESIDENT VALDEZ: Director Sleiman.

7 Any questions? Comments? Discussion?

8 Seeing and hearing none, Donna, can you take

9 the vote.

10 DONNA O'LEARY: Sure. President Valdez.

11 PRESIDENT VALDEZ: Aye.

12 DONNA O'LEARY: Vice President Barkett.

13 VICE PRESIDENT BARKETT: Aye.

14 DONNA O'LEARY: Vice President Rowland.

15 VICE PRESIDENT ROWLAND: Aye.

16 DONNA O'LEARY: Director Gelfand.

17 DIRECTOR GELFAND: Aye.

18 DONNA O'LEARY: Director Mead.

19 Okay. She's not here.

20 Director Mosier.

21 DIRECTOR MOSIER: Aye.

22 DONNA O'LEARY: Director Schenk.

23 DIRECTOR SCHENK: Aye.

24 DONNA O'LEARY: And Director Sleiman.

25 DIRECTOR SLEIMAN: Aye.

1 PRESIDENT VALDEZ: Motion carries 7-0.

2 Thank you very much. And thank you very
3 much, committee, for all of your good work on this.
4 That concludes 5-C on our agenda.

5 Moving on to 5-D, which is the DMTC Liaison
6 Committee. This is an informational and an action
7 item. So I want to, you know, direct this a little
8 bit so that that's done orderly, so that we have
9 public comment before any motion, like we did last
10 time.

11 So I'm introducing, I think -- you're very
12 small over there -- Josh Rubinstein, Joe Harper, Mike
13 Ernst. And for -- first of all, gentlemen, I'd like
14 to have our regular informational component that
15 addresses the summer meet or anything other -- other
16 issues before we go to the satellite wagering issue.

17 JOE HARPER: Okay. I'll be happy to do
18 that. This is Joe Harper.

19 I'm very happy to report that this was the
20 biggest year we've ever had. From -- record -- record
21 data -- daily average handle was over 18 million.
22 That puts us, for the meet, well over half a billion
23 dollars was wagered. This is a record -- a record per
24 capita. Also, \$187 a head was bet. And this was --
25 wagering was up 22 percent from last year, but was

1 also up 33 percent from '19 when we last had fans in
2 the stand. So this was a huge meet for us. Very
3 strong. It was probably a -- the reason -- main
4 reason for this was the incredible amount of horses we
5 had here that entered into the horses -- entered in
6 the races. Our field sizes were up 8.- -- 8.4, which
7 is improved over last year. It was also, along with
8 many years in a row, a -- higher than Saratoga's,
9 which we always like to say. So we -- overall we had
10 an amazing meet.

11 Our attendance, obviously, was somewhere
12 around 70 percent of our normal -- normal pre-COVID
13 numbers, but that was pretty much -- I know there's
14 some marketing folks who would like to talk about
15 that, but that's pretty much what we had anticipated
16 and planned on.

17 So, Josh, you want to pick it up?

18 JOSH RUBINSTEIN: Yeah, as Joe said,
19 terrific meet. We really focused on our core racing
20 customers coming into the reopening, you know, after
21 the pandemic of 2020.

22 In addition to -- you know, Joe mentioned we
23 really exceeded, you know, projections, you know, on
24 all levels: Wagering; admission revenues; also, food
25 and beverage. Food and beverage revenues exceeded

1 projections by 37 percent or \$2.4 million. So our
2 core customers, our Turf Club members, our group
3 sales, they were super excited to be back. And when
4 they were here, they participated either at the
5 windows or purchasing food and beverage in a really
6 strong manner. So terrific summer meet.

7 And on the -- on the safety side and the
8 equine safety side, a very successful season. We will
9 again be in line with the safest major race track in
10 North America. On the human safety side or health
11 side, our diligent COVID response and opening
12 protocols kept both fans and employees of the
13 backstretch community safe. We were in close contact
14 with county officials, and they were very
15 complimentary of our operating plan and how it was
16 implemented. So I'm repeating myself here, but
17 overall a really terrific season.

18 PRESIDENT VALDEZ: Any questions on those
19 topics covered?

20 Congratulations on a successful meet. Thank
21 you for all of your efforts and your ability to pivot
22 and respond and do a really great job once again.

23 We are gonna then go to the -- the action
24 item. And what I'd like to do is to have a
25 presentation from DMTC and, before we have any motion,

1 open up to public comment like we did on the last
2 agenda item, then do a motion and have a discussion
3 and vote. Let me kind of tee this up a bit, and I
4 want to refer your attention to pages 22, 23, and 24
5 of your board packet.

6 The issue and possibility of sports wagering
7 at our facility has been discussed for what feels like
8 a couple of years, and I think that's actually
9 accurate. We've been talking about the possibility of
10 there being a vote by the public allowing for sports
11 wagering to exist in the state of California, and we
12 were simply just waiting for when it was going to hit
13 the ballot, not, you know, if. And -- and if it did
14 and if it passed, the possibility of being able to
15 host sports wagering at our facility was a strong one
16 and one that we expected to do and specifically at
17 what was SSRP; is now The Center. And now we are
18 looking at the possibility of this being on the ballot
19 in November of 2022.

20 And in preparation for that, we are now at
21 the place where we can actually have discussions about
22 it really coming to fruition. So these are
23 discussions that are not surprising. They have been
24 discussed in our public meetings. DMTC, Josh and Joe
25 and their team have reported to us often on this topic

1 and kept us apprised of all the different, you know,
2 topics and the status. So now we are here with the
3 possibility of having some steps taken to be able to
4 get closer to that reality.

5 I want to thank staff for setting forth on
6 page 22 the procedure somewhat that will be followed
7 and then pages 23 and 24 kind of the substance of what
8 we're looking at.

9 Today what we are asking the board for is
10 a -- determine whether they would -- the board would
11 like to allow for sports wagering to be considered a
12 permitted activity under the operate- -- the operating
13 agreement of DMTC. That's the first step in the
14 process. The district is able to state that sports
15 wagering or any other like activity could be a
16 permitted activity on our facility.

17 Important to know, though, is the operating
18 agreement is between the Race Track Leasing
19 Commission, RTLK, and the DMTC, not with the 22nd DAA
20 and DMTC. Consequently, the ultimate approval of an
21 amendment to the operating agreement would be subject
22 to RTLK approval. However, of course, going to the
23 RTLK meeting with explaining that our board has
24 blessed this and has approved sports wagering as a
25 permitted activity would be an important step towards

1 the process. That's set forth on page 22 of that.

2 The idea is, if we were to approve for
3 sports wagering to be a permitted activity on our
4 facility, we had discussions with DMTC as to what we
5 would -- we as a liaison committee thought were the
6 parameters and the conditions under which we would
7 allow such a permitted use, and those are set forth on
8 page 24, specifically items A through H on the letter
9 from Josh Rubinstein.

10 So that kind of sets the -- the stage. I'm
11 gonna pass this on over to Josh Rubinstein to address
12 this more fully. We can ask some clarifying
13 questions, then I'm gonna open up to public comment
14 and then a motion and then discussion and vote.

15 Josh.

16 JOSH RUBINSTEIN: Thank you, Board
17 President Valdez.

18 And as you -- as you mentioned, we have
19 discussed the prospect of sports wagering with the
20 district board since 2018. And it began in 2018
21 because that is the year the Supreme Court repealed a
22 federal ban on sports wagering. And since that time,
23 since 2018, 30 states in the country have legalized
24 wagering on professional and collegiate sports. And
25 on November 8th, 2022, Californians are scheduled to

1 vote on a ballot initiative that, if passed, would
2 allow four racing associations, including the Del Mar
3 Thoroughbred Club and tribal casinos, to conduct
4 sports wagering beginning in 2023.

5 Under this ballot initiative, Del Mar is the
6 only fairgrounds in the state that would receive
7 revenues from sports wagering. Also under this ballot
8 initiative, DMTC as the operator of live horse racing
9 at Del Mar would be the only entity permitted to
10 conduct sports wagering at the Del Mar Fairgrounds,
11 and this license would be non-transferable.

12 Sports wagering will generate significant
13 additional revenues for DMTC, which will in turn flow
14 to the district and Race Track Authority. In
15 addition, the district will generate incremental F&B
16 revenues, food and beverage revenues, from sports
17 wagering operations. So in total, sports wagering
18 revenues will assist the district as it continues to
19 recover from the economic affects of the pandemic and
20 help provide for the district's long-term financial
21 stability.

22 So moving forward on steps to be taken for
23 the fairgrounds to realize sports wagering revenues:
24 Assume sports wagering becomes legal in California.
25 And that's a very important point. So everything

1 we're gonna discuss here today, if the citizens of
2 California do not legalize sports wagering, then
3 everything we're talking about goes out the window.
4 So that is -- that -- that has to happen for anything
5 to be considered.

6 So assuming sports wagering becomes legal in
7 California, DMTC is requesting the district approve
8 sports wagering as a permitted activity on the
9 grounds.

10 Section 5.1 of our operating agreement
11 addresses the activities that DMTC may conduct on the
12 fairgrounds premises subject to approval by the
13 district. And that is -- section 5.1 is listed in the
14 letter that President Valdez references in your board
15 package.

16 DMTC is requesting to operate sports
17 wagering in the Saddle Club of Surfside Race Place
18 beginning in 2023. And as you're aware, SSRP and
19 specifically the Saddle Club at SSRP was constructed
20 for satellite wagering on horse racing. And this was
21 the one area of SSRP that was not a part of the recent
22 renovation. So it is how when it was first built
23 in -- in the early '90s.

24 Sports wagering at the fairgrounds, as
25 President Valdez referenced, will also require the

1 approval of amendments to DMTC's operating agreement
2 with the state's Race Track Leasing Commission.
3 Specifically what needs to be addressed: Use,
4 operations, and access to the premises, and to ensure
5 the incremental revenues from sports wagering flow to
6 the district.

7 Lastly, it will be necessary for the
8 district and the Race Track Leasing Commission to
9 exercise the district's fourth and final option to
10 extend the term of the operating agreement from 2026
11 to 2030. This is required because the existing term
12 of the operating agreement expires on December 31,
13 2025. And based on the substantial investment
14 required to operate a first-class sports book, DMTC
15 needs to ensure an operating partner that we have the
16 ability to engage in these activities on a long-term
17 basis.

18 So as page 2 of our letter in your board
19 packet references, DMTC requests that the district
20 approve sports wagering as a permitted activity under
21 the operating agreement subject to the following
22 conditions being met: Sports wagering becomes legal
23 in California; DMTC subcontracts with a top-tier
24 sports wagering operating partner to operate sports
25 wagering at the fairgrounds; the district shall bear

1 no direct expenses related to sports wagering at the
2 fairgrounds; the district shall control the food and
3 beverage concessions and all food and beverage
4 revenues from sports wagering at the fairgrounds; the
5 district shall receive an additional \$2 million annual
6 direct payment as defined in the operating agreement,
7 which would increase the current annual direct payment
8 to the district from \$1.225 million to \$3.225 million;
9 DMTC's subcontractor shall, subject to district
10 approval, be entitled to signage rights at SSRP;
11 DMTC's subcontractor shall be entitled to use of the
12 premises, specifically SSRP Saddle Club; and lastly,
13 the operating agreement will need to be amended such
14 that the fourth and final option period for 2026
15 through 2030 will be exercised by the district.

16 So I know that was a lot of information to
17 take in. We're happy to answer any questions, to go
18 over, you know, any specific sections that -- that
19 you'd like. Joe is here, and we're also joined by
20 Mike Ernst, Del Mar CFO, and our outside counsel,
21 Chris Jaczko. So happy to answer any questions.

22 PRESIDENT VALDEZ: Okay. Yeah, this is just
23 for clarification questions, again, not for discussion
24 yet until we have public comment. Any questions?

25 Director Gelfand.

1 DIRECTOR GELFAND: Are you talking about
2 questions from board members?

3 PRESIDENT VALDEZ: Yes. Yes.

4 DIRECTOR GELFAND: Okay. I have a number of
5 questions. The first is why now? Why not once the
6 election takes place, for example?

7 JOSH RUBINSTEIN: So because of this --
8 this -- because of this ballot initiative being
9 qualified for signatures, there are other potential
10 ballot initiatives that are in discussions. And due
11 to that, there has been a flurry of activity of
12 potential entities like the Del Mar Fairgrounds having
13 discussions with sports wagering operators. And
14 because California will be such, we believe, a
15 dominant market, there will be time needed to line up
16 a proper partnership with a sports wagering operator.

17 Does that answer your question?

18 DIRECTOR GELFAND: Well, let's assume it
19 does. And so there are different components of what
20 you're asking for. The first is that we, essentially,
21 sort of generically approve the concept of sports
22 wagering at the fairgrounds property; correct?

23 JOSH RUBINSTEIN: Yes. As a permitted
24 activity. Yes.

25 DIRECTOR GELFAND: Permitted activity.

1 And is -- and I suppose it will depend on
2 how the motion is worded, but theoretically that could
3 be an approval that was independent of this particular
4 ballot initiative. Just we could generically say that
5 we approve of the concept of sports wagering; right?

6 Or are you asking for a specific approval of
7 sports wagering specific to this particular
8 initiative?

9 JOSH RUBINSTEIN: We're -- we are requesting
10 that, if California voters in November of 2022 approve
11 sports wagering, that sports wagering will be a
12 permitted activity at the Del Mar Fairgrounds. And
13 that's a very important point, because sports wagering
14 would be an amendment to the state's constitution,
15 which would require a vote by its citizens to approve
16 of that.

17 DIRECTOR GELFAND: And -- but there is the
18 possibility, as you mentioned, that an additional
19 initiative could be on the November 22 ballot.

20 JOSH RUBINSTEIN: Yeah.

21 DIRECTOR GELFAND: The same thing.

22 So I'm asking if our approval would apply to
23 both of those initiatives, if there were two, or just
24 to this specific initiative?

25 JOSH RUBINSTEIN: Yeah, so if -- so right

1 now the ballot initiative that we are part of is the
2 only ballot initiative that has been certified by the
3 secretary of state and has the qualified signatures.

4 So this will be on the ballot in 2022;
5 right? But the -- the request is if -- again, if the
6 citizens of California vote to approve sports
7 wagering, that sports wagering would be a permitted
8 activity on the grounds.

9 We don't know what's forthcoming. There
10 could be a second ballot initiative for -- for
11 racetracks. Obviously, if there is a ballot
12 initiative that does not qualify racetracks, there
13 wouldn't be sports wagering here. But assuming there
14 is a ballot initiative that asks for -- if it
15 qualifies that -- the Del Mar Race Track, we're asking
16 for approval of sports wagering to be a permitted
17 activity.

18 DIRECTOR GELFAND: Okay. So to be clear,
19 you want us to approve the concept of sports wagering,
20 assuming it is approved by voters in November of '22
21 regardless of the initiative, as long as it's specific
22 to the Del Mar Fairgrounds Race Track?

23 JOSH RUBINSTEIN: Yes.

24 PRESIDENT VALDEZ: So --

25 DIRECTOR GELFAND: And then -- and then

1 there are operating agreement amendments required that
2 need to be part of the action we take today; is that
3 right?

4 PRESIDENT VALDEZ: No. That -- the way that
5 would work, Director Gelfand, is the only thing that
6 our board is being asked is whether we are agreeable
7 to have sports wagering as permitted activity on our
8 property and, if we are willing to do so, under what
9 conditions, and that would be it.

10 Now, if there is going to be an amendment to
11 the operating agreement to allow for -- for this to
12 happen, that would be ultimately approved by RTLIC who
13 is the Department of DGS, CDFA, Department of Finance,
14 and three members of this board, which are myself,
15 Director Barkett, and Director Mead.

16 DIRECTOR GELFAND: However -- well, okay.
17 We would be approving the concept of the sports
18 betting, but we'd also be approving A through H in
19 concept, which --

20 PRESIDENT VALDEZ: That is my under- -- that
21 is my understanding of what the motion would -- the
22 concept of the motion that we contemplate. Yes.

23 DIRECTOR GELFAND: So -- so in addition to
24 approving the concept of sports betting, we're also
25 approving the -- the notion of an operating agreement

1 amendment not to be made by us, but to be made by the
2 Race Track Authority, et cetera, and also -- we're
3 also essentially recommending the approval of the
4 fourth option period; correct?

5 PRESIDENT VALDEZ: Correct.

6 DIRECTOR GELFAND: Right?

7 PRESIDENT VALDEZ: Correct.

8 DIRECTOR GELFAND: And so that is one of the
9 reasons I was a little concerned about why this needs
10 to happen now, as opposed to some point in the future.

11 So the other questions. The -- the
12 \$2 million, does it go -- does it have the potential
13 to go up at all. And if so, how? And if so, why
14 wasn't it listed in A through H?

15 JOSH RUBINSTEIN: So the -- the 2 mil- --
16 the \$2 million, that is a -- a guaranty. That's
17 direct payment from the Del Mar Thoroughbred Club to
18 the district.

19 Any additional -- I mean, the way our
20 corporate structure is, at the end of the year we
21 don't have any money. We pay a direct rent payment to
22 the district. And then beyond that, any net revenues
23 fall to the RTA.

24 So to answer your question, yes, any
25 additional net revenues that were generated from

1 sports wagering would fall to our bottom line, which
2 in turn would fall to the RTA.

3 PRESIDENT VALDEZ: So -- so --

4 DIRECTOR GELFAND: I just want to say I
5 think that's very important.

6 Go ahead.

7 PRESIDENT VALDEZ: I'm sorry. I just wanted
8 to clarify, on top of what Mr. Rubinstein stated, was
9 this is -- this is exact same structure as we have
10 with DMTC and their use of our facility for the summer
11 and fall meet is a base rent plus anything in the --
12 in net then goes to RTA. So that would be the same
13 kind of formula that we would be following here.

14 DIRECTOR GELFAND: Yeah, I appreciate that.

15 I just want to point out that item E, the
16 way it's worded, one could presume that it is a fixed
17 amount somehow and that it didn't include additional
18 revenues that might flow to us. And assuming we're
19 gonna move forward with this, you know, I'd just like
20 it on the record that, you know, it -- it can be more.
21 The 2 million is a minimum.

22 PRESIDENT VALDEZ: That would be fine, but I
23 think that the RTA documents would govern how any
24 money that DMTC generates and any net that DMTC has at
25 the end of the year automatically must go to the RTA.

1 So I don't know if that's not necessary -- that's
2 necessary because by definition in the RTA agreement
3 that's their obligation. And it goes to the bonds,
4 the payment of the bonds.

5 DIRECTOR GELFAND: And then I guess my final
6 question is -- Fred's gonna -- maybe he's got a
7 comment about this, but I guess my final question is
8 if we didn't approve this today, we approved it in
9 90 days, what would happen?

10 PRESIDENT VALDEZ: Josh, do you want to
11 answer that one?

12 JOSH RUBINSTEIN: Yeah, I mean, based on --
13 you know, as I said earlier, you know, there are --
14 there are very few top-tier companies in the sports
15 wagering space. And, you know, I referenced there
16 are -- there are four racetracks that are eligible.
17 There are 50 tribal casinos in the state. So -- so
18 right there you have 54 -- under this ballot
19 initiative, 54 potential sports wagering entities.
20 There are, I'd say, five successful, qualified
21 operators.

22 Not having this approved -- or not having
23 this approved at this meeting would significantly,
24 significantly reduce DMTC's ability to partner with
25 one of those top five entities.

1 DIRECTOR GELFAND: Okay. Thank you.

2 PRESIDENT VALDEZ: Director Schenk.

3 DIRECTOR SCHENK: Thank you, Michael, by the
4 way, for your questions. Those were helpful.

5 Josh, two things that I want to ask. So the
6 first is, if there was a delay, how would -- and you
7 sort of have answered this, but when -- when is the
8 initiative -- if it's -- if it's passed in November,
9 when does it go into effect? Would it be January 1?

10 JOSH RUBINSTEIN: Yes, of '22.

11 DIRECTOR SCHENK: So what you're saying is
12 any delays would effectively delay DMTC's ability to
13 hit the ground running if -- because it's this
14 November; correct?

15 JOSH RUBINSTEIN: No. It's November of --
16 November of 2022 is the ballot initiative.

17 DIRECTOR SCHENK: '22. So you do have --
18 you have a year. But --

19 JOSH RUBINSTEIN: Yeah.

20 DIRECTOR SCHENK: -- if we delayed it closer
21 to that time, is your view that you would lose the
22 potential opportunities to co-venture with some of the
23 branded companies that are in this -- in this space?

24 JOSH RUBINSTEIN: Yes. I think that's very
25 accurate.

1 You know, we've had conversations with most
2 all of the leading sports wagering -- top sports
3 wagering platforms. You know, we were required to --
4 to sign non-disclosure agreements to have those
5 discussions.

6 You know, I can tell you most of the -- the
7 partnership proposals have a large form of a exclusive
8 radius. So not having the -- the ability to -- to
9 partner with one of these top four or top five
10 entities, if -- if -- if there's a delay, it will be
11 highly, highly unlikely that we'll be able to form one
12 of those partnerships.

13 DIRECTOR SCHENK: So there's a value for
14 doing it earlier than -- rather than waiting later.

15 My other comment is I just want to be clear
16 that if we approve this, it is a -- it is a --
17 essentially a business decision for the 22nd DAA. And
18 since we're a state agency, there won't be any
19 semblance of -- of our lending our imprimatur to
20 this -- this initiative; right?

21 Because that would be something that I
22 think -- I don't think any director wants to be in a
23 position of supporting an initiative as part of a
24 state agency. I think that would be inappropriate for
25 us to lend our -- our approval, but we're make -- if

1 we approve this, it's a business decision, not that
2 we're saying, as the 22nd DAA, we are endorsing an
3 initiative.

4 Did you understand what I'm saying?

5 JOSH RUBINSTEIN: Yes.

6 DIRECTOR SCHENK: And you agree with that?

7 JOSH RUBINSTEIN: I do.

8 DIRECTOR SCHENK: Okay. Thank you.

9 PRESIDENT VALDEZ: Director Rowland.

10 VICE PRESIDENT ROWLAND: A little bit of a
11 follow-up on Director Schenk's comments and kind of
12 broader question from a legal perspective. I'm
13 directing this to you, President Valdez. Sorry.

14 You know, do we -- is it confident that we
15 have all kinds of legal ducks in a row in terms of our
16 authority here, issues like Director Schenk was
17 putting forward? Are we on good footing from a legal
18 perspective to go ahead and make these changes and
19 make this level of an agreement at this point?

20 PRESIDENT VALDEZ: I'm gonna ask Josh Caplan
21 to chime in on that.

22 DEPUTY STATE ATTY. GEN. CAPLAN: Sure.

23 Director Rowland, the role of the 22nd DAA
24 is actually quite limited in terms of making any
25 changes to the race track operating agreement between

1 the state Race Track Leasing Commission and DMTC. The
2 role is really limited to what's been discussed up
3 until now, which is the district has the sole
4 authority under the operating agreement to make the
5 determination of whether to allow the operator or DMTC
6 to engage in any additional permitted activities.

7 If the board were to take a vote on that
8 today and agree that sports wagering is considered a
9 permitted activity, that -- that does not make any
10 changes to the operating agreement. The operating
11 agreement remains the same.

12 There's the -- there's a separate
13 independent public agency, the state Race Track
14 Leasing Commission, which is also governed by
15 Bagley-Keene. It's comprised of three 22nd DAA board
16 members, the director of food and agriculture, the
17 director of finance, and director of general services.
18 Those six commissioners will then have to deliberate
19 in public on whether to amend the operating agreement
20 and what that agreement will specifically like look,
21 including whether it includes all of the conditions
22 identified in the discussion, the letter that Richard
23 spoke to and Josh Rubinstein spoke to, or whether it's
24 gonna require anything in addition to that.

25 And so in terms of legal process, this is

1 really the first step in that process. The other
2 ducks that would need to be in a row would be to get
3 approval from the Race Track Leasing Commission and
4 the other approvals required under the operating
5 agreement.

6 So I think the answer to your question is
7 yes, but that process will need time to play out so
8 that, you know, the commission has enough time to, you
9 know, make public its agenda, make the meeting
10 information available to the public and go through its
11 own separate deliberative process.

12 VICE PRESIDENT ROWLAND: Thank you.

13 PRESIDENT VALDEZ: Any other questions
14 before we open to public comment?

15 Director Gelfand.

16 DIRECTOR GELFAND: This one's kind of rude,
17 but I'm just wondering if -- if the \$2 million is
18 negotiable or if it is what it is. We'll start with
19 that.

20 PRESIDENT VALDEZ: Let me -- let me say,
21 from our -- our advantage on the -- the -- the DMTC
22 liaison committee, we discussed various numbers. We,
23 of course, had no conversations with the full board.

24 We were looking at what we felt was a
25 reasonable amount and countered of what was originally

1 a number that DMTC had stated; countered higher, and
2 they had met that.

3 It is up to this board to decide whether
4 that's satisfactory to the entire board. It was
5 something that the liaison committee felt was a
6 appropriate amount and something that RTLC would
7 hopefully bless.

8 Knowing that any of the net would then go to
9 RTA was an important component of that and -- and a
10 safety net, if you will, to make sure that there is
11 money left over for the bonds, which I think other
12 entities would care about.

13 DIRECTOR GELFAND: I'm comfortable with that
14 answer. I just didn't understand whether it was
15 unilaterally presented or if there was discussion and
16 it was arrived at. So that's -- that's fine.

17 PRESIDENT VALDEZ: Yeah, there was
18 discussion.

19 DIRECTOR GELFAND: Yeah, my other question
20 is -- is if there was a scenario where four or five
21 years down the road, let's say, let's say the
22 initiative passed and sports wagering was implemented
23 at the fairgrounds and four or five years from now
24 horse racing itself financially was not viable and the
25 DMTC decided to cease operations, would sports

1 wagering be able to continue?

2 JOSH RUBINSTEIN: The ballot initiative is
3 contingent -- from a horse racing perspective is
4 contingent upon horse racing continuing to operate at
5 that facility. And as I mentioned earlier, the
6 license is not transferable.

7 So let's just say, you know, DMTC got the
8 lease and we went to another race track in California.
9 We would not be able to take the sports wagering
10 license with us. It has to remain here. It has to be
11 operated by the Del Mar Thoroughbred Club.

12 DIRECTOR GELFAND: Could the Thoroughbred
13 Club stay in existence without horse racing?

14 JOSH RUBINSTEIN: I'm sorry. Could you say
15 that again? You cut out.

16 DIRECTOR GELFAND: Could the Thoroughbred
17 Club continue to exist without horse racing, just to
18 be the vehicle that facilitated sports betting, for
19 example?

20 JOSH RUBINSTEIN: Well, as I mentioned
21 earlier, there would have to be horse racing.

22 DIRECTOR GELFAND: That's part of the
23 initiative?

24 JOSH RUBINSTEIN: Yes.

25 DIRECTOR GELFAND: Okay. That's fine.

1 PRESIDENT VALDEZ: Any other questions?

2 Okay. We will have further discussion after
3 public comment.

4 First member of the public signed up for
5 this item is Martha Sullivan.

6 MARTHA SULLIVAN: Hello again.

7 I too have been following this for quite
8 some time, and I can tell you that currently at the
9 Attorney General's office in our state there are two
10 more ballot initiatives to authorize sports wagering
11 in California, and both of these ballot initiatives
12 are broader than the one that DMTC is referencing.
13 Both of them would broaden it out to major league
14 sports franchises, to card rooms and beyond in terms
15 of people being able to do it on their phone, on
16 tablets, on any of their devices. The market wants
17 that. They don't want it limited to brick and mortar
18 at the racetracks and the casinos.

19 And if the sports -- you know, if Surfside
20 Race Place couldn't, you know, survive and was
21 converted into a concert venue because people weren't
22 coming there, what makes you think they're gonna come
23 there to, you know, do sports wagering if it's
24 available at a lot of other different places,
25 including their phone, tablets, or other device?

1 You know, this is -- this is Del Mar
2 Thoroughbred Club just trying to ram this through as
3 quickly as possible before anybody else figures out
4 what's going on.

5 And the \$2 million they're offering is a
6 joke. The projection for California markets are 4 to
7 5 billion a month. The fairgrounds board would be
8 incredibly, incredibly -- what would be the word --
9 naive, gullable to accept \$2 million.

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

12 PRESIDENT VALDEZ: Thank you.

13 Next is Jim Coleman.

14 JIM COLEMAN: Well, good afternoon,
15 President, Directors, and thank you again for the
16 opportunity to share some thoughts with you.

17 You know, we find ourselves having just
18 experienced one of the finest summer seasons in
19 Del Mar racing history. And as Joe said, record
20 handles, excited fans, and that also transferred to
21 our Del Mar local business community. Restaurants
22 were packed, retailers able to recover, brilliant
23 season, and furthered Del Mar's standing as the
24 premier race place.

25 And voting "yes" to extend the Thoroughbred

1 Club's lease, in my opinion, is really a no-brainer
2 based on how impeccably they've run thoroughbred
3 racing here for decades.

4 I want to encourage and support your vote
5 for this wonderful opportunity to -- to allow sports
6 wagering at the fairgrounds. There will be such great
7 funds derived from sports ringer -- or sports wagering
8 that will come directly to the fairgrounds.

9 And you, as the board of directors of this
10 coastal jewel of ours, we've all experienced just how
11 fragile that jewel is over the past year plus of the
12 pandemic. And that added revenue is gonna be critical
13 to minimize the fairgrounds' risk again in the future.
14 It's necessary, and the DMTC and the fairgrounds are
15 the perfect combination to run it. DMTC has shown how
16 impeccably they run thoroughbred racing, and they will
17 do the exact same thing with sports wagering.

18 So thanks for your time today. Keep on
19 doing a great job caring for our fairgrounds. Thanks.

20 PRESIDENT VALDEZ: Thank you.

21 Next is Wayne Johnson.

22 WAYNE JOHNSON: President Valdez, can you
23 hear me?

24 PRESIDENT VALDEZ: Yes.

25 WAYNE JOHNSON: Thank you very much. Thank

1 you, President Valdez.

2 Joe called it an amazing summer season.
3 Josh called it terrific. A banner in your packet
4 calls it a banner summer.

5 Let's put the following names on the banner:
6 Arson died 7/18 at Del Mar; needless to say died
7 July 18th at Del Mar; Shesgotattitude died at --
8 August 6th at Del Mar; Moonlight Promise died
9 August 29th at Del Mar; Honor Award died this past
10 weekend or the 6th day of September. That is the
11 so-called safest race track in America. What a joke.
12 The safest race track in America where horses go to
13 die.

14 On behalf of the horses, on behalf of their
15 souls, on behalf of educational opportunities, what
16 kind of educational opportunity is it for children to
17 see horses die? Don't sell your soul or the soul of
18 these horses for \$2 million.

19 Thank you.

20 PRESIDENT VALDEZ: Thank you.

21 Next is Jane Cartmill.

22 JANE CARTMILL: California considers
23 amending the constitution to allow wagering on human
24 sports. It's time to recognize that we do not need to
25 exploit horses for revenue and profit. While still

1 amending our constitution, we can also amend it to
2 relieve horses of the abuse and deaths documented in
3 the racing industry.

4 What other sport has 49 deaths of its
5 athletes in just nine months in only five venues in a
6 single state, as reported by the California Horse
7 Racing Board?

8 What other sport sends its retired athletes
9 to slaughter houses, as reported by the president of
10 the National Thoroughbred Racing Association?

11 Wagering on horse racing was legalized in
12 California by voters in 1933, over 50 years before the
13 lottery and Native American gaming became legal in the
14 state. Those two gambling opportunities have
15 flourished while gambling on live horse racing has
16 continued to decline.

17 The most recent annual report of the
18 California Horse Racing Board says that 2.8 billion
19 was wagered by fans between July 1, 2019, and June 30
20 of 2020, down from 3 billion in 2018, at four
21 year-round tracks and a handful of fairgrounds tracks.

22 Meanwhile, the California Lottery has given
23 public schools over \$37 billion, with 1.8 billion in
24 fiscal year 2018 to 2019. And in the same year
25 California Native American gaming had over 9 billion

1 in revenues with 76 casinos employing locals and
2 contributing to local economies.

3 The sports betting market is projected to be
4 worth 4 to 5 billion a month in California, more than
5 an entire year of betting on horse races. With this
6 projected market size, betting on human sports could
7 readily fund job retraining and housing placement for
8 workers in California's horse racing industry.

9 Live horse racing has long outlived its
10 purpose in 1933. Time to put live racing out of the
11 horse's misery.

12 PRESIDENT VALDEZ: Thank you. Thank you.

13 Next is Lori Saldaña.

14 LORI SALDAÑA: Okay. So I believe that you
15 are already on the hook for the debt obligation for
16 the Del Mar Thoroughbred Club, and now they are saying
17 that they will --

18 THE CERTIFIED STENOGRAPHER: She's muted.

19 AUDIO/VISUAL TECH: Lori, you muted
20 yourself.

21 LORI SALDAÑA: Excuse me. I'm having
22 trouble with the mouse here.

23 Okay. As I was saying, they're -- the
24 fairgrounds are already paying the debt obligation for
25 the Del Mar Thoroughbred Club. I think they are

1 rushing to have this agreement made, which is always a
2 bad sign when you're making these types of deals.

3 Wagering is expected to bring in billions,
4 with a B -- billions of dollars around the state. And
5 to offer the fairgrounds \$2 million, each one of you
6 need to be insulted by that offer. And it's a lowball
7 offer, and I really encourage you to -- you may accept
8 the concept, you may think that wagering is something
9 to consider, but \$2 million is absurd. It's an
10 insult.

11 And it's not only an insult to you as board
12 members, but to those of us, the tax paying public, it
13 is even more insulting. It reminds me of the Chargers
14 ticket guarantee. It reminds me of other private
15 businesses that have lowballed and taken money out of
16 the taxpayers' revenues while they profited mightily.

17 Please do not accept these financial
18 agreements. If you want to accept the concept, that's
19 up to you. But until you see hard numbers and actual
20 projections, it would be irresponsible. It would be a
21 violation of your fiduciary responsibilities, frankly,
22 to accept any type of a financial offer at this point.

23 Other states that are doing wagering right
24 now are bringing in billions of dollars. And
25 California, as the fifth largest economy in the world,

1 will do very, very well if and when this is approved.
2 But you don't have to be in a rush to accept anything,
3 especially something as insulting as a \$2 million
4 offer.

5 Thank you.

6 PRESIDENT VALDEZ: Thank you.

7 Next is Patty Shenker.

8 PATTY SHENKER: Good afternoon.

9 I urge you please to not extend the
10 operating agreement for racing from 2025 to 2030.
11 Extending this agreement will enable them to continue
12 to kill their stars and continue the doping scandals,
13 the corruptions, the missing horses, the editing of
14 videos of certain races, their association with regime
15 governments like Emirates and Saudi Arabia, and its
16 growing unpopularity with the public.

17 Although they have bragged that they are the
18 safest track in America, the fact is they are taking
19 advantage of the CHRB's loophole that a horse's death
20 does not have to be reported when a horse is
21 euthanized at a non-CHRB facility. So they ship them
22 elsewhere.

23 Del Mar also has a history of altering
24 videos, which in and of itself is in violation of
25 California Business and Professions Code 1442 and

1 1444.

2 Do what's right and close this track in
3 memory of the five horses killed at Del Mar this year,
4 including two-year-old colt Honor Award who was killed
5 on the closing day this summer. He was running his
6 first race ever, but it tragically, but not
7 surprisingly, ended up being his last.

8 Horse racing is a dying business. The
9 Washington Post recent editorial "Horse racing has
10 outlived its time" wrote, and I quote, "Anyone who
11 thinks horse racing is like any other major sport is
12 lying, ignorant, or kidding themselves. No other
13 accepted sport exploits defenseless animals as
14 gambling chips. No other accepted sport tolerates the
15 cruelties that routinely result in the injury and
16 death of these magnificent animals. The rot in horse
17 racing goes deep. It is a sport that has outlived its
18 time."

19 So please get creative and think of the
20 future possibilities that could be done with this
21 property and do not extend this agreement.

22 Thank you.

23 DONNA O'LEARY: Ms. Shenker, your time --

24 PRESIDENT VALDEZ: Thank you.

25 Next is KC Vafiadis.

1 KC VAFIADIS: Good afternoon. This is KC
2 Vafiadis. I am the owner of the Stratford Square
3 building in Del Mar and also the chair of the Del Mar
4 Village Association. I have lived in Del Mar for over
5 50 years, and I have seen the evolution of events at
6 the fairgrounds.

7 You all have a lot to consider, including
8 the environment and fiscal stability. You have a
9 great opportunity before you with sports wagering. If
10 approved by the voters, this could be a fantastic
11 addition to strengthen the financial recovery of both
12 the 22nd Agricultural district and the local economy.

13 Of course the extension of the DMTC
14 operating agreement is important and it's vital to the
15 local economy. In speaking with my tenants and most
16 of the businesses, owners in Del Mar and Solana Beach,
17 I know that they were so thankful to have fans back
18 for the racing season that just ended and appreciate
19 the successful operation of the DMTC team.

20 So I'm asking you to please approve the
21 concept of sports wagering and the extension of the
22 DMTC contract.

23 Thank you.

24 PRESIDENT VALDEZ: Thank you.

25 Next is Kim Marrs.

1 KIM MARRS: Hello. Good afternoon members
2 of the 22nd Ag. Thank you for your service. My name
3 is Kim Marrs. I've worked in this -- as a trainer in
4 this industry for well over 20 years. I love my job
5 and I love the horses under my care.

6 Live horse racing provides an economic
7 engine that funds jobs, housing, medical benefits for
8 many workers in our industry. In addition, live
9 racing supports local businesses, as we saw in Del Mar
10 this past summer, that pay taxes, and this supports
11 many services for Californians. Also, live racing
12 supports aftercare programs for retired horses, and
13 all of us support the best care for our horses both
14 active and retired.

15 Just like live racing provides various
16 benefits to our community, your vote today to support
17 item 5-D will be a positive for our region and the
18 State of California. Many local businesses have taken
19 a hit, and giving DMTC the ability to expand into
20 sports wagering will only provide more jobs and
21 greater economic progress for our local community in
22 the future. We are all in need of economic recovery.
23 Expanding sports wagering is a way to build from
24 DMTC's successful and responsible operations.

25 Please ensure that we do not lose out on

1 this opportunity to expand our economic recovery. I
2 urge you to think of the jobs that many of our
3 residents need and the tax revenue that our residents
4 can benefit from. Please vote yes on this item.

5 Thank you.

6 PRESIDENT VALDEZ: Thank you.

7 Next is Oscar de la Torre.

8 OSCAR DE LA TORRE: Yes. Good afternoon.

9 Can you hear me?

10 PRESIDENT VALDEZ: Yes.

11 OSCAR DE LA TORRE: Good afternoon, board
12 members and staff for the 22nd DAA. My name is Oscar
13 de la Torre, and I work with backstretch workers to
14 advocate for their jobs, housing, and medical
15 benefits.

16 I'm calling you to urge you to support
17 item 5-D to permit sports wagering at the Del Mar
18 Fairgrounds. Approval of this item is in alignment
19 with your approved strategic plan as it will help
20 sustain many of the programs and services that are
21 provided to our residents in San Diego and beyond at
22 the Del Mar Fairgrounds.

23 The Del Mar Fairgrounds will be able to
24 build from DMTC's successful and responsible operation
25 of live horse racing and moreover will bring renewed

1 excitement for those who attend events at the Del Mar
2 Fairgrounds and will also provide a viable revenue
3 stream that will not be diverted to sports wagering
4 operations outside of our state.

5 Assuming California voters approve this
6 measure, the economic benefit that will come from your
7 approval of this item today is needed in our region.
8 Similar to live horse racing, many local businesses
9 will benefit from the multiplier effect of permitted
10 sports wagering at Del Mar. Many more jobs will be
11 created, and this is a good thing for our community at
12 this time in our history. The added revenue will also
13 provide the resources to improve conditions for
14 workers at Del Mar.

15 If we -- if we fail to pass this ballot
16 measure and we fail to move forward on permitting
17 sports wagering at Del Mar, other venues outside of
18 our state and county will reap the benefits. A
19 positive vote today is a smart decision that will
20 provide a competitive advantage for our state and
21 region with renewed hope and investment in the
22 business activities at Del Mar and surrounding
23 communities. After a devastating COVID-fueled
24 recession, this is something that our economy
25 desperately needs.

1 Your approval today will be seen as a
2 strategic part of an overall economic recovery plan
3 that many of our -- of our businesses, workers, and
4 residents will benefit from.

5 Thank you very much, and please vote yes on
6 item 5-D. Thank you.

7 PRESIDENT VALDEZ: Thank you.

8 Next is Maria Luisa.

9 MARIA LUISA: Good afternoon, board members
10 of the 22nd DAA. My name is Maria Luisa, and many of
11 my family members worked and continue to work as
12 backstretch workers in the horse racing industry of
13 California. I, like many of my siblings, wouldn't be
14 here today as a college-educated professional if not
15 for the hard work of my parents and the opportunities
16 that they obtained working in horse racing.

17 I'm calling in today to express my support
18 for item 5-D, and I urge the board to vote to approve
19 this item.

20 I believe that the Del Mar thoroughboard
21 [sic] -- fair board [sic] club has done an excellent
22 job in prioritizing the safety of both horses and
23 workers at Del Mar. Del Mar has been recognized as
24 the safest track -- race track in the country for
25 three years now. The reason why DMTC has achieved its

1 safety record in and outside of the race track is
2 because of the strict protocols that management has
3 implemented and is also consistency in delivering high
4 quality administration.

5 The fact is that expanded sports wagering
6 will be a part of California's economic recovery, and
7 we cannot afford to have our region lose out from the
8 increased tax revenue, jobs, and economic benefit that
9 sports wagering will bring to our county and the
10 state.

11 People need jobs to live, and many of the
12 people calling to oppose jobs are retired themselves.
13 They had the opportunity to work and make a living,
14 and that is all that our working families want. By
15 supporting item 5-D you are expanding job
16 opportunities for many people. And based on
17 experience, we can all trust that DMTC will conduct
18 business in a responsible manner for the benefit of
19 all stakeholders involved.

20 Thank you, and vote for 5-D.

21 PRESIDENT VALDEZ: Thank you.

22 Next, Doug O'Neil.

23 AUDIO/VISUAL TECH: Star six, Doug. You're
24 in the meeting.

25 DOUG O'NEIL: There we go. Sorry about

1 that, you guys.

2 Good afternoon, board members. I just
3 wanted -- my name is Doug O'Neil, as they said, and
4 I've been training for over 30 years and am one of the
5 fortunate, lucky men and women who have chosen to
6 work -- work alongside horses for a living.

7 And I just wanted to call in and let you
8 guys know I've -- I've also been lucky enough to run
9 horses all over the world: England, France,
10 Australia, Canada. And without a doubt, DMTC is the
11 best in the world. And horsemen from all over the
12 world, when they come to Del Mar, are just in awe of
13 the safety, the beauty, the way they take care of the
14 men and women, the way they take care of the horses,
15 the aftercare, the -- the work they've been doing with
16 Camp Pendleton with our military heros. It's just --
17 I'm truly honored to be connected to the -- with the
18 DMTC.

19 And I'm just calling in today to please ask
20 you to support item 5-D. I think it should be such a
21 wonderful boost for -- for the community and for --
22 for the economic growth of our great sport of horse
23 racing.

24 Thanks for all that you guys do. I
25 appreciate it. Thank you.

1 PRESIDENT VALDEZ: Thank you.

2 That is the last member of the public signed
3 up for this agenda item.

4 So I'm gonna ask if we have a motion. I'm
5 trying to phrase it for -- for you all.

6 So the following -- I'm going to ask if we
7 could have the following motion: Motion to approve
8 sports wagering as a permitted activity under the DMTC
9 operating agreement, subject to the conditions being
10 met set forth as items A through H in the
11 September 8th, 2021, letter of Josh Rubinstein,
12 page 24 of our board packet.

13 That would be the motion. And if that
14 would -- that I'm asking. Do I have a motion?

15 VICE PRESIDENT BARKETT: So moved.

16 PRESIDENT VALDEZ: Is that -- Barkett.
17 Do I have a second?

18 DIRECTOR SCHENK: Second.

19 PRESIDENT VALDEZ: That's Schenk.

20 Okay. Any questions? Comments? Discussion
21 points? And is there anything that DMTC would like to
22 add?

23 JOSH RUBINSTEIN: Richard, I just -- or,
24 President Valdez, I would like to add, and I guess
25 I'm -- I'm repeating myself a little bit, but

1 100 percent of sports wagering revenues will flow to
2 the district and the RTA. 100 percent. As -- as with
3 horse racing, DMTC retains zero dollars at the end of
4 the year after expenses are paid.

5 If sports wagering as a -- is a huge
6 success, like some of the -- the public comment has --
7 has referenced, all of that money is -- is going to
8 the -- the district and the RTA. The \$2 million is
9 simply a upfront guaranty on an annual basis.

10 PRESIDENT VALDEZ: Thank you.

11 Any questions? Comments? Discussion?
12 Director Rowland.

13 VICE PRESIDENT ROWLAND: So just following
14 up on that, it's essentially an incremental rent
15 payment? Is that how you would characterize that,
16 sort of?

17 JOSH RUBINSTEIN: Yes. So it increases our
18 rent from 1.225 million to 3.225 million.

19 VICE PRESIDENT ROWLAND: Thank you.

20 Second question has to do with ensuring that
21 there is a lack of interference between the planned
22 function of the events center concerts and this new
23 additional operation, including access, construction,
24 those sorts of things. I assume that that will have
25 to be worked out as part of this before, but

1 understood that that would have to be worked out.

2 JOSH RUBINSTEIN: That is all in the
3 operating agreement. Just like horse racing activity
4 is addressed in the operating agreement, with what you
5 mentioned, access, parking, all -- all of that will be
6 addressed in the amendment to the operating agreement.

7 VICE PRESIDENT ROWLAND: And in what -- go
8 ahead. I'm sorry.

9 PRESIDENT VALDEZ: Just to -- just -- just
10 to clarify that, Director Rowland, the DMTC Liaison
11 Committee, being Director Barkett and myself together
12 with the folks from DMTC and Carlene, have discussed
13 that specifically and the fact that Carlene and her
14 team would be discussing what the parameters are of
15 access and what that contemplates and -- and an
16 understanding that this would be a multifunctional
17 building that would be used by us while being used for
18 sports wagering and other opportunities. And so --
19 and that will be carved out in the operating agreement
20 amendment.

21 I'm sorry. I cut you off. You had another
22 question, Director Rowland?

23 VICE PRESIDENT ROWLAND: I know that -- I
24 think, when the DMTC was going through the A through
25 H, there was -- on C that -- it's written as "District

1 shall bear no expenses arising out of," and I think
2 you phrased it as "no direct expenses"?

3 JOSH RUBINSTEIN: That should be "any
4 expenses."

5 VICE PRESIDENT ROWLAND: Okay.

6 JOSH RUBINSTEIN: Yeah, in my summary I said
7 direct expenses; any expenses.

8 VICE PRESIDENT ROWLAND: Okay.

9 JOSH RUBINSTEIN: And that's why I believe
10 that was in President Valdez' motion.

11 VICE PRESIDENT ROWLAND: Okay. Just wanted
12 to -- to clarify that. That was it.

13 PRESIDENT VALDEZ: Another thing that was
14 not mentioned -- it was in -- in passing by -- by
15 Josh, but I do want to reiterate the -- another thing
16 that was discussed with DMTC was our ability to
17 capture all food and bev and the revenues associated
18 with that. So, again, similar to our -- our approach
19 with -- with horse racing, we reap the benefits of
20 the -- of the food and beverage revenues, and that
21 would not be shared with any operator of that -- that
22 portion of that facility, which was another good part
23 of the -- the deal, we felt.

24 Any other questions?

25 DIRECTOR GELFAND: Yes.

1 PRESIDENT VALDEZ: Yeah, Director Gelfand.

2 DIRECTOR GELFAND: Does or did the DMTC
3 Liaison Committee vote or consider any kind of
4 position on this issue?

5 PRESIDENT VALDEZ: I -- I think it's
6 important -- I mean, we -- we brought to the -- the
7 board what we felt was the parameters that we felt
8 were the conditions that were important to be met in
9 order for the district to benefit from -- from this
10 opportunity. I think it's really important that we
11 have a full board discussion on -- on that for the
12 entire board. It would -- it was satisfactory to
13 the -- to the committee to bring that forward to the
14 full board, and I think I'm gonna stop at that point.

15 DIRECTOR GELFAND: Okay. Well, given that
16 and given that you appear to be open to the board
17 having kind of an open discussion about this, I have
18 mixed feelings about this.

19 On the one hand, I love the idea of having a
20 year-round facility of any kind open at the
21 fairgrounds property that's generating revenue. Aside
22 from the 2 million, you know, it could be potentially
23 more. But also the food and beverage are revenues.
24 And having that operation going, you know, virtually
25 potentially 365 days a year helps cut the costs of

1 operating the kitchen, which also is shared by The
2 Center. And so I see a lot of operational and
3 economic advantages to this.

4 What I -- I don't like is the premature
5 exercise of the fourth option and, you know, mainly
6 because it just limits master planning potential.
7 And, you know, we do have to acknowledge that, you
8 know, horse racing, in general, nationally has been in
9 decline, and we have to wonder about the long-term
10 viability of the industry. So with the exercise of
11 that fourth option now concerns me. So I'm just kind
12 of curious what the other board members think about
13 all this.

14 PRESIDENT VALDEZ: Director Barkett.

15 VICE PRESIDENT BARKETT: Thank you.

16 You know, when we looked at this, the
17 exercise of the premature option isn't really
18 premature because if this doesn't pass in 2022 the
19 whole thing is off the table. So to me it's -- it's a
20 non-issue.

21 I looked at it just like you said; what it
22 brings 365 days a year is remarkable. I mean, we've
23 been struggling and the bonds have always been an
24 issue. And what if we hit another bad pandemic within
25 the next ten years, as has been forecasted by some? I

1 think you have to look at the livelihood of, you know,
2 our Del Mar Fairgrounds.

3 This also exercises the Saddle Club, which
4 is not in the renovation. It's gonna sit empty
5 probably again, and this gives us a valuable
6 opportunity to get something done and not at our cost,
7 at someone else's cost.

8 And another big consideration for me was the
9 operator. If we are in that competitive market where
10 you have 54-plus coming in and there's only four to
11 five great operators, let me tell you, competition is
12 gonna be tough and we're gonna lose out if we wait.
13 And so, to me, I don't think it's a losing ground.

14 Now, going back to the 2 million and
15 everyone saying that's a joke, it isn't a joke. That
16 goes onto the rent base. What the remainder goes to
17 is the RTA, and people keep forgetting that. That's
18 where the money is gonna flow into.

19 And so the projection is fantastic here.
20 And I -- I just don't see -- the only hurdle is if
21 this doesn't pass in 2022. That's the only hurdle.
22 And if it doesn't pass, we go back to square one.

23 Thank you.

24 PRESIDENT VALDEZ: Any other questions?

25 Director -- Director Schenk.

1 DIRECTOR SCHENK: Joyce has her hand up as
2 well, but --

3 PRESIDENT VALDEZ: Oh, okay.

4 Go ahead, Director Schenk.

5 DIRECTOR SCHENK: Joyce, I'm sorry. I
6 didn't mean to -- you know --

7 VICE PRESIDENT ROWLAND: It's okay. I put
8 mine up first, but it's okay.

9 PRESIDENT VALDEZ: I'm sorry. I'm trying my
10 best here.

11 DIRECTOR SCHENK: And I knew that. That's
12 why I pointed it out.

13 VICE PRESIDENT ROWLAND: It's okay.

14 I think, actually, Lisa covered a lot of
15 what I was going to say. But I -- I know that there's
16 a period beyond an initial period. And if -- and if
17 this is, you know, wildly successful, I mean, I think
18 that's something that we can look forward to future
19 discussions on as well. So an initial agreement isn't
20 an agreement in perpetuity. So I just wanted to -- to
21 make that observation.

22 DIRECTOR SCHENK: So --

23 PRESIDENT VALDEZ: Happy now,
24 Director Schenk?

25 DIRECTOR SCHENK: Thank you.

1 The observation I want to make is in the
2 comments that were raised by others and in the public
3 comment, and I think it's noteworthy that for the
4 first time in a long time there was not one voice in
5 opposition to a wagering-based business plan for our
6 district. In fact, the argument was get more, not get
7 less; take more, don't take less. And so I don't -- I
8 don't get a sense that there is real opposition,
9 Michael, to the idea of this.

10 Sports wagering will be in an area of every
11 sport one can imagine that is currently -- those that
12 people wager on. And so I think it is going to be
13 well received. I think, as I asked the question and
14 Lisa pointed out, that if we don't engage with one of
15 the leading branded sports wagering entities now, we
16 may lose that opportunity.

17 So I think the fact that we heard really no
18 voice in opposition to this concept, we -- what we
19 heard was, in fact, encouragement and to go get more,
20 which I'm not suggesting is really the answer or
21 something that was optional -- an option that we can
22 consider here, but I don't hear any voice of
23 opposition to the idea. And so for that reason, I --
24 I would ask that you think through this.

25 If -- if it doesn't pass in November of

1 '22 -- and the other concern that I have is I didn't
2 want us to be viewed as, as I said, giving the
3 imprimatur, because I don't think we have the ability
4 to do that. And I -- I wouldn't want there to be a
5 perception that, if we approve this concept, that we
6 are endorsing. We're not signing off on an
7 endorsement of this. We are perhaps taking advantage
8 of what the electorate may choose to do in the --
9 within the state of California.

10 Thank you, Mr. Chairman.

11 PRESIDENT VALDEZ: Thank you.

12 Director Mosier.

13 You're muted, Don.

14 DIRECTOR MOSIER: Sorry. I just wanted to
15 say that I think this is a smart move. That if -- if
16 this ballot initiative passes in November of '22, it
17 generates a potential year-round source of income in
18 an underutilized facility.

19 And I don't think it will have a major
20 impact on any other operations of the fairgrounds. So
21 I didn't think it gets in the way of our master plan.
22 And I think it's important to do it now, to give the
23 Thoroughbred Club enough time to do negotiations with
24 potential operators.

25 So I don't see a downside. I -- you know,

1 I'm not wild about betting, but sports betting is
2 going crazy. You know, you can probably bet on darts
3 now. So we might as well be prepared to get in the
4 game and generate another source of revenue and sort
5 of lighten the load on our other aspects of the master
6 plan. So this sounds good to me.

7 DIRECTOR GELFAND: I have --

8 PRESIDENT VALDEZ: Go ahead.

9 DIRECTOR GELFAND: -- another question.

10 PRESIDENT VALDEZ: Sure. Director Gelfand.

11 DIRECTOR GELFAND: Is included in DMTC's
12 plans, if this goes forward -- I had heard something
13 about there also being \$10 million worth of
14 infrastructure or investment in the property.

15 Can you clarify that?

16 JOSH RUBINSTEIN: So there will need to be
17 significant investment. I think it was
18 Director Barkett who -- who brought up, you know, the
19 Saddle Club. It's a great space, but it hasn't been
20 utilized for several years. So there will need to be
21 significant investment, and that will be on the
22 operator. As -- as Director Barkett said, this will
23 be on somebody else's dime, not the district's. So
24 that is -- that -- that's very important.

25 And, you know, not only will the investment

1 need to be made at the Saddle Club, but when we have
2 live racing we're gonna have a large group of people
3 here that are -- that like to bet. So we certainly
4 will want to provide attractive areas within the
5 grandstand during horse racing to -- to process sports
6 betting wagerers. And that investment, again, will
7 come from the operator.

8 DIRECTOR GELFAND: Is there any Coastal
9 Commission permitting that's necessary for all this?

10 JOSH RUBINSTEIN: I'll defer to Josh Caplan,
11 but we don't believe so. It's simply tenant
12 improvements, as we've done to the facility at
13 particular bars and other areas in the grandstand.

14 So in the Saddle Club, I'm not sure if
15 you've been in there recently, it's got great bones,
16 but it needs carpet and TVs and painting of the walls
17 and things like that. So nothing of -- of -- you
18 know, not taking down any walls.

19 DIRECTOR GELFAND: And to clarify, that
20 infrastructure investment wouldn't be made by DMTC or
21 the Race Track Authority? It would be made by this
22 third-party sports betting; is that right?

23 JOSH RUBINSTEIN: Correct.

24 DIRECTOR GELFAND: Thank you.

25 PRESIDENT VALDEZ: I want to add some

1 historical information regarding the extension of the
2 last option on the operating agreement. We had
3 extended that early, as well, based upon us being able
4 to have Breeders' Cup. And one of the conditions for
5 Breeders' Cup was that we have DMTC as the operator on
6 site for that -- for that event. And the -- the
7 option needed to be extended out early to assure
8 Breeders' Cup of the presence of DMTC.

9 Ultimately that is a decision made by RTLC,
10 and not by this board. Again, we -- we would go to
11 the RTLC meeting and state that our board blessed
12 that. And I would say, as I did with Breeders' Cup,
13 as the president of RTA and being the chair of the
14 DMTC Liaison Committee and working with DMTC my entire
15 time I've been on the board, which is -- what is
16 that? -- 7 years now, they are terrific -- they have
17 been a terrific partner and one that I feel very
18 comfortable with and confident as looking out for --
19 for the district and did so with Breeders' Cup and
20 will continue to do with this -- with this endeavor as
21 well.

22 But, again, this is up to the entire board.
23 And that's why I'm hesitant to -- to state, as chair
24 of the board, a recommendation here, because I think
25 it's important that it be something that the entire

1 board feel comfortable with.

2 Any other questions?

3 VICE PRESIDENT ROWLAND: I have --

4 PRESIDENT VALDEZ: Director Rowland.

5 VICE PRESIDENT ROWLAND: -- need

6 clarification -- a clarification on what you just

7 said. So the actual extension of the operating

8 agreement for that final period actually is an action

9 of the Race Track Leasing Authority?

10 PRESIDENT VALDEZ: Yes, it is.

11 VICE PRESIDENT ROWLAND: Or did I

12 misunderstand what you said?

13 PRESIDENT VALDEZ: No. You -- you

14 understood --

15 VICE PRESIDENT ROWLAND: So --

16 PRESIDENT VALDEZ: -- correctly. It is --

17 VICE PRESIDENT ROWLAND: Okay.

18 PRESIDENT VALDEZ: -- their agreement to

19 extend.

20 VICE PRESIDENT ROWLAND: Okay. So the "H"

21 actually isn't an action of this board?

22 PRESIDENT VALDEZ: It, in my

23 understanding --

24 VICE PRESIDENT ROWLAND: Well, it assumes an

25 action -- it assumes an action that would have to be

1 taken by the RTLA?

2 PRESIDENT VALDEZ: By the RTLC, yes.

3 VICE PRESIDENT ROWLAND: Okay.

4 PRESIDENT VALDEZ: And I believe that it is
5 a condition of the partner with which DMTC is doing --
6 doing sports wagering. It is one of their conditions.
7 And so it would have to be met in order for this to
8 come to fruition.

9 Hopefully that answered your question.

10 Any other questions or comments?

11 VICE PRESIDENT ROWLAND: Just -- just to
12 clarify, though, that we're not actually voting on H?
13 That's something that the -- that would be a future
14 action?

15 PRESIDENT VALDEZ: Well, we are -- I think
16 what the motion is, is we would be stating sports
17 wagering is a permitted activity given all of the
18 other parameters. And I think one of the conditions
19 to be able to have it, based upon DMTC, is that they
20 are the operator through 2030.

21 Is that correct?

22 JOSH RUBINSTEIN: Yes, that's correct.

23 And in order for us to -- to partner with,
24 you know, one of the top four or five brands out
25 there, the investment that they are going to make into

1 the property, we would -- they would need assurances
2 that we're gonna be the operator beyond 2025.

3 VICE PRESIDENT ROWLAND: And I understand
4 all that. My question is much simpler. It says --
5 H says that the option period will be exercised by the
6 district.

7 That's -- that's my question. It's a --
8 it's a nit, but it's like --

9 PRESIDENT VALDEZ: Oh. Yes, by the RTLTC.

10 VICE PRESIDENT ROWLAND: Thank you. That
11 was my nit.

12 PRESIDENT VALDEZ: So -- so I think that the
13 motion would be amended that H would be approved --
14 exercised by the RTLTC. Is that -- is that accurate?

15 JOSH RUBINSTEIN: Yes.

16 PRESIDENT VALDEZ: Josh?

17 JOSH RUBINSTEIN: Yes.

18 PRESIDENT VALDEZ: So that would be the --
19 and sorry. Who made the motion?

20 DONNA O'LEARY: It was Director Barkett.

21 DIRECTOR SCHENK: Lisa.

22 DONNA O'LEARY: And Director Schenk second.

23 DIRECTOR SCHENK: And I seconded.

24 PRESIDENT VALDEZ: And are you okay to
25 amend -- are amend -- are you okay, Lisa, to amend

1 the -- the motion to reflect that change in H?

2 VICE PRESIDENT BARKETT: Yes.

3 I just want --

4 THE CERTIFIED STENOGRAPHER: You're on mute.

5 DIRECTOR SCHENK: Lisa, you muted yourself.

6 PRESIDENT VALDEZ: You muted yourself.

7 VICE PRESIDENT BARKETT: Sorry about that.

8 I just wanted to clarify that I thought the
9 district, meaning us, we were going to approve it
10 first. And maybe -- I think that might be why we
11 didn't have the RTLA in there, the RTL -- Race Track
12 Leasing Commission, RTLC. So I thought that's why we
13 did it the district way first.

14 PRESIDENT VALDEZ: I think -- I think it's a
15 typo, because I think it's not the district that
16 exercises the option. It is the RTLC that exercises
17 the option.

18 VICE PRESIDENT BARKETT: Right. Right.

19 I -- and maybe it's just semantics. I just
20 thought we were doing this first just to have board
21 approval, and then we were going on. I don't think it
22 really matters. So we can amend it to -- yeah, to the
23 Race Track Leasing Commission.

24 PRESIDENT VALDEZ: Thank you.

25 VICE PRESIDENT BARKETT: No problem.

1 CHRIS JACZKO: So if I may state -- this
2 is --

3 DIRECTOR SCHENK: Can I -- I accept the
4 friendly amendment as well.

5 PRESIDENT VALDEZ: Thank you.

6 And was that Director Gelfand?

7 CHRIS JACZKO: This is -- this is Chris
8 Jaczko, outside counsel --

9 PRESIDENT VALDEZ: Oh, Chris.

10 CHRIS JACZKO: -- for the Del Mar
11 Thoroughbred Club.

12 The intent of that -- of that language in
13 there is under section 4.1 of the operating agreement.
14 It is the commission that has the discretion to
15 exercise the option period on behalf of the district.

16 And so the -- the -- the intent of what we
17 put in there was for the district to be saying, yes,
18 we would have this be a permitted activity and, yes,
19 the district would be in favor of an extension of the
20 operating agreement, subject --

21 PRESIDENT VALDEZ: Correct.

22 CHRIS JACZKO: -- to the commission
23 approving that.

24 PRESIDENT VALDEZ: Thank you.

25 That's my understanding of what the

1 motion -- the spirit of the motion.

2 Okay. I think there are no more questions,
3 comments, discussion.

4 So, Donna, will you take the vote.

5 DONNA O'LEARY: Sure.

6 President Valdez.

7 PRESIDENT VALDEZ: Aye.

8 DONNA O'LEARY: Vice President Barkett.

9 VICE PRESIDENT BARKETT: Aye.

10 DONNA O'LEARY: Vice President Rowland.

11 VICE PRESIDENT ROWLAND: Aye.

12 DONNA O'LEARY: Director Gelfand.

13 DIRECTOR GELFAND: Aye.

14 DONNA O'LEARY: Director Mead.

15 She's not --

16 PRESIDENT VALDEZ: Not here.

17 AUDIO/VISUAL TECH: Not here.

18 VICE PRESIDENT BARKETT: I think she's on by
19 phone, because she texted me for a vote.

20 DONNA O'LEARY: She's on the side there.

21 AUDIO/VISUAL TECH: No. That's the other
22 Kathryn. No. She's never -- she never came back
23 after we gave her the contact number.

24 DONNA O'LEARY: Okay.

25 Director Mosier.

1 DIRECTOR MOSIER: Aye.

2 DONNA O'LEARY: Director Schenk.

3 DIRECTOR SCHENK: Aye.

4 DONNA O'LEARY: And select Sleiman.

5 DIRECTOR SLEIMAN: Aye.

6 PRESIDENT VALDEZ: Motion carries. Thank
7 you very much.

8 We are almost done with our public portion
9 of the meeting. Hang in there. That closes item 5-D.

10 We're on to 5-E, Contracts Oversight
11 Committee. We have nothing to discuss, but we do have
12 a member of the public signed up for that item, and
13 that's Lori Saldaña.

14 LORI SALDAÑA: Actually, that was a mistake.
15 I have no comment on this item. Thank you.

16 PRESIDENT VALDEZ: Thank you.

17 On to item 5-F, Legal Committee. There's
18 nothing to report.

19 Member of the public signed up is Lynn
20 Freudenberg.

21 AUDIO/VISUAL TECH: She has dropped out of
22 the queue.

23 PRESIDENT VALDEZ: Okay. And Lori Saldaña.

24 LORI SALDAÑA: Well, I suppose my only
25 observation is the -- again, the fiduciary

1 responsibility of this board approving something
2 without having financial reports to refer to, without
3 knowing the potential consequences.

4 I think of 101 Ash Street. We talked about
5 potentially needing to do some work on the facilities
6 there, and you don't know what that entails. So you
7 are -- maybe this is the theme for today. You guys
8 are gambling. You're gambling with a lot of unknowns
9 as you move forward on -- on sports wagering.

10 And FYI, the No. 1 sport that people are
11 wagering on is soccer. So if you really wanted to
12 emphasize sports wagering, create a soccer stadium up
13 there at Del Mar. And -- and there are more people
14 around the world betting on soccer, more people
15 playing soccer, more people who want to see soccer.
16 And I -- I might have a little more faith in the
17 outcome of that, versus the future that you are
18 reading towards, which is relying on an industry that
19 is, you know, on decline for a variety of reasons and
20 needs bolstering. And they're asking you to bolster
21 it with this extension.

22 So, you know, from a legal perspective, I
23 think you are just putting yourself at some risk,
24 frankly. But I know you have a representative from
25 the Attorney General's office with you who is paying

1 attention to this and hopefully advising you on ways
2 to mitigate that risk. But as a taxpayer in San Diego
3 who has seen a lot of bad deals at public expense, I
4 really don't like to see Del Mar going down that path.

5 Thank you.

6 PRESIDENT VALDEZ: Thank you.

7 That closes Legal Committee.

8 On to Public Comment. Reminder that these
9 are comments on items that were not part of the
10 agenda. First up, Martha Sullivan.

11 (Director Mead re-entered the Zoom
12 meeting.)

13 MARTHA SULLIVAN: Yeah, thanks for all the
14 good discussion today. I appreciated it.

15 I share Lori Saldaña's concerns about the
16 vote you just did. But moving forward, I would like
17 to suggest, relative to your minutes and how you
18 document public comments, as somebody who did this for
19 many years working for the state, you can document
20 public comments just like you document the actions of
21 the board. You can summarize the person's position on
22 the agenda item. You can summarize an action that
23 that person requested of the board or of the staff.
24 You know, you don't have to, you know, have a
25 transcript of the person's remarks.

1 I just think that forcing people to wade
2 through a video of the entire meeting and a transcript
3 of the entire meeting to find what individuals have
4 said is onerous, and it doesn't facilitate public
5 participation or public information. All you need to
6 do, as I say, do the same thing for public comment
7 that you do for the board discussions, and that should
8 be your guideline.

9 And you're never gonna please everybody.
10 You don't seem to have a problem with that, based on
11 your actions. So just take that next step and do the
12 same thing for public comment that you do for the
13 board discussions is my suggestion.

14 Thank you.

15 PRESIDENT VALDEZ: Thank you.

16 On to Lynn Freudenberg.

17 AUDIO/VISUAL TECH: She's no longer in the
18 queue.

19 PRESIDENT VALDEZ: Jane Cartmill.

20 JANE CARTMILL: Well, I've recently been
21 reading about Bob Baffert's troubles and Doug O'Neil's
22 race track violations, and I just want to say that I
23 find it so difficult to reconcile the lofty language
24 of the new mission statement, with values of respect
25 and integrity, with -- with the affection for horse

1 racing and these repeat violators, the repeat
2 offenders who over and over and over violate the
3 standards and the policies of racing.

4 I think, until the Del Mar Fairgrounds
5 separates itself from horse racing, you're never gonna
6 be the, quote, "community treasure" that you
7 envisioned for yourselves. You can't have it both
8 ways.

9 PRESIDENT VALDEZ: Thank you.

10 On to Lori Saldaña.

11 LORI SALDAÑA: As someone who has not
12 participated as often or as frequently as some of the
13 others commenting, I concur with the comments about
14 the lack of detail in -- in the minutes, and I really
15 encourage you to consult with your counsel on what is
16 required.

17 Likewise, if the CEO is doing a report, we
18 need to have some summary, and there is an expectation
19 that we will, as the public, know what is going to be
20 presented in that report ahead of time.

21 Likewise, closed session is -- I -- I'm
22 reading item 7 on the agenda, and it looks like it's a
23 generic -- or I'm sorry. No. You are listing what
24 the cases are. So normally there is a section to
25 allow public comment, before you go into closed

1 session, specifically on those items that are part of
2 closed session. And there may be people who want to
3 comment on some of this litigation that's being
4 discussed. They may have information that is helpful
5 to you. And so normally, as part of a public agenda,
6 people are given a chance to comment on these issues
7 before you close the meeting to the public.

8 So, you know, as someone who was chair of
9 housing and community development, as someone who has
10 served on local boards and even as a presidential
11 appointee, I understand that when we want people to
12 participate in these public discussions it does take a
13 little bit of effort, a little bit of work, but that
14 is what our democracy is based on, participation and
15 trust and transparency. So I would ask that you
16 please make changes to your agenda and your format
17 accordingly.

18 Thank you.

19 PRESIDENT VALDEZ: Thank you.

20 That's the last member of the public signed
21 up for public comment. And so we are going to now go
22 into the closed session. And I think that we will be
23 in closed session for -- my best guess is an hour,
24 hour and 15 minutes.

25 And please now close your Zoom, mute your

1 Zoom, and enter the other platform, and we will start
2 in five minutes, at 4:30. Thank you.

3 (Closed Executive Session: 4:24 P.M. to
4 6:06 P.M.)

5 PRESIDENT VALDEZ: So we're on to item 8 on
6 the agenda, Reconvene to Open Session. And the board
7 considered the advice of counsel on the items set
8 forth in the closed-session portion of the agenda and
9 have nothing to report.

10 On to item 9, Directors Requests and Closing
11 Comments.

12 Anything?

13 Seeing nothing, we're on item 10,
14 Correspondence, which is in your board packet.

15 Item 11. Do I have a motion to adjourn?

16 DIRECTOR GELFAND: (Indicating.)

17 DIRECTOR MOSIER: (Indicating.)

18 PRESIDENT VALDEZ: And that's Gelfand, with
19 Mosier. By acclamation we're adjourned.

20 (Meeting adjourned at 6:07 P.M.)

21

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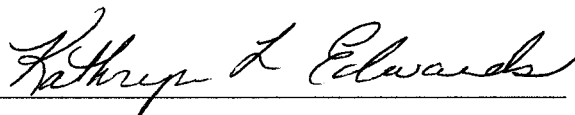
25

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

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

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

15
16 In witness whereof, I have hereunto set my hand this
17 30th day of September, 2021.

18
19
20 

21 Kathryn L. Edwards, CSR No. 7288
22
23
24
25

A				
A-plus 47:8	53:3 55:1 59:24	advisory 60:2	79:6 83:18 106:8	32:10 37:23
ability 66:21 72:16	71:11 72:16 84:6	advocacy 56:22	111:4 114:8	anticipated 65:15
80:24 81:12 82:8	100:22	advocate 99:14	127:20	anticipating 31:3
98:19 107:16	activity 7:4 58:25	affection 126:25	algae 14:8,22,24	anybody 32:23 89:3
113:3	68:12,15,16,25	afford 102:7	16:23 60:11	Ap- 44:24
able 15:21 28:10	69:3 71:8 72:20	affordability 54:17	aligned 49:7 52:22	apologies 29:17
33:12 42:22,25	74:11,24,25 75:12	55:1	aligning 51:24	appear 108:16
67:14 68:3,14	76:8,17 77:7 84:9	Africa 11:18	alignment 99:18	appears 23:8
82:11 87:1,9	104:8 106:3	aftercare 98:12	Alliance 22:11	applaud 60:14
88:15 89:22 99:23	118:17 121:18	103:15	allocating 14:12	application 28:1,14
116:3 118:19	actual 94:19 117:7	afternoon 5:4 7:18	49:25	applications 28:2
absent 2:13 6:5	actuals 31:14	29:4 89:14 95:8	allow 28:22 68:11	apply 28:10 75:22
Absolutely 35:6	ADA 9:4	97:1 98:1 99:8,11	69:7 70:2 77:11	appointee 128:11
absurd 94:9	add 25:15 31:10	101:9 103:2	84:5 90:5 91:23	appreciate 5:9
abuse 92:2	61:19 104:22,24	Ag 55:17 98:2	127:25	16:22 18:3 25:2
accept 89:9 94:7,17	115:25	agencies 25:15	allowed 8:15	42:4 61:12 79:14
94:18,22 95:2	added 52:19 90:12	48:19	allowing 67:10	97:18 103:25
121:3	100:12	agency 9:11 17:8	alongside 103:6	appreciated 41:10
accepted 96:13,14	addition 8:9 28:3	41:11 42:6 82:18	altering 95:23	45:15 125:14
access 9:5 54:16	30:8 34:5 41:14	82:24 84:13	Alternative 58:9	appreciation 45:16
72:4 105:23 106:5	50:4,5 65:22	agency's 41:17	amazing 65:10 91:2	46:2 61:19
106:15	70:15 77:23 84:24	agenda 10:4 11:6	amend 84:19 92:1	apprised 68:1
accessibility 50:20	97:11 98:8	16:19 18:1,7,21	119:25,25,25	approach 12:6
54:12,14,24,25	additional 41:15	19:4,12,13 24:1	120:22	14:20 58:17 61:13
accessible 46:22	50:4 70:13 73:5	25:11 26:25,25	amended 73:13	107:18
54:14 56:18	75:18 78:19,25	39:24 41:24 49:17	119:13	appropriate 8:12
acclamation 129:19	79:17 84:6 105:23	54:7 56:9 60:20	amending 91:23	12:7 21:21 86:6
accomplishments	Additionally 28:14	60:22 64:4 67:2	92:1	appropriately 50:1
46:5	38:7	85:9 104:3 125:10	amendment 28:7	approval 6:21 7:9
accounting 20:13	address 18:16,17,25	125:22 127:22	68:21 75:14 77:10	46:14 53:22 68:20
20:20 29:11	19:8 38:17 69:11	128:5,16 129:6,8	78:1 106:6,20	68:22 71:12 72:1
accounts 29:24 30:9	addressed 14:25	agendas 18:5	121:4	73:10 75:3,6,22
30:11 37:18	15:3 56:25,25	aggregate 32:13	amendments 72:1	76:16 78:3 82:25
accurate 9:19 35:3	72:3 106:4,6	ago 15:7 40:10	77:1	85:3 99:18 100:7
67:9 81:25 119:14	addresses 64:15	agree 25:14 83:6	America 66:10	101:1 120:21
achieve 60:15	71:11	84:8	91:11,12 95:18	approvals 85:4
achieved 101:25	addressing 14:21	agreeable 77:6	American 92:13,25	approve 7:5,23 10:5
acknowledge 40:2	adequate 18:14	agreement 25:3	amount 17:7,21	62:24 69:2 71:7
109:7	adjacent 60:3	68:13,18,21 71:10	26:6 58:14 65:4	72:20 74:21 75:5
acknowledging	adjourn 129:15	72:1,10,12,21	79:17 85:25 86:6	75:10,15 76:6,19
50:16	adjourned 129:19	73:6,13 77:1,11	analysis 33:14	80:8 82:16 83:1
act 18:4,11	129:20	77:25 80:2 83:19	analyze 26:11	97:20 100:5
action 8:10,21	Adjournment 4:4	83:25 84:4,10,11	analyzed 33:8	101:18 104:7
13:17 23:5,17	administration	84:19,20 85:5	and/or 51:4 52:8	113:5 120:9
44:13 49:22 50:1	102:4	94:1 95:10,11	55:15	approved 68:24
53:25 55:14,22	admission 65:24	96:21 97:14 104:9	animal 56:23	76:20 77:12 80:8
56:13 64:6 66:23	admit 31:18	106:3,4,6,19	animals 96:13,16	80:22,23 95:1
77:2 117:8,21,25	admitted 31:18	111:19,20 116:2	announce 16:4	97:10 99:19
117:25 118:14	adopt 49:18 50:9	117:8,18 121:13	announced 27:22	119:13
125:22	56:13 60:23	121:20	annual 73:5,7 92:17	approving 77:17,18
action-only 8:22	adopting 57:5	agreements 25:5,21	105:9	77:24,25 121:23
actions 125:20	adoption 44:14	82:4 94:18	answer 6:25 73:17	124:1
126:11	advance 26:9	Agricultural 1:8	73:21 74:17 78:24	approximately 38:2
active 98:14	advantage 85:21	97:12	80:11 85:6 86:14	April 28:19 44:24
activities 13:25 14:3	95:19 100:20	agriculture 45:17	112:20	Aquaponics 58:6
40:7,12,13,18,25	113:7	45:25 46:8,23	answered 81:7	Arabia 95:15
49:7 50:7,19 51:2	advantages 109:3	53:1 57:23 84:16	118:9	area 59:20 71:21
	advice 19:6,7 129:7	Agroforestry 58:15	answers 56:2	112:10
	advising 125:1	ahead 38:19 61:15	anticipate 31:8	areas 60:4 115:4,13

arena 28:4	62:17 93:19	ballot 67:13,18 70:1	114:1,1 115:6,22	bond 38:2,3,4
argument 112:6	102:23 122:17,21	70:5,7 74:8,10	124:14	bonds 38:8 80:3,4
arising 107:1	123:21 126:17	75:4,19 76:1,2,4	bev 107:17	86:11 109:23
arrived 86:16	audit 3:11 19:15,18	76:10,11,14 80:18	beverage 39:3 65:25	bones 115:15
Arson 91:6	19:20 20:5,6,10	81:16 87:2 88:10	65:25 66:5 70:16	book 72:14
article 57:19	21:9,16 23:22	88:11 100:15	73:3,3 107:20	boost 103:21
Ash 124:4	24:6,16	113:16	108:23	booster 13:15
Aside 108:21	auditors 19:23 20:1	ban 69:22	beyond 78:22 88:14	born 48:7
asked 17:13 77:6	20:18,21 21:2	bank 38:5	99:21 111:16	bottom 79:1
112:13	24:4	banner 91:3,4,5	119:2	BOULEVARD
asking 27:3 41:14	audits 21:4,8	Barkett 2:4 5:19,20	bids 21:4	1:10
68:9 74:20 75:6	August 28:16,17	10:16,17 62:1,2	big 11:20 41:11	bounce 40:19,19
75:22 76:15 97:20	41:13 91:8,9	63:12,13 77:15	110:8	bragged 95:17
104:14 124:20	Australia 103:10	104:15,16 106:11	biggest 60:2 64:20	brand 55:24
asks 76:14	authority 22:13	109:14,15 114:18	billion 64:22 89:7	branded 35:1,9,13
aspects 14:21 114:5	70:14 78:2 83:16	114:22 119:20	92:18,20,23,23,25	35:15,19 36:13
assemblymember	84:4 115:21 117:9	120:2,7,18,25	93:4	81:23 112:15
7:19 45:10	authorize 88:10	122:8,9,18	billions 94:3,4,24	branding 36:2 55:8
assess 33:20 50:11	automatically 79:25	bars 115:13	birthday 5:6	brands 118:24
assessing 51:11	available 9:25 13:19	base 50:19 79:11	bit 21:25 25:18	Breeders' 43:16
assessment 51:1,6,9	15:12 19:23,24	110:16	29:12 31:21 39:5	116:4,5,8,12,19
assets 22:18	36:16 85:10 88:24	based 19:7 26:3	64:8 67:3 83:10	brick 88:17
assist 70:18	average 64:21	28:3 44:16 48:2	104:25 128:13,13	brief 18:5
assistance 41:15	award 27:24 28:10	72:13 80:12 90:2	black 40:22	briefly 27:16 28:23
Assistant 2:16	91:9 96:4	102:16 116:3	bless 86:7	brilliant 89:22
associated 33:11,15	awarding 15:10	118:19 126:10	blessed 68:24	bring 44:14 94:3
33:19 107:17	awards 28:13	128:14	116:11	99:25 102:9
association 1:8	aware 14:7 41:21	basically 24:17	bloom 14:24 16:23	108:13
15:15 55:18 92:10	71:18	basis 15:15 72:17	blooms 14:8	bringing 94:24
95:14 97:4	awe 103:12	105:9	board 1:7 3:3 7:4	brings 109:22
associations 70:2	Aye 10:15,17,19,21	basketed 30:12	8:13,15,17 11:13	broad 54:24
assume 70:24 74:18	10:23,25 11:2,4	Beach 45:10 97:16	16:16 17:11,20	broaden 88:13
105:24	61:25 62:2,4,6,10	bear 72:25 107:1	18:16,22 19:1,8	broader 54:16
assumes 117:24,25	62:12,14 63:11,13	beauty 103:13	20:1,3 23:5,24	83:12 88:12
assuming 7:10 71:6	63:15,17,21,23,25	began 69:20	37:22 39:3 43:7	broadly 41:9
76:13,20 79:18	122:7,9,11,13	beginning 70:4	44:12,17 45:2	brought 24:7 41:10
100:5	123:1,3,5	71:18	48:3,8 51:19	42:4 108:6 114:18
assurances 119:1		behalf 44:3 45:4	53:19 54:2,9 60:2	Brown 18:11
assure 116:7	B	54:22 91:14,14,15	60:24 63:1 67:5	bubble 41:21
ate 34:24	B 27:2 94:4	121:15	68:9,10,23 69:16	budget 22:5 28:7
athletes 92:5,8	back 7:6 8:24 11:18	believe 7:7 47:18,21	69:20 71:14 72:18	32:9,17 34:2,6,7
Atkins' 45:8	13:14 17:4 22:4	74:14 93:14	74:2 77:6,14 84:7	40:19 42:22,24
attempts 9:22	27:10 31:6 38:14	101:20 107:9	84:15 85:23 86:3	53:11,11
attend 100:1	38:23 42:14 43:3	115:11 118:4	86:4 89:7 90:9	budgeted 31:14
attendance 2:1	44:10,14,22,23	benefit 99:4 100:6,9	92:7,18 94:11	32:2,5,15
65:11	62:21 66:3 97:17	101:4 102:8,18	99:11 101:9,18,21	budgeting 31:4
attending 15:15	110:14,22 122:22	108:9	103:2 104:12	budgets 15:18
attention 11:14 67:4	backstretch 66:13	benefits 26:2 98:7	108:7,11,12,14,16	build 16:3,3 44:25
125:1	99:13 101:12	98:16 99:15	109:12 116:10,11	49:21 98:23 99:24
Attorney 2:17 88:9	bad 94:2 109:24	100:18 107:19	116:15,22,24	building 97:3
124:25	125:3	best 16:5 39:6 51:12	117:1,21 120:20	106:17
attractive 115:4	Baffert's 126:21	52:4 98:13 103:11	124:1 125:21,23	built 46:9 50:13
ATTY 83:22	Bagley-Keene	111:10 128:23	126:7,13 129:6,14	71:22
audiences 30:16	84:15	bet 64:24 114:2	board's 44:23 46:13	bullet 29:18
audio 5:10 27:7	balance 29:9,20,25	115:3	boards 7:21,21 18:5	bumped 31:13
38:15	60:8	better 9:23 10:1	128:10	burden 9:5,10,10
AUDIO/VISUAL	balances 29:23	13:8 33:19	Bob 126:21	business 2:18,19 9:7
27:7,10 32:24	37:11	betting 77:18,24	bolster 124:20	12:6 18:6 46:11
38:14,18 42:8	ball 31:20	87:18 93:3,5,6	bolstering 124:20	48:14 50:15,18,19

51:2,3 52:16 82:17 83:1 89:21 95:25 96:8 100:22 102:18 112:5 businesses 26:2 94:15 97:16 98:9 98:18 100:8 101:3	106:12,13 Carmichael 2:19 carpet 115:16 carried 58:8 carries 11:5 62:20 62:23 64:1 123:6 carrying 13:13 Cartmill 57:17,18 91:21,22 126:19 126:20 carved 106:19 case 19:25 cases 127:24 cash 29:22 30:8,11 37:11,12,12,15,25 38:9 casinos 70:3 80:17 88:18 93:1 categories 31:16,22 category 13:2 32:12 causation 20:8 cause 31:2 cautious 32:1 CDFR 22:7,23,23 28:15 41:14 77:13 cease 86:25 celebrate 47:11 celebrating 46:5 47:5 center 12:21,23 28:4 46:6 49:9 50:22 51:24 53:8 53:9 55:9,15 67:17 105:22 109:2 CEO 7:2 8:21 11:7 12:15 15:16 16:22 18:3,9,15,21 22:2 23:21 27:15 29:13 33:25 35:6 36:7 37:7,9 39:11 41:8 42:3 44:1 54:22 55:12 56:4 127:17 CEO's 18:18 CEO/General 2:6 certain 95:14 certainly 23:18 40:23 115:3 certified 76:2 93:18 120:4 cetera 78:2 CFO 73:20 chair 60:1 97:3 116:13,23 128:8 Chairman 113:10 challenge 42:19 60:3 challenges 60:15 Chana 11:10,12	12:16 chance 58:12 128:6 change 23:3 50:2 56:24 120:1 changes 83:18,25 84:10 128:16 characterization 35:4 characterize 105:15 Chargers 94:13 check 14:2 chemical 58:14 chemicals 60:12 children 91:16 chime 83:21 Chinas 43:3 chips 96:14 choices 40:22 choose 113:8 chosen 12:22 103:5 CHRB's 95:19 Chris 73:21 121:1,7 121:7,9,10,22 circumstances 40:4 cities 45:9 citizens 71:1 75:15 76:6 city 7:20 city's 60:2 civic 44:18 45:7 48:3,19 civil 34:4 clarification 54:3 73:23 117:6,6 clarify 79:8 106:10 107:12 114:15 115:19 118:12 120:8 clarifying 54:8 69:12 clear 36:22,24 76:18 82:15 clear-eyed 42:3 cleared 17:3 clearly 18:4 climate 56:23 close 66:13 96:2 128:7,25 closed 3:24 127:21 127:25 128:2,22 128:23 129:3 closed-session 129:8 closer 68:4 81:20 closes 15:8 19:13 26:25 43:19 123:9 125:7 closing 3:25 96:5 129:10	club 7:25 11:19 26:7 59:25 66:2 70:3 71:17,19 73:12 78:17 87:11 87:13,17 89:2 93:16,25 101:21 110:3 113:23 114:19 115:1,14 121:11 Club's 90:1 co-venture 81:22 coast 40:14 59:15 coastal 59:17 90:10 115:8 Code 95:25 Coleman 89:13,14 collective 47:24 college-educated 101:14 collegiate 69:24 colt 96:4 combination 37:13 90:15 combine 57:22 come 12:10 13:21 20:15,15 29:21 34:23 53:24 56:2 88:22 90:8 100:6 103:12 115:7 118:8 comfortable 86:13 116:18 117:1 coming 13:16 14:1 16:2 20:3 40:25 65:20 67:22 88:22 110:10 commence 15:10 commend 41:8,12 comment 3:7,9,12 3:14,16,18,20,22 3:23 6:15 7:11 8:7 9:18 10:3 16:17 23:24 26:12,21 35:7 39:23 54:5,5 56:6,8,11 64:9 67:1 69:13 73:24 80:7 82:15 85:14 88:3 105:6 112:3 123:15 125:8 126:6,12 127:25 128:3,6,21 commented 8:9 commenting 127:13 comments 3:25 7:24 8:3,10,16,18 9:16 9:22 23:23 36:19 56:14 61:6,21 63:7 83:11 104:20 105:11 112:2	118:10 122:3 125:9,18,20 127:13 129:11 commission 68:19 72:2,8 84:1,14 85:3,8 115:9 120:12,23 121:14 121:22 commissioners 84:18 commitment 47:24 committee 3:10,11 3:13,15,17,19,21 7:25 16:2 19:14 19:16,18 21:16 23:22 27:2 43:19 43:20 44:3,13 48:10 49:20 54:23 61:13 64:3,6 69:5 85:22 86:5 106:11 108:3,13 116:14 123:11,17 125:7 communication 9:8 communities 40:16 100:23 community 12:7 16:9,14 45:4,14 45:20 46:7,16,20 47:17 52:12,14,15 56:11,15,16,20 57:1 66:13 89:21 98:16,21 100:11 103:21 127:6 128:9 community's 47:2 companies 80:14 81:23 comparable 26:12 compare 26:11 compared 49:14 comparison 34:14 comparable 49:2 60:1 competition 110:11 competitive 100:20 110:9 complementary 49:1,7 complete 14:17,23 18:8 19:21 completed 33:13 completion 15:1 complies 14:18 complimentary 66:15 comply 9:4 component 64:14 86:9 components 34:19
--	--	---	---	---

45:23 46:9 74:19 comprised 84:15 compromise 10:2 concept 22:12 23:9 74:21 75:5 76:19 77:17,19,22,24 94:8,18 97:21 112:18 113:5 concern 56:16 113:1 concerned 29:8 31:25 57:3 78:9 concerning 16:25 concerns 14:7 19:8 61:16 109:11 125:15 concert 17:9,10 88:21 concerts 105:22 concessions 73:3 concludes 16:15 23:22 32:19 64:4 conclusion 7:11 concur 127:13 condition 118:5 conditions 17:18 69:6 72:22 77:9 84:21 100:13 104:9 108:8 116:4 118:6,18 conduct 70:3,10 71:11 102:17 conducted 9:7 confident 13:9 14:23 83:14 116:18 congratulate 39:8 40:21 Congratulations 66:20 connect 46:16,19 47:19 connected 38:23 103:17 connection 27:8 52:12 consent 3:6 6:12 10:5 consequences 124:3 Consequently 68:20 consider 12:4 94:9 97:7 108:3 112:22 consideration 12:24 41:14 52:4 110:8 considered 68:11 71:5 84:8 129:7 Considering 43:2 considers 91:22 consistency 45:13	102:3 consistent 60:5 consolidated 30:13 constitute 24:19 constitution 75:14 91:23 92:1 constructed 71:19 construction 105:23 consult 127:15 consultant 14:20 cont 4:1 contact 12:11 66:13 122:23 contain 18:5 contained 27:16 28:2 44:5 60:24 contemplate 77:22 contemplated 25:3 contemplates 50:19 106:15 content 15:20 contingent 87:3,4 continue 7:21 14:19 20:16 22:17 53:8 87:1,17 95:11,12 101:11 116:20 continued 14:25 15:2 92:16 continues 40:12 70:18 continuing 15:24 43:13 87:4 continuous 51:8 contract 6:20 15:10 97:22 contracts 3:19 7:3,5 7:6 15:18 22:13 123:10 contribute 60:9 contributed 41:17 contributing 93:2 contributor 52:13 control 73:2 conversations 21:15 54:15 82:1 85:23 converted 88:21 cooler 40:14 core 47:7 65:19 66:2 corner 13:24 corporate 78:20 correct 29:22,23 37:1 74:22 78:4,5 78:7 81:14 115:23 118:21,22 121:21 corrected 38:15 correctly 14:13 117:16 Correspondence	4:3 129:14 corruptions 95:13 cost 17:7 32:8 110:6 110:7 costs 30:5 31:25 32:1 42:25 108:25 counsel 19:6 73:20 121:8 127:15 129:7 counsel's 19:7 countered 85:25 86:1 countries 26:16 country 69:23 101:24 county 15:25 16:6 16:13 28:11 34:11 35:2 36:15 48:19 49:9 50:21 51:23 53:6 55:20 66:14 100:18 102:9 couple 20:4 29:8,19 54:12 67:8 course 68:22 85:23 97:13 Court 69:21 cover 21:3 covered 66:19 111:14 COVID 20:6 42:16 66:11 COVID-19 12:25 COVID-fueled 100:23 cow 57:22 crazy 114:2 create 44:15 48:11 50:9,17 51:22 124:12 created 100:11 creating 44:18 47:14 creative 40:12 96:19 critical 28:21 90:12 crop 58:11,13,19 crossed 35:13 cruelities 96:15 crystal 31:20 CSR 1:24 culminating 44:8 cultural 47:3 culture 46:6 Cup 43:16 116:4,5,8 116:12,19 curious 15:5 109:12 current 30:6 48:17 48:17 50:12 51:9 53:10 73:7	currently 51:1 88:8 112:11 customers 65:20 66:2 cut 25:14 62:18 87:15 106:21 108:25 cute 36:6 cycle 51:16 <hr/> D <hr/> DAA 5:6 21:12 22:16 37:14,15 38:10 68:19 82:17 83:2,23 84:15 99:12 101:10 DAAs 21:12 22:24 daily 64:21 darts 114:2 data 64:21 day 31:23 91:10 96:5 days 24:16 39:12,14 59:10 80:9 108:25 109:22 de 99:7,8,11,13 deal 22:21 107:23 deals 94:2 125:3 death 95:19 96:16 deaths 92:2,4 debt 93:15,24 debut 12:21,23 decades 90:3 December 15:11 72:12 decide 86:3 decided 31:9 86:25 decision 82:17 83:1 100:19 116:9 decline 41:16 42:1 92:16 109:9 124:19 decrease 58:12 deep 96:17 defenseless 96:13 defer 115:10 define 45:3 49:12 defined 73:6 definitely 42:19 definition 80:2 Del 1:9,11 5:1 7:25 40:14 45:9 55:18 58:2 59:14,20 70:2,5,9,10 73:20 74:12 75:12 76:15 76:22 78:17 87:11 89:1,19,21,23 91:6,7,8,9 93:16 93:25 95:23 96:3	97:3,3,4,16 98:9 99:17,22,23 100:1 100:10,14,17,22 101:20,23,23 103:12 110:2 121:10 124:13 125:4 127:4 delay 20:9,11,17 81:6,12 82:10 delayed 20:6 81:20 delays 81:12 delegations 26:15 deliberate 84:18 deliberative 85:11 delineates 50:10 delivering 102:3 DelMarFairgrou... 14:3 Delta 12:25 democracy 128:14 demonstrated 34:15 demonstrating 29:19 37:1 demonstrations 58:1 denies 18:17 Denise 27:3,6 38:13 38:16,18,19,20 39:17 42:8,10,11 42:13 43:8,15 density 25:15 Department 77:13 77:13 depend 75:1 depends 33:6,7 deposit 38:5 Deputy 2:17 83:22 derived 90:7 description 18:6,12 deserve 8:11 deserves 8:8 desire 56:17 desperately 100:25 detail 127:14 detailed 30:17 details 7:23 8:18 28:8 determination 84:5 determine 21:20 68:10 devastating 100:23 developed 60:4 developing 50:14 development 2:19 51:19 52:5 55:23 128:9 device 88:25 devices 88:16
---	---	--	--	--

example 23:5 51:15 74:6 87:19	expression 47:4	fall 13:23 78:23 79:1,2,11	finest 89:18	109:25
exceeded 65:23,25	extend 72:10 89:25 95:9 96:21 117:19	falling 13:1	fires 45:19	forest 58:18
excellence 47:5	extended 28:16 116:3,7	families 40:11 102:14	firm 26:18	forever 12:8
excellent 101:21	Extending 95:11	family 12:5 40:17 40:18,25 101:11	first 6:15 11:9 16:19 17:1,5 19:19 23:25 39:23 48:24 49:16 52:21 56:8 60:22 64:13 68:13 71:22 74:5,20 81:6 85:1 88:4 96:6 111:8 112:4 120:10,13,20 125:10	forgetting 110:17
exceptional 46:17 47:15	extension 28:6 97:13,21 116:1 117:7 121:19 124:21	fans 65:1 66:12 89:20 92:19 97:17	first-class 72:14	forgot 62:22
excited 13:10 43:18 44:4 66:3 89:20	extent 9:25	fantastic 97:10 110:19	fiscal 50:16 92:24 97:8	form 82:7,11
excitement 100:1	extraordinary 47:12	far 12:1 29:7 31:25 37:11	five 80:20,25 82:9 86:20,23 92:5 96:3 110:11 118:24 129:2	formal 8:14 20:2 23:17 24:4
exciting 28:12	extremely 32:1	farmers 58:11	five-to-ten-year 50:18	formally 49:18
exclusive 82:7	F	farming 57:20 58:1	fixed 28:3 79:16	format 19:3 29:22 128:16
Excuse 93:21	F&B 70:15	farms 58:11	fit 51:13	formatting 30:10 37:1
excused 6:5	facilitate 126:4	fast 21:19 23:6	five 80:20,25 82:9 86:20,23 92:5 96:3 110:11 118:24 129:2	former 60:1
Executive 2:16 3:24 129:3	facilitated 87:18	favor 121:19	flow 13:19 70:13 72:5 79:18 105:1 110:18	formula 79:13
exercise 72:9 109:5 109:10,17 121:15	facilities 22:14 53:13 124:5	featuring 11:15	flushing 22:11	forth 24:12 42:14 56:20 60:22 62:25 68:5 69:1,7 104:10 129:8
exercised 73:15 119:5,14	facility 13:1,10 31:19 32:11 67:7 67:15 68:16 69:4 79:10 87:5 95:21 107:22 108:20 113:18 115:12	February 31:7	flushed 61:17	forthcoming 76:9
exercises 110:3 120:16,16	fact 20:19 28:12 95:18 102:5 106:13 112:6,17 112:19	federal 69:22	floors 26:18	fortunate 103:5
exhibitors 11:21	factor 20:11	feedback 44:16 45:12 46:1	flourish 46:16	forward 20:3 21:7 30:16,23 31:9 34:16 43:13,13 45:3 46:10 70:22 79:19 83:17 100:16 108:13 111:18 114:12 124:9 125:16
exhibits 58:22	fail 100:15,16	feeding 58:8	flourished 92:15	found 58:18
exist 67:11 87:17	fair 11:16,20,21 15:25 16:2,6,13 28:11 33:3,13 34:6,10,11,18 35:2 36:11,15 40:10,11 49:9 50:21 51:23 53:2 55:20 58:2 101:21	feel 116:17 117:1	flow 13:19 70:13 72:5 79:18 105:1 110:18	foundation 11:11 45:1 46:9
existence 87:13	fairground 40:25	feelings 108:18	flurry 74:11	four 39:12 48:5,5,21 70:2 80:16 82:9 86:20,23 92:20 110:10 118:24
existing 50:7 51:1 52:8 72:11	fairgrounds 1:9 40:8 45:14 48:16 49:3,6 55:18 59:6 70:6,10,23 71:12 71:24 72:25 73:2 73:4 74:12,22 75:12 76:22 86:23 89:7 90:6,8,14,19 92:21 93:24 94:5 97:6 99:18,22,23 100:2 108:21 110:2 113:20 127:4	feels 67:7	focus 45:16 46:19	fourth 52:11,11 72:9 73:14 78:4 109:5,11
expand 52:17 98:19 99:1	factor 20:11	felt 9:23 10:1 85:24 86:5 107:23 108:7 108:7	focused 24:25 55:7 65:19	fragile 90:11
expanded 102:5	fail 100:15,16	fertilizers 58:15 60:12	focuses 52:14	France 103:9
expanding 98:23 102:15	fair 11:16,20,21 15:25 16:2,6,13 28:11 33:3,13 34:6,10,11,18 35:2 36:11,15 40:10,11 49:9 50:21 51:23 53:2 55:20 58:2 101:21	FFA 11:21	folks 30:25 45:23 65:14 106:12	franchises 88:14
expect 16:1 37:22	fairgrounds 40:25	fiduciary 94:21 123:25	follow-up 8:12 83:11	frankly 57:3 94:21 124:24
expectation 127:18	fairground 40:25	field 65:6	followed 68:6	Fred's 80:6
expectations 29:12	fairgrounds 1:9 40:8 45:14 48:16 49:3,6 55:18 59:6 70:6,10,23 71:12 71:24 72:25 73:2 73:4 74:12,22 75:12 76:22 86:23 89:7 90:6,8,14,19 92:21 93:24 94:5 97:6 99:18,22,23 100:2 108:21 110:2 113:20 127:4	fifth 94:25	following 17:2 53:18 72:21 79:13 88:7 91:5 104:6,7 105:13	frequently 127:12
expected 29:21 31:1 67:16 94:3	factor 20:11	figures 89:3	food 39:3 43:4 58:3 59:12 65:24,25 66:5 70:16 73:2,3 84:16 107:17,20 108:23	Freudenberg 123:20 126:16
expense 34:1,3,4 125:3	fail 100:15,16	filters 50:4,10	foot 35:14	friendly 121:4
expenses 33:10,18 33:23 73:1 105:4 107:1,2,4,7,7	fair 11:16,20,21 15:25 16:2,6,13 28:11 33:3,13 34:6,10,11,18 35:2 36:11,15 40:10,11 49:9 50:21 51:23 53:2 55:20 58:2 101:21	final 21:9 53:19 72:9 73:14 80:5,7 117:8	footing 83:17	friends 12:5
expereience 25:4,23 102:17	fairground 40:25	finally 24:6 52:10 53:5	footprint 59:6,20	fruition 67:22 118:8
experienced 89:18 90:10	fairgrounds 1:9 40:8 45:14 48:16 49:3,6 55:18 59:6 70:6,10,23 71:12 71:24 72:25 73:2 73:4 74:12,22 75:12 76:22 86:23 89:7 90:6,8,14,19 92:21 93:24 94:5 97:6 99:18,22,23 100:2 108:21 110:2 113:20 127:4	finance 3:13 27:2 27:18 43:19 77:13 84:17	forcing 126:1	full 33:3 85:23 108:11,14
experiences 46:4,17 46:21 47:15	factor 20:11	financial 27:13 30:17 36:23 41:15 41:18 48:12 50:19 70:20 94:17,22 97:11 124:2	forecast 31:21 32:9	fully 9:18 69:12 fun 16:11 27:19 30:25 31:8 32:17 32:21 35:2,18 39:12 42:18 47:5
expires 72:12	fail 100:15,16	financially 40:21 86:24	forecasted 31:5,13	
explain 8:17	fair 15:15 22:10 25:20	find 22:23 89:17 126:3,23		
explaining 68:23	faith 124:16	fine 37:20 79:22 86:16 87:25		
explicit 57:2,4				
exploit 91:25				
exploits 96:13				
explore 23:9				
express 23:7 101:17				
expressed 45:15				
expressing 22:22				

47:7,11 function 53:16 105:22 fund 93:7 funded 52:7 funding 28:20 53:10 funds 17:21 28:15 38:3 90:7 98:7 further 28:8 50:10 88:2 furthered 89:23 future 18:20 35:5 40:19 47:2 60:15 78:10 90:13 96:20 98:22 111:18 118:13 124:17 FYI 124:10	42:17,18 43:16 55:11 Gill 11:16 give 11:10 44:1 45:23 113:22 given 17:6 26:9 59:16 92:22 108:15,16 118:17 128:6 gives 37:24 110:5 giving 8:3,18 18:9 47:1 98:19 113:2 go 7:17 8:24 14:21 29:15,16 30:12 32:24 38:18 42:14 64:16 66:23 73:17 78:12,13 79:6,25 81:9 83:18 85:10 86:8 91:12 102:25 106:7 110:22 111:4 112:19 114:8 116:10 127:25 128:21 goal 48:25 49:2 50:13,13,15 51:21 52:1,11,14 goals 44:20 48:5,22 53:21 62:25 goes 71:3 79:12 80:3 96:17 110:16 110:16 114:12 going 7:11 8:11 12:25 15:25 16:7 18:16 21:10 22:3 23:8,11 39:22 40:19 43:13 44:10 49:12 52:7 56:7 60:7 67:12 68:22 77:10 89:4 104:6 105:7 106:24 108:24 110:14 111:15 112:12 114:2 118:25 120:9,21 125:4 127:19 128:21 gonna 6:14 23:11 27:2,13,15 29:2 34:1 35:7 37:2 39:19 42:9 53:23 55:24 66:23 69:11 69:13 71:1 79:19 80:6 83:20 84:24 88:22 90:12 104:4 108:14 110:4,12 110:12,18 115:2 119:2 126:9 127:5 good 5:4 7:18 15:17 29:4 33:2 37:5 40:7 43:10,12	48:16 56:18 64:3 83:17 89:14 95:8 97:1 98:1 99:8,11 100:11 101:9 103:2 107:22 114:6 125:14 goods 43:3 gosh 23:6 44:23 govern 79:23 governance 3:11 19:15 21:10,11,16 23:3,22 governed 84:14 government 19:15 24:10 governments 95:15 governor's 22:5 graduated 11:17 grandstand 28:5 115:5,13 grant 27:22,24 grants 28:2 granular 30:20 grass 60:13 gratifying 11:20 gravity 46:6 great 6:10,11 12:15 15:20 38:16 39:16 42:17 57:22,25 66:22 90:6,19 97:9 103:22 110:11 114:19 115:15 greater 98:21 grew 40:9 gross 34:11 ground 81:13 110:13 grounds 71:9 76:8 group 30:12 66:2 115:2 grow 11:23 58:4 growing 40:17 58:16 60:13 95:16 Grown 16:11 27:19 30:25 31:8 32:16 32:21 35:2,18 39:12 42:17 growth 58:8 60:11 103:22 guarantee 13:19 94:14 guaranty 58:17 78:16 105:9 guess 7:8 80:5,7 104:24 128:23 guideline 126:8 gullable 89:9 guys 103:1,8,24	124:7 <hr/> H <hr/> H 69:8 77:18 78:14 104:10 106:25 117:20 118:12 119:5,13 120:1 half 36:10 64:22 hand 27:17 38:10 39:21 108:19 111:1 handful 92:21 handle 64:21 handles 89:20 Hang 123:9 Hannah 11:15 happen 23:12 71:4 77:12 78:10 80:9 happened 5:13 happening 14:4 37:21 happy 5:6 23:7 40:15 59:4 64:17 64:19 73:17,21 111:23 hard 23:6 43:12 94:19 101:15 Harper 64:12,17,18 he'll 27:18 head 64:24 headed 49:25 health 13:3 66:10 healthy 60:1 hear 5:12 8:11 24:3 28:25 38:19 42:11 43:9,10 59:4 90:23 99:9 112:22 heard 43:9 44:16 112:17,19 114:12 hearing 61:22 63:8 heat 40:16 held 22:8 Hello 6:17 7:18 16:21 24:2 27:6 41:6 88:6 98:1 help 40:18,18 45:3 45:23 48:5 70:20 99:19 helped 24:22 43:1 helpful 21:25 81:4 128:4 helps 34:3 46:18 108:25 heros 103:16 hesitant 116:23 hiatus 42:19 high 9:5 30:21 102:3 higher 31:1 65:8	86:1 highest 34:11 52:4 highly 16:13 58:17 82:11,11 historical 116:1 history 89:19 95:23 100:12 hit 67:12 81:13 98:19 109:24 holding 15:16 Home 16:11 27:19 30:25 31:8 32:16 32:21 35:2,18 39:12 42:17 honestly 44:10 Honor 91:9 96:4 honored 16:12 103:17 honoring 47:4 hook 93:15 hope 40:23 100:21 hopeful 20:14 hopefully 6:19 13:16 35:24 46:14 62:21 86:7 118:9 125:1 hoping 12:3 horse 13:22 41:16 41:24 42:2 60:8 70:8 71:20 86:24 87:3,4,13,17,21 92:6,11,15,18 93:5,8,9 95:20 96:8,9,11,16 98:6 99:25 100:8 101:12,16 103:22 105:3 106:3 107:19 109:8 115:5 126:25 127:5 horse's 93:11 95:19 horsemen 103:11 Horsepark 15:6 49:5 horses 65:4,5 91:12 91:14,17,18,25 92:2 95:13 96:3 98:5,12,13 101:22 103:6,9,14 horticulture 57:19 host 14:3 67:15 hour 128:23,24 houses 92:9 housing 93:7 98:7 99:14 128:9 huge 65:2 105:5 human 66:10 91:23 93:6 hurdle 110:20,21
--	--	---	--	---

hydroponics 58:6	57:25	inside 31:19 32:11	129:13,15	Kathryn 1:24
hydropower 58:10	incorporating	inspiring 47:22	items 69:8 104:10	122:22
<hr/> I <hr/>	30:22	insult 94:10,11	125:9 128:1 129:7	Katie 2:18
iconic 47:3	increase 58:5 73:7	insulted 94:6	<hr/> J <hr/>	KC 96:25 97:1,1
idea 22:12 31:17	increased 102:8	insulting 94:13 95:3	Jaczko 73:21 121:1	keep 57:6,7 90:18
69:2 108:19 112:9	increases 105:17	integrated 35:20	121:7,8,10,22	110:17
112:23	increasing 25:22	integrity 47:8,16	Jane 57:17,18 91:21	kept 66:12 68:1
identified 48:22	incredible 13:10	126:25	91:22 126:19,20	kicked 42:13
55:13 84:22	65:4	intent 54:18 121:12	January 81:9	kid 11:16
identify 9:23	incredibly 89:8,8	121:16	jewel 90:10,11	kidding 96:12
identifying 50:3	incremental 70:15	intention 15:9	Jim 89:13,14	kids 11:22
ignorant 96:12	72:5 105:14	interact 46:17	JIMMY 1:10	kill 95:12
ignore 37:3	independent 75:3	interaction 47:3	job 66:22 90:19	killed 96:3,4
imagine 112:11	84:13	interactive 47:19	93:7 98:4 101:22	Kim 97:25 98:1,3
impact 113:20	INDEX 3:1 4:1	interest 18:24 22:22	102:15	kind 13:13,16 14:8
impeccably 90:2,16	indicate 8:13	58:24	jobs 98:7,20 99:2,14	22:11 23:15 28:23
implement 33:17	Indicating 10:7,10	interested 22:25	100:10 102:8,11	34:7 36:14 44:11
49:1	61:1 63:2 129:16	23:7	102:12	46:18 48:20 51:18
implementation	129:17	interesting 57:19	Joe 64:12,17,18	52:11 53:9 55:23
17:15	individuals 9:23	interests 46:20	65:18,22 67:24	67:3 68:7 69:10
implemented 66:16	126:3	interference 105:21	73:19 89:19 91:2	79:13 83:11 85:16
86:22 102:3	indoor 13:1,4	introducing 64:11	Johnson 90:21,22	91:16 108:3,17,20
important 19:25	industry 22:10 92:3	invested 26:19	90:25	109:11
40:6 41:18,20	93:8 98:4,8	investigate 18:13	join 23:1 62:21	kinds 83:15
68:17,25 70:25	101:12 109:10	investment 72:13	joined 45:6 73:19	kitchen 109:1
75:13 79:5 86:9	124:18	100:21 114:14,17	joining 43:11	knew 111:11
97:14 108:6,8,10	inform 56:15	114:21,25 115:6	joint 22:12 25:3,3,4	knowing 28:21 86:8
113:22 114:24	information 9:6,10	115:20 118:25	25:14	124:3
116:25	12:11 13:20,21	invite 11:10,25	joke 89:6 91:11	known 41:20 49:13
imprimatur 82:19	18:18 20:13,15	13:10 14:2	110:15,15	49:14 55:25
113:3	24:15 25:1,2,6,15	involve 58:7	Josh 2:17 64:12	<hr/> L <hr/>
improve 100:13	27:25 28:25 36:23	involved 21:15	65:17,18 67:24	L 1:24
improved 65:7	44:5 48:1 73:16	102:19	69:9,11,15,16	la 99:7,8,11,13
improvement 14:6	85:10 116:1 126:5	involves 58:15	74:7,23 75:9,20	labor 42:25
17:12	128:4	irresponsible 94:20	75:25 76:23 78:15	lack 7:23 9:20 31:17
improvements	informational 64:6	issuance 20:9	80:10,12 81:5,10	105:21 127:14
48:13 115:12	64:14	issue 27:8 30:10	81:15,19,24 83:5	land 51:23 58:18
inappropriate	infrastructure 26:7	64:16 67:6 108:4	83:7,20 84:23	59:21
82:24	52:8 114:14	109:24	87:2,14,20,24	lands 40:6
include 55:9 79:17	115:20	issues 14:24 18:21	91:3 104:11,23	language 22:5
included 22:5 29:8	initial 111:16,19	38:15,24 61:16	105:17 106:2	121:12 126:23
30:5,6 45:7 54:17	initiative 40:4 70:1	64:16 83:16 128:6	107:3,6,9,15	large 17:1 82:7
54:17 56:12	70:5,8 74:8 75:4,8	issuing 19:20	114:16 115:10,10	115:2
114:11	75:19,24 76:1,2	item 6:13 10:4 11:6	115:23 118:22	largest 94:25
includes 84:21	76:10,12,14,21	11:7,14 16:19	119:15,16,17	lastly 72:7 73:12
including 14:22	80:19 81:8,16	18:1,6 19:12,13	Joyce 2:5 35:8	latest 13:2
33:11,18 70:2	82:20,23 83:3	19:14 20:23,25	111:1,5	Lawson-Remor's
84:21 88:25 96:4	86:22 87:2,23	21:9,13 24:1	JPA 23:1	45:9
97:7 105:23	113:16	25:11 26:25 27:1	judgment 41:12	lead 20:17 48:12
inclusive 46:22	initiatives 45:25	39:24 43:20 54:7	juggling 24:13	leaders 44:18 45:7
47:18 49:4 54:19	51:9 74:10 75:23	56:9,13 60:20	July 6:22 27:4	48:3,20
56:18	88:10,11	64:7 66:24 67:2	38:17 39:4,10,13	leadership 15:22
income 29:25	injury 96:15	79:15 88:5 98:17	39:14 42:17 91:7	22:10,23
113:17	inland 40:16 59:16	99:4,17,18 100:7	92:19	leading 11:19 36:10
incomplete 8:6	60:10	101:6,18,19	June 92:19	82:2 112:15
18:16	innovation 47:4	102:15 103:20	<hr/> K <hr/>	leads 50:21
incorporate 48:13	58:23	104:3 123:9,12,15	Kathlyn 2:9 62:19	league 88:13
51:4 52:15 55:10	innovative 58:6	123:17 125:22		learn 11:23 46:3
	input 22:9 48:2,21	127:22 129:5,10		

lease 87:8 90:1	little 15:6 21:25 24:5 25:18 29:12 31:20 38:1 57:3 64:7 78:9 83:10 104:25 124:16 128:13,13	lot 21:20 22:15 24:13,15 35:15 36:13 40:15 59:11 60:11 61:15 73:16 88:24 97:7 109:2 111:14 124:8 125:3	88:16 93:3,6 110:9 marketing 32:4,7 55:11 56:1 65:14 markets 89:6 Marrs 97:25 98:1,3 Martha 6:16,17,17 7:8,13 16:20,21 16:22 24:1,2 25:13 41:4,6,6 56:9,10 88:5,6 125:10,13 master 46:11 51:20 52:2,16 109:6 113:21 114:5 materials 15:12 matters 120:22 Mead 2:9 5:25 6:1 10:10,11,22,23 39:20 62:7,21 63:18 77:15 122:14 125:11 mean 16:9 17:15,21 35:17 78:19 80:12 108:6 109:22 111:6,17 meaning 49:3 54:16 120:9 means 16:14 measure 100:6,16 medical 98:7 99:14 meet 13:23,23 39:13 42:18 64:15,22 65:2,10,19 66:6 66:20 79:11 meeting 1:7 3:3 5:6 7:22 8:25 12:19 18:7 19:8,19,21 19:22,24,25 20:22 21:7 27:23 46:14 68:23 80:23 85:9 102:24 116:11 123:9 125:12 126:2,3 128:7 129:20 meetings 8:19,23 9:1 16:1 18:4 22:8 30:2 67:24 mega-event 13:3 Melinda 2:19 member 17:25 19:11 23:25 25:10 26:24 39:23 41:4 56:8 57:16 60:19 88:4 104:2 123:12 123:19 128:20 members 6:13 11:13 16:17,18 18:23 23:24 30:17	54:2 66:2 74:2 77:14 84:16 94:12 98:1 99:12 101:9 101:11 103:2 109:12 memorable 47:15 memory 33:4 96:3 men 103:5,14 mention 19:19 21:1 mentioned 65:22 69:18 75:18 87:5 87:20 106:5 107:14 merchandise 34:22 34:24,25 35:20 36:5,8,8,13 merely 8:7 mess 5:14 message 35:16,18 55:11 messaging 36:23 met 45:6 72:22 86:2 104:10 108:8 118:7 method 58:15 methodologies 51:4 methods 58:7,21 Michael 2:8 27:18 29:3,4,4,16 33:6 37:20 81:3 112:9 mightily 94:16 Mike 64:12 73:20 mil- 78:15 military 103:16 milking 57:22 million 17:7 28:18 31:11,23 32:15,16 32:18 33:1,4,21 38:1,2,7,8 42:21 64:21 66:1 73:5,8 73:8 78:12,16 79:21 85:17 89:5 89:9 91:18 94:5,9 95:3 105:8,18,18 108:22 110:14 114:13 mimics 58:4,18 mind 46:25 mine 36:21 111:8 mineral 58:9 minimize 90:13 minimum 12:9 38:9 79:21 minutes 6:15 7:22 8:22 9:17 125:17 127:14 128:24 129:2 misery 93:11 missed 24:25
leaving 68:18 72:2 72:8 84:1,14 85:3 117:9 120:12,23 leave 26:21 35:15 left 86:11 legacy 30:3 legal 3:21 70:24 71:6 72:22 83:12 83:15,17 84:25 92:13 123:17 124:22 125:7 legalize 71:2 legalized 69:23 92:11 legislature 25:24 lend 58:21 82:25 lending 82:19 lens 48:24 49:1 let's 74:18 86:21,21 87:7 91:5 letter 41:13 69:8 71:14 72:18 84:22 104:11 level 9:5 30:21,21 83:19 levels 65:24 leverage 42:25 liaison 64:5 69:5 85:22 86:5 106:10 108:3 116:14 Liaison/Satellite 3:17 license 70:11 87:6 87:10 life 46:5 51:16 lighten 114:5 liked 39:17 Likewise 59:23 127:17,21 limit 7:4 limited 83:24 84:2 88:17 limiting 6:15 limits 48:17 109:6 line 32:8 58:22 66:9 74:15 79:1 link 35:20 lip 24:20 Lisa 2:4 111:14 112:14 119:21,25 120:5 listed 37:12 71:13 78:14 listeners 15:5 listening 8:17 listing 127:23 literally 26:15 litigation 128:3	live 42:18 70:8 92:15 93:9,10 98:6,8,11,15 99:25 100:8 102:11 115:2 lived 59:9 97:4 livelihood 110:1 living 102:13 103:6 load 43:2 114:5 loan 17:8 local 53:6,7 89:21 93:2 97:12,15 98:9,18,21 100:8 128:10 locally 26:5 locals 93:1 lofty 126:23 long 23:15 39:6,7 42:16 76:21 93:9 112:4 long-term 70:20 72:16 109:9 longer 126:17 look 12:11 13:8 15:25 22:16 24:5 24:24 26:10,16 30:19 33:8 37:2 37:24 43:13 48:10 51:3 59:17 84:20 110:1 111:18 looked 6:18 109:16 109:21 looking 25:20,21 34:16 51:17 59:5 59:14 67:18 68:8 85:24 116:18 looks 15:1 28:9 34:25 38:15,24 127:22 loophole 95:19 Lori 7:16,17,18 9:3 18:1,2 19:10 25:11,12 39:24 40:1 59:3,4 93:13 93:14,19,21 123:13,14,23,24 125:15 127:10,11 lose 62:15 81:21 98:25 102:7 110:12 112:16 losing 110:13 lost 13:6 26:20 62:8 62:19	lottery 92:13,22 love 98:4,5 108:19 lowball 94:6 lowballed 94:15 lucky 103:5,8 Luis 11:17 Luisa 101:8,9,10 lying 96:12 Lynn 123:19 126:16 <hr/> M <hr/> macro-guide 50:10 55:24 magazine 57:19 magnificent 96:16 main 31:2 49:4 65:3 maintained 16:10 maintenance 14:8 major 66:9 88:13 96:11 113:19 majority 59:8 making 40:22 83:24 94:2 management 3:8 11:7 21:18 30:18 45:2 102:2 Manager 2:6 manager's 7:24 MANNEN 11:12 manner 28:24 66:6 102:18 mapping 59:18 Mar 1:9,11 5:1 7:25 40:14 45:9 55:18 58:2 59:14,20 70:2,5,9,10 73:20 74:12 75:12 76:15 76:22 78:17 87:11 89:1,19,21 91:6,7 91:8,9 93:16,25 95:23 96:3 97:3,3 97:4,16 98:9 99:17,22,23 100:1 100:10,14,17,22 101:20,23,23 103:12 110:2 121:10 124:13 125:4 127:4 Mar's 89:23 March 31:7 Maria 101:8,9,10 market 35:11 74:15		

missing 18:10 95:13	mound 25:1	negotiations 113:23	10:16,18,20,22,24	once 12:13 14:14,22
mission 44:15 46:18	mouse 93:22	neighbors 12:6	11:1,3 17:22 25:7	27:10 54:5 66:22
48:14 49:8,18	move 7:14 21:7	48:19	57:13 61:24 62:1	74:5
50:6 51:14,24	27:13 30:23 79:19	Nejabat 2:14 6:4	62:3,5,7,11,13,15	one's 85:16
52:23 53:20 54:13	100:16 113:15	45:6 62:22	63:10,12,14,16,18	onerous 126:4
56:14 57:4,24	124:9	net 33:2 34:13	63:22,24 89:10	ones 9:9 26:2 37:5
59:9 60:23 126:24	moved 30:16 31:9	42:22 78:22,25	96:23 119:20,22	49:11
mistake 123:14	104:15	79:12,24 86:8,10	122:5,8,10,12,14	ongoing 20:12
misunderstand	moving 7:16 46:10	net-net 32:14	122:20,24 123:2,4	21:15 49:21
117:12	64:5 70:22 125:16	never 33:14 122:22	O'Neil 102:22,25	online 24:6
mitigate 125:2	Mueller 2:18	122:22 126:9	103:3	onset 31:3
mixed 34:9 108:18	multifunctional	127:5	O'Neil's 126:21	open 16:17 39:22
mode 29:7	106:16	new 14:11 15:16	o0o--- 5:3	42:18 51:11 56:6
model 21:19,20	multiple 55:19	21:2,11,18,20	Obispo 11:17	56:7 67:1 69:13
23:3 26:8	multiplier 100:9	29:10 30:3 36:24	objective 50:3,9,25	85:14 108:16,17
models 51:3 58:1	mute 120:4 128:25	48:13 50:7,12,19	51:3,5,6,7 52:20	108:20 129:6
modern 58:1	muted 38:22 93:18	51:6,9,11,17,17	52:25 53:5 54:14	opened 39:13
modified 48:2	93:19 113:13	52:8 53:9 57:24	55:14	opening 12:23
moment 14:5 35:14	120:5,6	105:22 126:24	objectives 49:12,16	13:15 66:11
44:2 45:20		news 39:16	49:22 50:25 53:21	operate 71:16 72:14
money 26:19 32:7	N	nice 42:15,24 43:5	62:25	72:24 87:4
32:13 39:7 78:21	naive 89:9	nine 92:5	obligation 80:3	operate- 68:12
79:24 86:11 94:15	name 7:18 49:11,13	nit 119:8,11	93:15,24	operated 87:11
105:7 110:18	55:10,15 98:2	no-brainer 90:1	obligations 14:18	operating 14:13
month 5:12 16:25	99:12 101:10	non-CHRB 95:21	observation 111:21	27:22 59:24 66:15
24:4 29:1 39:15	103:3	non-disclosure 82:4	112:1 123:25	68:12,17,21 71:10
45:5 89:7 93:4	names 8:2 91:5	non-issue 109:20	obtained 101:16	72:1,10,12,15,21
month's 12:19	National 92:10	non-profits 22:14	obviously 20:6 32:2	72:24 73:6,13
27:23	nationally 109:8	non-transferable	65:11 76:11	77:1,11,25 83:25
monthly 15:14	nationwide 42:2	70:11	October 15:9 19:21	84:4,10,10,19
months 15:3,14	Native 92:13,25	normal 65:12,12	19:22 20:3,24	85:4 95:10 97:14
20:8 39:6 44:22	natural 58:4	normally 127:24	21:6 24:23 49:21	104:9 106:3,4,6
92:5	nature 22:19 58:19	128:5	offenders 127:2	106:19 109:1
Moonlight 91:8	nay 23:17	North 66:10	offer 12:3 40:12	116:2 117:7
Moore 2:6 7:2 8:21	near 15:1 40:14	note 41:23	94:5,6,7,22 95:4	121:13,20
11:8 12:15 16:23	41:13	noted 34:22 41:24	offered 9:17	operation 22:14
22:2 23:21 27:15	nearly 38:8	42:1,1	offering 12:2 89:5	97:19 99:24
29:13 33:25 35:6	necessarily 35:2	notes 41:15	office 9:2 45:8,11	105:23 108:24
36:7 37:7,9 39:11	55:14	noteworthy 112:3	88:9 124:25	operational 109:2
41:8 43:24 44:1	necessary 27:25	notice 26:9	Officer 2:18,19	operations 28:18
54:22 55:12 56:4	33:12 72:7 80:1,2	notified 27:23	OFFICERS 2:2	30:25 51:5 70:17
mortar 88:17	90:14 115:9	notion 77:25	officials 66:14	72:4 86:25 98:24
Mosier 2:10 6:2,3	need 18:14 45:20	November 22:7	Oh 27:9 29:16 62:8	100:4 113:20
10:24,25 62:9,10	50:16 57:10 73:13	67:19 69:25 75:10	111:3 119:9 121:9	operator 70:8 74:16
63:20,21 113:12	77:2 85:2,7 91:24	75:19 76:20 81:8	okay 5:4,15 6:10 7:7	84:5 107:21 110:9
113:14 122:25	94:6 98:22 99:3	81:14,15,16	7:8,17 16:18	114:22 115:7
123:1 129:17,19	102:11 114:16,20	112:25 113:16	23:25 27:12 38:11	116:5 118:20
motion 6:14 10:5	115:1 117:5 119:1	number 13:25 74:4	39:22 43:19 53:23	119:2
11:5 54:4,6 56:6	126:5 127:18	86:1 122:23	53:25 55:2 62:8	operators 74:13
60:22,25 62:20,23	needed 6:21 20:13	numbers 25:22 37:3	62:23,24 63:19	80:21 110:11
62:24 64:1,9	74:15 100:7 116:7	37:4,5 39:10	64:17 73:22 74:4	113:24
66:25 67:2 69:14	needing 124:5	65:13 85:22 94:19	76:18 77:16 81:1	opinion 20:17,19,23
75:2 77:21,22	needless 91:6	nurture 52:24	83:8 87:25 88:2	90:1
104:4,7,13,14	needs 7:5 45:19	nutrients 58:8	93:14,23 104:20	opportunities 40:17
107:10 118:16	57:1 72:3,15 78:9		107:5,8,11 108:15	50:8 51:6 52:9,18
119:13,19 120:1	100:25 115:16	O	111:3,7,8,13	53:2 81:22 91:15
122:1,1 123:6	124:20	O'Leary 2:16 5:16	117:17,20 118:3	92:14 101:15
129:15	negative 31:16	5:19,21,23,25 6:2	119:24,25 122:2	102:16 106:18
motions 60:21	negotiable 85:18	6:4,8 9:12 10:14	122:24 123:23	opportunity 11:23

18:17 45:24 89:16 90:5 91:16 97:9 99:1 102:13 108:10 110:6 112:16 oppose 102:12 opposed 78:10 opposition 112:5,8 112:18,23 Ops 16:2 option 72:9 73:14 78:4 109:5,11,17 112:21 116:2,7 119:5 120:16,17 121:15 optional 112:21 order 3:4 13:18 30:19 33:12 48:24 108:9 118:7,23 orderly 64:8 ordinary 47:12,12 organization 26:6 34:8 47:25 48:15 50:11 51:25 organizations 24:11 orientation 15:16 originally 28:16 85:25 Oscar 5:13 99:7,8 99:11,12 ought 17:11 outcome 124:17 outlined 48:4 outlived 93:9 96:10 96:17 outreach 44:17 57:11 outside 41:20 73:20 100:4,17 102:1 121:8 overall 34:8 45:11 65:9 66:17 101:2 overnight 23:12 Oversight 3:19 123:10 overstating 54:21 owner 97:2 owners 97:16	60:24 63:1 67:5 72:19 91:3 104:12 129:14 packets 18:21 page 3:3 29:21,22 30:9 37:9,10,13 37:24 39:2 60:24 68:6 69:1,8 72:18 104:12 pages 62:25 67:4 68:7 paid 105:4 painting 115:16 panaceas 26:14 pandemic 65:21 70:19 90:12 109:24 panels 58:10 paper 43:3 parameters 69:6 106:14 108:7 118:18 parents 101:15 parked 59:13 parking 35:14 59:11 106:5 parks 31:18 part 11:20 14:11 18:18,22,25 19:3 22:25 23:2 26:15 34:3,7 40:23 54:20 55:23 57:23 71:21 76:1 77:2 82:23 87:22 101:2 102:6 105:25 107:22 125:9 128:1,5 participate 128:12 participated 66:4 127:12 participating 25:17 participation 24:20 25:5 126:5 128:14 particular 22:12 48:24 75:3,7 115:13 partner 53:6 72:15 72:24 80:24 82:9 116:17 118:5,23 partners 48:18 partnership 74:16 82:7 partnerships 25:23 25:25 26:17 50:20 52:24 82:12 pass 27:13 69:11 100:15 109:18 110:21,22 112:25 passed 67:14 70:1	81:8 86:22 passes 113:16 passing 107:14 path 45:3 125:4 Patty 95:7,8 Pause 5:10 pay 34:3 78:21 98:10 paying 26:1 93:24 94:12 124:25 payment 38:4 73:6 73:7 78:17,21 80:4 105:15 payroll 32:2 33:11 33:15,18,22 34:1 34:4 pencils 20:7 pending 28:8 Pendleton 103:16 pension 20:13,20 people 8:2 9:6 13:5 13:11 31:18 34:16 34:24 40:7,15,24 47:19 57:11 59:7 59:13,13 88:15,21 102:11,12,16 110:17 112:12 115:2 124:10,13 124:14,15 126:1 128:2,6,11 percent 41:25 64:25 65:1,12 66:1 105:1,2 perception 113:5 perfect 90:15 performance 28:7 period 12:21 15:8 20:7,14 28:7,7 73:14 78:4 111:16 111:16 117:8 119:5 121:15 permaculture 58:3 permit 99:17 permitted 68:12,16 68:25 69:3,7 70:9 71:8 72:20 74:23 74:25 75:12 76:7 76:16 77:7 84:6,9 100:9 104:8 118:17 121:18 permitting 100:16 115:9 perpetuity 111:20 person 12:7 125:23 person's 125:21,25 perspective 8:7 9:9 83:12,18 87:3 124:22 pesticides 58:14	phase 14:11,17,23 phone 38:22 42:14 88:15,25 122:19 photos 16:24 17:2 phrase 104:5 phrased 107:2 physical 54:16,25 pick 25:13 65:17 piece 44:8 pieces 44:6 Pierre 2:12 pig 57:21 pivot 66:21 place 8:25 13:18 14:1 17:9 18:14 46:3,22 47:3,19 67:21 71:17 74:6 88:20 89:24 placeholder 49:10 55:21 placement 93:7 places 54:12,18 88:24 plan 17:15 44:7 46:10 48:10,11,14 49:22 50:1,15,16 50:18 51:20,23 52:16,17 66:15 99:19 101:2 112:5 113:21 114:6 planned 18:22 65:16 105:21 planning 3:15 13:7 43:20 46:11,11 48:11 49:2 52:2 60:6 109:6 plans 48:12 114:12 plant 58:7,12 plants 58:4,16 plate 21:22 platform 129:1 platforms 82:3 play 23:14 85:7 playing 124:15 please 5:15 10:13 12:4,11 94:17 95:9 96:19 97:20 98:25 99:4 101:5 103:19 126:9 128:16,25 plus 36:16 79:11 90:11 point 8:13 18:11 23:10,16 26:8 27:20 36:12 39:16 70:25 75:13 78:10 79:15 83:19 94:22 108:14 pointed 111:12	112:14 points 61:21 104:21 policies 127:3 polycultures 58:11 pond 14:8 pops 27:10 portion 28:10 107:22 123:8 129:8 position 37:16,25 82:23 108:4 125:21 positive 32:3 39:16 45:12 98:17 100:19 possibilities 96:20 possibility 59:17 67:6,9,14,18 68:3 75:18 possible 21:11 60:21 89:3 Post 96:9 posted 15:12 24:6 postpone 12:22 postponed 13:5,12 potential 23:3 34:12 59:19 74:9,12 78:12 80:19 81:22 109:6 113:17,24 124:3 potentially 26:19 59:14 108:22,25 124:5 power 25:3,4 powers 22:13 practices 57:21 58:2 58:3 pre-COVID 65:12 preface 29:6 premature 109:4,17 109:18 premier 27:4 38:17 39:4,10 43:7 89:24 premises 71:12 72:4 73:12 preparation 67:20 prepare 18:17 prepared 18:24 114:3 preparing 55:16 presence 116:8 present 2:7,15 20:2 presentation 18:22 20:2 24:4,23 32:19 55:6 66:25 presented 25:24 49:23 52:20 53:19 86:15 127:20
P				
P&L 27:4 38:17 43:7 P.M 1:17 5:2 129:3 129:4,20 package 71:15 packed 89:22 packet 11:15 16:24 19:4 21:14 27:17 29:9 39:3 44:6				

presenting 44:4,4	96:21 108:21	pursue 52:23	126:22	reap 100:18 107:19
presidential 13:17	114:14 119:1	pursuit 23:2	races 57:22 65:6	reason 19:2 65:3,4
128:10	proposals 15:9	put 13:7 38:5 50:23	93:5 95:14	101:25 112:23
presume 79:16	25:25 82:7	60:12 91:5 93:10	racetracks 76:11,12	reasonable 85:25
pretty 33:2 36:5	proposed 26:10	111:7 121:17	80:16 88:18	reasons 78:9 124:19
65:13,15	prospect 69:19	puts 64:22	racing 13:22 41:16	rebuild 28:23 48:10
previous 9:17 15:18	protection 56:22	putting 9:5 83:17	41:24 42:2 60:8	48:11
30:1,2 33:5	protocols 66:12	124:23	65:19 70:2,8	rebuilt 50:18
previously 9:16	102:2		71:20 86:24 87:3	recall 22:3 47:6
34:6 48:1	provide 9:11,19,24	Q	87:4,13,17,21	receivable 37:19
print 35:12	11:22 70:20 98:20	qualified 20:17 21:4	89:19 90:3,16	receive 9:10 28:9
prior 15:19 54:15	100:2,13,20 115:4	74:9 76:3 80:20	92:3,7,10,11,15	29:1 70:6 73:5
priorities 48:6	provided 9:16 18:12	qualifies 76:15	92:18 93:8,9,10	received 21:5,5
prioritizing 53:1	18:18 19:3 25:16	quality 76:12	95:10 96:8,9,11	27:22 46:2 112:13
101:22	99:21	quality 14:6,17,18	96:17 97:18 98:6	recession 100:24
private 26:2 94:14	provides 50:20 98:6	17:12 47:7,8,14	98:9,11,15 99:25	recipient 28:12
probably 21:19	98:15	56:22 60:6 102:4	100:8 101:12,16	recognize 11:20
36:5 65:3 110:5	providing 8:2 20:12	question 15:8 39:20	103:23 105:3	40:20 91:24
114:2	26:4 47:18,22	55:7 74:17 78:24	106:3 107:19	recognized 101:23
problem 59:19	48:6	80:6,7 83:12 85:6	109:8 115:2,5	recommendation
120:25 126:10	prudent 32:1	86:19 105:20	127:1,3,5	21:6 55:8 116:24
procedure 68:6	public 3:7,9,12,14	106:22 112:13	radio 35:12	recommending
proceed 19:7	3:16,18,20,22,23	114:9 118:9 119:4	radius 82:8	78:3
process 8:14 17:16	6:13,15 7:11,24	119:7	raised 61:16,17	reconcile 126:23
31:4 45:1 52:2	8:6,7,8,17,19,23	questions 7:23 8:16	112:2	reconciled 37:11,17
61:18 68:14 69:1	9:5,9,17,18,21,22	16:16 20:1 21:8	ram 89:2	reconciling 29:24
84:25 85:1,7,11	10:3 13:3 16:17	23:23 32:20 36:18	Ramona 11:18	Reconcave 129:6
115:5	16:19 17:20,21,25	38:12 43:6 54:1,3	ranger 90:7	reconv 9:15 64:20
processes 50:4	18:4,12,17,23	54:8 55:3 56:1,5	re-brand 55:9	64:20,23,23 79:20
52:17	19:12 22:8 23:24	61:6,20 63:7	re-entered 125:11	89:19 102:1
production 58:3,5	23:25 24:14,19	66:18 69:13 73:17	re-grow 28:24	recover 70:19 89:22
productive 58:17	25:5,6,10,14,16	73:21,23,24 74:2	readily 93:7	recovery 48:11
professional 69:24	26:1,4,24 30:18	74:5 78:11 81:4	reading 124:18	50:17 97:11 98:22
101:14	39:23,24 40:6	85:13 88:1 104:20	126:21 127:22	99:1 101:2 102:6
Professions 95:25	41:4 54:5,5 56:6,8	105:11 107:24	ready 21:6 43:16	recreation 46:23
profit 91:25	56:8 57:16 60:19	110:24 117:2	real 35:19 112:8	recreational 45:22
profited 94:16	64:9 67:1,10,24	118:10 122:2	reality 68:4	reduce 58:5,14
profits 26:3,18	69:13 73:24 84:13	questions/comme...	realize 26:3 56:13	80:24
program 12:1 50:20	84:19 85:9,10,14	32:22	70:23	reduced 24:12
51:9	88:3,4 92:23	queue 123:22	really 7:9 12:24	refer 67:4 124:2
programming 53:3	94:12 95:16 104:2	126:18	13:9 15:17,20,21	reference 8:4 37:10
programs 11:21,22	105:6 112:2 123:8	quickly 21:7 23:12	16:8,12 17:19	referenced 71:25
45:25 50:12 51:2	123:12,19 125:3,8	89:3	23:7 24:9 33:10	80:15 105:7
51:15 55:1 98:12	125:18,20 126:4,5	quite 16:25 43:10	33:18 34:15 35:17	references 71:14
99:20	126:6,12 127:19	44:10 83:24 88:7	35:18,20 40:2,6	72:19
progress 15:1,2	127:25 128:5,7,12	quote 96:10 127:6	41:9,10,17,18,19	referencing 88:12
17:10 29:7 98:21	128:20,21		43:1,1,2 44:3,9,22	referring 39:2
project 14:6 17:6,12	public-private	R	44:25 45:1,3 46:6	refine 14:12
50:1	25:22,25 26:11,17	R.V.s 59:13	46:8,18 47:1,6,23	refined 14:22
projected 59:18	purchased 34:24	race 13:23,23 17:9	49:12 50:25 51:7	reflect 120:1
93:3,6	36:9,11	39:13 66:9 68:18	52:14,25 53:4	reflected 56:16
projection 89:6	purchasing 66:5	70:14 71:17 72:2	55:20 56:11 57:10	regarding 7:24 9:6
110:19	purpose 44:19 45:4	72:8 76:15,22	60:7 65:19,23	57:20 116:1
projections 65:23	46:15 49:8,18	78:2 83:25 84:1	66:5,17,22 67:22	regardless 76:21
66:1 94:20	50:5 51:14,16,24	84:13 85:3 87:8	84:2 85:1 90:1	regime 95:14
Promise 91:8	52:22 53:20 56:14	88:20 89:24 91:11	94:7 108:10	region 98:17 100:7
proper 74:16	57:4 60:23 93:10	91:12 96:6 101:24	109:17 112:17,20	100:21 102:7
property 22:18	purposeful 47:22	102:1 115:21	120:22 124:11	region's 52:13
54:25 74:22 77:8	purposes 30:22 54:3	117:9 120:11,23	125:4 127:14	regular 17:10,11

64:14 regulatory 48:18 reinvestment 52:8 reiterate 107:15 related 18:13 38:3 73:1 relative 125:17 release 15:6 relevance 21:18 relevancy 16:10 relieve 92:2 relieved 24:3 relying 57:21 124:18 remain 8:23 87:10 remainder 110:16 remains 51:7 84:11 remarkable 109:22 remarks 8:5 125:25 remembered 31:5 remind 27:20 reminder 34:18 44:11 125:8 reminds 94:13,14 remodel 17:8 Remotely 1:24 renewed 99:25 100:21 renovation 71:22 110:4 rent 78:21 79:11 105:14,18 110:16 reopening 65:20 repealed 69:21 repeat 24:8 127:1,1 repeated 58:24 repeating 66:16 104:25 report 3:8 7:24 8:1 11:7 16:15,22 18:3,10,10,25 20:10 23:22 24:16 27:13,16 39:3 64:19 92:17 123:18 127:17,20 129:9 reported 1:24 17:5 67:25 92:6,9 95:20 reporting 30:10 41:23 reports 3:10 19:2 19:14 27:19 30:20 37:22 55:17 124:2 representative 124:24 representatives 45:8 represented 56:22	56:23,24 59:9 representing 7:19 request 8:10 18:20 22:23 44:12 76:5 requested 9:1 10:1 22:22 28:18 125:23 requesting 71:7,16 75:9 requests 3:25 48:17 72:19 129:10 require 71:25 75:15 84:24 required 23:20 72:11,14 77:1 82:3 85:4 127:16 requirements 9:4 48:17,18 requires 18:11 23:5 research 18:24 reserve 38:3 residents 99:3,3,21 101:4 resiliency 45:17 53:8,9 resilient 59:5 resource 45:14 53:8 resources 58:10 100:13 respect 9:21 47:8,20 126:24 respectfully 9:3 respond 8:15 66:22 responders 59:12 responding 40:7 response 17:14 53:7 53:16 66:11 responsibilities 15:19 94:21 responsibility 124:1 responsible 28:24 47:16 48:15 51:20 51:22 56:19 58:24 98:24 99:24 102:18 rest 29:24 Restaurants 89:21 restricted 37:12 restrictions 31:6,10 result 35:24 60:11 96:15 retailers 89:22 retains 105:3 retired 92:8 98:12 98:14 102:12 retraining 93:7 reused 36:5 revenue 31:1,12,24 34:12 90:12 91:25	99:3 100:2,12 102:8 108:21 114:4 revenues 28:22 30:5 31:12 41:16 42:21 65:24,25 70:7,13 70:16,16,18,23 72:5 73:4 78:22 78:25 79:18 93:1 94:16 105:1 107:17,20 108:23 review 24:17 46:13 reviewed 7:22 49:21 revise 2:4 44:14 RFP 15:6 21:1 Richard 2:3 84:22 104:23 rides 31:2,8,10,12 31:12 32:8,10 right 13:23 23:19 27:8 34:13 35:10 35:22 36:1 43:17 44:1 58:22 75:5 75:25 76:5 77:3 78:6 80:18 82:20 94:23 96:2 115:22 120:18,18 rights 73:10 rise 59:18 risk 90:13 124:23 125:2 road 86:21 robust 50:14 role 21:17 22:16 83:23 84:2 roles 15:19 53:15 roll 3:5 5:15 rooms 88:14 rooted 46:7 rot 96:16 rotation 58:11,13 routinely 96:15 row 65:8 83:15 85:2 Rowland 2:5 5:21 5:22 10:18,19 19:16,17 23:13 34:20,21 35:10,22 36:1,3,20,21 37:8 38:11 54:10,11 55:2 61:8,10,11 62:3,4 63:14,15 83:9,10,23 85:12 105:12,13,19 106:7,10,22,23 107:5,8,11 111:7 111:13 117:3,4,5 117:11,15,17,20 117:24 118:3,11 119:3,10 122:10	122:11 Rowland's 23:10 RTA 37:15 78:23 79:2,12,23,25 80:2 86:9 105:2,8 110:17 116:13 RTL 120:11 RTLA 118:1 120:11 RTLC 37:15 68:19 68:22,23 77:12 86:6 116:9,11 118:2 119:9,14 120:12,16 rubber 7:9 Rubinstein 64:12 65:18 69:9,11,16 74:7,23 75:9,20 75:25 76:23 78:15 79:8 80:12 81:10 81:15,19,24 83:5 83:7 84:23 87:2 87:14,20,24 104:11,23 105:17 106:2 107:3,6,9 114:16 115:10,23 118:22 119:15,17 rude 85:16 run 90:2,15,16 103:8 running 36:24 81:13 96:5 runoff 60:3 rush 95:2 rushing 94:1	San 1:24 7:20 11:17 15:25 16:5,6,13 28:11 34:11 35:1 36:14 40:9 49:8 50:21 51:23 55:20 60:3 99:21 125:2 Saratoga's 65:8 satellite 64:16 71:20 satisfaction 9:21 satisfactory 24:18 86:4 108:12 Saudi 95:15 saved 32:12,13 savings 32:3 saw 60:3 98:9 saying 18:15 29:6 81:11 83:2,4 93:16,23 110:15 121:17 says 92:18 119:4,5 scandals 95:12 scenario 86:20 schedule 17:16 scheduled 69:25 Schenk 2:11 5:7,8 6:6,7 11:1,2 19:5 35:7,11,23 36:2 55:4,5 56:3 62:11 62:12 63:22,23 81:2,3,11,17,20 82:13 83:6,8,16 104:18,19 110:25 111:1,4,5,11,22 111:24,25 119:21 119:22,23 120:5 121:3 123:2,3 Schenk's 36:12 83:11 scholarship 11:11 11:15 12:1,5,8,10 scholarships 11:24 12:2,3,8 schools 92:23 screen 53:24 Scrrips 13:14 sea-level 59:18 season 43:2 66:8,17 89:23 91:2 97:18 seasons 89:18 seating 28:3 second 10:9 20:25 20:25 49:19 50:13 52:25 61:3,4 63:4 63:5 76:10 104:17 104:18 105:20 119:22 seconded 119:23 secret 41:19 secretary 8:18 76:3
---	---	--	--	---

stream 100:3	superstations 45:18 53:14	targeted 28:15	69:16 81:1,3 83:8	118:15,18 119:12
street 49:5 124:4	Supervisor 45:9	targets 48:6	85:12 89:12,15	120:10,14,14,15
strengthen 97:11	supplemental 27:24 28:10	tax 94:12 99:3 102:8	90:20,25,25 91:19	120:21 122:2,18
strict 102:2	support 28:15 45:13 48:14,20 53:16	taxes 98:10	91:20 93:12,12	124:4,23 126:1
strong 39:15 50:18 65:3 66:6 67:15	support 28:15 45:13 48:14,20 53:16	taxpayer 125:2	95:5,6 96:22,24	127:4 128:22
structure 21:11 78:20 79:9	support 28:15 45:13 48:14,20 53:16	taxpayers' 94:16	97:23,24 98:2	thinking 54:20
structures 26:12	supporting 82:23 102:15	team 15:22 30:18 30:18 43:12 45:2	99:5,6 101:5,6,7	thinks 96:11
struggled 55:16	supports 98:9,10,12 98:16 99:16	TECH 14:20	102:20,21 103:25	third 51:18 53:5
struggling 109:23	suppose 75:1 123:24	TECH 14:20 32:24 38:14,18	104:1 105:10,19	third-party 115:22
stuff 56:18	Surfside 17:9 71:17 88:19	42:8 62:17 93:19	109:15 110:23	thorough 51:19
subcontractor 73:9 73:11	Surfside 17:9 71:17 88:19	102:23 122:17,21	111:25 113:10,11	thoroughboard 101:20
subcontracts 72:23	sure 5:16 6:23 22:2 39:5,17 54:19	123:21 126:17	115:24 119:10	thoroughbred 7:25 26:7 59:25 70:3
subject 68:21 71:12 72:21 73:9 104:9	sure 5:16 6:23 22:2 39:5,17 54:19	technical 5:10 38:24	120:24 121:5,24	26:7 59:25 70:3
submit 28:14	sure 5:16 6:23 22:2 39:5,17 54:19	techniques 58:13	123:6,15,16 125:5	78:17 87:11,12,16
submitted 27:25 28:17	sure 5:16 6:23 22:2 39:5,17 54:19	tee 67:3	125:6 126:14,15	89:2,25 90:2,16
subsidies 26:3	surf 49:4	television 35:12	127:9 128:18,19	92:10 93:16,25
subsidizing 26:1,6	Surfside 17:9 71:17 88:19	tell 82:6 88:8 110:11	129:2	113:23 121:11
substance 8:3 68:7	Surfside 17:9 71:17 88:19	temporary 34:3	thankful 97:17	thought 34:23 57:21 69:5 120:8,12,20
substantial 17:21 72:13	surprising 67:23	ten 41:25 59:10 109:25	thanks 43:14 90:18 90:19 103:24	thoughtful 61:13
succeed 26:17	surprisingly 96:7	tenant 115:11	125:13	thoughts 89:16
success 17:17 33:20 105:6	surround 59:24	tenants 97:15	theme 35:9,13,15,19 35:25 124:7	thousand 13:4
successful 32:5 66:8 66:20 80:20 97:19	surrounded 59:21	tend 25:5	theoretically 75:2	thousands 59:7
98:24 99:24	surrounding 100:22	tents 59:13	thing 19:19 75:21 77:5 90:17 100:11	three 30:12 37:14 49:15 53:12 77:14
111:17	survive 88:20	term 6:21 72:10,11	107:13,15 109:19	84:15 101:25
succinct 57:6	sustain 99:20	terminology 53:10	126:6,12	thriving 50:21
sufficient 8:8	sustainable 57:20	terms 12:25 13:6,15 14:20 17:16 22:11	things 12:17 14:9 20:4 22:15,18	ticket 94:14
suggest 9:18 19:6 125:17	system 14:10,11,13 14:15,21 29:11	22:17,22 23:17	33:8 34:8 40:23	tie 29:25 55:25
suggesting 112:20	30:3,4 33:17	27:19,21 28:21	45:25 51:17 55:13	tied 30:4 38:8
suggestion 58:20 126:13	36:24 58:3,18	34:5 36:2,25	56:24 57:8 81:5	time 7:4 9:12 12:14 12:21 13:8,12
Sullivan 6:16,17,18 7:8,13 16:20,21	T	37:10 38:3 44:8	105:24 115:17	14:12,16 17:22
16:22 17:22 24:1	table 109:19	46:11 48:10 49:10	think 5:13 9:4 11:19 11:25 12:4 15:20	18:15 20:7,14
24:2 25:7,13 41:5	tablets 88:16,25	50:11,23,24 51:2	16:8 17:11,19	21:19 22:6,9,20
41:6,7 56:9,10	take 6:14 10:13 14:5 21:20 23:11	51:5 52:10 55:13	19:25 20:13,20	23:11,15,16,20
57:13 88:5,6	23:16 26:9 32:14	83:15,24 84:25	21:24,24 23:13,19	24:5,15,24 25:7
89:10 125:10,13	54:3 61:23 63:8	88:14	23:20 27:3 32:19	26:10 39:7,23
summarize 9:22 18:21 125:21,22	73:17 77:2 84:7	terrific 65:19 66:6 66:17 91:3 116:16	33:8,21 34:15,25	42:5,10,16 49:25
summary 9:16 43:25 107:6	87:9 103:13,14	116:17	35:23 36:4 39:19	52:20 57:13 59:22
127:18	112:7,7 122:4	texted 122:19	39:22 40:5,11,16	61:12 64:10 69:22
summer 13:22 34:17 64:15 66:6	126:11 128:12	thank 5:8,9 6:10 7:14 9:14 11:12	41:18,19 42:2	74:15 81:21 85:7
79:10 89:18 91:2	taken 8:25 14:1 17:8 31:6,11	11:13 12:13,15	54:18 57:1,10	85:8 88:8 89:10
91:4 96:5 98:10	61:13,14 68:3	17:24 18:2 19:9	60:5,7 61:15 62:8	90:18 91:24 93:10
super 66:3	70:22 94:15 98:18	19:10,17 25:9,12	62:16,19 64:11	96:10,18,23
super-vaccination 40:5	118:1	26:21,23 38:11	67:8 79:5,23	100:12 112:4,4
	takes 74:6	39:8 40:1 41:2,3	81:24 82:22,22,24	113:23 116:15
	talk 65:14	42:7 43:11,12,15	85:6 86:11 88:22	127:20
	talked 12:19,20 28:23 48:25 124:4	43:22 55:2,5 56:3	93:25 94:8 96:19	timeless 46:15
	talking 11:24 67:9 71:3 74:1	56:10 57:15 59:1	99:2 103:20	timeline 14:12 15:11 17:17 28:15
		59:2 60:17,18	106:24 107:1	53:18
		64:2,2 66:20 68:5	108:5,10,14	timelines 24:11 48:7
			109:12 110:1,13	timely 21:5
			111:14,17 112:3	times 38:10
			112:12,13,17,24	today 8:17 27:4 41:23 44:5 49:17
			113:3,15,19,21,22	49:23 68:9 71:1
			114:17 116:24	

77:2 80:8 84:8 90:18 98:16 100:7 100:19 101:1,14 101:17 103:19 124:7 125:14 today's 41:24 46:14 tolerates 96:14 top 43:4 79:8 80:25 82:2,9,9 118:24 top-tier 72:23 80:14 topic 8:5 67:25 topics 15:17 66:19 68:2 Torre 99:7,8,11,13 total 37:15 70:17 tough 40:22 110:12 track 66:9 68:18 70:14 72:2,8 76:15,22 78:2 83:25 84:1,13 85:3 87:8 91:11 91:12 95:18 96:2 101:24,24 102:1 115:21 117:9 120:11,23 126:22 tracks 92:21,21 traditions 47:4 tragically 96:6 trainer 98:3 training 103:4 trajectory 23:15 transacted 18:7 transcript 125:25 126:2 transcripts 9:1,25 transferable 87:6 transferred 89:20 transition 30:3 51:4 transmitted 17:1 transparency 8:6 9:8 25:18 128:15 travel 40:15 traveled 26:15 treasure 46:16 127:6 treat 49:2 treating 49:5 treatment 14:10 trees 58:16 tremendous 26:6 tribal 70:3 80:17 tried 42:14 trouble 93:22 troubles 126:21 truly 103:17 trust 37:13 102:17 128:15 try 42:9 trying 5:14 29:10	29:10 33:16 57:6 57:7 89:2 104:5 111:9 TUESDAY 1:16 5:1 tuning 37:20 turf 49:4 66:2 turn 29:2 40:23 43:24 44:13 70:13 79:2 turns 12:21 TVs 115:16 twice 5:12 two 6:13,15 16:18 60:21 75:23 81:5 88:9 92:14 two-year-old 96:4 tying 44:22 type 9:7 58:21 59:14 94:22 types 8:16 25:21 94:2 typically 33:2 34:11 36:13 typo 120:15	18:19 updates 13:3 17:10 17:12 upfront 105:9 upside 31:24 32:18 urge 95:9 99:2,16 101:18 use 40:6 51:23 52:4 58:18 69:7 72:3 73:11 79:10 useable 35:4 useful 17:19 uses 48:13 utilize 15:21 utilized 114:20	85:12 104:15 105:13,19 106:7 106:23 107:5,8,11 109:15 111:7,13 117:3,5,11,15,17 117:20,24 118:3 118:11 119:3,10 120:2,7,18,25 122:8,9,10,11,18 video 9:24 12:20 126:2 videos 8:22 95:14 95:24 view 20:21 81:21 viewed 9:24 113:2 views 29:9,11,19 30:15,17 Village 97:4 violate 127:2 violation 94:21 95:24 violations 126:22 violators 127:1 virtually 108:24 vision 44:15 46:25 49:8,18 50:6 51:24 52:23 53:20 56:14 57:5 58:23 60:6,14,23 visioning 15:24 vital 97:14 voice 43:9,10 112:4 112:18,22 vote 10:13 61:23 63:9 67:3,10 69:14 70:1 75:15 76:6 84:7 90:4 98:16 99:4 100:19 101:5,18 102:20 108:3 122:4,19 125:16 voters 75:10 76:20 92:12 97:10 100:5 voting 89:25 118:12	72:20,22,24,25 73:1,4 74:13,16 74:22 75:5,7,11 75:11,13 76:7,7 76:13,16,19 77:7 79:1 80:15,19 82:2,3 84:8 86:22 87:1,9 88:10,23 90:6,7,17 91:23 92:11 94:3,8,23 97:9,21 98:20,23 99:17 100:3,10,17 102:5,9 104:8 105:1,5 106:18 112:10,15 118:6 118:17 124:9,11 124:12 wagering-based 112:5 wait 53:23 110:12 waiting 13:17 67:12 82:14 walls 115:16,18 want 5:11 6:25 8:20 14:14 23:16 29:6 37:4 40:2 41:12 60:5 64:7 65:17 67:4 68:5 76:19 79:4,15 80:10 81:5 82:15 88:17 90:4 94:18 102:14 107:15 112:1 113:2,4 115:4,25 120:3 124:15 126:22 128:2,11 wanted 14:5 15:4 18:13 19:19 27:20 30:24 39:8 40:20 41:8 54:19 61:11 61:18 79:7 103:3 103:7 107:11 111:20 113:14 120:8 124:11 wants 82:22 88:16 Ward's 45:11 warehouse 36:9 warms 40:13 Washington 96:9 wasn't 9:18 16:7 36:22,24 78:14 waste 58:5 water 14:6,15,18 17:12 58:9 59:12 60:6,10 way 31:6 51:12 57:22,25 60:9 77:4 78:19 79:16 81:4 98:23 103:13 103:14 113:21	
	U		V		
	Uh-huh 7:2 56:4 ultimate 68:20 ultimately 44:14 52:7 77:12 116:9 un-muted 38:19,20 unanimously 11:6 under- 77:20 understand 17:6 24:9,9,12 30:20 48:16 57:5 83:4 86:14 119:3 128:11 understanding 28:9 39:9 45:21 52:17 77:21 106:16 117:23 121:25 understood 36:22 106:1 117:14 underutilized 113:18 unfortunately 29:11,20 unilaterally 86:15 unique 47:12 unknowns 31:17 124:8 unmodified 20:18 20:23 unpopularity 95:16 upcoming 19:8 45:10 update 11:10 12:17 14:5 15:4,23		vaccination 45:18 53:14 vaccine 13:15 vaccines 13:19 Vafiadis 96:25 97:1 97:2 Valdez' 107:10 Valley 59:9 valuable 52:13 110:5 value 33:20 49:18 50:6 60:23 82:13 valued 45:14 values 44:13 47:7,7 47:10,23 49:8 51:25 52:23 53:20 56:13 57:4 126:24 variance 31:22 variant 12:25 variety 124:19 various 33:16 85:22 98:15 vegetable 58:7,12 vegetables 58:4,17 vehicle 87:18 venue 17:9,10 88:21 venues 28:3 92:5 100:17 verbal 18:3,10 verbally 18:16 versus 37:1 124:17 viability 109:10 viable 86:24 100:2 Vice 2:4,5 5:19,20 5:21,22 10:16,17 10:18,19 19:17 23:13 34:21 35:10 35:22 36:1,3,21 37:8 38:11 54:11 55:2 61:8,11 62:1 62:2,3,4 63:12,13 63:14,15 83:10	W	

120:13	women 103:5,14	64:20,25 65:7	37:24 64:21	69:8 104:12
Wayne 90:21,22,25	won 16:5	69:21 78:20 79:25	184,000 32:13	27 3:13
ways 46:4 47:13	wonder 109:9	81:18 90:11 92:24	187 64:24	29th 91:9
52:22 59:5 125:1	wonderful 90:5	92:24 93:5 96:3	18th 91:7	<hr/>
127:8	103:21	105:4 108:25	19 3:11 60:24 65:1	3
we'll 13:8 15:20	wondering 6:20	109:22	1933 92:12 93:10	<hr/>
31:18 35:24 36:15	85:17	year-round 34:4	1st 15:11	3 32:8 50:9 51:5
47:11,16 49:20	word 54:12 89:8	46:17 53:3 92:21	<hr/>	92:20
62:20 82:11 85:18	worded 75:2 79:16	108:20 113:17	2	3.225 73:8 105:18
we're 7:11 11:24	words 35:1	years 7:20 11:17	<hr/>	3.3 38:7 42:21
12:2,3 13:22	work 13:6 14:19,25	12:10 30:6 33:5	2 29:18 32:15 50:3	3.6 42:22
14:19,23 15:23	15:2,24 21:10	40:10 41:1,25	51:3 54:14 72:18	3.8 32:16 33:1 34:3
16:12 19:20 23:6	22:15 40:3 43:12	53:12 65:8 67:8	73:5 78:12,15,16	30 69:23 92:19
27:23,24 29:7,10	44:8,24 49:21	86:21,23 92:12	79:21 85:17 89:5	103:4
29:23 30:7 39:7	61:15 64:3 77:5	97:5 98:4 101:25	89:9 91:18 94:5,9	31 72:12
42:9 43:16,17,19	99:13 101:11,15	103:4 109:25	95:3 105:8 108:22	31st 28:17 39:14
44:3 46:6 47:21	102:13 103:6,6,15	114:20 116:16	110:14	41:13
49:24 51:10,12	124:5 128:13	125:19	2.4 66:1	33 65:1
68:8 71:1,3 73:17	worked 24:10,10	yields 58:19	2.8 92:18	365 108:25 109:22
73:19 75:9 76:15	40:10 98:3 101:11	<hr/>	20 38:1 41:25 49:14	37 66:1 92:23
77:24 78:2 79:18	105:25 106:1	Z	63:1 98:4	39 3:14
82:18,25 83:2	workers 93:8 98:8	zero 105:3	20,000 12:9	<hr/>
110:12 113:6	99:13 100:14	Zoom 2:4,5,8,9,10	20,054,802 37:16	4
115:2 118:12	101:3,12,23	2:11,12,17 125:11	2007 59:7	4 11:7 51:7 89:6
119:2 123:10	working 21:17 22:9	128:25 129:1	2017 11:15	93:4
129:5,13,19	29:7,23 49:20	<hr/>	2018 69:20,20,23	4-H 11:16,19,21
we've 12:22 13:5	101:16 102:14	0	92:20,24	4.1 121:13
14:9 15:7 28:17	116:14 125:19	<hr/>	2019 19:20 20:5,5,6	4:24 129:3
33:16 39:6 48:4	workshop 22:8	1	92:19,24	4:30 129:2
55:16 64:20 67:9	44:23 48:9	1 50:25 81:9 92:19	2020 16:5,8,10 21:3	43 3:15
82:1 90:10 109:22	world 26:16 94:25	124:10	22:4,7 36:11	49 92:4
115:12	103:9,11,12	1,000 12:9	44:10 65:21 92:20	4th 6:22
weather 40:13	124:14	1.225 73:8 105:18	2020-2021 22:4	<hr/>
website 8:23 12:12	worse 17:4	1.7 31:23	2021 1:16 5:1,5	5
15:13	worth 93:4 114:13	1.8 31:11 92:23	16:11 20:5 21:4	5 3:4,5 19:14 89:7
week 15:6,7	wouldn't 76:13	1.9 32:17,18	27:5 38:17 39:4	93:4
weekend 14:1 17:2	101:13 113:4	1:30 1:17 5:2	39:10 104:11	5-C 43:20 64:4
17:3 24:17 91:10	115:20	10 3:6 38:8 49:14	2022 12:4 15:25	5-D 64:5 98:17
weeks 13:16,25 16:3	wound 59:8	114:13 129:13	28:11 67:19 69:25	99:17 101:6,18
welcome 5:5 8:24	writing 55:17	10.1 28:18	75:10 76:4 81:16	102:15,20 103:20
27:6 38:16 42:12	written 7:3 19:3	100 105:1,2	109:18 110:21	123:9
welfare 56:23	21:14 106:25	101 124:4	2023 70:4 71:18	5-E 123:10
wellbeing 52:13	wrote 96:10	10News 41:23	2025 72:13 95:10	5-F 123:17
went 11:17 87:8	<hr/>	11 3:8 129:15	119:2	5.1 71:10,13
weren't 19:24 88:21	X	12 33:4,21	2026 72:10 73:14	50 80:17 92:12 97:5
Western 15:15	<hr/>	123 3:19,20,21,22	2030 72:11 73:15	54 80:18,19
westward 40:15	Y	125 3:23	95:10 118:20	54-plus 110:10
wetlands 59:21,23	yea 23:17	129 3:24,25 4:3,4	21 63:1	56 3:16
60:1,2	yeah 35:23 36:21	13 39:2	21st 15:8	<hr/>
wide 57:7	54:10 61:11 62:17	14 1:16 5:1	22 64:25 67:4 68:6	6
wild 45:19 114:1	65:18 73:22 75:20	1442 95:25	69:1 75:19 76:20	6 3:7 38:2,18
wildfire 53:14	75:25 79:14 80:12	1444 96:1	81:10,17 113:1,16	6:06 129:4
wildfires 59:8,16	81:19 86:17,19	14th 5:5 15:9	2260 1:10	6:07 129:20
wildly 111:17	107:6 108:1	15 17:7 39:14	22nd 1:8 5:6 37:14	64 3:17
willing 77:8	120:22 125:13	128:24	55:17 68:19 82:17	6th 39:13 91:8,10
wind 58:10	year 6:22 12:2 16:3	16 3:9	83:2,23 84:15	<hr/>
window 71:3	30:1,6 33:9,17	16th 28:16	97:12 98:2 99:12	7
windows 66:5	35:8,24 36:10,17	17 12:3,3 29:21 30:9	101:10	7 116:16 127:22
winner 11:15	38:4,6 42:6 44:9	18 29:22 30:9 37:10	23 67:4 68:7	7-0 64:1
			24 3:12 67:4 68:7	7-nothing 62:22

7/18 91:6
70 65:12
7288 1:24
76 93:1
789,000 42:24

8

8 12:1 129:5
8-0 62:21
8.- 65:6
8.4 65:6
88 3:18
8th 69:25 104:11

9

9 92:25 129:10
90 80:9
90s 71:23
973,000 42:23
974,000 42:24