

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

CERTIFIED COPY

BOARD OF DIRECTORS MEETING
22ND DISTRICT AGRICULTURAL ASSOCIATION
DEL MAR FAIRGROUNDS via ZOOM
2260 JIMMY DURANTE BOULEVARD
DEL MAR, CALIFORNIA 92014

TUESDAY, OCTOBER 11, 2022

1:33 P.M.

REPORTED BY: CLAUDINE METOYER, CDLR 110

1 IN ATTENDANCE

2 OFFICERS:

3 G. Joyce Rowland, President

4 Frederick Schenk, First Vice President

5 Richard Valdez, Second Vice President (via ZOOM)

6 DIRECTORS PRESENT:

7 Lisa Barkett, Director (via ZOOM)

8 Michael Gelfand, Director

9 Don Mosier, Director

10 Sam Nejabat, Director (via ZOOM)

11 DIRECTORS ABSENT:

12 Kathlyn Mead, Director

13 ALSO PRESENT:

14 Carlene Moore, Chief Executive Officer, 22nd DAA

15 Melinda Carmichael, Chief Administrative Officer, 22nd DAA

16 Josh Caplan, Deputy Attorney General

17 Donna O'Leary, Executive Assistant, 22nd DAA

18 Henry Rivera, Moderator

19 Mark Wiggins, General Manager, Premier Foods

20 John Debello, Loma Media (via Zoom)

21 Erin Satterberg, Loma Media

22 Bryant Mayberry, Loma Media

23 Steve Schnall, Loma Media

24 Chris Goldsmith, Belly Up (via Zoom)

25 Steve Goldberg, Belly Up (via Zoom)

1 Phil Berkovitz, Belly Up

2 Ronak Rekani, City of San Diego (via Zoom)

3 Luis Schaar, City of San Diego (via Zoom)

4 Bradley Johnson, City of San Diego (via Zoom)

5 Jacob Randles, City of San Diego (via Zoom)

6 Michael Sadegh, Director of Finance, 22nd DAA

7 Josh Rubenstein, Del Mar Thoroughbred Club

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1	BOARD OF DIRECTORS MEETING	PAGE
2	Call to Order	6
3	Roll Call	6
4	Consent Calendar	6
5	Public Comment	
6	Martha Sullivan	7
7	Management Report	11
8	Management Updates	11
9	Construction Projects and Facilities . . .	14
10	Industry News and Updates	16
11	Premier Foods Report	16
12	Public Comment	
13	Martha Sullivan	18
14	Jane Cartmill	19
15	General Business	20
16	Tennis Center Operations	20
17	Public Comment	
18	Martha Sullivan	29
19	The Center Activities.	31
20	Public Comment	
21	Martha Sullivan	71
22	Out-of-State Travel	79
23	Public Comment	
24	Martha Sullivan	80
25	Community and Government Relations	81

1	El Camino Real Project	82
2	Public Comment	
3	Martha Sullivan	97
4	Finance Committee Report	98
5	Public Comment	
6	Martha Sullivan	100
7	Fair Operations Report	100
8	Public Comment	
9	Martha Sullivan	115
10	Del Mar Thoroughbred Club Report	116
11	Public Comment	
12	Martha Sullivan	121
13	Affordable Housing Ad Hoc Committee	122
14	Public Comment	
15	Martha Sullivan	124
16	Jane Cartmill	126
17	General Public Comment	
18	Martha Sullivan	128
19	Jane Cartmill	129
20	Adjournment to Closed Session	129
21	Reconvene from Closed session	129
22	Meeting Adjournment	130
23		
24		
25		

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

2 1:33 p.m.

3 -o0o-

4 PRESIDENT JOYCE ROWLAND: Good afternoon, folks.

5 President Joyce Rowland of the 22nd DAA, and I call the
6 Tuesday, October 11th meeting to order. It is 1:33, and we
7 will move right to roll call.

8 Donna.

9 MS. O'LEARY: President Rowland.

10 PRESIDENT JOYCE ROWLAND: Present.

11 MS. O'LEARY: Vice President Schenk.

12 MR. SCHENK: Present.

13 MS. O'LEARY: Vice President Valdez.

14 MR. VALDEZ: Present.

15 MS. O'LEARY: Director Barkett.

16 MS. BARKETT: Present.

17 MS. O'LEARY: Director Gelfand.

18 MR. GELFAND: Present.

19 MS. O'LEARY: Director Mead has an excused absence.
20 Director Mosier.

21 MR. MOSIER: Present.

22 MS. O'LEARY: And Director Nejabat.

23 MR. NEJABAT: Here.

24 PRESIDENT JOYCE ROWLAND: Okay.

25 We'll move, then, to the Consent Calendar. And first

1 I'd ask the Board if there are any items that they wanted to
2 discuss separately or remove from this section, minutes and
3 contract approvals this round?

4 Okay. Well, hearing none, we have a member of the
5 public signed up to speak on this so we'll go to Martha
6 Sullivan.

7 MARTHA SULLIVAN: Good afternoon. This is Martha
8 Sullivan.

9 PRESENT JOYCE ROWLAND: Hello.

10 MARTHA SULLIVAN: I guess I -- I found it surprising
11 to see \$800,000 worth of contracts on the Consent Calendar,
12 particularly since it's related to an item, you know, later on
13 your agenda relative to the new Tennis Center operator so it
14 seems like, to me, it would be appropriate to take those up at
15 that time since that's what it's related to -- is covering the
16 gap between the previous and the new tennis operator. It just
17 really strikes me that \$800,000 worth of contracts is pretty
18 large for the Consent Calendar, and again, given the related
19 action on today's agenda.

20 Thank you.

21 PRESIDENT JOYCE ROWLAND: Okay. Martha, are you
22 asking that we take those off Consent Calendar?

23 MARTHA SULLIVAN: I think you should consider them
24 during the item related to the tennis operator contract.

25 PRESIDENT JOYCE ROWLAND: Okay. We'll take that as a

1 request from the public to move those contracts to that other
2 discussion item, which is 5 --

3 MARTHA SULLIVAN: 5A.

4 PRESIDENT JOYCE ROWLAND: Yeah. Exactly.

5 Okay. So those are the only items that are moving
6 from Consent to elsewhere on the agenda. So I now need a
7 motion on the remainder of the Consent items and a second.

8 MR. SCHENK: So moved.

9 MR. GELFAND: So point of information.

10 Is the motion to remove that item --

11 PRESIDENT JOYCE ROWLAND: No, the motion --

12 MR. GELFAND: -- and -- or is it the entire Consent
13 agenda that you've moved to --

14 PRESIDENT JOYCE ROWLAND: No. The motion is to move
15 the remainder of the Consent Calendar because the other item
16 was requested to be moved by the public, and that's all that's
17 required for that.

18 MR. GELFAND: Oh. It doesn't require --

19 PRESIDENT JOYCE ROWLAND: That does not require a
20 motion, no.

21 The board -- or a member of the public can ask and
22 then that happens. So this is for the remainder of the Consent
23 Calendar.

24 MR. GELFAND: Okay. Then that's the motion.

25 PRESIDENT JOYCE ROWLAND: Yeah.

1 So Director Shenk, and Director Gelfand on the
2 second?

3 Okay.

4 MR. RIVERA: Richard has his hand up.

5 PRESIDENT JOYCE ROWLAND: Oh. Director Valdez.

6 MR. VALDEZ: I just wanted to make a statement for
7 the record.

8 My understanding is the items that the member of the
9 public had asked to be removed from Consent Calendar because it
10 relates, according to her, in part to something on General
11 Business, my understanding is that the General Business item is
12 to vote on a contract that would start November 1 or
13 thereafter, is my understanding. I'm asking for staff on that.
14 It would be for operator in the future, and the contracts that
15 are on Consent are for interim period of time only until the
16 new operator is in place.

17 PRESIDENT JOYCE ROWLAND: That's correct.

18 MS. MOORE: Yes, that -- that is correct.

19 PRESIDENT JOYCE ROWLAND: Yeah. I think it is still
20 an item that could reasonably be placed there. It's the most
21 logical point because that's where the discussion, the broader
22 discussion, will occur.

23 (Multiple speakers.)

24 MR. VALDEZ: I'm sorry. Yeah. I just see -- I see
25 the contracts that are under Consent to be more operational,

1 based upon what our discussion was -- was next -- was last
2 month about attempting to continue operation of the Tennis
3 Center pending the RFP award; and therefore, that's why I think
4 it is appropriate that it remain on Consent rather than being
5 removed from -- from there and into General Business. I just
6 wanted to make that --

7 PRESIDENT JOYCE ROWLAND: Yeah. And --

8 MR. VALDEZ: -- statement --

9 PRESIDENT JOYCE ROWLAND: -- and I appreciate that.
10 You know, we have asked that it -- we have been asked to move
11 it, and so we are going to move it, but I appreciate your
12 remarks.

13 Okay.

14 MS. O'LEARY: Do we need a vote?

15 PRESIDENT JOYCE ROWLAND: We need a vote.

16 MS. O'LEARY: President Rowland.

17 PRESIDENT JOYCE ROWLAND: Aye.

18 MS. O'LEARY: Vice President Schenk.

19 MR. SCHENK: Aye.

20 MS. O'LEARY: Vice President Valdez.

21 MR. VALDEZ: Aye.

22 MS. O'LEARY: Director Barkett.

23 MS. BARKETT: Aye.

24 MS. O'LEARY: Director Gelfand.

25 MR. GELFAND: Aye.

1 MS. O'LEARY: Director Mosier.

2 MR. MOSIER: Aye.

3 MS. O'LEARY: And Director Nejabat.

4 MR. NEJABAT: Aye.

5 PRESIDENT JOYCE ROWLAND: The motion passes.

6 Okay. So we'll move now into the Management Report,
7 which is informational. We have a number of items there.

8 MS. MOORE: So starting -- starting first with the
9 Sportsbook RFP update, there is -- on pages 12 and 13 of your
10 packet, there is a staff report just with the background and
11 where things are at and really just to update the Board in
12 terms of next steps for us, and that is that we are engaging
13 the Sequa consultant this week. That process has been underway
14 to ascertain the consultant for it, as well as staff will be
15 issuing a conditional notice of intent so we can engage the
16 successful proposer in the Sequa process as we continue to move
17 forward with this process understanding that this is all --
18 this will not be coming back to this Board until such time as
19 it would be merited, including after -- whether or not the
20 passage of Prop 26 takes place in November. But just as an
21 update that staff is continuing to move that process along.

22 Then just a couple of other things.

23 PRESIDENT JOYCE ROWLAND: Any questions from the
24 Board on that?

25 MS. MOORE: Specific.

1 PRESIDENT JOYCE ROWLAND: Yeah. Specific, before we
2 move ahead.

3 Okay.

4 MS. MOORE: And then, just a few other things.

5 We did issue the RFP for Del Mar National Horse Show
6 for that managing producer. Those are due back this coming
7 Thursday, and this was issued following extensive research,
8 market research, to understand -- and understanding of some of
9 the requirements with regard to the sanctioning bodies and
10 things like that for the Del Mar National so we'll keep you
11 posted on that and hopefully have more information coming back
12 to the Board at next month's board meeting.

13 This week, we will also be releasing our highest and
14 best use feasibility study RFP, and that, if you recall, is
15 part of our strategic planning process and especially for
16 purposes of getting prepared for, you know, master plan input,
17 further strategic planning input and things so that RFP will be
18 coming out this week. So again, more to come on that later in
19 the coming months.

20 And just a couple of other things. Had a nice visit
21 last week with Assembly Member Chris Ward. As everybody is
22 probably aware, you know, with the redistricting and changes
23 that are going to be taking place in the future, we won't be in
24 his district anymore, just kind of on the outskirts of it.

25 And then finally, we were notified by -- in terms of

1 just kind of some operational announcements, we were notified
2 by Costco that we are going to be receiving an award, a letter
3 of sorts, because as it turns out, our sales of our Fun Packs
4 in Costco placed in the top 10 for the entire U.S. in Costco
5 stores --

6 PRESIDENT JOYCE ROWLAND: Wow.

7 MS. MOORE: -- with our sales, which were just over
8 \$2 million worth of sales of our Fun Packs at the store; so as
9 soon as we receive the official inviting letter, we will share
10 that with the Board as well.

11 MR. SCHENK: Should I disclose a relationship that I
12 have with Costco?

13 MS. MOORE: Are you a member?

14 (Laughing.)

15 MR. SCHENK: Yes. It's beyond that, but I don't
16 think it really matters --

17 MS. MOORE: Yeah. I don't think it does. Um-hum.

18 MR. SCHENK: -- with the management, but it --

19 MS. MOORE: You were not a part of the voting of our
20 sales and things so...

21 MR. SCHENK: I had no conversations with them about
22 the --

23 MS. MOORE: You didn't know we were getting this
24 award for our sales.

25 And then just two other things.

1 This week, we will have our first official event in
2 The Center as we open with Mainly Mozart, which opens tomorrow
3 evening, and then Friday and Saturday evenings as well. So
4 starting to get some activity going in there, getting some
5 things happening while we are preparing for a bigger
6 announcement which will be coming.

7 And then, Scream Zone is also back. It opened this
8 past weekend. And so if any directors, if you are interested
9 in attending Scream Zone this year, please let me know. If you
10 can send me an email, and we will make arrangements for that,
11 but it's back. Come and have a howling good time.

12 And then we do have -- and I'm going to invite Chief
13 Administrative Officer Melinda Carmichael up to share with you
14 on our construction projects and really facilities.

15 MS. CARMICHAEL: Good afternoon.

16 So last month, I updated you on -- that we had gone
17 out for a facility assessment. And so California Construction
18 Authority, also known as CCA, took out an RFP on our behalf.
19 And we did have one proposer, and currently it looks like --
20 and they had just recently sent our rates over, what they'd be
21 charging, and it looks like it's going to cost about \$310,000
22 for the assessment, and that is the entire assessment of all of
23 our grounds, facilities, from top to bottom so we can get a
24 good idea of the shape and what we need to do to go forward and
25 how it ties into our highest and best use RFP. So they are in

1 the process of developing an IPA which will get sent over
2 shortly, and then we'll move forward from there. And they tell
3 us it's going to be about three to six months. So we are
4 looking around that time frame, but as all construction things,
5 let's wait and see what happens from the time line.

6 MS. MOORE: I'd say six months to a year.

7 MS. CARMICHAEL: Yeah.

8 MS. MOORE: Thank you for your report.

9 MS. CARMICHAEL: Any questions on that?

10 MR. GELFAND: Yeah. I have a question.

11 Is that report going to kind of be like
12 (Indecipherable) stuff? Are these where it tells you the
13 theoretical remaining useful life --

14 MS. CARMICHAEL: Exactly, yes. Useful life and what
15 are the challenges and does it make sense to reinvest and/or --

16 MR. GELFAND: Perfect.

17 PRESIDENT JOYCE ROWLAND: But it will also go into
18 current infrastructure issues, electrical --

19 MS. MOORE: Yes.

20 PRESIDENT JOYCE ROWLAND: -- capacities, plumbing --

21 MS. MOORE: (Indecipherable.)

22 PRESIDENT JOYCE ROWLAND: -- all those sorts of --
23 Yeah. Okay.

24 MS. MOORE: Yes.

25 MS. CARMICHAEL: So it should be a very useful tool

1 for us.

2 MS. MOORE: Yes.

3 PRESIDENT JOYCE ROWLAND: Yes. Very, very important.

4 MS. CARMICHAEL: All right. And that's my short and
5 sweet update.

6 PRESIDENT JOYCE ROWLAND: Thank you for that.

7 MS. MOORE: Thank you.

8 And then in terms of some industry news and updates,
9 long-time general manager of the State Fair, Cal Expo, Rick
10 Pickering, is retiring at the end of this year.

11 And then, I will be attending two different things
12 with CDFA. So there is a training which you were all notified
13 of. There is a training at the Orange County Fair on Thursday
14 of this week that I will be attending. And then next week,
15 actually in Sacramento, CDFA is hosting a collaborative
16 exchange to discuss new and improved ways to support the venue
17 management side of things of our fairgrounds, an opportunity to
18 offer suggestions and see what that may look in the future as
19 we move forward. So again, more to come on that as well.

20 And with that, I'm going to invite General Manager
21 Mark Wiggins up to provide the Premier P & L.

22 MARK WIGGINS: Thank you, Carlene.

23 It's actually pretty nice -- these last couple have
24 been pretty nice to report on. Especially this one. It's
25 probably the -- one of the best revenues that we've had in

1 three years.

2 The revenues for August were 5,181,000 compared to a
3 budget of 4,174,000.

4 Our cost of goods came in at 1,264,000, 24.4 percent,
5 compared to a budget of 882,000, 21.1 percent.

6 Payroll came in at 1,687,000, at 32 percent, and
7 compared to a budget of 1,563,000, at 37 percent.

8 Our net -- our expenses came at 430,000 compared to a
9 budget of 406,000.

10 Our net profit for the month was 34 -- 1,799,000,
11 34.7 percent, compared to 1,322,000 at 31.6 percent.

12 Year to date, we are at 13 million 464 compared to a
13 budget of 10 million at 37.

14 Cost of goods were at 22.9 percent, compared to a
15 19.78 percent.

16 And then our payroll is in at 36.11 percent, compared
17 to 44.94 percent.

18 Operating expenses are at 10.64 percent, compared to
19 13.3 percent.

20 And our net profit year to date is at 4,073,000,
21 compared to a 2,223,000.

22 PRESIDENT JOYCE ROWLAND: Very good. Well,
23 congratulations.

24 MARK WIGGINS: Oh, thank you. It's been great; great
25 month.

1 MS. MOORE: And that concludes my Management Report.

2 MR. GELFAND: Is there going to be food tomorrow
3 night?

4 MARK WIGGINS: We will have some food, some
5 charcuterie will be out, some hummus, and all the bars will be
6 open. We are doing a lot of training on our new point of sales
7 so we have plenty of bars open. I think we're all excited
8 about having our first event over at The Center.

9 PRESIDENT JOYCE ROWLAND: Okay. And we have two
10 members of the public who wish to speak on the Management
11 Report. And the first member of the public signed up is Martha
12 Sullivan.

13 MARTHA SULLIVAN: Hello, again. Martha Sullivan.

14 I wanted to share something based on my several years
15 of experience managing the Sequa farm bills for the California
16 Public Utilities Commission that the no-project alternative for
17 the Sportsbook Sequa Assessment should include the fact that
18 the District contract or whichever entity has the contract with
19 the Del Mar Thoroughbred Club is up for an additional five-year
20 option. I think it's in 2024. So it's not a lock that the
21 DMTC continues past 2024. So the no-project alternative should
22 reflect that.

23 Thank you.

24 PRESIDENT JOYCE ROWLAND: Thank you.

25 And the next member of the public signed up to speak

1 is Jane Cartmill.

2 JANE CARTMILL: The Sequa analysis of the
3 environmental impacts of the Sportsbook operation on the
4 Fairgrounds is likely to include the matter of water use.
5 Passage of Prop 26 will constitutionally couple horseracing and
6 sports wagering even as the popularity and profitability of
7 horseracing continues to decline. This measure would require
8 that races be run -- excuse me -- to maintain the ability to
9 offer non-horserace-related sports betting. Even if the day
10 came where a track wanted to eliminate live horseracing in
11 favor of the more profitable sports betting, they legally could
12 not.

13 Horseracing uses a tremendous amount of water. We
14 know from previous reporting by Del Mar that as much as 150,000
15 gallons of water are used in a single race day. Propping up
16 and prolonging horseracing means that significantly more water
17 will be used over time than would have been used as horseracing
18 popularity declined.

19 Given our persistent state of drought in California
20 and the restrictions already being imposed statewide, it seems
21 that Sequa will most certainly be looking seriously at the
22 impact on water use in their assessment. It's a real problem.
23 And I don't know how much longer racetracks can continue to get
24 a pass.

25 Thank you.

1 PRESIDENT JOYCE ROWLAND: Thank you.

2 And so we will now move to General Business. And the
3 first item that was on the agenda is the Tennis Center
4 operations. And CEO Moore will talk about the developments
5 there.

6 MS. MOORE: So there was a flurry of activity
7 following last month's board meeting in order to get there, but
8 I was very pleased to report that we did -- the District did
9 assume operations of the Tennis Center on Saturday, October
10 1st. We have hired four employees including an operations
11 manager for that. We purchased the necessary equipment from
12 the previous operator that we needed in order to operate, as
13 well as -- and what was included on your Consent Calendar were
14 the contracts that were issued under my delegation of
15 authority. And yes, in totality they seem like a lot, but each
16 contract is up to the limit of my delegation of \$50,000. We
17 also did that for multiple months so the contracts would in
18 essence expire -- I believe it's through the end of March,
19 should that need to -- should that need be in place for it so
20 we didn't have to keep coming back with amendments to the
21 contracts versus canceling them when the new operator takes
22 over.

23 PRESIDENT JOYCE ROWLAND: So this relates
24 specifically, as Director Valdez was speaking to, with the
25 interim agreement and not with the new operator?

1 MS. MOORE: Correct. Yes. Yes. This is for -- so
2 they are working as independent contractors with -- directly
3 with us as the District in providing lessons, clinics, group
4 lessons, private lessons, things of that nature, to keep those
5 services going at the Tennis Center. So when the time comes,
6 the Board would need to take action -- well, this was done
7 under my delegation of authority so I don't believe that there
8 is really any action necessary. On the Consent Calendar, those
9 items are listed for your review so unless there is -- unless
10 the Board has reason for not -- for us not to have entered
11 those.

12 So the original intent, as you recall, would have
13 been to fill in this gap from October 1st to the 31st. Due to
14 the delays -- and again, there's a staff report in your packet
15 on pages 15 and 16, but to --

16 Oh, sorry, Lisa. Did you -- Director Barkett, did
17 you have a question?

18 MS. BARKETT: Yes, Carlene. Thank you.

19 So I just want an explanation because I also was
20 concerned at the pricing. So you've got six months down here
21 from October to March. So I just want to verify that since
22 they are independent contractors, basically month to month; is
23 that correct?

24 MS. MOORE: No. We would actually have to terminate
25 it. So it's not month to month. It's like a rental. It's a

1 contract through March 31st, just anticipating that our
2 operations may run beyond October and so that we don't have any
3 delays to services. But the limit, the limit of payout that
4 can be done is \$50,000, whether that's within one month or it's
5 at the end of it if we were to operate all the way through to
6 March 31st.

7 PRESIDENT JOYCE ROWLAND: It's sort of a not-to-
8 exceed amount.

9 MS. MOORE: Yes.

10 MS. BARKETT: Right. Okay.

11 PRESIDENT JOYCE ROWLAND: It's not an amount that is
12 anticipated --

13 MS. MOORE: Um-hum.

14 PRESIDENT JOYCE ROWLAND: It's more of a not-to-
15 exceed amount.

16 MS. MOORE: But we would actually have to notify --
17 at the point of transition to the new operator, we would notify
18 all of these -- all of the contract holders that we were
19 terminating their contracts with us.

20 MS. BARKETT: Right. And I guess my question is:
21 How many do you anticipate teaching during a month period?
22 Just out of curiosity.

23 MS. MOORE: All of them.

24 MS. BARKETT: All of them. Okay.

25 MS. MOORE: Um-hum. Yes. Yes, they are all actively

1 engaged in, again, providing lessons and/or working the clinics
2 at the Tennis Center at some point during the month of October.

3 MS. BARKETT: Right. And what are their normal fees
4 run, then, in terms of -- if 50,000 is the maximum amount, what
5 does a typical fee run --

6 MS. MOORE: So --

7 MS. BARKETT: -- for an instructor?

8 MS. MOORE: Well, it depends on each instructor, and
9 what we have is a set rate for each of the instructors so what
10 you may pay for your lessons to a profess- -- there's two
11 components to their contract. One is what we're paying them
12 for providing and teaching in those -- especially the junior
13 clinics -- because those, in essence, are registered through
14 us so that's what we are paying for their services for, and I
15 believe the rate on that was \$35 an hour.

16 And then for -- but in terms of if you were
17 purchasing lessons through a tennis professional, and whether
18 that's group lessons or it's private lessons, you are paying
19 that professional, and in which case they are now paying us,
20 then, 10 percent of what their earnings are.

21 MS. BARKETT: Okay.

22 MS. MOORE: Yes. And so the \$50,000 limit is on
23 what -- is on the expense of what we are paying them. There is
24 not a limit in terms of the revenue that we would be receiving
25 for the lessons fees that they collect directly.

1 MS. BARKETT: Okay.

2 MS. MOORE: And this is a -- this is a typical
3 structure in terms of again, they are each their own
4 independent contractor.

5 MS. BARKETT: Yes. Okay. Thank you.

6 MS. MOORE: You're welcome.

7 PRESIDENT JOYCE ROWLAND: Thank you.

8 MS. MOORE: Um-hum.

9 So again, did somebody say something about good
10 intentions? The plan was to operate through October 31st, but
11 if you recall, I had said that was without a protest. And we
12 did -- DGS and the District received a protest at the end of
13 September and so we will be continuing --

14 PRESIDENT JOYCE ROWLAND: Let me clarify. This is a
15 protest against the RFP.

16 MS. MOORE: Against the RFP.

17 PRESIDENT JOYCE ROWLAND: Okay.

18 MS. MOORE: So this is a protest to the Notice of
19 Intent to Award to a new operator, and it was filed on
20 September -- I believe September 28th is when we received --
21 received that notice. And the process now is for DGS to review
22 that protest, for us to provide our response to it as well, and
23 then --

24 PRESIDENT JOYCE ROWLAND: Remind the public who DGS
25 is.

1 MS. MOORE: I'm sorry. Department of General
2 Services. I should not speak in acronyms.

3 PRESIDENT JOYCE ROWLAND: Yes, that's a -- yeah,
4 that's a pet peeve so let's try not to unless we absolutely
5 have to.

6 MS. MOORE: Yes.

7 And they have -- the Department of General Services
8 can reject the proposal or the protester can award the
9 proposal, and, again, as stated in -- or award -- I'm sorry;
10 withdraw the protest. Sorry.

11 The board cannot award -- so there won't be any
12 action today. The board cannot approve the awarded contract
13 until that is resolved. So again, either a rejection by the
14 Department of General Services, or the protester withdraws
15 their proposed -- their protest prior to DGS rejecting it.

16 PRESIDENT JOYCE ROWLAND: So nothing can be -- no
17 action can be taken --

18 MS. MOORE: No action today.

19 PRESIDENT JOYCE ROWLAND: -- on the awarding of this
20 RFP unless one of those two things happens?

21 MS. MOORE: Correct.

22 Yes.

23 MR. GELFAND: Do you have an estimate on how long it
24 will take the department to make a decision?

25 MS. MOORE: They -- they have at least -- up to 30

1 days from the day that we respond to it, which we just
2 submitted our response to them. However, I will say we have
3 also seen it take as many as 90 days.

4 So with that, we'll continue to operate until such
5 time as this is resolved. And then, again, we are in the
6 process of -- we just sent in our response to it.

7 This is a revenue contract, if you'll recall. And so
8 as we understand the protest, what -- the protester claims to
9 be the low bidder, but again, this is a revenue contract so a
10 little bit -- it's the opposite. It's the high. As well as
11 this was a high score RFP so it's -- the points are an
12 accumulation of both the technical score, the qualitative
13 components of the RFP and the requirements, as well as, then,
14 the financial piece of it. And so based on that, it's awarded
15 to the highest score.

16 PRESIDENT JOYCE ROWLAND: I'm confused by that --

17 MS. MOORE: Um-hum.

18 PRESIDENT JOYCE ROWLAND: -- that they assert they
19 are the low bidder.

20 MS. MOORE: Um-hum.

21 PRESIDENT JOYCE ROWLAND: So what does that mean when
22 you are looking for the most revenue?

23 MS. MOORE: Well, if you recall -- if you recall from
24 some of our previous discussions, RFPS and the State
25 contracting -- public contracting code really speaks to

1 expenses of the State where low bid is what -- so we end up
2 trying to -- trying to apply public contract code.

3 This is a revenue-generating. We -- this is not
4 something where the District had to go out to bid on it. We
5 did it because we had multiple interest in a revenue
6 opportunity here on a public asset. So that's where there may
7 be some confusion on the protester's part with regard to the
8 applicability of public contract code even to this -- to our
9 RFP.

10 PRESIDENT JOYCE ROWLAND: Right. Because low bid is
11 irrelevant --

12 MS. MOORE: Um-hum.

13 PRESIDENT JOYCE ROWLAND: -- basically.

14 MS. MOORE: Correct. Correct.

15 PRESIDENT JOYCE ROWLAND: All right. I thought I was
16 missing something when I heard it.

17 MS. MOORE: Also, too, the protester claims that the
18 awardee, in essence who we would be awarding the contract to,
19 is a successor entity to the previous operator and, therefore,
20 per the protester, not eligible to receive that. And so I
21 just -- you know, for our own clarification this is part of our
22 response, the awardee were previously independent contractor,
23 similar to, in essence, the situation we have with the tennis
24 professionals that are over there, and they were not a part of
25 the management and operations. But even more importantly is

1 that the prior operator was not precluded from having bid.
2 They simply didn't. So there's also some misunderstanding
3 there potentially as well, and we have offered clarification of
4 that to the Department of General Services.

5 So at this time, we are, again, continuing with
6 operations. As soon as we do receive notice from the
7 Department of General Services, whether that is them rejecting
8 the protest or the protester withdrawing it, either one, as
9 soon as we have that, then what we will look to do will be to
10 notice with -- you know, the proper tending notice for this
11 Board, another meeting, in essence, for this Board to be able
12 to award the contract so that we can transition operations.
13 And that may happen prior to that 30 days. It may happen, or
14 it may be that it's -- the timing of it is such that it would
15 be at the November board meeting or in the future.

16 PRESIDENT JOYCE ROWLAND: Okay. So before we go to
17 the public, any questions from the Board?

18 Director Valdez.

19 MR. VALDEZ: Not really a question. It is more of a
20 comment and a thank you to Carlene and your staff.

21 You know, our last meeting was September 13th, and
22 there was a number of members of the public who spoke at that
23 meeting urging us and requesting us to do what we could to
24 continue operations after October 31st. And that was a huge
25 lift for Carlene and her staff, and I just want to thank you

1 for all those efforts. Hopefully, you might be hearing that
2 from some members of the public during public comment, but in
3 the event you -- whether you do or not, I just want -- you
4 wanted -- I wanted you to hear it from me as well.

5 Thank you.

6 PRESIDENT JOYCE ROWLAND: Thank you, Director Valdez.

7 Any other questions from the Board?

8 Before we go to the public, I do have a question for
9 our deputy attorney general relative to -- to the contracts.

10 So these were on Consent Calendar under Carlene's
11 authority. And as pointed out, they are not typically
12 separately voted on by the Board, but we moved them off for the
13 conversation. Does that now require any vote of the Board?

14 DEPUTY ATTORNEY GENERAL CAPLAN: I think because it
15 has been this Board's practice to approve or ratify contracts
16 that Carlene enters into based on her delegated authority, I
17 think it would be appropriate for the Board to vote on these
18 contracts as well, just so they are treated similarly.

19 PRESIDENT JOYCE ROWLAND: Okay. Yeah. That's what I
20 was thinking, but, you know, I just wanted to make sure that we
21 had the proper form on that.

22 Okay. So that's the Tennis Center operations update.
23 We'll now go to the public. We have one member of the public
24 signed up to speak, Martha Sullivan.

25 MARTHA SULLIVAN: Hello again. I just wanted to

1 thank the board for having the discussion about those \$800,000
2 worth of contracts because it was valuable to kind of help
3 people understand what those represent and, you know, the
4 entire context, the entire picture of what's going on. So
5 thank you for doing that. I appreciate it.

6 PRESIDENT JOYCE ROWLAND: Sure. No problem.

7 Okay. So we'll now move to -- we need a motion and a
8 second on the contracts that were moved for the
9 (indecipherable) from the Consent Calendar to this General
10 Business item.

11 MR. VALDEZ: So moved.

12 PRESIDENT JOYCE ROWLAND: That was Director Valdez?

13 MR. VALDEZ: Yes.

14 PRESIDENT JOYCE ROWLAND: Second?

15 MR. MOSIER: Second.

16 PRESIDENT JOYCE ROWLAND: Director Mosier.

17 MR. GELFAND: Question.

18 PRESIDENT JOYCE ROWLAND: Oh. Okay.

19 MR. GELFAND: So how does the \$50,000 level of
20 authority relate to the \$800,000?

21 PRESIDENT JOYCE ROWLAND: It's if you add them up.

22 One by --

23 MR. GELFAND: It's each individual one?

24 MS. MOORE: The delegation of authority is for each
25 contract; right.

1 MR. GELFAND: Okay.

2 And our counsel is nodding that is appropriate.

3 Thank you.

4 MS. O'LEARY: President Rowland.

5 PRESIDENT JOYCE ROWLAND: Aye.

6 MS. O'LEARY: Vice President Schenk.

7 MR. SCHENK: Aye.

8 MS. O'LEARY: Vice President Valdez.

9 MR. VALDEZ: Aye.

10 MS. O'LEARY: Director Barkett.

11 MR. BARKETT: Aye.

12 MS. O'LEARY: Director Gelfand.

13 MR. GELFAND: Aye.

14 MS. O'LEARY: Director Mosier.

15 MR. MOSIER: Aye.

16 MS. O'LEARY: And Director Nejabat.

17 MR. NEJABAT: Aye.

18 PRESIDENT JOYCE ROWLAND: Okay. The motion passes.

19 So we now move to a presentation and action item on
20 some of our Center activities.

21 MS. MOORE: Yes. So this is a very exciting moment
22 in terms of -- and so joining us today via Zoom will be our
23 media partners, Loma Media, as well as Belly Up, our -- the
24 managing promoter of The Center. And what we are going to be
25 bringing forward for today really is for consideration, while

1 listed here as for naming the venue in The Center, we really
2 focused in on the venue because if this Board will recall, you
3 know, we do have the -- the anticipation of having a naming-
4 rights sponsor for The Center so it seemed more specific to --
5 to naming the venue. And some of you have asked in terms of
6 that -- in terms of the names and things and just taken out of
7 context -- you know, it just doesn't have the appeal maybe that
8 it does when -- as you start to see, and Loma Media will be
9 presenting that -- just the process that we have gone through
10 to get to this point. And it is our hope that from a staff
11 standpoint in terms of today, that what we walk away with is a
12 name for the venue, as Belly Up is looking to make some
13 announcements here before the end of the month and it would be
14 nice to have the name of -- of the venue in -- in that place
15 with those announcements.

16 So with that, I'd like to introduce John Debello from
17 Loma Media. And also joining him today in case there are any
18 further questions and things, with his team will be Erin
19 Satterberg, Bryant Mayberry, and Steve Schnall. And then, from
20 the Belly Up, we have Chris Goldsmith, and then possibly --
21 because I can't see everybody in the Holiday (sic) Squares
22 always, Steve Goldberg and Phil Berkovitz as well.

23 And so with that, John, I am going to turn things
24 over to you for the presentation.

25 JOHN DEBELLO: Well, thank you, Carlene. I

1 appreciate it. Yeah. I think it's exciting. I'll probably
2 talk for 10 or 11 minutes and then certainly open it up for any
3 of your thoughts or questions.

4 In terms of the deck, the presentation deck, will
5 that be shared on the Zoom? Can you see it?

6 MR. RIVERA: You can sh- -- you haven't done it yet,
7 but we do -- we do -- you do have ability to share screen.

8 ERIN SATTERBERG: Okay. I can do that.

9 John, I can do that if I have --

10 (Multiple speakers.)

11 JOHN DEBELLO: Okay. That'd be great. And I can do
12 it. Yeah. Why don't you go ahead and do that and we'll run
13 through it.

14 ERIN SATTERBERG: Yep. We'll do that. Just a sec.

15 JOHN DEBELLO: That'd be great.

16 PRESIDENT JOYCE ROWLAND: Okay. While we're calling
17 that up, I think it might be helpful for some folks if you --
18 there's the venue you mentioned, and there's also The Center.
19 If you could be a little clearer as to venue versus Center,
20 everyone's on the same page as they kick off.

21 MS. MOORE: Sure. So The Center really being the
22 shell of the building, and everything that would -- all
23 activities would take place inside of it and so formally that
24 was known as -- as Surfside Race Place, which was our off-track
25 betting or satellite wagering, depending on which phrase you

1 use to describe it; so the entire shell of the building.

2 Within that and with the renovations to it, there are
3 actually kind of some different components. So there's kind of
4 a pre-function or foyer area sometimes referred to as the "Long
5 Bar," you know, kind of entryway and shared in common space
6 that then enters into the venue, kind of the entertainment
7 venue, though it's more than just entertainment. There's also
8 opportunity in there for private events, for, you know, other
9 activities and things, but that's really with the venue, and
10 that's that approximately, you know, 1,982 capacity renovation
11 that we have done. And then thirdly, there's still a component
12 to the upstairs, and that's the area that, you know,
13 currently -- and again, depending on the outcome of Proposition
14 26 would house Sportsbook, should that come to be here at the
15 Fairgrounds as well.

16 So again, The Center being the shell of the building,
17 and then the venue being about two-thirds of it inside of --
18 inside of that space. So it's really naming that entertainment
19 venue that we're looking at today.

20 PRESIDENT JOYCE ROWLAND: Okay. Thank you. That's
21 helpful. And they also have the presentation up now so...

22 MS. MOORE: Excellent.

23 JOHN DEBELLO: Great. Well, I appreciate it. Like I
24 said, we'll take about 10 minutes to run through, but this is
25 about the new venue launch plan but as Carlene mentioned, today

1 we are focused on the naming and positioning.

2 Currently, we are looking at the first slide. Just
3 to sort of remind you all of our mission here, our executing an
4 awareness campaign (audio skip) getting materials for the
5 debut of a new entertainment venue that's located at the
6 Fairgrounds. It's got a capacity of about 2,000 people. It's
7 been envisioned as primarily a music venue. It's going to host
8 a wide range of artists and events plus other non-music events
9 that we think are ideal for a venue of this size and style.
10 It'll (audio skip) from all over the region, (audio skip) North
11 County. It is a coastal venue, and we're going to leverage
12 that value. We think it is important, but I want to emphasize
13 it's going to be inclusive to all regions. Very important.

14 Next slide.

15 And let's talk about the key objectives overarching,
16 beginning with the one we're talking about today which is the
17 entertainment venue. We're going to create and build regional
18 awareness of the venue's mission and of course its location.
19 We'll want to generate both excitement and anticipation among
20 the public. We want to build media affinity and relationships
21 because we are supporting sponsor solicitation efforts (audio
22 skip) viable to potential strong partners, and ultimately
23 create the condition for the long-term marketing of the venue.

24 So as we look at the primary target audience as we
25 position, we're targeting a broad, inclusive audiences

1 primarily that should appeal to a 25-54 demo that's really
2 focused on exciting entertainment options, especially music.

3 So our plan is in three phases. And we can go to the
4 next slide. We're talking most today about naming and
5 positioning (audio skip) moment to talk about phases two and
6 three. Following the name, October through to January, that's
7 when we are going to socialize and create awareness in the
8 community. We want to leverage District relationships and our
9 contacts. We believe our earned or free media opportunities
10 will be significant.

11 We certainly want to access long-standing
12 relationships with local radio stations and all the goodwill
13 that's been built up by the District over its many events over
14 many years. And very importantly, we're going to integrate
15 awareness reach efforts with the partner, with the Belly Up.
16 Nobody does it better in terms of promoting locally. We really
17 want to create a win-win opportunity and deliver efficiencies
18 of scale, extending media outreach, execution of marketing
19 materials, everything from artwork and electronic deliverables
20 through video (audio skip), motion graphics.

21 That will debut sometime in the first half of
22 November, and the logo will launch in Microsite, social media
23 channels, and into phase three. And phase three would begin in
24 the middle of January.

25 Our mission is focused on phase one and two with

1 development and transition into the ongoing (audio skip) as it
2 creates a foundation and gets heat moving forward.

3 So let's go to (audio skip) page, please.

4 Here's what we've done in terms of getting to where
5 we are today. In mid-August, we began initial market research.
6 We looked at the -- not only means but the types of (audio
7 skip) we wanted. We're going to talk about that a little bit
8 later. We began to develop word mark concepts. We acquired
9 potential domain names based on the finalists coming out of the
10 gate so we've already done that work in the month of September.

11 From the middle of September through the -- early
12 October, we down selected to the three finalist names we will
13 present today. We refined the market research to learn more
14 about those in the community, and we further developed the word
15 marks from the supporting positioning elements. And during the
16 last week leading up to today, just refined the marks and
17 supporting elements and ultimately, hopefully, you're going to
18 like one of the names and we'll move forward.

19 So that's the plan for today, and I will sort of get
20 into the fun part with our three venue naming options. And
21 we've got three for your consideration: The Sound, The Cove,
22 The Break. We're going to go through them one by one to tell
23 you why we picked them and why we thought they would work, but
24 I want to preface our remarks by saying collectively, we
25 believe that after a few sold-out concerts, any one of these

1 three is going to find its way into the psyche and the
2 mentality of our audiences and is going to be very successful.

3 These are not full logos. These are black-and-white
4 what we call word marks just so you get a sense of the basic
5 idea, and then moving forward it gets more color, it gets more
6 support around it. We're going to show you some color
7 variations today just to give you some ideas, but we really
8 want you to focus on the name.

9 Now, the second thing that you will see under each of
10 these names is the word surface guide. And as Carlene
11 mentioned, we're not so much focused on The Center today, but
12 the concept of surfside, be it Surfside Center, or just the
13 fact that we are surfside we think is going to have significant
14 value. Also, from a sponsor-naming standpoint, it gives us
15 more flexibility as well.

16 And the last thing I'll say before we go in and look
17 at these one by one, you will notice all three of these names
18 are a single syllable. They are hard. The Sound. The Cove.
19 The Break. We have the softer syllable with Surfside following
20 it, but The Sound at Surfside, The Cove at Surfside, The Break
21 at Surfside, all three are going to help people remember the
22 name.

23 So on that idea, let's go in and let's look at
24 concept one; no particular order. This is The Sound. Here we
25 are purposely black and white in terms of the look because we

1 are going for a very basic feel. And you'll even see the way
2 this artwork is designed, there's a sense of (audio skip) in
3 the visual sound. And what is the word of inspiration? (Audio
4 skip) in this case, a sound, a vibration, that travels through
5 the air. We are primarily about music. We are about the
6 experience. The Sound is very basic. We're going here with a
7 look that is very vintage and retro. We want to sort of have a
8 vintage club setting because we think that people who are true
9 music aficionados will gravitate to this look and feel around
10 the sound. The theme is sort of independent. It's non-
11 conformist. Got a little bit of an edge there.

12 So let's go to the next slide and just see a couple
13 of potential ideas about how you might use The Sound.

14 Here's a look that's got a feel that's very indie-
15 based in terms of the color pallet. An example of a festival;
16 an example of a band. Notice the boldness of the word, "The
17 Sound," and the way it looks in this particular art. We think
18 that is impactful. We think it can be very effective. So
19 that's The Sound. Let's go on to the next one, please.

20 The Cove Surfside. Word of inspiration here, again,
21 very literal. What is a cove? It's a small, sheltered body of
22 water. We are in a music venue. We are in a place where we
23 are enjoying the experience. We've shut out the outside world.
24 We are focused on what we are doing. The Cove is very
25 sheltering, it's very friendly. The direction is simple and

1 modern in this particular case. We reference the soundboards
2 and the circle like it is actually in the venue here so we talk
3 about the idea of circular, and when we talk about the idea of
4 The Cove, we're also referring back to some of the physical
5 characteristics in the venue itself. Very colorful, very
6 immersive.

7 Let's take a look on the next slide at a potential
8 extension of what that might be.

9 We thought we'd have some fun and say here's a
10 particular look for The Cove. Even in terms of the art, notice
11 that the circle has been refined and repeated. And if you look
12 at the word mark itself, you see the "o" "cove"; you see the
13 wave effect right above the word "Surfside," again reflecting
14 in the mind of the audience the connection between the venue
15 and the location. And I will say, although they're not in the
16 word mark, the idea that we are at the Fairgrounds which is
17 well known throughout the county within the socialization
18 campaign will be key because we instantly want people to focus
19 not only are we surfside but we're at the Fairgrounds. So this
20 is an example for The Cove of the logo on a music poster.
21 That's the second look. We'll go to a little more.

22 The Break Surfside. Little bit of a different look
23 and feel here. The Break has a dual meaning. The Break in
24 show biz, you get your break, you're hitting the big time. We
25 take a break when we come here, and we relax and we enjoy

1 ourselves. We are surfside. There is a break in a set of
2 waves. It's a surfing term as well. All of those different
3 elements sort of unite under the idea of the concept of The
4 Break. Big opportunity in so many different ways. Youthful
5 and modern look. And again, we want to reference the venue
6 itself. There's neon lighting in the venue, and if you could
7 look at the color schematic here that we are suggesting, it
8 literally reflects the feel of what's inside the venue. The
9 theme here integrates color, sound and environment.

10 Let's take a look at a couple possible extensions.
11 Again, fun feel. A couple different looks. Notice how bold
12 the word "The Break" is here. Again, we want that sort of
13 sharp accent and feel.

14 So there's three concepts. We didn't just come up
15 with them in a void, and we also thought we would pressure test
16 them a little bit. So we went to 250 people throughout
17 San Diego County to get a visceral and a gut reaction to the
18 three different names for the venue. And you can see that we
19 tried to get a gender mix, and if you look at the ages, the
20 core is the 30-54 demo. On the shoulders is the 18-29,
21 younger, and the 55-plus. So we're going down the strike zone
22 but we're trying to be inclusive and go across all audiences as
23 well. And we did the research along the North County
24 coastline, some in central San Diego, and also just to keep us
25 honest, some informal Facebook polling as well.

1 So let's take a look at some of the things we found.

2 Results by category. You can take a look. We asked
3 people for a first-, second- and third-place vote. You'll
4 notice that only the first-place line has all the respondents
5 because some people felt very strongly and they didn't care to
6 offer a second or third option. So this was a basic look
7 across the board at the three. All of them went over pretty
8 well. Nobody said, "What are you doing here?" It was just an
9 idea of what your gut preference might be. And so we thought
10 we would score them just to sort of get a feel for the
11 overarching feel on the next page.

12 We carried a little point system, one point for
13 third, two for second, three for first. Here's your breakdown
14 of The Break, The Cove, and The Sound. Again, nothing off the
15 charts where somebody said "I only want this one. Don't want
16 the other two." None of the three where somebody said "I don't
17 want this." They all scored pretty well, but there was a
18 little bit of a breakdown in terms of how people felt.

19 So some topline thinking here that you may want to
20 consider on the next page. Sort of a summary. So for those
21 that gave us feedback along with their choices, engaged a
22 little more, The Break to them seemed the most San Diego,
23 perhaps because of the multiple uses of the word. The Cove
24 also scored well, but when respondents ask is it in La Jolla
25 and were told the answer was no, some didn't rank it as highly.

1 They thought it might be confusing. The key negative on
2 The Sound that was very interesting because it was really the
3 only negative was that some people thought it was the least
4 San Diego and most likely to evoke Seattle. That was
5 interesting to us to see that reaction.

6 And ultimately, and just a little side bar here,
7 The Break had more first-place on the coast; The Cove had a few
8 more in central San Diego; The Sound was basically third at all
9 locations. So again, this isn't a scientific survey. It is
10 gut, based on the name, but we wanted to go pretty broad in
11 terms of the demo and get enough people so we thought it might
12 have some value, as you obviously also bring in your own
13 opinions into play.

14 So let's go to the next page.

15 We basically say thank you for the opportunity to
16 present. We're totally happy to take any questions or
17 thoughts. Bryant can talk more in terms of the artwork, if you
18 would like. Steve, who led the research effort, can talk a
19 little more to that.

20 If you want, Erin, we can go back to page 7 where we
21 see the three names, if you want to keep it up on the Zoom
22 screen for any thoughts for here.

23 So Carlene, I turn it back to you.

24 MS. MOORE: Great. Thank you, John.

25 And I think just with that as we are going through it

1 and seeing it again, there a couple of things I would also
2 point out.

3 You know, recently, there was an article in the paper
4 about historic, you know, concert ven- -- venues and location
5 and things, and oftentimes, location is a key part of how
6 something is -- is named, whether you think of, you know, on a
7 national level, things like Red Rocks in Colorado, The Gorge,
8 or even here locally, in terms of The Magnolia on Magnolia
9 Street or kind of iconic -- you know, what it represents. So
10 that was --

11 MR. MOSIER: Fourth and B.

12 MS. MOORE: Fourth and B. There you go.

13 And so that was some of what -- you know, kind of --
14 without -- without -- before -- clearly, as you saw, our work
15 began before that article even came out, but it just -- that
16 really resonated when that article did come out, in terms of
17 location.

18 And some may won- -- you know, why isn't there --
19 there's not a reference here in terms of it being, you know, at
20 the Fairgrounds. Because that's in our address, and --
21 and when you're putting out materials and things where you're
22 talking about, you know, the concert taking place, the part of
23 "at the Fairgrounds" is almost another kind of line to things.
24 We see that oftentimes when we are doing themes and things like
25 that for the fair as well. And so that's why this, being just

1 that -- the word mark of the venue itself, it would then be
2 used within the context of -- of some of our advertising, the
3 advertising and promotions -- promotions around it.

4 And then, I guess my last comment would be -- and I
5 really appreciate this slide being up in terms of thinking of
6 this from the black and white nature of the word mark. While
7 the colors and the mood -- those are like mood boards or set --
8 just of, you know, kind of what it evokes, but, you know,
9 keeping in mind that every -- every event that takes place in
10 this space will have its artwork, will have its, you know, its
11 poster and its promotional materials, and so those really to
12 represent how our word mark shows on -- on those -- in those
13 printer materials and things.

14 PRESIDENT JOYCE ROWLAND: So I have a -- I have a
15 question about -- about process. I know this is down as an
16 action item to actually select a name, and it seems like the
17 intent is that the Board selects a name preferably from among
18 these three.

19 My question is: Is that the only way this goes down?
20 I mean, because the other way to think about is we get feedback
21 and, you know, you all pick from the three or you all pick from
22 the two, or, you know, there are just different ways this could
23 be put forward.

24 MR. GELFAND: Yeah. I have a follow-up process
25 question.

1 PRESIDENT JOYCE ROWLAND: Yeah. Yeah.

2 MR. GELFAND: The firm that has done this work --

3 PRESIDENT JOYCE ROWLAND: Um-hum.

4 MR. GELFAND: -- I assume is paid -- is being paid
5 by --

6 MS. MOORE: By us.

7 MR. GELFAND: -- by the Fairgrounds --

8 MS. MOORE: Yes.

9 MR. GELFAND: -- the DAA. Okay.

10 And does their contract or agreement provide for
11 another round of considering more potential names?

12 MS. MOORE: That was a good question.

13 MR. DEBELLO: I can answer that. I think --

14 (Multiple speakers.)

15 MS. MOORE: Do you know, John? I don't know off the
16 top of my head.

17 (Multiple speakers.)

18 MR. DEBELLO: I would be happy to do that.

19 The way we approach it, because we know it's a multi-
20 phase level, is obviously, the first one's critical because,
21 you know, we've got to build the blueprint before we build the
22 building. So we're completely comfortable to go to another
23 round if that's important to the board. In terms of the
24 overall contract, I think that makes perfect sense for us.

25 PRESIDENT JOYCE ROWLAND: Lisa? Director Barkett --

1 we'll get back to you.

2 MS. BARKETT: Yes.

3 John, thank you for the presentation. It was
4 wonderful. I wanted to just segue into what the comments
5 were on The Cove.

6 I know there -- on Sunday nights, there are --
7 there's entertainment in The Cove, especially during the
8 summertime. And we would say, "We'll meet you at The Cove."
9 And so I see where people associate it with La Jolla, and it --
10 and when they knew it wasn't in La Jolla, then it's like,
11 "Well, wait a minute. That is La Jolla." So I'd rather go
12 to -- it seemed like The Break. And I actually think The Break
13 is a great concept. I love the coloring in it. It is all
14 about the surf and the -- you know, surfside. It really goes
15 with the area; I think more so than The Cove. The Cove is kind
16 of La Jolla.

17 So I just appreciate those comments being brought up
18 because that initially hit me before seeing these comments;
19 that's what came to my mind. Are they talking -- you know, are
20 people going to be confused. So thank you.

21 PRESIDENT JOYCE ROWLAND: Direct Schenk, and then
22 Director Gelfand.

23 MR. SCHENK: Yeah. So Lisa, you know, it's
24 interesting. When we saw the three names and before we saw the
25 comments, I turned to Director Gelfand and I said, "The Cove is

1 in La Jolla."

2 And then, of course, then the comments came up. So I
3 share that perspective, and I think it's tough enough to
4 establish a brand, but then to have to undo somebody's brand,
5 which is a magnificent brand in its own, I think is a
6 challenge.

7 I would tend to suggest that maybe we do a series of
8 these; maybe pick one of these three. I mean, I share the
9 preference for The Break. I too think of Puget Sound when I
10 see The Sound. And, you know, the only one of those three that
11 doesn't associate with another body of water is The Break,
12 although it is the suggestion of like a break in the waves,
13 which I think is clever too as multiple subliminal messaging,
14 which I like. But I think maybe we should go about process of
15 elimination and use The Break as one and then maybe go back
16 and -- well, that's at least what I would want to see done, and
17 maybe go back and pick another three or four and have other
18 options from which to choose between perhaps one of the three
19 here, whichever one it might be -- The Break -- and some of the
20 others that we might want to evaluate as well.

21 Thank you.

22 PRESIDENT JOYCE ROWLAND: Director Gelfand.

23 MR. GELFAND: So I -- I appreciate the process. I
24 think it was a sensible process.

25 I'm not thrilled with any of these. Obviously, The

1 Cove has the problems you've specified. The Sound has problems
2 with Seattle. Maybe Soundscape would have worked better. I
3 also have a problem with that Surfside because we know what
4 that is, you know, it's the Surfside Race Place. But it's only
5 gamblers who know what that is.

6 PRESIDENT JOYCE ROWLAND: Yeah. I know -- I'll
7 interject just a thought on that because they have a
8 socialization awareness campaign. I think that would have to
9 be part of that, to bring it up. So I agree if -- kind of
10 status quo.

11 MR. GELFAND: Right. But it -- it takes work to do
12 that. Everybody knows what the Del Mar Fairgrounds is. If I'm
13 a concert goer -- and I am -- the first thing I'm looking at is
14 "Well, where is this?" You know. I know where Coachella is.
15 Okay? And that's the name of the event. It's in the Coachella
16 Valley. Fourth and B, I know where that -- you know, it's that
17 kind of thing. So I mean, to me, this is at the Del- --
18 whatever this is, it's at the Del Mar Fairgrounds.

19 And then, The Break, I appreciate the surf break, you
20 know, entendre there. But break has all kinds of negative
21 connotations. Somebody's going to have a breakdown at this
22 event. You put the brakes on instead of going. You know, the
23 word "break" doesn't really work for me, not to mention if it
24 was by salamis and you're overlooking a surf break and there
25 was a concert venue, then it could make more sense but.

1 Anyway, none of these three work for me and have the
2 kind of bang that I think this -- this venue deserves. So I'd
3 be curious to know what they rejected in terms of names. Maybe
4 take another look at those, and then potentially, maybe go back
5 to the drawing board altogether and come up with some new
6 concepts.

7 PRESIDENT JOYCE ROWLAND: One of the things I was
8 thinking about listening to y'all speak is whether or not we
9 could do an ad hoc committee of some sort to --

10 MR. GELFAND: Yeah.

11 PRESIDENT JOYCE ROWLAND: -- with the Board. Because
12 one of the things I don't want to do is have this come again
13 and then not be ready to make a decision, if that's where we in
14 fact are today because you saw the schedule. And you know how
15 hard people have worked to get to the point where we want to be
16 in execution mode, and I think everyone's points are relevant,
17 but, you know, tick tock. We need to get this done as well.
18 So if we're not going to reach a conclusion today, I want
19 something concrete about how we get there, not just the next
20 board meeting. So -- yeah. So I just want to put that out
21 there.

22 And in terms of being able to set up an ad hoc
23 committee for this specific item, processes around that, Josh?

24 MS. MOORE: We can establish one.

25 PRESIDENT JOYCE ROWLAND: Thank you, Richard. I see

1 you.

2 Go ahead, Josh. We'll come back to Richard.

3 ASSISTANT ATTORNEY GENERAL CAPLAN: President

4 Rowland, you, as the president, can create your own committee

5 at will so sitting here today, you can decide to put the

6 committee together, you can select the committee members and

7 give them general guidance as to what you want them to go back

8 and consider and bring back to the Board.

9 PRESIDENT JOYCE ROWLAND: Okay. Thank you for that.

10 Director Valdez.

11 MR. RIVERA: Actually, I think that's Chris Goldsmith

12 from Belly Up.

13 PRESIDENT JOYCE ROWLAND: Oh, I'm sorry.

14 MS. MOORE: Which --

15 PRESIDENT JOYCE ROWLAND: I don't have my glasses on,

16 and somebody said it was --

17 MR. VALDEZ: I think -- I think it's perhaps our

18 similar hair style, but go ahead, Chris.

19 CHRIS GOLDSMITH: Thank you for that introduction,

20 Richard.

21 PRESIDENT JOYCE ROWLAND: -- Carlene tried to tell me

22 that, but I didn't understand her note so.

23 Yes. Yes, please.

24 CHRIS GOLDSMITH: I appreciate it.

25 Thank you all for the chance to speak here, and I

1 just want to start by saying that, you know, I'm over at the
2 venue right now getting ready for tomorrow, and it is -- it is
3 just getting ridiculously exciting over here to see this all
4 unfolding after all of this time so I think there is a really
5 good run ahead of us.

6 You know, I think coming up with a name is really
7 tough, and I'm sure you've all been through some version of
8 this process before. And having been through it for albums
9 that I've produced and venues that we've launched and
10 restaurants that our company has put forward, it's -- there's a
11 lot of different things to -- to balance so.

12 I would say that, you know, the article that we've
13 been talking about and some of these venues like Fourth and B
14 are no longer with us. So sometimes the name that seems to
15 make sense isn't a guarantee of success.

16 I would also say that, you know, as representing a
17 company called The Belly Up, which means go out of business --

18 (Laughing.)

19 CHRIS GOLDSMITH: -- you know, you never do know
20 what's going to work. And --

21 MS. MOORE: I thought it was belly up to the bar.

22 (Laughing.)

23 CHRIS GOLDSMITH: But the reason he named it that was
24 because --

25 MR. GELFAND: One leads to the other.

1 CHRIS GOLDSMITH: -- they thought he would be out of
2 business in a year, and that's why he called it The Belly Up.
3 So that's a little history.

4 But I would say this. You know, give us three sold-
5 out shows, give us five sold-out shows, the name's going to be
6 cool whatever you call it. Like, if it's happening, it's
7 happening to some extent. And some of it was important in
8 order to -- how to make it happen is to, you know, get out of
9 the gate with some wind. So one of the things I just want to
10 caution us, and I think you all feel that possible, you know,
11 deadlock coming -- or not deadlock, but just inertia around
12 coming up with a name.

13 You know, for whatever the reasons, this process has
14 got us to the edge, and we're going to be announcing shows in
15 February and needing to go on sale really soon. And we're much
16 more concerned about getting a name than what that name is
17 because we feel like the name will be cool because the venue's
18 going to be cool. The venue is awesome. There's nobody that's
19 going to walk into this venue and see a sold-out show and not
20 think it's the coolest place in San Diego County to see music.
21 So I am excited in that regard.

22 I want to take some pressure off the decision by
23 putting that forward, and also saying that from The Belly Up's
24 perspective -- and our process -- we've been through about 50
25 names. And I can tell you that, you know, some of -- we

1 discounted certain categories that seemed very -- a little too
2 obvious, a lot of them too surfy and not in recognition of the
3 whole county so trying to be in a way that's inclusive and of
4 all the different kinds of music that -- and people -- that
5 will be coming here. And the -- and the desire, I think, to be
6 one syllable given all the other -- whether "surfside" is in
7 the name or not, whether it's "the Fairgrounds" in the name or
8 not, I think being concise with the name is a really strong
9 piece of advice and disqualified a lot of other names that
10 might have otherwise been cool had there not been additional
11 naming that needs to come with it.

12 All three of these names we really like a lot -- I
13 will tell you that, from our long boiling process. Also
14 putting forward that sometimes -- and this was true in this
15 process for us -- names that I thought I loved, a week later I
16 really did not like. And so sometimes things bounce off you a
17 certain way. And I will tell you The Sound is the one that I
18 did get a lot of initial resistance from in talking with
19 people, and then in talking with them why I personally liked
20 The Sound, I found that that turned out to be sometimes
21 people's favorite at the end.

22 And I'll just -- to give you the 30 seconds on that,
23 you know, to me The Sound is about water but is not surfy. It
24 is also much more directly related to music because it has the
25 word "sound" in it. So the fact that it is The Sound and it

1 also has that body of water aspect to it ties those things
2 together for me. And that's why I liked it. And I really,
3 surprisingly -- because I'm aware of the Seattle -- the Puget
4 Sound, but I did not get any pushback or anybody confusing this
5 name with, like, "Oh, it should be in Seattle." I didn't get
6 that. I know that they got a little bit of that, but that
7 aside, all three names we like. I would say that I agree with
8 everybody that The Cove kind of, to me, if I had to pick one to
9 get rid of, it would be that because of the confusion with
10 La Jolla. I think just think it's too much headwind, even
11 though in some ways, it's the best name. In other ways, I just
12 think it's too much to fight against.

13 But I think that's -- you know -- and then the other
14 thing is to not get -- like Carlene was saying, a lot of these
15 color things -- well, if I like red, green and gold, I'm going
16 to like this poster better because it has red, green and gold
17 in it but realizing that most artists -- most of the things you
18 are seeing are going to have their own color pallets and all of
19 that --

20 PRESIDENT JOYCE ROWLAND: Right. That's right.

21 CHRIS GOLDSMITH: -- so it's important -- it's
22 important to keep that in mind and to really focus on the name,
23 even more than the word marks, really, because the word marks
24 can be refined, but the -- the name itself is -- is the thing
25 to be key with. So I think -- I just wanted to put all that

1 out there and just know that, like, I was just hoping to God
2 that we would have a name today, and if we don't, we don't.

3 But --

4 (Laughing.)

5 CHRIS GOLDSMITH: -- we're going -- it will be a
6 stumble to come out of gate with shows that we're going to have
7 to announce probably before the next Board meeting -- just so
8 you know -- and not be able to call it the name that it is.
9 And, you know, we can deal with realities, but that will be our
10 reality.

11 PRESIDENT JOYCE ROWLAND: So I want to go back. So
12 one of the things going back to The Sound, because you raised
13 it, you know, as one that you liked, is soundwaves kind of all,
14 you know -- so if you could take the waves and the cove and
15 stick them on sound, maybe we'll have something.

16 And then I thought also, you know, The Cove -- you
17 know, if it's Surfside Del Mar, I mean, then it kind of gets
18 away from the La Jolla aspect of it. So I think that on either
19 one of those, there are probably some tweaks you can do that
20 would make it pretty quickly okay in terms of understanding
21 it's not La Jolla or understanding that, you know, sound can be
22 connected to water as well.

23 But I entirely appreciate the desire to -- to move
24 forward and move forward quickly, but unfortunately, when you
25 ask folks for a decision and they have to make choices, they

1 kind of usually like to be okay with their choices, and if we
2 can get there today, we will. If we can't, we won't. But
3 whatever we do, it's going to be -- my preference is you get a
4 committee, you get a week, and you make a selection, and it
5 doesn't come back to the Board.

6 I don't know that the Board has to name this. If
7 it's delegated to the committee to pick a name.

8 ASSISTANT ATTORNEY GENERAL CAPLAN: Well, the
9 challenge is if you delegate to that committee, then that
10 committee is going to have to comply with Bagley-Keene whenever
11 they want to have conversations.

12 So I guess the primary question is: Is this truly a
13 Board function or is this a staff function?

14 PRESIDENT JOYCE ROWLAND: Yeah. That's kind of where
15 I'm at.

16 ASSISTANT ATTORNEY GENERAL CAPLAN: So if this is a
17 staff function --

18 PRESIDENT JOYCE ROWLAND: Yeah. That's a good point.

19 ASSISTANT ATTORNEY GENERAL CAPLAN: -- in this case
20 is a staff function, then the committee that you create,
21 President Rowland can consult with staff as a sounding board,
22 but ultimately the staff would be the ones that would decide
23 which name to go with.

24 MR. GELFAND: Sounding board, now that's pretty good.

25 PRESIDENT JOYCE ROWLAND: Sound Board.

1 Yeah. So I think -- I think that probably, given all
2 the elements and the time sensitivities -- but I would caution
3 that, you know, when we have time-sensitive decisions to be
4 made, it would have been better if, you know, we had been
5 having this discussion a month ago. I get it. I understand
6 why it happens. But, you know, I just -- I just put that out
7 there. It's like often when you come -- you know, if a
8 decision needs to be made today, the answer is no.

9 MS. MOORE: Um-hum.

10 PRESIDENT JOYCE ROWLAND: You know. And I don't want
11 that to be the result so sooner would have been better. But
12 I'd like to get to the point where we have a process today that
13 allows things to be done within a week.

14 Director Mosier.

15 MR. MOSIER: Yes. I just appreciate the market
16 research and the target demographic, the younger people. And
17 when I looked at that, those numbers, The Break did well with
18 the age demographic and coastal residents, who are most likely
19 to attend. So I take that market research seriously. They had
20 a lot of respondents, and I think -- I'm not wild about The
21 Break, but I think that would be my first choice based on how
22 it tested. So that would be my advice to the staff, the
23 committee.

24 PRESIDENT JOYCE ROWLAND: Not the Sounding Board.

25 Okay. Was there -- one of the directors --

1 MR. MOSIER: Lisa had --

2 PRESIDENT JOYCE ROWLAND: Okay. Director Barkett.
3 It's hard to see you, the little version of you, Lisa.

4 MS. BARKETT: I'm so sorry.

5 I think we're throwing everyone off in a way because
6 The Cove is a place, where The Break and The Sound, we don't
7 think of as a venue or a place. And I did agree with
8 something, Joyce, that you said in terms of if it can be put
9 at -- The Sound at Surfside, The Break at Surfside, because you
10 just think of them differently from The Cove. I love The Cove,
11 but I really agree that La Jolla, you have to take it out. But
12 the other ones, it's just -- it's just -- you know, when you
13 talk to someone and say "I'm going to meet you at The Break,"
14 it just doesn't sound right, you know. And -- but "I'm going
15 to meet you at The Break at Surfside," I don't know. It just
16 sounds better. The same with The Sound: "I'm going to meet
17 you at The Sound." It doesn't resonate as a place to convene
18 for an evening out.

19 So I just -- I just wanted to, you know, put that in
20 there, although I'm happy with The Break myself, but I'm going
21 to leave it up to whoever decides this.

22 Thank you.

23 PRESIDENT JOYCE ROWLAND: Director Schenk.

24 MR. SCHENK: So the song does not have them singing
25 "You catch them surfing at Surfside, Ventura County Line."

1 It's Del Mar. And I think if we took out -- to me, I've been
2 associated with the 22nd DAA a long time. Surfside does not
3 generate that younger demographic to me. It represents -- it's
4 going to visualize a more senior gentleman going to wager on
5 some horseracing. And so to me, I don't know how our neighbors
6 in Del Mar would take to this, but gentlemen, those of you who
7 managed this campaign, have you considered using the same --
8 like the name The Break in -- at Del Mar or something with Del
9 Mar in it just because it just connotes to me a more positive
10 imagery of the message that we're trying to portray, rather
11 than a betting thing.

12 JOHN DEBELLO: And let me -- I'll just address it.

13 All good comments and all completely fair and all
14 part of the process, and in all my -- in my period I've had
15 three names where boards have said "That's great. Next item on
16 the agenda." I've had others where we've -- we've -- you know,
17 we did the -- the -- rebrand Mountain West Conference where we
18 had 11 institutional presidents and we pulled 8,000 people
19 online. There's always -- always a variation on that. And
20 there's no wrong insights so I really appreciate all the
21 feedback coming back so I'll start with what you just said.

22 Yes, there was consideration throughout the process
23 how closely do we align with the Fairgrounds. And the
24 positives were: Well, it's right down the strike zone.
25 Everybody knows what the Fairgrounds is. On the other side of

1 the coin was because they know where the Fairgrounds is, do
2 they already have an impression of a certain kind of place or
3 event that either works for us or against us? Are they
4 thinking of it as someplace you go and get hot dogs and go on
5 rides versus an entertainment experience of this caliber? Is
6 that a positive or a negative?

7 The other consideration was even with Del Mar;
8 Del Mar is considered up-scale. Del Mar is highly
9 aspirational. What is the feeling of Del Mar in each county?
10 Is that a net positive? Is it a neutral? Is it a negative to
11 a younger audience? No right or wrong answers, but these all
12 went into the thinking. And one of the things that we did, and
13 one of the things that we could do, is it's very simple for us
14 to take these names and give them different subsets; so it
15 could be The Sound at Del Mar or The Sound at the Fairgrounds
16 or The Sound at Del Mar Fairgrounds which is always part of the
17 process. So we not only pick a name. We have to put it in
18 context of how we're going to display it to the public.

19 Second thing I'll say, I want to go back to The
20 Sound, for example.

21 Chris, thank you very much for those insights.

22 I don't want to over stress the relationship with
23 Puget Sound. Again, that was a first gut, not socialized or
24 positioning. No one's heard The Sound in context of our sound
25 yet. So all of that was at the very top of my mind initially.

1 I do believe that if we did call it The Sound, very, very
2 quickly, as Chris pointed out, nobody's thinking Puget Sound.
3 They're thinking of a venue, either at Surfside or at Del Mar
4 or at the Del Mar Fairgrounds. So again, even in the context
5 of the research you've got to be thinking about where in the
6 process it takes place.

7 So those are some of my initial thoughts. I feel
8 strongly that these names, even from the -- there were no real
9 negatives. It was all relative. Apples versus oranges versus
10 bananas in the minds of the people. I think we're in a pretty
11 good place. We're certainly open to the process. And as I
12 say, I've done them completely across the board. I know time
13 is a consideration so the last thing I wanted to say was if we
14 even down selected the two and came up with some variations on
15 how they would be presented, that perhaps might be an option as
16 well.

17 PRESIDENT JOYCE ROWLAND: Director Gelfand, I think
18 you wanted to --

19 MR. GELFAND: Yeah. I'm just curious if we could
20 know what the top five or ten rejected names, but you know --

21 MS. MOORE: Well, the rejections were by -- in
22 essence, through our process. So it's not -- they weren't
23 names that were then taken into the community so -- right;
24 right.

25 MR. GELFAND: Well, I understand that.

1 MS. MOORE: They weren't field tested. And I don't
2 know, John, if you or Erin happen to have that information
3 handy with you in terms of some of the names.

4 Oh, gosh. There was The Set, which we thought was
5 too -- was too short.

6 MR. GELFAND: That is a nice double entendre though.

7 PRESIDENT JOYCE ROWLAND: Yeah.

8 MS. MOORE: Yes.

9 JOHN DEBELLO: Set was the -- Set was number four.

10 MS. MOORE: Yeah.

11 JOHN DEBELLO: I do know we sort of went down from
12 infinite to eight or ten to four and then down to three, with
13 the idea being we'd get from one to two with you as a group.
14 And that was the thought process. But -- yeah. Like I say, we
15 started with an extremely wide variety.

16 One of the key elements in the down select was we
17 wanted one syllable --

18 MS. MOORE: Yes.

19 JOHN DEBELLO: -- because we felt that it was going
20 to be associated with something with multiple syllables, be it
21 Surfside; be it Surfside Center; be it Del Mar; be it Del Mar
22 Fairgrounds.

23 ERIN SATTERBERG: We also had -- I think we just kind
24 of -- names that we were tossing around: The Breeze, The Hall,
25 The Crest, The --

1 JOHN DEBELLO: Yeah. That took it to about --

2 (Multiple speakers.)

3 PRESIDENT JOYCE ROWLAND: -- my personal favorite
4 that I thought was on the list was The Scene. And I swore
5 Carlene told me The Scene, and I thought "I really like that
6 one." Also thought of the ones, that was very funny.

7 MR. GELFAND: I'm just curious. Was any -- like, the
8 blue-something color-wise, you know, soothing water type entry
9 considered?

10 MS. MOORE: No. Not in terms of names.

11 PRESIDENT JOYCE ROWLAND: Yeah. I think that would
12 have the blues-kind of connection that might go in a certain
13 direction; too specific.

14 JOHN DEBELLO: Well, I would say that's -- you know,
15 there's House of Blues and there's also Blue Note.

16 ERIN SATTERBERG: Yep.

17 JOHN DEBELLO: So there's a -- there's a lot of blue
18 out there already.

19 PRESIDENT JOYCE ROWLAND: That was helpful. Thank
20 you for going down the hit parade there.

21 CHRIS GOLDSMITH: I would like to echo just a couple
22 things real quick because I think that we talked a lot about
23 Del Mar and Solana Beach and Solana-Mar, and you know, do you
24 name a thing after Del Mar and then, you know, Solana Beach is
25 left out of that conversation. I also really think that the

1 most important thing is to find this nice balance between -- an
2 homage to water in some way is really nice, but remembering
3 that, you know, only a certain percentage of the county is
4 enamored with water; and also bands. And as the managing
5 operator of this venue, it's nice to have a venue name that
6 isn't like kitschy or stuck in a certain genre. It's nice to
7 be perceived in the echelon of other venues that are of this
8 ilk around the country, and there are a lot of them whose names
9 don't make a lot of sense, I will say. There's, like, The
10 Novo, in L.A. -- is -- you know, what does that mean to
11 anybody? But it's successful. And I go back to the point:
12 It's successful because it's got cool shows.

13 And so the less baggage these names have, the less we
14 try to do with these names, the more effective we're going to
15 be in marketing because we've got a lot of messaging to market,
16 not just where it is and what area it's at but the bands
17 themselves which is going to be driving this thing. And the
18 less that the name is something that kind of interferes with
19 what the marketing of the band is and the more that a band can
20 look at that and say, "Hey, I want to play at a place --" you
21 know, maybe the band doesn't like surfers. You know, like, I
22 don't want to place to -- "Oh, I don't want to play the
23 Surfside because --" it's like "I'm from the Midwest, and I --
24 you know, I don't even like the surf" or whatever.

25 So I think you have to be a little bit careful about

1 assuming that everybody loves the things -- all the things that
2 we love.

3 And I see Steve popping up on the screen, I think.

4 PRESIDENT JOYCE ROWLAND: Yeah. And I just wanted to
5 add -- because -- and we'll go to Steve -- I have a different
6 reaction to Surfside. I think it's really important in terms
7 of claiming that place but not overdoing it. And I don't
8 see -- I don't make that connection with the sports betting
9 that you all do. I just see it as much more generic that can
10 be brought up in positive awareness. I just don't think that
11 many people connect it to betting in the broader community.

12 But Steve, you wanted to say something.

13 STEVE SCHNALL: Well, having been one of those people
14 that did go there for off-track betting in the past, we did
15 have that conversation, and that point did come up that was
16 brought up about the connotation. And although the -- that was
17 what it was, I think there is a tie into, you know, the history
18 of the building. If you look at the building itself, you know,
19 it's been there for a long time. It was Surfside Center, but
20 so few people really over time, you know, remember or really
21 feel that there is that relationship between off-track betting
22 because for so long, it's either been at the racetrack or,
23 before that, it's just dwindled in attendance that we really
24 didn't feel that was that import. And, you know, we've been
25 going through this process, just so you all know, for a long,

1 long time, you know, with names thrown out and with now, you
2 know, the -- engaging the professionals, you know, to take this
3 out.

4 But I think, you know, to Chris's point too -- well,
5 let me go back to one other point about Surfside, and that is,
6 you know, there'll be a naming sponsor someday, and somebody at
7 Surfside Center, and then we'll be -- you know, if you -- and
8 Lisa, you were right with saying that it should be associated
9 with the place where it is, and that -- and that -- Surfside
10 Center, the Sound at Surfside, that was the intention. It
11 wasn't --

12 PRESIDENT JOYCE ROWLAND: Right.

13 STEVE SCHNALL: -- presented that way, but that was
14 always the intention with all of them. And we agree with the
15 connotation of The Cove.

16 And we also, as you -- you put the name Fairgrounds
17 in there, we wanted to really create an identity for a place
18 that doesn't have, you know, like -- like was just mentioned by
19 John, you know, have just the thought of "Well, I'm going to
20 the Fairgrounds." We want this to be its own entity. And we
21 want to honor the fact that the building does have, you know, a
22 lot of history. It really is a cool building. And so -- and
23 to just mention what Chris had mentioned, too, that Belly Up
24 isn't, you know, really necessarily someplace you think of just
25 going belly up, but it has become something over time.

1 So no matter what we come up with, it's going to
2 be -- it's going to be cool. And I do want to, you know,
3 mention with the shows coming up, if any of you have an
4 opportunity to stop by for one of these concerts, you know, you
5 should, and we can arrange that. Just to see the venue in
6 action, I think that would be really good because it sat
7 dormant for so long, you know, and we've been working on this
8 project for so long, you know, that it's taken a big step. But
9 this is just going to be an interim step in the process of what
10 it's going to be, you know, in February, when we -- when we
11 have shows playing there other than this. But to start out
12 with Mainly Mozart's really going to be cool to show the
13 diversity of The Center, and especially something that, you
14 know, Belly Up is involved with as being, you know, not really
15 thought of as the classical music promoter. But, you know, to
16 be able to work together, you know, with Carlene, and to be
17 able to be where we are today, is really exciting, as Chris had
18 said, and especially with what starts tomorrow.

19 So I really encourage you all to see it and think of
20 this in the context of well, you know, whatever we choose is
21 going to be the right name, and we've really put it out to our
22 people, people in -- you know, around the music scene, the
23 music business, and agents and, you know, managers and band
24 people. So that's the population that -- and especially
25 customers, you know, that we have used for our population.

1 You're not just somebody that's, you know, that's just filling
2 out a form, you know.

3 At any rate, I wanted to pass that along, and, you
4 know, thank you all for our opportunity to present this and to
5 be back in front of you all. It's been a long time.

6 PRESIDENT JOYCE ROWLAND: It has been; too long.
7 Director Gelfand.

8 MR. GELFAND: Well, I would have preferred if staff
9 had recommended maybe a subcommittee or something to look into
10 this earlier. We have a time jamb.

11 PRESIDENT JOYCE ROWLAND: Yeah.

12 MR. GELFAND: Forming a committee now, even if it
13 were for a week and made a recommendation to Carlene, I don't
14 know. Personally, I struggle with the Surfside concept, as
15 opposed to at the Fairgrounds or something like that. I think
16 it would be clearer to people than Surfside, but in the
17 interests of moving this along because we do have a time
18 crunch, to me, the least objectionable of all of these three
19 options is The Sound at Surfside, and so I would make a motion
20 that we accept that name.

21 PRESIDENT JOYCE ROWLAND: And -- and I -- I think
22 that for me, I keep going back to the Fairgrounds. I think it
23 would absolutely be clearer; I'm just not sure it would be
24 better. And so, I get what you are saying.

25 MR. GELFAND: I'm deferring to Steve's wisdom on

1 this, but reluctantly.

2 PRESIDENT JOYCE ROWLAND: Okay.

3 STEVE SCHNALL: If I may add, I wasn't -- I wasn't
4 allowed in. Someone cut me off from the video. I've been
5 sitting here the whole time and trying to get in, and whoever
6 was in charge of my video cut me off. I didn't take it
7 personally, but that's why I wasn't here.

8 PRESIDENT JOYCE ROWLAND: It was intentional, but you
9 know -- no, no, it was not, obviously.

10 MS. MOORE: If I could just add to that.

11 In terms of Surfside and President Rowland's comments
12 around that as well, I had my apprehensions with regard to
13 Surfside because of that affiliation to satellite wagering,
14 off-track betting. Again, you know, Surfside Race Place is so
15 long; but that's where -- and through the course of this
16 discussion, and really with everybody from, you know, Henry and
17 our staff, of just -- and I think of our vision about being
18 this iconic place; and part of the iconic place that we are
19 that -- there's not really -- well, there's only one other
20 fairgrounds in California that can claim it -- is that we are
21 Surfside but -- and it just has that broader meaning to people
22 outside of those of us so directly affiliated with the
23 operations here with off-track betting and that -- whereas you
24 get out and just in talking to people in the community and so
25 between Steve and Henry and Chris and just other people. So

1 that's part of what brought me around as well because if you
2 recall, even when we started the construction project, that was
3 part of what led to even just calling it The Center was to
4 disassociate somewhat because the activities in there would be
5 so different, and I've been smiling throughout this
6 conversation as people have been referring to it as The Center
7 because that's really only something that it's been called in
8 the last two years. Yes, that really started in late 2019.

9 PRESIDENT JOYCE ROWLAND: Director Schenk.

10 MR. SCHENK: So with all due respect to my colleague
11 here, what I prefer we do is maybe take a straw vote --

12 PRESIDENT JOYCE ROWLAND: Um-hum.

13 MR. SCHENK: -- rather than on one -- let's see who
14 on the Board -- how many feel -- you know, let's list --

15 MS. MOORE: Let's list them.

16 MR. SCHENK: Maybe do them in order. I mean, first
17 place, second, third, and get a -- see if there's a consensus
18 because while I do like The Sound, but I also saw the data. As
19 Don pointed out, the data suggested The Break had a more
20 attractive vibe to it. So maybe -- what I think might be a
21 better way to do it perhaps is to get a consensus view of where
22 the three rank, and then staff can take that direction.

23 PRESIDENT JOYCE ROWLAND: Okay. Any other thoughts
24 on that, process-wise?

25 And I know we have one member of the public who'd

1 like to speak on this. So, I think maybe we should go to that
2 now, in case there's relative input to consider. So, the
3 member of the public signed up to speak on The Center activity
4 update is Martha Sullivan.

5 MARTHA SULLIVAN: Yes, hello again.

6 I would like for everyone to be aware that there is
7 an Academy Award-winning best documentary of 2009 called --
8 titled "The Cove," and it is about brutal dolphin hunting and
9 slaughter in Taiji Cove, Japan. And this documentary, which
10 won an Academy Award, is closely tied to the ongoing annual
11 campaign to stop this brutal dolphin slaughter at the cove at
12 Taiji. So I would encourage you to not pick The Cove because
13 there will be people, I can tell you very definitively, who
14 will have a very negative reaction to that.

15 I just wanted to make sure you were aware of this.
16 Thank you.

17 PRESIDENT JOYCE ROWLAND: Okay. Thank you for that.

18 Okay. So I think we can -- can kind of go around the
19 screen and go around the table here and just kind of do a -- do
20 a ranking based on all of the input and all -- whatever your
21 influences are, just tell us who your one, two and three are,
22 and we'll start with Director Mosier.

23 MR. MOSIER: Cove is three; and that's an easy one.

24 I don't -- I sort of like The Sound, but I don't like
25 the market research on Sound, and that was clearly the third

1 choice of many of the people, I think. So I would put Sound
2 second and Break first.

3 PRESIDENT JOYCE ROWLAND: Okay.

4 Director Gelfand.

5 MR. GELFAND: Sound, one; The Break, two; and
6 obviously three, The Cove.

7 I will say there -- because I see the negative
8 connotations with the word "break," but The Belly Up has proven
9 that negative connotations can actually be very successful.

10 (Multiple speakers; laughing.)

11 MR. GELFAND: And it's not the only one.

12 So what else? I could go with either one, The Break
13 or The Sound.

14 PRESIDENT JOYCE ROWLAND: Thank you, Director
15 Gelfand.

16 MR. SCHENK: I keep going back to my youth growing up
17 in Los Angeles, and there was the Troubadour. How did that --

18 PRESIDENT JOYCE ROWLAND: Yes, there was -- is.

19 MR. SCHENK: There is. Doug Weston's Troubadour, and
20 I mean, that still is popular today so who knows.

21 PRESIDENT JOYCE ROWLAND: As corny as it sounds, yes,
22 it is.

23 MR. GELFAND: It's a music connotation.

24 MR. SCHENK: And after a while, people get used to
25 the name, and that becomes the brand; right, gentlemen and

1 ladies? So it doesn't really make much difference.

2 My choices would be Break, Sound, and Cove, in that
3 order.

4 PRESIDENT JOYCE ROWLAND: Okay. So let's go to the
5 screen.

6 Director Barkett.

7 MR. GELFAND: Can't hear you.

8 MR. MOSIER: Lisa, you're muted.

9 MS. BARKETT: My apologies.

10 Cove would be my third choice. And I have to be
11 honest, it's a tie for me between one and two, especially after
12 hearing you speak, Chris and Steve. It is true that it's not
13 the venue name; it's what is provided in the venue. So
14 honestly, I'd be happy with either The Sound or The Break.

15 PRESIDENT JOYCE ROWLAND: Okay. Thank you.

16 Director Nejabat.

17 MR. NEJABAT: Yeah. I would start with Sound, Break,
18 and then Cove, in that order.

19 PRESIDENT JOYCE ROWLAND: Director Valdez.

20 MR. VALDEZ: I was going to say I was basically tied
21 between Sound and Break for number one and Cove was definitely
22 three. I walked into the -- or after listening to the initial
23 presentation, I really liked The Break first, but the more I am
24 hearing it, the more I am liking The Sound. And, you know, I
25 really appreciate the professionals in the room who have lived

1 this before successfully saying what they are saying, and I do
2 think -- I think The Sound goes number one for me with The
3 Break second, just by a nudge.

4 Thank you.

5 PRESIDENT JOYCE ROWLAND: Okay. Before -- Director
6 Gelfand, go ahead.

7 MR. GELFAND: So there was a mention of sponsorship
8 and potential naming --

9 PRESIDENT JOYCE ROWLAND: Naming; um-hum.

10 MR. GELFAND: -- and that kind of thing.

11 How would that work? Because, you know, The Break at
12 Surfside makes sense to me. They go together. It clarifies.
13 It's like a surf break, you know. But if it was going to be
14 The Break at Petco, whatever, you know, it's a whole different
15 thing.

16 PRESIDENT JOYCE ROWLAND: Well --

17 MR. GELFAND: So how would the naming work relative
18 to the Surfside -

19 MR. SCHENK: (Indiscernible).

20 MR. GELFAND: So how would that work? The Rady Sound
21 at --

22 PRESIDENT JOYCE ROWLAND: How about The Sound at Rady
23 Surfside? I mean it -- you know, they've got -- it's what --

24 MS. MOORE: You would work on that with the sponsor.

25 (Multiple speakers.)

1 MR. GELFAND: Would Surfside remain, or it could come
2 or go?

3 MS. MOORE: Could come or go, in some ways. But
4 that's really something to -- I think that is a process when we
5 get to that point in terms of --

6 PRESIDENT JOYCE ROWLAND: I mean, some of that would
7 be -- I mean, depending upon what is the name. How many words
8 is the name; you know. What does that interfere with, you
9 know, from the rest of it? Or does it really go really well
10 with it? You know, alliteration and all those things.

11 Okay. And so, my first choice was The Scene at
12 Surfside -- oh, I'm sorry. That wasn't on the list.

13 (Laughing.)

14 PRESIDENT JOYCE ROWLAND: I keep plugging away at it,
15 Carlene. I just keep plugging away.

16 You know, I'm fine with either The Sound or The
17 Break. I think I like -- despite the market research, and I
18 would say it wasn't extensive market research, I'm not that
19 convinced by the market research so I think I give a slight
20 edge to The Sound. I just think there's a lot you can do with
21 it. I don't think there's a lot of baggage, and you know. I
22 mean, the neighbors can do it. There's the bad sound, and
23 there's, you know, the loud sound. But it's music. It has all
24 that anyway. So I think that's kind of where I would be.

25 And so I think with that, if I got the sense of the

1 Board, was to take that input, staff work with the
2 professionals, and pick one of those two. Or if there's a
3 brilliant breakthrough of something else, pick that. But I
4 think that's --

5 (Multiple speakers; inaudible comments.)

6 PRESIDENT JOYCE ROWLAND: Oh, my head hurts.

7 (Multiple speakers; inaudible comments.)

8 MS. MOORE: Other than it's not one syllable.

9 PRESIDENT JOYCE ROWLAND: Yeah. Yeah.

10 So are you all --

11 MR. GELFAND: Neither is Belly Up, for that matter.

12 PRESIDENT JOYCE ROWLAND: Yeah. I know. Yes. But
13 it wasn't connected with Surfside.

14 MR. GELFAND: Right.

15 PRESIDENT JOYCE ROWLAND: So my question to members
16 of the Board is: Are you okay with providing this input and
17 then delegating to staff?

18 MR. SCHENK: Yes.

19 MR. GELFAND: If the choice is between those two, and
20 we've ruled out The Cove.

21 PRESIDENT JOYCE ROWLAND: Yeah. And if they come up
22 with something even better, they can -- they can get back to us
23 in some appropriate form that Josh will inform them of.

24 Okay. Anything more from our directors who are
25 Zooming in?

1 MS. BARKETT: Yes, I do. Director Barkett.

2 I just polled my 30-something son because he has a
3 good little group.

4 I said, "What do you like better, The Sound at
5 Surfside or The Break at Surfside?"

6 He said it was renowned, The Sound.

7 PRESIDENT JOYCE ROWLAND: Okay. Well, there you go.
8 That's market research for you.

9 JOHN DEBELLO: We're up to 249 now so that's good.

10 PRESIDENT JOYCE ROWLAND: Okay. And so I don't think
11 we need a motion on delegation like that so we'll just consider
12 that what we are doing.

13 MS. MOORE: Thank you.

14 PRESIDENT JOYCE ROWLAND: Thank you very much for
15 one, your work on -- on this project. And I -- you know, I
16 think we're going to be very excited by what we see in the next
17 few days and with the announcements that are coming up and
18 we're just so happy to be moving this project forward and to
19 have such great partners. I just think it's -- it's going to
20 be great, and I think you all are right. After our first
21 couple of great concerts, the name will be memorialized,
22 memorized, and not worried about. So thank you all.

23 MS. MOORE: Thank you.

24 JOHN DEBELLO: Thank you.

25 Thanks for having us.

1 PRESIDENT JOYCE ROWLAND: Okay. Moving from the
2 sublime to out-of-state travel that's -- our next item on the
3 agenda is some -- what appears to be fairly benign out-of-state
4 travel --

5 MS. MOORE: Yes.

6 PRESIDENT JOYCE ROWLAND: -- but nevertheless, down
7 as a General Business item.

8 MS. MOORE: Yes. So this is out-of-state travel for
9 staff to attend the -- it's referred to as NICA, or the
10 National Independent Concessionaires Association, in essence
11 their annual meeting and marketplace. It takes place in
12 Las Vegas, Nevada, which is a state that we can travel to, but
13 we were not aware of it at the time when the budget was
14 approved for inclusion in terms of what the Board has
15 previously approved for out-of-state travel.

16 PRESIDENT JOYCE ROWLAND: Hum.

17 MS. MOORE: So if there any questions specific -- so
18 this is primarily food vendors, a meeting for them, of them, as
19 well as, then, the professions in the industry from fairs and
20 festivals and things like that.

21 MR. GELFAND: What's the cost?

22 MS. MOORE: Hum?

23 MR. GELFAND: What's the total cost?

24 MS. MOORE: Oh. It's actually relatively
25 inexpensive. I actually have that here -- hold on -- that I

1 could read.

2 The cost including travel and everything is probably
3 about a thousand dollars per staff and we're sending two staff
4 members.

5 MR. GELFAND: Do you want a motion?

6 PRESIDENT JOYCE ROWLAND: We have to hear from the
7 public first.

8 MR. GELFAND: Okay.

9 PRESIDENT JOYCE ROWLAND: Any other comments from
10 board members? If not, we have one member of the public signed
11 up to speak, and that's Martha Sullivan.

12 MARTHA SULLIVAN: I'm okay. Thank you.

13 PRESIDENT JOYCE ROWLAND: Okay. So we have a motion
14 from Director Gelfand?

15 MR. GELFAND: Yeah. I move that we approve it.

16 PRESIDENT JOYCE ROWLAND: Thank you.

17 Do we have a second?

18 MS. BARKETT: Second.

19 PRESIDENT JOYCE ROWLAND: Director Barkett.

20 Roll call, please.

21 MS. O'LEARY: President Rowland.

22 PRESIDENT JOYCE ROWLAND: Aye.

23 MS. O'LEARY: Vice President Schenk.

24 MR. SCHENK: Aye.

25 MS. O'LEARY: Vice President Valdez.

1 MR. VALDEZ: Aye.

2 MS. O'LEARY: Director Barkett.

3 MS. BARKETT: Aye.

4 MS. O'LEARY: Director Gelfand.

5 MR. GELFAND: Aye.

6 MS. O'LEARY: Director Mosier.

7 MR. MOSIER: Aye.

8 MS. O'LEARY: And Director Nejabat.

9 MR. NEJABAT: Aye.

10 PRESIDENT JOYCE ROWLAND: Okay. That motion passes.

11 So next we have our Community and Government

12 Relations Committee. And Director Mosier will kick this off.

13 MR. MOSIER: Okay. Do we have this presentation?

14 MS. MOORE: Yes.

15 PRESIDENT JOYCE ROWLAND: I think they are waiting --

16 (Multiple speakers.)

17 PRESIDENT JOYCE ROWLAND: They are going to be

18 Zooming in, that's right.

19 MS. MOORE: Yes. She has to get San Diego staff

20 joining us via Zoom for this. So --

21 MR. MOSIER: Okay. So I'm going to turn to them to

22 talk about the long-delayed El Camino Real widening project

23 which has been in planning for 25 years, awaiting budget

24 approval the last decade and is going to happen starting soon.

25 PRESIDENT JOYCE ROWLAND: May I read from that you

1 think it's been taking a long time?

2 MR. MOSIER: Not as long as it took to build Del Mar
3 City Hall, which is 34 years.

4 PRESIDENT JOYCE ROWLAND: Okay. All right.

5 So we have the City of San Diego Zooming in.

6 RONAK REKANI: Hi. Good afternoon. Thank you for
7 having us here today. Let me quickly bring up the
8 presentation.

9 PRESIDENT JOYCE ROWLAND: And would you all go ahead
10 and introduce yourselves, so we know who we're listening to.

11 RONAK REKANI: Yes. So my name is Ronak Rekani. I
12 am the senior engineer on the project. I am with the
13 Engineering and Capital Projects Department of the City of San
14 Diego. And I am joined with our Deputy Director, Luis Schaar,
15 who you see here on camera. And then I'm also joined by
16 Brad Johnson and Jacob Randles, who are on the project
17 management team as well.

18 PRESIDENT JOYCE ROWLAND: Great. Thank you.
19 Welcome.

20 RONAK REKANI: Thank you.

21 Let me see if I can share.

22 MR. RIVERA: Stand by. We may need to do something.

23 We have her as -- there you go.

24 RONEK REKANI: Can you see that?

25 PRESIDENT JOYCE ROWLAND: Okay. Yes. Thank you.

1 RONEK REKANI: Okay. Awesome.

2 Give me one second while I get situated here.

3 Okay. So like I mentioned, thank you for having us.

4 This is a presentation on project updates for the El Camino

5 Real bridge replacement and road widening project.

6 Come on. Okay. Here we go.

7 So we've already done introductions. In the next few
8 slides, we'll go over project overview. Then we'll go over the
9 schedule. That will take us into construction. And then we
10 will have a chance for questions and discussion at the end.

11 I should also add that the last time the project was
12 presented, it was presented by our previous project manager,
13 Alejandra Gonzalez. So we have a whole new team on the
14 project, but we're happy to be here.

15 So as you guys know, the project location is in
16 Council District One along El Camino Real with San Dieguito
17 Road to the south and Via de la Valle to the north. The
18 project is bounded by the North City Future Urbanizing Subarea
19 Two and Fairbanks Ranch Country Club communities which you see
20 here on the map.

21 So the existing El Camino Real bridge currently
22 operates at a level of service F, which means there are
23 frequent stoppages and low operating speeds on the bridge. The
24 bridge has -- the existing bridge has no shoulder, bike lanes,
25 no curb and gutter or pedestrian walkways. It's also not high

1 enough to completely pass a 100-year flood event, and the
2 bridge is susceptible to scour during flooding events and
3 liquefaction during seismic events.

4 The proposed improvements on the existing
5 El Camino Real roadway include demolishing the existing bridge
6 and roadway and replacing it with a new bridge that would
7 improve traffic operations, safety, and elevate the bridge and
8 roadway outside of the 100-year flood plain.

9 So again, similar to the bridge, the roadway has no
10 medians, no bike lanes or sidewalks. It's currently classified
11 as a two-lane collector, but the adopted community plan calls
12 for a four-lane major, and that's what will be replacing --
13 instead of this two-lane street is a four-lane roadway. There
14 is also significant roadway flooding during medium to high rain
15 events as you have probably all seen in this area.

16 A little bit of background on the project. So as
17 part of the preliminary efforts on project scoping, several
18 alignments were considered, and ultimately the eastern
19 alignment was selected as the most ecologically and financially
20 feasible alternative. So this alternative, which you can see
21 here on the map -- it's in green -- is the eastern alignment.
22 The eastern alignment aligns El Camino Real with de la Valle
23 Place at the Via de la Valle intersection to the north, and it
24 reconnects back down at San Dieguito Road to the south here.

25 So some of the other alignments that were considered

1 were shifting the alignment either west or further east or
2 keeping it in its current position. It also included some
3 analysis of possible roundabouts or road capacity alignments.
4 And all of those alignments were evaluated as part of the final
5 environmental impact report, which was approved in 2017 by the
6 City Council.

7 So that's our Sequa document, our environmental
8 document at the state level. We also at the national level,
9 federal level, have our NEPA document, the categorical
10 exclusion, which was approved in 2018.

11 And you can see the kind of footprint of our project
12 here.

13 So the existing bridge over San Dieguito River will
14 be replaced and the roadway will be realigned and widened. The
15 bridge will be replaced with the new cast-in-place girder
16 bridge which is about 354 feet long and 76 feet wide. The
17 El Camino Real roadway will be realigned and widened from
18 San Dieguito Road to the north, meeting at Via de la Valle, and
19 it will be raised above the 100-year flood level and it will be
20 meeting existing grades at both ends, and this is to alleviate
21 those flooding conditions in the existing condition.

22 The roadway will be raised about 10 to 12 feet above
23 the existing -- current existing elevation. We'll also be
24 installing medians, raised medians, left-turn pockets,
25 walkways, vegetated parkways that will have trees, over 250

1 trees, as well as shrubs along the parkways. And then, we'll
2 also have bike lanes throughout the project.

3 To further help with the flooding issues in this
4 area, there will be improved storm drain systems to accommodate
5 high-flood events at Via de la Valle. There will also be
6 traffic signal improvements at the Surf Cup driveway, which you
7 see here, to provide better access into those areas and to also
8 help provide safer passage for not just vehicles but also
9 pedestrians and bicyclists.

10 Also there will be a raised undercrossing to connect
11 the Coast to Crest Trail on the east and west side of the
12 bridge, which is what you see here. And then finally, we'll
13 remove the existing bridge after the new bridge is constructed.

14 So we'll start at the southern limit of the project
15 and work our way up north and we'll provide details on exactly
16 what we're doing at each location. So at El Camino Real and
17 San Dieguito Road, this is the southern tie-in point, we will
18 install raised medians north of the intersection to match the
19 existing conditions to the south.

20 So this is what existing El Camino Real looks like
21 south of San Dieguito Road, and we'll sort of be matching this
22 configuration to the north here.

23 We'll also be installing sidewalks, curb and gutter,
24 vegetation along the parkways and then curb ramps as well.

25 There will also be bike lanes in the intersection like boxes as

1 well as traffic signal improvements.

2 Moving further north, at widened El Camino Real just
3 south of the bridge, we have two travel lanes in each direction
4 as well as bike lanes. And then we have a wider stamped
5 concrete median and eight-foot raised median. And then we
6 continue the six-foot sidewalk, curb and gutter, vegetated
7 parkways, as well as water quality swales for an added water
8 quality benefit to treat stormwater runoff.

9 So at the Purples (sic) Bridge, we'll continue with
10 two travel lanes in each direction, raised median, bike lanes,
11 and a sidewalk with a concrete barrier to separate the
12 different modes of travel. The bridge will also have
13 pedestrian railing similar to what is currently installed on
14 the existing bridge to preserve the visual character of the
15 existing bridge as well as the overall area. The new bridge
16 abutments will be protected from erosion on the east side by
17 rock slope protection which is towed into the riverbed. So on
18 the east side, it is just upstream of the river on this side.

19 So the existing bridge, it's going to be removed once
20 the new bridge has been constructed. The existing portion of
21 El Camino Real extending from the Horsepark driveway north to
22 the Mary's Tack and Feed driveway will remain in place to serve
23 as access to Mary's Tack and Feed and the veterinary hospital
24 in that area.

25 And moving just north of the bridge, we'll continue

1 that same proposed lane configuration of four travel lanes, two
2 in each direction, raised median, sidewalk, vegetated parkways
3 and bike lanes. This section of the alignment will also
4 include that raised undercrossing to allow for the Coast to
5 Crest Trail connectivity to the east and west of the bridge.
6 So the undercrossing will be paved with stabilized,
7 disintegrated grid, and it will have a width of 12 feet with
8 two-foot shoulders. It will also include a lodgepole fence for
9 protection.

10 And at the intersection of Surf Cup and Horsepark
11 driveways, there will be a new traffic signal installed to
12 allow for safer movement of traffic, bicyclists, and
13 pedestrians. And again, we continue that proposed lane
14 configuration of two travel lanes, two in each direction.

15 Okay. And then finally, at the intersection of Via
16 de la Valle and El Camino Real, the intersection will be
17 shifted east to align with Della Valle Place so that will be a
18 four-way intersection. And it will be a continued widened
19 roadway, again, the two traffic lanes in each direction and a
20 bike lane. It will include a raised concrete median and 10-
21 foot turning lanes, as well as the 6-foot sidewalks, curb and
22 gutter and vegetated parkways and curb ramps.

23 And on Via de la Valle, if you're looking at this
24 legend here, Via de la Valle will be widened from a two-lane to
25 a four-lane roadway along with turning lanes. It will include

1 raised medians, sidewalks on the southern edge of the -- on the
2 southern edge of Via de la Valle so the ultimate width on
3 Via de la Valle we'll be extending to about 92 feet.

4 So as with -- oops, skipped one. There you go.

5 As with most CIP projects, we will be running into
6 some environmental impacts due to the improvements. We will be
7 mitigation for those due to the types and amount of sensitive
8 biological resources within the project footprint that the
9 project is impacting either temporarily or permanently.

10 Since the EIR was approved in 2017, the EIR as well
11 as the site development permit, design refinements on the plans
12 have actually required us to now go back Development Services
13 Department for a revised Sequa document. It will most likely
14 be an addendum to the originally-approved EIR document and it
15 will also be an amended site development permit. And I will
16 get into how that affects our schedule once I get to talking
17 about our dates.

18 As for the resource agency permitting, due to the
19 impacts that I mentioned, the project is also required to
20 obtain several permits from our -- the regulatory agencies so
21 this includes the U.S. Army Corps standard individual permit.
22 It requires a water quality certification from the Regional
23 Water Quality Control Board. It also requires a streambed
24 alteration agreement from California Department of Fish and
25 Wildlife, and a coastal development permit from the California

1 Coastal Commission. We are also amending our biological
2 opinion via the U.S. Fish and Wildlife Service.

3 So we are making progress on our permitting efforts;
4 however, none of the permitting can be finalized until we have
5 finalized our Sequa.

6 So in terms of right-of-way acquisition, the
7 realignment of the roadway and the bridge requires that the
8 City obtain property rights across nine parcels. The property
9 rights will include right-of-way easements, slope easements,
10 drainage easements, and temporary construction areas. Some of
11 these parcels are already City owned. As you can see here, the
12 Surf Cup parcel is City owned as well as the Fairbanks Golf
13 Course. The rest of them are privately owned. These parcels
14 will be appraised to determine value, and then offers will be
15 made based on fair market value per those appraisals.

16 And then, the blue area, blue hashed area you see
17 here will be vacated south of the Surf Cup driveway, and it
18 will be turned over to the adjacent property owners.

19 The bridge construction will use a temporary trestle
20 bridge so the trestles will provide platforms for access on
21 each side of the bridge across the width of the river. If
22 you've seen construction on West Mission Bay Drive bridge, this
23 is going to be very similar. This is the same construction
24 methodology used there. There will also be a trestle for the
25 demolition of the existing bridge. And in order to prevent any

1 kind of debris falling into the river and polluting the
2 waterbody, either netting or other protective barriers will be,
3 you know, put up on the trestle to prevent that.

4 And then here we have an animation on the
5 construction phasing. Sometimes the link works and sometimes
6 it doesn't so I'm going to try it, and you guys can tell me
7 whether you see it.

8 Do you see that up on my screen?

9 PRESIDENT JOYCE ROWLAND: We do.

10 RONAK REKANI: Okay. Let me make it bigger and we'll
11 start it.

12 (Video shown.)

13 RONAK REKANI: Okay. All right. So a little bit
14 about the cost of the project.

15 The construction is estimated at 56.2 million, and
16 that includes construction management as well as contingency in
17 addition to the hard cost of actually building the roadway and
18 the bridge. Approximately 41.2 million of that 56 million is
19 expected to be eligible for federal highway bridge program
20 grants.

21 The schedule -- so we're anticipated to begin
22 construction activities -- oops. Sorry about that.

23 And we're anticipated to begin construction
24 activities on August 2024. But for us to get there, we need to
25 complete Sequa and final design by July 2023. This is

1 different than the schedule that was previously shared with you
2 by Alejandra due to the delays associated with having to go
3 back for an amended Sequa. So that's adding approximately 18
4 to 24 months to our schedule, and we've been in discussions
5 with CalTrans for an extension on that deadline to be able to
6 move forward due to those delays.

7 So once we complete design and Sequa by July 2023, we
8 can then continue on with property acquisition and wrapping up
9 our resource agency permits by the end of 2023. And then we'll
10 be able to obtain authorization for construction from FHWA and
11 CalTrans since, like I mentioned, this project is eligible to
12 receive highway bridge program funding, which is a federal
13 grant. So this would allow us to advertise by spring of 2024
14 with construction set to begin about five to six months after
15 that. So that being said, the new bridge would be slated to
16 open by summer of 2027.

17 That concludes my presentation. I'm happy to take
18 questions at this time.

19 PRESIDENT JOYCE ROWLAND: Director Gelfand.

20 MR. GELFAND: Well, I have a few questions.

21 First of all, I'd like to just say I think it's
22 fabulous. I can't wait.

23 RONAK REKANI: We do too.

24 MR. GELFAND: You talk about Sequa being done by July
25 of 2023.

1 RONAK REKANI: Correct.

2 MR. GELFAND: That includes getting through the
3 Coastal Commission?

4 RONAK REKANI: No. So the permitting efforts are
5 separate, but our -- to get an addendum to our originally
6 approved EIR, we're shooting for that July of 2023 they -- 2023
7 date. Through the Coastal Commission, we've gotten as far as
8 not getting any more comments from them on our submittal;
9 however, we can't finalize the process and attend a hearing
10 until we have our addended EIR.

11 MR. GELFAND: Okay.

12 Next, the section of El Camino Real that is I guess
13 it would be south of San Dieguito --

14 RONAK REKANI: Um-hum.

15 MR. GELFAND: -- south -- south and west, is it
16 outside of your planning area or the City of San Diego or --
17 I'm just wondering why you didn't go just a little bit further?
18 You've got at that intersect -- because it's -- it's currently
19 two lanes northbound.

20 RONAK REKANI: Um-hum.

21 MR. GELFAND: And what you've got is an enhancement
22 of that intersection with a U-turn lane, which to me makes no
23 sense, and what is, I think, desperately needed is a right-turn
24 lane onto San Dieguito because I drive there, you know,
25 frequently because I live up the valley, and that right turn

1 creates a whole bunch of traffic. You got, you know, the two
2 lanes trying to go north, and they block the right turn lane.
3 I mean, I would sacrifice that U-turn lane for a right-turn
4 lane any day.

5 And that -- and San Dieguito as you go further south
6 was recently widened to two lanes because of those churches,
7 but then all of a sudden, it goes back to one lane again. If
8 it could be continuously two lanes leading to a right-turn lane
9 onto San Dieguito, the traffic would be dramatically improved.

10 Have you considered that? Or is there a reason
11 that's --

12 RONAK REKANI: Well, I think you --

13 MR. GELFAND: -- not part of the plan?

14 RONAK REKANI: I think you mentioned it. It's that
15 really the demand is for the northern direction. There's not
16 as much demand on the right-turn movements. More of the demand
17 is traffic flowing north, and that's just -- the best-case
18 scenario for this area is to accommodate those users of the
19 roadway -- are the ones that are traveling north, while, you
20 know, right-turn users can yield. There is a possibility that,
21 you know, they'll be stuck behind cars that are traveling north
22 stuck at a red light. But there may be -- also when the bike
23 lane is not in use -- there may be room for them to kind of
24 scoot into that area and turn right.

25 MR. GELFAND: Yeah. It's certainly true if there's

1 two lanes going over the bridge and that much more flow
2 northbound, the right-turn lane will be improved.

3 Okay. Yeah. I saw in the plans I guess paralleling
4 the road leading to the bridge there's "horse trail."

5 RONAK REKANI: Correct.

6 MR. GELFAND: The horse trail doesn't go over the
7 bridge though.

8 RONAK REKANI: No, the -- the equestrian trail starts
9 just north of the bridge so we are making that connection going
10 underneath the bridge. And then the connections go along the
11 sidewalk and meet at the sidewalk further north on
12 El Camino Real.

13 Let me bring up that visual just to help.

14 MR. GELFAND: That will be helpful. I'm trying to
15 understand how the actual horse trail flow works.

16 RONAK REKANI: Yes. Let me share really quickly.

17 Okay. So the trail connection is an undercrossing at
18 the north side of the bridge so it -- the trail is an existing
19 trail only to I believe it's the west side; however, we're
20 making that trail connection, and then we have further
21 connections leading up to the sidewalks on El Camino Real.

22 MR. GELFAND: And so will the horse trail as it
23 actually crosses the river, how --

24 MR. MOSIER: It doesn't cross the river. It stays on
25 the north side.

1 RONAK REKANI: It stays -- exactly.

2 MR. GELFAND: It stays on the north side the whole
3 time.

4 RONAK REKANI: Right.

5 MR. GELFAND: Okay.

6 MR. MOSIER: You know, this is part of the Coast to
7 Crest Trail extension. The Surf Cup lease required them to
8 finish that section of the Coast to Crest Trail next to the
9 polo fields by five years ago, and they have yet to start
10 construction on that portion of the trail.

11 RONAK REKANI: Um-hum.

12 PRESIDENT JOYCE ROWLAND: Yes, Director Schenk.

13 MR. SCHENK: Thank you.

14 I'm Fred Schenk. I have a question.

15 PRESIDENT JOYCE ROWLAND: Your mic's off.

16 MR. SCHENK: Hi. Good afternoon. I'm Fred Schenk.
17 Thank you for the presentation.

18 My question is: There is -- there's a tremendous
19 amount of construction going on right now that is south of
20 San Dieguito on the west side of El Camino Real. I don't know,
21 is that environmental --

22 MR. MOSIER: It's wetland grading.

23 MR. SCHENK: -- wetlands grazing -- grading -- or
24 will there be some elevation, some housing? It's hard to tell
25 what's going on. And if it is that, will there be some turn

1 pockets created on El Camino Real to accommodate?

2 RONAK REKANI: Are you --

3 MR. SCHENK: I'm not sure what that --

4 RONAK REKANI: -- talking about the mitigation site?

5 MR. MOSIER: Yeah. That's the Area 23 Mitigation.

6 PRESIDENT JOYCE ROWLAND: In the -- yeah. The

7 whole --

8 MR. MOSIER: That's all mitigation wetlands.

9 MR. SCHENK: Mitigation wetlands? Okay.

10 RONAK REKANI: Yes.

11 MR. SCHENK: There's not going to be any housing

12 or --

13 RONAK REKANI: No. That is a mitigation site to
14 mitigate for impacts on some I-5 improvements, but we are also
15 using a portion of that site to mitigate for impacts on this
16 El Camino Real project. So we have an MOU with Sandak to be
17 able to do that.

18 MR. MOSIER: Okay.

19 PRESIDENT JOYCE ROWLAND: Any other questions --

20 MR. MOSIER: Thank you.

21 PRESIDENT JOYCE ROWLAND: -- before we go to the
22 public?

23 Okay. We have one member of the public signed up to
24 speak on this item, and that's Martha Sullivan.

25 MARTHA SULLIVAN: Thank you. I'm -- I'm good.

1 PRESIDENT JOYCE ROWLAND: Okay. So thank you very
2 much.

3 Anything else from the committee?

4 MR. MOSIER: No.

5 PRESIDENT JOYCE ROWLAND: Very good. Thank you.

6 RONAK REKANI: Thank you for having us.

7 PRESIDENT JOYCE ROWLAND: Nice presentation.

8 So our -- our next committee is the Finance
9 Committee.

10 I think, Director Valdez, you were going to kick that
11 off.

12 MR. VALDEZ: Yes. Thank you.

13 I think actually I'm going to just hand it on off to
14 Carlene, who is going to speak on both of the topics set forth
15 in the agenda.

16 PRESIDENT JOYCE ROWLAND: Okay. Thank you.

17 MS. MOORE: Thank you.

18 So first up in terms of just in general, the Finance
19 Committee Report. So enclosed in your board packet on pages 18
20 through 21 are the just regular, kind of monthly financials and
21 report from the committee.

22 I think one thing to point out on the balance sheet,
23 and there is a reference to it in the executive summary, but
24 that really is the area of accrued employee leave liabilities,
25 you know, and this is an area to be monitoring and managing.

1 And part of what the committee discussed and took a
2 look at was that we currently only have seven employees that
3 are over the -- there's a 640-hour limit by the end of the year
4 with regard to the leave liability that employees can carry
5 over for vacation or annual leave time. And so we have seven
6 employees that currently are over that, but all of them have
7 leave plans where they are managing -- managing that taking
8 time off and so forth and that (audio skip) to be down below
9 that by the year albeit except for two of them. And this is a
10 marked improvement from where we have been at in the past.

11 But overall, it's a -- we have a strong -- continue
12 to have a strong cash position. This is through -- the
13 financials in your packet are through July 31st so as we talked
14 about last month, really where we drive the most revenue -- we
15 also have a lot of expenses -- but really the most revenue and
16 net revenues are in the summer months between the fair and then
17 the summer race meet and the food and beverage and things like
18 that that we derive off of it.

19 So unless there are any questions specifically to the
20 July financials, we will -- and I have Michael Sadegh, our
21 Director of Finance, here to join me. We'll do a presentation
22 and wrap-up of the 2022 San Diego County Fair financials.

23 PRESIDENT JOYCE ROWLAND: Okay. Any board members
24 with questions on the financials because I think the finan- --
25 so this is in your next -- there are two separate items on the

1 agenda?

2 MS. MOORE: Yes.

3 PRESIDENT JOYCE ROWLAND: Okay.

4 MS. MOORE: Although very intertwined, very --
5 because our financials are through July 31st.

6 PRESIDENT JOYCE ROWLAND: Yes. We have public
7 comment on both of those both, however.

8 Okay. So with that, I will open up for public
9 comment for the Finance Committee item, and Martha Sullivan is
10 signed up to speak on this.

11 MARTHA SULLIVAN: Thank you. I'll -- I'll pass.

12 PRESIDENT JOYCE ROWLAND: Okay. So we'll move then
13 to our Fair Ops Report, which is financial.

14 MS. MOORE: But really part of the Finance Committee
15 still.

16 PRESIDENT JOYCE ROWLAND: True. Okay. All right.

17 MS. MOORE: Yes. It's just -- so last month, we
18 presented and -- on just the fair -- how -- the success of the
19 fair, and we alluded to the financial success of it as well.
20 And so really today -- and said we would be back in October to
21 share with you the overall financial picture of -- of the fair
22 itself. So just as a -- as a reminder of things, when it
23 came -- comes to the fair, this is really something that we do
24 that just wraps itself fully around, you know, everything, our
25 purpose, our mission, our vision, you know, what we are really

1 striving to do and be here and represent to -- to the
2 community.

3 And one of the -- I think one of our -- our big
4 pieces is that, you know, we really believe in what we have as
5 a product, the fair, the county fair itself, as a product
6 within our -- our community. It's -- and as you will see, it's
7 clearly something that people love, cherish, and value for
8 that. And so -- and with that though, with our mission, we
9 also -- it's to be accessible and so we really focused any of
10 our promotional ticket giveaways around that, providing
11 complimentary tickets to nearly 30 organizations in the
12 community that -- of service organizations to get those tickets
13 also in the hands and bring that opportunity to those that
14 might not otherwise have it.

15 And with that, we just really exhibited our values
16 through our fair programs; so our values of fun and A-plus
17 quality and integrity, respect, and service. There are just so
18 many aspects of the fair that bring this all together. You
19 know, we make it fun, not only for our patrons but for
20 ourselves as well. You know, we really deliver, again, just a
21 quality product within what the San Diego County Fair means in
22 this community. The following through, just so many, you know,
23 comments and thank you, you know, of being back, just being
24 courteous, you know, to our patrons, to one another, and to the
25 surrounding community as well. And again, we shared last month

1 some of those improvements that we made and the positive
2 feedback that we've received with regard to the experience
3 people had in terms of traffic and parking flow. And then, of
4 course, just always offering -- offering assistance.

5 I was sharing with President Rowland earlier that
6 right after the fair, I think it was around July 7th, the Del
7 Mar Times had this article, and it had a photo of when the fair
8 first opened back in 1936. And the title of it was "The Fair
9 Helps Revive Del Mar." And the article then talked about that
10 fair and just what it meant to the community. And I think as
11 you'll see with the information that we're going to show you
12 and the information that's contained in your packet, I think in
13 many ways, you know, the title of that article could have been
14 "The Fair That Revives the Organization" for us and just what
15 this means. And we've talked about that throughout this
16 pandemic of, you know, the need to -- what the fair can mean to
17 helping to stabilize -- to stabilize our operations.

18 And so with that, I'm going to turn it -- Michael and
19 I are going to tag team here a little bit. He'll get to talk
20 about all the really fun numbers stuff, but we wanted to first
21 kind of set, you know, what we consider to be key performance
22 indicators of success, some of which are monetary and numbers-
23 driven, some of which are on the softer side.

24 MICHAEL SADEGH: Good afternoon. Michael Sadegh.

25 Just to borrow from the dilemma of picking out a name

1 for The Center, we are also facing an infinite number of KPIs,
2 or key performance indicators, for -- to measure our success or
3 the fair's success in the public's satisfaction so ultimately
4 we decided to pick one, and that's paid attendance, to really
5 measure the customer satisfaction moving forward and kind of
6 figure out and monitor to see if the numbers -- numbers of
7 attendance for the paying customers are going up and down. And
8 then move on from there to see why it's driving that way, why
9 is it going down or why is it going up.

10 And in picking that, we also thought that to get into
11 more a granular level of measurement, you use paid attendance
12 to divide up our elements of revenue and expenses to see why
13 each element is going up or down. So we are going to be using
14 paid attendance as a denominator for all of our revenue
15 elements or cost elements moving forward and measure it every
16 years to see where every element is -- is moving.

17 But we also have to keep in mind that the big
18 inflation -- everybody's talking about that -- how that's going
19 to impact future years of -- especially in California and more
20 importantly in Southern California, it seems like the national
21 inflation rate is at about maybe seven to eight percent. But
22 we in San Diego have an additional cost of -- cost of living is
23 much higher in California and also food and gasoline prices are
24 much higher in California, which those are not included in
25 measurement of inflation in the national Bureau of Labor

1 Statistics. So we think we should be really mindful of that
2 when we set up our budgets, set up our costs, and make sure we
3 are monitoring that set of expectations moving forward.

4 Another key performance of -- key indicator of our
5 performance is labor market. We are still in a tight labor
6 market situation. We -- especially for one month of operation
7 that we need to find a large number of folks to come and help
8 us out. We are competing with other venues. The location of
9 this fairground is far to East County or South County, and with
10 \$7.00 for cost of a gallon of gas, it makes it really
11 competitive for folks to come here whereas going someplace
12 else.

13 All of these factors will contribute to our net
14 contributions to the District as a result of the fair itself so
15 we are going to be monitoring that. And then -- which
16 hopefully we'll -- of course, to maintain our margins to keep
17 it profitable and high-margin operations for the fair.

18 With that I'll pass it to Carlene for the second half
19 of it.

20 MS. MOORE: Yeah. And so then, along with that is,
21 of course, in this -- which drives that paid attendance, that
22 per-cap spending, the experience that people have and the time
23 that they spend here. And so, you know, paying attention to
24 our -- our patron feedback. And some of that comes after the
25 fact. Some of that comes, you know, during, as well; you know,

1 social media posts. Are people having a good time? Is it as
2 good as we thought it was? You know, those type of components;
3 guest services. So we have our guest services department here
4 at the -- where people go in and they leave comments. And
5 then, of course, we also have our, you know, email, Contact Us
6 on our website where we receive comments. We've received
7 letters and things like that as well.

8 Previously, I have spoken to, you know, really this
9 year, continue just decrease of law enforcement engagements at
10 the fair. Those are also really good indicators of just kind
11 of overall success and enjoyment.

12 And then a big one is community participation in our
13 exhibits program. This really is something for us to be
14 mindful of as, you know, the fair really represents the
15 community, and their participation in the programs that we're
16 offering. And so whether that leads to, you know, just kind of
17 nuance changes that we make with regard to that program and
18 different exhibit programs over the year, you know, they have
19 evolved into different components. But, you know, is the
20 community continuing to participate in the fair itself, not
21 just come to the fair?

22 So those are some of those other -- the soft side of
23 the key performance indicators that we'll be keeping an eye on
24 and reporting on with future fairs as well.

25 And then, just as some reminders in terms of the 2022

1 fair with regard to our pricing structures and things like
2 that, you know, we did reset on admission and parking rates,
3 reset back to previous years. We offered a mid-week lower
4 price point than it was on -- for the weekends to be able to
5 come. We also reduced our daily parking rate. And these are
6 really significant things to just be reminded of as we look at
7 the numbers. And then overall, again, that net contribution of
8 the fair operation to the entire organization.

9 Rising gains. We did have a 25 percent ticket
10 increase from where it was set in 2019, and this really plays
11 into -- from the stand- -- when you see the numbers of, you
12 know, how we budgeted compared to how it did, as well as then
13 we have the change to an independent Midway, like where we were
14 at a year ago at this time working on the budget.

15 We maintained a lot of rates from 2019 going into
16 this year because it had been a few years. We were resetting,
17 again, on the fair. We reset the length of the fair as well.
18 We've had some positive feedback on that. We really -- and
19 this is really, I think, the one thing that we can do, which
20 was controlled our expenses, and I think we are very proud to
21 note that that included our Grandstand entertainment budget, in
22 terms of staying within budget on those -- on those expenses.

23 And with that, part of that was that focus that we
24 had on the Grandstand entertainment to be early in the fair, as
25 well as mid-week. And so kind of spending a little bit mo- --

1 on those names as compared to necessarily having Grandstand
2 entertainment every day. So those are just some -- some
3 reminders. It's been a few months since, you know, we had the
4 fair and that we've talked about it.

5 And so with that, back to you, Michael, to talk about
6 how we did.

7 MICHAEL SADEGH: Thank you, Carlene.

8 So we're going to review a few of the elements of our
9 revenues for the fair and compare to what was budgeted during the
10 process last year. Obviously, some of the thought process that
11 went into budgeting changed, in reality, when the fair started,
12 but I will highlight those.

13 Our attendance was about 11.7 million, and our budget
14 was 13.4. It's kind of hard to budget coming out of a Covid
15 year to figure out and have a very accurate level of
16 attendance, but we did our best. We came short by 1.7 million
17 in dollar values, but a per-cap numbers came out to be \$16.20,
18 and the per-caps are based on paid attendance, not total
19 attendance. We will monitor total attendance and paid
20 attendance looking at the per-cap numbers, but like I said, I
21 think per-cap numbers by attendance -- paid attendance -- is a
22 better gauge of what's going on.

23 For parking, actual numbers were 3.6 million. Those
24 are rough numbers. And budget was 3.1 million. We were ahead
25 by about \$500,000. And that comes to just about \$5 per cap,

1 and this not per cars but just per cap, per attendance.

2 Midway: The numbers are looking a little bit
3 lopsided. Our actual numbers are 18.5 million; budget was
4 three point almost five million, and the difference of the
5 variance is a positive \$15 million, and that's due to the
6 Midway operation where we were assuming there be a Midway
7 operator during the budget, when in reality, we were operating
8 the Midway ourselves; the District did. And the per-cap
9 numbers: Average attendee spent \$25.61 on -- per person during
10 the fair.

11 Food and beverage: This number -- the actual numbers
12 include the concession revenues and also Premier's numbers.
13 Now the concession revenues here is the net of the 25 percent
14 that the concessionaires pay to the District so the seven --
15 the total number for that actual was 7.7 million; budget was
16 6.7. We were ahead by about a million dollars.

17 Now in terms of comparison for the concessions, we've
18 looked back at the total sales of the concessionaires to figure
19 out what the average attendee spends at the fair. So the
20 \$25.48 represents what each paid attendee spent at the counter
21 of a concessionaire so they spent on average \$25.00 worth of
22 food, but the Premier is their gross revenues, and that comes
23 about -- to about \$5.48.

24 MS. MOORE: And just for clarification, primarily
25 what Premier does during the fair is operates the bars, as

1 compared to the other concessions being the food and beverage
2 outside of two food locations.

3 MR. SCHENK: And so is the 7.7 their gross?

4 MS. MOORE: No.

5 MR. SCHENK: That's what we received?

6 MS. MOORE: Correct. But the per-cap spending is
7 calculated on the gross because that's how much they spent, the
8 attendees.

9 MR. SADEGH: And if you like to know, the net number
10 would be about \$5.20 on the 25 percent.

11 MR. SCHENK: Okay.

12 MR. SADEGH: Sponsorship: The reality, the actuals,
13 were 1.5 million; budget was six point -- I'm sorry, 656,000.
14 We were ahead -- we were positive variance of \$861,000.

15 Commercial vendors: 3.2 million were actuals, and
16 then 919,000 -- or 918,000 was the budget. And the variance
17 was \$2.3 million to the District's benefit.

18 MS. MOORE: And if you recall there as well, we
19 reported this actually in January when we realized that in
20 doing the budget, it had not included all of the -- the
21 commercial vendors were not included in the -- the budget. So
22 we, in essence, underbudgeted by nearly \$3 million. And we had
23 pointed that out in February, and we had anticipated coming
24 back with a budget adjustment for the year with regard to The
25 Center operations, but with that coming on line for next year,

1 have not made that adjustment.

2 MICHAEL SADEGH: And the last line represents our
3 labor costs. The caveat here is that this labor cost only
4 includes our temporary and seasonal employees and not the full-
5 time staff of the District. We just have to go back and find
6 the best way to allocate those costs on an annual basis for the
7 fair since the fair is only operating for about six weeks. But
8 setting that aside, our labor costs for temporary labor and
9 seasonal employees came out to about 3.9 million, and the
10 budget was 4.1 million so we had some savings of about
11 \$200,000.

12 Next slide: So this is kind of a macro level
13 presentation of the fair operations in terms of gross revenues
14 and then our gross expenses and then the net proceeds, and what
15 it represents is that about 40. on a dollar was what saved or
16 came to the District to pay for the overall expenses of the
17 fair during the year and -- and if you were looking at it on a
18 per-cap basis, it seems like the average paid attendee spent
19 about \$65 at the fair, and then 39. of that went toward the
20 cost of the fair, and then \$26.27 was retained toward -- for
21 the benefit of the District on an annual basis.

22 MS. MOORE: And so that -- that gross revenue per cap
23 being inclusive of parking, admission, food, rides; but in
24 essence, that is what the average -- the average consumer
25 patron was spending at the fair.

1 MICHAEL SADEGH: I think that's it for my part.

2 MS. MOORE: And so then, again, just some -- some
3 takeaways that we had before and feedback and on the next -- I
4 think it's the slide after that, just some quotes, even, of --
5 of compliments and comments that we've received. But, you
6 know, really that -- just exceptional guess service and
7 experience. But we did learn early on during the fair, and
8 something we are working on, which is the need for an online
9 ticketing platform that doesn't require creating an account in
10 order to buy a ticket to the fair. And so that is something
11 that we are exploring.

12 And then, as Michael has pointed out, you know, that
13 just maintaining strong margins and net on things, not just
14 gross of revenues or even gross of expenses, but how are we
15 netting? There were -- just it's an incredible performance
16 despite the labor challenges that there were, but, you know,
17 with those labor challenges also came through just the reach
18 out and the ability to establish some new relationships and
19 things, you know. We were able to get -- whether it was some
20 of our vendors assisting us more, some of our service contract
21 vendors and/or introduction to new ones such as Urban Corps of
22 San Diego who really helped us out from a labor standpoint in
23 terms of the overall presentation of the facility on a near-
24 nightly basis of cleanup.

25 The cashless operation for us was a success in

1 terms -- parking and at the gates, the, you know, online and,
2 you know, advance purchase of these things, which we haven't --
3 haven't had before. And so with that, just really exceptional
4 revenue performance and strong, positive feedback from the
5 community.

6 And I think one of the really big things here too is
7 just the new institutional knowledge that we created through
8 this journey. It's been a few years since we had a fair.
9 We've had a lot of changes, lot of new faces, lot of faces in
10 different roles and things like that. And so just, you know,
11 reflecting back on just the success of -- of the fair and the
12 performance of it and the great time that our community had.
13 And now we have that new knowledge going forward within the
14 organization.

15 And so, here is just, you know, some of the
16 highlights of feedback that we received, you know, that -- you
17 know, and again speaking to our purpose and our mission and
18 what we really set out to be in the community so, you know,
19 someone enjoying the humanity of the fair and how it impacts
20 the community.

21 "Thank you for putting this together for 2022."

22 "The employee diversity is very refreshing."

23 The move of homemade exhibits out of the Grandstands
24 and into the exhibit hall, lots of compliments around that.
25 People looking forward to other opportunities to connect in the

1 future. So these all have just some, you know, buzz words
2 from, again, our mission and purpose work. And then, just the
3 admiration for the commitment to the operations of the
4 fairgrounds and the other services' events which makes it a
5 jewel asset within our county, and again, as we really have set
6 out to be just this iconic place for our community to come
7 together and to connect and to have a good time and just really
8 to celebrate one another in that process.

9 And so with that, that's starting to put to bed 2022.
10 But before we move on to Fair Ops, if there are any --

11 MR. SCHENK: So I kind of want to make a couple of
12 comments. One is that what you didn't really emphasize was the
13 shortened timeline.

14 MS. MOORE: That's true.

15 MR. SCHENK: And as I'm watching all of this and I
16 keep thinking to myself, this was a miraculous achievement
17 under challenging circumstances in -- in a myriad of ways. And
18 to all of you, each and every one of you on this team that took
19 this challenge and worked so hard and the drive and focus and
20 commitment was -- was unbelievable. I watched it. I saw it.
21 I shared in that experience, a bit peripherally, but I did with
22 each one of you. And so I admire each one of you for achieving
23 this result.

24 With that, we've got -- I always say, you know, "What
25 have you done for me lately?" And so let me just say that I

1 know, as we start on 2023, over the years, we would get started
2 right after Thanksgiving, in terms of working on talent. And
3 so I am very excited to announce that it will be in March that
4 I am going to announce --

5 (Laughing.)

6 MR. SCHENK: -- some of the talent.

7 MS. MOORE: Thank you.

8 PRESIDENT JOYCE ROWLAND: That was terrible. What a
9 teaser.

10 MR. SCHENK: News at 11:00.

11 MR. GELFAND: Joyce?

12 PRESIDENT JOYCE ROWLAND: Yes, Director Gelfand.

13 MR. GELFAND: Yeah. I'd also like to echo the thanks
14 and congratulations to staff. I mean, first of all, the paid
15 attendance was off a little from 2019, but coming out of a
16 pandemic, a lot of people weren't going to come just because of
17 being in a crowded situation. And I think we did extremely
18 well.

19 To be able to just have a slight variance on the
20 budget for staff, given the difficulties of getting staff in
21 here, and also with a shortened schedule which I think made it
22 harder for you to find staff, I think that was phenomenal. And
23 taking on, obviously, the Midway, unbelievable. The cashless
24 component of all -- you know, all these new innovations at the
25 same time, you were under such a time crunch. I just think you

1 did a fabulous job. Congratulations to all of you, and I'm
2 impressed.

3 MS. MOORE: Thank you.

4 PRESIDENT JOYCE ROWLAND: Yes. I've never been to
5 the fair so many days in my life. And then, they were all fun.
6 There is just something about being amongst people and having
7 that -- kind of that vibration and the energy, that was -- that
8 was really gratifying to be part of, especially after coming
9 out of two years of the -- of the pandemic. So kudos -- kudos
10 to everyone on that.

11 MS. MOORE: Thank you.

12 PRESIDENT JOYCE ROWLAND: Now, I have to ask: Was
13 that the Fair Ops Report?

14 MR. GELFAND: That is the Fair Ops Report. My
15 portion --

16 PRESIDENT JOYCE ROWLAND: Okay.

17 MR. GELFAND: -- which is just --

18 MS. MOORE: We've combined -- yeah -- Finance and
19 Fair Ops into one.

20 PRESIDENT JOYCE ROWLAND: Okay. All right. So
21 there's no more on -- on Fair Ops.

22 So we do have a member of the public who wanted to
23 speak on the Fair Operations Committee. We have one member of
24 the public signed up, and that's Martha Sullivan.

25 MARTHA SULLIVAN: Hi, Martha Sullivan again.

1 I had something specific I wanted to kind of revisit
2 on Fair Ops, but I also want to just congratulate everyone, you
3 know, on the successful return of the, you know, the full-blown
4 fair. You worked really hard at it, and it's great that it
5 came off so well. So congratulations.

6 I did want to just -- I sent in an email about an
7 installation, art installation, for next year's fair. It's
8 called "The Tent Vigil," by the San Diego Housing Emergency
9 Alliance, which I am a member of, and I'm one of the organizers
10 of this art installation. It's a memorial to now we know about
11 835 houseless residents in San Diego County who died in 2020
12 and 2021, according to the County Medical Examiner. And I
13 understand that the fair planning group is going to consider
14 our request to have this art installation at next year's fair,
15 particularly given the theme that involves camping. And I just
16 would like to reiterate the request that we be able to present
17 this art installation at next year's fair and ask for really
18 serious consideration. And if there are any questions about
19 it, please do reach out to me.

20 We were just at the City and County memorial in
21 observation of World Homeless Day last night at the County
22 Administration Building. There was a lot of press coverage of
23 it. I'll forward it for your information so you can see it.

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

25 PRESIDENT JOYCE ROWLAND: Thank you very much.

1 Okay. Our next agenda item is the DMTC Liaison
2 meeting, and I think, Director Valdez, you were going to kick
3 this off, please.

4 (Multiple speakers.)

5 MR. VALDEZ: Yes. I think I see Josh Rubenstein, and
6 I only see part of your table, Josh, so I'm not sure if you're
7 joined with anyone else from your team but I'm going to pass it
8 on off to Josh Rubenstein.

9 PRESIDENT JOYCE ROWLAND: And I've been told to -- to
10 say that -- this is -- of my earlier comment, this is the Del
11 Mar Thoroughbred Club, since we are not into acronyms; we're
12 into reminding people who we are and what we are about and what
13 we are talking about. So thank you for that.

14 JOSH RUBENSTEIN: Good afternoon, District Directors
15 and staff. Josh Rubenstein. You just have me today.

16 Our eight-week summer season concluded on
17 September 11th. There is a recap press release in your board
18 package. I can tell you that we were extremely pleased with
19 the summer meet results. Racing was extremely safe, and the
20 product was strong throughout the meet.

21 Average daily wagering, which I'll get into in a
22 moment, was a Del Mar record. We also enjoyed healthy gains in
23 on-track attendance and food and beverage sales.

24 I mentioned at the start, racing was incredibly safe.
25 We had zero race-day fatalities over 294 races and 2,688

1 starters. As we previously reported to the Board, the last
2 three years, Del Mar has been ranked the safest racetrack in
3 the country -- excuse me -- and our results from this summer
4 continue this very positive trend.

5 Our racing product, as I said, was -- was outstanding
6 through the entire meet. Average field size was 9.1 runners
7 per race, which is really unheard of in the industry. It's a
8 California record. Last year, our field size was terrific at
9 8.5 runners a race. To top that this year is a credit to our
10 racing department led by Tom Robbins and David Jerkins.

11 The strong racing product led to record average
12 wagering levels of \$18.7 million a day. That's a Del Mar
13 record and a California record. On-track attendance was
14 278,702, up 16 percent from 2021, and the majority of our
15 weekend promotions were sold out.

16 Our advertising, as we previously reported to the
17 Board, shifted from traditional media, radio, TV and print, and
18 we shifted to basically soc- -- all social and digital; much
19 more economical and targeted.

20 From a food and beverage sales standpoint, we were up
21 32 percent. Mark and his team did a terrific job. F&B sales
22 for the eight-week summer season were over \$11 million, and
23 that was due to increased attendance, gains in high-margin
24 group sales inventory, and some new promotions that we
25 developed with the team at Premier. So overall, an extremely

1 successful summer season. It gives us, we think, a lot of
2 momentum going into the fall.

3 Our fall season starts on November 11th and goes for
4 13 race days through December 4th. Racing is three days a week
5 except for Thanksgiving, when we'll have a four-day race week.
6 Weekend promotions, such as the College Day, a popular wine
7 event, and local food festival will help drive attendance. And
8 as was the case during the summer, we will focus on out-of-
9 state horse recruitment, and I should have mentioned that when
10 talking about the summer meet results.

11 About 15 percent of our starters this summer were
12 from out of state and that's due to the recruitment that we --
13 Tom and David do through the entire year and the incentives
14 that we offer out-of-state owners and trainers to bring their
15 horses to California, and the majority of those horses stay so
16 it benefits the circuit on a year-round basis.

17 So overall, terrific results, safe results; and happy
18 to answer any questions on the summer or the upcoming fall
19 season.

20 PRESIDENT JOYCE ROWLAND: Thank you.

21 Members of the Board, any questions?

22 Josh?

23 MR. VALDEZ: I'll just add to, you know, our thanks.

24 Lisa can echo this if she'd like or I can speak for her as a

25 member of the committee. We met with you previously, discussed

1 those results.

2 Saw a really wonderful article in the Union Tribune
3 kind of recapping your -- your success which was all favorable.
4 And so I just want to thank you and your entire team for all of
5 your efforts and continue to thank you for really turning
6 things around from, you know, a very difficult 2019 with safety
7 issues to 2020 and 2021 with Covid concerns, and you really
8 have been a leader, Josh, and your entire team. So thank you
9 for all of that.

10 JOSH RUBENSTEIN: Thank you, Director Valdez.

11 PRESIDENT JOYCE ROWLAND: Okay. We have a couple
12 members of --

13 Oh, I'm sorry. Yes, Director Barkett.

14 MR. GELFAND: She's got to unmute.

15 PRESIDENT JOYCE ROWLAND: You're muted. Muted.

16 MS. BARKETT: Sorry about that.

17 I would like to echo again what Director Valdez said.
18 It was phenomenal. And these results speak for themselves.
19 And it's all hard facts. And there's no disputing what you
20 were able to do through the Thoroughbred Club and your Ship &
21 Win program. And I want to just tout again the safety aspect
22 was amazing. No injuries.

23 So kudos to you, and please extend it to everyone at
24 DMTC and all those who -- owners, et cetera, who, you know,
25 visited us, and keep it going from year to year. Really

1 appreciate it.

2 JOSH RUBENSTEIN: Thank you, Director Barkett. We
3 appreciate your support.

4 PRESIDENT JOYCE ROWLAND: Okay. We have two members
5 of the public signed up to speak on this item. We have --
6 Martha Sullivan is our first member of the public signed up to
7 speak.

8 MARTHA SULLIVAN: I would like to once more remind
9 the Board and everybody else in attendance that four horses
10 died at Del Mar in August. Three of them were sudden deaths,
11 three sudden deaths of racehorses in one month; actually, in
12 less than two weeks, I believe.

13 I have a quote from the chair of the Racetrack Safety
14 Committee for the new U.S. Horseracing Integrity and Safety
15 Authority, Dr. Susan Stover, from UC Davis Veterinary School of
16 Medicine.

17 Quote, "If I were to share two key findings
18 throughout the horse post-mortem program --" she's referring to
19 the California Horse Racing Board program -- "it would be that
20 catastrophic injuries are associated with pre-existing
21 injuries. Catastrophic injuries are the acute manifestation of
22 a more chronic process. Because these injuries are associated
23 with the occupation of racing, they are occupational and tend
24 to occur in the same configurations and the same predictable
25 locations."

1 The point here is that injuries and deaths in
2 horseracing are cumulative. They are the result of repeated
3 racing and repeated training. So Del Mar, as I talked about I
4 think at the last meeting, is part of a racing circuit.
5 Regardless of whether deaths happen during the two-months that
6 they race in the summer or the one month they race in the
7 winter --

8 MS. O'LEARY: Miss Sullivan, your time is up. Thank
9 you.

10 PRESIDENT JOYCE ROWLAND: Thank you for your
11 comments.

12 The next member of the public signed up to speak is
13 Jane Cartmill.

14 MR. RIVERA: I had her in the meeting and she just --
15 she must have hung up or something.

16 PRESIDENT JOYCE ROWLAND: Let's give her a second to
17 see if she comes back on.

18 MR. RIVERA: Um-hum.

19 Still nothing. She -- she's probably trying to dial
20 back in.

21 I can let you know when she comes back in, if you'd
22 like to move on.

23 PRESIDENT JOYCE ROWLAND: Okay. Why don't we do
24 that.

25 So let's move on to the Affordable Housing Ad Hoc

1 Committee Report.

2 MS. MOORE: Do you want me to take this?

3 Since -- Director Mead is not here. So the
4 Affordable Ad Hoc -- or the Affordable Housing Ad Hoc Committee
5 met, and really, following kind of a summer break period, and
6 there's a report in your packet on page 25.

7 Just to kind of refresh the Board in terms of the
8 timeline and just the reminder of the Affordable Ad Hoc
9 Committee and what it set out to do in terms of working with
10 the City of Del Mar to see if there is, you know, the
11 possibility of having affordable housing as part of our overall
12 strategic and master planning here at the Fairgrounds. And so,
13 in June of this year, the City of Del Mar received their --
14 their reports back from the consultants that they hired with
15 regard to some feasibility studies that were performed. So we
16 have received that information, and now the committee will be
17 starting to work on that and embarking on some of our own kind
18 of research and information-finding as well, and with the
19 anticipation similar to the approach that we had with the
20 Horsepark Ad Hoc Committee bringing back some regular reports
21 to this Board and updates as we continue to work through this
22 process with them.

23 PRESIDENT JOYCE ROWLAND: Thank you for that report.

24 Members of the Board, any questions about the status
25 of the Affordable Housing Ad Hoc Committee for this update?

1 Okay. So we do have two members of the public signed
2 up to speak on this item, and I understand Jane Cartmill is
3 back on the line.

4 MR. RIVERA: Yes, she is.

5 PRESIDENT JOYCE ROWLAND: Okay. So we'll go through
6 our first member of the public signed up to speak on affordable
7 housing, and that is Martha Sullivan, and then we will move to
8 Jane Cartmill.

9 MARTHA SULLIVAN: Hello, again.

10 As I mentioned during the Fair Ops Committee
11 comments, I've been a very active member of the San Diego
12 Housing Emergency Alliance for several years now as one of the
13 founders of it. And anybody who stays abreast of our local
14 news knows what an incredibly deep deficit we have in our
15 county of very low, low, and moderate-income outlets. It is
16 driving our spiking homelessness; it is making it more
17 difficult for employers to recruit, you know, workers because
18 of the high cost of housing and the difficulty of finding it.

19 So I just want to really urge this Board and the
20 staff to put a major priority on, you know, moving forward with
21 the City of Del Mar on building affordable housing at the
22 Fairgrounds. As a State agency, you have a real duty to help
23 alleviate this deep, deep deficit of housing for our -- for our
24 seniors, for our disabled people, for working people.

25 So I just -- you know, I'm -- I'm regularly, almost

1 on a daily basis, on the frontlines of seeing the devastating
2 impact of homelessness, and you could do no better --

3 MS. O'LEARY: Miss Sullivan, your time is up.

4 MARTHA SULLIVAN: -- than to build some affordable
5 housing there on the Fairgrounds.

6 PRESIDENT JOYCE ROWLAND: Thank you.

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

9 JANE CARTMILL: Well, like Martha, I have noticed
10 that you can't pick up a newspaper or watch a local news
11 channel without seeing and hearing about the homeless
12 population and the dearth of affordable housing in our county.

13 Del Mar, like other cities, is mandated to provide
14 low-income housing, and one option being explored is to utilize
15 State-owned land managed by the District to satisfy part of the
16 requirement. Obviously -- and everyone understands -- this is
17 a complex situation to navigate in terms of design, economics,
18 and public opinion, among other considerations.

19 I'd simply like to say that I, too, urge support for
20 using this property for desperately needed low-income housing.
21 To do so seems very much in alignment with your mission
22 statement of quote, "Service to one another in an inclusive,
23 accessible and safe place," and with a master plan to quote,
24 "Create an environmentally and fiscally responsible land use
25 plan."

1 If the District is going to honor its role as a
2 steward for the public, this is a proper outcome.

3 PRESIDENT JOYCE ROWLAND: Thank you.

4 We missed you on DMTC liaison. Did you want to wait
5 for public comment for further comment on that or did you want
6 to make comment on that now.

7 JANE CARTMILL: I could say it now. I got
8 disconnected.

9 PRESIDENT JOYCE ROWLAND: Yes. Please go ahead.

10 JANE CARTMILL: I wanted to say the sudden deaths in
11 California are starting to look alarmingly like a trend. We
12 now had one more sudden death on the California Horse Racing
13 Board fatalities list of three-year-old gelding, No Ice Cream,
14 had four starts in 2022 and one win at Del Mar, racing on
15 September 1st. His last workout was on the day he died,
16 October 6, 2022, at Santa Anita. No Ice Cream was the ninth
17 sudden death in California so far this year and the 47th horse,
18 built for gambling, in the 2022 racing season.

19 Right now, they are often blaming it on the victim:
20 the horse quote "went wrong," or quote, "took a bad step." But
21 sudden death appears to allude any responsibility since no
22 frank cause of death is at first apparent. In truth, the
23 sudden deaths do not come out of the blue, and there is always
24 a history, not a mystery, for the horse that suffers that fate.

25 Critics of horseracing are glad to see the reduction

1 of racing deaths at Del Mar. It was not that long ago that the
2 deaths were in the 20-plus range regularly, but Del Mar is the
3 exception that proves the rule; hundreds of thoroughbreds died
4 in racing activities at tracks that report in 2021, and the
5 exact number will never be known, since reporting is uneven,
6 transparency lacking, and recordkeeping questionable.

7 The gambling enterprise that is horseracing continues
8 to be responsible for needless injuries, suffering and death
9 industrywide. Joe Harper called the summer meet extremely
10 safe, but that is wrong. You can make racing more safer for
11 horses, but it will never really be safe.

12 Thanks.

13 PRESIDENT JOYCE ROWLAND: Thank you.

14 And so now -- yes, Director Mosier.

15 MR. MOSIER: Yes. I just wanted to make a slight
16 addendum to the housing ad our committee report.

17 There has been one significant change in the
18 requirement for Del Mar for low-income housing. A letter from
19 State Housing and Community Development Department said that
20 their plan to scatter some housing around the areas in Del Mar
21 and make the majority, 54 units here in the Fairgrounds, was
22 unacceptable to Housing and Community Development, and so their
23 current low-income housing allotment for the Fairgrounds is 61
24 units, not 54 units.

25 So as we go forward, their housing plan has not had

1 final acceptance yet. It's still subject to further review by
2 Housing and Community Development, but we do need to live with
3 that 61 number, not the 54 number.

4 MR. VALDEZ: We need 61 --

5 MR. MOSIER: Sixty-one low-income units on the
6 Fairgrounds would be their minimum requirement. They could go
7 higher than that, but they have to build at least 61.

8 PRESIDENT JOYCE ROWLAND: Thank you for that
9 clarification.

10 Okay. We now move into general Public Comment, and
11 we have two members of the public signed up for public comment.
12 The first is Martha Sullivan.

13 MARTHA SULLIVAN: Listening to, you know, everything
14 that transpired during the meeting this afternoon, I've come
15 away with a very distinct -- maybe "notion" is the right word.
16 I heard discussion of wanting the new entertainment venue to be
17 considered, you know, inclusive and not exclusive, and I'd like
18 to offer, based on all the discussion today.

19 You know, the Fairgrounds -- you know, people may
20 say, you know, "Well, we don't want people thinking of hot dogs
21 and popcorn and carnival rides when they think of a concert at
22 the new entertainment venue." But the Fairg- -- the fair,
23 itself, is probably one of the most inclusive events and
24 activities at the Fairgrounds. I mean, it draws from all over
25 the county. It draws, you know, across socio-economic, you

1 know, boundaries. So I -- I think if you want to be considered
2 inclusive, the Fairgrounds is probably the brand that you want
3 to emphasize because the fair is just about the most inclusive
4 thing you do.

5 So I would highly recommend that you not shy away
6 from, you know, that brand in promoting your new entertainment
7 venue.

8 Thank you.

9 PRESIDENT JOYCE ROWLAND: Thank you.

10 The next member of the public signed up to speak is
11 Jane Cartmill.

12 JANE CARTMILL: Well, I'm in a similar vein.

13 I think the choice of the name, The Break, is a
14 mistake because I immediately thought breakdowns. This is a
15 venue that takes place where the racetrack is. Seems like the
16 wrong -- the wrong choice, and for the same reason The Cove has
17 some very negative and confusing elements. I think The Break,
18 given what happens at the racetrack, is a poor choice so I hope
19 you choose The Sound or something else that has, as Martha is
20 suggesting, a more positive association.

21 Thank you.

22 PRESIDENT JOYCE ROWLAND: Okay. Thank you.

23 And so now, we'll be moving into closed session. And
24 I think it may be a couple of hours before we come back to open
25 session.

1 Thank you, everyone.

2 (The meeting adjourned to closed session
3 at 3:36 p.m.)

4 (The meeting reconvened from closed session at 4:30
5 pm.)

6 PRESIDENT JOYCE ROWLAND: Okay. Thank you. We'll
7 reconvene the open meeting of the 22nd DAA meeting for October.

8 We have concluded in closed session, and there is
9 nothing to report and so we are adjourned.

10 (The open meeting of the 22nd DAA was
11 Adjourned at 4:31 pm.)

12 -o0o-

13

14

15

16

17

18

19

20

21

22

23

24

25

1 STATE OF CALIFORNIA)
2) ss.
3 COUNTY OF LOS ANGELES)
4

5 I do hereby certify that the board meeting in the
6 foregoing transcript was taken at the time and place therein
7 stated; that the transcript was recorded by the electronic
8 reporting method and transcribed into typewriting under my
9 supervision.

10 I certify that the foregoing is a correct transcript,
11 to the best of my ability, from the electronic sound recording
12 of the meeting.

13 IN WITNESS WHEREOF, I have hereunto set my hand this
14 9th day of November, 2022.

15
16 

17
18 CLAUDINE METOYER
19 Certified Legal Reporter
20 No. CDLR-110
21
22
23
24
25

WORD INDEX

< \$ >

\$11 118:22
\$15 108:5
\$16.20 107:17
\$18.7 118:12
\$2 13:8
\$2.3 109:17
\$200,000 110:11
\$25.00 108:21
\$25.48 108:20
\$25.61 108:9
\$26.27 110:20
\$3 109:22
\$310,000 14:21
\$35 23:15
\$5 107:25
\$5.20 109:10
\$5.48 108:23
\$50,000 20:16
 22:4 23:22 30:19
\$500,000 107:25
\$65 110:19
\$7.00 104:10
\$800,000 7:11, 17
 30:1, 20
\$861,000 109:14

< 1 >

1 9:12
1,264,000 17:4
1,322,000 17:11
1,563,000 17:7
1,687,000 17:6
1,799,000 17:10
1,982 34:10
1.5 109:13
1.7 107:16
1:33 1:14 6:2, 6
10 13:4 17:13
 23:20 33:2 34:24
 85:22 88:20
10.64 17:18
100 5:6, 7
100-year 84:1, 8
 85:19
11 1:13 4:7, 8
 6:1 33:2 60:18
11.7 107:13
11:00 114:10
110 1:23
115 5:9
116 5:10
11th 6:6 117:17
 119:3
12 11:9 85:22
 88:7
121 5:12
122 5:13

124 5:15
126 5:16
128 5:18
129 5:19, 20, 21
13 11:9 17:12
 119:4
13.3 17:19
13.4 107:14
130 5:22
13th 28:21
14 4:9
15 21:15 119:11
150,000 19:14
16 4:10, 11 21:15
 118:14
18 4:13 92:3
 98:19
18.5 108:3
18-29 41:20
19 4:14
19.78 17:15
1936 102:8
1st 20:10 21:13
 126:15

< 2 >

2,000 35:6
2,223,000 17:21
2,688 117:25
20 4:15, 16
2009 72:7
2017 85:5 89:10
2018 85:10
2019 71:8 106:10,
 15 114:15 120:6
2020 116:11
 120:7
2021 116:12
 118:14 120:7
 127:4
2022 1:13 6:1
 99:22 105:25
 112:21 113:9
 126:14, 16, 18
 131:14
2023 91:25 92:7,
 9, 25 93:6 114:1
2024 18:20, 21
 91:24 92:13
2027 92:16
20-plus 127:2
21 98:20
21.1 17:5
22.9 17:14
2260 1:7
22ND 1:5 2:14,
 15, 17 3:6 6:5
 60:2 130:7, 10
23 97:5
24 92:4

24.4 17:4
249 78:9
25 81:23 106:9
 108:13 109:10
 123:6
250 41:16 85:25
25-54 36:1
26 11:20 19:5
 34:14
278,702 118:14
28th 24:20
29 4:18
294 117:25

< 3 >

3.1 107:24
3.2 109:15
3.6 107:23
3.9 110:9
3:36 130:3
30 25:25 28:13
 54:22 101:11
30-54 41:20
30-something 78:2
31 4:19
31.6 17:11
31st 21:13 22:1,
 6 24:10 28:24
 99:13 100:5
32 17:6 118:21
34 17:10 82:3
34.7 17:11
354 85:16
36.11 17:16
37 17:7, 13
39 110:19

< 4 >

4,073,000 17:20
4,174,000 17:3
4.1 110:10
4:30 130:4
4:31 130:11
40 110:15
406,000 17:9
41.2 91:18
430,000 17:8
44.94 17:17
464 17:12
47th 126:17
4th 119:4

< 5 >

5 8:2
5,181,000 17:2
50 53:24
50,000 23:4
54 127:21, 24
 128:3
55-plus 41:21

56 91:18
56.2 91:15
5A 8:3
 < 6 >
6 4:2, 3, 4 126:16
6.7 108:16
61 127:23 128:3,
 4, 7
640-hour 99:3
656,000 109:13
6-foot 88:21

< 7 >

7 4:6 43:20
7.7 108:15 109:3
71 4:21
76 85:16
79 4:22
7th 102:6

< 8 >

8,000 60:18
8.5 118:9
80 4:24
81 4:25
82 5:1
835 116:11
882,000 17:5

< 9 >

9.1 118:6
90 26:3
918,000 109:16
919,000 109:16
92 89:3
92014 1:8
97 5:3
98 5:4
9th 131:14

< A >

ability 19:8 33:7
 111:18 131:11
able 28:11 50:22
 56:8 68:16, 17
 92:5, 10 97:17
 106:4 111:19
 114:19 116:16
 120:20
abreast 124:13
absence 6:19
ABSENT 2:11
absolutely 25:4
 69:23
abutments 87:16
Academy 72:7, 10
accent 41:13
accept 69:20
acceptance 128:1

access 36:11 86:7
 87:23 90:20
accessible 101:9
 125:23
accommodate
 86:4 94:18 97:1
account 111:9
accrued 98:24
accumulation
 26:12
accurate 107:15
achievement
 113:16
achieving 113:22
acquired 37:8
acquisition 90:6
 92:8
acronyms 25:2
 117:11
action 7:19 21:6,
 8 25:12, 17, 18
 31:19 45:16 68:6
active 124:11
actively 22:25
Activities 4:19
 31:20 33:23 34:9
 71:4 91:22, 24
 127:4 128:24
activity 14:4 20:6
 72:3
actual 95:15
 107:23 108:3, 11,
 15
actuals 109:12, 15
acute 121:21
Ad 5:13 50:9, 22
 122:25 123:4, 8,
 20, 25 127:16
add 30:21 66:5
 70:3, 10 83:11
 119:23
added 87:7
addended 93:10
addendum 89:14
 93:5 127:16
adding 92:3
addition 91:17
additional 18:19
 54:10 103:22
address 44:20
 60:12
adjacent 90:18
adjourned 130:2,
 9, 11
Adjournment
 5:20, 22
adjustment
 109:24 110:1
Administration
 116:22

Administrative 2:15 14:13 admiration 113:3 admire 113:22 admission 106:2 110:23 adopted 84:11 advance 112:2 advertise 92:13 advertising 45:2, 3 118:16 advice 54:9 58:22 affiliated 70:22 affiliation 70:13 affinity 35:20 Affordable 5:13 122:25 123:4, 8, 11, 25 124:6, 21 125:4, 12 aficionados 39:9 afternoon 6:4 7:7 14:15 82:6 96:16 102:24 117:14 128:14 age 58:18 agencies 89:20 agency 89:18 92:9 124:22 agenda 7:13, 19 8:6, 13 20:3 60:16 79:3 98:15 100:1 117:1 agents 68:23 ages 41:19 ago 58:5 96:9 106:14 127:1 agree 49:9 55:7 59:7, 11 67:14 agreement 20:25 46:10 89:24 AGRICULTURAL 1:5 ahead 12:2 33:12 51:2, 18 52:5 75:6 82:9 107:24 108:16 109:14 126:9 air 39:5 alarmingly 126:11 albeit 99:9 albums 52:8 Alejandra 83:13 92:2 align 60:23 88:17 alignment 84:19, 21, 22 85:1 88:3 125:21 alignments 84:18, 25 85:3, 4 aligns 84:22	alleviate 85:20 124:23 Alliance 116:9 124:12 alliteration 76:10 allocate 110:6 allotment 127:23 allow 88:4, 12 92:13 allowed 70:4 allows 58:13 allude 126:21 alluded 100:19 alteration 89:24 alternative 18:16, 21 84:20 altogether 50:5 amazing 120:22 amended 89:15 92:3 amending 90:1 amendments 20:20 amount 19:13 22:8, 11, 15 23:4 89:7 96:19 analysis 19:2 85:3 and/or 15:15 23:1 111:21 Angeles 73:17 131:3 animation 91:4 Anita 126:16 announce 56:7 114:3, 4 announcement 14:6 announcements 13:1 32:13, 15 78:17 announcing 53:14 annual 72:10 79:11 99:5 110:6, 21 answer 42:25 46:13 58:8 119:18 answers 61:11 anticipate 22:21 anticipated 22:12 91:21, 23 109:23 anticipating 22:1 anticipation 32:3 35:19 123:19 anybody 55:4 65:11 124:13 anymore 12:24 Anyway 50:1 76:24 A-plus 101:16 apologies 74:9	apparent 126:22 appeal 32:7 36:1 appears 79:3 126:21 Apples 62:9 applicability 27:8 apply 27:2 appraisals 90:15 appraised 90:14 appreciate 10:9, 11 30:5 33:1 34:23 45:5 47:17 48:23 49:19 51:24 56:23 58:15 60:20 74:25 121:1, 3 apprehensions 70:12 approach 46:19 123:19 appropriate 7:14 10:4 29:17 31:2 77:23 approval 81:24 approvals 7:3 approve 25:12 29:15 80:15 approved 79:14, 15 85:5, 10 89:10 93:6 approximately 34:10 91:18 92:3 area 34:4, 12 47:15 65:16 84:15 86:4 87:15, 24 90:16 93:16 94:18, 24 97:5 98:24, 25 areas 86:7 90:10 127:20 Army 89:21 arrange 68:5 arrangements 14:10 art 39:17 40:10 116:7, 10, 14, 17 article 44:3, 15, 16 52:12 102:7, 9, 13 120:2 artists 35:8 55:17 artwork 36:19 39:2 43:17 45:10 ascertain 11:14 aside 55:7 110:8 asked 9:9 10:10 32:5 42:2 asking 7:22 9:13 aspect 55:1 56:18 120:21 aspects 101:18	aspirational 61:9 Assembly 12:21 assert 26:18 assessment 14:17, 22 18:17 19:22 asset 27:6 113:5 assistance 102:4 Assistant 2:17 51:3 57:8, 16, 19 assisting 111:20 associate 47:9 48:11 associated 60:2 63:20 67:8 92:2 121:20, 22 ASSOCIATION 1:5 79:10 129:20 assume 20:9 46:4 assuming 66:1 108:6 attempting 10:2 attend 58:19 79:9 93:9 ATTENDANCE 2:1 66:23 103:4, 7, 11, 14 104:21 107:13, 16, 18, 19, 20, 21 108:1 114:15 117:23 118:13, 23 119:7 121:9 attendee 108:9, 19, 20 110:18 attendees 109:8 attending 14:9 16:11, 14 attention 104:23 Attorney 2:16 29:9, 14 51:3 57:8, 16, 19 attractive 71:20 audience 35:24 40:14 61:11 audiences 35:25 38:2 41:22 audio 35:4, 10, 21 36:5, 20 37:1, 3, 6 39:2, 3 99:8 August 17:2 91:24 121:10 Authority 14:18 20:15 21:7 29:11, 16 30:20, 24 121:15 authorization 92:10 Average 108:9, 19, 21 110:18, 24 117:21 118:6, 11 awaiting 81:23	award 10:3 13:2, 24 24:19 25:8, 9, 11 28:12 72:10 awarded 25:12 26:14 awardee 27:18, 22 awarding 25:19 27:18 Award-winning 72:7 aware 12:22 55:3 72:6, 15 79:13 awareness 35:4, 18 36:7, 15 49:8 66:10 awesome 53:18 83:1 Aye 10:17, 19, 21, 23, 25 11:2, 4 31:5, 7, 9, 11, 13, 15, 17 80:22, 24 81:1, 3, 5, 7, 9 < B > back 11:18 12:6, 11 14:7, 11 20:20 40:4 43:20, 23 47:1 48:15, 17 50:4 51:2, 7, 8 56:11, 12 57:5 60:21 61:19 65:11 67:5 69:5, 22 73:16 77:22 84:24 89:12 92:3 94:7 100:20 101:23 102:8 106:3 107:5 108:18 109:24 110:5 112:11 122:17, 20, 21 123:14, 20 124:3 129:24 background 11:10 84:16 bad 76:22 126:20 baggage 65:13 76:21 Bagley-Keene 57:10 balance 52:11 65:1 98:22 bananas 62:10 band 39:16 65:19, 21 68:23 bands 65:4, 16 bang 50:2 Bar 34:5 43:6 52:21 Barkett 2:7 6:15, 16 10:22, 23 21:16, 18 22:10,
---	---	---	---	---

20, 24 23:3, 7, 21
24:1, 5 31:10, 11
46:25 47:2 59:2,
4 74:6, 9 78:1
80:18, 19 81:2, 3
120:13, 16 121:2
barrier 87:11
barriers 91:2
bars 18:5, 7
108:25
based 10:1 18:14
26:14 29:16 37:9
39:15 43:10
58:21 72:20
90:15 107:18
128:18
basic 38:4 39:1, 6
42:6
basically 21:22
27:13 43:8, 15
74:20 118:18
basis 110:6, 18, 21
111:24 119:16
125:1
Bay 90:22
Beach 64:23, 24
bed 113:9
began 37:5, 8
44:15
beginning 35:16
behalf 14:18
believe 20:18
21:7 23:15 24:20
36:9 37:25 62:1
95:19 101:4
121:12
Belly 2:24, 25 3:1
31:23 32:12, 20
36:15 51:12
52:17, 21 53:2, 23
67:23, 25 68:14
73:8 77:11
benefit 87:8
109:17 110:21
benefits 119:16
benign 79:3
Berkovitz 3:1
32:22
best 12:14 14:25
16:25 55:11 72:7
107:16 110:6
131:11
best-case 94:17
better 36:16 49:2
55:16 58:4, 11
59:16 69:24
71:21 77:22 78:4
86:7 107:22
125:2
betting 19:9, 11
33:25 60:11 66:8,

11, 14, 21 70:14,
23
beverage 99:17
108:11 109:1
117:23 118:20
beyond 13:15
22:2
bicyclists 86:9
88:12
bid 27:1, 4, 10
28:1
bidder 26:9, 19
big 40:24 41:4
68:8 101:3
103:17 105:12
112:6
bigger 14:5 91:10
bike 83:24 84:10
86:2, 25 87:4, 10
88:3, 20 94:22
bills 18:15
biological 89:8
90:1
bit 26:10 37:7
39:11 40:22
41:16 42:18 55:6
65:25 84:16
91:13 93:17
102:19 106:25
108:2 113:21
biz 40:24
black 38:25 45:6
black-and-white
38:3
blaming 126:19
block 94:2
Blue 64:15, 17
90:16 126:23
blueprint 46:21
Blues 64:15
blues-kind 64:12
blue-something
64:8
BOARD 1:4 4:1
7:1 8:21 11:11,
18, 24 12:12
13:10 20:7 21:6,
10 25:11, 12
28:11, 15, 17 29:7,
12, 13, 17 30:1
32:2 42:7 45:17
46:23 50:5, 11, 20
51:8 56:7 57:5, 6,
13, 21, 24, 25
58:24 62:12
71:14 77:1, 16
79:14 80:10
89:23 98:19
99:23 117:17
118:1, 17 119:21
121:9, 19 123:7,

21, 24 124:19
126:13 131:5
boards 45:7
60:15
Board's 29:15
bodies 12:9
body 39:21 48:11
55:1
boiling 54:13
bold 41:11
boldness 39:16
borrow 102:25
bottom 14:23
BOULEVARD 1:7
bounce 54:16
boundaries 129:1
bounded 83:18
boxes 86:25
Brad 82:16
Bradley 3:4
brakes 49:22
brand 48:4, 5
73:25 129:2, 6
Break 37:22
38:19, 20 40:22,
23, 24, 25 41:1, 4,
12 42:14, 22 43:7
47:12 48:9, 11, 12,
15, 19 49:19, 20,
23, 24 58:17, 21
59:6, 9, 13, 15, 20
60:8 71:19 73:2,
5, 8, 12 74:2, 14,
17, 21, 23 75:3, 11,
13, 14 76:17 78:5
123:5 129:13, 17
breakdown 42:13,
18 49:21
breakdowns
129:14
breakthrough 77:3
Breeze 63:24
bridge 83:5, 21,
23, 24 84:2, 5, 6, 7,
9 85:13, 15, 16
86:12, 13 87:3, 9,
12, 14, 15, 19, 20,
25 88:5 90:7, 19,
20, 21, 22, 25
91:18, 19 92:12,
15 95:1, 4, 7, 9, 10,
18
brilliant 77:3
bring 43:12 49:9
51:8 82:7 95:13
101:13, 18 119:14
bringing 31:25
123:20
broad 35:25
43:10

broader 9:21
66:11 70:21
brought 47:17
66:10, 16 71:1
brutal 72:8, 11
Bryant 2:22
32:19 43:17
budget 107:9
budget 17:3, 5, 7,
9, 13 79:13 81:23
106:14, 21, 22
107:13, 14, 24
108:3, 7, 15
109:13, 16, 20, 21,
24 110:10 114:20
budgeted 106:12
budgeting 107:11
budgets 104:2
build 35:17, 20
46:21 82:2 125:4
128:7
building 33:22
34:1, 16 46:22
66:18 67:21, 22
91:17 116:22
124:21
built 36:13
126:18
bunch 94:1
Bureau 103:25
Business 4:15
9:11 10:5 20:2
30:10 52:17 53:2
68:23 79:7
buy 111:10
buzz 113:1

< C >
Cal 16:9
calculated 109:7
Calendar 4:4
6:25 7:11, 18, 22
8:15, 23 9:9
20:13 21:8 29:10
30:9
caliber 61:5
CALIFORNIA
1:8 6:1 14:17
18:15 19:19
70:20 89:24, 25
103:19, 20, 23, 24
118:8, 13 119:15
121:19 126:11, 12,
17 131:1
Call 4:2, 3 6:5, 7
38:4 53:6 56:8
62:1 80:20
called 52:17 53:2
71:7 72:7 116:8
127:9

calling 33:16 71:3
calls 84:11
CalTrans 92:5, 11
camera 82:15
Camino 5:1
81:22 83:4, 16, 21
84:5, 22 85:17
86:16, 20 87:2, 21
88:16 93:12
95:12, 21 96:20
97:1, 16
campaign 35:4
40:18 49:8 60:7
72:11
camping 116:15
canceling 20:21
cap 107:25 108:1
110:22
capacities 15:20
capacity 34:10
35:6 85:3
Capital 82:13
Caplan 2:16
29:14 51:3 57:8,
16, 19
care 42:5
careful 65:25
Carlene 2:14
16:22 21:18
28:20, 25 29:16
32:25 34:25
38:10 43:23
51:21 55:14 64:5
68:16 69:13
76:15 98:14
104:18 107:7
Carlene's 29:10
Carmichael 2:15
14:13, 15 15:7, 9,
14, 25 16:4
carnival 128:21
carried 42:12
carry 99:4
cars 94:21 108:1
Cartmill 4:14
5:16, 19 19:1, 2
122:13 124:2, 8
125:8, 9 126:7, 10
129:11, 12
case 23:19 32:17
39:4 40:1 57:19
72:2 119:8
cash 99:12
cashless 111:25
114:23
cast-in-place 85:15
catastrophic
121:20, 21
catch 59:25
categorical 85:9

<p>categories 54:1 category 42:2 cause 126:22 caution 53:10 58:2 caveat 110:3 CCA 14:18 CDFA 16:12, 15 CDLR 1:23 CDLR-110 131:18 celebrate 113:8 Center 4:16, 19 7:13 10:3 14:2 18:8 20:3, 9 21:5 23:2 29:22 31:20, 24 32:1, 4 33:18, 19, 21 34:16 38:11, 12 63:21 66:19 67:7, 10 68:13 71:3, 6 72:3 103:1 109:25 central 41:24 43:8 CEO 20:4 certain 54:1, 17 61:2 64:12 65:3, 6 certainly 19:21 33:2 36:11 62:11 94:25 certification 89:22 CERTIFIED 1:1 131:18 certify 131:5, 10 cetera 120:24 chair 121:13 challenge 48:6 57:9 113:19 challenges 15:15 111:16, 17 challenging 113:17 chance 51:25 83:10 change 106:13 127:17 changed 107:11 changes 12:22 105:17 112:9 channel 125:11 channels 36:23 character 87:14 characteristics 40:5 charcuterie 18:5 charge 70:6 charging 14:21 charts 42:15 cherish 101:7 Chief 2:14, 15 14:12</p>	<p>choice 58:21 73:1 74:10 76:11 77:19 129:13, 16, 18 choices 42:21 56:25 57:1 74:2 choose 48:18 68:20 129:19 Chris 2:24 12:21 32:20 51:11, 18, 19, 24 52:19, 23 53:1 55:21 56:5 61:21 62:2 64:21 67:23 68:17 70:25 74:12 Chris's 67:4 chronic 121:22 churches 94:6 CIP 89:5 circle 40:2, 11 circuit 119:16 122:4 circular 40:3 circumstances 113:17 cities 125:13 City 3:2, 3, 4, 5 82:3, 5, 13 83:18 85:6 90:8, 11, 12 93:16 116:20 123:10, 13 124:21 claim 70:20 claiming 66:7 claims 26:8 27:17 clarification 27:21 28:3 108:24 128:9 clarifies 75:12 clarify 24:14 classical 68:15 classified 84:10 CLAUDINE 1:23 131:17 cleanup 111:24 clearer 33:19 69:16, 23 clearly 44:14 72:25 101:7 cleaver 48:13 clinics 21:3 23:1, 13 Closed 5:20, 21 129:23 130:2, 4, 8 closely 60:23 72:10 Club 3:7 5:10 18:19 39:8 83:19 117:11 120:20 Coachella 49:14, 15</p>	<p>coast 43:7 86:11 88:4 96:6, 8 coastal 35:11 58:18 89:25 90:1 93:3, 7 coastline 41:24 code 26:25 27:2, 8 coin 61:1 collaborative 16:15 colleague 71:10 collect 23:25 collectively 37:24 collector 84:11 College 119:6 color 38:5, 6 39:15 41:7, 9 55:15, 18 Colorado 44:7 colorful 40:5 coloring 47:13 colors 45:7 color-wise 64:8 combined 115:18 come 12:18 14:11 16:19 34:14 40:25 41:14 44:16 50:5, 12 51:2 54:11 56:6 57:5 58:7 66:15 68:1 76:1, 3 77:21 83:6 104:7, 11 105:21 106:5 113:6 114:16 126:23 128:14 129:24 comes 21:5 100:23 104:24, 25 107:25 108:22 122:17, 21 comfortable 46:22 coming 11:18 12:6, 11, 18, 19 14:6 20:20 37:9 52:6 53:11, 12 54:5 60:21 68:3 78:17 107:14 109:23, 25 114:15 115:8 Comment 4:5, 12, 17, 20, 23 5:2, 5, 8, 11, 14, 17 28:20 29:2 45:4 100:7, 9 117:10 126:5, 6 128:10, 11 comments 47:4, 17, 18, 25 48:2 60:13 70:11 77:5, 7 80:9 93:8 101:23 105:4, 6</p>	<p>111:5 113:12 122:11 124:11 Commercial 109:15, 21 Commission 18:16 90:1 93:3, 7 commitment 113:3, 20 Committee 5:4, 13 50:9, 23 51:4, 6 57:4, 7, 9, 10, 20 58:23 69:12 81:12 98:3, 8, 9, 19, 21 99:1 100:9, 14 115:23 119:25 121:14 123:1, 4, 9, 16, 20, 25 124:10 127:16 common 34:5 communities 83:19 Community 4:25 36:8 37:14 62:23 66:11 70:24 81:11 84:11 101:2, 6, 12, 22, 25 102:10 105:12, 15, 20 112:5, 12, 18, 20 113:6 127:19, 22 128:2 company 52:10, 17 compare 107:9 compared 17:2, 5, 7, 8, 11, 12, 14, 16, 18, 21 106:12 107:1 109:1 comparison 108:17 competing 104:8 competitive 104:11 complete 91:25 92:7 completely 46:22 60:13 62:12 84:1 complex 125:17 complimentary 101:11 compliments 111:5 112:24 comply 57:10 component 34:11 114:24 components 23:11 26:13 34:3 105:2, 19 concept 38:12, 24 41:3 47:13 69:14 concepts 37:8 41:14 50:6 concerned 21:20</p>	<p>53:16 concerns 120:7 concert 44:4, 22 49:13, 25 128:21 concerts 37:25 68:4 78:21 concession 108:12, 13 concessionaire 108:21 Concessionaires 79:10 108:14, 18 concessions 108:17 109:1 concise 54:8 concluded 117:16 130:8 concludes 18:1 92:17 conclusion 50:18 concrete 50:19 87:5, 11 88:20 condition 35:23 85:21 conditional 11:15 conditions 85:21 86:19 Conference 60:17 configuration 86:22 88:1, 14 configurations 121:24 conformist 39:11 confused 26:16 47:20 confusing 43:1 55:4 129:17 confusion 27:7 55:9 congratulate 116:2 congratulations 17:23 114:14 115:1 116:5 connect 66:11 86:10 112:25 113:7 connected 56:22 77:13 connection 40:14 64:12 66:8 95:9, 17, 20 connections 95:10, 21 connectivity 88:5 connotation 66:16 67:15 73:23 connotations 49:21 73:8, 9 connotes 60:9 consensus 71:17, 21</p>
--	---	--	--	---

<p>Consent 4:4 6:25 7:11, 18, 22 8:6, 7, 12, 15, 22 9:9, 15, 25 10:4 20:13 21:8 29:10 30:9 consider 7:23 42:20 51:8 72:2 78:11 102:21 116:13 consideration 31:25 37:21 60:22 61:7 62:13 116:18 considerations 125:18 considered 60:7 61:8 64:9 84:18, 25 94:10 128:17 129:1 considering 46:11 constitutionally 19:5 constructed 86:13 87:20 Construction 4:9 14:14, 17 15:4 71:2 83:9 90:10, 19, 22, 23 91:5, 15, 16, 22, 23 92:10, 14 96:10, 19 consult 57:21 consultant 11:13, 14 consultants 123:14 consumer 110:24 Contact 105:5 contacts 36:9 contained 102:12 context 30:4 32:7 45:2 61:18, 24 62:4 68:20 contingency 91:16 continue 10:2 11:16 19:23 26:4 28:24 87:6, 9, 25 88:13 92:8 99:11 105:9 118:4 120:5 123:21 continued 88:18 continues 18:21 19:7 127:7 continuing 11:21 24:13 28:5 105:20 continuously 94:8 contract 7:3, 24 9:12 18:18 20:16 22:1, 18 23:11 25:12 26:7, 9 27:2, 8, 18 28:12</p>	<p>30:25 46:10, 24 111:20 contracting 26:25 contractor 24:4 27:22 contractors 21:2, 22 contracts 7:11, 17 8:1 9:14, 25 20:14, 17, 21 22:19 29:9, 15, 18 30:2, 8 contribute 104:13 contribution 106:7 contributions 104:14 Control 89:23 controlled 106:20 convene 59:17 conversation 29:13 64:25 66:15 71:6 conversations 13:21 57:11 convinced 76:19 cool 53:6, 17, 18 54:10 65:12 67:22 68:2, 12 coolest 53:20 COPY 1:1 core 41:20 corny 73:21 Corps 89:21 111:21 correct 9:17, 18 21:1, 23 25:21 27:14 93:1 95:5 109:6 131:10 cost 14:21 17:4, 14 79:21, 23 80:2 91:14, 17 103:15, 22 104:10 110:3, 20 124:18 Costco 13:2, 4, 12 costs 104:2 110:3, 6, 8 Council 83:16 85:6 counsel 31:2 counter 108:20 country 65:8 83:19 118:3 County 16:13 35:11 40:17 41:17, 23 53:20 54:3 59:25 61:9 65:3 99:22 101:5, 21 104:9 113:5 116:11, 12, 20, 21 124:15 125:12 128:25 131:3</p>	<p>couple 11:22 12:20 16:23 19:5 39:12 41:10, 11 44:1 64:21 78:21 113:11 120:11 129:24 course 35:18 48:2 70:15 90:13 102:4 104:16, 21 105:5 courteous 101:24 Cove 37:21 38:18, 20 39:20, 21, 24 40:4, 10, 12, 20 42:14, 23 43:7 47:5, 7, 8, 15, 25 49:1 55:8 56:14, 16 59:6, 10 67:15 72:8, 9, 11, 12, 23 73:6 74:2, 10, 18, 21 77:20 129:16 coverage 116:22 covering 7:15 Covid 107:14 120:7 Cream 126:13, 16 create 35:17, 23 36:7, 17 51:4 57:20 67:17 125:24 created 97:1 112:7 creates 37:2 94:1 creating 111:9 credit 118:9 Crest 63:25 86:11 88:5 96:7, 8 critical 46:20 Critics 126:25 cross 95:24 crosses 95:23 crowded 114:17 crunch 69:18 114:25 cumulative 122:2 Cup 86:6 88:10 90:12, 17 96:7 curb 83:25 86:23, 24 87:6 88:21, 22 curiosity 22:22 curious 50:3 62:19 64:7 current 15:18 85:2, 23 127:23 currently 14:19 34:13 35:2 83:21 84:10 87:13 93:18 99:2, 6 customer 103:5</p>	<p>customers 68:25 103:7 cut 70:4, 6 < D > DAA 2:14, 15, 17 3:6 6:5 46:9 60:2 130:7, 10 daily 106:5 117:21 125:1 data 71:18, 19 date 17:12, 20 93:7 dates 89:17 David 118:10 119:13 Davis 121:15 day 19:9, 15 26:1 94:4 107:2 116:21 118:12 119:6 126:15 131:14 days 26:1, 3 28:13 78:17 115:5 119:4 de 83:17 84:22, 23 85:18 86:5 88:16, 23, 24 89:2, 3 deadline 92:5 deadlock 53:11 deal 56:9 dearth 125:12 death 126:12, 17, 21, 22 127:8 deaths 121:10, 11 122:1, 5 126:10, 23 127:1, 2 Debello 2:20 32:16, 25 33:11, 15 34:23 46:13, 18 60:12 63:9, 11, 19 64:1, 14, 17 78:9, 24 debris 91:1 debut 35:5 36:21 decade 81:24 December 119:4 decide 51:5 57:22 decided 103:4 decides 59:21 decision 25:24 50:13 53:22 56:25 58:8 decisions 58:3 deck 33:4 decline 19:7 declined 19:18 decrease 105:9 deep 124:14, 23</p>	<p>deferring 69:25 deficit 124:14, 23 definitely 74:21 definitively 72:13 DEL 1:6, 8 3:7 5:10 6:1 12:5, 10 18:19 19:14 49:12, 17, 18 56:17 60:1, 6, 8 61:7, 8, 9, 15, 16 62:3, 4 63:21 64:23, 24 82:2 102:6, 9 117:10, 22 118:2, 12 121:10 122:3 123:10, 13 124:21 125:13 126:14 127:1, 2, 18, 20 delays 21:14 22:3 92:2, 6 delegate 57:9 delegated 29:16 57:7 delegating 77:17 delegation 20:14, 16 21:7 30:24 78:11 deliver 36:17 101:20 deliverables 36:19 Della 88:17 demand 94:15, 16 demo 36:1 41:20 43:11 demographic 58:16, 18 60:3 demolishing 84:5 demolition 90:25 denominator 103:14 Department 25:1, 7, 14, 24 28:4, 7 82:13 89:13, 24 105:3 118:10 127:19 depending 33:25 34:13 76:7 depends 23:8 Deputy 2:16 29:9, 14 82:14 derive 99:18 describe 34:1 deserves 50:2 design 89:11 91:25 92:7 125:17 designed 39:2 desire 54:5 56:23 desperately 93:23 125:20</p>
---	---	--	--	---

<p>despite 76:17 111:16</p> <p>details 86:15</p> <p>determine 90:14</p> <p>devastating 125:1</p> <p>develop 37:8</p> <p>developed 37:14 118:25</p> <p>developing 15:1</p> <p>development 37:1 89:11, 12, 15, 25 127:19, 22 128:2</p> <p>developments 20:4</p> <p>DGS 24:12, 21, 24 25:15</p> <p>dial 122:19</p> <p>died 116:11 121:10 126:15 127:3</p> <p>Diego 3:2, 3, 4, 5 41:17, 24 42:22 43:4, 8 53:20 81:19 82:5, 14 93:16 99:22 101:21 103:22 111:22 116:8, 11 124:11</p> <p>Dieguito 83:16 84:24 85:13, 18 86:17, 21 93:13, 24 94:5, 9 96:20</p> <p>difference 74:1 108:4</p> <p>different 16:11 34:3 40:22 41:2, 4, 11, 18 45:22 52:11 54:4 61:14 66:5 71:5 75:14 87:12 92:1 105:18, 19 112:10</p> <p>differently 59:10</p> <p>difficult 120:6 124:17</p> <p>difficulties 114:20</p> <p>difficulty 124:18</p> <p>digital 118:18</p> <p>dilemma 102:25</p> <p>Direct 47:21</p> <p>direction 39:25 64:13 71:22 87:3, 10 88:2, 14, 19 94:15</p> <p>directly 21:2 23:25 54:24 70:22</p> <p>Director 2:7, 8, 9, 10, 12 3:6 6:15, 17, 19, 20, 22 9:1, 5 10:22, 24 11:1, 3 20:24 21:16 28:18 29:6 30:12,</p>	<p>16 31:10, 12, 14, 16 46:25 47:22, 25 48:22 51:10 58:14 59:2, 23 62:17 69:7 71:9 72:22 73:4, 14 74:6, 16, 19 75:5 78:1 80:14, 19 81:2, 4, 6, 8, 12 82:14 92:19 96:12 98:10 99:21 114:12 117:2 120:10, 13, 17 121:2 123:3 127:14</p> <p>DIRECTORS 1:4 2:6, 11 4:1 14:8 58:25 77:24 117:14</p> <p>disabled 124:24</p> <p>disassociate 71:4</p> <p>disclose 13:11</p> <p>disconnected 126:8</p> <p>discounted 54:1</p> <p>discuss 7:2 16:16</p> <p>discussed 99:1 119:25</p> <p>discussion 8:2 9:21, 22 10:1 30:1 58:5 70:16 83:10 128:16, 18</p> <p>discussions 26:24 92:4</p> <p>disintegrated 88:7</p> <p>display 61:18</p> <p>disputing 120:19</p> <p>disqualified 54:9</p> <p>distinct 128:15</p> <p>DISTRICT 1:5 12:24 18:18 20:8 21:3 24:12 27:4 36:8, 13 83:16 104:14 108:8, 14 110:5, 16, 21 117:14 125:15 126:1</p> <p>District's 109:17</p> <p>diversity 68:13 112:22</p> <p>divide 103:12</p> <p>DMTC 18:21 117:1 120:24 126:4</p> <p>document 85:7, 8, 9 89:13, 14</p> <p>documentary 72:7, 9</p> <p>dogs 61:4 128:20</p> <p>doing 18:6 30:5 39:24 42:8 44:24</p>	<p>78:12 86:16 109:20</p> <p>dollar 107:17 110:15</p> <p>dollars 80:3 108:16</p> <p>dolphin 72:8, 11</p> <p>domain 37:9</p> <p>Don 2:9 71:19</p> <p>Donna 2:17 6:8</p> <p>dormant 68:7</p> <p>double 63:6</p> <p>Doug 73:19</p> <p>Dr 121:15</p> <p>drain 86:4</p> <p>drainage 90:10</p> <p>dramatically 94:9</p> <p>drawing 50:5</p> <p>draws 128:24, 25</p> <p>Drive 90:22 93:24 99:14 113:19 119:7</p> <p>driven 102:23</p> <p>drives 104:21</p> <p>driveway 86:6 87:21, 22 90:17</p> <p>driveways 88:11</p> <p>driving 65:17 103:8 124:16</p> <p>drought 19:19</p> <p>dual 40:23</p> <p>due 12:6 21:13 71:10 89:6, 7, 18 92:2, 6 108:5 118:23 119:12</p> <p>DURANTE 1:7</p> <p>duty 124:22</p> <p>dwindled 66:23</p> <p>< E ></p> <p>earlier 69:10 102:5 117:10</p> <p>early 37:11 106:24 111:7</p> <p>earned 36:9</p> <p>earnings 23:20</p> <p>easements 90:9, 10</p> <p>east 85:1 86:11 87:16, 18 88:5, 17 104:9</p> <p>eastern 84:18, 21, 22</p> <p>easy 72:23</p> <p>echelon 65:7</p> <p>echo 64:21 114:13 119:24 120:17</p> <p>ecologically 84:19</p> <p>economical 118:19</p> <p>economics 125:17</p>	<p>edge 39:11 53:14 76:20 89:1, 2</p> <p>effect 40:13</p> <p>effective 39:18 65:14</p> <p>efficiencies 36:17</p> <p>effort 43:18</p> <p>efforts 29:1 35:21 36:15 84:17 90:3 93:4 120:5</p> <p>eight 63:12 103:21</p> <p>eight-foot 87:5</p> <p>eight-week 117:16 118:22</p> <p>EIR 89:10, 14 93:6, 10</p> <p>either 25:13 28:8 56:18 61:3 62:3 66:22 73:12 74:14 76:16 85:1 89:9 91:2</p> <p>EI 5:1 81:22 83:4, 16, 21 84:5, 22 85:17 86:16, 20 87:2, 21 88:16 93:12 95:12, 21 96:20 97:1, 16</p> <p>electrical 15:18</p> <p>electronic 36:19 131:7, 11</p> <p>element 103:13, 16</p> <p>elements 37:15, 17 41:3 58:2 63:16 103:12, 15 107:8 129:17</p> <p>elevate 84:7</p> <p>elevation 85:23 96:24</p> <p>eligible 27:20 91:19 92:11</p> <p>eliminate 19:10</p> <p>elimination 48:15</p> <p>email 14:10 105:5 116:6</p> <p>embarking 123:17</p> <p>Emergency 116:8 124:12</p> <p>emphasize 35:12 113:12 129:3</p> <p>employee 98:24 112:22</p> <p>employees 20:10 99:2, 4, 6 110:4, 9</p> <p>employers 124:17</p> <p>enamored 65:4</p> <p>enclosed 98:19</p> <p>encourage 68:19 72:12</p>	<p>ends 85:20</p> <p>energy 115:7</p> <p>enforcement 105:9</p> <p>engage 11:15</p> <p>engaged 23:1 42:21</p> <p>engagements 105:9</p> <p>engaging 11:12 67:2</p> <p>engineer 82:12</p> <p>Engineering 82:13</p> <p>enhancement 93:21</p> <p>enjoy 40:25</p> <p>enjoyed 117:22</p> <p>enjoying 39:23 112:19</p> <p>enjoyment 105:11</p> <p>entendre 49:20 63:6</p> <p>entered 21:10</p> <p>enterprise 127:7</p> <p>enters 29:16 34:6</p> <p>entertainment 34:6, 7, 18 35:5, 17 36:2 47:7 61:5 106:21, 24 107:2 128:16, 22 129:6</p> <p>entire 8:12 13:4 14:22 30:4 34:1 106:8 118:6 119:13 120:4, 8</p> <p>entirely 56:23</p> <p>entity 18:18 27:19 67:20</p> <p>entry 64:8</p> <p>entryway 34:5</p> <p>environment 41:9</p> <p>environmental 19:3 85:5, 7 89:6 96:21</p> <p>environmentally 125:24</p> <p>envisioned 35:7</p> <p>equestrian 95:8</p> <p>equipment 20:11</p> <p>Erin 2:21 32:18 33:8, 14 43:20 63:2, 23 64:16</p> <p>erosion 87:16</p> <p>especially 12:15 16:24 23:12 36:2 47:7 68:13, 18, 24 74:11 103:19 104:6 115:8</p> <p>essence 20:18 23:13 27:18, 23 28:11 62:22</p>
---	---	---	--	---

79:10 109:22 110:24 establish 48:4 50:24 111:18 estimate 25:23 estimated 91:15 et 120:24 evaluate 48:20 evaluated 85:4 evening 14:3 59:18 evenings 14:3 event 14:1 18:8 29:3 45:9 49:15, 22 61:3 84:1 119:7 events 34:8 35:8 36:13 84:2, 3, 15 86:5 113:4 128:23 everybody 12:21 32:21 49:12 55:8 60:25 66:1 70:16 121:9 everybody's 103:18 everyone's 33:20 50:16 evoke 43:4 evokes 45:8 evolved 105:19 exact 127:5 Exactly 8:4 15:14 86:15 96:1 Examiner 116:12 example 39:15, 16 40:20 61:20 exceed 22:8, 15 Excellent 34:22 exception 127:3 exceptional 111:6 112:3 exchange 16:16 excited 18:7 53:21 78:16 114:3 excitement 35:19 exciting 31:21 33:1 36:2 52:3 68:17 exclusion 85:10 exclusive 128:17 excuse 19:8 118:3 excused 6:19 executing 35:3 execution 36:18 50:16 Executive 2:14, 17 98:23 exhibit 105:18	112:24 exhibited 101:15 exhibits 105:13 112:23 existing 83:21, 24 84:4, 5 85:13, 20, 21, 23 86:13, 19, 20 87:14, 15, 19, 20 90:25 95:18 expectations 104:3 expected 91:19 expense 23:23 expenses 17:8, 18 27:1 99:15 103:12 106:20, 22 110:14, 16 111:14 experience 18:15 39:6, 23 61:5 102:2 104:22 111:7 113:21 expire 20:18 explanation 21:19 explored 125:14 exploring 111:11 Expo 16:9 extend 120:23 extending 36:18 87:21 89:3 extension 40:8 92:5 96:7 extensions 41:10 extensive 12:7 76:18 extent 53:7 extremely 63:15 114:17 117:18, 19 118:25 127:9 eye 105:23 < F > F&B 118:21 fabulous 92:22 115:1 Facebook 41:25 faces 112:9 Facilities 4:9 14:14, 23 facility 14:17 111:23 facing 103:1 fact 18:17 38:13 50:14 54:25 67:21 104:25 factors 104:13 facts 120:19 Fair 5:7 16:9, 13 44:25 60:13 90:15 99:16, 22 100:13, 18, 19, 21, 23 101:5, 16, 18, 21 102:6, 7, 8, 10,	14, 16 104:14, 17 105:10, 14, 20, 21 106:1, 8, 17, 24 107:4, 9, 11 108:10, 19, 25 110:7, 13, 17, 19, 20, 25 111:7, 10 112:8, 11, 19 113:10 115:5, 13, 14, 19, 21, 23 116:2, 4, 7, 13, 14, 17 124:10 128:22 129:3 Fairbanks 83:19 90:12 Fairg 128:22 fairground 104:9 FAIRGROUNDS 1:6 16:17 19:4 34:15 35:6 40:16, 19 44:20, 23 46:7 49:12, 18 54:7 60:23, 25 61:1, 15, 16 62:4 63:22 67:16, 20 69:15, 22 70:20 113:4 123:12 124:22 125:5 127:21, 23 128:6, 19, 24 129:2 fairly 79:3 fairs 79:19 105:24 fair's 103:3 fall 119:2, 3, 18 falling 91:1 far 93:7 104:9 126:17 farm 18:15 fatalities 117:25 126:13 fate 126:24 favor 19:11 favorable 120:3 favorite 54:21 64:3 feasibility 12:14 123:15 feasible 84:20 February 53:15 68:10 109:23 federal 85:9 91:19 92:12 fee 23:5 Feed 87:22, 23 feedback 42:21 45:20 60:21 102:2 104:24 106:18 111:3 112:4, 16	feel 39:1, 9, 14 40:23 41:8, 11, 13 42:10, 11 53:10, 17 62:7 66:21, 24 71:14 feeling 61:9 fees 23:3, 25 feet 85:16, 22 88:7 89:3 felt 42:5, 18 63:19 fence 88:8 festival 39:15 119:7 festivals 79:20 FHWA 92:10 field 63:1 118:6, 8 fields 96:9 fight 55:12 figure 103:6 107:15 108:18 filed 24:19 fill 21:13 filling 69:1 final 85:4 91:25 128:1 finalist 37:12 finalists 37:9 finalize 93:9 finalized 90:4, 5 finally 12:25 86:12 88:15 finan 99:24 Finance 3:6 5:4 98:8, 18 99:21 100:9, 14 115:18 financial 26:14 100:13, 19, 21 financially 84:19 financials 98:20 99:13, 20, 22, 24 100:5 find 38:1 65:1 104:7 110:5 114:22 finding 124:18 findings 121:17 fine 76:16 finish 96:8 firm 46:2 First 2:4 6:25 11:8 14:1 18:8, 11 20:3 35:2 36:21 42:3, 13 46:20 49:13 58:21 61:23 71:16 73:2 74:23 76:11 78:20 80:7 92:21 98:18 102:8, 20 114:14 121:6 124:6 126:22 128:12	first-place 42:4 43:7 fiscally 125:24 Fish 89:24 90:2 five 53:5 62:20 92:14 96:9 108:4 five-year 18:19 flexibility 38:15 flood 84:1, 8 85:19 flooding 84:2, 14 85:21 86:3 flow 95:1, 15 102:3 flowing 94:17 flurry 20:6 focus 38:8 40:18 55:22 106:23 113:19 119:8 focused 32:2 35:1 36:2, 25 38:11 39:24 101:9 folks 6:4 33:17 56:25 104:7, 11 following 12:7 20:7 36:6 38:19 101:22 123:5 follow-up 45:24 food 18:2, 4 79:18 99:17 103:23 108:11, 22 109:1, 2 110:23 117:23 118:20 119:7 Foods 2:19 4:11 foot 88:21 footprint 85:11 89:8 foregoing 131:6, 10 form 29:21 69:2 77:23 formally 33:23 Forming 69:12 forth 98:14 99:8 forward 11:17 14:24 15:2 16:19 31:25 37:2, 18 38:5 45:23 52:10 53:23 54:14 56:24 78:18 92:6 103:5, 15 104:3 112:13, 25 116:23 124:20 127:25 found 7:10 42:1 54:20 foundation 37:2 founders 124:13
--	---	--	---	---

four 20:10 48:17
63:9, 12 88:1
121:9 126:14
four-day 119:5
four-lane 84:12,
13 88:25
Fourth 44:11, 12
49:16 52:13
four-way 88:18
foyer 34:4
frame 15:4
frank 126:22
Fred 96:14, 16
Frederick 2:4
free 36:9
frequent 83:23
frequently 93:25
Friday 14:3
friendly 39:25
front 69:5
frontlines 125:1
full 38:3 110:4
full-blown 116:3
fully 100:24
Fun 13:3, 8
37:20 40:9 41:11
101:16, 19 102:20
115:5
function 57:13, 17,
20
funding 92:12
funny 64:6
further 12:17
32:18 37:14 85:1
86:3 87:2 93:17
94:5 95:11, 20
126:5 128:1
future 9:14 12:23
16:18 28:15
83:18 103:19
105:24 113:1

< G >

gains 106:9
117:22 118:23
gallon 104:10
gallons 19:15
gamblers 49:5
gambling 126:18
127:7
gap 7:16 21:13
gas 104:10
gasoline 103:23
gate 37:10 53:9
56:6
gates 112:1
gauge 107:22
gelding 126:13
Gelfand 2:8 6:17,
18 8:9, 12, 18, 24
9:1 10:24, 25

15:10, 16 18:2
25:23 30:17, 19,
23 31:1, 12, 13
45:24 46:2, 4, 7, 9
47:22, 25 48:22,
23 49:11 50:10
52:25 57:24
62:17, 19, 25 63:6
64:7 69:7, 8, 12,
25 73:4, 5, 11, 15,
23 74:7 75:6, 7,
10, 17, 20 76:1
77:11, 14, 19
79:21, 23 80:5, 8,
14, 15 81:4, 5
92:19, 20, 24 93:2,
11, 15, 21 94:13,
25 95:6, 14, 22
96:2, 5 114:11, 12,
13 115:14, 17
120:14
gender 41:19
General 2:16, 19
4:15 5:17 9:10,
11 10:5 16:9, 20
20:2 25:1, 7, 14
28:4, 7 29:9, 14
30:9 51:3, 7 57:8,
16, 19 79:7 98:18
128:10
generate 35:19
60:3
generic 66:9
genre 65:6
gentleman 60:4
gentlemen 60:6
73:25
getting 12:16
13:23 14:4 35:4
37:4 52:2, 3
53:16 93:2, 8
114:20
girder 85:15
give 38:7 51:7
53:4, 5 54:22
61:14 76:19 83:2
122:16
giveaways 101:10
given 7:18 19:19
54:6 58:1 114:20
116:15 129:18
gives 38:14 119:1
glad 126:25
glances 51:15
go 7:5 14:24
15:17 27:4 28:16
29:8, 23 33:12
36:3 37:3, 22
38:16, 23 39:12,
19 40:21 41:22
43:10, 14, 20

44:12 46:22
47:11 48:14, 15,
17 50:4 51:2, 7,
18 52:17 53:15
56:11 57:23 61:4,
19 64:12 65:11
66:5, 14 67:5
72:1, 18, 19 73:12
74:4 75:6, 12
76:2, 3, 9 78:7
82:9, 23 83:6, 8
89:4, 12 92:2
93:17 94:2, 5
95:6, 10 97:21
105:4 110:5
124:5 126:9
127:25 128:6
God 56:1
goer 49:13
goes 45:19 47:14
75:2 94:7 119:3
going 10:11
12:23 13:2 14:4,
12, 21 15:3, 11
16:20 18:2 21:5
30:4 31:24 32:23
35:7, 11, 13, 17
36:7, 14 37:7, 17,
22 38:1, 2, 6, 13,
21 39:1, 6 41:21
43:25 47:20
49:21, 22 50:18
52:20 53:5, 14, 18,
19 55:15, 18 56:5,
6, 12 57:3, 10
59:13, 14, 16, 20
60:4 61:18 63:19
64:20 65:14, 17
66:25 67:19, 25
68:1, 2, 9, 10, 12,
21 69:22 73:16
74:20 75:13
78:16, 19 81:17,
21, 24 87:19
90:23 91:6 95:1,
9 96:19, 25 97:11
98:10, 13, 14
102:11, 18, 19
103:7, 9, 13, 18
104:11, 15 106:15
107:8, 22 112:13
114:4, 16 116:13
117:2, 7 119:2
120:25 126:1
gold 55:15, 16
Goldberg 2:25
32:22
Goldsmith 2:24
32:20 51:11, 19,
24 52:19, 23 53:1

55:21 56:5 64:21
Golf 90:12
Gonzalez 83:13
Good 6:4 7:7
14:11, 15, 24
17:22 24:9 46:12
52:5 57:18, 24
60:13 62:11 68:6
78:3, 9 82:6
96:16 97:25 98:5
102:24 105:1, 2,
10 113:7 117:14
goods 17:4, 14
goodwill 36:12
Gorge 44:7
gosh 63:4
gotten 93:7
Government 4:25
81:11
grades 85:20
grading 96:22, 23
Grandstand
106:21, 24 107:1
Grandstands
112:23
grant 92:13
grants 91:20
granular 103:11
graphics 36:20
gratifying 115:8
gravitate 39:9
grazing 96:23
great 17:24
33:11, 15 34:23
43:24 47:13
60:15 78:19, 20,
21 82:18 112:12
116:4
green 55:15, 16
84:21
grid 88:7
gross 108:22
109:3, 7 110:13,
14, 22 111:14
grounds 14:23
group 21:3 23:18
63:13 78:3
116:13 118:24
growing 73:16
guarantee 52:15
guess 7:10 22:20
45:4 57:12 93:12
95:3 111:6
guest 105:3
guidance 51:7
guide 38:10
gut 41:17 42:9
43:10 61:23
gutter 83:25
86:23 87:6 88:22

guys 83:15 91:6
< H >
hair 51:18
half 36:21 104:18
Hall 63:24 82:3
112:24
hand 9:4 98:13
131:13
hands 101:13
handy 63:3
happen 28:13
53:8 63:2 81:24
122:5
happening 14:5
53:6, 7
happens 8:22
15:5 25:20 58:6
129:18
happy 43:16
46:18 59:20
74:14 78:18
83:14 92:17
119:17
hard 38:18 50:15
59:3 91:17 96:24
107:14 113:19
116:4 120:19
harder 114:22
Harper 127:9
hashed 90:16
head 46:16 77:6
headwind 55:10
healthy 117:22
hear 29:4 74:7
80:6
heard 27:16
61:24 128:16
hearing 7:4 29:1
74:12, 24 93:9
125:11
heat 37:2
He'll 102:19
Hello 7:9 18:13
29:25 72:5 124:9
help 30:2 38:21
86:3, 8 95:13
104:7 119:7
124:22
helped 111:22
helpful 33:17
34:21 64:19
95:14
helping 102:17
Helps 102:9
Henry 2:18
70:16, 25
hereunto 131:13
Hey 65:20
Hi 82:6 96:16
115:25

<p>high 26:10, 11 83:25 84:14 124:18 higher 103:23, 24 128:7 highest 12:13 14:25 26:15 high-flood 86:5 highlight 107:12 highlights 112:16 highly 42:25 61:8 129:5 high-margin 104:17 118:23 highway 91:19 92:12 hired 20:10 123:14 historic 44:4 history 53:3 66:17 67:22 126:24 hit 47:18 64:20 hitting 40:24 Hoc 5:13 50:9, 22 122:25 123:4, 8, 20, 25 hold 79:25 holders 22:18 Holiday 32:21 homage 65:2 Homeless 116:21 125:11 homelessness 124:16 125:2 homemade 112:23 honest 41:25 74:11 honestly 74:14 honor 67:21 126:1 hope 32:10 129:18 hopefully 12:11 29:1 37:17 104:16 hoping 56:1 Horse 12:5 95:4, 6, 15, 22 119:9 121:18, 19 126:12, 17, 20, 24 Horsepark 87:21 88:10 123:20 horseracing 19:5, 7, 10, 13, 16, 17 60:5 121:14 122:2 126:25 127:7 horses 119:15 121:9 127:11</p>	<p>hospital 87:23 host 35:7 hosting 16:15 hot 61:4 128:20 hour 23:15 hours 129:24 house 34:14 64:15 houseless 116:11 Housing 5:13 96:24 97:11 116:8 122:25 123:4, 11, 25 124:7, 12, 18, 21, 23 125:5, 12, 14, 20 127:16, 18, 19, 20, 22, 23, 25 128:2 howling 14:11 huge 28:24 Hum 79:16, 22 humanity 112:19 hummus 18:5 hundreds 127:3 hung 122:15 hunting 72:8 hurts 77:6</p> <p>< I > I-5 97:14 Ice 126:13, 16 iconic 44:9 70:18 113:6 idea 14:24 38:5, 23 40:3, 16 41:3 42:9 63:13 ideal 35:9 ideas 38:7 39:13 identity 67:17 ilk 65:8 imagery 60:10 immediately 129:14 immersive 40:6 impact 19:22 85:5 103:19 125:2 impactful 39:18 impacting 89:9 impacts 19:3 89:6, 19 97:14, 15 112:19 import 66:24 important 16:3 35:12, 13 46:23 53:7 55:21, 22 65:1 66:6 importantly 27:25 36:14 103:20 imposed 19:20</p>	<p>impressed 115:2 impression 61:2 improve 84:7 improved 16:16 86:4 94:9 95:2 improvement 99:10 improvements 84:4 86:6 87:1 89:6 97:14 102:1 inaudible 77:5, 7 incentives 119:13 include 18:17 19:4 84:5 88:4, 8, 20, 25 90:9 108:12 included 20:13 85:2 103:24 106:21 109:20, 21 includes 89:21 91:16 93:2 110:4 including 11:19 20:10 80:2 inclusion 79:14 inclusive 35:13, 25 41:22 54:3 110:23 125:22 128:17, 23 129:2, 3 increase 106:10 increased 118:23 incredible 111:15 incredibly 117:24 124:14 Indecipherable 15:12, 21 30:9 independent 21:2, 22 24:4 27:22 39:10 79:10 106:13 indicator 104:4 indicators 102:22 103:2 105:10, 23 indie 39:14 Indiscernible 75:19 individual 30:23 89:21 Industry 4:10 16:8 79:19 118:7 industrywide 127:9 inertia 53:11 inexpensive 79:25 infinite 63:12 103:1 inflation 103:18, 21, 25 influences 72:21 inform 77:23 informal 41:25</p>	<p>information 8:9 12:11 63:2 102:11, 12 116:23 123:16 informational 11:7 information- finding 123:18 infrastructure 15:18 initial 37:5 54:18 62:7 74:22 initially 47:18 61:25 injuries 120:22 121:20, 21, 22 122:1 127:8 innovations 114:24 input 12:16, 17 72:2, 20 77:1, 16 inside 33:23 34:17, 18 41:8 insights 60:20 61:21 inspiration 39:3, 20 install 86:18 installation 116:7, 10, 14, 17 installed 87:13 88:11 installing 85:24 86:23 instantly 40:18 institutional 60:18 112:7 instructor 23:7, 8 instructors 23:9 integrate 36:14 integrates 41:9 integrity 101:17 121:14 intent 11:15 21:12 24:19 45:17 intention 67:10, 14 intentional 70:8 intentions 24:10 interest 27:5 interested 14:8 interesting 43:2, 5 47:24 interests 69:17 interfere 76:8 interferes 65:18 interim 9:15 20:25 68:9 interject 49:7 intersect 93:18 intersection 84:23 86:18, 25 88:10,</p> <p>15, 16, 18 93:22 intertwined 100:4 introduce 32:16 82:10 introduction 51:19 111:21 introductions 83:7 inventory 118:24 invite 14:12 16:20 inviting 13:9 involved 68:14 involves 116:15 IPA 15:1 irrelevant 27:11 issue 12:5 issued 12:7 20:14 issues 15:18 86:3 120:7 issuing 11:15 item 7:12, 24 8:2, 10, 15 9:11, 20 20:3 30:10 31:19 45:16 50:23 60:15 79:2, 7 97:24 100:9 117:1 121:5 124:2 items 7:1 8:5, 7 9:8 11:7 21:9 99:25 It'll 35:10 its 35:18 36:13 38:1 45:10, 11 48:5 67:20 85:2 126:1</p> <p>< J > Jacob 3:5 82:16 jamb 69:10 Jane 4:14 5:16, 19 19:1, 2 122:13 124:2, 8 125:8, 9 126:7, 10 129:11, 12 January 36:6, 24 109:19 Japan 72:9 Jerkins 118:10 jewel 113:5 JIMMY 1:7 job 115:1 118:21 Joe 127:9 John 2:20 32:16, 23, 25 33:9, 11, 15 34:23 43:24 46:15 47:3 60:12 63:2, 9, 11, 19 64:1, 14, 17 67:19 78:9, 24 Johnson 3:4</p>
--	--	---	---

82:16	125:6 126:3, 9	14, 16, 17, 21 57:6	ladies 74:1	liked 54:19 55:2
join 99:21	127:13 128:8	58:3, 4, 6, 7, 10	land 125:15, 24	56:13 74:23
joined 82:14, 15	129:9, 22 130:6	59:12, 14, 15, 19	lane 88:1, 13, 20	liking 74:24
117:7	July 91:25 92:7,	60:5, 16 61:1	93:22, 24 94:2, 3,	limit 20:16 22:3
joining 31:22	24 93:6 99:13, 20	62:12, 20 63:2, 11	4, 7, 8, 23 95:2	23:22, 24 86:14
32:17 81:20	100:5 102:6	64:8, 14, 23, 24	lanes 83:24 84:10	99:3
Jolla 42:24 47:9,	June 123:13	65:3, 10, 21, 24	86:2, 25 87:3, 4,	line 15:5 42:4
10, 11, 16 48:1	junior 23:12	66:17, 18, 20, 24,	10 88:1, 3, 14, 19,	44:23 59:25
55:10 56:18, 21		25 67:1, 2, 4, 6, 7,	21, 25 93:19 94:2,	109:25 110:2
59:11	< K >	18, 19, 21, 24 68:2,	6, 8 95:1	124:3
Josh 2:16 3:7	Kathlyn 2:12	4, 7, 8, 10, 14, 15,	large 7:18 104:7	link 91:5
50:23 51:2 77:23	keep 12:10 20:20	16, 20, 22, 23, 25	Las 79:12	liquefaction 84:3
117:5, 6, 8, 14, 15	21:4 41:24 43:21	69:1, 2, 4, 14 70:9,	late 71:8	Lisa 2:7 21:16
119:22 120:8, 10	55:22 69:22	14, 16 71:14, 25	lately 113:25	46:25 47:23 59:1,
121:2	73:16 76:14, 15	74:24 75:11, 13,	laughing 13:14	3 67:8 74:8
journey 112:8	103:17 104:16	14, 23 76:8, 9, 10,	52:18, 22 56:4	119:24
Joyce 2:3 6:4, 5,	113:16 120:25	16, 21, 23 77:12	73:10 76:13	list 64:4 71:14,
10, 24 7:9, 21, 25	keeping 45:9	78:15 82:10	114:5	15 76:12 126:13
8:4, 11, 14, 19, 25	85:2 105:23	83:15 91:3 93:24	launch 34:25	listed 21:9 32:1
9:5, 17, 19 10:7, 9,	key 35:15 40:18	94:1, 20, 21 96:6,	36:22	listening 50:8
15, 17 11:5, 23	43:1 44:5 55:25	20 98:25 100:24,	launched 52:9	74:22 82:10
12:1 13:6 15:17,	63:16 102:21	25 101:4, 19, 20,	law 105:9	128:13
20, 22 16:3, 6	103:2 104:4	22, 23, 24 102:13,	leader 120:8	literal 39:21
17:22 18:9, 24	105:23 121:17	16, 21 104:23, 25	leading 37:16	literally 41:8
20:1, 23 22:7, 11,	kick 33:20 81:12	105:2, 5, 8, 14, 16,	94:8 95:4, 21	little 26:10 33:19
14 24:7, 14, 17, 24	98:10 117:2	18, 19 106:2, 12	leads 52:25	37:7 39:11 40:21,
25:3, 16, 19 26:16,	kind 12:24 13:1	107:3 109:9	105:16	22 41:16 42:12,
18, 21 27:10, 13,	15:11 30:2 34:3,	111:6, 12, 16, 19	learn 37:13 111:7	18, 22 43:6, 19
15 28:16 29:6, 19	5, 6 44:9, 13, 23	112:1, 2, 10, 15, 16,	lease 96:7	53:3 54:1 55:6
30:6, 12, 14, 16, 18,	45:8 47:15 49:9,	17, 18 113:1, 24	leave 59:21 98:24	59:3 65:25 78:3
21 31:5, 18 33:16	17 50:2 55:8	114:1, 24 116:3,	99:4, 5, 7 105:4	84:16 91:13
34:20 45:14 46:1,	56:13, 17 57:1, 14	10 119:23 120:6,	led 43:18 71:3	93:17 102:19
3, 25 47:21 48:22	61:2 63:23 65:18	24 122:21 123:10	118:10, 11	106:25 108:2
49:6 50:7, 11, 25	72:18, 19 75:10	124:17, 20, 25	left 64:25	114:15
51:9, 13, 15, 21	76:24 85:11 91:1	128:13, 17, 19, 20,	left-turn 85:24	live 19:10 93:25
55:20 56:11	94:23 98:20	25 129:1, 6	Legal 131:18	128:2
57:14, 18, 25	102:21 103:5	knowledge 112:7,	legally 19:11	lived 74:25
58:10, 24 59:2, 8,	105:10, 16 106:25	13	legend 88:24	living 103:22
23 62:17 63:7	107:14 110:12	known 14:18	length 106:17	local 36:12 119:7
64:3, 11, 19 66:4	113:11 115:7	33:24 40:17	lessons 21:3, 4	124:13 125:10
67:12 69:6, 11, 21	116:1 120:3	127:5	23:1, 10, 17, 18, 25	locally 36:16 44:8
70:2, 8 71:9, 12,	123:5, 7, 17	knows 49:12	letter 13:2, 9	located 35:5
23 72:17 73:3, 14,	kinds 49:20 54:4	60:25 73:20	127:18	location 35:18
18, 21 74:4, 15, 19	kitschy 65:6	124:14	letters 105:7	40:15 44:4, 5, 17
75:5, 9, 16, 22	knew 47:10	KPIs 103:1	level 30:19 44:7	83:15 86:16
76:6, 14 77:6, 9,	know 7:12 10:10	kudos 115:9	46:20 83:22 85:8,	104:8
12, 15, 21 78:7, 10,	12:16, 22 13:23	120:23	9, 19 103:11	locations 43:9
14 79:1, 6, 16	14:9 19:14, 23	< L >	107:15 110:12	109:2 121:25
80:6, 9, 13, 16, 19,	27:21 28:10, 21	L.A 65:10	levels 118:12	lock 18:20
22 81:10, 15, 17,	29:20 30:3 32:3,	La 42:24 47:9, 10,	leverage 35:11	lodgepole 88:8
25 82:4, 9, 18, 25	7 34:5, 8, 10, 12	11, 16 48:1 55:10	36:8	logical 9:21
91:9 92:19 96:12,	44:3, 4, 6, 9, 13, 18,	56:18, 21 59:11	liabilities 98:24	logo 36:22 40:20
15 97:6, 19, 21	19, 22 45:8, 10, 15,	83:17 84:22, 23	liability 99:4	logos 38:3
98:1, 5, 7, 16	21, 22 46:15, 19,	85:18 86:5 88:16,	Liaison 117:1	Loma 2:20, 21, 22,
99:23 100:3, 6, 12,	21 47:6, 14, 19, 23	23, 24 89:2, 3	126:4	23 31:23 32:8, 17
16 114:8, 11, 12	48:10 49:3, 4, 5, 6,	Labor 103:25	life 15:13, 14	23 25:23 34:4
115:4, 12, 16, 20	14, 16, 20, 22 50:3,	104:5 110:3, 8	115:5	54:13 60:2 66:19,
116:25 117:9	14, 17 52:1, 6, 12,	111:16, 17, 22	lift 28:25	22, 25 67:1 68:7,
119:20 120:11, 15	16, 19 53:4, 8, 10,	lacking 127:6	light 94:22	8 69:5, 6 70:15
121:4 122:10, 16,	13, 25 54:23 55:6,		lighting 41:6	82:1, 2 85:16
23 123:23 124:5	13 56:1, 8, 9, 13,			

127:1
long-delayed 81:22
longer 19:23
 52:14
long-standing
 36:11
long-term 35:23
long-time 16:9
look 16:18 28:9
 35:24 38:16, 23,
 25 39:7, 9, 14
 40:7, 10, 11, 21, 22
 41:5, 7, 10, 19
 42:1, 2, 6 50:4
 65:20 66:18 69:9
 99:2 106:6
 126:11
looked 37:6
 58:17 108:18
looking 15:4
 19:21 26:22
 32:12 34:19 35:2
 49:13 88:23
 107:20 108:2
 110:17 112:25
looks 14:19, 21
 39:17 41:11
 86:20
lopsided 108:3
Los 73:17 131:3
lot 18:6 20:15
 52:11 54:2, 9, 12,
 18 55:14 58:20
 64:17, 22 65:8, 9,
 15 67:22 76:20,
 21 99:15 106:15
 112:9 114:16
 116:22 119:1
lots 112:24
loud 76:23
love 47:13 59:10
 66:2 101:7
loved 54:15
loves 66:1
low 26:9, 19 27:1,
 10 83:23 124:15
lower 106:3
low-income
 125:14, 20 127:18,
 23 128:5
Luis 3:3 82:14

< M >
macro 110:12
magnificent 48:5
Magnolia 44:8
maintain 19:8
 104:16
maintained 106:15
maintaining
 111:13

major 84:12
 124:20
majority 118:14
 119:15 127:21
making 90:3
 95:9, 20 124:16
managed 60:7
 125:15
Management 4:7,
 8 11:6 13:18
 16:17 18:1, 10
 27:25 82:17
 91:16
Manager 2:19
 16:9, 20 20:11
 83:12
managers 68:23
managing 12:6
 18:15 31:24 65:4
 98:25 99:7
mandated 125:13
manifestation
 121:21
map 83:20 84:21
MAR 1:6, 8 3:7
 5:10 6:1 12:5, 10
 18:19 19:14
 49:12, 18 56:17
 60:1, 6, 8, 9 61:7,
 8, 9, 15, 16 62:3, 4
 63:21 64:23, 24
 82:2 102:7, 9
 117:11, 22 118:2,
 12 121:10 122:3
 123:10, 13 124:21
 125:13 126:14
 127:1, 2, 18, 20
March 20:18
 21:21 22:1, 6
 114:3
margins 104:16
 111:13
Mark 2:19 16:21,
 22 17:24 18:4
 37:8 40:12, 16
 45:1, 6, 12 118:21
marked 99:10
market 12:8 37:5,
 13 58:15, 19
 65:15 72:25
 76:17, 18, 19 78:8
 90:15 104:5, 6
marketing 35:23
 36:18 65:15, 19
marketplace 79:11
marks 37:15, 16
 38:4 55:23
Martha 4:6, 13,
 18, 21, 24 5:3, 6, 9,
 12, 15, 18 7:5, 7,
 10, 21, 23 8:3

18:11, 13 29:24,
 25 72:4, 5 80:11,
 12 97:24, 25
 100:9, 11 115:24,
 25 121:6, 8 124:7,
 9 125:4, 9 128:12,
 13 129:19
Mary's 87:22, 23
master 12:16
 123:12 125:23
match 86:18
matching 86:21
materials 35:4
 36:19 44:21
 45:11, 13
matter 19:4 68:1
 77:11
matters 13:16
maximum 23:4
Mayberry 2:22
 32:19
Mead 2:12 6:19
 123:3
mean 26:21
 45:20 48:8 49:17
 56:17 65:10
 71:16 73:20
 75:23 76:6, 7, 22
 94:3 102:16
 114:14 128:24
meaning 40:23
 70:21
means 19:16
 37:6 52:17 83:22
 101:21 102:15
meant 102:10
measure 19:7
 103:2, 5, 15
measurement
 103:11, 25
Media 2:20, 21,
 22, 23 31:23 32:8,
 17 35:20 36:9, 18,
 22 105:1 118:17
median 87:5, 10
 88:2, 20
medians 84:10
 85:24 86:18 89:1
Medical 116:12
Medicine 121:16
medium 84:14
meet 47:8 59:13,
 15, 16 95:11
 99:17 117:19, 20
 118:6 119:10
 127:9
MEETING 1:4
 4:1 5:22 6:6
 12:12 20:7 28:11,
 15, 21, 23 50:20
 56:7 79:11, 18

85:18, 20 117:2
 122:4, 14 128:14
 130:2, 4, 7, 10
 131:5, 12
Melinda 2:15
 14:13
member 7:4 8:21
 9:8 12:21 13:13
 18:11, 25 29:23
 71:25 72:3 80:10
 97:23 115:22, 23
 116:9 119:25
 121:6 122:12
 124:6, 11 125:7
 129:10
members 18:10
 28:22 29:2 51:6
 77:15 80:4, 10
 99:23 119:21
 120:12 121:4
 123:24 124:1
 128:11
memorial 116:10,
 20
memorialized
 78:21
memorized 78:22
mentality 38:2
mention 49:23
 67:23 68:3 75:7
mentioned 33:18
 34:25 38:11
 67:18, 23 83:3
 89:19 92:11
 94:14 117:24
 119:9 124:10
merited 11:19
message 60:10
messaging 48:13
 65:15
met 119:25 123:5
method 131:8
methodology
 90:24
METOYER 1:23
 131:17
Michael 2:8 3:6
 99:20 102:18, 24
 107:5, 7 110:2
 111:1, 12
Microsite 36:22
mic's 96:15
mid-August 37:5
middle 36:24
 37:11
Midway 106:13
 108:2, 6, 8 114:23
mid-week 106:3,
 25
Midwest 65:23

million 13:8
 17:12, 13 91:15,
 18 107:13, 16, 23,
 24 108:3, 4, 5, 15,
 16 109:13, 15, 17,
 22 110:9, 10
 118:12, 22
mind 40:14 45:9
 47:19 55:22
 61:25 103:17
mindful 104:1
 105:14
minds 62:10
minimum 128:6
minute 47:11
minutes 7:2 33:2
 34:24
miraculous 113:16
missed 126:4
missing 27:16
mission 35:3, 18
 36:25 90:22
 100:25 101:8
 112:17 113:2
 125:21
mistake 129:14
misunderstanding
 28:2
mitigate 97:14, 15
mitigation 89:7
 97:4, 5, 8, 9, 13
mix 41:19
mo 106:25
mode 50:16
moderate-income
 124:15
Moderator 2:18
modern 40:1 41:5
modes 87:12
moment 31:21
 36:5 117:22
momentum 119:2
monetary 102:22
monitor 103:6
 107:19
monitoring 98:25
 104:3, 15
month 10:2
 14:16 17:10, 25
 21:22, 25 22:4, 21
 23:2 32:13 37:10
 58:5 99:14
 100:17 101:25
 104:6 121:11
 122:6
monthly 98:20
months 12:19
 15:3, 6 20:17
 21:20 92:4, 14
 99:16 107:3

month's 12:12
20:7
mood 45:7
Moore 2:14 9:18
11:8, 25 12:4
13:7, 13, 17, 19, 23
15:6, 8, 19, 21, 24
16:2, 7 18:1 20:4,
6 21:1, 24 22:9,
13, 16, 23, 25 23:6,
8, 22 24:2, 6, 8, 16,
18 25:1, 6, 18, 21,
25 26:17, 20, 23
27:12, 14, 17
30:24 31:21
33:21 34:22
43:24 44:12 46:6,
8, 12, 15 50:24
51:14 52:21 58:9
62:21 63:1, 8, 10,
18 64:10 70:10
71:15 75:24 76:3
77:8 78:13, 23
79:5, 8, 17, 22, 24
81:14, 19 98:17
100:2, 4, 14, 17
104:20 108:24
109:4, 6, 18
110:22 111:2
113:14 114:7
115:3, 11, 18
123:2
Mosier 2:9 6:20,
21 11:1, 2 30:15,
16 31:14, 15
44:11 58:14, 15
59:1 72:22, 23
74:8 81:6, 7, 12,
13, 21 82:2 95:24
96:6, 22 97:5, 8,
18, 20 98:4
127:14, 15 128:5
motion 8:7, 10, 11,
14, 20, 24 11:5
30:7 31:18 36:20
69:19 78:11 80:5,
13 81:10
MOU 97:16
Mountain 60:17
move 6:7, 25 8:1,
14 10:10, 11 11:6,
16, 21 12:2 15:2
16:19 20:2 30:7
31:19 37:18
56:23, 24 80:15
92:6 100:12
103:8 112:23
113:10 122:22, 25
124:7 128:10
moved 8:8, 13, 16

29:12 30:8, 11
movement 88:12
movements 94:16
moving 8:5 37:2
38:5 69:17 78:18
79:1 87:2, 25
103:5, 15, 16
104:3 124:20
129:23
Mozart 14:2
Mozart's 68:12
multi 46:19
Multiple 9:23
20:17 27:5 33:10
42:23 46:14, 17
48:13 63:20 64:2
73:10 75:25 77:5,
7 81:16 117:4
music 35:7 36:2
39:5, 9, 22 40:20
53:20 54:4, 24
68:15, 22, 23
73:23 76:23
muted 74:8
120:15
myriad 113:17
mystery 126:24

< N >

name 32:12, 14
36:6 38:8, 22
43:10 45:16, 17
49:15 52:6, 14
53:12, 16, 17 54:7,
8 55:5, 11, 22, 24
56:2, 8 57:6, 7, 23
60:8 61:17 64:24
65:5, 18 67:16
68:21 69:20
73:25 74:13 76:7,
8 78:21 82:11
102:25 129:13
named 44:6 52:23
names 32:6 37:9,
12, 18 38:10, 17
41:18 43:21
46:11 47:24 50:3
53:25 54:9, 12, 15
55:7 60:15 61:14
62:8, 20, 23 63:3,
24 64:10 65:8, 13,
14 67:1 107:1
name's 53:5
naming 32:1, 3, 5
34:18 35:1 36:4
37:20 54:11 67:6
75:8, 9, 17
National 12:5, 10
44:7 79:10 85:8
103:20, 25

nature 21:4 45:6
navigate 125:17
near 111:23
nearly 101:11
109:22
necessarily 67:24
107:1
necessary 20:11
21:8
need 8:6 10:14,
15 14:24 20:19
21:6 30:7 50:17
78:11 82:22
91:24 102:16
104:7 111:8
128:2, 4
needed 20:12
93:23 125:20
needing 53:15
needless 127:8
needs 54:11 58:8
negative 43:1, 3
49:20 61:6, 10
72:14 73:7, 9
129:17
negatives 62:9
neighbors 60:5
76:22
Neither 77:11
Nejbat 2:10
6:22, 23 11:3, 4
31:16, 17 74:16,
17 81:8, 9
neon 41:6
NEPA 85:9
net 17:8, 10, 20
61:10 99:16
104:13 106:7
108:13 109:9
110:14 111:13
netting 91:2
111:15
neutral 61:10
Nevada 79:12
never 52:19
115:4 127:5, 11
nevertheless 79:6
new 7:13, 16
9:16 16:16 18:6
20:21, 25 22:17
24:19 34:25 35:5
50:5 83:13 84:6
85:15 86:13
87:15, 20 88:11
92:15 111:18, 21
112:7, 9, 13
114:24 118:24
121:14 128:16, 22
129:6

News 4:10 16:8
114:10 124:14
125:10
newspaper 125:10
NICA 79:9
nice 12:20 16:23,
24 32:14 63:6
65:1, 2, 5, 6 98:7
night 18:3 116:21
nightly 111:24
nights 47:6
nine 90:8
ninth 126:16
nobody's 62:2
nodding 31:2
non 39:10
non-horserace-
related 19:9
non-music 35:8
no-project 18:16,
21
normal 23:3
North 35:10
41:23 83:17, 18
84:23 85:18
86:15, 18, 22 87:2,
21, 25 94:2, 17, 19,
21 95:9, 11, 18, 25
96:2
northbound 93:19
95:2
northern 94:15
note 51:22 64:15
106:21
notice 11:15
24:18, 21 28:6, 10
38:17 39:16
40:10 41:11 42:4
noticed 125:9
notified 12:25
13:1 16:12
notify 22:16, 17
notion 128:15
not-to 22:7, 14
November 9:12
11:20 28:15
36:22 119:3
131:14
Novo 65:10
nuance 105:17
nudge 75:3
number 11:7
28:22 63:9 74:21
75:2 103:1 104:7
108:11, 15 109:9
127:5 128:3
numbers 58:17
102:20, 22 103:6
106:7, 11 107:17,
20, 21, 23, 24

108:2, 3, 9, 11, 12
< O >
ooo 6:3 130:12
objectionable
69:18
objectives 35:15
observation
116:21
obtain 89:20
90:8 92:10
obvious 54:2
obviously 43:12
46:20 48:25 70:9
73:6 107:10
114:23 125:16
occupation 121:23
occupational
121:23
occur 9:22 121:24
OCTOBER 1:13
6:1, 6 20:9 21:13,
21 22:2 23:2
24:10 28:24 36:6
37:12 100:20
126:16 130:7
offer 16:18 19:9
42:6 119:14
128:18
offered 28:3
106:3
offering 102:4
105:16
offers 90:14
Officer 2:14, 15
14:13
OFFICERS 2:2
official 13:9 14:1
off-track 33:24
66:14, 21 70:14,
23
oftentimes 44:5, 24
Oh 8:18 9:5
17:24 21:16
30:18 51:13 55:5
63:4 65:22 76:12
77:6 79:24
120:13
Okay 6:24 7:4,
21, 25 8:5, 24 9:3
10:13 11:6 12:3
15:23 18:9 22:10,
24 23:21 24:1, 5,
17 28:16 29:19,
22 30:7, 18 31:1,
18 33:8, 11, 16
34:20 46:9 49:15
51:9 56:20 57:1
58:25 59:2 70:2
71:23 72:17, 18
73:3 74:4, 15

75:5 76:11 77:16,
24 78:7, 10 79:1
80:8, 12, 13 81:10,
13, 21 82:4, 25
83:1, 3, 6 88:15
91:10, 13 93:11
95:3, 17 96:5
97:9, 18, 23 98:1,
16 99:23 100:3, 8,
12, 16 109:11
115:16, 20 117:1
120:11 121:4
122:23 124:1, 5
128:10 129:22
130:6
O'Leary 2:17 6:9,
11, 13, 15, 17, 19,
22 10:14, 16, 18,
20, 22, 24 11:1, 3
31:4, 6, 8, 10, 12,
14, 16 80:21, 23,
25 81:2, 4, 6, 8
116:24 122:8
125:3
once 87:19 89:16
92:7 121:8
ones 57:22 59:12
64:6 94:19
111:21
one's 46:20 61:24
ongoing 37:1
72:10
online 60:19
111:8 112:1
on-track 117:23
118:13
oops 89:4 91:22
open 14:2 18:6, 7
33:2 62:11 92:16
100:8 129:24
130:7, 10
opened 14:7
102:8
opens 14:2
operate 20:12
22:5 24:10 26:4
operates 83:22
108:25
Operating 17:18
83:23 108:7
110:7
operation 10:2
19:3 104:6 106:8
108:6 111:25
operational 9:25
13:1
Operations 4:16
5:7 20:4, 9, 10
22:2 27:25 28:6,
12, 24 29:22
70:23 84:7

102:17 104:17
109:25 110:13
113:3 115:23
operator 7:13, 16,
24 9:14, 16 20:12,
21, 25 22:17
24:19 27:19 28:1
65:5 108:7
opinion 90:2
125:18
opinions 43:13
opportunities
36:9 112:25
opportunity 16:17
27:6 34:8 36:17
41:4 43:15 68:4
69:4 101:13
opposed 69:15
opposite 26:10
Ops 100:13
113:10 115:13, 14,
19, 21 116:2
124:10
option 18:20
42:6 62:15
125:14
options 36:2
37:20 48:18
69:19
Orange 16:13
oranges 62:9
Order 4:2 6:6
20:7, 12 38:24
53:8 71:16 74:3,
18 90:25 111:10
Organization
102:14 106:8
112:14
organizations
101:11, 12
organizers 116:9
original 21:12
originally 93:5
originally-
approved 89:14
outcome 34:13
126:2
outlets 124:15
out-of 119:8
Out-of-State 4:22
79:2, 3, 8, 15
119:14
outreach 36:18
outside 39:23
70:22 84:8 93:16
109:2
outskirts 12:24
outstanding 118:5
overall 46:24
87:15 99:11
100:21 105:11

106:7 110:16
111:23 118:25
119:17 123:11
overarching 35:15
42:11
overdoing 66:7
overlooking 49:24
overview 83:8
owned 90:11, 12,
13
owners 90:18
119:14 120:24

< P >
P.M 1:14 6:2
130:3
package 117:18
packet 11:10
21:14 98:19
99:13 102:12
123:6
Packs 13:3, 8
PAGE 4:1 33:20
37:3 42:11, 20
43:14, 20 123:6
pages 11:9 21:15
98:19
paid 46:4 103:4,
11, 14 104:21
107:18, 19, 21
108:20 110:18
114:14
pallet 39:15
pallets 55:18
pandemic 102:16
114:16 115:9
paper 44:3
parade 64:20
paralleling 95:3
parcel 90:12
parcels 90:8, 11,
13
parking 102:3
106:2, 5 107:23
110:23 112:1
parkways 85:25
86:1, 24 87:7
88:2, 22
part 9:10 12:15
13:19 27:7, 21, 24
37:20 44:5, 22
49:9 60:14 61:16
70:18 71:1, 3
84:17 85:4 94:13
96:6 99:1 100:14
106:23 111:1
115:8 117:6
122:4 123:11
125:15
participate 105:20

participation
105:12, 15
particular 38:24
39:17 40:1, 10
particularly 7:12
116:15
partner 36:15
partners 31:23
35:22 78:19
pass 19:24 69:3
84:1 100:11
104:18 117:7
passage 11:20
19:5 86:8
passes 11:5 31:18
81:10
patron 104:24
110:25
patrons 101:19, 24
paved 88:6
pay 23:10 108:14
110:16
paying 23:11, 14,
18, 19, 23 103:7
104:23
payout 22:3
Payroll 17:6, 16
pedestrian 83:25
87:13
pedestrians 86:9
88:13
peeve 25:4
pending 10:3
people 30:3 35:6
38:21 39:8 40:18
41:16 42:3, 5, 18
43:3, 11 47:9, 20
50:15 54:4, 19
58:16 60:18
62:10 66:11, 13,
20 68:22, 24
69:16 70:21, 24,
25 71:6 72:13
73:1, 24 101:7
102:3 104:22
105:1, 4 112:25
114:16 115:6
117:12 124:24
128:19, 20
people's 54:21
per-cap 104:22
107:17, 20, 21
108:8 109:6
110:18
per-caps 107:18
perceived 65:7
percent 17:4, 5, 6,
7, 11, 14, 15, 16, 17,
18, 19 23:20
103:21 106:9

108:13 109:10
118:14, 21 119:11
percentage 65:3
Perfect 15:16
46:24
performance
102:21 103:2
104:4, 5 105:23
111:15 112:4, 12
performed 123:15
period 9:15
22:21 60:14
123:5
peripherally
113:21
permanently 89:9
permit 89:11, 15,
21, 25
permits 89:20
92:9
permitting 89:18
90:3, 4 93:4
persistent 19:19
person 108:9
personal 64:3
personally 54:19
69:14 70:7
perspective 48:3
53:24
pet 25:4
Petco 75:14
phase 36:23, 25
46:20
phases 36:3, 5
phasing 91:5
phenomenal
114:22 120:18
Phil 3:1 32:22
photo 102:7
phrase 33:25
physical 40:4
pick 45:21 48:8,
17 55:8 57:7
61:17 72:12 77:2,
3 103:4 125:10
picked 37:23
Pickering 16:10
picking 102:25
103:10
picture 30:4
100:21
piece 26:14 54:9
pieces 101:4
place 9:16 11:20
12:23 20:19
32:14 33:23, 24
39:22 44:22 45:9
49:4 53:20 59:6,
7, 17 61:2 62:6,
11 65:20, 22 66:7
67:9, 17 70:14, 18

71:17 79:11 84:23 87:22 88:17 113:6 125:23 129:15 131:6 placed 9:20 13:4 plain 84:8 plan 12:16 24:10 34:25 36:3 37:19 84:11 94:13 125:23, 25 127:20, 25 planning 12:15, 17 81:23 93:16 116:13 123:12 plans 89:11 95:3 99:7 platform 111:9 platforms 90:20 play 43:13 65:20, 22 playing 68:11 plays 106:10 please 14:9 37:3 39:19 51:23 80:20 116:19 117:3 120:23 126:9 pleased 20:8 117:18 plenty 18:7 plugging 76:14, 15 plumbing 15:20 plus 35:8 pm 130:5, 11 pockets 85:24 97:1 point 8:9 9:21 18:6 22:17 23:2 32:10 42:12 44:2 50:15 57:18 58:12 65:11 66:15 67:4, 5 76:5 86:17 98:22 106:4 108:4 109:13 122:1 pointed 29:11 62:2 71:19 109:23 111:12 points 26:11 50:16 polled 78:2 polling 41:25 polluting 91:1 polo 96:9 pool 129:18 popcorn 128:21 popping 66:3 popular 73:20 119:6	popularity 19:6, 18 population 68:24, 25 125:12 portion 87:20 96:10 97:15 115:15 portray 60:10 position 35:25 85:2 99:12 positioning 35:1 36:5 37:15 61:24 positive 60:9 61:6, 10 66:10 102:1 106:18 108:5 109:14 112:4 118:4 129:20 positives 60:24 possibility 94:20 123:11 possible 41:10 53:10 85:3 possibly 32:20 posted 12:11 poster 40:20 45:11 55:16 post-mortem 121:18 posts 105:1 potential 35:22 37:9 39:13 40:7 46:11 75:8 potentially 28:3 50:4 practice 29:15 precluded 28:1 predictable 121:24 pre-existing 121:20 preface 37:24 prefer 71:11 preferably 45:17 preference 42:9 48:9 57:3 preferred 69:8 pre-function 34:4 preliminary 84:17 Premier 2:19 4:11 16:21 108:22, 25 118:25 Premier's 108:12 prepared 12:16 preparing 14:5 PRESENT 2:6, 13 6:10, 12, 14, 16, 18, 21 7:9 37:13 43:16 69:4 116:16 presentation 31:19 32:24 33:4	34:21 47:3 74:23 81:13 82:8 83:4 92:17 96:17 98:7 99:21 110:13 111:23 presented 62:15 67:13 83:12 100:18 presenting 32:9 preserve 87:14 President 2:3, 4, 5 6:4, 5, 9, 10, 11, 13, 24 7:21, 25 8:4, 11, 14, 19, 25 9:5, 17, 19 10:7, 9, 15, 16, 17, 18, 20 11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 6, 8, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:3, 4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8, 11 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22, 23, 25 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8	129:9, 22 130:6 presidents 60:18 press 116:22 117:17 pressure 41:15 53:22 pretty 7:17 16:23, 24 42:7, 17 43:10 56:20 57:24 62:10 prevent 90:25 91:3 previous 7:16 19:14 20:12 26:24 27:19 83:12 106:3 previously 27:22 79:15 92:1 105:8 118:1, 16 119:25 price 106:4 prices 103:23 pricing 21:20 106:1 primarily 35:7 36:1 39:5 79:18 108:24 primary 35:24 57:12 print 118:17 printer 45:13 prior 25:15 28:1, 13 priority 124:20 private 21:4 23:18 34:8 privately 90:13 probably 12:22 16:25 33:1 56:7, 19 58:1 80:2 84:15 122:19 128:23 129:2 problem 19:22 30:6 49:3 problems 49:1 proceeds 110:14 process 11:13, 16, 17, 21 12:15 15:1 24:21 26:6 32:9 45:15, 24 48:14, 23, 24 52:8 53:13, 24 54:13, 15 58:12 60:14, 22 61:17 62:6, 11, 22 63:14 66:25 68:9 76:4 93:9 107:10 113:8 121:22 123:22 processes 50:23 process-wise 71:24 produced 52:9 producer 12:6	product 101:5, 21 117:20 118:5, 11 profess 23:10 professional 23:17, 19 professionals 27:24 67:2 74:25 77:2 professions 79:19 profit 17:10, 20 profitability 19:6 profitable 19:11 104:17 program 91:19 92:12 105:13, 17 120:21 121:18, 19 programs 101:16 105:15, 18 progress 90:3 Project 5:1 68:8 71:2 78:15, 18 81:22 82:12, 16 83:4, 5, 8, 11, 12, 14, 15, 18 84:16, 17 85:11 86:2, 14 89:8, 9, 19 91:14 92:11 97:16 Projects 4:9 14:14 82:13 89:5 prolonging 19:16 promoter 31:24 68:15 promoting 36:16 129:6 promotional 45:11 101:10 promotions 45:3 118:15, 24 119:6 Prop 11:20 19:5 proper 28:10 29:21 126:2 property 90:8, 18 92:8 125:20 proposal 25:8, 9 proposed 25:15 84:4 88:1, 13 proposer 11:16 14:19 Proposition 34:13 Propping 19:15 protected 87:16 protection 87:17 88:9 protective 91:2 protest 24:11, 12, 15, 18, 22 25:10, 15 26:8 28:8 protester 25:8, 14 26:8 27:17, 20 28:8
---	--	---	--	---

<p>protester's 27:7</p> <p>proud 106:20</p> <p>proven 73:8</p> <p>proves 127:3</p> <p>provide 16:21 24:22 46:10 86:7, 8, 15 90:20 125:13</p> <p>provided 74:13</p> <p>providing 21:3 23:1, 12 77:16 101:10</p> <p>psyche 38:1</p> <p>Public 4:5, 12, 17, 20, 23 5:2, 5, 8, 11, 14, 17 7:5 8:1, 16, 21 9:9 18:10, 11, 16, 25 24:24 26:25 27:2, 6, 8 28:17, 22 29:2, 8, 23 35:20 61:18 71:25 72:3 80:7, 10 97:22, 23 100:6, 8 115:22, 24 121:5, 6 122:12 124:1, 6 125:7, 18 126:2, 5 128:10, 11 129:10</p> <p>public's 103:3</p> <p>Puget 48:9 55:3 61:23 62:2</p> <p>pulled 60:18</p> <p>purchase 112:2</p> <p>purchased 20:11</p> <p>purchasing 23:17</p> <p>Purples 87:9</p> <p>purpose 100:25 112:17 113:2</p> <p>purposely 38:25</p> <p>purposes 12:16</p> <p>pushback 55:4</p> <p>put 45:23 49:22 50:20 51:5 52:10 55:25 58:6 59:8, 19 61:17 67:16 68:21 73:1 91:3 113:9 124:20</p> <p>putting 44:21 53:23 54:14 112:21</p> <p>< Q ></p> <p>qualitative 26:12</p> <p>quality 87:7, 8 89:22, 23 101:17, 21</p> <p>question 15:10 21:17 22:20 28:19 29:8 30:17 45:15, 19, 25</p>	<p>46:12 57:12 77:15 96:14, 18</p> <p>questionable 127:6</p> <p>questions 11:23 15:9 28:17 29:7 32:18 33:3 43:16 79:17 83:10 92:18, 20 97:19 99:19, 24 116:18 119:18, 21 123:24</p> <p>quick 64:22</p> <p>quickly 56:20, 24 62:2 82:7 95:16</p> <p>quo 49:10</p> <p>quote 121:13, 17 125:22, 23 126:20</p> <p>quotes 111:4</p> <p>< R ></p> <p>race 19:15 33:24 49:4 70:14 99:17 118:7, 9 119:4, 5 122:6</p> <p>race-day 117:25</p> <p>racehorses 121:11</p> <p>racetrack 66:22 118:2 121:13 129:15, 18</p> <p>racetracks 19:23</p> <p>Racing 117:19, 24 118:5, 10, 11 119:4 121:19, 23 122:3, 4 126:12, 14, 18 127:1, 4, 10</p> <p>radio 36:12 118:17</p> <p>Rady 75:20, 22</p> <p>railing 87:13</p> <p>rain 84:14</p> <p>raised 56:12 85:19, 22, 24 86:10, 18 87:5, 10 88:2, 4, 20 89:1</p> <p>ramps 86:24 88:22</p> <p>Ranch 83:19</p> <p>Randles 3:5 82:16</p> <p>range 35:8 127:2</p> <p>rank 42:25 71:22</p> <p>ranked 118:2</p> <p>ranking 72:20</p> <p>rate 23:9, 15 69:3 103:21 106:5</p> <p>rates 14:20 106:2, 15</p> <p>ratify 29:15</p>	<p>reach 36:15 50:18 111:17 116:19</p> <p>reaction 41:17 43:5 66:6 72:14</p> <p>read 80:1 81:25</p> <p>ready 50:13 52:2</p> <p>Real 5:1 19:22 62:8 64:22 81:22 83:5, 16, 21 84:5, 22 85:17 86:16, 20 87:2, 21 88:16 93:12 95:12, 21 96:20 97:1, 16 124:22</p> <p>realigned 85:14, 17</p> <p>realignment 90:7</p> <p>realities 56:9</p> <p>reality 56:10 107:11 108:7 109:12</p> <p>realized 109:19</p> <p>realizing 55:17</p> <p>really 7:17 11:11 13:16 14:14 21:8 26:25 28:19 31:25 32:1 33:21 34:9, 18 36:1, 16 38:7 43:2 44:16 45:5, 11 47:14 49:23 52:4, 6 53:15 54:8, 12, 16 55:2, 22, 23 59:11 60:20 64:5, 25 65:2 66:6, 20, 23 67:17, 22, 24 68:6, 12, 14, 17, 19, 21 70:16, 19 71:7, 8 74:1, 23, 25 76:4, 9 94:15 95:16 98:24 99:14, 15 100:14, 20, 23, 25 101:4, 9, 15, 20 102:20 103:4 104:1, 10 105:8, 10, 13, 14 106:6, 10, 18, 19 111:6, 22 112:3, 6, 18 113:5, 7, 12 115:8 116:4, 17 118:7 120:2, 5, 7, 25 123:5 124:19 127:11</p> <p>reason 21:10 52:23 94:10 129:16</p> <p>reasonably 9:20</p> <p>reasons 53:13</p> <p>rebrand 60:17</p>	<p>recall 12:14 21:12 24:11 26:7, 23 32:2 71:2 109:18</p> <p>recap 117:17</p> <p>recapping 120:3</p> <p>receive 13:9 27:20 28:6 92:12 105:6</p> <p>received 24:12, 20, 21 102:2 105:6 109:5 111:5 112:16 123:13, 16</p> <p>receiving 13:2 23:24</p> <p>recognition 54:2</p> <p>recommend 129:5</p> <p>recommendation 69:13</p> <p>recommended 69:9</p> <p>reconnects 84:24</p> <p>Reconvene 5:21 130:7</p> <p>reconvened 130:4</p> <p>record 9:7 117:22 118:8, 11, 13</p> <p>recorded 131:7</p> <p>recording 131:11</p> <p>recordkeeping 127:6</p> <p>recruit 124:17</p> <p>recruitment 119:9, 12</p> <p>Red 44:7 55:15, 16 94:22</p> <p>redistricting 12:22</p> <p>reduced 106:5</p> <p>reduction 126:25</p> <p>reference 40:1 41:5 44:19 98:23</p> <p>referred 34:4 79:9</p> <p>referring 40:4 71:6 121:18</p> <p>refined 37:13, 16 40:11 55:24</p> <p>refinements 89:11</p> <p>reflect 18:22</p> <p>reflecting 40:13 112:11</p> <p>reflects 41:8</p> <p>refresh 123:7</p> <p>refreshing 112:22</p> <p>regard 12:9 27:7 53:21 70:12 99:4 102:2 105:17 106:1 109:24 123:15</p>	<p>Regardless 122:5</p> <p>region 35:10</p> <p>regional 35:17 89:22</p> <p>regions 35:13</p> <p>registered 23:13</p> <p>regular 98:20 123:20</p> <p>regularly 124:25 127:2</p> <p>regulatory 89:20</p> <p>reinvest 15:15</p> <p>reiterate 116:16</p> <p>reject 25:8</p> <p>rejected 50:3 62:20</p> <p>rejecting 25:15 28:7</p> <p>rejection 25:13</p> <p>rejections 62:21</p> <p>Rekani 3:2 82:6, 11, 20, 24 83:1 91:10, 13 92:23 93:1, 4, 14, 20 94:12, 14 95:5, 8, 16 96:1, 4, 11 97:2, 4, 10, 13 98:6</p> <p>relate 30:20</p> <p>related 7:12, 15, 18, 24 54:24</p> <p>relates 9:10 20:23</p> <p>Relations 4:25 81:12</p> <p>relationship 13:11 61:22 66:21</p> <p>relationships 35:20 36:8, 12 111:18</p> <p>relative 7:13 29:9 62:9 72:2 75:17</p> <p>relatively 79:24</p> <p>relax 40:25</p> <p>release 117:17</p> <p>releasing 12:13</p> <p>relevant 50:16</p> <p>reluctantly 70:1</p> <p>remain 10:4 76:1 87:22</p> <p>remainder 8:7, 15, 22</p> <p>remaining 15:13</p> <p>remarks 10:12 37:24</p> <p>remember 38:21 66:20</p> <p>remembering 65:2</p> <p>Remind 24:24 35:3 121:8</p> <p>reminded 106:6</p>
---	---	---	---	--

reminder 100:22 123:8	reset 106:2, 3, 17	Richard 2:5 9:4 50:25 51:2, 20	room 74:25 94:23	run 19:8 22:2 23:4, 5 33:12 34:24 52:5
reminders 105:25 107:3	resetting 106:16	Rick 16:9	rough 107:24	runners 118:6, 9
reminding 117:12	residents 58:18 116:11	rid 55:9	round 7:3 46:11, 23	running 89:5
remove 7:2 8:10 86:13	resistance 54:18	rides 61:5 110:23 128:21	roundabouts 85:3	runoff 87:8
removed 9:9 10:5 87:19	resolved 25:13 26:5	ridiculously 52:3	Rowland 2:3 6:4, 5, 9, 10, 24 7:9, 21, 25 8:4, 11, 14, 19, 25 9:5, 17, 19	< S >
renovation 34:10	resonate 59:17	right 6:7 16:4 22:10, 20 23:3 27:10, 15 30:25 40:13 49:11 52:2 55:20 59:14 60:24 61:11 62:23, 24 67:8, 12 68:21 73:25 77:14 78:20 81:18 82:4 91:13 93:25 94:2, 24 96:4, 19 100:16 102:6 114:2 115:20 126:19 128:15	10:7, 9, 15, 16, 17 11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	Sacramento 16:15
renovations 34:2	resonated 44:16	rights 32:4 90:8, 9	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	sacrifice 94:3
renowned 78:6	resource 89:18 92:9	right-of-way 90:6, 9	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	Sadegh 3:6 99:20 102:24 107:7 109:9, 12 110:2 111:1
rental 21:25	resources 89:8	right-turn 93:23 94:3, 8, 16, 20 95:2	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	safe 117:19, 24 119:17 125:23 127:10, 11
repeated 40:11 122:2, 3	respect 71:10 101:17	Rising 106:9	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	safer 86:8 88:12 127:10
replaced 85:14, 15	respond 26:1	River 85:13	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	safest 118:2
replacement 83:5	respondents 42:4, 24 58:20	Riverbed 87:17	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	safety 84:7 120:6, 21 121:13, 14
replacing 84:6, 12	response 24:22 26:2, 6 27:22	River 85:13	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	salamis 49:24
Report 4:7, 11 5:4, 7, 10 11:6, 10 15:8, 11 16:24 18:1, 11 20:8 21:14 85:5 98:19, 21 100:13 115:13, 14 123:1, 6, 23 127:4, 16 130:9	responsibility 126:21	River 85:13	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	sale 53:15
REPORTED 1:23 109:19 118:1, 16	responsible 125:24 127:8	River 85:13	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	sales 13:3, 7, 8, 20, 24 18:6 108:18 117:23 118:20, 21, 24
Reporter 131:18	rest 76:9 90:13	River 85:13	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	San 2:10
reporting 19:14 105:24 127:5 131:8	restaurants 52:10	River 85:13	11:5, 23 12:1 13:6 15:17, 20, 22 16:3, 6 17:22 18:9, 24 20:1, 23 22:7, 11, 14 24:7, 14, 17, 24 25:3, 16, 19 26:16, 18, 21 27:10, 13, 15 28:16 29:6, 19 30:6, 12, 14, 16, 18, 21 31:4, 5, 18 33:16 34:20 45:14 46:1, 3, 25 47:21 48:22 49:6 50:7, 11, 25 51:4, 9, 13, 15, 21 55:20 56:11 57:14, 18, 21, 25 58:10, 24 59:2, 23 62:17 63:7 64:3, 11, 19 66:4 67:12 69:6, 11, 21 70:2, 8 71:9, 12, 23 72:17 73:3, 14, 18, 21 74:4, 15, 19 75:5, 9, 16, 22 76:6, 14 77:6, 9, 12, 15, 21 78:7, 10, 14 79:1, 6, 16 80:6, 9, 13, 16, 19, 21, 22 81:10, 15, 17, 25 82:4, 9, 18, 25 91:9 92:19 96:12, 15 97:6, 19, 21 98:1, 5, 7, 16 99:23 100:3, 6, 12, 16 102:5 114:8, 12 115:4, 12, 16, 20 116:25 117:9 119:20 120:11, 15 121:4 122:10, 16, 23 123:23 124:5 125:6 126:3, 9 127:13 128:8 129:9, 22 130:6	San 3:2, 3, 4, 5 41:17, 24 42:22 43:4, 8 53:20 81:19 82:5, 13 83:16 84:24 85:13, 18 86:17, 21 93:13, 16, 24 94:5, 9 96:20 99:22 101:21 103:22

<p>saying 37:24 52:1 53:23 55:14 67:8 69:24 75:1 scale 36:18 scatter 127:20 scenario 94:18 Scene 64:4, 5 68:22 76:11 Schaar 3:3 82:14 schedule 50:14 83:9 89:16 91:21 92:1, 4 114:21 schematic 41:7 Schenk 2:4 6:11, 12 8:8 10:18, 19 13:11, 15, 18, 21 31:6, 7 47:21, 23 59:23, 24 71:9, 10, 13, 16 73:16, 19, 24 75:19 77:18 80:23, 24 96:12, 13, 14, 16, 23 97:3, 9, 11 109:3, 5, 11 113:11, 15 114:6, 10 Schnall 2:23 32:19 66:13 67:13 70:3 School 121:15 scientific 43:9 scoot 94:24 scoping 84:17 score 26:11, 12, 15 42:10 scored 42:17, 24 scour 84:2 Scream 14:7, 9 screen 33:7 43:22 66:3 72:19 74:5 91:8 season 117:16 118:22 119:1, 3, 19 126:18 seasonal 110:4, 9 Seattle 43:4 49:2 55:3, 5 sec 33:14 Second 2:5 8:7 9:2 30:8, 14, 15 38:9 40:21 42:3, 6, 13 61:19 71:17 73:2 75:3 80:17, 18 83:2 104:18 122:16 seconds 54:22 section 7:2 88:3 93:12 96:8 see 7:11 9:24 15:5 16:18 32:8, 21 33:5 38:9 39:1, 12 40:12</p>	<p>41:18 43:5, 21 44:24 47:9 48:10, 16 50:25 52:3 53:19, 20 59:3 66:3, 8, 9 68:5, 19 71:13, 17 73:7 78:16 82:15, 21, 24 83:19 84:20 85:11 86:7, 12 90:11, 16 91:7, 8 101:6 102:11 103:6, 8, 12, 16 106:11 116:23 117:5, 6 122:17 123:10 126:25 seeing 44:1 47:18 55:18 125:1, 11 seen 26:3 84:15 90:22 segueway 47:4 seismic 84:3 select 45:16 51:6 63:16 selected 37:12 62:14 84:19 selection 57:4 selects 45:17 send 14:10 sending 80:3 senior 60:4 82:12 seniors 124:24 sense 15:15 38:4 39:2 46:24 49:25 52:15 65:9 75:12 76:25 93:23 sensible 48:24 sensitive 89:7 sensitivities 58:2 sent 14:20 15:1 26:6 116:6 separate 87:11 93:5 99:25 separately 7:2 29:12 September 24:13, 20 28:21 37:10, 11 117:17 126:15 Sequa 11:13, 16 18:15, 17 19:2, 21 85:7 89:13 90:5 91:25 92:3, 7, 24 series 48:7 serious 116:18 seriously 19:21 58:19 serve 87:22 service 83:22 90:2 101:12, 17 111:6, 20 125:22 services 21:5 22:3 23:14 25:2,</p>	<p>7, 14 28:4, 7 89:12 105:3 113:4 Session 5:20, 21 129:23, 25 130:2, 4, 8 set 23:9 41:1 45:7 50:22 63:4, 9 92:14 98:14 102:21 104:2, 3 106:10 112:18 113:5 123:9 131:13 setting 39:8 110:8 seven 99:2, 5 103:21 108:14 sh 33:6 shape 14:24 share 13:9 14:13 18:14 33:7 48:3, 8 82:21 95:16 100:21 121:17 shared 33:5 34:5 92:1 101:25 113:21 sharing 102:5 sharp 41:13 she'd 119:24 sheet 98:22 shell 33:22 34:1, 16 sheltered 39:21 sheltering 39:25 Shenk 9:1 shifted 88:17 118:17, 18 shifting 85:1 Ship 120:20 shooting 93:6 short 16:4 63:5 107:16 shortened 113:13 114:21 shortly 15:2 shoulder 83:24 shoulders 41:20 88:8 Show 12:5 38:6 40:24 53:19 68:12 102:11 shown 91:12 shows 45:12 53:5, 14 56:6 65:12 68:3, 11 shrubs 86:1 shut 39:23 shy 129:5 sic 32:21 87:9 side 16:17 43:6 60:25 86:11 87:16, 18 90:21</p>	<p>95:18, 19, 25 96:2, 20 102:23 105:22 sidewalk 87:6, 11 88:2 95:11 sidewalks 84:10 86:23 88:21 89:1 95:21 signal 86:6 87:1 88:11 signed 7:5 18:11, 25 29:24 72:3 80:10 97:23 100:10 115:24 121:5, 6 122:12 124:1, 6 125:7 128:11 129:10 significant 36:10 38:13 84:14 106:6 127:17 significantly 19:16 similar 27:23 51:18 84:9 87:13 90:23 123:19 129:12 similarly 29:18 simple 39:25 61:13 simply 28:2 125:19 singing 59:24 single 19:15 38:18 site 89:11, 15 97:4, 13, 15 sitting 51:5 70:5 situated 83:2 situation 27:23 104:6 114:17 125:17 six 15:3, 6 21:20 92:14 109:13 110:7 six-foot 87:6 Sixty-one 128:5 size 35:9 118:6, 8 skip 35:4, 10, 22 36:5, 20 37:1, 3, 7 39:2, 4 99:8 skipped 89:4 slated 92:15 slaughter 72:9, 11 slide 35:2, 14 36:4 39:12 40:7 45:5 110:12 111:4 slides 83:8 slight 76:19 114:19 127:15 slope 87:17 90:9 small 39:21</p>	<p>smiling 71:5 soc 118:18 social 36:22 105:1 118:18 socialization 40:17 49:8 socialize 36:7 socialized 61:23 socio-economic 128:25 soft 105:22 softer 38:19 102:23 Solana 64:23, 24 Solana-Mar 64:23 sold 53:4 118:15 sold-out 37:25 53:5, 19 solicitation 35:21 somebody 24:9 42:15, 16 51:16 67:6 69:1 somebody's 48:4 49:21 someday 67:6 someplace 61:4 67:24 104:11 somewhat 71:4 son 78:2 song 59:24 soon 13:9 28:6, 9 53:15 81:24 sooner 58:11 soothing 64:8 sorry 9:24 21:16 25:1, 9, 10 51:13 59:4 76:12 91:22 109:13 120:13, 16 sort 22:7 35:3 37:19 39:7, 10 41:3, 12 42:10, 20 50:9 63:11 72:24 86:21 sorts 13:3 15:22 Sound 37:21 38:18, 20, 24 39:3, 4, 6, 10, 13, 17, 19 41:9 42:14 43:2, 8 48:9, 10 49:1 54:17, 20, 23, 25 55:4 56:12, 15, 21 57:25 59:6, 9, 14, 16, 17 61:15, 16, 20, 23, 24 62:1, 2 67:10 69:19 71:18 72:24, 25 73:1, 5, 13 74:2, 14, 17, 21, 24 75:2, 20, 22 76:16, 20, 22, 23 78:4, 6</p>
---	---	---	--	---

129:19 131:11	Sportsbook 11:9	Steve 2:23, 25	sudden 94:7	75:12, 18, 23 76:1,
soundboards 40:1	18:17 19:3 34:14	32:19, 22 43:18	121:10, 11 126:10,	12 77:13 78:5
sounding 57:21,	spring 92:13	66:3, 5, 12, 13	12, 17, 21, 23	surfy 54:2, 23
24 58:24	Squares 32:21	67:13 70:3, 25	suffering 127:8	surprising 7:10
sounds 59:16	ss 131:2	74:12	suffers 126:24	surprisingly 55:3
73:21	stabilize 102:17	Steve's 69:25	suggest 48:7	surrounding
Soundscape 49:2	stabilized 88:6	steward 126:2	suggested 71:19	101:25
soundwaves 56:13	staff 9:13 11:10,	stick 56:15	suggesting 41:7	survey 43:9
south 83:17	14, 21 21:14	stop 68:4 72:11	129:20	Susan 121:15
84:24 86:19, 21	28:20, 25 32:10	stoppages 83:23	suggestion 48:12	susceptible 84:2
87:3 90:17 93:13,	57:13, 17, 20, 21,	store 13:8	suggestions 16:18	swales 87:7
15 94:5 96:19	22 58:22 69:8	stores 13:5	Sullivan 4:6, 13,	sweet 16:5
104:9	70:17 71:22 77:1,	storm 86:4	18, 21, 24 5:3, 6, 9,	swore 64:4
southern 86:14,	17 79:9 80:3	stormwater 87:8	12, 15, 18 7:6, 7, 8,	syllable 38:18, 19
17 89:1, 2 103:20	81:19 110:5	Stover 121:15	10, 23 8:3 18:12,	54:6 63:17 77:8
space 34:5, 18	114:14, 20, 22	strategic 12:15, 17	13 29:24, 25 72:4,	syllables 63:20
45:10	117:15 124:20	123:12	5 80:11, 12 97:24,	system 42:12
speak 7:5 18:10,	stamped 87:4	straw 71:11	25 100:9, 11	systems 86:4
25 25:2 29:24	Stand 82:22	streambed 89:23	115:24, 25 116:24	
50:8 51:25 72:1,	106:11	Street 44:9 84:13	121:6, 8 122:8	< T >
3 74:12 80:11	standard 89:21	stress 61:22	124:7, 9 125:3, 4	table 72:19 117:6
97:24 98:14	standpoint 32:11	strike 41:21	128:12, 13	Tack 87:22, 23
100:10 115:23	38:14 111:22	60:24	summary 42:20	tag 102:19
119:24 120:18	118:20	strikes 7:17	98:23	Taiji 72:9, 12
121:5, 7 122:12	start 9:12 32:8	striving 101:1	summer 92:16	take 7:14, 22, 25
124:2, 6 125:7	52:1 60:21 68:11	strong 35:22	99:16, 17 117:16,	21:6 25:24 26:3
129:10	72:22 74:17	54:8 99:11, 12	19 118:3, 22	33:23 34:24 40:7,
speakers 9:23	86:14 91:11 96:9	111:13 112:4	119:1, 8, 10, 11, 18	25 41:10 42:1, 2
33:10 46:14, 17	114:1 117:24	117:20 118:11	122:6 123:5	43:16 50:4 53:22
64:2 73:10 75:25	started 63:15	strongly 42:5	127:9	56:14 58:19
77:5, 7 81:16	71:2, 8 107:11	62:8	summertime 47:8	59:11 60:6 61:14
117:4	114:1	structure 24:3	Sunday 47:6	67:2 70:6 71:11,
speaking 20:24	starters 118:1	structures 106:1	supervision 131:9	22 77:1 83:9
112:17	119:11	struggle 69:14	support 16:16	92:17 123:2
speaks 26:25	starting 11:8	stuck 65:6 94:21,	38:6 121:3	takeaways 111:3
Specific 11:25	14:4 81:24 113:9	22	125:19	taken 25:17 32:6
12:1 32:4 50:23	123:17 126:11	studies 123:15	supporting 35:21	62:23 68:8 131:6
64:13 79:17	starts 68:18 95:8	study 12:14	37:15, 17	takes 11:20
116:1	119:3 126:14	stuff 15:12	sure 29:20 30:6	20:21 45:9 49:11
specifically 20:24	State 16:9 19:19	102:20	33:21 52:7 69:23	62:6 79:11
99:19	26:24 27:1 79:12	stumble 56:6	72:15 97:3 104:2	129:15
specified 49:1	85:8 119:9, 12	style 35:9 51:18	117:6	talent 114:2, 6
speeds 83:23	124:22 127:19	Subarea 83:18	surf 47:14 49:19,	talk 20:4 33:2
spend 104:23	131:1	subcommittee 69:9	24 65:24 75:13	35:15 36:5 37:7
spending 104:22	stated 25:9 131:7	subject 128:1	86:6 88:10 90:12,	40:2, 3 43:17, 18
106:25 109:6	statement 9:6	sublime 79:2	17 96:7	59:13 81:22
110:25	10:8 125:22	subliminal 48:13	surface 38:10	92:24 102:19
spends 108:19	State-owned	submittal 93:8	surfers 65:21	107:5
spent 108:9, 20,	125:15	submitted 26:2	surfing 41:2	talked 64:22
21 109:7 110:18	statewide 19:20	subsets 61:14	59:25	99:13 102:9, 15
spiking 124:16	stations 36:12	success 52:15	Surfside 33:24	107:4 122:3
spoke 28:22	Statistics 104:1	100:18, 19 102:22	38:12, 13, 19, 20,	talking 35:16
spoken 105:8	status 49:10	103:2, 3 105:11	21 39:20 40:13,	36:4 44:22 47:19
sponsor 32:4	123:24	111:25 112:11	19, 22 41:1 47:14	52:13 54:18, 19
35:21 67:6 75:24	stay 119:15	120:3	49:3, 4 54:6	70:24 89:16 97:4
sponsor-naming	staying 106:22	successful 11:16	56:17 59:9, 15, 25	103:18 117:13
38:14	stays 95:24 96:1,	38:2 65:11, 12	60:2 62:3 63:21	119:10
sponsorship 75:7	2 124:13	73:9 116:3 119:1	65:23 66:6, 19	target 35:24
109:12	step 68:8, 9	successfully 75:1	67:5, 7, 9, 10	58:16
sports 19:6, 9, 11	126:20	successor 27:19	69:14, 16, 19	targeted 118:19
66:8	steps 11:12		70:11, 13, 14, 21	targeting 35:25

teaching 22:21 23:12	19, 25 59:22 61:21 64:19 69:4 72:16, 17 73:14 74:15 75:4 78:13, 14, 22, 23, 24 80:12, 16 82:6, 18, 20, 25 83:3 96:13, 17 97:20, 25 98:1, 5, 6, 12, 16, 17 100:11 101:23 107:7 112:21 114:7 115:3, 11 116:25 117:13 119:20 120:4, 5, 8, 10 121:2 122:8, 10 123:23 125:6 126:3 127:13 128:8 129:8, 9, 21, 22 130:1, 6	14, 24 49:8 50:2, 16 51:11, 17 52:4, 6 53:10, 20 54:5, 8 55:10, 12, 13, 25 56:18 58:1, 20, 21 59:5, 7, 10 60:1 62:10, 17 63:23 64:11, 22, 25 65:25 66:3, 6, 10, 17 67:4, 24 68:6, 19 69:15, 21, 22 70:17 71:20 72:1, 18 73:1 75:2 76:4, 17, 19, 20, 21, 24, 25 77:4 78:10, 16, 19, 20 81:15 82:1 92:21 93:23 94:12, 14 98:10, 13, 22 99:24 101:3 102:6, 10, 12 104:1 106:19, 20 107:21 111:1, 4 112:6 114:17, 21, 22, 25 117:2, 5 119:1 122:4 128:21 129:1, 13, 17, 24	54:12 55:7 60:15 63:12 69:18 71:22 72:21, 23 73:6 74:22 108:4 118:2 119:4 121:10, 11 three-year-old 126:13 thrilled 48:25 throwing 59:5 thrown 67:1 Thursday 12:7 16:13 tick 50:17 ticket 101:10 106:9 111:10 ticketing 111:9 tickets 101:11, 12 tie 66:17 74:11 tied 72:10 74:20 tie-in 86:17 ties 14:25 55:1 tight 104:5 time 7:15 9:15 11:18 14:11 15:4, 5 19:17 21:5 26:5 28:5 40:24 52:4 58:2 60:2 62:12 66:19, 20 67:1, 25 69:5, 10, 17 70:5 79:13 82:1 83:11 92:18 96:3 99:5, 8 104:22 105:1 106:14 110:5 112:12 113:7 114:25 116:24 122:8 125:3 131:6 timeline 113:13 123:8 Times 102:7 time-sensitive 58:3 timing 28:14 title 102:8, 13 titled 72:8 tock 50:17 today 25:12, 18 31:22, 25 32:11, 17 34:19, 25 35:16 36:4 37:5, 13, 16, 19 38:7, 11 50:14, 18 51:5 56:2 57:2 58:8, 12 68:17 73:20 82:7 100:20 117:15 128:18 today's 7:19 told 42:25 64:5 117:9	Tom 118:10 119:13 tomorrow 14:2 18:2 52:2 68:18 tool 15:25 top 13:4 14:23 46:16 61:25 62:20 118:9 topics 98:14 topline 42:19 tossing 63:24 total 79:23 107:18, 19 108:15, 18 totality 20:15 totally 43:16 tough 48:3 52:7 tout 120:21 towed 87:17 track 19:10 tracks 127:4 traditional 118:17 traffic 84:7 86:6 87:1 88:11, 12, 19 94:1, 9, 17 102:3 Trail 86:11 88:5 95:4, 6, 8, 15, 17, 18, 19, 20, 22 96:7, 8, 10 trainers 119:14 training 16:12, 13 18:6 122:3 transcribed 131:8 transcript 131:6, 7, 10 transition 22:17 28:12 37:1 transparency 127:6 transpired 128:14 Travel 4:22 79:2, 4, 8, 12, 15 80:2 87:3, 10, 12 88:1, 14 traveling 94:19, 21 travels 39:4 treat 87:8 treated 29:18 trees 85:25 86:1 tremendous 19:13 96:18 trend 118:4 126:11 trestle 90:19, 24 91:3 trestles 90:20 Tribune 120:2 tried 41:19 51:21 Troubadour 73:17, 19
--------------------------------	---	--	---	--

true 39:8 54:14
 74:12 94:25
 100:16 113:14
truly 57:12
truth 126:22
try 25:4 65:14
 91:6
trying 27:2 41:22
 54:3 60:10 70:5
 94:2 95:14
 122:19
TUESDAY 1:13
 6:1, 6
turn 32:23 43:23
 81:21 93:25 94:2,
 24 96:25 102:18
turned 47:25
 54:20 90:18
turning 88:21, 25
 120:5
turns 13:3
TV 118:17
tweaks 56:19
two 13:25 16:11
 18:9 23:10 25:20
 36:5, 25 42:13, 16
 45:22 62:14
 63:13 71:8 72:21
 73:5 74:11 77:2,
 19 80:3 83:19
 87:3, 10 88:1, 14,
 19 93:19 94:1, 6,
 8 95:1 99:9, 25
 109:2 115:9
 121:4, 12, 17
 124:1 128:11
two-foot 88:8
two-lane 84:11, 13
 88:24
two-months 122:5
two-thirds 34:17
type 64:8 105:2
types 37:6 89:7
typewriting 131:8
typical 23:5 24:2
typically 29:11

< U >

U.S 13:4 89:21
 90:2 121:14
UC 121:15
ultimate 89:2
ultimately 35:22
 37:17 43:6 57:22
 84:18 103:3
Um-hum 13:17
 22:13, 25 24:8
 26:17, 20 27:12
 46:3 58:9 71:12
 75:9 93:14, 20
 96:11 122:18

unacceptable
 127:22
unbelievable
 113:20 114:23
underbudgeted
 109:22
undercrossing
 86:10 88:4, 6
 95:17
underneath 95:10
understand 12:8
 26:8 30:3 51:22
 58:5 62:25 95:15
 116:13 124:2
understanding
 9:8, 11, 13 11:17
 12:8 56:20, 21
understands
 125:16
underway 11:13
undo 48:4
uneven 127:5
unfolding 52:4
unfortunately
 56:24
unheard 118:7
Union 120:2
unite 41:3
units 127:21, 24
 128:5
unmute 120:14
upcoming 119:18
update 11:9, 11,
 21 16:5 29:22
 72:4 123:25
updated 14:16
Updates 4:8, 10
 16:8 83:4 123:21
Up's 53:23
up-scale 61:8
upstairs 34:12
upstream 87:18
Urban 111:21
Urbanizing 83:18
urge 124:19
 125:19
urging 28:23
use 12:14 14:25
 19:4, 22 34:1
 39:13 48:15
 90:19 94:23
 103:11 125:24
useful 15:13, 14,
 25
users 94:18, 20
uses 19:13 42:23
usually 57:1
Utilities 18:16
utilize 125:14
U-turn 93:22

94:3

< V >

vacated 90:17
vacation 99:5
Valdez 2:5 6:13,
 14 9:5, 6, 24 10:8,
 20, 21 20:24
 28:18, 19 29:6
 30:11, 12, 13 31:8,
 9 51:10, 17 74:19,
 20 80:25 81:1
 98:10, 12 117:2, 5
 119:23 120:10, 17
 128:4
Valle 83:17
 84:22, 23 85:18
 86:5 88:16, 17, 23,
 24 89:2, 3
Valley 49:16
 93:25
valuable 30:2
value 35:12
 38:14 43:12
 90:14, 15 101:7
values 101:15, 16
 107:17
variance 108:5
 109:14, 16 114:19
variation 60:19
variations 38:7
 62:14
variety 63:15
Vegas 79:12
vegetated 85:25
 87:6 88:2, 22
vegetation 86:24
vehicles 86:8
vein 129:12
ven 44:4
vendors 79:18
 109:15, 21 111:20,
 21
Ventura 59:25
venue 16:16 32:1,
 2, 5, 12, 14 33:18,
 19 34:6, 7, 9, 17,
 19, 25 35:5, 7, 9,
 11, 17, 23 37:20
 39:22 40:2, 5, 14
 41:5, 6, 8, 18 45:1
 49:25 50:2 52:2
 53:18, 19 59:7
 62:3 65:5 68:5
 74:13 128:16, 22
 129:7, 15
venues 44:4 52:9,
 13 65:7 104:8
venue's 35:18
 53:17

verify 21:21
version 52:7 59:3
versus 20:21
 33:19 61:5 62:9
veterinary 87:23
 121:15
viable 35:22
vibe 71:20
vibration 39:4
 115:7
Vice 2:4, 5 6:11,
 13 10:18, 20 31:6,
 8 80:23, 25
victim 126:19
video 36:20 70:4,
 6 91:12
view 71:21
Vigil 116:8
vintage 39:7, 8
visceral 41:17
vision 70:17
 100:25
visit 12:20
visited 120:25
visual 39:3 87:14
 95:13
visualize 60:4
void 41:15
vote 9:12 10:14,
 15 29:13, 17 42:3
 71:11
voted 29:12
voting 13:19

< W >

wager 60:4
wagering 19:6
 33:25 70:13
 117:21 118:12
wait 15:5 47:11
 92:22 126:4
waiting 81:15
walk 32:11 53:19
walked 74:22
walkways 83:25
 85:25
want 21:19, 21
 28:25 29:3 35:12,
 19, 20 36:8, 11, 17
 37:24 38:8 39:7
 40:18 41:5, 12
 42:15, 17, 19
 43:20, 21 48:16,
 20 50:12, 15, 18,
 20 51:7 52:1
 53:9, 22 56:11
 57:11 58:10
 61:19, 22 65:20,
 22 67:20, 21 68:2
 80:5 113:11
 116:2, 6 120:4, 21

123:2 124:19
 126:4, 5 128:20
 129:1, 2
wanted 7:1 9:6
 10:6 18:14 19:10
 29:4, 20, 25 37:7
 43:10 47:4 55:25
 59:19 62:13, 18
 63:17 66:4, 12
 67:17 69:3 72:15
 102:20 115:22
 116:1 126:10
 127:15
wanting 128:16
Ward 12:21
watch 125:10
watched 113:20
watching 113:15
water 19:4, 13, 15,
 16, 22 39:22
 48:11 54:23 55:1
 56:22 64:8 65:2,
 4 87:7 89:22, 23
waterbody 91:2
wave 40:13
waves 41:2 48:12
 56:14
way 22:5 38:1
 39:1, 17 45:19, 20
 46:19 54:3, 17
 59:5 65:2 67:13
 71:21 86:15
 103:8 110:6
ways 16:16 41:4
 45:22 55:11 76:3
 102:13 113:17
website 105:6
week 11:13 12:13,
 18, 21 14:1 16:14
 37:16 54:15 57:4
 58:13 69:13
 119:4, 5
weekend 14:8
 118:15 119:6
weekends 106:4
weeks 110:7
 121:12
welcome 24:6
 82:19
Well 7:4 11:14
 13:10 14:3 16:19
 17:22 20:13 21:6
 23:8 24:22 26:10,
 13, 23 28:3 29:4,
 18 31:23 32:22,
 25 34:15, 23
 38:15 40:17 41:2,
 23, 25 42:8, 17, 24
 44:25 47:11
 48:16, 20 49:14
 50:17 55:15

56:22 57:8 58:17
60:24 62:16, 21,
25 64:14 66:13
67:4, 19 68:20
69:8 70:12, 19
71:1 75:16 76:9
78:7 79:19 82:17
86:1, 24 87:1, 4, 7,
15 88:21 89:10
90:12 91:16
92:20 94:12
100:19 101:20, 25
104:25 105:7, 24
106:12, 17, 25
109:18 114:18
116:5 123:18
125:9 128:20
129:12
went 41:16 42:7
61:12 63:11
107:11 110:19
126:20
we're 18:7 23:11
33:16 34:19
35:11, 16, 17, 25
36:4, 14 37:7, 22
38:6, 11 39:6
40:4, 19 41:21, 22
43:16 46:22
50:18 53:14, 15
56:5, 6 59:5
60:10 61:18
62:10, 11 65:14
78:9, 16, 18 80:3
82:10 83:14
86:16 91:21, 23
93:6 95:19
102:11 105:15
107:8 117:11
West 60:17 85:1
86:11 88:5 90:22
93:15 95:19
96:20
Weston's 73:19
wetland 96:22
wetlands 96:23
97:8, 9
we've 16:25 37:4,
10, 21 39:23
46:21 52:9, 12
53:24 60:16
65:15 66:24 68:7,
21 77:20 83:7
92:4 93:7 102:2,
15 105:6 106:18
107:4 108:17
111:5 112:9
113:24 115:18
WHEREOF
131:13

whichever 18:18
48:19
white 38:25 45:6
wide 35:8 63:15
85:16
widened 85:14, 17
87:2 88:18, 24
94:6
widening 81:22
83:5
wider 87:4
width 88:7 89:2
90:21
Wiggins 2:19
16:21, 22 17:24
18:4
wild 58:20
Wildlife 89:25
90:2
Win 120:21
126:14
wind 53:9
wine 119:6
winter 122:7
win-win 36:17
wisdom 69:25
wish 18:10
withdraw 25:10
withdrawing 28:8
withdraws 25:14
WITNESS 131:13
won 44:18 72:10
wonderful 47:4
120:2
wondering 93:17
word 37:8, 14
38:4, 10 39:3, 16,
20 40:12, 13, 16
41:12 42:23 45:1,
6, 12 49:23 54:25
55:23 73:8
128:15
words 76:7 113:1
work 37:10, 23
44:14 46:2 49:11,
23 50:1 52:20
68:16 75:11, 17,
20, 24 77:1 78:15
86:15 113:2
123:17, 21
worked 49:2
50:15 113:19
116:4
workers 124:17
working 21:2
23:1 68:7 106:14
111:8 114:2
123:9 124:24
workout 126:15
works 61:3 91:5
95:15

world 39:23
116:21
worried 78:22
worth 7:11, 17
13:8 30:2 108:21
Wow 13:6
wrapping 92:8
wraps 100:24
wrap-up 99:22
wrong 60:20
61:11 126:20
127:10 129:16

< Y >
y'all 50:8
Yeah 8:4, 25
9:19, 24 10:7
12:1 13:17 15:7,
10, 23 25:3 29:19
33:1, 12 45:24
46:1 47:23 49:6
50:10, 20 57:14,
18 58:1 62:19
63:7, 10, 14 64:1,
11 66:4 69:11
74:17 77:9, 12, 21
80:15 94:25 95:3
97:5, 6 104:20
114:13 115:18
year 14:9 15:6
16:10 17:12, 20
53:2 99:3, 9
105:9, 18 106:14,
16 107:10, 15
109:24, 25 110:17
118:8, 9 119:13
120:25 123:13
126:17
year-round 119:16
years 17:1 18:14
36:14 71:8 81:23
82:3 96:9 103:16,
19 106:3, 16
112:8 114:1
115:9 118:2
124:12
year's 116:7, 14,
17
Yep 33:14 64:16
yield 94:20
younger 41:21
58:16 60:3 61:11
youth 73:16
Youthful 41:4

< Z >
zero 117:25
Zone 14:7, 9
41:21 60:24
ZOOM 1:6 2:5, 7,
10, 20, 24, 25 3:2,

3, 4, 5 31:22 33:5
43:21 81:20
Zooming 77:25
81:18 82:5