

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

TUESDAY, JANUARY 11, 2022

1:30 P.M.

REPORTED BY: Kathryn L. Edwards, CSR No. 7288
(via Zoom)

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IN ATTENDANCE

OFFICERS:

- G. Joyce Rowland, President
- Frederick Schenk, First Vice President (via Zoom)
- Richard Valdez, Second Vice President (via Zoom)
- Carlene Moore, CEO/General Manager

DIRECTORS PRESENT:

- Lisa Barkett (via Zoom)
- Michael Gelfand (via Zoom)
- Kathlyn Mead (via Zoom)
- Donald Mosier (via Zoom)
- Sam Nejabat (via Zoom)

DIRECTORS ABSENT:

- Pierre Sleiman

ALSO PRESENT:

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

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1 DEL MAR, CALIFORNIA, TUESDAY, JANUARY 11, 2022

2 1:30 P.M.

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4 PRESIDENT ROWLAND: Good afternoon and
5 welcome to the January meeting of the 22nd DAA. And
6 happy new year to everyone. Since this is my first
7 meeting as president, I'll introduce myself. I'm
8 Joyce Rowland. And I'll call the meeting to order
9 now.

10 And first up we have our roll call.

11 DONNA O'LEARY: Okay. President Rowland.

12 PRESIDENT ROWLAND: Present.

13 DONNA O'LEARY: First Vice President Schenk.

14 VICE PRESIDENT SCHENK: Present.

15 DONNA O'LEARY: Second Vice President Valdez.

16 VICE PRESIDENT VALDEZ: Here.

17 DONNA O'LEARY: Director Barkett.

18 DIRECTOR BARKETT: Here.

19 DONNA O'LEARY: Director Gelfand.

20 DIRECTOR GELFAND: Here.

21 DONNA O'LEARY: Director Mead.

22 DIRECTOR MEAD: Here.

23 DONNA O'LEARY: Director Mosier.

24 DIRECTOR MOSIER: Here.

25 DONNA O'LEARY: Director Nejabat.

1 DIRECTOR NEJABAT: Here.

2 DONNA O'LEARY: And Director Sleiman.

3 (Director Sleiman not present.)

4 PRESIDENT ROWLAND: Okay. We have a number
5 of members of the public who are signed up to speak
6 today. So I'll just talk a little bit about process.
7 If there is a committee or a management report, we'll
8 go through that first. Then if board -- members of
9 the board have any questions, we'll let them ask
10 questions; and then members of the public, there are
11 several, will be allowed to speak. And there is a
12 limit on the speaking time of two minutes. After
13 that, if members of the board have any further
14 questions, of course, feel free to chime in.

15 So the first item on the agenda is our
16 Consent Calendar, including action items. A couple of
17 changes to this.

18 First, the Delegations of Authority, we're
19 actually moving that to the Finance Committee because
20 there are a number of changes, especially in the
21 check-signing authority, and we thought it best to
22 move it to Finance Committee and let them make some
23 remarks consistent with that, with those changes in
24 the Delegation of Authority.

25 Under the contracts, we are removing

1 Contract 22005, Midway Master Carnival Operator, to a
2 later date, and that's because a notice of intent to
3 protest has been filed. So that requires us to then
4 remove it from consideration for today.

5 And so with that, may we have the -- any
6 questions on the Consent Calendar first from the
7 board? Those changes?

8 Hearing none, we have a couple members --
9 three members of the public signed up for the Consent
10 Calendar, and the first is Martha Sullivan. Martha.

11 MARTHA SULLIVAN: Yes. Hello. And happy
12 new year to all of you as well.

13 The changes addressed a couple of things I
14 was gonna talk about. But I also wanted to express
15 appreciation for including the district contract
16 authority documents in here. It was very helpful.
17 Thank you.

18 PRESIDENT ROWLAND: Thank you.

19 The second member of the public is Mary
20 Talley.

21 AUDIO VISUAL TECH: Mary, you're in the
22 meeting. Star six to un-mute.

23 Do you want to leave her in the meeting?
24 And then we can skip to the next?

25 PRESIDENT ROWLAND: Yes. Let's come back to

1 Ms. Talley.

2 The third member of the public to request to
3 speak on the Consent Calendar is Adam West.

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

6 ADAM WEST: Hello.

7 AUDIO VISUAL TECH: Yes, we hear you.

8 ADAM WEST: Hi. I just wanted to
9 congratulate President Rowland on becoming president
10 of the 22nd DAA. And I'll just continue listening for
11 further items on the agenda. Thank you.

12 PRESIDENT ROWLAND: Thank you, Mr. West.

13 Yeah, let's go back to Mary Talley.

14 AUDIO VISUAL TECH: Mary Talley, you're in
15 the meeting. Star six.

16 She just dropped off. Oh, no. There she is
17 again. Hold on.

18 PRESIDENT ROWLAND: Do you see her coming
19 back in?

20 AUDIO VISUAL TECH: She's in my queue, but I
21 can't let her in for some reason.

22 PRESIDENT ROWLAND: I don't see her in your
23 queue.

24 AUDIO VISUAL TECH: Yep. You don't see her
25 there?

1 PRESIDENT ROWLAND: Okay. Well, there may
2 be another appropriate place for her to --
3 AUDIO VISUAL TECH: Okay.
4 PRESIDENT ROWLAND: -- to come back in.
5 So we now need a vote on the remainder of
6 the Consent Calendar.
7 CEO CARLENE MOORE: We need a motion.
8 PRESIDENT ROWLAND: Yes.
9 VICE PRESIDENT VALDEZ: We have to approve
10 it?
11 PRESIDENT ROWLAND: Yes. We need a motion
12 first. We need a motion --
13 DIRECTOR BARKETT: Oh.
14 PRESIDENT ROWLAND: -- on the Consent
15 Calendar.
16 DIRECTOR BARKETT: Approved. Approved.
17 DIRECTOR MEAD: Second.
18 PRESIDENT ROWLAND: So we have -- I'm sorry.
19 Who was the motion?
20 DIRECTOR MEAD: Lisa; Kathlyn.
21 DIRECTOR BARKETT: Barkett.
22 PRESIDENT ROWLAND: Lisa? And the second
23 was Kathlyn?
24 DIRECTOR MEAD: Yes.
25 PRESIDENT ROWLAND: Now we have a vote.

1 DONNA O'LEARY: Okay. President Valdez. I
2 mean -- I'm sorry.

3 PRESIDENT ROWLAND: It's okay.
4 President Rowland is here and says yes.

5 DONNA O'LEARY: President Rowland.

6 PRESIDENT ROWLAND: Aye.

7 DONNA O'LEARY: First Vice President Schenk.

8 VICE PRESIDENT SCHENK: Aye.

9 DONNA O'LEARY: Second
10 Vice President Valdez.

11 VICE PRESIDENT VALDEZ: Aye.

12 DONNA O'LEARY: Director Barkett.

13 DIRECTOR BARKETT: Aye.

14 DONNA O'LEARY: Director Gelfand.

15 DIRECTOR GELFAND: Aye.

16 DONNA O'LEARY: Director Mead.

17 DIRECTOR MEAD: Aye.

18 DONNA O'LEARY: Director Mosier.

19 DIRECTOR MOSIER: Aye.

20 DONNA O'LEARY: And Director Nejabat.

21 DIRECTOR NEJABAT: Aye.

22 PRESIDENT ROWLAND: Okay. Motion passes on
23 the Consent Calendar. And so now we'll move to the
24 Management Report.

25 And, Carlene, will you update us, please.

1 CEO CARLENE MOORE: In Donna's defense, it
2 has been President Valdez for two and a half years.

3 PRESIDENT ROWLAND: We'll have an off --

4 CEO CARLENE MOORE: This first meeting off,
5 we give her -- we give her this pass.

6 PRESIDENT ROWLAND: Yes. We'll have that
7 discussion off line.

8 DONNA O'LEARY: Okay.

9 CEO CARLENE MOORE: So a couple of things to
10 update you all on. The Surf and Turf R.V. project is
11 well underway. A little bit of delay with the weather
12 that we had around the holiday.

13 THE STENOGRAPHER: Is Carlene's mic on?

14 PRESIDENT ROWLAND: No, it's not.

15 AUDIO VISUAL TECH: Okay.

16 PRESIDENT ROWLAND: It's red.

17 CEO CARLENE MOORE: Now it is. All right.
18 I'm just talking away to myself apparently.

19 So just a couple of things to update on.
20 The first of which is the Surf and Turf R.V. proj- --

21 PRESIDENT ROWLAND: And remind us what that
22 is.

23 CEO CARLENE MOORE: -- Park project.

24 This is -- was funded through SB 5 grant
25 funds that we were approved for clear back in

1 2000-and -- 2000- -- late 2019, early 2020, through
2 the Department of Food and Agriculture. These were
3 funds that were made available in part through the
4 bonds that we're partnership with state parks and --
5 state parks division.

6 And so with this, what it's allowing us to
7 do is to upgrade the sites over there. So in the
8 future, especially for -- in -- in the case of us
9 being called into service again for evacuations, just
10 general response to any type of crises in our
11 community, the sites there will have been upgraded to
12 include sewer. So previously they were pumped on a
13 weekly basis by our staff, but now they'll actually
14 attach directly to sewer as well as the electrical
15 upgrade for a bit over 50 percent of the park.

16 So that park was primarily 30 amp service,
17 and this is upgrading to -- at least 50 percent of the
18 site to 50 amp service as well. And so with that,
19 that -- the one thing is the transformers for that,
20 the additional electrical load. And those, if you
21 recall, last month I reported that they were back
22 ordered. And so though construction will be wrapping
23 up this month, the transformers aren't due to arrive
24 until February, at which time they'll be installed.
25 So we anticipate that project really being buttoned up

1 completely around the end of February.

2 In addition to that and as a new project we
3 have the Golf Center roof replacement project. So
4 during those torrential rainstorms we were all
5 experiencing and even leading up to it, there -- the
6 roof over at the Golf Center that houses the Pelly's
7 Mini Golf as well as Golf Mart have been leaking
8 during rain events. And so we have moved forward with
9 a project to replace the tiles.

10 They'll reuse what can be reused and
11 otherwise replace the tiles, as well, and then
12 obviously, once they take the tiles off, depending on
13 the amount of sheeting and other things that need to
14 be replaced. And so that project is -- will be
15 underway later this month. I'm looking to our
16 director of finance for confirmation of that. So,
17 yes, that will be underway later this month. It's one
18 of those of when it rains it pours literally in the
19 building.

20 So in addition to that, as I mentioned last
21 month, we have reengaged with Lennar, or Lennar has
22 reengaged us on the Via De La Valle widening project.
23 So we met with them last month, and we'll have another
24 meeting coming up that's trying to be scheduled for
25 later this month with both them and the City of

1 San Diego. So we'll continue to provide updates as we
2 have those on that particular project.

3 PRESIDENT ROWLAND: And if you travel up and
4 down Via De La Valle, you can say it's -- see it's
5 already underway.

6 CEO CARLENE MOORE: Oh, really? Oh, wow.

7 PRESIDENT ROWLAND: Right.

8 CEO CARLENE MOORE: Great.

9 Then also following up from last month's
10 meeting where we talked about the Del Mar National
11 Horse Show. And we have spoken with USEF, which is
12 the sanctioning body for that show, and they are
13 holding our dates for that event for 2023. We will
14 need -- the previous two years, due to the pandemic,
15 have not counted against us. So 2022 would be our
16 first year of not. So we will need to -- and -- and
17 as we said before, we'll be looking at that this
18 spring to bring back in terms of how we proceed with
19 that in 2023. But they are holding those dates for
20 us. So that was really good news.

21 And then finally, just an update on The
22 Center. So last month I was notified that,
23 unfortunately, ASM/Premier is precluded by other
24 contracts in the area from having a broader role in
25 The Center, which is what we had been working on for

1 the past several months. So I'm working to issue an
2 RFP later this month for a managing -- for a managing
3 promoter.

4 Now, with that, the building was handed --
5 technically handed over to us on December 1st. That
6 doesn't mean that the contractors were finished with
7 it yet though. So they are still working through the
8 punch list. That's really narrowing down. But what
9 it allowed for is also for our team to get into the
10 building to begin working on -- and they continue to
11 work on items that were on us to do, that were not
12 part of the overall project scope. These are gonna
13 include things such as the -- the hot water and
14 getting that access to all the places that it needs to
15 be, security and -- and cameras and network cabling
16 and things of that nature within the facility itself.

17 So we are currently aiming for health and
18 fire inspections either end of this month or early
19 February on it. With -- and then also with that, then
20 aiming to, in essence, have occupancy as of April 1st.
21 So we'll continue to keep you posted on that progress.

22 And other than that, that's what I -- that
23 concludes my report.

24 PRESIDENT ROWLAND: Thanks, Carlene.

25 Do members of the board have any questions

1 of Carlene?

2 Michael. Director Gelfand.

3 DIRECTOR GELFAND: What was the nature of
4 the conflict or problem with ASM or Premier in terms
5 of Premier's management of The Center?

6 CEO CARLENE MOORE: Non-compete clauses, I
7 believe it was --

8 DIRECTOR GELFAND: Oh.

9 CEO CARLENE MOORE: -- in other agreements.
10 So for similar services outside of the food -- not the
11 food and beverage portion.

12 PRESIDENT ROWLAND: Any other questions?

13 Okay. We have a couple members of the
14 public signed up for remarks with respect to the
15 management report. The first is Martha Sullivan.

16 MARTHA SULLIVAN: Thank you. And I'll pass.

17 PRESIDENT ROWLAND: Thank you, Martha.

18 The second member of the public is Adam
19 West.

20 ADAM WEST: Thank you. I'll pass also.

21 PRESIDENT ROWLAND: Thank you, Adam.

22 So we'll move now into our general business,
23 and our first item is the DMTC Liaison Committee
24 report and Director Valdez. There is an action item
25 here. So --

1 VICE PRESIDENT VALDEZ: Great. I think we
2 need Josh Rubinstein. Oh, there we go.

3 PRESIDENT ROWLAND: They just popped in.

4 VICE PRESIDENT VALDEZ: We've got Josh
5 Rubinstein, Mike Ernst, and I think Joe Harper is
6 there.

7 So just so everybody knows what we are
8 doing. Every January our board approves the budget
9 submitted by the Del Mar Thoroughbred Club. The
10 process is under the operating agreement with the
11 DM- -- with DMTC. They are to provide our CEO, in the
12 middle of December, with a proposed budget with a
13 narrative explaining the -- all the different items
14 contained in the budget.

15 The DMTC Liaison Committee, which is
16 Director Barkett and myself together with the CEO,
17 meets with DMTC. After we've had an opportunity to
18 review the proposed budget, we have discussion about
19 it. Liaison committee might have some suggested
20 tweaks that we think would be appropriate. And then
21 when we feel comfortable with it, we then submit that
22 with the board packet, which you have in your board
23 packet. The narrative is pages 23 to 42. The
24 operating budget is page 44. And the detail report,
25 which I actually refer to more often, is page 43.

1 So I'm gonna hand it on over to Mike Ernst
2 and Josh Rubinstein and Joe to kind of walk you
3 through it. And we can have any questions before I
4 ask for a motion, though. As President Rowland had
5 stated, we will -- if there's people -- if there's
6 members of the public signed up for this item, we will
7 then take that before we have the motion.

8 So pass it on over to Josh and Mike and Joe.

9 JOSH RUBINSTEIN: Thank you,
10 Vice President Valdez.

11 Good afternoon, directors and district
12 staff. Before we provide an overview of our 2022
13 budget, we'd like to provide a recap of our 2021
14 preliminary results.

15 Our '21 results were better than
16 expectations from when we submitted our budget
17 seven months prior to our operations. On-track and
18 F&B revenues exceeded budget as we were to operate at
19 a hundred percent of seated capacity and started to
20 offer limited general admission mid-meet based on
21 reopening protocols. Attendance was 30 percent above
22 projections. Again, that was a budget that we
23 submitted seven months prior to operations. Both race
24 meets were supported by our core high-per-cap wagering
25 fans as well as premium group sales area such as

1 luxury suites and sky rooms which generate high-margin
2 food and beverage revenue.

3 2021 revenues were very -- wagering revenues
4 were very strong in both -- as we reported previously,
5 both the summer and fall meets had record -- had
6 record wagering handles for both meets. As we said
7 before, wagering results are largely tied to a strong
8 racing product, and 2021 was no exception as our field
9 size and quality of racing were among the industry's
10 best.

11 Our recent program benefited from strong
12 horse recruitment efforts. In cooperation with the
13 TOC, we offered lucrative incentives for out-of-state
14 horses to participate at Del Mar. Wagering revenues
15 in '21 were also boosted by the return of on-track and
16 brick-and-mortar simulcast patrons. Internet wagering
17 was stronger than projected as ADW providers retained
18 a significant number of newly-acquired pandemic
19 stay-at-home customers. All of these factors combined
20 for a record return from horse racing to the district
21 and the RTA of over \$15.3 million in 2021.

22 And before I turn things over to Mike for
23 details on our 2021 totals, I believe it's important
24 to acknowledge the unique structure of the Del Mar
25 Thoroughbred Club. DMTC is the only horse racing

1 operator in the country where a hundred percent of the
2 net revenues are returned to the state. Mike.

3 MIKE ERNST: Sure. Let me drill down a
4 little bit on our record 2021 results of
5 \$15.3 million. \$10.4 million of that was generated
6 through DMTC operations; the \$1.625 million of direct
7 payments that we make to the district; and then the
8 excess of \$8.8 million is paid to the Race Track
9 Authority or the RTA.

10 We prepaid -- we made a prepayment early in
11 2021 of \$2.6 million, and that helped fully fund the
12 2021 RTA debt service on the bonds; and then the
13 remaining \$6.8 million -- or \$6.2 million will be
14 paid -- was paid in November; and then the final
15 payment will be paid in April, once our audited --
16 audited statements are complete. And that
17 \$6.2 million will fully fund this year's RTA debt
18 service and provide excess funding for future years'
19 RTA debt service.

20 So -- but we did have a couple of one-time
21 and unusual items that were included in our record
22 results, one of which was the second hosting of the
23 Breeders' Cup, which generated about \$1.2 million of
24 net profits. And then we also received forgiveness of
25 our \$2.8 million payroll protection loan that we got

1 in 2020. That was forgiven in 2021. So looking at
2 our normal operations for our summer and fall race
3 meet, we generated \$11.3 million, which is amongst the
4 highest that we've ever generated.

5 So that's a recap of 2021 results, and I'll
6 turn it back on over to Josh to talk a little bit
7 about the 2022 budget and race dates.

8 JOSH RUBINSTEIN: Thanks, Mike.

9 The 2022 racing calendar was established by
10 dates awarded by the CHRB, the California Horse Racing
11 Board, at their September 2021 meeting. Once again
12 Del Mar will run an eight-week summer meet, opening
13 Friday, July 22nd, and closing Sunday, September 11th.
14 We are opening a week later than the last several
15 years, and this is due to, basically, three factors:
16 The fair closing on Monday; Labor Day falling earlier
17 on the calendar in 2022; and the time that's required
18 post fair to safely prepare our racing surfaces and
19 the stable area. Our fall meet will be four weeks,
20 opening Friday, November 11th, closing Sunday,
21 December 4th.

22 While we opened for fans in 2021, the
23 pandemic required us to adjust operations. In '21 we
24 opened to seated patrons only. We later added general
25 admission ticketing as we became more comfortable with

1 reopening protocols. However, our promotional
2 activity in 2021 was extremely limited. In '22 we
3 will remain flexible based on the reopening climate in
4 the summer and fall. However, our budget reflects a
5 return to traditional general admission ticketing and
6 walk-up sales. We will also return to our popular
7 marketing programs, such as lifestyle events, such as
8 craft beer festivals and local eatery events. We work
9 with outside promoters to host these types of events
10 in parallel to a day at the races in order to increase
11 attendance and drive F&B revenues.

12 Like many businesses during the pandemic,
13 the -- like many businesses that the pan- -- the
14 pandemic provided an opportunity for a reset of our
15 operations, and this included a reevaluation of
16 marketing. And while post-race music concerts have
17 been a staple of our promotions calendar, due to a
18 combination of factors, including increased costs and
19 a very fluid talent schedule, we will forgo
20 large-scale concerts in 2022. Also, we did not want
21 to compete with The Center as the district begins to
22 book events -- musical events there in 2022.

23 On the advertising front we will increase
24 our emphasis on digital and social media and, for the
25 most part, shift away from traditional TV, radio, and

1 print. Lastly, we will rely heavily on our
2 450,000-person loyalty fan club, the Diamond Club.
3 This opt-in database provides for economically
4 efficient target offers to our core customers.

5 I'll turn things over the Mike to discuss
6 our '22 budget in detail.

7 MIKE ERNST: So as Richard mentioned,
8 there's a pretty extensive narrative in the meeting
9 package. It discusses in detail our revenue and
10 expenses.

11 And like Josh kind of provided an overview
12 on the racing dates and our marketing efforts, I'll
13 just give everyone a high-level overview on the
14 revenues and expenses. And happy to answer any
15 questioning if -- if anyone has any.

16 Our total revenues for our 2022 summer and
17 fall race meets are projected to increase about
18 \$960,000. And this is an apples-to-apples comparison.
19 So we're excluding the impact -- the one-time benefit
20 of the PPP loan forgiveness and Breeders' Cup.

21 Wagering revenues are -- look -- are
22 expected to be in line with our record revenues
23 generated in 2021, and this is because we're gonna
24 have a similar racing calendar in '22, that we had in
25 '21. We're gonna aggressively spend on horse

1 recruitment, but our bottom line will benefit because
2 the TOC and a fund called the co-op marketing fund
3 will pick up a greater portion of the horse
4 recruitment expenses that were previously picked up by
5 DMTC.

6 Also in 2022 we're gonna benefit from the
7 opening of the -- of one large satellite, the
8 satellite at the Fairplex, which wasn't open on
9 December of 2022 due to pandemic-related issues. They
10 did open for our fall race meet. And we also have a
11 couple of new out-of-state simulcast contracts that
12 will -- should benefit wagering revenues.

13 As Josh mentioned, we're gonna have the
14 benefit of full walk-up GA for the entire summer race
15 meet, where we had limited in 2021. And we're gonna
16 have the return of promotional events that should
17 drive attendance and F&B revenues. And then on the
18 sponsorship side we're gonna have some nice growth
19 because we've got some new sponsorship partners in the
20 sports wagering and banking categories.

21 Expense side: Our expenses are projected to
22 increase about 3.3 percent really in three areas. One
23 is seasonal staff costs. The other is an increase in
24 our marketing efforts that Josh talked about and some
25 higher R&M costs.

1 The staff costs, which is our largest
2 expense categories, are projected, in the total
3 increase, just about seven-tenths of a percent over a
4 hundred -- or \$120,000. But we're expecting our
5 seasonal staff costs to increase about \$350,000. And
6 that's gonna be impacted by the tight job market that
7 we've all seen. We're gonna have to increase
8 seasonal -- starting levels for our seasonal staff to
9 attract staff members. We're gonna also have slightly
10 higher patron-related staffing levels because of the
11 promotional events that we're having.

12 Year-round salaries are projected to
13 increase -- decrease, be lower by \$350,000 or
14 8.4 percent. We made some staffing adjustments in
15 2021 and are operating a little bit more efficiently.
16 Benefits and work comp costs are projected to increase
17 \$150- and \$90,000 respectively; reflects staffing
18 levels and some modest increase in health and welfare
19 premium costs.

20 As Josh mentioned, we're gonna ramp back up
21 our marketing program a little bit over 2021 levels,
22 but it's gonna be much more cost effective and
23 efficient than in pre-pandemic levels, which is much
24 more digital social media.

25 And then finally, our repairs and

1 maintenance costs are projected to increase about
2 \$170,000 as DMTC is gonna be picking up the funding of
3 certain health and safety and other racing-related
4 projects that were previously funded by the RTA.

5 So when you put it all together, we're
6 projecting a total return for our summer and fall 2021
7 [sic] race meets of \$11.66 million. That's
8 \$7.1 million of DMTC rent and 4- -- \$4,540,000 of race
9 meet F&B net revenues. That all flows to the
10 district. And that's up about 3.3 percent from our
11 2021 summer and fall adjusted for the PPP and the
12 Breeders' Cup.

13 So we're happy to answer any questions
14 anyone may have.

15 PRESIDENT ROWLAND: Okay. So --

16 VICE PRESIDENT VALDEZ: Director Schenk.

17 Joyce, do you want to cover -- do you want
18 to call on everybody?

19 PRESIDENT ROWLAND: No, that's -- that's
20 fine.

21 Director Schenk.

22 VICE PRESIDENT SCHENK: Thank you, your
23 Honor, president.

24 I understood you to say that apples to
25 apples there will be an estimated increase in revenue

1 about a little over 3 percent for '22, over '21? Did
2 I get that right?

3 MIKE ERNST: That's correct. Yes.

4 VICE PRESIDENT SCHENK: You know, we have
5 heard over the years some concern expressed by public
6 comment that the opposite was the trend. We've heard
7 repeatedly there was -- the trend is that the numbers
8 are going down, not up. And so I -- I want to better
9 understand how you predict an increase for '22, over
10 '21, when you take out the PPP and -- loan and
11 Breeders' Cup, as compared to some of the concerns
12 that have been raised that in fact racing revenues are
13 going the opposite direction. If you can speak to
14 that, please.

15 MIKE ERNST: Certainly. So certainly '20,
16 the pandemic impacted all businesses, including
17 racing, and dealt -- racing is very fortunate to have
18 a very strong on-line business. And we -- that was --
19 has been growing since it was introduced back in the
20 early 2000s. And in -- during the pandemic we saw a
21 tremendous increase in online wagering. It increased
22 over 130 percent as our -- our ADW providers or online
23 providers were able to gather significant increase in
24 customers because people were staying home. And in --
25 horse racing's what was one of the few areas that --

1 where people were able to engage in sports betting.
2 So we had a tremendous increase in online wagering
3 growth.

4 Up until 2019 when we got our fall race
5 meets, we were required to make a million dollar
6 payment that was associated with gather -- or getting
7 those -- those fall race dates to help stabilize the
8 stabling and vanning fund. That million dollar
9 payment was eliminated in 2019.

10 And then, as Josh had mentioned, we
11 completely reset our marketing efforts. You recall
12 pre-pandemic we had a very aggressive marketing plan
13 with a lot of TV. We had a very aggressive print and
14 media and we had our concert series. And we are --
15 we're operating our marketing efforts at nearly
16 \$3 million less than pre-pandemic levels and using
17 very targeted social media and digital and our -- and
18 our -- our frequent fan club. We had very successful
19 results.

20 So all of that together with, as I
21 mentioned, we -- we've -- we made some staffing
22 adjustments, those all combined to us operating much
23 more efficiently in 2021. And we're confident we can
24 do that again in 2022.

25 JOSH RUBINSTEIN: And just to put a finer

1 point on why we're bullish on the revenue side. It's
2 not just horse racing. You know, it's gambling in
3 general. We are seeing an explosion throughout the
4 country due to sports wagering. And as -- as horse
5 racing, you know, gains a presence on these new
6 operators, we are -- our product is being exposed to a
7 new demographic. And as Mike said, you know, during
8 the pandemic people were stuck at home and got exposed
9 to horse racing. We're seeing those people stick with
10 us.

11 So as sports wagering comes online --
12 New York just came online on Saturday, I believe. So
13 we are very bullish on those revenues.

14 And it -- and it's not just horse racing.
15 It's also the -- the casino segment has had some of
16 the best years ever. So again we're very bullish on
17 2022.

18 And we've discussed sports wagering with you
19 previously. We think, you know, while that's an
20 opportunity for 2023 and beyond, we think that will
21 take us to a whole nother level on the revenue side.

22 VICE PRESIDENT SCHENK: So as a follow-up to
23 what you just said, Josh, about demographics, I think
24 some -- sometimes there's a perception -- and maybe
25 you could speak to this perception -- that horse

1 racing is a -- the sport of an elite demographics.
2 And you just spoke about the changing demographics.
3 How -- how is -- how -- how has those -- how has the
4 demographics changed from that perception, right or
5 wrong, about it being a sport of, you know, like the
6 top one percent or something like that, to being
7 something that is more widely enjoyed?

8 JOSH RUBINSTEIN: Well, I wish I could take
9 credit for it, but it was before I came around.
10 This -- this grandstand that we have here, our
11 facility is basically the envy of the horse racing
12 world, and that's because we offer so many things to
13 so many different groups.

14 You know, Fred, you mentioned the high end.
15 Certainly we have the Turf Club and the luxury suites.
16 And, yes, those would be the -- the -- the high-end
17 folks. But we also have so many areas where people
18 bring their families. Young adults will come with our
19 4:00 o'clock Fridays, knock off work early, you know,
20 grab a beer and -- and watch some races. So we
21 certainly -- you know, it's the way we presented
22 ourselves and market ourselves. It's beyond horse
23 racing as the sport of kings and more coming to
24 Del Mar as a -- just an overall community activity for
25 San Diegans.

1 VICE PRESIDENT SCHENK: All right. Well,
2 thank you for taking the time to share those
3 observations.

4 Thank you, Ms. President.

5 PRESIDENT ROWLAND: Thank you,
6 Director Schenk.

7 Any other board members with questions or
8 comments?

9 Okay. So we have an action item that I
10 think we are going to entertain, but first we have
11 several members of the public who are asking to speak,
12 and the first on the list is Martha Sullivan.

13 MARTHA SULLIVAN: Yes. Hello again.

14 One cost component that the DMTC has
15 overlooked in its 2022 budget is funding for the new
16 Federal Horse Racing Integrity and Safety Authority.
17 And Horse Racing Nation reported, in late December,
18 that the authority's latest proposed regulations
19 included rules for determining how much the industry
20 is gonna have to be paying for this. And the proposal
21 could end up costing the equivalent of up to
22 10 percent of each state's purse values. So this is a
23 cost component that DMTC needs to factor into its
24 plans.

25 And I also want to point out that 2022 is

1 gonna continue to be high visibility on horse racing.
2 The death of Medina Spirit is gonna continue to
3 generate, you know, a spotlight. The suspension of
4 the veterinary license for the state equine medical
5 director by the California Veterinary Medical Board is
6 gonna continue to generate attention as well as the
7 federal trials of -- throughout the year of several of
8 the racing industry figures who were indicted almost
9 two years ago, you know, for doping of horses.

10 So 2022 is gonna continue to be very, very
11 high-level scrutiny on horse racing, and it's not
12 gonna be positive.

13 PRESIDENT ROWLAND: Thank you. Thank you,
14 Martha.

15 And the next member of the public to speak
16 is Jane Cartmill.

17 JANE CARTMILL: Opponents of horse racing
18 are frequently accused by Del Mar's worker advocate of
19 dismissing the needs of backstretch workers. In
20 that -- in that regard, I found this comment letter
21 extremely telling, submitted by Jon Hyman, labeling
22 himself a fan, groom, and foreman, gives comment to
23 the Paulick Report, reveals the unsavory working
24 conditions for backstretch workers perpetrated by the
25 racing industry itself.

1 Why would anyone not involved with
2 horses from a young age want to work
3 these jobs when they could make more at a
4 restaurant, work less hours and get paid
5 overtime? Retail, warehouse, factory and
6 just about every other industry pays far
7 more than the farm industry. If most
8 general farm managers can make six-figure
9 salaries, regular employees should start
10 out making at least 35,000 a year.
11 Employees shouldn't have to work six days
12 a week, should get paid overtime and have
13 benefits.

14 The industry keeps talking about how
15 vets suffer from long hours, low pay, and
16 poor treatment. If they are treating the
17 doctors like this, how do you think they
18 treat the grooms, night watchmen, and
19 lower-tier personnel?

20 Most equine workers are there six
21 days a week in the rain, snow, heat, or
22 freezing temperatures. We're filling up
23 buckets in summer and breaking up ice in
24 winter. We're watching for illness and
25 signs of distress. We're waiting for a

1 mare to foal and stay as long as it
2 takes.

3 Are we not important enough to keep
4 happy? Are vets the only ones that
5 matter? We are there for the horses
6 every day while vets are there for your
7 horse every so often. Shouldn't we be
8 part of the focus?

9 The love of the horse goes a long
10 way in helping us stay in the industry,
11 but that love doesn't pick up where the
12 low pay ends. Morale is down. Spirits
13 are low. Help is scarce.

14 Wages are stagnant while other
15 industries have started to raise theirs.
16 The equine industry is hemorrhaging
17 skilled workers and deterring new ones.

18 I've watched more horsemen and women
19 walk away than stay, and it's still
20 happening. Until pay and hours and
21 overall treatment of the equine employee
22 gets better, it will continue to die a
23 slow painful death.

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

1 PRESIDENT ROWLAND: Thank you.

2 And the next member of the public to speak
3 is Jim Coleman.

4 JIM COLEMAN: President Rowland, the board,
5 and fairground staff, thanks for allowing me to again
6 share some thoughts with you.

7 I want to express my appreciation and
8 support of the Del Mar Thoroughbred Club and the
9 impeccable manner in which it conducts racing at
10 Del Mar. We're all aware that Del Mar continues to be
11 rated as the safest racetrack in North America and --
12 and it sets a standard to which other events strive to
13 achieve. And their over 15 million in revenue going
14 to the state last year and the estimated almost
15 12 million this year is -- is needed.

16 And I'd also like to remind you of the
17 impact that the DMTC makes on our community.
18 Financially, many of our local businesses, especially
19 our restaurants, our hotels, retailers, they depend on
20 racing and the race fans to keep their businesses open
21 and profitable. And I move to see the impact that the
22 DMTC makes as an employer, from the parking attendants
23 and para-mutual clerks, security, food and beverage,
24 and the backstretch workers who very often are working
25 hard to bring their families and children into a life

1 they wouldn't have otherwise.

2 So I am a huge fan of our Del Mar
3 Thoroughbred Club and the 22nd DAA for your support.
4 Thank you very much. Happy new year.

5 PRESIDENT ROWLAND: Thank you, Mr. Coleman.
6 Our next speaker is Kim Marrs.

7 KIM MARRS: Good afternoon, board. Can you
8 hear me?

9 PRESIDENT ROWLAND: Yes.

10 KIM MARRS: Okay. Good afternoon, board
11 members and the staff from the 22nd DAA. My name is
12 Kimberly Mars, and I'm a trainer in horse racing. I
13 love my job taking care of these horses, and I do my
14 best to prepare horses to be in the best condition
15 possible to compete safely. Horse safety and
16 wellbeing is more than my job. It is a value that I
17 partly -- that basically defines me.

18 I'm calling to urge you to approve Del Mar's
19 budget. Del Mar has earned the respect of many in our
20 industry by operating the safest major racetrack in
21 the USA for three consecutive years. I would not be
22 calling in to support Del Mar if they didn't uphold
23 the same values I uphold as a trainer.

24 In an industry that is transforming its
25 culture when it comes to prioritizing horse safety, we

1 should reward those who are doing a good job. DMTC is
2 doing an excellent job, and we should all be proud of
3 their work and commitment to upholding our values when
4 it comes to safety for both horses and humans.

5 Please approve the budget item. Thank you.

6 PRESIDENT ROWLAND: Thank you.

7 And our next speaker is Oscar de la Torre.

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

9 PRESIDENT ROWLAND: Yes.

10 OSCAR DE LA TORRE: Yes, good afternoon,
11 board members and staff of the 22nd DAA. My name is
12 Oscar de la Torre. I'm a worker advocate. I've had
13 the privilege and opportunity to work with backstretch
14 workers at Santa Anita, at Del Mar, and at
15 Los Alamitos.

16 And, you know, just wanted to call in to
17 urge you to approve the budget for DMTC. If anyone
18 deserves the opportunity to operate a racetrack in the
19 horse racing industry throughout the country is DMTC.
20 The safety record alone, three consecutive years of
21 the safest -- of being recognized as the safest
22 racetrack in America I think is deserving of our
23 support and our respect.

24 The other -- the other thing that's really
25 important to note is that the strict COVID protocols

1 that were implemented by DMTC I think is excellent
2 and, not only that, a best practice and the standard
3 of excellence in any industry. We achieved, I think,
4 approximately, like, an 88 to 89 percent vaccination
5 rate at Santa Anita. And as we know, the majority of
6 those workers end up at Del Mar. That kept a lot of
7 families safe, a lot of frontline employees who have
8 to show up to work. A lot of these families, you
9 know, they're extended family. So it's just -- it's
10 just a huge plus, a huge benefit to our community, and
11 it's something that also needs to be recognized.

12 As we know, it's a -- horse racing is a
13 fragile economic ecosystem. Live racing supports many
14 working families, a lot of jobs, not just in the
15 backstretch, but parking attendants and, you know,
16 concessions, security. A lot of people depend on
17 horse racing in California. And so it's very
18 important to recognize that every contract, every time
19 that we support live racing, that we support the
20 budget for DMTC, we are supporting many working
21 families in our state. And a lot of our families
22 deserve a break. We need to be mindful --

23 DONNA O'LEARY: Mr. de la Torre, your time
24 is up.

25 OSCAR DE LA TORRE: Thank you.

1 PRESIDENT ROWLAND: Thank you

2 Mr. de la Torre.

3 And our next speaker is Maria Luisa.

4 AUDIO VISUAL TECH: Maria Luisa, you are in
5 the meeting. There you go.

6 MARIA LUISA: Hello.

7 AUDIO VISUAL TECH: We gotcha.

8 MARIA LUISA: Can you hear me?

9 PRESIDENT ROWLAND: Yes, we can.

10 MARIA LUISA: Yes, good afternoon, board and
11 staff of the 22nd DAA. My name is Maria Luisa, and
12 I'm calling to request that you approve the DMTC's
13 budget.

14 DMTC continues to do a great job and
15 deserves to be supported. The COVID prevention
16 protocol that the DMTC has implemented with guidance
17 from local public health officials has kept my family
18 safe.

19 I have heard nothing but positivity from
20 members of my family who love their job in the
21 backstretch taking care of horses. We have to partner
22 with those who show a commitment to our values. DMTC
23 has prioritized safety for both horses and humans.
24 The results speak for themselves.

25 Del Mar is recognized as the safest major

1 racetrack in America. Let's continue to build on the
2 progress at Del Mar. The reform effort in California
3 is showing positive results, and Del Mar is at the
4 center of the reform effort, showing that safer horse
5 racing is possible.

6 Moreover, many working families depend on
7 their jobs at the racetrack. Our families are the
8 foundation of horse racing and also depend on horse
9 racing success. We all need to understand that
10 success for horse racing means many families take home
11 a check, medical benefits, and housing.

12 Let's continue to build together for a safer
13 and successful 2022. On behalf of our families, thank
14 you for all that you do to ensure the success of
15 safe -- safer horse racing in California. Thank you
16 very much.

17 PRESIDENT ROWLAND: Thank you.

18 And the final speaker signed up on this item
19 is Doug O'Neil.

20 AUDIO VISUAL TECH: Star six, Doug. You're
21 in the meeting. There you go.

22 DOUG O'NEIL: Whoop. There we go. Can you
23 hear me now?

24 PRESIDENT ROWLAND: Yes, we can.

25 DOUG O'NEIL: Okay. Great. Thank you.

1 Good afternoon, you guys. My name is Doug
2 O'Neil, as you just mentioned there. I've been a
3 horse trainer for about 35 years.

4 I'm just calling in to lend my support of
5 the DMTC and how well they do running a racing meet.
6 Like some of the previous callers have mentioned, they
7 really have set the bar super high for not only
8 California but the whole country and the whole world
9 of the -- the protocols and the checks and balances
10 and the -- the safety stewards and safety vets. So
11 just want to thank them for all they do and thank you
12 guys for all your time and energy.

13 And, you know, there's so many men like me
14 and there's so many men and women who have chosen to
15 work alongside horses for a living. And just to have
16 a safe venue like Del Mar there is a real blessing.
17 So thank you for helping provide a lot of jobs and a
18 lot of men and women who love horses and work
19 alongside of them and can call Del Mar our homes some
20 nine weeks out of the year or sometimes a little bit
21 longer.

22 That's it. Thank you so much. You guys
23 have a great day. Thanks for all you do.

24 PRESIDENT ROWLAND: And thank you.

25 And before we move to the action item, are

1 there any other questions from the board?

2 Okay. Seeing none, I need a motion to
3 approve the DMTC 2022 budget.

4 VICE PRESIDENT VALDEZ: So moved.

5 PRESIDENT ROWLAND: Direct Valdez.

6 And a second?

7 DIRECTOR MOSIER: I'll second it.

8 PRESIDENT ROWLAND: Director Mosier.

9 Donna, roll call.

10 DONNA O'LEARY: President Rowland.

11 PRESIDENT ROWLAND: Aye.

12 DONNA O'LEARY: Vice President Schenk.

13 VICE PRESIDENT SCHENK: Aye.

14 DONNA O'LEARY: Vice President Valdez.

15 VICE PRESIDENT VALDEZ: Aye.

16 DONNA O'LEARY: Director Barkett.

17 DIRECTOR BARKETT: Aye.

18 DONNA O'LEARY: Director Gelfand.

19 DIRECTOR GELFAND: Aye.

20 DONNA O'LEARY: Director Mead.

21 DIRECTOR MEAD: Aye.

22 DONNA O'LEARY: Director Mosier.

23 DIRECTOR MOSIER: Aye.

24 DONNA O'LEARY: And Director Nejabat.

25 DIRECTOR NEJABAT: Aye.

1 PRESIDENT ROWLAND: Okay. Thank you.

2 So we next have our very exciting Horsepark
3 ad hoc Committee report, and there's also an action
4 item associated with that.

5 And is Director Gelfand taking that?

6 DIRECTOR GELFAND: Yep.

7 As you know, over a year ago we had to
8 curtail equestrian activities at Horsepark. I'm happy
9 to announce that it looks like that's gonna be coming
10 to an end. And I'm gonna turn it over to Carlene to
11 give you the details.

12 CEO CARLENE MOORE: Thank you,
13 Director Gelfand.

14 So just a moment here. I've got just a
15 brief PowerPoint.

16 This is a very exciting time. And so part
17 of -- again, this is -- will be a brief presentation,
18 but just wanted to go over what that journey has been
19 like for us over this -- this past year.

20 So a little over a year ago, in December of
21 2020, we took the action to pause equestrian activity
22 at Horsepark. And I think, you know, many people
23 thought that there might have been ulterior motives
24 for that, and I think today and what's before the
25 board demonstrates that clearly there were not. This

1 has been over a year of work both by the committee,
2 the board, staff, members of the public as well in
3 pursuit of what you have before you today.

4 So in January of last year our Horsepark Ad
5 Hoc Committee was created, and then they held the
6 public workshop later that same month, and then it was
7 requested by the board later in February that there be
8 these regular updates. And so there's just been a
9 monthly journey of updates through the -- with the
10 board and with the public, just a regular cadence of
11 those meetings and information sharing. And so today
12 is also to help kind of bring that -- bring that to a
13 close and understanding of the challenges that we were
14 facing. And hopefully what we have before you is the
15 best resolution going forward.

16 So just as a reminder, in March of 2021 what
17 the Regional Water Quality Control Board did, when
18 they confirmed the requirements, was that in order to
19 have coverage under the -- the waiver permit, that we
20 would have to continue to implement the waste
21 management measures that were identified in that
22 original waiver. If the stormwater management
23 measures and best management practices required were
24 not being implemented, then we would no longer be
25 covered by the waiver. Additionally they confirmed

1 that we will have to enroll Horsepark in the
2 industrial general permit for a medium CAFO, a
3 confined animal feeding operation, going forward.

4 Then in April -- so that really set the
5 parameters and -- and demonstrated that the
6 challenge -- that's really the challenge of what the
7 DAA has been -- has been facing with regard to
8 Horsepark and the return of equestrian activity over
9 there.

10 So then in April we just provided -- and
11 just as a reminder, everybody, you know, Horsepark's
12 original acquisition -- and this is also key to the
13 RFP that was put out and the -- the contract before
14 you for award today in terms of it all, that for it to
15 serve as additional off-site parking for us as part of
16 our parking plan for the fair. And that was, you
17 know, identified as one of the needs, you know,
18 mitigating our parking impacts during the annual
19 San Diego County Fair.

20 So then moving forward into May, we also
21 brought forward -- and so I'm just gonna remind
22 everyone, because this maybe is something that I
23 believe that the contractor will be looking to pursue,
24 and that is the time scheduled order or TSO
25 understanding. This winds up becoming an agreement

1 between the Regional Water Quality Control Board
2 and -- and the discharger. And so what it acts as is
3 a permit that shields against third-party enforcement
4 provided that the terms of the TSO are met. And so
5 it's -- it is a process, and it's a process of
6 approvals with the Regional Water Quality Control
7 Board that we will be pursuing in partnership and in
8 support of the equestrian center operator.

9 It does take time. There are public
10 hearings involved. Staff -- staff at the regional
11 board level negotiates that, there's a public comment
12 period, and ultimately the Regional Water Quality
13 Control Board makes that decision. So we're not quite
14 yet in a position to pursue that with the approval --
15 the conditional approval of this board today. That's
16 some of the work that we will be getting to with
17 the -- again, the operator of it.

18 So in Sep- -- so then in June, with all of
19 that knowledge, we presented options to the board.
20 There were three that were presented.

21 The historic model of the DAA operating
22 Horsepark, and which included in the past capital
23 improvements being made over there through the DAA's
24 resources or -- or even RTA, which is how the land was
25 first -- was first acquired.

1 The other was the P3, or a public-private
2 partnership, which is a multi-step process in which
3 you select a partner kind of based on best value, in
4 essence, to the agency, rather than necessarily a
5 low -- low-expense/high-revenue bidder. It involves
6 multiple steps and can be a very -- a lengthy process.

7 And then the third of which was the RFP, or
8 the request for proposal. And so this is an open
9 request for bids, competitive bidding, that covers
10 many facets. And it can include design, build, fund,
11 revenue generation, and so on. And it opens up that
12 competition and just kind of encourages a variety of
13 alternative proposals, potentially even layouts and
14 things like that for consideration at Horsepark.

15 And so at the June board -- at the June
16 meeting, the board directed staff to prepare that RFP,
17 which we did, because that was deemed the most
18 efficient way to return to equestrian activities as
19 soon as possible. In September we first issued that.
20 And ultimately -- ultimately we canceled it. And --
21 but through that, we also -- through that journey, we
22 also learned that -- and in canceling it -- that we
23 needed to build in some time into the RFP, in essence,
24 the lag time between meeting -- of awarding the
25 contract and the contractor officially taking over,

1 that the time necessary to obtain the permits, the
2 TSO, and other potential items depending on any
3 changes that might be proposed.

4 So when we issued the new RFP in November,
5 we took that into consideration. And that is, as
6 referenced in the agenda item and on the upcoming
7 slide, that's the condition -- the expressed
8 conditions within the RFP. It's allowing that -- that
9 time period.

10 So in terms of our next steps -- drumroll,
11 please -- that leads us to the recommendation that the
12 committee has before the board today, which would be
13 the conditional approval of the award of the contract
14 to West Palms Communications subject to those express
15 conditions which again are the Regional Water Quality
16 Control Board permits and approvals and then again,
17 depending on changes and things like that, any CEQA
18 documentation, certification, as well as if there's
19 any changes or impacts to coastal development permits.

20 This allows the -- the contractor, West
21 Palms Communications, really up to -- with the
22 contract being awarded today, up to two years for that
23 to happen. But we are all very incentivized to -- to
24 get this done now, because I don't think any one of us
25 wants to see two more years of no equestrian activity

1 at Horsepark.

2 So following the board's approval today, we
3 will -- staff will immediately engage with West Palms
4 and their quality improvements team to get this ball
5 rolling. And we'll just have further updates on the
6 progress of that over -- over the course of -- of the
7 year as -- as there's information to be shared.

8 PRESIDENT ROWLAND: So a follow-up question.

9 So once the conditional period, however
10 short or long it is, is concluded, then there's a full
11 five years in the --

12 CEO CARLENE MOORE: Yes.

13 PRESIDENT ROWLAND: -- in the agreement?

14 And that's kind of the advantage, that this does
15 not -- this time frame does not eat into the
16 five-year --

17 CEO CARLENE MOORE: To their five years of
18 operation. Correct.

19 So once those -- once those conditions are
20 reached, we would notice West Palm that they have been
21 achieved, that -- and then enter into now the regular
22 contract, in essence, lifting those conditions off of
23 it, and the five-year clock would start --

24 PRESIDENT ROWLAND: Okay.

25 CEO CARLENE MOORE: -- for their operations.

1 And so with that, if there are any other
2 questions?

3 PRESIDENT ROWLAND: Okay. So back to our
4 members of the board.

5 And, Director Gelfand, did you have anything
6 that you wanted to add to that before we take
7 questions from other members of the board?

8 DIRECTOR GELFAND: Well, only that I think
9 the winning bidder would be very incentivized to make
10 that two-year time period, you know, six months or as
11 short as possible. And the longer it takes, the more,
12 you know, it costs them. So I feel pretty good about
13 that happening quicker than two years.

14 PRESIDENT ROWLAND: Thank you.

15 Any other members of the board with
16 questions about this approval?

17 Director Valdez.

18 VICE PRESIDENT VALDEZ: Yeah, I know that
19 it's impossible to really know how long the process
20 would take with the TSO and the other permitted -- you
21 know, the permits required. Would operations --
22 equestrian operations only start after the TSO is
23 approved? Or at what point -- I know there was
24 previous conversations in the past about having a
25 waiver and being able to operate during some portion

1 of that process with the regional water control board.

2 But can you answer, Carlene or the
3 committee, when would operations first be expected to
4 start?

5 CEO CARLENE MOORE: At -- at the earliest,
6 the very earliest, the TSO process would probably take
7 approximately 90 days. So somewhere in 90 to 180 days
8 potentially, you know, based on that. There could
9 be -- so we could see the return to equestrian
10 activity as -- as soon as, you know, this summer, if
11 that's possible, again depending on that process, you
12 know, design work approvals and -- and things like
13 that as well. But I do think that we are all very
14 interested in -- in doing whatever we can to -- to
15 help with that.

16 In terms of the overall proposal, there's
17 not a -- there was not a proposition to change the --
18 the fundamental structure and layout of Horsepark. So
19 things like that will play into that as well. There
20 are, you know, some good bones that are in -- in
21 essence, in place, some good structure work, you know,
22 that was done previously with regard to wash racks and
23 things like that that they plan to take advantage of.

24 VICE PRESIDENT VALDEZ: Thank you.

25 PRESIDENT ROWLAND: Director Mosier.

1 DIRECTOR MOSIER: Yes. Is there any reason
2 to anticipate a bid protest on this contract?

3 CEO CARLENE MOORE: No. Not at this time.

4 PRESIDENT ROWLAND: I think the protest
5 period has --

6 CEO CARLENE MOORE: Yes, the pro- -- the
7 protest period has end- -- has concluded on this.

8 DIRECTOR MOSIER: Okay. Thank you.

9 PRESIDENT ROWLAND: Any other questions
10 before we move to the motion?

11 Okay. Seeing none, I --

12 VICE PRESIDENT VALDEZ: Pardon me. I --

13 PRESIDENT ROWLAND: I'm sorry.

14 VICE PRESIDENT VALDEZ: I just want to make
15 a comment, President Rowland.

16 I just wanted to thank the ad hoc committee
17 that was formed last year, as well as Carlene and her
18 team, and -- and the board's attention to this. I
19 mean, this got a lot of attention from the public
20 early on. And as Carlene had stated, there was a
21 little level, it felt, of mistrust with -- with our
22 organization. And the reason that happened was
23 because a lot of our conversations, as I explained a
24 year ago, had to take place in closed session because
25 of legal issues surrounding them.

1 So I think that it was a very open and
2 transparent and responsive process. And I want to
3 thank everybody, board and staff included, to be able
4 to get us to this place. And I'm excited for the
5 possibility of equestrian facil- -- activity to start
6 sometime soon at Horsepark. So thank you, everybody.

7 PRESIDENT ROWLAND: Thank you for that.

8 And so we do have a couple members of the
9 public who would like to speak on this issue, and the
10 first is Martha Sullivan.

11 MARTHA SULLIVAN: Thank you.

12 The report was very hopeful to kind of, you
13 know, fill in information and give a sense of how this
14 is gonna work. It sounds like the district will be
15 under contract with the vendor from the start, but it
16 will be -- the beginning will be to achieve the
17 express conditions. And once that's accomplished,
18 then it converts to, you know, the operating contract.

19 And I guess -- I guess a question I had is,
20 I mean, clearly the district is the entity that's
21 responsible for achieving those conditions. So I'm --
22 I mean, they -- they're -- they're the entity that has
23 to obtain those permits that are referenced. So I'm a
24 little fuzzy on that, in terms of the contractor
25 satisfying those conditions. But I guess that has to

1 do with the contractor providing the funds and a lot
2 of the work.

3 It would be helpful to clarify this a little
4 bit, I think, about the respective roles of the vendor
5 versus the district.

6 PRESIDENT ROWLAND: Thank you.

7 Carlene, do you want to tackle that briefly?

8 CEO CARLENE MOORE: Happy to.

9 So the responsibility to obtain the permits
10 actually will fall to the contractor, to West Palms,
11 and they have their water quality improvement team in
12 place for that.

13 What the DAA will do is provide the
14 necessary support, working with not only our staff but
15 our consultants as well through this process to help
16 facilitate it. Because ultimately, as the -- as the
17 operator of it, the -- the contractor will be
18 responsible for the ongoing best management practices
19 and the -- the work, the reporting, and things like
20 that related to it.

21 PRESIDENT ROWLAND: Okay. We have one more
22 member of the public signed up for this item. Carla
23 Hayes.

24 CARLA HAYES: Hi. Can you hear me?

25 PRESIDENT ROWLAND: We can hear you.

1 CARLA HAYES: Hi, everybody. I just wanted
2 to thank everybody, because this has been a process.
3 It's been certainly a learning process for all of us.

4 And, you know, the thing about COVID -- and
5 I know not everybody's gonna want to hear this, but
6 sometimes it gives you a chance to reset. And I think
7 that this is giving Horsepark a chance to reset in
8 some really significant ways which are beneficial to a
9 larger number of people than just people who want to
10 show their ponies at a kids' pony show. Because the
11 thing is -- is that I believe that there will be more
12 public use through -- I think the contractor is
13 thinking about including Cornerstone, which is the
14 therapy -- therapeutic riding center out in Escondido
15 at the moment, of bringing a few horses in for that
16 type of real public benefit, as well as other uses to
17 bring more members of the public into Horsepark so
18 that it can be used as this beautiful outdoor space
19 that it is by a lot of people.

20 And I wanted to thank you. I think it was a
21 little arduous at times, and I think that we really
22 have -- you've done a wonderful job. The public
23 support is -- has actually overwhelmed me, and I just
24 wanted to say I'm really looking forward to a positive
25 outcome. Thank you.

1 PRESIDENT ROWLAND: And thank you.

2 And so with that we now have the need for a

3 motion for the -- to approve the contract under the

4 Request for Proposal No. 2107, Equestrian Center

5 Operator at Del Mar Horsepark. Do I have a motion?

6 DIRECTOR GELFAND: So moved.

7 PRESIDENT ROWLAND: Director Gelfand moves.

8 DIRECTOR MEAD: I second; Kathlyn.

9 PRESIDENT ROWLAND: Second, Director Mead.

10 And we have a roll call.

11 DONNA O'LEARY: Sure. President Rowland.

12 PRESIDENT ROWLAND: Aye.

13 DONNA O'LEARY: Vice President Schenk.

14 VICE PRESIDENT SCHENK: Aye.

15 DONNA O'LEARY: Vice President Valdez.

16 VICE PRESIDENT VALDEZ: Aye.

17 DONNA O'LEARY: Director Barkett.

18 DIRECTOR BARKETT: Aye.

19 DONNA O'LEARY: Director Gelfand.

20 DIRECTOR GELFAND: Aye.

21 DONNA O'LEARY: Director Mead.

22 DIRECTOR MEAD: Aye.

23 DONNA O'LEARY: Director Mosier.

24 DIRECTOR MOSIER: Aye.

25 DONNA O'LEARY: Director Nejabat.

1 DIRECTOR NEJABAT: Aye.

2 PRESIDENT ROWLAND: Thank you all.

3 And I think everyone is right that the
4 community will be very happy to see the Horsepark up
5 and running again. I -- I know I will.

6 All right. So our next item is a Strategic
7 Planning Committee report. And I believe
8 Director Gelfand was going to take a laboring oar on
9 that again.

10 DIRECTOR GELFAND: Yeah, I'm gonna turn this
11 over to Carlene.

12 PRESIDENT ROWLAND: All right.

13 CEO CARLENE MOORE: Thank you.

14 So we met last week, just a brief meeting,
15 to just review the staff's work on a scope of work for
16 highest and best use analysis. From that meeting
17 we've got some -- some further work to be done on
18 that, some -- some reworking to it. But we are
19 continuing to identify that scope of work for the
20 issuance of an RFP again for highest and best use
21 analysis with regard to both current as well as
22 potential uses of the fairgrounds, all three campuses,
23 for the future.

24 Additionally with that, just some -- some
25 other updates is that, in releasing the marketing and

1 creative service RFP just last month, it included
2 three elements in it. One of which is for general and
3 creative services with regard to -- primarily with
4 regard to the fair. The other is a service for
5 launching The Center. So as we, you know, work to
6 identify the managing promoter of that, we get the
7 building back that we are, in essence, planning, you
8 know, that big rollout and splash to the community.
9 And then the third component of it is for -- for
10 branding, which as you may recall was identified
11 within our strategic objectives. You know, again,
12 we're -- we're known by so many names and in so many
13 ways. And so as a part of the strategic planning
14 process we have moved forward with that component of
15 an -- of an objective that was identified.

16 And then lastly, staff just continues to
17 work on the assessment tool. With the holidays,
18 with -- they aren't even overlapping, but staggered,
19 you know, vacation times and things like that that
20 members of our team have had, we'll -- they'll be
21 getting back to work on that this month now. And that
22 was the tool that we'll be putting to use -- we'll be
23 bringing forward to the board and then putting to use
24 to assess both our current as well as, you know, new
25 programs, facilities, you know, potential business,

1 events, activities going forward.

2 So just a brief update that work still
3 continues on that plan.

4 PRESIDENT ROWLAND: Yes. Thank you,
5 Carlene.

6 So any questions from members of the board
7 around the Strategic Planning Committee?

8 And we also have a couple members of the
9 public signed up for comment. The first is Martha
10 Sullivan.

11 MARTHA SULLIVAN: Thank you.

12 It's good to hear about what's underway in
13 the Strategic Planning Committee. I would really like
14 to emphasize that public's input be, you know, planned
15 for and really undertaken -- What's the right word? --
16 aggressively and constructively, you know, into this
17 highest and best use analysis. It's really important
18 that this not be done in a bubble.

19 Thank you.

20 PRESIDENT ROWLAND: Thank you.

21 The next speaker is Jane Cartmill.

22 JANE CARTMILL: The comments following are
23 from long-time racing enthusiast Charles Hayward
24 writing his "View From the Rail" column in the
25 Thoroughbred Racing Commentary. It's another

1 prediction from within the industry that hopefully
2 this committee will bear in mind while planning for
3 the future.

4 He says,

5 Working together, Horse Racing
6 Integrity and Safety Act and U.S.
7 Anti-Doping Agency were intending to
8 replace inefficient, poorly run
9 individual state regulatory authorities
10 with one federal authority to manage all
11 regulatory aspects of thoroughbred
12 racing.

13 I have worked in a number of major
14 racing companies over the last 20-plus
15 years, including New York Racing
16 Association board member, Daily Racing
17 Form president and CEO, New York Racing
18 Association president and CEO, Jockey
19 Club member, and publisher and co-owner
20 of Thoroughbred Racing Commentary. Make
21 no mistake, if HISA and USADA cannot find
22 a way to get their relationship back on
23 track, we will not have an industry to
24 save a decade from now.

25 The harsh reality is, if the two

1 parties cannot find a clear path forward,
2 there are no other leading independent
3 enforcement agencies that can properly
4 fill the void.

5 Finally, we've reached the point
6 where state regulatory agencies cannot
7 manage their legislative
8 responsibilities. The indictments of the
9 Navarro Servis, et al. parties clearly
10 demonstrates that the states of New York,
11 New Jersey, Florida, Ohio, and Kentucky
12 had no clue of the massive illegal
13 activities that were and probably
14 continue to take place at their race
15 tracks on a regular basis.

16 Investing in better regulations
17 seems a smart investment.

18 If the USADA/HISA business
19 arrangement does not get done, I cannot
20 imagine that horse racing and breeding
21 has a future in the United States.

22 PRESIDENT ROWLAND: Thank you.

23 We'll now move to the Finance Committee and
24 Director Valdez.

25 VICE PRESIDENT VALDEZ: Great. Thank you.

1 We have a number of items to discuss under
2 the committee report. First I'm gonna start with the
3 Premier Food & Services P&L statement and pass it on
4 over to Mark Wiggins.

5 THE STENOGRAPHER: You're muted.

6 AUDIO VISUAL TECH: Mark, your microphone's
7 not working. So on the bottom -- you just muted
8 yourself. You need to assign yourself a different
9 microphone. The arrow by the mute button on the
10 bottom where the microphone is. Nope. You're just
11 hitting mute.

12 I thought we tested that.

13 MARK WIGGINS: Test. There you go.

14 AUDIO VISUAL TECH: There you go.

15 MARK WIGGINS: I don't know what happened,
16 but you've got me now.

17 Thank you, Director Valdez.

18 For the month of November, the food service
19 sales were \$4,464,870, compared to a budget of
20 \$4,625,128. Majority of that, those sales -- as you
21 can see, 2019 was only \$1.395 million -- was from the
22 Breeders' Cup. The Breeders' Cup sales were
23 \$3,396,673, compared to 2017 where our sales were
24 \$3,055,505. So we actually increased sales from the
25 2017 from -- for about \$341,000, and that's with

1 22,881 less in attendance. So we had about a
2 65.2 percent increase in our per capita spending that
3 event.

4 The cost of goods for the month are slightly
5 higher. And that's as expected, and that's been our
6 trend all year long. The -- we got hit with quite a
7 bit of increases in -- in cost of goods throughout the
8 year, and that's -- and it continues to climb with the
9 shortages.

10 Payroll is slightly lower than budget,
11 compared to -- to where we are now. And that's due to
12 we -- we kind of over-budgeted a little bit in the
13 year because we didn't know what to expect with COVID,
14 the protocols and what -- what costs. So we were --
15 we're able to keep lower than we budgeted on that.

16 And operating expense also was lower. We
17 really micromanaged our spending this year and kept
18 that down.

19 Net distribution to the district for
20 November was \$1,324,405, compared to a budget of
21 \$1,209,710. Year-to-date distribution to the district
22 is \$3,394,493, compared to a budget distribution of
23 \$3,316,133.

24 So very, very good so far. Very good
25 November. Very good Breeders' Cup. And we'll finish

1 out the year strong, definitely, compared to 2020, and
2 hopefully 2022 will be even better. So we -- we're
3 expecting getting, you know, the GA attendance back
4 for racing and a full fair, and it will be a
5 tremendous year in 2022.

6 VICE PRESIDENT VALDEZ: Thank you, Mark.

7 Any questions?

8 Or, Joyce, do you want to hand it -- hand it
9 on over to you for questions, Joyce.

10 PRESIDENT ROWLAND: Any questions from the
11 board on the Premier Food & Services report?

12 We can go to the next item.

13 VICE PRESIDENT VALDEZ: Yeah. Thank you.

14 So the item that was pulled from the Consent
15 Calendar was the Delegation of Authority, which was
16 set forth on pages 9 and 10 of your board packet.
17 Just wanted to explain that a little bit.

18 Last year we had instituted the Delegation
19 of Authority, I really, I think, perhaps for the first
20 time, which set forth the -- the authority given to
21 the CEO primarily with check signing and execution of
22 contracts. And, like anything, as you are kind of
23 utilizing the new policies and procedures, you find
24 that there are some holes in there that need to be
25 filled. And that's what we're doing with the new

1 Delegation of Authority before you today, which is an
2 action item.

3 Kind of walking you through it, it's really,
4 essentially, the same, trying to cover the same things
5 of allowing the CEO authority to execute contracts for
6 the board; not having to bring every single contract
7 to the board for approval; check cashing authority and
8 such.

9 So under your recommendation, you see that
10 the expense agreements are still up to \$50,000. And
11 the only thing there that's been added is -- is really
12 entertainment agreements. Some other DAAs, I think,
13 allow for much larger authority with respect to
14 entertainment agreements, but we are proposing that we
15 just have the same \$50,000 limit on all of the expense
16 agreements.

17 Revenue agreements weren't covered in the
18 Delegation of Authority last year, and they really
19 should be. Of course, that would be a much higher
20 limit there for revenue agreements, which are, you
21 know, rental and lease agreements, sponsorship
22 agreements, vendor agreements. So the CEO -- our
23 recommendation from the committee is the CEO be
24 authorized to enter into those agreements up to
25 \$250,000.

1 Also new is the individual project
2 agreements with the California Construction Authority,
3 the CCA. And while change orders were called out in
4 last year's delegation, this wasn't. And this just
5 allows the CEO to execute the necessary contracts for
6 construction-related items which, you know, have
7 already been approved.

8 And under the expense authority, again
9 expenses that already have been approved by the board,
10 that should be allowed to be entered into. New here
11 is something that we hadn't foreseen, but you have a
12 \$50,000 cap and you have payroll expenses or sometimes
13 you have utility expenses that go over your \$50,000.
14 I think we all agree that those sorts of things would
15 be -- fall into the category of the CEO have the
16 authority to enter into those, sign those -- those --
17 those checks. And so that's been added. And the rest
18 is essentially really the same.

19 So again, it's just to kind of tighten
20 things up, allowing the CEO to do what she really
21 should be able to do in finding what those holes were
22 in last year's delegation that needed to be filled
23 this year.

24 PRESIDENT ROWLAND: So questions on the
25 Delegation of Authority?

1 VICE PRESIDENT VALDEZ: Carlene, did you
2 have anything to add to that, that I might have not
3 adequately covered?

4 CEO CARLENE MOORE: No. I thought it was
5 well said. It really was just putting it into -- into
6 process over this last year and just identifying how
7 do we continue to have the work -- the necessary work
8 and things like that, some of the -- again, the
9 routine expenses and things flow and not have that
10 held up from one month to the next in terms of board
11 meetings for further approval. So thank you.

12 VICE PRESIDENT VALDEZ: Thank you.

13 PRESIDENT ROWLAND: Okay. Director Valdez,
14 did you want to say anything about the other -- the
15 other items in here?

16 VICE PRESIDENT VALDEZ: Did you want to take
17 the -- did you want to table the motion for that,
18 President Rowland, until after public comment? And if
19 so, I can then go on to the other items.

20 PRESIDENT ROWLAND: I think we're gonna take
21 these as a group, and then the comment is for the
22 Finance Committee generally --

23 VICE PRESIDENT VALDEZ: As a whole. Okay.

24 PRESIDENT ROWLAND: -- as a whole so they
25 can comment on anything --

1 VICE PRESIDENT VALDEZ: Great.

2 PRESIDENT ROWLAND: -- related to Finance
3 Committee. So let's go through it all.

4 VICE PRESIDENT VALDEZ: Great.

5 So the next up would be just your typical
6 financial reports, the balance sheet located at
7 page 51 of your board packet and the income statement
8 at page 52. And I'm gonna pass that on over to
9 Carlene. And Michael, I think, is there as well.

10 PRESIDENT ROWLAND: Before we go there, I
11 just wanted to make sure. I didn't think, from prior
12 conversation, that you had anything to say about
13 the -- the authorizing investment of monies and local
14 investment agency fund. Anything to say specific
15 about that or about the other item, which was the --

16 CEO CARLENE MOORE: So the contracts --

17 PRESIDENT ROWLAND: -- contracts?

18 CEO CARLENE MOORE: I can speak to that if
19 you'd like.

20 The contracts policies are attached for
21 reference because they are referenced in the
22 Delegation --

23 PRESIDENT ROWLAND: Right.

24 CEO CARLENE MOORE: -- of Authority now,
25 where they weren't previously.

1 But the LAIF authorized -- the -- LAIF
2 resolution -- so LAIF is the Local Agency Investment
3 Fund, which is where, in essence, our savings account
4 is with the State of California. And so annually, as
5 the resolution of -- there are no checks drawn on this
6 account. This is just -- it's transfers in or
7 transfers out as we need them. Ideally our money
8 would be earning interest there, as everybody wishes
9 that that's was -- was what was happening with your
10 savings account. But this is to authorize those that
11 are permitted for such transactions. And so as a part
12 of that, that delegation, but not an expense, a
13 contract, or -- or really even check-signing
14 authority.

15 PRESIDENT ROWLAND: But nonetheless required
16 annually, and it came with the -- with the packet. So
17 I wanted to make sure, in case there were any
18 questions about that from maybe the members of the
19 board or later the members of the public, they at
20 least had the background on it.

21 And with that, do you want to --
22 Director Valdez, you just want to go into the --

23 VICE PRESIDENT VALDEZ: Yeah. So I was
24 passing that on over to Carlene and Michael for
25 discussion and any questions regarding the balance

1 sheet or income statement.

2 CEO CARLENE MOORE: So with that, Michael,
3 do you want to speak to the financial reports in terms
4 of the balance sheet or -- or income statement items?

5 It was pretty straightforward, we thought,
6 in terms of within the packet. And then I'll -- I'll
7 take it from there in terms of the operating budget
8 update.

9 MICHAEL SADEGH: So we pretty much --

10 THE STENOGRAPHER: Mic, please.

11 CEO CARLENE MOORE: Oh, your mic is not on.

12 MICHAEL SADEGH: Sorry about that.

13 We pretty much did a comparison of our -- in
14 terms of balance sheet, we did a comparison of our
15 2021 budget to 20- -- I'm sorry -- 2021 actuals to
16 2019 actuals, and the differences are explained in the
17 narrative.

18 The -- one of the things that stands out is
19 in the liability section, that there is about a
20 \$3.4 million that was added due to the SB 84 pension
21 loan that was previously not in the 2019 financials.
22 And we had to accrue for it in 2020, which is showing
23 up in 2021 as well. So that's the big difference in
24 the liability section.

25 As far as the income statement is concerned,

1 the differences are pretty much explained in the prior
2 months. The Home Grown Fun was very profitable in
3 terms of revenues exceeded our expectations and costs
4 came lower than what we anticipated because, well,
5 most of the team members and our staff did the work
6 and we didn't have to go out and hire more staff to --
7 to fund the operations.

8 I think that's -- that's all I have in terms
9 of the balance sheet is concerned, if you want to take
10 it for the budget.

11 VICE PRESIDENT VALDEZ: Actually, I'm gonna
12 pass. Let me tee that up for you, Carlene, if you
13 don't mind.

14 Before we move on, any questions regarding
15 the balance sheet or the income statement?

16 DIRECTOR GELFAND: I just have to say, I
17 mean, the savings on expenses is really incredible.
18 And, you know, congratulations to staff for pulling
19 that off.

20 CEO CARLENE MOORE: And just as a reminder,
21 that column of the budget for 2021 is the full year's
22 budget. That's not a, like, budget through October as
23 of the date of these. So just be mindful of that.

24 PRESIDENT ROWLAND: Right.

25 CEO CARLENE MOORE: But we do anticipate

1 some good savings.

2 And that -- a lot of that has come from some
3 hard work, including not being able to get all of
4 those -- perhaps all of that staff support we would
5 have liked for Home Grown Fun.

6 PRESIDENT ROWLAND: Double-edge sword there.
7 We know.

8 CEO CARLENE MOORE: Uh-huh.

9 So with that, sorry, back to you, Richard.

10 VICE PRESIDENT VALDEZ: Okay. So the last
11 item from the committee is in response to
12 Director Gelfand's questions and President Rowland's
13 request, I think, on some concern, if you will, with
14 respect to adding additional payroll expenses and
15 specifically additional hiring.

16 So the -- currently we have approximately
17 57 employees. Remember, we had 156, 160 employees
18 before COVID and before the massive layoff in 2020.
19 We pared it down to the bare minimum in order to
20 survive. We always anticipated, in order to be able
21 to grow, we would have to also increase our staff and
22 therefore the corresponding payroll expenses. And so
23 Carlene's 2022 budget contemplated the addition of
24 additional staffing up to 95.

25 And then there was some discussion at last

1 month's board meeting with respect to how she
2 envisioned to roll that out and in what manner. And
3 so she and Michael and -- and their group have come
4 forward with, I think, at pages 53 of your board
5 packet -- I think it's 51, 52, 53, a good explanation
6 of how they roll out -- how they envision rolling out
7 those payroll expenses and other things on that -- on
8 the budget.

9 So I'm gonna pass that on over to Carlene.

10 CEO CARLENE MOORE: Thank you.

11 And so, yes, with that, I'm just
12 highlighting some of the components that were included
13 in -- in your packet, starting off specifically with
14 the question around, you know, payroll and related
15 expenses. And, you know, as Director Valdez just
16 spoke to, on a pre-pandemic where we were at in terms
17 of our staffing levels of 156 full-time civil service
18 positions. In addition to that, on average we had 300
19 temporary positions for the months of August through
20 April. Those numbers swelled, obviously, as we were
21 producing and putting on the San Diego County Fair
22 annually, and would swell up to, in terms of temporary
23 staff, approximately 1700 a month, May through July,
24 between setup -- actually, you know, execution and
25 production of the fair, and then the, you know,

1 teardown and cleanup from it.

2 So in terms of the -- our 2022 plan, and
3 that is for again these 95 full-time civil service
4 positions -- and it was a really great question that
5 was put forward last month in terms of how is that
6 going to look? How does that scale? And what savings
7 may -- may be found? And so that information, I did
8 not put it in a slide because, as you can see in your
9 packet on page 53, it's a lot of information. But it
10 does -- it would provide us, based on our -- how we've
11 outlined and mapped out filling those positions,
12 approximately \$700,000 in savings. This is on -- just
13 on the full-time, again, civil service positions.

14 And really -- and with that, I think it's
15 also -- you know, for this board's awareness as well,
16 there is not a -- a plan here to grow back to
17 pre-pandemic numbers. But it's really finding that
18 place where we're in a position -- and we identified
19 the additional approximately 35 positions from where
20 we were in 2021 as being very critical to our ongoing
21 performance and our ability to pursue new
22 opportunities in the future.

23 And -- and really -- and part of the reason
24 why this is a staffing plan of getting staffed up by
25 approximately May 1st is because they're all so

1 paramount to the success of the San Diego County Fair.
2 You know, typically we begin planning the fair in
3 August of each year. We weren't in a position to do
4 that this past year. And -- and -- and with this, we
5 will now have that staff going forward as well post
6 the fair.

7 So some, you know, may wonder, "Well, if
8 it's for the fair, why do we need those as full-time
9 positions?" But really, to be in a position of
10 executing and continuing to elevate the -- our guest
11 experience at the fair, the programs that we offer,
12 you know, pursuing so many things that we have
13 identified through our strategic planning process,
14 and -- and so on, so many of those folks will be --
15 and so the way that we have mapped that out is really
16 focusing on -- early on that we get the folks in place
17 who are critical to some of the -- the planning work
18 and the execution of those so that we have, you know,
19 that program to deliver at the fair. And then as we
20 roll out, over the coming months then, you know, some
21 of the other, have labor support and things like that
22 that are necessary to again setup, all the way through
23 teardown of the fair. And then they roll over to
24 supporting also our events.

25 We have continued to -- as our events have

1 been very creative, we've continued to support those
2 even with our limited staff. But we're really at a
3 critical junction of needing more staff, more
4 full-time staff on a regular basis to be able to
5 support all of the activity that's taking place here
6 and again to -- to pursue new -- new opportunities.

7 So truly we could -- it was a, you know,
8 kind of "batten down the hatches and hold on" year in
9 terms of 2021. We did some incredible things with
10 the -- the small and limited staff that we had, but
11 it's just not sustainable. It was a lot of work by
12 all of our team members over the course of this year.

13 And so we're really needing these -- these
14 positions and will be filling them. Like I said, we
15 refer to it as a responsible regrowth plan that are
16 gonna help with that growth of, you know, events and
17 activities, general maintenance and repair of the
18 facility, and wouldn't be able to do it without them.

19 So if there are any questions specific to
20 the payroll and related expenses before I move on.

21 PRESIDENT ROWLAND: Why don't you talk about
22 the revenue side. Then we can take expense -- we can
23 take --

24 CEO CARLENE MOORE: Okay.

25 PRESIDENT ROWLAND: -- comments on both --

1 CEO CARLENE MOORE: Sure.

2 PRESIDENT ROWLAND: -- expenses and
3 revenues.

4 CEO CARLENE MOORE: Oh, you teed that one up
5 well.

6 So the others -- in addition to the -- the
7 question around, you know -- you know, payroll, as we
8 stated at last month's meeting, we knew we weren't
9 starting off the year with all 95 of those positions.
10 But there was also some discussion and request for --
11 for clarification, because it was noticed -- and I
12 have highlighted here -- it's the only two lines that
13 go all the way out -- where in comparing the 2022
14 budget to 2019, why was there such this significant
15 difference in these two areas?

16 (Background noise coming through Zoom.)

17 CEO CARLENE MOORE: Dustin, your mic is on.

18 DUSTIN FULLER: Hey guys. I'm sorry. I'm
19 having a problem with my mic.

20 PRESIDENT ROWLAND: Yeah, we have muted you.

21 CEO CARLENE MOORE: We've muted you. You're
22 done.

23 So anyhow, so with that, so focusing first
24 on the facilities rentals line. And it was again a
25 really great question that was asked and posed. And

1 as we went back and looked at it to discuss, like,
2 why -- why is this off \$5 million -- what we
3 discovered was that our commercial exhibits revenue
4 had inadvertently been left out of our 2022 budget.

5 So rather than putting forward a budget last
6 month of a \$30,000 profit at the end of 2020 [sic],
7 forecasting that, it should have been \$3,030,000. The
8 expenses of this are already factored in in terms of
9 the staff that's necessary to achieve that.

10 PRESIDENT ROWLAND: So -- and -- and I
11 think, yeah, inadvertently leaving \$3 million is kind
12 of a --

13 CEO CARLENE MOORE: I was gonna elaborate.

14 PRESIDENT ROWLAND: Yeah, okay. Please
15 elaborate on that.

16 CEO CARLENE MOORE: So for those who were
17 wondering, how -- how does that happen? Just kind of
18 please note and understand, you know, as we downsize,
19 did not produce the San Diego County Fair in 2021 and
20 looking to do it in 2022, and how we have restructured
21 some of our -- our departments, and again as I
22 referenced in the last slide, you know, people taking
23 their vacation -- these kind of staggered vacation
24 times and things like that as well is how that
25 happened. So that -- that budget had been submitted,

1 and we didn't catch that it was missing that
2 particular line item.

3 Once we discovered that -- and Michael
4 can -- I think, can affirm this as well -- then we
5 went through to make sure that there wasn't anything
6 more. So we feel very -- there isn't anything --
7 there aren't any other big-ticket items that were
8 missed in regard to our revenue projections.

9 PRESIDENT ROWLAND: And now a process to
10 make sure it doesn't happen going forward.

11 CEO CARLENE MOORE: Absolutely. And part of
12 that being now that is in there.

13 So then with that, so that makes up about
14 \$3- of that \$5 million. So looking at the other
15 \$2 million, this is really attributed to a couple of
16 things.

17 One is the loss of KAABOO. We had that in
18 2019. And that was significant in terms of our, you
19 know, rentals, parking, food and beverage, things of
20 that nature. As well as we still have not seen a
21 return to social-gathering types of events such as
22 weddings, some of the fundraisers and things like that
23 that took place here. They haven't returned to their
24 pre-pandemic levels. And for those events that we are
25 having, while they have been very successful, they --

1 we aren't -- we still aren't seeing those attendance
2 numbers in terms of parking for them. And -- sorry.
3 That -- sorry. That's part of the next one. But
4 that's the facility rentals. So those events are not
5 renting -- renting the facilities back.

6 And so between kind of those two general
7 category areas is the other \$2 million that we haven't
8 seen. So there is opportunity, as we do see more
9 business come -- come back in the future, to see this
10 grow again in future years.

11 In terms of the programs revenue and --
12 sorry. I got a little bit ahead of myself there when
13 I was talking about parking. This is -- so it's about
14 a \$3.5 million difference, as you can see here. And
15 keeping in mind that these are just -- this is the
16 revenue side, not necessarily the expense side. So
17 these are gross revenues, not net revenues.

18 So in terms of that, the Del Mar National
19 Horse Show is typically about a million dollars of
20 gross revenue to us that would have been in this --
21 this program area. So not having that already reduced
22 it, you know, from -- from being comparable, to about
23 a million of the \$3.5 million.

24 Additionally, and if you recall, at the
25 November board meeting, I think it was, we had -- this

1 board had approved the recommendation to lower our
2 parking rates for 2022. We've, in essence, reset that
3 back to our 2015 and 2016 rates. So that has an
4 impact on those decreased parking revenues, and which
5 also is impacted by, again, not having the full
6 pre-pandemic level of activity and parking for that.
7 For example, drive-through events don't have parking
8 with them. So on the one hand we get the event, but
9 we don't get that ancillary of -- of parking. That
10 is -- sorry. I can't see the -- the numbers there.
11 The parking revenues, the decrease in that is
12 approximately about \$2 million.

13 And then the -- kind of the last two items
14 were we budgeted for about 85 percent of our entries.
15 So these are entries into the fair, you know, the --
16 in the competitive exhibits. That will be about
17 85 percent of our 2019 levels, as well as then just
18 the historical trend of Satellite Wagering. Each of
19 those, in essence, is -- we've budgeted about \$250,000
20 less in each of those two categories, comparing 2019
21 to 2022. And so in total, those -- kind of those four
22 areas wrapped up our -- our program revenue shortage.

23 And then with that, yeah, moving on to the
24 fin- -- kind of one of the -- the final question and
25 kind of the big one for the day is how are we planning

1 for self sustainability?

2 The 2022 operating budget includes a
3 \$10.5 million in grant funds from CDFA which, in
4 essence, balanced that budget of making it \$30,000.
5 And we do not expect that in 2023.

6 Again, as things continue to return to or
7 readjust to the new normal, however that's said, so
8 some of the considerations for that, we've broken them
9 up into three categories here of net revenues, gross
10 revenues, and as well as some other revenues.

11 So in terms of the net revenue
12 considerations, these items will get us to just over
13 half of this \$10.5 million potential, you know,
14 shortfall we would see in 2023. One is that we will
15 include, going forward, the commercial exhibit space
16 rents. That's 3- -- that was an easy \$3 million right
17 there. But -- and that again is a net revenue,
18 meaning we've -- already have the expenses associated
19 with obtaining that revenue factored into the budget.
20 It is primarily staff -- staff driven, labor driven.

21 Additionally and as we already know, based
22 on the operations of DMTC in 2021 and so as long as
23 they continue to meet and we receive the full annual
24 bond interest cost through the horse racing
25 operations, that would be a 1.8 -- approximately

1 \$1.8 million savings each year in terms of we budgeted
2 for the expense, and they -- them providing the
3 revenue for it. Again, this is listed under net
4 revenue considerations because there's no expense by
5 us to go and achieve that \$1.8 million, but we do
6 include it in our expenses should they -- should they
7 ever fall short.

8 One of the other -- the final kind of net
9 revenue consideration is -- and with the approval just
10 a little bit ago of the equestrian center operator
11 agreement in its first year of operation, that would
12 bring us in a guaranteed revenue of just over \$600,000
13 a year. And again, this is with that -- that operator
14 responsible for all of the -- the operations and the
15 expenses associated with Horsepark, turning it into a
16 guaranteed revenue generator -- net revenue generator
17 to us as the DAA.

18 So then moving on. So again, between those
19 things and as you can see here, that's about
20 \$5.4 million that those -- that those will total.

21 And then so in terms of moving on then to
22 gross revenue considerations. So these are items that
23 have expenses that will correlate to them. One of
24 which is going to be the full year of The Center
25 operating. We are structuring and have designed this

1 in such a way to be somewhat similar to, in essence,
2 the equestrian center operator, where it is a net
3 revenue contract. We have -- our full-time staff to
4 support it is already included in the budget.

5 But there -- there will be some ancillary
6 increases in costs such as utilities and things like
7 that as that operates. But -- and we've based this on
8 a very conservative estimation of -- I believe it was
9 about 60 shows, to be very conservative, to
10 demonstrate what The Center could bring of the -- in
11 essence, the rent and the food and beverage. So this
12 is rent, food and beverage, and parking revenues that
13 we would anticipate with approximately 60 shows.

14 I think this also demonstrates the -- the
15 potential that The Center has to offer to us in terms
16 of future business and growth as well. And then
17 otherwise, many -- many of the expenses that we would
18 see associated with the -- the individual shows that
19 would take place in there or uses of it would be -- it
20 would be structured in such a way as to be reimbursed
21 for those expenses.

22 And then finally as a gross revenue
23 consideration is if we were to go back to
24 self-producing the Del Mar National Horse Show. So as
25 I said in the previous slide, that does bring in

1 approximately a million dollars in revenue. It's
2 something that-- that we will be looking at. However,
3 this one does have approximately a million dollars of
4 expense associated with it. So net-wise, it's not a
5 net. But when we're looking just at that revenue
6 portion where the \$10.5 million shows up and where
7 that question was, we just wanted -- wanted to
8 identify that.

9 VICE PRESIDENT VALDEZ: Carlene, I have a --
10 I have a ques- -- I have a question real quick. How,
11 if at all, does this include any revenues should we
12 have sports wagering?

13 CEO CARLENE MOORE: This does not include.
14 So that's where that very last bullet point of "Other
15 Revenues" is.

16 So this -- what we did is -- the approach
17 that our staff took on this was what are the things --
18 with regard to this \$10.5 million, what are the
19 guaranteed things that we know of that are achievable
20 without speculating on any new business? It's not,
21 you know, speculating on, you know, increasing
22 business in anywhere, price changes that might be
23 looked at for the future for overcoming it.

24 So in total we get to -- and if you net
25 things out -- probably about 8- of the \$10.5 million

1 just, you know, through this. So there's obviously
2 continued work that we will be doing over the course
3 of this year as we are planning for 2023. And whether
4 that is the potential of sports wagering and -- and
5 what that brings to us; you know, the return and --
6 and -- and just increase of business again with, you
7 know, weddings, other social gathering events; the
8 ancillary revenues that come with some of our events
9 coming back to being in person, events that have
10 parking and things like that; you know, price changes.
11 Again, we -- we reset not only our parking but also
12 our admission rates for the fair this year. So those
13 will be considerations that we can look at. And --
14 and then the operation of -- of the -- The Center and
15 growing that beyond 60 -- you know, beyond 60 shows.
16 So there are a number of other ways. And so we'll
17 continue to update -- provide updates on this to the
18 board as we, you know, journey through 2022.

19 PRESIDENT ROWLAND: And I think that new
20 revenue generation from new sources is, you know, one
21 of the toughest nuts to crack. And hopefully, as we
22 get some of the staffing up to speed, it won't be just
23 the fair, but all these other opportunities that we're
24 really digging into.

25 CEO CARLENE MOORE: Yes.

1 And so then just kind of finally, just as a
2 reminder from last month is, you know, this -- this is
3 about putting all of the pieces together. The budget
4 has included the fair; it included horse racing;
5 rentals and sales; again, if we were called into
6 services as a resiliency center; and then our admin
7 and overhead. And that piece that's missing there is
8 The Center.

9 And as we talked about before, we'll be
10 bringing that component of the budget back. We
11 anticipate that, based on our timeline of, you know,
12 RFPs and -- and getting a managing promoter in place,
13 that that would be probably about the first -- in
14 April is when we're anticipating; so basically in the
15 first part of the second quarter. And at that time
16 the committee would be -- also be bringing forth that
17 adjustment of including the \$3 million into the
18 budget.

19 PRESIDENT ROWLAND: Okay. Well, thank you
20 for that beginning of an ongoing conversation:
21 budgets, expenses, and revenues.

22 Questions from -- from the board?

23 DIRECTOR GELFAND: I don't have a question,
24 but I just want to thank you for following up on the
25 questions that I had from last month.

1 CEO CARLENE MOORE: Absolutely.

2 PRESIDENT ROWLAND: Thank you,
3 Director Gelfand.

4 Any other questions or comments from the
5 board?

6 Okay. Hearing none, we have a couple of
7 members of the public. We do have an action item here
8 we'll get to. We have a couple members of the public
9 who wanted to speak on the Finance Committee item.
10 And so the first member of the public is Martha
11 Sullivan.

12 MARTHA SULLIVAN: Yes. Thank you again.

13 I did receive documentation of the board's
14 approval of that two five-year extensions of the
15 Premier food and beverage contract and also a
16 \$2 million loan by Premier, basically, to the new
17 center. What wasn't included in the board packet
18 items for that approval was anything addressing, for
19 example, the competitive contract requirements that
20 are outlined your -- per, you know, your board packet
21 today were up- -- last updated in March of 2018, and
22 this approval of the Premier contract extension in
23 this loan was in November of 2018.

24 There's still no explanation about how this
25 ten-year extension of Premier's contract and this

1 \$2 million loan kind of are author- -- are authorized,
2 you know, by the district's or the state's procurement
3 processes. And I also -- so I still would like to
4 have that answered, because that's -- my question
5 about that is still unanswered.

6 And second, so how is this debt reflected in
7 the district's financial statements? And how is the
8 debt service tracked? Because according to the board
9 packet item --

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

12 PRESIDENT ROWLAND: So there may be parts of
13 this we'll need to -- to get back to you on.

14 But, Carlene, if there's any part of that
15 that you want to address at this time --

16 CEO CARLENE MOORE: I'll take the first one,
17 the first part first.

18 In terms of the debt on that loan, it is
19 included in our -- in our budgets and in our -- our
20 balance sheet items. It is a \$100,000 payment or a
21 percentage, whichever is greater each year, in
22 essence, each year since -- since that loan was
23 provided. And I believe that's -- previously has been
24 reported on in terms of our -- in terms of our
25 long-term debt.

1 In terms of the questions as to -- I
2 unfortunate -- I was not here in 2018 when that
3 extension was done. So I apologize that I don't have
4 a lot of the background behind it, besides the
5 documents given.

6 And I'm not sure if our attorney general,
7 Josh Caplan, if -- if you have anything further to
8 share at this time.

9 Otherwise, we may need to get back to you,
10 Ms. Sullivan.

11 DEPUTY STATE ATTY. GEN. CAPLAN: I don't
12 have anything to add, Carlene. I think we could -- we
13 can get back to the member of the public. I do know
14 that the extension was done with all necessary
15 approvals. But in terms of additional detail, we'll
16 have to circle back with Ms. Sullivan.

17 CEO CARLENE MOORE: All right. Thank you.

18 PRESIDENT ROWLAND: Okay. And we have one
19 more member of the public who wanted to speak on the
20 Finance Committee items. Adam West.

21 ADAM WEST: Hello?

22 PRESIDENT ROWLAND: Yes. You're -- we can
23 hear you.

24 ADAM WEST: Thank you. Thanks. Thanks for
25 the budget presentation. A lot of good information

1 there.

2 I had a few questions for fair staff on, you
3 know, maybe some explanation. Two things.

4 One, the fair looks like it's gonna run much
5 shorter than previously -- than it has previously in
6 the past. If there's, yeah, you know, some reasoning
7 behind that. And then also, how that short of revenue
8 is gonna affect the budget.

9 And then No. 2, with current RFPs that are
10 coming out around the carnival midway and other one
11 that potentially was supposed to be on the agenda, how
12 does the fair look to -- with a shortfall of around a
13 million, million and a half dollars in revenue, the
14 fair's plan between the shorting -- the shortening of
15 the fair and the revenue difference from a new midway
16 contract, which would be pretty substantial amount of
17 revenue.

18 Just looking for some insight on -- on those
19 things. Thank you.

20 PRESIDENT ROWLAND: So I think that with
21 respect to anything where there's ongoing litigation,
22 we're not gonna comment directly on that. And
23 interwoven in that, there -- there might be some of
24 that. So I just put a caution out there not to do
25 that. If you want to speak to the length of the fair.

1 CEO CARLENE MOORE: Uh-huh. Happy to.

2 So previously at meetings earlier this fall,
3 it was our October board meeting, and so included in
4 that packet on line, as well, is a report, the Fair
5 Ops Committee report, that has more information on
6 that as well.

7 But we really took 2022 as a year to reset
8 on many things. And having evaluated the fair, the
9 length of time that we were running, the -- you know,
10 the activities, the additional costs and things like
11 that associated with it, in terms of how that impacts
12 the budget, all of that has been factored into this
13 2022 operating budget that was put forward to the
14 board.

15 And, again, we will be bringing back that
16 \$3 million adjustment or, you know, oversight that was
17 left off, which is putting forward a budget of now
18 \$3,030,000 without any other changes to it.

19 PRESIDENT ROWLAND: Okay. Any -- any
20 further questions from the board?

21 And hearing none, we have a motion that we
22 need to have put forward for -- to adopt the
23 Delegations of Authority.

24 VICE PRESIDENT VALDEZ: So moved.

25 PRESIDENT ROWLAND: Motion by

1 Director Valdez.
2 Any second?
3 DIRECTOR GELFAND: (Indicating with raised
4 hand.)
5 PRESIDENT ROWLAND: Motion -- second by
6 Director Gelfand.
7 Roll call.
8 DONNA O'LEARY: President Rowland.
9 PRESIDENT ROWLAND: Aye.
10 DONNA O'LEARY: Vice President Schenk.
11 VICE PRESIDENT SCHENK: Aye.
12 DONNA O'LEARY: Vice President Valdez.
13 VICE PRESIDENT VALDEZ: Aye.
14 DONNA O'LEARY: Director Barkett.
15 Director Barkett.
16 AUDIO VISUAL TECH: I don't see her in the
17 meeting any longer.
18 DONNA O'LEARY: Okay.
19 Director Gelfand.
20 DIRECTOR GELFAND: Aye.
21 DONNA O'LEARY: Director Mead.
22 DIRECTOR MEAD: Aye.
23 DONNA O'LEARY: Director Mosier.
24 DIRECTOR MOSIER: Aye.
25 DONNA O'LEARY: Director Nejabat.

1 DIRECTOR NEJABAT: Aye.

2 PRESIDENT ROWLAND: Okay. And now we'll
3 move on to Public Comment on agenda items -- on items
4 public -- Public Comment on items not on the current
5 agenda. And we have several members of the public
6 signed up. The first is Martha Sullivan.

7 MARTHA SULLIVAN: Hello again.

8 I just wanted to share something that I
9 found very interesting, published recently by
10 ProPublica, which is an investigative journalism
11 entity that does a lot of really deep-dive work. And
12 it points out that, you know, we -- we hear a lot that
13 horse racing is not subsidized by tax payors, but the
14 reality, as we know, you know, at this fairgrounds, is
15 that there has been subsidies of horse racing.

16 But we also know it's in the tax code. The
17 owners of racehorses and the associated businesses are
18 subsidized by taxpayers through, you know,
19 billionaires cannot only deduct the cost of buying,
20 owning, and training thoroughbred horses, but they can
21 treat all manner of pastimes and side pursuits as
22 businesses and then tax those businesses as an extra
23 source of deductions. So losses, even when horse
24 racing is, you know, draining -- you know, circling
25 the drain, it's still beneficial to the -- you know,

1 the very wealthy horse owner.

2 An example of owners are they've claimed
3 \$189 million in losses, \$173 million in losses,
4 \$138 million in losses. You know, this is over, like,
5 anywhere from 15 to 20 years. So, you know, we need
6 to explode the myth that horse racing is not
7 subsidized by taxpayers and by the government, because
8 it very much is. I mean, it's on life support.

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

11 PRESIDENT ROWLAND: Thank you.

12 Our next speaker is Jane Cartmill.

13 JANE CARTMILL: Last March I contacted the
14 board asking that you consider the issues involved in
15 contracting with Reptilian Nation, and I expressed my
16 hope that you would not have that exhibit again at the
17 fair. But I was distressed to see on the Reptilian
18 Nation website that they are advertising they will be
19 at the fair in 2022, although no date has been
20 announced.

21 I sincerely hope this is just wishful
22 thinking on their part and the board has seriously
23 considered the negative consequences of an exhibit
24 that is linked to the wildlife trade, the second
25 largest illegal trade in the world after drugs. Even

1 a curator at the San Diego Zoo was convicted of
2 illegal wildlife smuggling.

3 The trade is under-regulated at best and
4 unregulated to a large degree. Approximately
5 90 percent of traded reptiles are captured from the
6 wild. The demand for unique exotic species is fueled
7 by reptile sales and exhibits promoted by hobbyists
8 and captive breeders.

9 International efforts to regulate wildlife
10 usually fail to address species imported as pets, and
11 90 percent of those reptiles die within one year of
12 captivity due to mishandling prior to purchase or
13 failure to meet their complex dietary and habitat
14 needs. As a society we already fail to care for
15 untold numbers of domestic dogs and cats, let alone
16 reptiles.

17 The CDC reports some 74,000 cases of
18 salmonella infection in humans every year due to
19 exposure of reptiles. Certain species of tortoise are
20 linked to heart water disease, which kills livestock.
21 Non-indigenous reptile species can become established,
22 upsetting ecosystems and leading to extinction of
23 native species.

24 There's so much wrong with the reptile trade
25 that The Humane Society of the United States proposed

1 a total ban on import, export, and retail sales,
2 citing --

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

5 PRESIDENT ROWLAND: Thank you.

6 The next member of the public to speak is
7 Oscar de la Torre.

8 OSCAR DE LA TORRE: Hello. Good afternoon
9 again. Oscar de la Torre, worker advocate.

10 You know, one of my New Year's resolutions
11 is to be positive, you know, especially in my public
12 work, to approach everything with positivity and
13 trying to -- trying to do that, you know, in
14 everything that I do. And there was a public comment
15 when we talked about DM- -- DMTC's budget. They
16 talked about backstretch workers. And -- and this is
17 a -- an individual that usually talks about horse
18 safety. And so I just wanted to acknowledge that
19 that's a positive thing, that that's -- that's
20 something good, you know, that we also look into
21 having empathy, you know, for the workers that take
22 care of the horses, that we extend the compassion that
23 we have for horses for the workers who take care of
24 the horses. And so that's a very -- a very positive
25 thing.

1 All of you have weathered so much. Looking
2 at this meeting today, the economic impact of COVID,
3 you know, on the fairgrounds is just tremendous. And
4 so I just wanted to acknowledge all of the challenges
5 that all of you are working through, you know, to
6 provide these jobs, to provide, you know, wellbeing
7 for so many in our county and Northern San Diego and
8 beyond.

9 And, you know, the -- the last thing I want
10 to say is that the horse racing industry is
11 experiencing a culture shift. There is a shift, and
12 the shift is towards strengthening protections for
13 horses and for jockeys and -- and for workers as well.
14 And that's very positive. And one way to sustain that
15 positive change is to reward good behavior.

16 So I just wanted to thank you all for
17 approving the budget for DMTC. Continue to hold, you
18 know, everyone accountable in this industry, because
19 that's what everyone wants. I haven't met one worker
20 or one trainer or one owner that doesn't want to
21 prioritize the well-being of horses.

22 So let's keep up the good work. Let's stay
23 positive in 2022. And thank you all very much for the
24 work that you're doing.

25 PRESIDENT ROWLAND: Thank you. And the

1 final speaker signed up for public comment is Adam
2 West.

3 AUDIO VISUAL TECH: Adam West, star six.
4 You're in the meeting.

5 ADAM WEST: Hi. Can you hear me?

6 PRESIDENT ROWLAND: Yes, we can hear you.

7 ADAM WEST: Thank you.

8 I'm just gonna reference a little bit about
9 the comment on -- around the budget and -- and the
10 length of the fair.

11 There's a few things that come to mind when
12 looking at the length of the fair. One, 2021 was a
13 breakthrough year in the fair industry. Records
14 were -- were broken across the board. It was probably
15 the largest year we've seen in the -- in the fair
16 business.

17 The San Diego County Fair is the No. 1 fair
18 in California and very highly ranked nationwide. For
19 the fair to shorten the fair from five weeks to four
20 seems like it just doesn't make a lot of sense. Doing
21 the numbers, looking at the budget, you know,
22 somewhere around a couple million dollars' worth of
23 revenue is gonna be lost by shortening the fair with
24 parking, admission, revenue from food, rides, games,
25 exhibits, and all those things. By doing that -- the

1 expensive part of the fair is producing the fair.
2 It's not operating the fair. The revenues are so high
3 during the fair that it offsets operational costs.

4 A couple interesting points: The L.A.
5 County Fair moved to May, which now ends on Memorial
6 Day, and the Orange County Fair is the week after the
7 San Diego County Fair. The operator for the carnival
8 midway at both those events would make it almost
9 impossible to make it to the San Diego County Fair if
10 it opened on its scheduled five-weekend run, opening
11 on Friday after Memorial Day.

12 I would hope that the fair didn't adjust its
13 dates to be considerate of a potential vendor and risk
14 millions of dollars in revenue in association with
15 that. But it is -- it does point to the direction
16 that it was shortened for reasons that maybe we
17 haven't talked about. And I just hope that the board
18 asks the hard questions, transparency to the public
19 about the future of the fair and the carnival midway
20 and the -- part of the San Diego County Fair. And I
21 look forward to new leadership under
22 President Rowland.

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

24 PRESIDENT ROWLAND: Thank you for your
25 comments.

1 The board is now going to move into a closed
2 executive session. And I think probably at least an
3 hour, I think, in terms of before we reconvene to open
4 session.

5 DONNA O'LEARY: We need to give the court
6 reporter a break too.

7 PRESIDENT ROWLAND: Yeah. Right.

8 CEO CARLENE MOORE: Do you want to take a
9 five-minute break now?

10 VICE PRESIDENT VALDEZ: Okay. So maybe
11 30 minutes.

12 So we may be reconvening as early as about
13 4:15, with a break in there as well. So that's what
14 we can estimate at this point in time. So the board's
15 gonna sign off here and go into our alternate system
16 for closed session. And, yes, five minutes.

17 (Closed Executive Session: 3:40 P.M. to
18 4:38 P.M.)

19 PRESIDENT ROWLAND: Okay. So we're back
20 from closed session. We're reconvening, and there
21 were no actions to report coming out of closed
22 session.

23 So our final item actually to take up is the
24 motion to adjourn. May I have a motion?

25 DIRECTOR BARKETT: So moved.

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DIRECTOR MEAD: Second.

PRESIDENT ROWLAND: Director Mead.

And so we are adjourned.

(Meeting adjourned at 4:39 P.M.)

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

3
4 That these proceedings were taken before me at the time and place
5 herein named; that said proceedings were reported by me in machine
6 shorthand and later transcribed through computer-aided transcription,
7 under my direction, and that the foregoing transcript is a true record
8 of the proceedings.

9
10 I do further certify that I am a disinterested person and am in no way
11 interested in the outcome of this action or connected with or related
12 to any of the parties in this action or to their respective counsel.

13
14
15 In witness whereof, I have hereunto set my hand this
16 28th day of January, 2022.

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Kathryn L. Edwards, CSR No. 7288

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