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BOARD OF DIRECTORS MEETING  
22ND DISTRICT AGRICULTURAL ASSOCIATION

DEL MAR FAIRGROUNDS  
2260 JIMMY DURANTE BOULEVARD  
DEL MAR, CALIFORNIA 92014

TUESDAY, MAY 10, 2022

1:30 P.M.

REPORTED BY: Mary Julia Coleman-Kiefer, AAERT, CER No. 1468

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IN ATTENDANCE

OFFICERS PRESENT:

- Joyce Rowland, President
- Frederick Schenk, First Vice President
- Richard Valdez, Second Vice President

DIRECTORS PRESENT:

- Lisa Barkett, Director
- Michael Gelfand, Director
- Sam Nejabat, Director

OFFICERS/DIRECTORS ABSENT:

- Don Mosier, Director
- Kathlyn Mead, Director

ALSO PRESENT:

- Carlene Moore, Chief Executive Officer, 22nd DAA
- Katie Mueller, Chief Operations Officer, 22nd DAA
- Melinda Carmichael, Chief Administrative Officer, 22nd DAA
- Mark Wiggins, General Manager, Premier Food Services
- Dustin Fuller, Environmental Supervisor, 22nd DAA
- Jennifer Hellman, Marketing Director, 22nd DAA
- Joe Harper, CEO, Del Mar Thoroughbred Club
- Tom Robbins, Racing Secretary, Del Mar Thoroughbred Club
- Donna O'Leary, Executive Assistant, 22nd DAA

1 Henry Rivera, A/V Operator/Production

2 Jason Warrenburg

3

4 OTHERS PRESENT (Via Teleconference):

5 Martha Sullivan

6 Carla Hayes

7 Jane Cartmill

8 Maria Luisa

9 Oscar De La Torre

10 Bonnie Croker

11 Doug O'Neill

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1 DEL MAR, CALIFORNIA, MONDAY, MAY 10, 2022

2 1:30 P.M.

3 ---000---

4 PRESIDENT ROWLAND: Good afternoon everyone, and  
5 welcome to the May meeting of the 22nd DAA.

6 So I will call the meeting to order now. I am  
7 President Joyce Rowland. And we will move into our roll call.

8 MS. O'LEARY: President Rowland.

9 PRESIDENT ROWLAND: Present.

10 MS. O'LEARY: Vice President Schenk.

11 MR. SCHENK: Present.

12 MS. O'LEARY: Vice President Valdez.

13 MR. VALDEZ: Here.

14 MS. O'LEARY: Director Barkett.

15 MS. BARKETT: Here

16 MS. O'LEARY: Director Gelfand.

17 MR. GELFAND: Here.

18 MS. O'LEARY: Director Nejabat.

19 MR. NEJABAT: Here.

20 MS. O'LEARY: And we have Director Mead and Director  
21 Mosier have excused absences.

22 PRESIDENT ROWLAND: Thank you for that.

23 We'll move into the consent calendar. But first,  
24 I'll go to members of the board and ask if there are any items  
25 that you would like to have moved from consent to general

1 business?

2 And hearing -- hearing none there, then I'll move to  
3 public comment before we move to action on the consent  
4 calendar. And we have two members of the public signed up --

5 MR. RIVERA: Give me one second. I'm still letting  
6 them in. Once second.

7 PRESIDENT ROWLAND: Okay.

8 MR. RIVERA: I am ready.

9 PRESIDENT ROWLAND: Okay. We have two members of the  
10 public signed up for the consent calendar. And the first  
11 member signed up is Martha Sullivan.

12 MARTHA SULLIVAN: Hello. This is Martha Sullivan.

13 PRESIDENT ROWLAND: Hi, Martha.

14 MARTHA SULLIVAN: I would like to share with the  
15 board that as the host of what touts itself as the safest  
16 racetrack in North America, you should not be having your staff  
17 travel to Phoenix, Arizona, which is in the state with the  
18 least safe racetrack.

19 Paulick Report's Editor-In-Chief, Natalie Voss, wrote  
20 on April 22nd, "Arizona has had a problem of comparatively high  
21 equine fatality rates combined with outdated regulations for  
22 equine safety and veterinary oversight. I wrote about some  
23 facet of this in 2015, while a horse on the California  
24 veterinary list broke down in a claim race. In 2019, when the  
25 industry took heat from local media with fatalities increased

1 83 percent between 2015 and 2017, and again on April 21st, when  
2 the end of the fiscal year saw the same number of fatalities as  
3 in 2020. There was talk at the most recent meeting that the  
4 commission hopes it will receive clearance to hire more help to  
5 oversee the safety of horses, but it is not clear how likely it  
6 is the funding will come or how quickly it will appear. In the  
7 meantime, it seems stakeholders in Arizona are agreed on one  
8 thing. They can't afford to do better than this. The problem  
9 is the rest of the industry, and much more importantly, the  
10 horses can't afford for them not to."

11 Please don't send your staff to Arizona.

12 PRESIDENT ROWLAND: Okay. Thank you.

13 The next member of the public to speak is Jane  
14 Cartmill.

15 A clarification. Were you asking that this be moved  
16 off the consent, or did you just want public comments?

17 MR. RIVERA: Who were you asking this?

18 PRESIDENT ROWLAND: Martha Sullivan.

19 MR. RIVERA: Martha is --

20 MALE SPEAKER: She might not have heard that.

21 MR. RIVERA: I pulled her off. Do you want me to let  
22 her back in?

23 PRESIDENT ROWLAND: Yes.

24 MARTHA SULLLIVAN: I'm asking that you not approve  
25 this out-of-state travel.

1 PRESIDENT ROWLAND: Are you asking that we move --

2 MARTHA SULLIVAN: If that means taking it off the  
3 consent calendar, then yes.

4 PRESIDENT ROWLAND: Okay. So you're asking us to  
5 take it off the consent calendar and move it to general  
6 business.

7 Okay. The next member of the public to speak is Jane  
8 Cartmill.

9 JANE CARTMILL: I no longer need to make a comment,  
10 but I would like to concur with Martha Sullivan's remarks.

11 PRESIDENT ROWLAND: Okay. Thank you.

12 So the rest of the items are the minutes and the  
13 contracts. Note as to approval on the contracts here, we're  
14 seeing some for presentation and then some for approval. The  
15 ones that are expenses over 50,000 and revenue contracts over  
16 250,000 are for actual approval.

17 And so, if there are no other comments from the board  
18 (inaudible words) motion.

19 MS. BARKETT: So moved.

20 MR. GELFAND: Second.

21 PRESIDENT ROWLAND: It was Michael.

22 MS. O'LEARY: Director Gelfand. Thank you.

23 PRESIDENT ROWLAND: And so now, may we have the roll  
24 call.

25 MS. O'LEARY: President Val- -- President Rowland.

1 PRESIDENT ROWLAND: Aye.

2 MS. O'LEARY: Vice President Schenk.

3 MR. SHENK: Aye.

4 MS. O'LEARY: Vice President Valdez.

5 MR. VALDEZ: Aye.

6 MS. O'LEARY: Director Barkett.

7 MS. BARKETT: Aye.

8 MS. O'LEARY: Director Gelfand.

9 MR. GELFAND: Aye.

10 MS. O'LEARY: And Director Nejabat.

11 MR. NEJABAT: Aye.

12 PRESIDENT ROWLAND: Thank you. And the motion  
13 passed.

14 So now, the next item is the management report.

15 MS. MOORE: So a couple of operational updates.

16 Last month -- I just want to make the board aware  
17 that we are in compliance with Executive Order N-622, which is  
18 economic sanctions against Russia. And so just a big thank you  
19 to our contracts manager and our compliance manager, who just  
20 started last month. They notified all of our contractors about  
21 their obligation to comply with those economic sanctions.

22 And as President Rowland just spoke of, that on the  
23 consent calendar, you know, sever- -- many of the service  
24 agreements and even some of the revenue agreements that are on  
25 there in the future, we'll distinguish those between approvals

1 and reviews. But I also wanted to point out in terms of the  
2 service agreements that there are a number of them that you  
3 might have seen that in essence commence now and actually run  
4 through the fair in 2023. And this has been done through our  
5 competitive bidding process so that there's plenty of time in  
6 the future -- there's plenty of time in terms of notification  
7 should a vendor be changing in the future that doesn't impact  
8 the critical time period of fair planning.

9           So, in essence, if there is a change in vendor,  
10 they're on board for the planning period leading up to that  
11 next year's fair. We actually discovered and had a number of  
12 service contracts related to the fair that really were expiring  
13 in May of this year. Hence, the -- the flurry of activity that  
14 you have seen on the last few months' worth of agendas. So  
15 this is kind of a correction to reset that timeline for us for  
16 the future.

17           And so, as we are starting to wind down with a heavy  
18 emphasis on fair contracts, so the fair is -- is here. We're  
19 less than a month away. We are -- will now also be switching  
20 over to some -- back to some of our other needs. And so we'll  
21 be focusing on those. And so, for example, we will have --  
22 coming up, we will have a number of our fees that will be  
23 getting issued for services not related to the fair. So our  
24 tennis operator opportunity, highest and best use analysis  
25 opportunity, finally, for our strategic plans considerations

1 and some others. And this will be happening because we will  
2 lull now between board meetings until August, unless something  
3 else were to -- some other business matter were to come up,  
4 given that we've got the fair happening next month. So just be  
5 watching for those.

6 I also wanted to share with you that the digital  
7 era has arrived for us and that really all but two of our  
8 departments at this point have gone digital in terms of our  
9 contract process. So digital, you know, packages signatures,  
10 which has really cut down on the time that staff has had to  
11 spend on, you know, packaging things up, mailing things, you  
12 know, the postage, just the leg work of tracking down and  
13 chasing down those contracts and things. So we are really  
14 excited, and it has definitely streamlined the process for us.

15 And then finally, in terms of operational updates,  
16 met last week with Belly Up, the managing promoters of the  
17 Center. So we had a kind of a kick-off meeting with them along  
18 with our sponsorship coordinator, our production director, to  
19 really get together and start talking about the logistics  
20 and -- and activation areas as we begin to work out operational  
21 details and look to build that -- put that budget together for  
22 2023. And then next week, we will be meeting with our  
23 marketing team and Loma Media to discuss launch plans, you  
24 know, promotions, advertising, as we start to build up for --  
25 for those openings. So that is also in the works.

1           In terms of construction projects, since our last  
2 board meeting, we have entered into a couple of what are called  
3 IPAs, or Individual Project Agreements, with California  
4 Construction Authority. Specifically, one is for a facilities  
5 condition assessment for them to develop that RFP and identify  
6 a company for us to do a thorough and comprehensive study of  
7 all of our facilities, the condition of them, in order to  
8 develop, you know, five-, ten-year, and -- and long-term plans  
9 as well of whether, you know, facilities needing replacement,  
10 repair. This includes, you know, heat and air conditioning  
11 systems as well. You know, conditions of, you know, roof and  
12 structures and stairwells, and so on. So that -- so the  
13 project itself, they'll go through that RFP process, and we  
14 hope to have someone selected for that later this summer to  
15 co -- for that work, which will then layer into and factor into  
16 our highest and best use analysis information as well as  
17 strategic plan and master planning going forward.

18           The second IPA that we entered into is for our front-  
19 side housing roof repair. And Melinda is going to speak on  
20 this a little bit more. She's going to give an update on just  
21 construction projects in general and where we stand on things.  
22 But this is -- currently, there'll be a temporary roof repair  
23 done to -- this is the building near our front entrance that's  
24 a two-story housing quarters that we use for the fair as well  
25 as it's used for horseracing as well.

1           And so, with that, I'm going to invite Melinda. And  
2 Dustin, our supervising environmental planner will also be  
3 joining to give us an update on our various construction  
4 projects.

5           MS. CARMICHAEL: All right. Well, good afternoon,  
6 everyone. As mentioned, I have the pleasure of updating you on  
7 our construction projects, and they are pulling up a quick  
8 PowerPoint presentation so you can have some visuals of the  
9 things that we've been working on.

10           And so the projects that we are working on right now  
11 are the Surf & Turf RV lot, along with the Golf Center roof,  
12 the front-side housing, which former -- formerly was known  
13 affectionately -- no?

14           PRESIDENT ROWLAND: No. No affection there. No  
15 affection.

16           MS. CARMICHAEL: We'll call it No Affection.

17           PRESIDENT ROWLAND: Don't even say it.

18           MS. CARMICHAEL: Okay. Our front-side housing. And  
19 then, last but not least, Dustin will talk about our very sexy  
20 Water Quality Improvement Program. So he gets the fun stuff.

21           So here's our RV lot pre-construction. And we've  
22 been working on this -- here's the plans. Our RV lot houses 70  
23 spaces, and we've -- we're in the process of getting those all  
24 up to date. There's sewer that's been installed. There's four  
25 ADA-compliant pads that have been put on there. We've moved

1 the entrance gate to the back side of the lot versus off of  
2 Jimmy Durante. And we're in the process of installing the  
3 pedestals which will have the hookups for our tenants to be  
4 able to hook up electrical, water, all those type of things.

5 We've had a few snafus mostly with getting supplies.  
6 The pedestals have been back- -- on back order for quite some  
7 time. And most recently, we received about 40 of them so we  
8 have about half of them, and they're in the process of  
9 installing them now. We should have these, hopefully, all by  
10 the end of the month and set up, but we do have a contingency  
11 plan in place. So if, for some reason, we don't get them all,  
12 they're going to hook up some spider boxes which are very safe  
13 and compliant boxes for our tenants and guests so that they can  
14 hook into those spaces, and we'll have that for both the fair  
15 and for the race meet.

16 So here's a look at those nifty little pedestals that  
17 have been pestering us for a while. But again, it's in  
18 progress. I took this picture this morning so everything is  
19 underway. And we should have a full-functioning RV lot very  
20 soon.

21 PRESIDENT ROWLAND: I think Director Gelfand had a  
22 question.

23 MR. GELFAND: Is this an appropriate time to ask  
24 questions?

25 PRESIDENT ROWLAND: Go ahead.

1 MR. GELFAND: Okay to ask questions now or wait 'til  
2 the end or whatever --

3 PRESIDENT ROWLAND: Yes. Go ahead. Go ahead.

4 MR. GELFAND: Okay. So are the sites still all  
5 gravel or is any of it being paved?

6 MS. CARMICHAEL: It's gravel except for the ADA-  
7 compliant ones, which are completely concreted pads.

8 MR. GELFAND: Okay. Thank you.

9 MS. CARMICHAEL: All right.

10 MS. MOORE: Just as a reminder, this is a project  
11 that is funded by SB-5 funds with the amount that we were  
12 provided for that was approximately a million dol- -- a little  
13 over a million-dollar grant in terms of what we were able to  
14 do, the primary thing being to bring them up to more modern  
15 times of sewer hookups, electrical and -- and water; upgrading  
16 the electrical service.

17 MS. CARMICHAEL: Yes. So 50 of the 70 went from a 30  
18 amp to a 50 amp to help with that. In addition, we did take  
19 out a few non-friendly RV trees, and we're looking at a tree --  
20 well, an architect to come out and look at landscaping and see  
21 if we can add some beautification to the lot with some more  
22 friendly trees that will work in that area so... And more to  
23 come on that one.

24 And then, as Carlene mentioned, we had a little roof  
25 project over at the Golf Center. And as you can see here,

1 here's an up-close look at some of the awnings. We had a  
2 little bit of rot and such. And we were notified last winter  
3 that it was raining inside their buildings. And so we had this  
4 roof replaced, and the roof is complete. There're a few minor  
5 things that need to occur.

6 So you can see a picture of the middle. It's all  
7 beautiful now. The inside, there's a few little painting  
8 things that need to take place and a few minor things like  
9 rehanging signs and some backside electrical. But all that's  
10 been done. We did put our tenants in a tent, and so they could  
11 remain operational during this time and provided some security  
12 for that and they're all moved back in and business as usual  
13 now at the Golf Center.

14 And then, our front-side housing project, as you can  
15 see here, we've got some rot and some concerns going on so  
16 there are some roof leaks and we have looked to do a temporary  
17 fix on the roof. But in looking into this, we have found that  
18 the -- if you see the stairwells and the walk, those are  
19 actually attached to the roof. And so, with that, we are  
20 looking into how we can secure that, and we are waiting for one  
21 more quote, but we do have a quote for a construction company  
22 that can come in and put scaffolding and bracing and make it,  
23 with some additional plywood and such, so it is usable through  
24 both fair and through the race meet. So we'll do that  
25 temporary fix, and then we'll address the larger issues post-

1 race meet time.

2 And that said, on to our very sexy project of the  
3 water quality improvement.

4 MR. FULLER: Good afternoon. It's good to see  
5 everybody. Dustin Fuller, supervising environmental planner.

6 It's just the big green one to advance it; right?  
7 Okay.

8 So back in 2013, the 22nd DAA made a commitment to  
9 the San Diego Regional Water Quality Control Board and the  
10 Coastal Commission to implement a large-scale storm water  
11 project to reduce pollutants coming from our -- basically, our  
12 horse areas. The two main steps were one, to remove all of the  
13 water from the roofs in the stables; so we installed a roof  
14 gutter system. That was done in about 2015. The second step  
15 was to direct all of the remaining water into basically the  
16 east lake. You can see that. So all the water comes to there  
17 first.

18 PRESIDENT ROWLAND: Is that basin seven, was that?

19 MR. FULLER: Yeah. The middle of basin seven.

20 The next step -- again, two step. This first one was  
21 to construct a wetlands. I got my notes. I don't want to miss  
22 anything.

23 So the wetland, in conjunction with the new project,  
24 we installed called Nano-Bubblers. They provide -- accomplish  
25 several things. One of them is the plants remove nutrients

1 from the animal waste through uptake. And then the Nano-  
2 Bubblers, they increase available oxygen in the wetland. They  
3 stimulate growth of good bacteria. And then they reduce  
4 available nutrients to help control algae. We've seen pictures  
5 in the past where there's algae in there. I think we're  
6 getting a handle on correcting that. That is the -- that's the  
7 infield. So you see the track -- the grass track right next to  
8 it and the dirt track. That's the western lake of the infield.

9 And here's a picture of our Nano-Bubblers. We have  
10 three of them. They are strategically placed to increase the  
11 oxygen levels in the water. They again stimulate growth  
12 good -- excuse me; growth of good bacteria, and they reduce the  
13 available nutrients to control algae.

14 This is our storm water treatment building. This was  
15 primarily constructed to remove sediments, metals. And then it  
16 kills UV to kill -- sorry. Kills harmful bacteria and oxidizes  
17 organic compounds. And I've got some pictures of those.

18 This is our control panel. The system allows us to  
19 check lake levels, holding tank levels, filter use, pump  
20 speeds, basically all those little things that are going inside  
21 the system.

22 And then, if you go from left to right, so the  
23 left -- left picture is the intake pump so those are pulling  
24 water from the wetland into the plant. And then the one to the  
25 right of that are our drum filters, and those are for sediments

1 and metals.

2 And then again, from left to right, the UV filtration  
3 kills bacteria and oxidizes organic compounds.

4 And then we have the holding tank, and the holding  
5 tank is where we take our sampling from.

6 Oop. Go back.

7 So once it's in the holding tank, it can do one of  
8 four things: We can send it back through the entire system,  
9 meaning we take it to the east lake, goes to the wetlands, goes  
10 back to the treatment plant. We can take it to just the  
11 wetlands, and it goes through the wetlands and then through the  
12 treatment plant. We can do a metered and coordinated discharge  
13 to sewer. That's done with San Alijo Joint Powers Authority,  
14 or if the data supports it, we can discharge directly to the  
15 creek. To date, we haven't had to discharge at all.

16 This is one of the first projects that I'm aware of  
17 that's been accomplished, and it uses traditional storm water  
18 treatment along with mechanical treatment. Or excuse me.  
19 Constru- -- mechanical treatment and constructed wetlands.

20 We've had a few learning curves that have come  
21 through this. I'm sorry; I'm just going to make sure my notes  
22 are correct.

23 As I mentioned, we had to install Nano-Bubblers to  
24 control the algae. I think probably about a year ago, we had  
25 some really significant growths. We've had done -- done

1 several rakings. And now, I think with the Nano-Bubblers,  
2 we're going to get a control on that. We've hired Great  
3 Ecology to do wake -- lake wet- -- excuse me. Wake -- lake  
4 maintenance. It's been too long since I've been up here.

5 [Laughing; multiple speakers.]

6 MALE SPEAKER: You just need some cheese puffs.

7 MR. FULLER: You know, you're right. You're right.

8 So they perform our lake maintenance and other things  
9 such as non-native plant removal, algae removal. They do lake  
10 volume monitoring. They do pond dye. They do weeding and  
11 mulching to control non-natives. And then we've also entered  
12 into an agreement with San Alijo Joint Powers Authority.

13 Guys, thank you very much for approving that last  
14 month.

15 They provide basically all of the maintenance and  
16 operation of the -- of the plant. That's the pumps, the  
17 filters, cleaning it, maintaining it, monitoring it. And we  
18 really felt these guys were the right ones to work with. They  
19 have their own reclamation facility, and they service Solana  
20 Beach, Rancho Santa Fe, a couple other businesses; Olivenhain,  
21 Cardiff communities. So they are -- really feel they are the  
22 ones that can help us control that.

23 The monitoring data to date shows that we're reducing  
24 sediment, bacteria, nutrients, and heavy metals from the storm  
25 water, which is great. And again, since it's been operational,

1 we haven't had a discharge.

2 And that concludes my report. I'm sorry for  
3 stumbling. Next time, I'll do better. It's been too long.

4 I turn it back over to Carlene.

5 MS. MOORE: And with that, we do plan later this year  
6 to have a -- a fuller -- a more technical presentation as well  
7 to this in terms -- so if you recall last month, San Elijo JPA  
8 has just come on board in terms of operating and managing the  
9 water treatment center itself, as well -- and then, Great  
10 Ecology really has been involved in this project along the way.  
11 We're having a more -- a fuller presentation for you later this  
12 year so...

13 MALE SPEAKER: So can you remind me what -- what's  
14 the total cost of operating the plant annually estimated to be,  
15 and do we have any employees of the DAA who are -- you know,  
16 involved in the operation in addition to the outside vendors?

17 MS. MOORE: I'm going to have Dustin come -- come  
18 back up for that because a little bit of this is a work in  
19 progress --

20 MR. FULLER: Yes.

21 MS. MOORE: -- as we do work out some of these bugs.

22 MR. FULLER: So right now, we have budgeted about --  
23 I want to say about \$250,000 to San Elijo JPA and Great Ecology  
24 to do the wetland and the treatment building. We do have our  
25 staff, our plumber, and -- Kevin Schmidt and Sean MacAvoy, who

1 is our HVAC technician, who are participating in kind of  
2 learning as we go forward how to operate the system in the  
3 hopes that one day, we will completely take that over.

4 PRESIDENT ROWLAND: Thank you.

5 MS. MOORE: So with that, just moving on to a couple  
6 other things.

7 Some industry news and updates as is contained in  
8 your packet in the correspondence section.

9 I was appointed to the Western Fairs Association's  
10 Leadership Development Committee, which is a committee I have  
11 served on previously. In addition to that, we have other staff  
12 members who have been appointed to various committees of  
13 leadership development, professional development, as well as  
14 the agriculture committee too so we will have more information  
15 on just, again, you know, industry news and what's happening  
16 with those throughout the year.

17 And then, with that, I will invite Mark Wiggins,  
18 general manager of Premier Food Services, to come up and give  
19 their monthly report.

20 MR. WIGGINS: Thank you, Carlene.

21 Good afternoon, everyone. For the month of March,  
22 our revenues were \$127,762, compared to a budget of \$3,250. We  
23 actually were able to pick up quite a few events since the  
24 budget process that took place so that's the biggest reason for  
25 that discrepancy. Cost of goods came in at \$25,839, 20 percent.

1 Payroll came in at \$209,681, compared to a budget of \$133,674.  
2 Increase due to the increase in sales.

3 Operating expense came in at \$57,632, compared to a  
4 budget of \$49,531. We've had some stuff credit, and then we  
5 actually had a -- our legal fees had -- we just ratified our  
6 new union contract, so we had -- our attorneys' fees were a  
7 little bit higher than -- than we were expecting.

8 Net profit was 160- -- negative \$165,390, compared to  
9 a budget of negative \$179,955.

10 Year to date, our revenues are \$254,473, compared to a  
11 budget of \$77,728. Cost of goods are at \$48,658, compared to a  
12 budget of \$10,407. The payroll is at \$566,068, compared to  
13 \$429,379. And operating expenses are at \$157,337, compared to  
14 138,839. Net profit is at a negative 517,610, compared to a  
15 negative \$500,897.

16 So that's it. Hopefully, we're getting close to the  
17 fair, and those negative numbers will soon become positive  
18 numbers.

19 PRESIDENT ROWLAND: Okay. Thank you for that, Mark.

20 So we have two members of the public who wanted to  
21 speak on the management report. The first member of the public  
22 is Martha Sullivan.

23 MARTHA SULLIVAN: Hello. This is Martha Sullivan  
24 again.

25 I want to thank Justin for the presentation about the

1 Water Quality Improvement Project and thank the board and staff  
2 for having that. As you may recall, I've been asking for  
3 something like that for a while now.

4 I -- I look forward to the more detailed presentation  
5 down the road. And I also -- it would be really great if you  
6 could actually host, you know, a tour or two of this, you know,  
7 project and process. I think it would be very illuminating for  
8 the public as well as, you know, the board members and so  
9 forth.

10 And finally, last quick question in terms of the  
11 annual cost for this. I heard the cost of the San Elijo  
12 contractor, but what about the other contractor that Justin  
13 mentioned which sounds like does the monitoring of the  
14 constructed wetlands and related things that are of a more  
15 organic nature?

16 PRESIDENT ROWLAND: Carlene, do you want to handle  
17 that?

18 MS. MOORE: Yeah, and clarify.

19 So the \$250,000 that was stated in terms of the cost  
20 is for both the San Elijo JPA as well as Great Ecology.

21 MARTHA SULLIVAN: Okay. Thank you.

22 MS. MOORE: You're welcome.

23 PRESIDENT ROWLAND: Okay. The second member of the  
24 public who signed up to speak on the management report is Carla  
25 Hayes.

1 CARLA HAYES: Hi. Hello?

2 MR. RIVERA: Hi, Carla.

3 PRESIDENT ROWLAND: You're on.

4 CARLA HAYES: Hi, guys. Can you hear me?

5 PRESIDENT ROWLAND: We can hear you.

6 CARLA HAYES: Okay. I also was very interested in  
7 the storm water treatment project. I think it's great. We all  
8 want the San Diego River Valley to stay as unpolluted as  
9 possible. And I also would like to point out to the board that  
10 there are several developments upstream that perhaps might want  
11 to look into.

12 Surf Cup has just issued a sublease agreement with  
13 Wave pro women's soccer on the polo fields to set up some  
14 training fields and temporary facilities, all of which could  
15 move, according to the lease agreement that's part of the  
16 public information at the City of San Diego, to Millan  
17 property, which they just purchased for \$6 million.

18 In order to actually maintain a professional-level  
19 soccer field, the number of possible chemicals, herbicides,  
20 pesticides, insecticides, anything you can think of, plus  
21 copious amounts of water, are now being used, and I'm hoping  
22 that the 22nd is also aware that all of these things are going  
23 on.

24 Thank you very much.

25 PRESIDENT ROWLAND: Thank you.

1           And so that's -- those are the only members of the  
2 public signed up for management report. And there are no  
3 action items here so we'll move on to general business.

4           And as a first item, let's speak to the -- the trip  
5 to Phoenix because that is an approval item for the board.

6           MS. MOORE: Sure. Yes.

7           So if you recall, in terms of out-of-state travel  
8 requires board approval; so back in December, along with the  
9 budget, we had submitted the anticipated out-of-state travel,  
10 which this board approved, of which it -- everything being  
11 contingent upon those locations being in a permissible travel  
12 state, and permissible travel states are determined by the  
13 State of California. Specifically, it's listed on the Attorney  
14 General's website.

15           One of those was the Venue Management School.  
16 Unfortunately, that is in Florida this year, which is not a  
17 permissible state to -- to travel to. And so, but recently --  
18 and this is a program offered by the International Association  
19 of Venue Management. But recently, they announced the return  
20 of Venue Connect, which is their -- the annual conference and  
21 trade show of venue managers.

22           So in the way that we have the Western Fairs  
23 Association, which is specific to the fair industry, or even  
24 the International Association of Fairs and Expositions, which  
25 we have not been able to attend for several years due to these

1 travel bans, those are specific to, you know, the fair industry  
2 itself. This is really specific to venues.

3 And so, in addition to fair grounds, there are also  
4 convention centers, stadiums, amphitheaters, universities,  
5 and -- and others that attend it, and there are opportunities  
6 for -- it's really a professional development opportunity,  
7 educational sessions, networking events, you know, just  
8 information, latest updates, a lot of which will be focused  
9 around what has changed, you know, during this time with  
10 pandemic and, you know, public safety and things of that  
11 nature.

12 And so what you have before -- there's no additional  
13 expense in terms of our budget because this opportunity would  
14 be replacing the previously-approved attendance at the Venue  
15 Management School. So this specifically is for -- for Venue  
16 Connect which will be held in Phoenix, Arizona, which is a  
17 permissible state according to the State of California at this  
18 time, and it will take place in July.

19 PRESIDENT ROWLAND: And there's nothing specific to  
20 do with horseracing or anything else.

21 MS. MOORE: No. No. This is for -- yeah. This is a  
22 general conference, and it's specific to facilities such as  
23 ours that host, you know, a variety of activities and are  
24 dealing with, you know, the venue itself, the facilities, the  
25 infrastructure. A lot of programming and things like that are

1 offered around that.

2 PRESIDENT ROWLAND: Do any of the directors have  
3 questions on --

4 MALE SPEAKER: July in Phoenix?

5 [Laughing.]

6 MS. MOORE: Oh. The invitation is open.

7 PRESIDENT ROWLAND: So this is an action item that  
8 was moved from the consent calendar to general business so we  
9 could -- at the request of the public. And so now, we would  
10 move to motion and to roll call on it.

11 [Inaudible speaker and question.]

12 PRESIDENT ROWLAND: It -- it -- centered around  
13 horseracing and the level of care --

14 [Several speaking.]

15 MS. MOORE: The racetrack facility.

16 PRESIDENT ROWLAND: That's why I asked the question  
17 about does this have specifically to do with horseracing, and  
18 it sounds like not. So -- okay.

19 So we need a motion on this item.

20 MS. BARKETT: So moved.

21 MALE SPEAKER: Second.

22 PRESIDENT ROWLAND: Second. Roll call, please.

23 MS. O'LEARY: President Val- -- President Rowland.

24 PRESIDENT ROWLAND: Aye.

25 MS. O'LEARY: Vice President Schenk.

1 MR. SCHENK: Aye.

2 MS. O'LEARY: Vice President Valdez.

3 MR. VALDEZ: Aye.

4 MS. O'LEARY: Director Barkett.

5 MS. BARKETT: Aye.

6 MS. O'LEARY: Director Gelfand.

7 MR. GELFAND: Aye.

8 MS. O'LEARY: And Director Nejabat.

9 MR. NEJABAT: Aye.

10 PRESIDENT ROWLAND: Okay. Thank you.

11 So we will now move to the fair operations committee.

12 Not much going on there.

13 Director Schenk.

14 MR. SCHENK: Not much going- --

15 PRESIDENT ROWLAND: You going to kick this off for

16 us?

17 MR. SCHENK: Sure.

18 Well, Katie is standing up so I'm going to give her

19 the slow walk sign to get to get this --

20 [Laughing.]

21 MR. SCHENK: Because I want to encourage people to go

22 to the San Diego Fair dot com website, SDFair.com. Go to

23 Facebook. Give us a call. We want everybody to be coming out

24 on June 8th at 11:00 a.m. We will be cutting some ribbon to

25 start the 22nd -- the 22nd DAA's 2022 Heroes Reunite San Diego

1 County Fair.

2 MS. MUELLER: Yes.

3 MR. SCHENK: With that, Katie?

4 MS. MUELLER: And it's a fitting theme, as we have  
5 been unable to have our full-fledged fair in, it'll be three  
6 years now in June since we've been able to do that.

7 So I think not only is our staff, you know, eagerly  
8 anticipating this coming, but the public is excited as well.  
9 And I had a chance to check on our ticket sales this morning,  
10 which we're encouraging everybody to go online and buy in  
11 advance this year. So far, for our concert series, we've sold  
12 21,923 tickets. Parking, we've sold 3,688. I find this  
13 particularly exciting because we've never pre-sold parking ever  
14 before. So people are getting the message, and they are buying  
15 their parking in advance.

16 And admission, we're up to about 4,000 tickets. And  
17 I will say, all of this is great news because we have done  
18 little marketing, but you're going to hear about all of the  
19 exciting marketing that's coming out and that's planned for  
20 this month.

21 But our marketing so far has really just been eblasts  
22 and social media; so it's really fantastic to see people this  
23 excited about the return of fair. In the back, Jason  
24 Warrenburg, he's been working very hard, very diligently since  
25 January to get all of our food vendors signed up. Almost all

1 of them are returning. We have a few that are in different  
2 locations. We've got a couple of new ones because others had  
3 to drop out, but he's just doing a terrific job.

4 Our commercial exhibit halls are pretty much full.  
5 We have a little bit of, you know, moving things around here  
6 and there, that kind of thing. We've got a full-scale carnival  
7 coming back to the fair; so all those rides that we've had,  
8 over 70 rides at the fair that people have missed over the past  
9 few years are going to be here. So the barns will be full of  
10 animals. We've got new, exciting attractions and entertainment  
11 on the stages.

12 We've got a great paddock series, which I think I  
13 talked about a little bit last time, but we finalized that  
14 lineup. Twenty-one nights of Party in the Paddock, with a  
15 different tribute band every single night of the fair so that's  
16 pretty exciting. And then we've got our Grandstand concert  
17 series that's going to be returning this year. We've got, I  
18 think, 15 shows over the 21-night run plus a night of  
19 fireworks, of course, on the 4th of July, the fabulous  
20 fireworks show that we were able to manage last year but are  
21 really excited to have that be the culmination of the fair.

22 So things are just going along really well. Of  
23 course, everyone's working fast and furiously and, you know,  
24 it's a race to the finish line but we'll get there. And I'm  
25 really excited to share with you today our marketing plans.

1 Jennifer Hellman is our marketing director, and she's just done  
2 a fabulous job with working with our media partner, Loma Media,  
3 who -- in the past, they've produced our television  
4 commercials. But this year, they stepped up and took a much  
5 larger role in our whole marketing program, and they've done a  
6 great job. There's been, you know, a little bit of a learning  
7 curve between us and them, but it's going really well, and  
8 excited to show you what we have coming up in marketing and  
9 promotions. So -- oh, and new food. We're going to talk about  
10 that at some point too.

11 PRESIDENT ROWLAND: That's always -- it's about the  
12 food.

13 MS. MUELLER: That's right. We know. We know.

14 MS. HELLMAN: Like Katie said, I'm Jennifer Hellman,  
15 the marketing director, and I'm so happy to be back with you  
16 guys all live and in person. So let's kick it off.

17 Just a quick review of dates and promotions so you're  
18 all familiar with where you can get the best deals in town this  
19 summer on the fair.

20 So we open on Wednesday, which is a little bit  
21 different than we've done in the past. Also new, we are  
22 offering savings on mid-week admissions; so when you come to  
23 the fair on Wednesdays and Thursdays, you save \$5.00 from  
24 weekdays. So that's really nice. We hope to kind of flatten  
25 out that attendance and not see the huge crowds on the weekends

1 and instead bump up the attendance midweek.

2 All -- like Katie said, all admission tickets and  
3 parking passes are sold online. So that's a really key part of  
4 our marketing campaign because people are not used to that. So  
5 we had to do some things differently this year. So let's walk  
6 through some of those savings.

7 The best savings in town and the only place that you  
8 can find discount admission every single day of the fair is  
9 still Albertsons-Vons. You save \$3.00 on discount admission,  
10 but we have to do that differently this year because with  
11 tickets on sale only online, we've had to offer in-store coupon  
12 codes. So I'm very proud of this because you have to celebrate  
13 the little things this year, you guys.

14 There have been many, many challenges getting here.  
15 And sourcing paper -- who knew that sourcing paper was such a  
16 big challenge? So we got these in stores, here, so you can see  
17 how that coupon code works. You open it up and each person who  
18 goes into Albertsons-Vons receives a unique coupon code that  
19 they can then go to SDFair.com and Ticketmaster and redeem that  
20 for their \$3.00 savings.

21 As in years past, every single Friday of the fair  
22 kids are free. And every single day, kids under five are free.  
23 So we still have a really great value with what we are offering  
24 to people.

25 This year, we do have the North County Transit

1 District Fair Tripper, which is the combo ride on the Coaster  
2 or Sprinter or BREEZE bus, and fair admission is actually the  
3 very same price. It's like getting a free ride. The only  
4 trick is that you do have to purchase this the same day that  
5 you use it, and they are available at the kiosks that look kind  
6 of like ATMs or something at the Coaster and Sprinter  
7 platforms.

8 Costco Savings Pack is back. And for under \$100, you  
9 can bring your family to the fair and even ride some rides. So  
10 that's a really great deal, valid any single day.

11 Savings on parking. We always offer a free parking  
12 alternative, and this year, that is at Torrey Pines High  
13 School. MiraCosta is not available to us, but we still have  
14 Torrey Pines. You will need to pay for parking at Horsepark.  
15 We did start that so hopefully people are used to that because  
16 we had that in 2019. We did move our Rideshare drop-off. We'd  
17 like to encourage more of that, and it's in a very prominent  
18 place right in the main parking lot. It's already flagged with  
19 big purple flags so you can't miss it. And they say "Ride  
20 Share." So Uber, Lyft, even if you're dropping your family  
21 here at the fair, you can use that lot.

22 So savings on rides. I did not put this on this  
23 slide because if you snoozed, you already losed [sic]. But you  
24 could have got 50 percent more tickets if you would have bought  
25 your Fun Pass tickets before May 8th, I believe it was. We did

1 have an eblast to support that, and we sold quite a few ride  
2 tickets already. But you didn't miss out completely because if  
3 you do buy between now and June 7th, you get 25 percent more  
4 ride tickets, which is a really great deal.

5 Also, if you are used to our Pay One Price Ride Days  
6 which are supported by Pepsi, those are every Wednesday and  
7 Thursday, unlimited rides. You get a bonus hour because in  
8 2019, it was between 12:00 p.m., noon, and 8:00 p.m. Now, it's  
9 right from the open; so from 11:00 to 8:00, you get unlimited  
10 rides, \$45.000.

11 Again, if you purchase before we open, you save  
12 \$4.00, and you get two free game plays, and that is -- you can  
13 use both of these promotions together. So if you purchase  
14 early with a coupon available at 7-Eleven by purchasing Pepsi  
15 products, you save another \$5.00. So you guys, bonus. You're  
16 coming on a Wednesday-Thursday so admission is savings; right?  
17 And then you're saving on rides through this program.

18 We've offered the Passport to Savings in the past.  
19 That is back. That's the coupon book that costs \$5.00, and  
20 it's available to all of our food vendors to put food coupons  
21 in. Many of them take advantage of that. It also includes  
22 some coupons around town even outside of the fair. So that's a  
23 really great value at \$5.00.

24 Taste of the Fair is back. That is every Thursday,  
25 you get a taster-size portion at various food booths. They get

1 to pick what their item is, and it's only \$3.00. So that's a  
2 great way to not commit to one of those large-size portions.  
3 And if you don't have a family to share with, you can still  
4 make your way through the fair at a very reasonable cost and  
5 try a whole bunch of food.

6 So speaking of fair food, Jason, back here, actually  
7 shared some new foods that vendors have come up with this year.  
8 Some are kind of heroic in theme. So we have the Hulk. This  
9 is Funnel Cake Express. It is green apple cheesecake funnel  
10 cake with whipped cream and caramel. We also have this:  
11 Heroes Medallion Jerky at Timbo's. And you can't -- if you  
12 zoom in, you can see it pretty good, but emblazoned on it, it  
13 says "Zap" and "Pow," and it's kind of cute. It looks like  
14 that "Pow" in the background.

15 Chicken Charlie's always comes up with something new,  
16 and this year, he has the Kool-Aid Chicken Sandwich, and if you  
17 try -- he had the sauce on something else last year, and it was  
18 actually really delicious. I questioned it, but it was tasty.  
19 It was a little bit spicy and sweet and so they kind of played  
20 off each other well. Breaded chicken breast dunked in cherry  
21 Kool-Aid sauce on a bed of spicy pickles and mayo.

22 MALE SPEAKER: Is that the whole sandwich is dunked  
23 or just --

24 [Laughing.]

25 MS. HELLMAN: Just the chicken. Just the chicken.

1           That would be very messy, if you had Kool-Aid over  
2 the whole sandwich.

3           And then Katie and Jason are going to give you a  
4 little sample of Cap'n Crunch Corn. This is two flavors that  
5 go great together from our friends at Kopper Kettle.

6           [Multiple speakers; laughing.]

7           MS. HELLMAN: And so strategically, I'm hoping that  
8 kind of keeps you entertained for the next portion of this  
9 presentation, which is the marketing portion. So feel free to  
10 break it open and eat your popcorn as we watch some  
11 commercials.

12           So our advertising campaign this year, similar to  
13 years past, we have to kind of recreate ourself every year and  
14 let people know that the fair is in town.

15           It's not noisy, Lisa. You can open it. No way.  
16 They'll follow your lead.

17           So our goal is to maximize admission and concert  
18 ticket sales, of course. And also a really big part this year  
19 is to let people know about those online ticket sales, online  
20 parking sales.

21           Is it good? Thumps up, Jason.

22           Build attendance in those early weeks. And so you're  
23 going to see -- well, we have a little bit running right now.  
24 The big portion of the campaign hits next week.

25           We have a little challenge. We are in a political

1 window this year which mainly affects television, but we're  
2 working around that. And then we always leverage our local  
3 media partners to do added-value promotions. Not just trade,  
4 but also promotional ticket giveaways and concert support and  
5 all of that. So going towards the online ticket sales makes  
6 online ads even more important than they ever have been. And  
7 so that's where we're going to start.

8           So we have an eight-week campaign when it comes to  
9 online and paid social, targeting both young adults, people who  
10 have a history of entertainment, fairs, festivals, that kind of  
11 thing. With all of these campaigns, we have both English and  
12 Spanish-language ads running across all platforms. Spanish  
13 language is about 15 percent of the total ad buy. Hispanic  
14 audience, both English and Spanish-speaking, is much, much more  
15 than that; probably about 30 to 35 percent.

16           And we cover through with digital, San Diego,  
17 Temecula and Northern Baja. Knowing that the Orange County  
18 Fair starts right after us, we don't do a whole lot in Orange  
19 County but South Orange County we do go into. And these ads  
20 are programmatic ads, and so they get smarter the more they run  
21 because they find your target audience, and then they build  
22 like audiences based on those people who are responding and  
23 converting to sales.

24           It also allows us to look at what's performing and  
25 what's underperforming and possibly change our creative mid-

1 campaign so if we see that young adults are performing very  
2 high, that maybe moms with kids aren't, we might want to change  
3 from a logo-based design to a picture of a mom and kids-based  
4 design, that kind of thing. So that's about 17 million  
5 impressions.

6 PRESIDENT ROWLAND: We're very excited, by the way,  
7 that you find young adults as 18 to 49.

8 [Laughing.]

9 MS. HELLMAN: I'm very sorry that I'm no longer in  
10 that category.

11 [Laughing.]

12 PRESIDENT ROWLAND: -- slightly over the border of  
13 that.

14 MS. HELLMAN: I have my cheaters in case I need them.

15 Radio not only includes terrestrial radio or  
16 broadcast radio but also streaming audio. So this is a three-  
17 week campaign, and it's already started for traffic  
18 announcements. And that's why I am very happy to hear that  
19 parking is -- parking sales are doing well because those  
20 traffic announcements on that first line there are 100 percent  
21 dedicated to letting people know, especially because a lot of  
22 people listen to radio in their cars, that parking is paid and  
23 available online right now.

24 So the produced 30-second spots begin next week on  
25 May 16th, and that's a six-week campaign, highly concentrated

1 on our promotional tickets as well as the Grandstand acts,  
2 obviously, because they tie into the radio genres; and then,  
3 again, English and Spanish, 20.5 million impressions. And this  
4 was --

5 [Video played.]

6 There you have it. Very empowering; right?

7 So television includes -- just like radio -- it also  
8 includes streaming, which is known as over-the-top television.  
9 Five-week campaign beginning May 23rd, and that's because of  
10 that political window pushed us back a little bit. We  
11 concentrate highly in -- for broadcast -- in local news,  
12 sports, and first-run prime time, and that's because we don't  
13 want people DVR-ing it and then watching our show -- or  
14 watching our commercial after the fair is over. That would be  
15 a bummer.

16 So as far as streaming goes, we -- we really try to  
17 target quality, longer-form streaming shows and not -- none of  
18 our ads are skippable so if you ever encounter that and you go  
19 "stupid ads," and you go two seconds in and you skip, we don't  
20 get charged for that. So we have non-skippable ads. And,  
21 again, English and Spanish and seven million.

22 And now you're going to see our television  
23 commercial. And just like the radio commercial you just heard,  
24 this is the Albertsons-Vons version for \$3.00 off. We have  
25 several versions, Grandstand, Albertsons-Vons, but this is a

1 nice generic one that runs the entire campaign. So the super  
2 heroes have come to the fair, and this is what they look like.

3 [Video is played.]

4 MS. HELLMAN: Yay. So print is not dead, but this is  
5 a good example of how we do not do the same thing year after  
6 year. I just looked up our numbers and just about five years  
7 ago, we were spending 25 percent of the budget in print. And  
8 we are now at seven percent of the budget in print. So things  
9 change year over year. We don't always do the same campaign.  
10 Saying "no" sometimes is hard, but we really need to go to that  
11 digital ad for that point of sale, and so this is where we are  
12 with five million impressions.

13 We're still in the entertainment-driven publications  
14 like San Diego Magazine, Night and Day, The Reader, and we are  
15 in English and Spanish. And that was a sample of our  
16 Grandstand ads.

17 Outdoor: Four-week campaign beginning next week so  
18 our billboards, our buses, our bus kings, this is an example of  
19 the wrapped bus side. The billboards are very similar to this,  
20 a little bit simpler with the larger heroes on the side, since  
21 you're on the freeway going fast. But I always love, love,  
22 love when our outdoor campaign goes up. It's really fun to  
23 drive around town and get all excited when you drive by one so  
24 I'm looking forward to seeing one of these soon.

25 And then with that, that's the overview of our

1 marketing campaign, but I wanted to give you an update on a  
2 kind of passion project that we all put together and that is  
3 our local community heroes project because I think this is  
4 really what the fair is kind of all about is featuring the  
5 local community.

6           So I just wanted to remind you where we -- how far  
7 we've come on this project in the last three years. When we  
8 first solicited nominations from -- we reached out to elected  
9 officials, we reached out to non-profits, our own community  
10 partners, the board, staff, and we had a nomination form where  
11 people were -- could go in there and tell us their story of  
12 themselves of someone that they knew or someone who they might  
13 have seen on TV even. So we went through all of those, and we  
14 have narrowed it down.

15           We are creating a kind of nightly celebration in the  
16 paddock. Our Paddock concert series starts at 8:00 p.m. This  
17 will be at 7:45. It will only be about five to seven minutes.  
18 A very inspiring video that you will see every single night.  
19 And then the theme exhibit will have a more extensive display  
20 with all of the heroes' stories and photos.

21           We are going to do a little Health Care Heroes for,  
22 you know, what we've just lived through the last two years,  
23 including our own vaccination station. So I really hope that  
24 the people whose names you see here, some of which you may  
25 recognize and some which you for sure don't recognize,

1 hopefully, by the end of the fair all of these people are  
2 recognizable. And so I'm just going to point out a couple.

3           You know, in doing this project, it's been for us --  
4 there's a team of us that went through and reviewed every  
5 single submission. And there are some stories here and some  
6 people who interweave with each other so I think Ernest and  
7 Evelyn Rady are very obvious. Huge donors throughout San  
8 Diego. Our Children's Hospital bears their name. So that is  
9 probably no surprise to anyone.

10           But -- and I just want to refer to my notes so I get  
11 the names right.

12           But the Mitchell family, that's who this is. So  
13 Melissa, who's the mom here, she was born with a life-  
14 threatening heart disease and it's linked to an abnormal gene.  
15 So she passed it along to both of her children. I think  
16 between the three of them, they've had over 50 surgeries and  
17 many complications from this issue that they all have face.  
18 And they've spent -- these kids have spent a fair share of  
19 their time at Rady Children's Hospital.

20           But Cadence, who's the young girl you see here, she's  
21 16, and what a dynamo personality she is. She has -- they all  
22 have heroic strength, of course, to overcome something like  
23 that, but she has the most can-do attitude. She is into  
24 archery, skateboarding, surfing, horseback riding, but none of  
25 that is why we chose her as a hero. More importantly, she does

1 a ton of volunteer work for the American Heart Association,  
2 Rady Children's Hospital, you name it. She has become just  
3 this spokesperson extraordinaire. So she is one of the people  
4 that we invited in to help do our video series.

5 Here's the second list of names that you may or may  
6 not recognize. So there's -- there's many people that we will  
7 be featuring through the fair. These are just a few that I  
8 thought kind of connected in a -- in a fun kind of way with  
9 each other.

10 But everything isn't really about just challenges.  
11 You know, we have police department representatives. We even  
12 have a surfing therapy dog, Ricochet. So even animals are  
13 represented in more than one way.

14 This is also Kelly and Andy Smisek who started  
15 Frosted Faces. So that is a pet adoption for senior dogs. And  
16 they are amazing, all of the programs that they have together  
17 to help senior dogs get adopted.

18 And so with that, I just -- when we invited -- I  
19 don't know -- I guess four or five groups came in here or  
20 people came in here to do a video interview a few weeks ago.  
21 And I have just a one-minute video to show you of another hero  
22 who came to join us, and it's kind of -- well, extremely  
23 relevant to right now. But this is Yana and Vlad Khorenko, and  
24 it's a Ukrainian couple who did not waste any time when the war  
25 started to help the people back in their homeland. And so what

1 you're going to see here is their one-minute explanation of  
2 their I Care Ministries, where they went through and they found  
3 a network of pastors back in Ukraine to distribute supplies  
4 that they are here in San Diego raising money for. So that's  
5 what you're going to see now.

6 [Video is played.]

7 MS. HELLMAN: So that's a -- just a draft video, but  
8 we shot that right here in this boardroom two weeks ago. And I  
9 just really think it tugs at your heart and tells a great  
10 story.

11 And after we did the video shoot, we got, actually, a  
12 thank you note that I wanted to share with you because it's a  
13 really great reminder of how important this kind of things is.

14 And so this is Reyna. Her son actually died of a --  
15 a heart issue that was -- while he was in high school. And he  
16 was very athletic and it was something that a lot of people  
17 didn't know about that even existed. And so after he passed  
18 away, she started a foundation, and she is testing high school  
19 kids for the same heart disease and she's done it for years  
20 now, and we got this thank you note after she did her video  
21 here.

22 And she says, "I just wanted to say thank you to you  
23 and your wonderful crew for making me feel comfortable and like  
24 my story matters. My son's birthday is coming up, and around  
25 this time I feel more emotional than normal. That's why the

1 tears."

2 So she was here. But I just -- you can read into  
3 this like how important that day was to her to come and be able  
4 to share her son's story and her own story and kind of just a  
5 reminder that the fair is really about community. And, you  
6 know, popcorn, rides are super fun, but it's really about the  
7 people who are around us. And so it's really a great job to  
8 have to get to tell this story. So thank you.

9 That's all I have. Any questions?

10 PRESIDENT ROWLAND: Thank you.

11 Any more questions from the board members before we  
12 go to public comment?

13 MR. SCHENK: I just want to see if Katie has anything  
14 to --

15 MS. MUELLER: No, that was it. I'm just holding back  
16 some tears right now.

17 No. It's -- Jennifer just said it best, you know.  
18 The fair's a lot of fun with rides and popcorn and crazy food  
19 and new products and all that, but it really, at the end of the  
20 day, is about the people and the community that we impact and  
21 so it's just a great thing to be a part of. So that's it.

22 MR. SCHENK: Thank you very much. June 8th through  
23 July 4th.

24 And now you can take public comment.

25 PRESIDENT ROWLAND: So we have two members of the

1 public signed up for public comment, and the first is Martha  
2 Sullivan.

3 MARTHA SULLIVAN: Thank you. I'm going to pass.

4 PRESIDENT ROWLAND: And the second member of the  
5 public signed up is Jane Cartmill.

6 JANE CARTMILL: I will pass also.

7 PRESIDENT ROWLAND: Okay. Thank you.

8 MR. VALDEZ: So before we shut it down, I just want  
9 to point out that we have several board members who I don't  
10 think really have ever actively participated in the San Diego  
11 County Fair in the past. So I would really encourage all board  
12 members to be there, to be present, see what -- what we do. I  
13 mean, this has been particularly a challenging season in  
14 preparation for many people on the staff and for several board  
15 members to get to where we are. And I'm very proud of what we  
16 have accomplished to get to where we are.

17 In spite of roadblocks, we are going to put on a  
18 fantastic fair, one that we should all be very proud of and one  
19 that will really serve our community proudly. But I want to  
20 make sure that we all get to see what we do and participate in  
21 what we do and share with others in what we do. So please,  
22 come out. We are closed Mondays and Tuesdays except for the  
23 4th of July, which is a Monday.

24 PRESIDENT ROWLAND: Thank you.

25 So we will now move to the Community and Governmental

1 Relations Committee, and I mentioned earlier, Director Mosier  
2 is not here with us. And I think we were going to ask Melinda  
3 to speak on it.

4 MS. MOORE: Yes. I was not in attendance at the last  
5 Community and Government Relations Committee meeting. Neither  
6 was -- was -- Director Nejabat; so we're going to ask Melinda  
7 Carmichael to come up and just make a few brief points, and the  
8 report is in your packet.

9 MS. CARMICHAEL: Yes.

10 All right. Well, good afternoon again.

11 So from our Community Relations meeting, we  
12 presented -- Dustin was good enough to go through our 2012  
13 Noise Ordinance and explained all the details of that, which is  
14 still current today. And the details are in your packet. And  
15 then we had our Public Safety Director present to our community  
16 and cities our traffic plan. And again, in your packet there's  
17 some -- some short details of some of the adjustments, what  
18 we've done to help reduce the traffic on the streets and bring  
19 folks in sooner and quicker and get them through. And then we  
20 had a few comments from our local cities about their dark days  
21 and whatnot and Del Mar's plan in looking into and hiring a --  
22 a person to look into and assess their park- -- I'm sorry,  
23 their affordable housing. I don't have my notes in front of  
24 me.

25 So those were the brief highlights, and I believe

1 that's -- is that on page 28 of your board packet? 27.

2 Thank you, Lisa.

3 All right. And that is all for that.

4 PRESIDENT ROWLAND: Thank you.

5 We have one member of the public signed up for public  
6 comment on Community and Government Relations.

7 Martha Sullivan.

8 MARTHA SULLIVAN: Thank you again. I'll pass on this  
9 one as well.

10 PRESIDENT ROWLAND: Okay. So our next report is from  
11 the Finance Committee, and Director Valdez will lead us in  
12 that.

13 MR. VALDEZ: Thank you.

14 So contained in your board packet at pages 28 and 29  
15 is the Finance Committee Report which really in detail sets  
16 forth what we discussed this month.

17 First, as a reminder, at the April board meeting, the  
18 board delegated to the Finance Committee the duty to make the  
19 2022 insurance renewals. This is other than the existing G & L  
20 coverage which we already had in place. And so because we  
21 hadn't had all the quotes yet, that delegation was provided to  
22 the Finance Committee. We reviewed that, and the matrix  
23 spreadsheet is contained at page 30 of the board packet of  
24 those insurance renewals. Basically, we just renewed  
25 everything that we had as of last year. There was an increase

1 of, I think, about 11 percent mostly because of earthquake  
2 insurance which is something that we take out for the -- mostly  
3 for the bonds. So that was taken care of, and that is on page  
4 30.

5 Before I move on, any questions about the insurance  
6 renewals?

7 Seeing none, I'm going to pass on over to the  
8 employee recognition program. You know, I -- I -- I waited for  
9 my comments on Fair Ops for -- for here, but they're kind of  
10 appropriate here.

11 You know, I've been on the board for about eight  
12 years, and there is always an incredible energy and optimism  
13 and just happy feeling whenever the fair comes around. And you  
14 can just see the staff's energy about that. And we really feel  
15 it in this room, and I know that the community feels it. It's  
16 a phenomenal thing that we do for our community.

17 We recognize that this year has been extremely  
18 challenging. You will recall that as a result of the pandemic  
19 in 2020, we had a major layoff, and we reduced our staff from  
20 what was around 160 to about 60. We knew that there would be a  
21 day when we would look at responsible regrowth when we were  
22 able to get to that point, and we had that discussion earlier  
23 in the year. For 2022's budget, we envisioned that we would be  
24 finally able to have some additions to our staff, not the  
25 ultimate number that we would have, but that responsible

1 regrowth, and we anticipated that we would be at about 95  
2 employees by this time.

3 That didn't quite happen given some real challenges  
4 with hiring folks. And that's not just us. That is across the  
5 country. And so we really have only increased maybe by 8 to 10  
6 people --

7 PRESIDENT ROWLAND: Net?

8 MR. VALDEZ: Net. Net. So rather than being at 95,  
9 as we had hoped for, we are probably closer to 70, I would say.

10 PRESIDENT ROWLAND: Yes.

11 MR. VALDEZ: And we recognize that that is putting a  
12 lot on our staff. You know, we are going to have, as Director  
13 Schenk had stated and as the staff had laid out, a full-fledged  
14 fair, and it's going to be just as fabulous as it always was  
15 pre-pandemic and close to the numbers that we would have had  
16 pre-pandemic. We do not have a pre-pandemic staff in place.  
17 We have basically a pandemic staff in place.

18 And so we recognize that that is a tremendous lift  
19 for our staff. And nonetheless, we see Katie take the dais  
20 with her energy and her emotion, and we see Jennifer take the  
21 dais with the same energy and emotion and excitement. And  
22 Jason comes in and, you know, shows us the treats and is  
23 commended for his hard work. And I know that is across the  
24 board for the entire staff, including Carlene and the -- and  
25 the entire staff.

1           So I wanted to make sure that you're hearing from a  
2 board member first, and I'm going to pass it on to Carlene to  
3 talk about the programs a little bit, but I really wanted you  
4 to hear from a board member on this because Finance Committee  
5 looked into this -- well, these programs were presented to the  
6 Finance Committee, which is myself and Director Gelfand, and we  
7 whole-heartedly supported them, which were recommendations from  
8 Carlene, and I want to lay out a couple of them. So -- but  
9 they are set forth in the committee report, pages 28 and 29.

10           First of all, there's a leave buy-back program. This  
11 is not something that the State of California allows every  
12 year. It is something that CalHR looks to each year to  
13 determine whether or not they can offer this program. This  
14 program has not been offered at least in the last two years,  
15 and CalHR has allowed it for this fiscal year. And when they  
16 allowed it, they said, well, you better use it by June 30th.  
17 So we had to make the decision relatively quickly.

18           The concept is that we -- that the staff can  
19 basically cash out up to 80 hours of their leave time and get  
20 the payment earlier. This is a liability that the district  
21 already has, and it is a program that the district is opting  
22 into and allowing all of our staff members to participate in.

23           The other one that I want to talk about, which is on  
24 page 29, is the Arduous Work Pay Program. And that is  
25 something that recognizes the heavy lift that is involved here

1 to be able to put on the fair, all of the work that was needed  
2 to get to the fair and then to execute it. And it's, I think,  
3 a four-month program where there'll be additional pay for that  
4 four-month period, recognizing the heavy lift that our staff  
5 has had to endure.

6 All of our staff will be -- those allowed to  
7 participate will be participating with the exception of the  
8 CEO, and that is something that we, as the Finance Committee,  
9 really embraced. Carlene is going to explain the out-of-class  
10 assignments and the temporary employee issues as well. But the  
11 totality of the additional costs for these really don't meet  
12 what we had already approved for the budget, as we'd  
13 anticipated that we would be spending more money for the staff  
14 we anticipated; so there really is no addition to what we are  
15 going to be expending from what the budget contemplated.

16 PRESIDENT ROWLAND: And just to clarify as a wage and  
17 hour geek, that the employees and arduous worker -- we have  
18 employees who are going to get -- they worked 60 hours a week.  
19 They are going to get paid for 60 hours a week. This one is to  
20 recognize that those who don't get overtime because there are  
21 people who are managers and supervisors who aren't eligible for  
22 overtime. So this will focus on those. Everybody else is  
23 going to get their overtime if they're working overtime.

24 MR. VALDEZ: I think that clarification -- Carlene,  
25 you want to...

1 MS. MOORE: Okay. And well said. And so with that,  
2 the one remaining item here is the out-of-class assignments.  
3 These are also for our civil service employees. And this  
4 really is focused on our Facilities Department, which continues  
5 to be understaffed, especially in supervisor and management  
6 positions within that -- in that department. And though we are  
7 in the process of filling those positions, this is really --  
8 the out-of-class assignment is a recognition to all of the  
9 employees in that department who really are being asked to  
10 perform at a higher level, whether they are -- they will be, in  
11 essence, assigned temporarily into a higher-level role as  
12 either a lead, a supervisor, or possibly even a manager through  
13 this period of setup for the fair itself and the cleanup from  
14 it.

15 And not only -- so they receive a slight bump in pay  
16 in recognition of that. But it also goes to their own  
17 experience as well, and so it can add to future opportunity for  
18 them as they look to, you know, potentially for upward mobility  
19 within our organization as those opportunities present  
20 themselves as well. That experience actually goes onto  
21 their -- their personnel records. So -- and so, again, this is  
22 for our Facilities Department. Everyone within that department  
23 will be receiving a form of an out-of-class assignment through  
24 July 15th.

25 And then finally, the last part is then for our

1 temporary employees. So keep in mind that the State of  
2 California sets the salary ranges for all of our civil service  
3 employees regardless of whether there's inflation or not. We  
4 can't -- we don't have the ability to adjust and make  
5 modifications on that. That would come from CalHR and from the  
6 Governor's Office. But with -- with our temporary employees,  
7 we do have greater flexibility. And so, you know, last year  
8 and, you know, this past winter as we were budgeting and  
9 planning for it and things of that nature, a lot has changed  
10 since, as we all know.

11 I don't think during -- I don't recall anybody during  
12 the pandemic talking about the shortage of employees that we  
13 were all going to be faced with but across -- in essence,  
14 across the globe, but definitely across this country, as well  
15 as the inflation to go along with that.

16 And so this is really -- so we've done an across-the-  
17 board increase for our temporary employees. We've increased  
18 the wage with that anywhere from a dollar to three dollars an  
19 hour. None of the temporary employee classifications make more  
20 than their counterparts, if we do have something that's similar  
21 as far as a civil service position is. But it's just -- it's a  
22 very tough job market out there. And we've got to be  
23 competitive in it, especially as we recognize that what we're  
24 offering, while fun, is a seasonal job. It's for a limited  
25 period of time. We are competing with folks who are looking

1 for full-time employment and with benefits and with fringe  
2 benefits and things like that but really looking to have a good  
3 time and be a part of this large community impact that we have.

4 So obviously, we've done that across the board as  
5 well as in -- there are certain key positions that typically we  
6 struggle not only to fill but retain throughout the entire fair  
7 and through the cleanup. Those are primarily in the areas of  
8 traffic, parking, and within our facilities and public safety  
9 department. And so with those, we'll be offering, in essence,  
10 a recruitment and retention differential to those so it's very  
11 specific of fulfilling the scheduled assignment that they have  
12 and they'll get that additional pay at the conclusion of it.

13 And so with that, I think that's all I have to add.

14 PRESIDENT ROWLAND: So if anybody has folks who are  
15 looking for a summer job or a temporary job --

16 MS. MOORE: We are still hiring.

17 PRESIDENT ROWLAND: -- \$19.00 an hour.

18 MS. MOORE: Um-hum.

19 PRESIDENT ROWLAND: So there we go. There is still  
20 availability.

21 MS. MOORE: And we have -- we have positions that  
22 range from interns, administrative help and support, you know,  
23 parking attendants, you know, within our Facilities Department,  
24 custodial jobs, you know, walk around tidying up and cleaning  
25 up areas. With exhibits, help us, you know, with displays and

1 activities. So really there is -- there's a variety of  
2 positions for any skill level and any talent that's out there  
3 that's interested in being a part of it and bring in and maybe  
4 make a little bit of fun money along the way.

5 PRESIDENT ROWLAND: Director Gelfand.

6 MR. GELFAND: I'd just like to echo Director Valdez's  
7 comments and say that I really want the staff to know that we  
8 appreciate what you're going through. It's, you know,  
9 challenging under normal circumstances to put on a fair and  
10 just operate the property. Being short-staffed the way you are  
11 puts an incredible burden on the people who are here, and we  
12 really wanted to figure out ways to -- to compensate somehow  
13 for that.

14 And I also wanted to say that, you know, you  
15 mentioned, Director Valdez, that Carlene was not part of this.  
16 I wish you were.

17 MS. BARKETT: I have a quick question. In the past,  
18 and this was way back, we were giving gas cards, if you recall,  
19 as extra bonuses too, and I can't recall if that's even  
20 possible at this point, especially with the surge in gas  
21 prices, to get to and from work. And even -- even Vons or any  
22 store grocery cards. You know, that was something that I  
23 remember from way back then.

24 Am I correct, Fred?

25 MR. GELFAND: No. We -- we -- well, staff did that.

1 MS. BARKETT: Yeah.

2 MR. GELFAND: The general manager provided that.  
3 That wasn't that the board voted (inaudible).

4 It may not be within the State's guidelines in terms  
5 of compensation for employees either.

6 MS. MOORE: I'm not familiar with it but I'll look  
7 into it.

8 MS. BARKETT: Yeah. There was something. I thought  
9 we did vote on it but I -- and I could be wrong. So -- but  
10 that might be something to check into just -- it seems that it  
11 was very -- it would be very appropriate too at this time. And  
12 it could have been the amount of somebody going above and  
13 beyond and, you know, they were gifted that.

14 MR. GELFAND: I think it was something that didn't  
15 amount to enough for us to have voted. I think that's why.

16 MS. BARKETT: Maybe that was it.

17 MR. GELFAND: But I believe we were aware of it --

18 MS. BARKETT: Yeah. Yeah.

19 MR. GELFAND: -- certainly, but I don't think it  
20 required our board approval because it wasn't large enough --

21 MS. BARKETT: Right.

22 MR. GELFAND: -- within the budget that we had.

23 PRESIDENT ROWLAND: Okay. No action items here, but  
24 we do have one -- we have one member of the public who signed  
25 up -- who signed up to -- to speak on Finance Committee, and

1 that's Martha Sullivan.

2 MARTHA SULLIVAN: Thank you. I'll pass on this one  
3 too.

4 PRESIDENT ROWLAND: Okay. Very good.

5 So our next item, our next committee report is the  
6 DMTC Liaison Committee.

7 MR. VALDEZ: Josh Rubenstein was unable to be here  
8 today, but in his stead is Joe Harper and Tom Robbins.

9 PRESIDENT ROWLAND: You were hiding behind the  
10 screen.

11 [Multiple speakers.]

12 MR. HARPER: We're eying our Captain Crunch Corn  
13 here.

14 Thank you very much.

15 Anyway, yeah. Tom is vice president of everything  
16 horse, and that's why he -- did you bet on the Kentucky Derby?

17 MALE SPEAKER: No, I did not. Personally, I'm not  
18 allowed to.

19 MR. HARPER: Yeah. Somebody asked me the other day,  
20 a reporter, are you allowed to wager? I said yes, but  
21 apparently, I'm not allowed to win.

22 Anyway, last year, as you all know, it was a home  
23 run, big time, both financially and safety of horses. You  
24 know, it ended up with about a little over \$15 million in rent  
25 payment that -- between the district and the RTA, and I think

1 that probably was an all-time high too; 46 days of racing and  
2 \$943 million bet. That's a huge, huge increase over where  
3 we've ever been. So it's great.

4 So we're going to try to do the same thing in '22  
5 that we did in '21. Pretty much the same marketing plan.  
6 It's -- you know, it starts a little later. I want to comment  
7 on that because it's -- it starts on the 22nd of July.  
8 Usually, we start at least a week earlier, but between how the  
9 calendar laid out and -- and those dates are allocated by the  
10 California Horseracing Board with negotiations with all the  
11 race tracks. We always like to stop on Labor Day, but we're  
12 going to go the week after.

13 And so there're two good things that happened here  
14 for us. One is with a later opening; it gives us more time to  
15 work the race track after the fair -- the stages coming off.  
16 And that's all about safety. So that gives us a pretty good  
17 cushion on there to work that.

18 Afterward-- after Labor Day, if you look at our  
19 percentages of on-track and off-track wagering, the vast  
20 majority, almost 90 percent of the money bet here is bet  
21 somewhere else. And so you're in competition with whoever else  
22 is running a race track at that time. The two best race  
23 tracks, the two most successful race tracks in the country,  
24 unfortunately, are running against each other this summer.  
25 That's Del Mar and Saratoga. And so Saratoga, with all its

1 money from slot machines, can produce the higher purses.

2 So we're going to be able to run without Saratoga  
3 there that final week, and that's going to give us a pretty  
4 good heads -- you know, put us a length ahead of the situation.  
5 So I think that's going to amount to a considerable increase  
6 and handle those -- those days.

7 Let's see. What else is -- our advertising  
8 perspective. Pretty much shifting away from the traditional  
9 stuff, as most companies have done. We're going to go for our  
10 core customers, TV, radio, that kind of thing, and focusing on  
11 social and digital advertising. Much more targeted to our  
12 clientele. That should be good and much more efficient.

13 Opening Day on the 22nd, we're kind of going to shift  
14 away from the opening days that we've had where we stuff 40,000  
15 people in here and nobody can get to a window. We found,  
16 especially during Breeder's Cup last year, limiting the  
17 attendance created a higher handle. Fewer people -- all the  
18 mutual lines cleared before the races. You could get to the  
19 concession stands. It just was a much more efficient  
20 operation. And with the amount of money that's bet off track,  
21 the on-track business is all-important, but we don't to make  
22 people uncomfortable. So we're going to limit it this year.  
23 We're going to go in pre-season sales, and we should be  
24 probably sold out certainly by June. So we're going to take  
25 kind of what you guys are doing and hopefully it'll work out --

1 work out pretty good.

2 Industry updates. Tom and I will comment on this.  
3 One of the things that we want to mention is the HISA, that's  
4 the Horseracing Integrity and Safety Act that the government  
5 put through. Most people get a little nervous when the  
6 government wants to get in your business. Was it Ronald Reagan  
7 who said, "If you get in bed with the government, you're gonna  
8 get more than a good night's sleep"?

9 I think we are delighted to be in bed with the  
10 government on this one. It's -- it was based on -- really on  
11 trying to get all the -- I think 35 or so states that have  
12 different horse regulations is a -- we want a uniformity and  
13 medication policies and those kind of things and safety,  
14 specifically safety. A lot of the smaller tracks haven't done  
15 what Del Mar has done and some of the major tracks.

16 Obviously, the numbers show it is being the safest  
17 track in North America for four years in a row, and I think  
18 that, you know, the things that we've accomplished here of a  
19 safer track and spending more money on the surface, hiring  
20 vets, looking at the past performances on these horses so the  
21 horses that come through our gate are healthy enough to run.

22 Changing the culture of the trainers, that was a  
23 tough one, and it got done. We can see it in no more of  
24 this -- "well, I think he's got one more race left in him."  
25 No. That's not gonna happen. And it hasn't been happening in

1 the last few years, and we've really been -- horses have really  
2 been the beneficiary of that.

3 So we're -- those rules that HISA comes up with  
4 really are based on the rules that we've already implemented  
5 here in California so we're delighted to see that because it'll  
6 make healthier horses all throughout the country. In  
7 California, it's done really great here because -- not just at  
8 Del Mar but California itself, I think there's about a 50  
9 percent reduction. Yeah.

10 Anyway, you've got some stuff you want to talk about.

11 MR. ROBBINS: Sure.

12 Thank you, Joe. Joe, just a -- just to end with  
13 HISA, we have an advantage in California in that we jumped out  
14 in front of this several years before; so all these things that  
15 are being adopted by HISA, many of these things are things that  
16 we established in new protocols in California. And they've  
17 proven to work, as Joe mentioned. Just in California, 50  
18 percent reduction in fatalities over the last couple of years.

19 From the racing side of it, as Joe mentioned, we  
20 established a very high bar in 2021. Field size was 8.5 horses  
21 per race, and that -- that's the measurement by which we are  
22 judged. Our customers who wager on our product look for larger  
23 fields rather than shorter fields, and as Joe mentioned  
24 Saratoga -- I'll bring it too because they're sort of our  
25 nemesis on the East Coast -- that -- that we actually out do

1 them in field size so that's something that we're proud of.

2 Great racing product. Numbers were great last year.  
3 The product was -- was very strong as well. Breeder's Cup we  
4 hosted for the second time, as Joe mentioned earlier. Wagering  
5 was a record \$943 million which was up 20 percent from its  
6 previous high which was 2017 which was the last time that we  
7 hosted Breeder's Cup. Due to the success of 2021 and our  
8 projections for this year, Del Mar's going to offer the highest  
9 purses ever in California history so we are very proud of that;  
10 higher than Santa Anita anytime, any other track in California,  
11 to what will be an average of over \$800,000 per day.

12 Stakes schedule are those of the higher end purses.  
13 Joe mentioned 31 days of racing this summer. We're looking at  
14 running 39 of those races, 21 of which enjoyed increases this  
15 year over 2021.

16 We dedicate significant resources to -- to  
17 recruitment to try to get other horses in California to bolster  
18 our population. So the out-of-state effort to bring horses  
19 that are going to race at Del Mar is significant. You probably  
20 heard of Ship & Win. This is our 12th, maybe even our 13th  
21 year, of offering this program which is a financial incentive  
22 reward for owners and trainers to -- to relocate horses to  
23 California. And it's also a -- it's a benefit also for the  
24 local people that own horses and race horses all year round in  
25 California. The event is triggered by the horse, and we

1 encourage people to find new horses, sound horses, and bring  
2 them to California. For example, we had 344 starts last summer  
3 from Ship & Win horses, and we're projecting to exceed that  
4 number this year.

5 All good news as far as I see this. But the most  
6 important thing, as our racing metrics have trended in the  
7 right direction, our number one priority has been and will  
8 continue to be equine safety. And we can't rest on our  
9 laurels. We always have work to do. We're considered and very  
10 proud to be an industry leader in this effort. As I mentioned,  
11 we're way out in front of where HISA is and other racing  
12 jurisdictions. It's -- it's -- it's unbelievable what the  
13 State of California has been able to accomplish, and it's been  
14 a total collaborative effort. Our regulators, the CA -- the  
15 California Horseracing Board, the industry stakeholders,  
16 owners, trainers, veterinarians, grooms, hot walkers, jockeys,  
17 exercise riders, they're all part of this effort to make it a  
18 safer environment for -- for our equine athletes and our human  
19 athletes that are involved in this sport as well.

20 So we do welcome -- Joe touched upon HISA. We do  
21 welcome, as hard as it is to believe, the federal oversight.  
22 We need more uniform rules from -- when medication issues are  
23 different and testing is different from one state to another,  
24 it raises a lot of issues. So we do welcome that, and I think  
25 it's going to put California on a much more level playing

1 field.

2 So I don't have anything more.

3 If you have any questions.

4 MR. VALDEZ: I'm just going to jump in real quick  
5 just to clarify.

6 First of all, back to HISA. Both of you had stated  
7 the State of California was a leader in that, which is true.  
8 However, I really think from the State of California, DMTC was  
9 a leader in facilitating all of those changes and implementing  
10 those changes much sooner than others. And so I want to  
11 recognize your efforts for that, the DMTC's efforts for that.  
12 We're very proud of that. Back in 2019, things were really  
13 challenging, and you stepped up and you made things work. We  
14 really appreciate that.

15 Secondly, I think that the -- any additional costs  
16 associated with HISA were already captured in your budget so  
17 you're not anticipating any further expenditures to comply with  
18 HISA; is that right?

19 MR. ROBBINS: That is correct.

20 MR. VALDEZ: I -- that's all my questions.

21 PRESIDENT ROWLAND: From an operational perspective,  
22 are there any implications or are we truly at where HISA is  
23 going to require us to be from an operational perspective  
24 procedurally?

25 MR. HARPER: I don't -- I don't think there will be

1 any -- any surprises. You know, I think HISA is going to come  
2 in here and say, yeah, that's what we want to look like. And,  
3 you know, all the conversations we've had with them over the  
4 last probably five or six years when this was developing, we  
5 were there and watched it to develop to make sure that what  
6 was -- what was the right thing to put on the -- on the paper  
7 so we wouldn't go in the wrong direction with some  
8 misunderstood politics. It can often lead us astray. So I --  
9 I'm very comfortable with what they're going to do, hopefully.

10 PRESIDENT ROWLAND: Any other questions or comments?

11 MR. SCHENK: Joe, there is a small but vocal cohort  
12 of people that often come and speak to us in public comment who  
13 take a view that while horses have not gone down, thankfully,  
14 during the race, during the training part of the process,  
15 unfortunately, there have been some -- some horses that have  
16 had to be put down.

17 I want to ask you to speak to that because the  
18 perspective that I understand is that is a part of the race  
19 meet; right? And so while they're training, they're not  
20 actually, you know, coming out and -- and during the race  
21 itself, but the training is a part of the experience. And --  
22 and so those horses that have unfortunately had to be put down  
23 should be considered in that formula.

24 That's one issue that I'd like you to address and  
25 speak to because we do hear from people, and -- and -- and I

1 think it's a concern that is out there and I think one that  
2 deserves a response.

3 Another observation made by some is that thoroughbred  
4 horseracing is a -- no pun intended -- a dying sport. And yet,  
5 I'm hearing numbers that are better than any that we've seen in  
6 at least five years. So I'd like to have you explain what you  
7 see as being your thoughts of the next five years and beyond  
8 for thoroughbred horseracing here in Del Mar.

9 MR. HARPER: Sure. Let me take the first one,  
10 training injuries. Remember, we have anywhere -- about 2,000  
11 horses go through this stable area. So that's 2,000 separate  
12 horses on this racetrack at any given time. Usually, it's  
13 about what, 1800 or so that are permanent stalls here. The  
14 others ship in and out. So in the morning, training hours, we  
15 start very early at 4:30, yeah, and go to about 9:30. So the  
16 reason that's a significantly long period of time is that with  
17 that many horses, we wanted to spread them out. That's safer.

18 When we started developing these safety protocols and  
19 procedures, the one thing we realized, we don't -- we don't  
20 have the necess- -- didn't then -- the ability to know where  
21 these horses -- what they've been doing when they weren't here.  
22 For years, I mean, it's still going on. If you want to bring  
23 your horse to Del Mar, a trainer has to fill out a stall  
24 application blank. And he has to put down the horse's name,  
25 and we look at it and decide whether or not this horse is --

1 is -- would be eligible to start in a race at Del Mar. What we  
2 don't want is having a trainer come down here and just train  
3 horses. We want them to run horses.

4 But now we do it a little differently, and Tom can  
5 speak to this better than I can, but we want to know what this  
6 horse has been doing. Was this horse laid off for so many  
7 months? Was he -- where was he? What do the vet records say?  
8 What does the vet look at? So we know a little bit more of  
9 what we've got in the stable area, what we can keep out of the  
10 stable area.

11 Also, when a horse goes to the post for a race, he's  
12 looked at in the receiving barn by a vet. He's looked at in  
13 the paddock by another vet. That vet follows him around in a  
14 car as they are warming up so the eyes are on all those horses.  
15 In the morning, that doesn't happen. It didn't happen. Now it  
16 happens.

17 We've hired a number of vets that are there every  
18 morning watching these horses work out. They know each horse.  
19 They know who is training them. And if they see a little --  
20 maybe a little hitch in a get-along, maybe he's a little sore  
21 behind, that trainer will get -- the vet will call a trainer  
22 immediately and say, "Hey, I just saw this horse come by.  
23 What's the deal?"

24 He'll say "Well, he'll warm up out of that," you  
25 know. "He has that; he's healthy."

1           He'll say, "Okay, but I'm going to come by your barn  
2 and take a look at him."

3           And so we have that ability now to look at every  
4 horse, whether -- no matter how many thousands of horses are  
5 out there in the morning, these vets are looking at them  
6 constantly.

7           That's gone a long way. We found that some of the  
8 trainers are -- are very careful now about who they bring down  
9 here. They don't want to be singled out as the trainer that  
10 brought a bad horse here, a horse that could be injured.

11           There's also -- when they're entered, they look out  
12 through what we call the Governor's panel that's made up of  
13 veterinarians, racing officials, California horseracing boards,  
14 and they look at each horse that has been entered into the race  
15 or filled out an entry form.

16           "Okay. Let's take a look. This might be a horse in  
17 here that, you know, we don't -- we're not sure about this  
18 horse. He hasn't run for a while. His last race he didn't  
19 look that good. Naw, I don't think so."

20           And so we've managed to take out from a lot of that  
21 the potential horse that could -- could injure himself.

22           So the morning, that's always been a crucial point  
23 because they're all out there and they really have no -- you  
24 know, we haven't looked at them before they get out there. And  
25 that's really cut way down on the injuries in the morning. We

1 do get some injuries in the morning that prove fatal. Very  
2 few; very few. I think that you get occasional -- a horse that  
3 will run off and hurt himself. I grew up on a ranch raising  
4 horses. Believe me, they get up every morning and figure out a  
5 way to hurt themselves. And so, you know, you have some of  
6 that that's just -- you cannot -- you can't get away from it.

7 But the morning issue has been, I think, has taken a  
8 major leap forward. And I think, you know, we're going to keep  
9 up with that. We're going to find out more -- the more we do  
10 that, the more the trainers know it, they know they're going to  
11 get a call. So that's where that culture change has changed a  
12 lot.

13 Tom, do you want -- anything to...

14 MR. ROBBINS: Joe, I -- I think it captured  
15 everything perfectly. I would just add -- add to that  
16 additional veterinarian scrutiny. We -- we ramped up way, way  
17 above where we ever were. As Joe mentioned, two veterinarians  
18 posted, one on the front side and one in a tower in the back.  
19 So they -- they have visuals of what they see on the racetrack  
20 for every horse that comes onto that racetrack. And if they  
21 see something they don't like, they may not call the trainer,  
22 they'll call the outrider, one of six outriders that we have  
23 out there that monitor what's going on, and say "Get this horse  
24 off the racetrack."

25 Then they follow up once that horse is removed from

1 the racetrack, and they go back to the barn to see what  
2 condition it's in. That horse will have to go through  
3 potentially some diagnostics, which we've also increased at a  
4 much higher level than where we've ever been.

5           It's just much more scrutiny. It used to be they'd  
6 have a check in the morning to race. Now, once entries are  
7 taken, there're additional checks. There may be checks done on  
8 horses prior to entries being taken. We're just more conscious  
9 of the animals. Before these horses -- as Joe mentioned,  
10 before they get here, we're going through the stall  
11 applications, and we never used to do this. We'd go through  
12 whatever records we have to monitor and look at the horses and  
13 determine whether they would fit the program or not. We now do  
14 it with one of the regulatory veterinarians. So it's just this  
15 additional scrutiny that has really shown this to work.

16           It's -- you know, as Joe mentioned, I don't see a  
17 catastrophic injury any different from what happens in the  
18 afternoon to the morning. It's not good. We don't want it.  
19 And we have 1300 horses out there in the morning that are going  
20 through some form of exercise. So it's -- it's -- it's quite a  
21 bit. It's quite a bit. And -- and we -- and we do our best to  
22 keep it in an orderly fashion but a safe fashion. That's what  
23 our ultimate goal is. Our numbers have been dramatically  
24 reduced not just afternoon, but morning training activity as  
25 well.

1 PRESIDENT ROWLAND: I think there --

2 MR. HARPER: Could I have the second part, although I  
3 can run through what you want. But, briefly, before the second  
4 part?

5 PRESIDENT ROWLAND: Director Gelfand had a question  
6 about the first part.

7 MR. GELFAND: I -- I think that part of your question  
8 related to the data-gathering portion --

9 PRESIDENT ROWLAND: Statistical part of it, yeah.

10 MR. GELFAND: -- the statistical part. If you could  
11 just explain to me because I'm not familiar: Is there data  
12 recorded in terms of the number of accidents or fatalities with  
13 horses outside of the race itself?

14 MR. HARPER: Absolutely. Yeah. Every -- every death  
15 of a horse on a -- on a track in California is reported to the  
16 California Horseracing Board. And so those numbers are known  
17 to the public. I think -- I had a thought there but it went  
18 out of my head.

19 MR. ROBBINS: Whether -- whether it happens on the  
20 racetrack or Paulick, every horse that suffers a fatality of  
21 some sort or death has to be -- go through a necropsy. It's  
22 required in California for every CHRB-authorized facility, not  
23 just the racetrack; the training centers as well. So those  
24 necropsies happened -- San Bernardino. Ultimately, some of  
25 that material also goes up to UC Davis where it's also looked

1 at as well so...

2 MR. HARPER: Yeah. There's no -- there's no -- one  
3 other thing because I hear -- I know. I hear it from Martha  
4 almost every call about you don't hear from the -- all those  
5 horses that were vanned off. Were they taken somewhere off the  
6 track and -- and euthanized?

7 There has been a fairly significant increase in  
8 horses being vanned off. That's good. Because what we've --  
9 we've told these riders if you feel anything during a race, I  
10 don't care how minor it is, pull him up. And we'll van him  
11 off.

12 The horses -- 90 percent of the horses that are  
13 vanned off have nothing other than they're just tired. And  
14 they go right back to the barn and they're fine. Sometimes  
15 they have an injury that -- that develops that -- it can be  
16 handled. We've increased the number of diagnostics that are  
17 out there so that now we can take a better look. Believe it or  
18 not, in the last few years, horses that would normally have  
19 been euthanized have come back from operations that -- you  
20 know, we've got a lot of younger vets now, and it's -- it's a  
21 good thing. So we're seeing that.

22 MR. GELFAND: If you would address my second question  
23 briefly.

24 MR. HARPER: Sure.

25 MR. GELFAND: Five years out, where do you see the

1 industry and how do you respond to those who feel that it is a  
2 sport that is no longer attractive to the larger, you know,  
3 masses, that it's an elitist sport?

4 MR. HARPER: Well, if you watched NBC Saturday at  
5 Churchill Downs, they sure had a lot of people. And I think  
6 the -- the big meets are -- are -- are fine. You know,  
7 they're -- they're very healthy, they're profitable. There's  
8 been a lot of smaller tracks go out of business. You know,  
9 here in California, we've lost Hollywood Park; we lost Bay  
10 Meadows. And really because it's a real estate deal more than  
11 anything else.

12 That's why I love you guys, you know. This is an  
13 ideal place to run a racetrack, albeit the most successful one  
14 in the country. But I think that -- you know, I see this as --  
15 as not being a dying sport at all.

16 The breeding industry has been strong, although the  
17 foal crop has been diminishing a little bit in the last few  
18 years. Something has to do with probably the -- the number of  
19 racing days that have -- that have gone down. But, you know,  
20 those racing days are -- the horses have been moved around.  
21 It's a better product. It's a healthier product, and the  
22 tracks that are functioning are financially doing fine. So I  
23 don't see us -- I see us being around in five years, although I  
24 did just turn 79, but I think I'll still be here.

25 So I'm -- I'm optimistic. I always -- I always am.

1 You know, I just spent a week up in the Santa Ynez Valley at  
2 the race -- looking at all the farms up there. They're  
3 breeding horses. They're very optimistic too so I think -- you  
4 know, I look at the purse increases this year for Del Mar. You  
5 know, Tommy's seeing it. Trainers that would normally send one  
6 or two horses out here for a specific race are now going to be  
7 sending out a number of horses to compete all summer long. So  
8 we're -- I think we're okay.

9 Any other thing?

10 PRESIDENT ROWLAND: Anything else from the board  
11 members?

12 MS. BARKETT: I do have -- I just want to say that I  
13 applaud Del Mar for being proactive instead of reactive because  
14 you truly are proactive and leading the country, and even  
15 internationally having a tremendous impact in getting horses  
16 from abroad. So congratulations.

17 MR. HARPER: Thank you.

18 PRESIDENT ROWLAND: We do have a number of members of  
19 the public signed up to speak. I think there are a few that  
20 have signed up that are not in the queue also. I'll call their  
21 names in case they call back up. But we have seven that are  
22 definitely on line.

23 MR. HARPER: Give Martha my best.

24 PRESIDENT ROWLAND: So the first member of the public  
25 signed up to speak is Martha Sullivan.

1 MARTHA SULLIVAN: Hello. This is Martha Sullivan.

2 I just want to quickly clarify that I think it was  
3 the Jockey Club Equine Injury Database that was being  
4 referenced that training fatalities are left out; so the rates  
5 that Del Mar touts is without the training fatalities. With  
6 training fatalities, Del Mar had 11 last year, including its  
7 training center, San Luis Rey Downs.

8 I want to emphasize that the Jockey Club itself says  
9 that only one percent of American adults bet -- attend or bet  
10 on live horseraces, you know, at least once a month. It is a  
11 very, very limited activity. Also wagering is, like, 50  
12 percent of what it was 20 years ago. So yeah, it may be at  
13 record levels right now, but record levels of how? So you got  
14 to look at the big picture here.

15 You know, we have -- we just had this weekend a horse  
16 die at Santa Anita during, you know, as a result of racing.  
17 This is the 17th horse that's died in California that's been  
18 reported by the horseracing board. Any legitimate sport would  
19 not accept one of its athletes dying every week in one state.  
20 It would not happen. This is a business. It's not a sport.  
21 And it's one that only one percent of American adults are even  
22 participating in. You've got to be real about this. This is  
23 not a broadly experienced --

24 MS. O'LEARY: Ms. Sullivan, your time is up.

25 MARTHA SULLIVAN: -- entertainment business.

1 PRESIDENT ROWLAND: Thank you.

2 The next member of the public signed up but not in  
3 queue was Carla Hayes. Is that still the case?

4 MR. RIVERA: Yes.

5 PRESIDENT ROWLAND: Okay. So then the next member of  
6 the public signed up to speak is Jane Cartmill.

7 JANE CARTMILL: The Del Mar Thoroughbred Club is  
8 exporting injured horses to other states like neighboring  
9 Arizona, which has been in the news for several months due to  
10 its high number of racehorse fatalities. We've identified at  
11 least six horses who raced at Del Mar and subsequently were  
12 killed or vanned off and are missing in action at tracks in  
13 other states. We also know there are many more horses dumped  
14 in Arizona after racing elsewhere in California.

15 Industry news outlet The Paulick Report, reported on  
16 April 22 as follows: "Arizona state veterinarians are just too  
17 (indecipherable) as this week's meeting of the Arizona Racing  
18 Commission revealed that the statewide average catastrophic  
19 injury rate was 3.34 per 1,000 starts for the past fiscal year,  
20 well more than twice the national average from 2021 of 1.39."

21 Previously The Paulick Report in 2015 reported on  
22 Time for Jay. Quote, "In fact, Time for Jay's name is still on  
23 California's vet list months after his death, alongside 27  
24 other horses who were added for unsoundness and ran out of  
25 state while still ineligible to start in California.

1           "Those numbers aren't a surprise to Dr. Rick Arthur,  
2 Equine Medical Director at that time for the California  
3 Horseracing Board. Dr. Arthur is quoted, 'There is certainly a  
4 vet's list shopping. People know in California if you have a  
5 horse that has a problem that's not going to be corrected, then  
6 you're going to have to take your horse elsewhere. There are  
7 states that are just as tough as California, and then, there  
8 are states that frankly will take anything.'"

9           This side of the story doesn't get reported.

10          PRESIDENT ROWLAND: Thank you.

11          The next member of the public signed up to speak is  
12 Jeff Colman.

13          MR. COLMAN: Good afternoon, everybody. And thank  
14 you for once again allowing me to share some thoughts and share  
15 my support of the Del Mar Thoroughbred Club.

16          You know, for decades, the DMTC and its leadership  
17 have been such an important and key part of our community.  
18 They've made Del Mar the safest racetrack in North America and  
19 provided jobs for thousands of people, many of whom have been  
20 able to create a life for their families and provide education  
21 for their children that they wouldn't have otherwise had. And  
22 it's the impeccable management of the Thoroughbred Club and  
23 the -- and that has made the race meet put over \$15 mil into the  
24 state's budget just last year alone.

25          Our local business community benefits from the race

1 meet with guests filling our restaurants and hotels and our  
2 retail stores, and many businesses have sales as result of the  
3 race meet that carry them through the entire rest of the year.  
4 DMTC's also a huge supporter of many of our local charities and  
5 non-profits that reflect how they are being good neighbors and  
6 benefiting us all.

7 So I will close by saying thank you to the DMTC for  
8 being such a generous and good neighbor to the community. And  
9 also thank you to the fair board for your continued support of  
10 the Thoroughbred Club and all they do as a positive impact on  
11 our community.

12 Thank you very much.

13 PRESIDENT ROWLAND: Thank you.

14 The next member signed up to speak is Bonnie Croker.

15 MR. RIVERA: Bonnie, you're in the meeting.

16 If you want to pass on her, I'll leave her in the --  
17 in meeting, and if she comes back, we'll --

18 PRESIDENT ROWLAND: Can you tell her to --

19 MR. RIVERA: Yeah. Star 6, or it looks like you're  
20 on your computer, so lower left corner, just hit the microphone  
21 to unmute.

22 BONNIE CROKER: Can you hear me now?

23 MR. RIVERA: We got you, Bonnie. Go ahead.

24 BONNIE CROKER: Okay. Actually, I'm on my phone so  
25 I'm not quite that familiar with this technology. Thank you

1 for hanging in there. I really appreciate it and this  
2 opportunity to speak.

3 I'd simply like to suggest better non-animal abuse  
4 uses for the Del Mar Fairgrounds facilities. Del Mar Fair  
5 board and associates, by continuing the barbaric and archaic  
6 traditions of horseracing, as well as exhibiting farm animals  
7 for sale and slaughter, you are showcasing the worst attributes  
8 of humanity. Why not showcase the best attributes of humanity  
9 by continuing to build upon your facility's use of human sports  
10 and fun events? You're doing a wonderful job, from what I've  
11 seen today, in those categories. Keep up that good work.

12 There are billions of dollars to be made from human  
13 sports wagering. Money is no excuse for animal abuse.

14 Thank you.

15 PRESIDENT ROWLAND: Thank you.

16 The next member of the public signed up to speak but  
17 not in the queue, Valerie Traina.

18 MR. RIVERA: That's correct.

19 PRESIDENT ROWLAND: So we'll move to Maria Luisa.

20 MR. RIVERA: Maria, you're in the meeting. Star 6 to  
21 unmute.

22 MARIA LUISA: Yes. Good afternoon, board members and  
23 staff for the 22nd DAA.

24 My name is Maria Luisa, and I'm calling in to applaud  
25 the DMTC for a very successful racing season and to support

1 DMTC into the future. As many people have star- -- stated  
2 before, we should all be proud of the -- Del Mar's horse safety  
3 record. Some people with extreme views will never accept Del  
4 Mar being recognized as the safest racetrack in America. Even  
5 if Del Mar was perfect, they would still be calling for an  
6 outright prohibition on horseracing instead of applauding the  
7 successes of horse safety reform effort in California, and a  
8 vocal minority continues to advocate for an elimination of  
9 horseracing without any thought of the consequences of this --  
10 that this would have on many working families whose jobs depend  
11 on the success of live horseracing.

12 It is hard enough to be an immigrant worker in  
13 America. The cost of housing is high, and inflation continues  
14 to make things more challenging for working families. Add to  
15 that challenges of the pandemic and the fact that many of our  
16 working families cannot work from home.

17 Many family members who work in horseracing love  
18 their jobs taking care of horses and appreciate the opportunity  
19 to earn a decent living. These hard-working people and the  
20 people that would be hurt the most if the extreme views of  
21 those opposed to horseracing have their way; moreover, lives --  
22 horseracing provides thousands of jobs outside the racetrack.  
23 Many small businesses and local hotels in North San Diego  
24 County would never exist if not for live racing at Del Mar.  
25 Like workers inside the track and many of these workers

1 employed by businesses outside of the racetrack depend on live  
2 racing to support their families.

3 Thank you for listening and for supporting the  
4 working families that are the foundation of horseracing and the  
5 economic benefit --

6 MS. O'LEARY: Your time is up.

7 MARIA LUISA: -- derived from their work.

8 Thank you.

9 PRESIDENT ROWLAND: Thank you.

10 The next member of the public signed up to speak is  
11 Oscar De La Torre.

12 OSCAR DE LA TORRE: Yes. Good afternoon, members of  
13 the 22nd DAA board. My name is Oscar De La Torre, and I have  
14 the privilege of working with many of the backstretch workers  
15 in defense of their professions.

16 I'm really happy to see that the San Diego County  
17 Fair is returning to San Diego, and I love the theme about  
18 heroes. And I started thinking about the heroes, the  
19 backstretch workers that wake up every day at 4:00 a.m. to take  
20 care of horses at the racetrack. They are truly the animal  
21 rights advocates, but they do their work with their hands and  
22 their hearts, not with protests and picket signs.

23 The backstretch workers love their jobs taking care  
24 of horses. These are some of the most committed workers,  
25 dedicated to the welfare and wellbeing of horses. These are

1 true heroes, people that -- that allow for other businesses to  
2 succeed outside of the racetrack: More than 3,500 workers at  
3 Del Mar alone, but then, outside of that, many other small  
4 businesses and local business and hotels and so forth that  
5 employ thousands of other workers. There's -- it's an economic  
6 benefit for all of Northern San Diego County, and that needs to  
7 be recognized.

8           There's -- you know, Del Mar is not only a leader in  
9 the state of California but also the nation, and that should  
10 also be acknowledged: The good work that DMTC has done to set  
11 a national standard for horse safety and also to lead the  
12 nation in the reform effort to protect horses and the wellbeing  
13 of the animals under our care. And so thank you very much for  
14 listening, and I just wanted to call to support the good work  
15 that's being done and the benefit to our working families.

16           Thank you very much.

17           PRESIDENT ROWLAND. Thank you.

18           And the next member of the public signed up but not  
19 in the queue is Kim Marrs.

20           MR. RIVERA: That is correct.

21           PRESIDENT ROWLAND: So we will move to Doug O'Neil.

22           DOUG O'NEILL: Good afternoon, board members of the  
23 22nd DAA. Thank you all for your work in securing a successful  
24 future for the Del Mar Fairgrounds.

25           My name is Doug O'Neill, as you've already said, and I

1 have been a trainer in horseracing for over 30 years. And I'm  
2 calling in to remind everyone that horseracing provides decent  
3 jobs sustaining many families, thousands of small businesses,  
4 and also provides much-needed revenue that supports vital  
5 services at all levels of government.

6 That being said, I think it's safe to say that the  
7 DMTC and a successful horseracing population bolsters the  
8 success of the Del Mar Fairgrounds and the regional economy of  
9 San Diego County. I am sure you all had a chance to read the  
10 report from the Jockey Club Equine Injury Database showing that  
11 Del Mar exemplifies the effectiveness of our horse safety  
12 reform effort in California. Del Mar continues to be  
13 acknowledged as the safest racetrack for portions of the  
14 country for the third consecutive year. As a long-time trainer  
15 in this industry, I couldn't be more proud of our collective  
16 efforts to place the safety of our horses first, and the  
17 results speak for themselves.

18 We are committed to sustaining and building from this  
19 success, and I have seen how the culture of horseracing has  
20 shifted in positive ways. We are now leading the country in  
21 horse safety reform, and Del Mar is a key part of this  
22 accomplishment. If any racetrack operator deserves the  
23 opportunity to expand, modernizing, and grow horseracing into  
24 the future, it's the Del Mar Thoroughbred Club.

25 I want to thank all of -- I want to thank you all for

1 supporting our work and the reform effort. It shows that we  
2 can work together to strengthen protections for the horses  
3 under our care and by doing so continuing this wonderful sport  
4 that provides jobs, economic recovery, and taxes that support  
5 many families in our industry and beyond. I look forward to  
6 continuing being part of the movement that we have started to  
7 provide --

8 MS. O'LEARY: Your time --

9 DOUG O'NEILL: -- safer horseracing for our fans and  
10 public.

11 Thank you.

12 PRESIDENT ROWLAND: Thank you.

13 That was the last member of the public signed up to  
14 speak on this item.

15 So the next item is a consideration vote on a  
16 delegation of authority, and we are about to enter the time  
17 period where there are no board meetings until August. And we  
18 do know that there may be substitutions or other sorts of --  
19 other sorts of contracts and agreements that need to be  
20 executed that are above the -- the delegated limits that would  
21 require -- otherwise require board approval. And so this  
22 delegation would allow me to sign on behalf of management and  
23 Fair Ops. A lot may come out of the fair, maybe a substitution  
24 of a vendor, for example, or a con- -- or a substitution of a  
25 contract. As long as Fair Ops and/or Legal have reviewed, then

1 I would be eligible to sign.

2 Carlene, do you want to add anything to that or  
3 correct me on anything?

4 MS. MOORE: No. That was great.

5 Just for everybody's awareness that this process --  
6 that processes outlined here was run past our partner, the  
7 Attorney General's Office, and so verified that this is really  
8 the appropriate legal process for us to follow. And keep in  
9 mind this is for a limited time period because it is primarily  
10 around fair contracts. And again, as Director Rowland said, it  
11 exceeds the delegation of authority. It could be sponsorship  
12 agreements; we are in the process of writing theme agreements  
13 for the fair, things that in essence weren't -- we didn't have  
14 stuff; one outstanding Grandstand act that we didn't have when  
15 this agenda was published.

16 PRESIDENT ROWLAND: And to add, they will all, you  
17 know, be ultimately reviewed by the board.

18 MS. MOORE: Yes. And they would be placed on the  
19 August -- you'll see them on the August board agenda for your  
20 review.

21 Richard?

22 MR. GELFAND: So moved.

23 MS. BARKETT: Second.

24 [Multiple speakers.]

25 PRESIDENT ROWLAND: We're not going to go to --

1 you're not going to trick me again.

2 [Laughing.]

3 MR. GELFAND: I don't get the privilege of --

4 PRESIDENT ROWLAND: No, I know. I've got the screen  
5 here.

6 We have one member of the public who wants to comment  
7 so first comments, questions for any of the directors before we  
8 go to the motion?

9 MR. GELFAND: I assume --

10 MARTHA SULLIVAN: Thank you all --

11 PRESIDENT ROWLAND: Oh. Hang on -- hang on, Martha.  
12 We're -- a couple directors have questions, and then we'll go  
13 to public comment.

14 MR. GELFAND: So there's a limited period of time  
15 within which you can do this.

16 PRESIDENT ROWLAND: Correct.

17 MR. GELFAND: But does it also relate to contracts  
18 with a limited duration? You're not going to sign a five-year  
19 contract. You're going to sign a contract for a one-time event  
20 or occurrence in the next -- during the next year or --

21 MS. MOORE: And really, this is for the 2020 -- the  
22 2022 San Diego County Fair. So yes, if it's anything beyond --  
23 because even in terms of that, anything beyond one year would  
24 require board's approval.

25 MR. GELFAND: Thank you.

1 PRESIDENT ROWLAND: You're limiting my delegation,  
2 which I'm very happy -- it's fine. I'm very happy about that.

3 [Laughing.]

4 MR. GELFAND: I'm just trying to help you.

5 PRESIDENT ROWLAND: Okay. Any other questions from  
6 the directors before we go to public comment?

7 Okay. Then we'll move to public comment, and Martha  
8 Sullivan is signed up for public comment on this item.

9 MARTHA SULLIVAN: Thank you again. I appreciate the  
10 opportunity. I've just -- I basically sign up to talk on every  
11 item, just in case something is said that I feel like I need to  
12 comment on. So thank you.

13 PRESIDENT ROWLAND: Okay. Understood.

14 So we have roll call.

15 MS. O'LEARY: President Rowland.

16 PRESIDENT ROWLAND: Let me think about this.

17 Aye.

18 MS. O'LEARY: Okay. Vice President Schenk.

19 MR. SCHENK: Aye.

20 MS. O'LEARY: Vice President Valdez.

21 MR. VALDEZ: Aye.

22 MS. O'LEARY: Director Barkett.

23 MS. BARKETT: Aye.

24 MS. O'LEARY: Director Gelfand.

25 MR. GELFAND: Aye.

1 MS. O'LEARY: And Director Nejabat.

2 MR. NEJABAT: Aye.

3 PRESIDENT ROWLAND: Okay. Thank you all.

4 So we'll now move to general public comments. So we  
5 do have members of the public signed up for this item. I have  
6 to scroll here.

7 Okay. We have four members of the public signed up  
8 for public comment, and the first signed up is Martha Sullivan.

9 MARTHA SULLIVAN: Okay. I am going to use this  
10 opportunity.

11 We've all been following the deepening water drought  
12 in California and beyond, and most recently in late April, it  
13 was -- the Metropolitan Water District has issued some very,  
14 you know, unprecedented restrictions on usage. And they are --  
15 they're targeting that the average person in Southern  
16 California uses about 125 gallons of water a day, but the  
17 number needs to be closer to 80 gallons a person per day.

18 One, I think it's really incumbent upon this fair  
19 ground and the board that guides it to really address this  
20 existential threat to us. And I understand that in San Diego  
21 County we think we're saved by water reclamation, but it's very  
22 expensive. Our water rates are very high, and it's not -- you  
23 know, it's inequitable for lower-income people. So it's really  
24 incumbent on this fairgrounds and this board to address this  
25 head on and to show what you're doing. And just remember that

1 we know 150,000 gallons of water per race day is used,  
2 according to your own engineering analysis.

3 This is -- this is an issue that you have to address.  
4 You can't keep kicking the can down the road.

5 Thank you.

6 PRESIDENT ROWLAND: Thank you.

7 The next member of the public signed up to speak is  
8 Jane Cartmill.

9 JANE CARTMILL: "Fraud," "favoritism" and  
10 "corruption," these are not the words one wants to hear  
11 describing the actions of the 22nd DAA. And yet, those were a  
12 judge's words in evaluating the claim, the contracting process  
13 for the Midway, Tally versus Cammack was rigged. The absence  
14 of a serious internal investigation or anything significant by  
15 the California Department of Food and Agriculture was also a  
16 poor optic.

17 The situation was, to me, reminiscent of our national  
18 election. You don't like the outcome, change the votes. I  
19 hope the board will not engage in such practices in the future.  
20 Appointment to the Leadership Development Committee of the  
21 Western Fairs Association should inspire more transparency,  
22 accountability, and integrity. I fear that the corruption of  
23 the racing industry could infect the district. Please don't  
24 let that happen.

25 PRESIDENT ROWLAND: The next member of the public in

1 the queue is Oscar De La Torre.

2 OSCAR DE LA TORRE: Just wanted to reiterate, I mean,  
3 the presentation of the DMTC, one of the -- one of the  
4 presenters spoke on a 50 percent reduction in accidental  
5 horseracing fatalities in the past two years. I think I  
6 just -- I wanted just to reiterate that. That was a very  
7 important statistic. Very proud of that. Glad to see that the  
8 reform effort continues to show positive results in horseracing  
9 in the state of California.

10 Thank you.

11 PRESIDENT ROWLAND: So we will now be moving into  
12 closed session, and I estimate we will probably be an hour.  
13 Yeah. So we'll let the public know when we are available to  
14 come back for the final portion of the meeting.

15 (The meeting adjourned into closed  
16 session at 3:49 p.m.)

17 \* \* \*

18 (The open session was resumed at  
19 6:28 p.m.)

20 PRESIDENT ROWLAND: Okay. This is the 22nd DAA  
21 coming back out of closed session, and we have nothing to  
22 report from the closed session.

23 And we just have one remaining item of business which  
24 is, is there a motion to adjourn?

25 So we're adjourned.

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(The meeting adjourned at 6:28 p.m.)

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## CERTIFICATE OF REPORTER

I, Mary Julia Coleman Kiefer, AAERT Certified Electronic Reporter No. 1468, do hereby certify:

That the proceedings were taken before me at the time and place herein named; that said proceedings were reported by me in the digital reporting method and later transcribed through computer-aided transcription under my direction, and that the foregoing transcript is a true record of the proceedings.

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

In witness whereof, I have hereunto set my hand this 31st day of May, 2022.

---

Mary Julia Coleman-Kiefer  
Certified Electronic Reporter  
No. 1468

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