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CERTIFIED COPY

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

TUESDAY, MAY 9, 2023

1:33 P.M.

REPORTED BY: MARY JULIA COLEMAN-KIEFER, CER 1468

1 IN ATTENDANCE

2 OFFICERS:

3 G. Joyce Rowland, President

4 Richard Valdez, Second Vice President (Via ZOOM)

5

6 DIRECTORS PRESENT:

7 Lisa Barkett, Director

8 Michael Gelfand, Director

9 Don Mosier, Director

10 Kathlyn Mead, Director

11 Sam Nejabat, Director (via ZOOM)

12

13 DIRECTORS ABSENT:

14 Fred Schenk, First Vice President

15

16 ALSO PRESENT:

17 Carlene Moore, Chief Executive Officer, 22nd DAA

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

19 Carlene Moore, CEO, 22nd DAA

20 Josh Caplan, Deputy Attorney General

21 Katie Mueller, Chief Operations Officer, 22nd DAA

22 Melinda Carmichael, Chief Administrative Officer, 22nd DAA

23 Henry Rivera, Moderator/Production Manager

24 Peter Englehart, CEO, HITS

25 Ashley McCaughan Colburn, Executive Director, Don Diego

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Foundation (Via ZOOM)

Josh Rubenstein, Del Mar Thoroughbred Club (Via ZOOM)

Erin Bailey, DMTC Director of Marketing (Via ZOOM)

Tristan Hallman, Chief Communications Officer, 22nd DAA

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1 DEL MAR, CALIFORNIA, TUESDAY, MAY 9, 2023

2 1:33 p.m.

3 -o0o-

4 PRESIDENT JOYCE ROWLAND: Okay. Thank you, and  
5 welcome to the May meeting of the 22nd DAA Board of Directors.  
6 I'm President Joyce Rowland. I call the meeting to order and  
7 call for the roll call, please.

8 MS. O'LEARY: President Rowland.

9 PRESIDENT JOYCE ROWLAND: Present.

10 MS. O'LEARY: Vice President Schenk has an excused  
11 absence.

12 MS. O'LEARY: Vice-President Valdez.

13 MR. VALDEZ: Present.

14 MS. O'LEARY: Director Barkett.

15 MS. BARKETT: Present.

16 MS. O'LEARY: Director Gelfand.

17 MR. GELFAND: Present.

18 MS. O'LEARY: Director Mead.

19 MS. MEAD: Here.

20 MS. O'LEARY: Director Mosier.

21 MR. MOSIER: Present.

22 MS. O'LEARY: And Director Nejabat.

23 MR. NEJABAT: Here.

24 PRESIDENT JOYCE ROWLAND: Okay. The first item of  
25 business on the calendar is the Consent Calendar. I will

1 mention that under Standard Agreements, there were two, 23-044  
2 and --

3 COURT REPORTER: Richard?

4 I'm sorry to interrupt, but I don't see you on  
5 my screen, and I can barely hear Joyce.

6 MR. RIVERA: Julia, you need to turn your volume on.  
7 We're really loud in the room already so the AV issues are on  
8 your end.

9 COURT REPORTER: Okay. And also, I'm not seeing you  
10 at all on my screen. It went away.

11 MR. RIVERA: So if that's the case, you are in the  
12 wrong view.

13 COURT REPORTER: I had you there, and I didn't do  
14 anything.

15 MR. RIVERA: You need to go to gallery view.

16 COURT REPORTER: I'm not even getting that option.

17 MR. RIVERA: I don't know what to tell you then  
18 because we don't control that part of the Zoom.

19 COURT REPORTER: Okay. Let me go out and come back  
20 in.

21 MR. RIVERA: No, you can't, Julia. We're about to  
22 start the meeting. It's already started.

23 Top right corner, there's a View panel.

24 COURT REPORTER: I'm going to leave and join.

25 There.



1           PRESIDENT JOYCE ROWLAND: Okay. Well, I'm going to  
2 start again.

3           THE COURT REPORTER: I can see Joyce now.

4           PRESIDENT JOYCE ROWLAND: So I was mentioning that  
5 under the Consent Calendar on the Standard Agreements, there  
6 are two that are going to come off Consent, the 23-044 and the  
7 23-045; that's power washing and trash laborers. As we've  
8 mentioned before, we put agreements on here anticipating  
9 sometimes that they will be ready for review or approval, and  
10 when they are not, we take them off. So those two are coming  
11 off.

12                         And then, under the 2023 San Diego County Fair  
13 Game Operator Agreements, we have two exhibitors who have  
14 withdrawn. There's 23-M-20, Ellis Concessions, and 23-M-22,  
15 CDR, Inc. They are both coming off so they won't be part of  
16 the Consent Calendar.

17                         Any questions or requests from the board for  
18 items to come off of Consent or anything else relative to the  
19 Consent Calendar?

20                         Okay. If not, then we'll move to members of the  
21 public who want to speak on the Consent Calendar. We have one  
22 member signed up to speak on the Consent Calendar; that's  
23 Martha Sullivan.

24                         MARTHA SULLIVAN: Hello, this is Martha Sullivan.  
25 Good afternoon.

1 First, I wanted to just briefly give a  
2 compliment for the minutes. They -- I appreciate them being as  
3 complete and detailed as they are.

4 And secondly, I wanted to raise a question about  
5 how the costs of contractual services undertaken by the 22nd  
6 DAA for the benefit of the Del Mar Thoroughbred Club are  
7 recovered, such as the pest control. Maybe that's something  
8 for the Management Report, but I just wanted to raise it here  
9 where it's on the -- it's one of the agreements on this agenda  
10 item.

11 PRESIDENT JOYCE ROWLAND: Okay. Is that something  
12 that you wanted to have come off Consent or you just wanted it  
13 explained under the Management Report?

14 MARTHA SULLIVAN: No, I would like it explained. I  
15 don't need it to come off the Consent.

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

17 Anything else?

18 MARTHA SULLIVAN: That's it. Thank you.

19 PRESIDENT JOYCE ROWLAND: All right. Thank you.

20 So now, we'll have a vote, roll call on the  
21 Consent Calendar, please.

22 MS. MOORE: You need a motion.

23 PRESIDENT JOYCE ROWLAND: Yes. I have motions -- I  
24 meant motions.

25 MS. BARKETT: So moved.

1           PRESIDENT JOYCE ROWLAND: We have a motion. We have  
2 a second. Now we have roll call.

3           MS. O'LEARY: President Rowland.

4           PRESIDENT JOYCE ROWLAND: Aye.

5           MS. O'LEARY: Vice-President Valdez.

6           MR. VALDEZ: Aye.

7           MS. O'LEARY: Director Barkett.

8           MS. BARKETT: Aye.

9           MS. O'LEARY: Director Gelfand.

10          MR. GELFAND: Aye.

11          MS. O'LEARY: Director Mead.

12          MS. MEAD: Aye.

13          MS. O'LEARY: Director Mosier.

14          MR. MOSIER: Aye.

15          MS. O'LEARY: And Director Nejabat.

16          MR. NEJABAT: Aye.

17          PRESIDENT JOYCE ROWLAND: Okay. We'll now move to  
18 our Management Report, which is a robust report today, I can  
19 see.

20          MS. MOORE: It is, with a number of items to go over  
21 before I get to the Surf & Turf RV Park item.

22                        So first off, I would like to introduce to the  
23 board our new Chief Communications Officer. Many of you have  
24 already met him, Tristan Hallman, who joined our team middle of  
25 last month. He joins us from Dallas, Texas, where he was

1 serving as the Chief of Staff to Mayor Eric Johnson. And in  
2 addition to managing the mayor's operations staff, Tristan was  
3 responsible for overseeing the communications and directing his  
4 policy priorities.

5 Prior to that, in working in the mayor's office,  
6 he worked as a reporter and later as the city editor for the  
7 "Dallas Morning News," he was part of a Pulitzer Prize finalist  
8 team in 2017 and was also named the Best Print Reporter in  
9 Dallas by "D Magazine" that year.

10 He was born in San Diego --

11 PRESIDENT JOYCE ROWLAND: I was wondering when we  
12 were going to get to that.

13 MS. MOORE: -- where his parents grew up, and lived  
14 for a time in El Cajon before his family relocated to Texas.  
15 So I am sure he is glad to be back in -- especially a day like  
16 today -- this beautiful weather. Earned his Bachelor's Degree  
17 in political science from St. Edward's University in Austin and  
18 a Master's Degree from the Craig Newmark Graduate School of  
19 Journalism in New York City. So we are very excited to have  
20 him onboard and a part of the team now.

21 So welcome Tristan. Welcome.

22 A couple of other just quick things. This week  
23 is Public Service Recognition Week, and I am sure we will have  
24 something coming out from the Governor's Office shortly on  
25 that, but just recognizing all public service -- people

1 throughout the state of California, city, county, as well as  
2 state level.

3 Earlier today, as board members, you should have  
4 received an email from me, and that, in lieu of the manual  
5 ticket request form that we used to have for you for the fair,  
6 sent you a letter that includes links to actually be able to  
7 place those orders through that process, receive your tickets,  
8 and, hopefully, make it just a really smooth process for you.  
9 It also has other information with regard to parking, the  
10 summer social receptions that we'll be having during the fair;  
11 so please take a look at that after the meeting.

12 Upcoming, we have our Media Sneak Peek event,  
13 which will be Wednesday, May 31st, at 10:30, and I'll be  
14 sending out more information that, if any of you would like to  
15 attend.

16 And then, we also scheduled the Race Track  
17 Authority and the State Race Track Leasing Commission meetings  
18 for Monday, August 14th. That information is posted on our Del  
19 Mar Fairgrounds website, as well as, again, more information  
20 will get posted on that as the agenda for that meeting gets put  
21 forward.

22 And then, just my last monthly reminder for all  
23 of you before July 1st, and that is that, while it could change  
24 if Senate Bill 544 is passed, if it doesn't, starting July 1st,  
25 we will need to know at the time, prior to the board agenda

1 being posted, if we have any board members who will not be  
2 attending the meeting here onsite; because unless that goes  
3 through, the waiver of the location clause of the Bagley-Keene  
4 Act will sunset on June 30th, and given that our next board  
5 meeting won't be until after that. So I'll keep you posted.  
6 I'll keep you posted on that one. I think we are anticipating  
7 that that should -- that that will go through.

8                   And then, finally, that brings me to the Surf &  
9 Turf RV Park operations. And if you recall, last month, we had  
10 some public comment, and I see some folks here again today on  
11 that. But it wasn't on our agenda at the time so I wanted to  
12 just provide you a little bit of a background with regard to --

13                   PRESIDENT JOYCE ROWLAND: Just to clarify, because it  
14 was not on the agenda, it's not something that we could  
15 directly address and answer questions about; we could only  
16 listen to public comment.

17                   MS. MOORE: And so, with that, historically, the  
18 management contract for the Surf & Turf RV Park has been, in  
19 essence, connected to the operating agreement for the golf  
20 operations over at Surf & Turf; so for the driving range and  
21 the two miniature golf courses. So in addition to operating  
22 those, it was also managing the RV park, as well. And Del Mar  
23 Golf Company, or DMGC, is the operator, and, therefore, also  
24 the management company at Surf & Turf RV Park.

25                   Their contract expires at the end of this year,

1 but there are options to renew it, and Del Mar Golf Group is  
2 who gave us the notice that they -- you know, their intent not  
3 to renew or not continue to manage the RV operations and  
4 instead focus only on their golf operations. And so, for the  
5 first time in at least -- what we know to be at least 20 years  
6 and probably going back further, we, as the district, are  
7 having to explore the separation of that so that we still have  
8 the RV park operation.

9           The RV park is open to the public mid-September  
10 through May of each year. It transitions back to the district,  
11 as well as, then, to the Thoroughbred Club each year for the  
12 months of June through mid-September for fair and racing-  
13 related operations.

14           Del Mar Golf Company felt that it was important  
15 as it was to notice their occupants now, as they are making  
16 plans. So they depart for the summer, but many of them come  
17 back in the fall each year. And so that they could make plans,  
18 should they need to, should, in the course of the management  
19 changing at the RV park, should something change with regard to  
20 those operations because the contracts that the occupants have  
21 are with Del Mar Golf Company.

22           So as we began to explore, again, separating  
23 these two operations and what that would look like, we've been  
24 looking into options. We still have some further research and  
25 information of, truly, what are the district's operations with

1 regard to the management; and it can range from the potential  
2 of self -- potentially self-managing, to as far as issuing an  
3 RFP, because that's what we would need to do for contracting  
4 services to manage the park.

5           And so, with that, that's kind of a history of  
6 where things are at, what those notices that took place --  
7 again, was shared with that group, as well. It was not -- this  
8 is not a policy change. It's a shift in management, and  
9 therefore, the work and the due diligence we need to be doing  
10 as the district.

11           So last Thursday, along with Tristan and Matt  
12 from Del Mar Golf Company, we met with -- had invited all of  
13 the occupants over at Surf & Turf RV Park to join us, and last  
14 Thursday evening held kind of just a forum, a, you know,  
15 gathering to hear and to listen to them in terms of their  
16 concerns. And what I shared with the group was while I don't  
17 have all of the answers right now because, again, we are still  
18 in this researching phase and gathering the information, I  
19 pledged to them that I would get back to them as soon as we did  
20 know something more, and/or if there was any delay beyond this  
21 month of May, I would also communicate that to them as well.  
22 So that's currently where things stand with Surf & Turf RV  
23 Park.

24           MS. BARKETT: I have a few questions.

25           PRESIDENT JOYCE ROWLAND: Go ahead.



1 MS. BARKETT: Go ahead.

2 MR. GELFAND: No, you go ahead.

3 MS. BARKETT: Thank you.

4 MR. GELFAND: I just wasn't sure if it was  
5 appropriate to ask questions.

6 PRESIDENT JOYCE ROWLAND: It's always appropriate to  
7 ask questions.

8 MS. BARKETT: When did the contract with the DMGC  
9 come into effect?

10 MS. MOORE: This current one or --

11 MS. BARKETT: Well, no, the original, the original.

12 MS. MOORE: Well, Matt is aware of it for at least  
13 the last 17 years, and it was in existence before it because  
14 that's when he started working for the company or took over so  
15 it pre-dates that.

16 MS. BARKETT: And I'm just curious if we know the  
17 intentions of the contracting at that time; was it intended  
18 that they would always manage?

19 MS. MOORE: I really don't know.

20 MS. BARKETT: Just curious because --

21 MS. MOORE: It's an interesting -- it is an  
22 interesting, this bridge of, you know, operate golf but manage  
23 this RV park operation for the district as well.

24 MS. BARKETT: Right. I'm just wondering if something  
25 was given up, if it was a quid pro quo, something for

1 something. It'd just be interesting in the contract if we  
2 could go back to the original contract and look at it from the  
3 very beginning to see the intentions of the contract and --  
4 because we're renewing; right? We keep renewing the contract,  
5 the original, the renewal.

6 MS. MOORE: Right. In essence, we could exercise the  
7 option with an amendment to it.

8 MS. BARKETT: Right. So I think -- do you have to go  
9 back to that original intent?

10 MS. MOORE: I can only -- right now, I can only go  
11 back 20 years.

12 MS. BARKETT: So there's nothing before that; okay.

13 MS. MOORE: So I don't know that -- right, where  
14 those -- I don't have those records at our fingertips, and  
15 whether or not they still -- they would still exist because  
16 this is -- has historically been done. It's an operating  
17 agreement, and so one of just negotiation for it, not as an --  
18 it was not previously an RFP or, you know, competitive bidding  
19 situation.

20 In addition to that, just records retention  
21 under -- for Department of Food and Agriculture doesn't require  
22 retaining those type of contracts and things --

23 MS. BARKETT: They would no longer be valid; right?

24 MS. MOORE: -- for as long as even we have.

25 Right. Usually the limit is about seven years,

1 and we have about 20 years on that.

2 PRESIDENT JOYCE ROWLAND: Which makes sense because  
3 it's an ongoing --

4 MS. BARKETT: Right. It's ongoing, right. But I'm  
5 just -- I'm still wondering, then, if we are -- if it ends up  
6 back in our lap because it's on our property; correct?

7 MS. MOORE: Right. Yes, for us to figure out what --  
8 yes, how we proceed with it.

9 PRESIDENT JOYCE ROWLAND: Yeah. I don't think  
10 there's any doubt about that.

11 MS. BARKETT: Right. No, I'm just wondering if they  
12 were given something in order that they would continue  
13 management of it, if that makes sense, in the contracting --

14 PRESIDENT JOYCE ROWLAND: Yeah. Right.

15 MS. BARKETT: -- because then, it does affect --

16 PRESIDENT JOYCE ROWLAND: The broader contract.

17 MS. BARKETT: -- the broader contract.

18 PRESIDENT JOYCE ROWLAND: Right.

19 MS. BARKETT: I'm just very curious about that. It  
20 just seems an odd request and an odd combination from the  
21 beginning.

22 MS. MOORE: Uh-huh.

23 PRESIDENT JOYCE ROWLAND: Right. Other than  
24 adjacency.

25 MS. BARKETT: Right. Exactly. And ease, and kind of

1 taking out of the spec. So those are my thoughts.

2 MR. GELFAND: Couple questions.

3 Did they manage it year-round for most of the  
4 year, or did they actually sort of give it over to the  
5 Thoroughbred Club during their season?

6 MS. MOORE: It reverts back to us, as the district.  
7 So we manage all the reservations for the fair, and then  
8 Thoroughbred Club manages the reservations for racing.

9 MR. GELFAND: Oh, okay. And then, they make  
10 reservations for everything else?

11 MS. MOORE: Yes.

12 MR. GELFAND: What about the day-to-day operation of  
13 it; are there staff associated with the RV park, dedicated to  
14 it? Do they manage it --

15 MS. MOORE: They --

16 MR. GELFAND: -- year 'round?

17 MS. MOORE: Well, other than -- I guess it's not  
18 really year 'round. It's about eight-and-a-half months of the  
19 year because -- but yes, they had -- Del Mar Golf Group -- or  
20 Del Mar Golf Company, DMGC, has a management team that's there  
21 for the day-to-day oversight.

22 MR. GELFAND: So who cleans the restrooms during race  
23 season versus fair versus the regular --

24 MS. MOORE: During the fair, it's 100 percent in our  
25 control so our staff does. During racing, Thoroughbred Club

1 does. The rest of the year, then it would be DMGC.

2 MR. GELFAND: That is kind of awkward. I mean, it  
3 makes it seem like --

4 MS. MOORE: It's an interesting relation- -- like, in  
5 terms of that; yes.

6 MR. GELFAND: Okay. Well, if you do decide to  
7 operate it internally, feel free to talk to me --

8 MS. MOORE: Right.

9 MR. GELFAND: -- about that because I think I can  
10 help with it.

11 MS. MOORE: Right. It's in your wheelhouse.

12 PRESIDENT JOYCE ROWLAND: You're talking about  
13 advice?

14 MS. MOORE: Yes. Advice.

15 MR. GELFAND: Yeah. You know, well, what forms to  
16 use and reservation systems and, you know.

17 MR. RIVERA: Director Mead has her hand up.

18 PRESIDENT JOYCE ROWLAND: Ah. Director Mead.

19 DIRECTOR MEAD: Thank you.

20 Last time, during the last meeting, we heard  
21 from a lot of current residents, renters, that they were given  
22 a very short period to vacate. And you did not indicate in  
23 your meeting with them, have we assuaged any concerns about an  
24 immediate -- it felt almost immediate in what we were  
25 hearing -- need to vacate? What period of time or assurances

1 do they have that they can remain, or what kind of extended  
2 notice, if any, have they been given?

3 PRESIDENT JOYCE ROWLAND: I think it's a little bit  
4 different. Carlene, can you --

5 MS. MOORE: Right. So the notice that they received  
6 at the beginning of April -- so, again, historically and  
7 typically, the park clears out by the end of May, sometimes  
8 even earlier when our fair dates were earlier. So the having  
9 to vacate the area happens no matter whether this notification  
10 had happened or not. So it has more to do with the return date  
11 of whether or not they'll be able to return under month-to-  
12 month contracts in the fall.

13 MS. MEAD: Okay. So --

14 MS. MOORE: But just real quick; everyone moves out  
15 of the park as of the end of May.

16 MS. MEAD: Of May, anyway. That was no change. It  
17 was what date could they potentially return.

18 MS. MOORE: And that's what we haven't -- that's what  
19 we haven't resolved yet, which is why I, again, pledged that  
20 either -- whatever answers, whatever information we have this  
21 month, being able to communicate back to them before, in  
22 essence, many of them depart. Some of them have already left,  
23 just because of how they arrange for -- so they typically  
24 arrange to go somewhere else for the months of June through  
25 approximately mid-September.

1 MS. MEAD: September. So thank you for clarifying  
2 that this is standard that there would be a move-out at the end  
3 of May, but that does, also, then, lead up to -- my second  
4 question was this pledge to provide them information by the end  
5 oof this month because I would suspect that an action of  
6 whether we RFP this out or whether or not we take over these  
7 operations needs to come back to this board for oversight and  
8 review. Or are you expecting something else?

9 MS. MOORE: No. I see this as operational, similar  
10 to other RFPs that district staff puts out for services and  
11 things and/or the decision to be able to operate ourselves,  
12 pending the information we receive of what our options are.

13 MS. MEAD: Okay. Then can I just ask: Sometimes,  
14 RFPs come back to us for approval, and sometimes -- is it based  
15 on a dollar amount of the --

16 MS. MOORE: What comes back to the board for approval  
17 are the contracts, as a result of having to go through that.  
18 And yes, I would anticipate that it will require board action  
19 for approval. Also, though, pending Item 5JI on today's agenda  
20 for a delegation of authority for contracts, but I would  
21 suspect that the fees for management would exceed my limits --

22 MS. MEAD: Okay. That was what I was sort of trying  
23 to play a couple chess moves ahead here --

24 MS. MOORE: And I also would anticipate --

25 MS. MEAD: -- with what could rightfully be done

1 during this period of time.

2 MS. MOORE: Right.

3 MS. MEAD: So the determination of what we would want  
4 to do could be done under current guidelines, but then,  
5 potentially, a contract, if it was let, would have to come back  
6 to the board under existing conditions?

7 MS. MOORE: Correct. And really, the timeline for  
8 that is such that, again, because an RFP process can take  
9 anywhere from 60 to 90 days, and we would be back with a  
10 regular board meeting starting in August. So it actually does  
11 fit into that time table.

12 MS. MEAD: Yeah. With the exception of, without a  
13 signed contract, the -- those renting spaces beginning mid-  
14 September would not have a guarantee that they could return.

15 MS. MOORE: But there may be some things that we are  
16 able to do as the district, and that's where I just really need  
17 to be able to get some of those answers for that gap coverage,  
18 similar to, if you recall, with the Tennis Center, where we  
19 were having a gap in the operator for the Tennis Center and  
20 what we were able to do as the district for a few months --

21 MS. MEAD: In the interim.

22 MS. MOORE: -- until we had an operator take over.

23 MS. MEAD: Okay. I just really wanted to clarify  
24 that process and the length of time. Thank you.

25 MS. MOORE: You're welcome.



1 MR. GELFAND: So are you suggesting that if you  
2 decided you're going to do an RFP for an operator, while that  
3 process was playing out, you could, theoretically, take  
4 reservations for the fall that you would hand to the operator  
5 once --

6 MS. MOORE: That's a possibility, yes.

7 MR. GELFAND: -- they were selected? Okay.

8 Then I have another question just in terms of  
9 process. So the existing operator, doing both the RV park and  
10 golf, has informed you that they no longer want to do the RV,  
11 but they want to continue with the golf?

12 MS. MOORE: Yes.

13 MR. GELFAND: And so it seems like that could be a  
14 breach of their contract altogether. Like, what's -- when does  
15 that contract expire?

16 MS. MOORE: The end of this year, which is what  
17 they -- in essence, what they gave us.

18 MR. GELFAND: But they want to renew it?

19 MS. MOORE: They would like to exercise -- these are  
20 rental agreements, and so -- because they pay -- outside of the  
21 management fees for the driving range and mini golf courses,  
22 they pay us for being there so it's not a services contract in  
23 that regard. It's up at the end of this year with options to  
24 renew; so we would simply do an amendment. The volume of  
25 business that they are doing at the golf center just is such

1 that to continue on, they feel, one, it would be a disservice,  
2 and they would like to really focus on what the core of their  
3 business is.

4 MR. GELFAND: The option to renew is theirs or ours?

5 MS. MOORE: It's both. They would like to renew the  
6 golf agreement --

7 MR. GELFAND: If -- if they -- if they decided they  
8 wanted to continue so they're renewing they're -- I can't  
9 remember the terminology.

10 MS. MEAD: It's a rental -- it's a rental. Yeah.

11 MR. GELFAND: But in any event, if they decide they  
12 want to stay, they can, unilaterally --

13 MS. MOORE: No.

14 MR. GELFAND: -- whether we want them to or not?

15 MS. MOORE: No.

16 MR. GELFAND: So it's a consensus option, where both  
17 sides have to agree --

18 MS. MOORE: No, I'm saying that they have already  
19 told us that they're -- they want to stay. They just don't  
20 want to manage the RV park anymore. Now, it's up to us whether  
21 or not we are exercising that option to renew, with an  
22 amendment to it removing the management of the RV park.

23 MR. GELFAND: And when they managed the RV park, the  
24 rent they paid us, was it a percentage of the gross or was  
25 it --

1 MS. MOORE: So on the RV park, which is so separate  
2 because that's a management piece. So on the golf center, yes,  
3 they -- for all the golf operation, they're paying -- we  
4 receive a percentage. I think it's 20 percent, but don't quote  
5 me on it.

6 MR. GELFAND: Right.

7 MS. MOORE: Don't hold me to it.

8 For the RV park operation, we pay them a  
9 percentage of the management fee so all of the money is  
10 collected, and we're paying them a management fee --

11 MR. GELFAND: We pay them a management fee --

12 MS. MOORE: -- on the RV operation.

13 MR. GELFAND: -- and they collect the rent.

14 MS. MOORE: So it really is this very bifurcated  
15 contract, in terms of this part being a rental, this part  
16 being, in essence, management services.

17 PRESIDENT JOYCE ROWLAND: It's interesting because  
18 I'm going back to your prior inquiry. It almost makes it sound  
19 like, you know, we'll give you the golf --

20 MR. GELFAND: But --

21 PRESIDENT JOYCE ROWLAND: -- if you take over --

22 [MULTIPLE SPEAKERS.]

23 MS. MOORE: It pre-dates all of us.

24 PRESIDENT JOYCE ROWLAND: Right. Interesting, just  
25 based on that description.

1                   Okay. Any more questions from the board?

2                   MR. GELFAND: Well, one final question that is: Does  
3 the Thoroughbred Club have any vested interest in the time that  
4 they have to operate it? In other words, could we decide we're  
5 going to operate it 12 months of the year? During race season,  
6 we're just going to give them priority on reservations, but we  
7 are the operator? Or do we -- are we contractually obligated  
8 to the Thoroughbred Club to cede it over to them?

9                   MS. MOORE: And that is a really great question and  
10 part of the research that's going on is because we also have  
11 our operating agreement -- or the State Race Track Leasing  
12 Commission has the operating agreement with the Thoroughbred  
13 Club. You know, what does that contain? What requirements are  
14 there for preparing this, again, whether it's -- you know, was  
15 to be our operation or we're putting this out to bid, that  
16 we're, you know, being able to put out that message in its  
17 entirety and, you know, setting the expectations, the scope of  
18 work, things of that nature.

19                   MR. GELFAND: One last question.

20                   MS. MOORE: No.

21                   PRESIDENT JOYCE ROWLAND: Yes, of course.

22                   MR. GELFAND: And that is: Is it just the RV park  
23 over there, or is it that one and that one combined?

24                   MS. MOORE: It's just -- it's just that one,  
25 currently.

1 MR. GELFAND: All right.

2 PRESIDENT JOYCE ROWLAND: Because there are many  
3 interesting questions underneath that because if I were an RV  
4 park operator, I would probably want year-round operations if I  
5 were going to answer an RFP on it. But, you know; maybe?

6 MR. GELFAND: Well, the staffing.

7 PRESIDENT JOYCE ROWLAND: That's what I mean.

8 [MULTIPLE SPEAKERS.]

9 MS. MOORE: And we may want to consider, as the  
10 district, some -- them managing that process for us even  
11 through the fair, again, with priority, the priority being, you  
12 know, because that's our vendors, performers, people who are  
13 actually participating and working at the fair --

14 PRESIDENT JOYCE ROWLAND: Right.

15 MS. MOORE: -- during that time period.

16 PRESIDENT JOYCE ROWLAND: Yeah. Interesting. Yes.  
17 A lot of questions to face as you're moving in -- through this  
18 process.

19 MR. GELFAND: As if you weren't busy enough.

20 MS. MOORE: Right.

21 PRESIDENT JOYCE ROWLAND: That's important so -- it  
22 is if you get it right.

23 Okay. So I think we have -- we're going  
24 through -- all the way through the Management Report before we  
25 do --

1 MS. MOORE: Actually, that would conclude my  
2 Management Report.

3 PRESIDENT JOYCE ROWLAND: Okay.

4 MS. MOORE: Or actually, I should note, we do have --  
5 I guess we should -- we do have --

6 PRESIDENT JOYCE ROWLAND: Contracts is part of the  
7 agenda.

8 [MULTIPLE SPEAKERS.]

9 PRESIDENT JOYCE ROWLAND: I was just -- yes.

10 MS. MOORE: Sorry. So that concludes that portion of  
11 it.

12 PRESIDENT JOYCE ROWLAND: We're going through the  
13 Management Report, and then we'll do public comment on any  
14 aspect of the Management Report; so just to let folks know,  
15 we've got some --

16 MS. MOORE: A few more items to get to.

17 And so with that, next up we do have  
18 Construction Projects and Facility Updates, and so I'm going to  
19 have our Chief Administrative Officer, Melinda Carmichael, come  
20 up and share with all of you some exciting updates we have.

21 So we have some -- this is going to be some  
22 general updates with regard to constructions projects and  
23 things taking place. And then, we'll also have a presentation  
24 from HITS with regard to the Equestrian Center.

25 MS. CARMICHAEL: Thank you. So good afternoon.

1                   So just first and foremost, we're very excited  
2 about our celebration tour of our state-of-the-art Water  
3 Quality Improvement Project. And so, we are having a tour on  
4 August 14th from 2:00 to 4:00 p.m.; so you are all invited and  
5 you should have received, if not yet, very soon, a save-the-  
6 date in your email.

7                   And next on the list, we have a little update on  
8 the construction over at Surf & Turf RV lot. As you know, this  
9 was funded by a grant, and we've done several improvements to  
10 the park, including adding sewer and the additional amps. And  
11 we are also -- we have a few other, remaining items, and the  
12 items that are remaining are moving the entrance of the RV park  
13 over to the further -- off of Jimmy D, to the back entrance.  
14 So we have a gate that was put in there and -- this week -- and  
15 I apologize to those that are over there. We've had some  
16 jackhammers going so -- but they are finishing off that  
17 driveway and the entry, and then we have a transformer box that  
18 we are -- had been on backorder. We're waiting for repair, and  
19 that will conclude that project so we are looking forward to  
20 getting that buttoned up.

21                   With The Sound, as you all recall, we had filled  
22 in the floor in the pit of The Sound to add a little more  
23 safety and raise that up about seven to eight inches worth of  
24 concrete. So we're doing the final epoxy on that this month so  
25 that will be finished. And on the outside of The Sound, which

1 we refer to as Surfside, we have some AC issues that were  
2 disconnected during the descope of the project; so we have  
3 contracted with CCA, California Construction Authority, to tie  
4 that back in.

5           And also, we had a little finding, as we were  
6 doing these concerts, that our artist green rooms in the back  
7 don't have reheat coils, and so we're working to get that tied  
8 back in so that they're -- we've been providing them space  
9 heaters and things of that nature, but we're going to tie that  
10 back in; they cannot have blue fingernails before they go out  
11 on stage. So diligently working on those items.

12           And we did have a facility assessment. So  
13 they've gone all of our buildings and they have their data. We  
14 don't have the comprehensive report yet. They're still working  
15 through some of those things, but they have inspected all of  
16 our buildings so we should have a pretty comprehensive report  
17 of lifespan and projected time frames of when we need to invest  
18 in repairs and what those look like for all of our buildings in  
19 the next few months so probably at the August board meeting, I  
20 would anticipate.

21           As previously mentioned, DMTC's air conditioning  
22 unit went out last year at the height of summer. And so we  
23 have also contracted with CCA to get that repaired and  
24 replaced. So that will be coming this summer, hopefully right  
25 before the heat hits and we'll have them cooled off.



1           And then, our beloved front-side housing is  
2 coming to an end. So we are in the process of demolishing the  
3 building because, as you may recall, last year, they gave us  
4 through the end of the year to use it as a space; and because  
5 of what was needed, we either needed to reinvest in it or  
6 demolish it, and it was about the same cost. And so we've  
7 chosen to take that down.

8           They are saw-cutting off -- it's a little bit  
9 more complicated because they need to saw-cut our telecom room  
10 that exists on the far southwest side of the building. And so  
11 they will be taking that down, and they will be leaving a very  
12 large wall, a 10-foot wall, the block wall that goes across.  
13 They'll stucco it and tie it into the existing look so -- and  
14 that will get us through this year. We're going to try to  
15 maintain and retain the planters and all the vegetation that's  
16 on the front side of it, and then we'll have some space where  
17 DMTC -- they will typically -- they typically use that building  
18 more than anyone and they'll be able to do bunkhouses or RVs or  
19 whatever their choices are. And we are also upgrading some of  
20 the electrical so they will have higher amperage, and there'll  
21 be sewer and water so it will be a safe place for them to put  
22 their housing. So that should be down by the end of the week.

23           And then, the bottom part of this picture is a  
24 true pothole that exists thanks to Carlene and her iPhone. We  
25 have several of these. So we have a lot of allegatoring, and I

1 think I mentioned this on the last construction update, that we  
2 very much need to repair asphalt. So we are in the process of  
3 doing some quick repairs for summertime and hopefully get all  
4 the what they call crack replacements so following the cracks,  
5 blowing them out and filling them and then filling the  
6 potholes, and then we will look to do the bigger areas that  
7 require complete grinding and removal and replacement. So that  
8 will probably be spread out over time.

9           And then, what's not on a lovely slide is our  
10 roofs, which are still a little bit of an ongoing issue. We  
11 had some very large quotes for the roofs, and so with that,  
12 I've asked them to go out and look at another few options. And  
13 we found a few different options; for example, our Wyland  
14 Building has 26 skylights on them and they are leaking. And  
15 originally, we were told that we could just seal the skylights;  
16 then we were told no, we need to rip it off and replace it.  
17 And now, they have found a possible solution that they are  
18 testing which may be a much more conservative approach to be  
19 able to seal the skylights and not have to rip off the roof.  
20 But we will have to look at roofs for O'Brien and probably Bing  
21 Crosby in the near future. So that's still being investigated,  
22 and once we have some true costs, then we will bring that  
23 information back.

24           And that's my construction update. Can I answer  
25 any questions for you?

1 MR. MOSIER: Roof replacement should be scheduled in  
2 concert with the solar panel installation --

3 MS. CARMICHAEL: Yes.

4 MR. MOSIER: -- and it would be a shame to put on new  
5 roofs and have to rip them off in one or two years when we put  
6 solar panels on.

7 MS. CARMICHAEL: That's an absolutely great point,  
8 and we will be looking at -- specifically at O'Brien, if we are  
9 replacing O'Brien, which I think is the one that we will have  
10 to replace, to make sure that we can look at installing solar  
11 with that.

12 PRESIDENT JOYCE ROWLAND: It is the time; absolutely.

13 MR. MOORE: Unfortunately, some of our roofs may be  
14 in such condition -- yeah. It's a little bit of the cart  
15 before the horse that we're trying to balance with that, and  
16 that's why exploring some of these other options to allow time  
17 to develop engineering plans, if need be, to reinforce the  
18 structures.

19 MS. CARMICHAEL: Any other questions?

20 All right. And with that, I would like to  
21 introduce HITS, who will come up and speak about our exciting  
22 Horsepark project.

23 MR. GELFAND: We appreciate it.

24 MR. ENGLEHART: Good afternoon. My name is  
25 Peter Englehart, and I am the CEO of HITS and a few of the

1 various subsidiaries we have. But I would like to thank  
2 President Rowland for this opportunity, along with the board  
3 members in attendance, as well as those on Zoom, and also  
4 Carlene and the staff, for this kind invitation to tell you  
5 about some of the exciting progress we're making at HITS. And  
6 Tristan, congratulations on your new appointment.

7           So without further ado, a brief thumbnail sketch  
8 of HITS. We're a 44-year-old company. We're based in the  
9 Hudson River Valley of New York, just south of Albany. We  
10 have -- operate six facilities across the country, primarily on  
11 the Eastern Seaboard, but we do have them in the Midwest and  
12 Chicago; and now, we are blessed with a real gem on the West  
13 Coast. And I don't know if you all really appreciate and do a  
14 self-assessment and inventory of just the value of what the  
15 Horsepark is, but it's truly one of the iconic properties in  
16 all of equestrian sport, and we are very pleased that we have  
17 the opportunity to take a little of the tarnish off the old  
18 girl and really shine her up. So it's -- we're really excited  
19 we have some fun things to tell you about.

20           So first of all, you can see the top line. We  
21 spent a sizeable amount of money here in renovating the  
22 property. The second one is equally important because it --  
23 and you can read it and I don't need to read it for you -- but  
24 it goes in tandem with the strong point about CAFO compliance,  
25 and, really, why we're excited about this public-private

1 partnership.

2                   And it leads to the business we're going to run  
3 over there. And because of the CAFO restrictions of the 499  
4 horses on the property, which is a small show for us, in a  
5 perfect gander, we're going to -- there was a need for us to  
6 really put our money where our mouth is so we're really going  
7 to create a premium experience across the street, and  
8 accordingly, we're going to charge for it. That's the only way  
9 to make our business model work, without getting into all the  
10 details.

11                   And as part of that, I think that you'll be  
12 pleased to know that the investment we're making over there in  
13 the competition rings for these equestrian athletes, not only  
14 the animals, but the human athletes, the most important factor  
15 is the footing, which is the ground at which they launch a  
16 1200-pound animal and on which the animal also lands. So that  
17 footing has to have special attention to it. And to be  
18 environmentally friendly and provide the best kind of state-of-  
19 the-art footing that exists in the industry, the 22nd DAA is  
20 now the only owner of four of the state-of-the-art, web-and-  
21 flow technology rings in the country.

22                   We chose this technology because of its  
23 environmental impact. In other words, it takes the discharge  
24 from all the roofs that exist over there, and it recycles them  
25 into re-irrigating the footing because the footing needs

1 constant irrigation. And this applies not only to that --  
2 those four rings, but also the iconic grass ring that's there,  
3 that's really quite a symbolic thing in the sports world,  
4 really. I mean, what we're going to try to do over there is  
5 kind of build the persona that exists if you are a baseball fan  
6 and you walk into Yankee Stadium or you're a golf fan and you  
7 go to Augusta. Equestrian athletes, they have the same  
8 fondness and the same kind of aspiration to show jump at  
9 Del Mar.

10 We also are -- speaking of that ring, it  
11 needs -- it's been neglected. So we are in hurry-up offense to  
12 really patch it up. If you happen to drive by today, I guess,  
13 you know, President Rowland, you have access going back up to  
14 Rancho Santa Fe, you'll see that we now have the blankets on  
15 it. It's being irrigated. We need to raise the temperature in  
16 the soil, hence the need for the blankets so that we can  
17 promote more growth on the grass. And then, in the off-season  
18 in the latter part of fall, we're going to do some irrigation  
19 work over there. It's going to be a constant maintenance  
20 program that we're going to -- that we've taken on because if  
21 we're going to have a world-class facility, you have to  
22 maintain it year 'round.

23 We've also, you're going to see, we're proud of  
24 all the new fences that are surrounding all the competition  
25 rings. It's been a pretty arduous task. And similar to the

1 expectation of having footing par excellence is the equestrian  
2 athlete. They really want a destination, and what better  
3 destination is there than San Diego. I mean, I can personally  
4 remember fondly, I spent many years out here as a younger man  
5 in the halcyon days of Dennis Conner and Americas Cup fame.  
6 And then I was privileged -- my family and I owned another  
7 successful private-public partnership. We owned the Rock 'n'  
8 Roll Marathon Series that I sold 10 years ago, and that put a  
9 few frowns on the Englehart household when we moved.

10 But anyway, as part of that creation of  
11 destination, it's not only the footing and all the barn  
12 renovations that I'm about to show you; but it's also  
13 everything associated with it, the VIP Experience, again going  
14 back to the premium that -- everything like that and the food  
15 and beverage thing for the spectators; and that's Phase One.  
16 We, quite frankly, after spending seven-and-a-half, and it'll  
17 probably be knocking on the neighborhood of \$8 million before  
18 we get done and ready to open in July, we have other things for  
19 Phase Two that I think are going to be nice enhancements and  
20 attractions for the community, such as installing electrical  
21 power for electric vehicles, a dog park, things of this nature  
22 are on the drawing board.

23 We decided to just ease off the pedal a little  
24 bit because one of the reasons you'll see, speaking of  
25 electricity, it's been over a million-dollar upgrade just to

1 upgrade that to code, all that 40-year-old electricity over  
2 that in the barns and the various buildings. So it's been  
3 quite a project, but we've been up to it, and we're still  
4 excited about it.

5 Speaking of the barns, we have 15 permanent  
6 barns being renovated, there's all new storefront -- stall  
7 fronts, new mats inside, painting the tops, increasing the size  
8 of it, all very important aspects to equestrians and, again,  
9 shows our commitment and our trust in this public-private  
10 partnership.

11 So that's the -- we're going to have, again, 499  
12 horses, but then, we're having extra stalls because we need  
13 more space for tack and storage as well.

14 Our show season -- we started taking entries on  
15 May the first. We've been very encouraged by the response. So  
16 we're going to have a lot of people coming to Del Mar this  
17 summer. We retained San Diego State University, who I used  
18 when I was at the Rock 'n' Roll Marathon Series, to do the  
19 economic impact study, which we'll be presenting to the board  
20 in the future. But we're right now kind of ballparking it at  
21 \$50-\$60 million annually contribution to this local area  
22 because of the visitors coming in from out of town and staying  
23 for an extended period of time.

24 We're also going to be offering the most prize  
25 fund ever in the 40-year history of Horsepark. So, again,



1 another example of why we are positioning as a premium property  
2 in the equestrian world.

3           We did want to bring to your attention, there is  
4 a little bit of future discussion we need to have with the  
5 contemplated change in some of the fair dates. Those,  
6 obviously, impact our ability to stage equestrian properties at  
7 the -- equestrian events at Horsepark because for the most  
8 part, you use us as parking lot during -- when you get those  
9 thousands, tens of thousands of people for the fair.

10           So we had originally responded to the RFP and  
11 were going to do seven events. But the fair kind of needing  
12 more elbow room, so to speak, has reduced us to six. So we  
13 don't control the events. We operate under a license with the  
14 United States Equestrian Federation, which licenses all horse  
15 shows in the entire country. So when we ask for date changes,  
16 frequently the answer from the federation is no. So we're  
17 right now operating this year under the premise that we're only  
18 going to have six shows, not the original seven that we had  
19 contemplated. And, again, whatever dates are dealt us in the  
20 future, we'll have to talk about that because it is going to  
21 have some financial impact on our ability to run the shows  
22 successfully.

23           Just some other eye candy to show you, here's  
24 what we have done on the restrooms. In addition to two  
25 permanent restrooms that we've totally redone, then we'll have

1 portable restrooms that tie into the pre-existing sewer system.  
2 But this is -- they needed updating, and we're glad we're going  
3 to be able to present restrooms of this kind of quality to our  
4 patrons.

5           The covered ring. Obviously, these are artist  
6 sketches on the right, but it's a hurry-up offense there,  
7 trying to get it ready for July, but there's going to be a lot  
8 of improvements there, and it's already started. Pictures  
9 daily could be taken that would give it more justice. But  
10 that's an artist rendition on the side, right side.

11           And here's another thing. So as I alluded to,  
12 we're greatly expanding the VIP presence and the ability to  
13 entertain people over there because they're seeking a  
14 destination. They want to have a nice day not only with the  
15 equestrian sport but to experience the sun and the vibe of  
16 coastal Southern California like only San Diego can offer. So  
17 we thought that -- our theme is, you know, upgrading it,  
18 modernizing it, build more outdoor patios and stuff; those are  
19 all under construction.

20           We also -- that current judge's stand, we're  
21 just updating it a little bit so that we tie in -- you can see  
22 the red roof, and we wanted to have a distinctive architectural  
23 flair to it so kind of the clock tower and hoopla that goes up  
24 on top of it would semi-mirror the iconic stuff you guys have  
25 over on this side of the street; but we wanted to be kind in

1 harmony architecturally with coming up with something and we  
2 thought that the red-red, you know, kind of matched.

3           And then, we're taking that to -- this is what  
4 the VIP area -- excuse me, the café area will look like on the  
5 east side of the property. I mean, if you look at the places  
6 on the left, to be honest with you, it kind of is like a  
7 depression-era oval Shanty Town to be blunt about it. But  
8 we're upgrading it with some beautiful tenting and awning and  
9 sails and stuff like that so I think everybody will enjoy that.  
10 And were carrying over, if you look at the top righthand side,  
11 we have carried over that architectural look as well. So at  
12 least some consistency.

13           So that's -- we just wanted to get you excited.  
14 We are very excited, and, once again, appreciate the  
15 opportunity. And if there are any questions, I'm happy to try  
16 to answer them.

17           PRESIDENT JOYCE ROWLAND: Members of the board?

18           MS. MOORE: I was just going to add to that in terms  
19 of the improvements and things being made at Horsepark. We  
20 have also -- so the district has submitted to UCEF, which Peter  
21 mentioned, United States Equestrian Federation, to move our --  
22 for our dates, if you recall, priority dates for the Del Mar  
23 National for next year, but to actually move the show over to  
24 our Equestrian Center and to really showcase it for that event  
25 as well.

1 MR. ENGLEHART: Yeah. And that's another iconic  
2 event --

3 MS. MOORE: Pending their approval.

4 MR. ENGLEHART: -- with the heritage status because  
5 it's 75 years old, and it's been -- you know, with Covid and  
6 everything, it's been on hiatus the last several years so we've  
7 been able to get that license and work with the federation.  
8 That's going to be another plum that everybody's excited about  
9 seeing that return.

10 MS. MEAD: Good job, Peter. Very beautiful.

11 MR. ENGLEHART: Thank you for the time. I appreciate  
12 it.

13 PRESIDENT JOYCE ROWLAND: Thank you.

14 MS. MOORE: Just a couple of quick notes on Industry  
15 News and Updates. So if you recall, last month, I attended the  
16 IAFE Management Conference in St. Louis, Missouri. It was a  
17 good conference overall, but one of the presentations at the  
18 end of it was by a company, and it was really great to hear.  
19 They design facilities, as well as events, some large festivals  
20 across the country and things, with kind of -- from a guest  
21 experience perspective; so it was really great listening to  
22 theirs, especially as we have, you know, embarked on our  
23 feasibility studies, our strategic planning work, and things  
24 like that, you know, to hear that, be aware of it, and get some  
25 fun ideas, hopefully.

1           The other thing that I attended just last week  
2 was the CDFA Collaborative Exchange. So this is the, you know,  
3 collective bringing together of the CEOS throughout the network  
4 of California fairgrounds. This was our last in-person one  
5 until this fall because everybody's gearing up and into fairs.

6           But collectively, as a group, along with the  
7 Department of Food and Agriculture, what we worked on is, in  
8 essence, fairgrounds and messaging points and in essence, how  
9 we are positioned with our civic leaders. You know, our  
10 communities tend to know about us, love us, appreciate us in  
11 times of celebration, as well as need; but then, how we share  
12 that story, again, throughout, and whether it's at the local  
13 level or, you know, up to the state and even national level as  
14 well. I'm sure we'll have more information coming on that.

15           And then, I also just wanted to point out two  
16 things with regard to the review of contracts executed under my  
17 delegation of authority; that page 91 of the packet was  
18 replaced because there was sort of a combination of incorrect  
19 and incomplete information, and it's for the first item listed  
20 on that, which was the standard agreements up to \$50,000.  
21 There is a contract for that -- a contract in place for that.  
22 It was listing the wrong contractor, and then, it didn't have  
23 the information filled in. But the contract in the packet on  
24 pages 93 to 96 -- or 93 to 101 was correct. So that was  
25 replaced.

1                   And then, also, on page 119 of the packet, under  
2 the Event Agreements, there is an extra digit for the contract  
3 24-4009, for the Gem Fair. It's \$12,120. You'll notice on  
4 that page so just to clarify, there's an extra digit in there.

5                   And with that, that concludes my Management  
6 Report.

7                   PRESIDENT JOYCE ROWLAND: Thank you.

8                   And so we have several members of the public  
9 signed up to speak on this. The first member of the public  
10 signed up to speak on the Executive Management Report is  
11 Martha Sullivan.

12                  MARTHA SULLIVAN: Hello, this is Martha Sullivan.

13                  I just want to say quickly at the start, it may  
14 be loud in the room, but for those of us that are meeting  
15 remotely, the sound cuts out. It may have to do with the  
16 speaker's microphone. That happened several times over the  
17 last, you know, 20 minutes or so, which is frustrating.

18                  I wanted to -- regarding the Surf & Turf RV Park  
19 situation -- I want to make sure that the board and the senior  
20 management are aware of the State of California's mobile home  
21 residency law protection program, which is administered by the  
22 Department of Housing and Community Development. So I hope  
23 that you are checking with the Department of Housing and  
24 Community Development, your thorough state agency, on what you  
25 may get to comply with regards to this RV park.

1                   And I also want to follow up on my question  
2 earlier regarding how the cost associated with contractual  
3 agreements that the 22nd DAA undertakes that benefit the  
4 Del Mar Thoroughbred Club, how those costs are recovered. I'd  
5 like to have that answered, since we have, like, a \$400,000  
6 HVAC replacement of the Terra Project going on for the DMTC  
7 Executive Offices, among other things that they benefit from,  
8 like the pest control and the asphalt replacement and various  
9 and sundry.

10                   This is a huge agenda item, but I think that  
11 pretty much -- oh, one other thing I wanted to ask. Will the  
12 August 14th water quality system tour be open to the public?  
13 Will the public be able to attend that because I've been asking  
14 for that for, like, a year.

15                   Thank you.

16                   PRESIDENT JOYCE ROWLAND: I'm sure we'll have  
17 responses on some of those when they are available.

18                   The next member of the public signed up to speak  
19 is Laura DeMarco.

20                   LAURA DEMARCO: Hi, I really wanted to thank Peter  
21 and the HITS team and you and the board and the staff for  
22 working so well together to create what is going to be a great  
23 equestrian facility; world class, again, starting on July 15th  
24 on the opening. So everyone is invited to come. It starts at  
25 4:00. And then, of course, go to all the horse shows.

1                   But one of the things I wanted to talk to you  
2 about is they are creating a world-class equestrian facility,  
3 not a parking lot for the fair. So one of the things that the  
4 benefit of the Covid experience is it got you to have -- kind  
5 of reset what the expectations are for the fair-goer  
6 experience, not packed with thousands of people and really not  
7 being a great experience for every single person, just because  
8 it's just so crowded, so hot, and everything. So people who  
9 went to the, you know, the Covid one, Covid-impacted one, where  
10 you had a lot lower capacity, smaller capacity, enjoyed it  
11 immeasurably. You will get those people back.

12                   Myself, with my five kids, I haven't been back  
13 to the fair in several years because even my kids didn't enjoy  
14 standing in line for all -- you know, to get the -- to get all  
15 the treats and everything. So when you had a lower capacity,  
16 the experience was much better. And so I think you need to  
17 think about what your capacity is, what the experience is, and  
18 whether Horsepark should just be used purely as a parking lot.

19                   The good news is that you've got that hundred  
20 million dollars, courtesy of Sandag and the State of California  
21 and the feds to be able to put a platform, an Amtrak platform,  
22 so you can get commuter trains down and so people can take the  
23 train to Del Mar Fair instead of using cars. So I would  
24 encourage you to accelerate that. I don't know what the ETA is  
25 on that, but --



1 PRESIDENT JOYCE ROWLAND: It's really in our control.  
2 We'll get right on it --

3 [MULTIPLE SPEAKERS.]

4 LAURA DEMARCO: I understand. I understand.

5 PRESIDENT JOYCE ROWLAND: Yeah. Maybe.

6 MS. O'LEARY: Your time is up, Ms. DeMarco.

7 LAURA DEMARCO: But you have a lot better uses for  
8 that property than being a parking lot.

9 Thank you.

10 PRESIDENT JOYCE ROWLAND: Thank you.

11 The next member of the public signed up to speak  
12 is Pam Walter.

13 PAM WALTER: (Indiscernible.)

14 PRESIDENT JOYCE ROWLAND: Okay. Okay. Well then,  
15 you're not speaking then. Okay.

16 Then the next member of the public who is, I  
17 believe, actually signed up to speak is Jack Duckworth.

18 MR. RIVERA: The next one should be Carla Hayes.

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

20 MR. RIVERA: Yeah. You're up there, Carla.

21 PRESIDENT JOYCE ROWLAND: Yes. Carla Hayes. You're  
22 absolutely right.

23 CARLA HAYES: Hi, everybody.

24 Yes, we are all really excited. Okay. So  
25 having shown horses at Horsepark before everything -- you know

1 the slide that excited me the most was the restrooms because --  
2 no, usually at a horse show, you're in a Porta Potty, and if  
3 you're lucky, it's a good one. Okay? If you're lucky.  
4 Otherwise, it's really uncomfortable.

5 So it is going to be a terrific experience. I  
6 think that it's really -- I think with all the contradictions  
7 between the way USEF handles things, the politics of getting  
8 horse show venues approved by USEF, you are now in direct  
9 competition with Robert Ridland, one of your great friends in  
10 San Juan Capistrano. I think you've got a lot of history with  
11 Robert. And the thing is is that I believe -- and Pam, you  
12 would have to tell me if this is true -- that now, Horsepark  
13 can actually compete directly with these venues on the same day  
14 because -- am I right?

15 UNIDENTIFIED SPEAKER: You have to get a waiver  
16 approval.

17 CARLA HAYES: You have to get a waiver approval  
18 but -- so it's still -- it's still hard. It's a real -- so  
19 here's the issue, then. A public-private partnership -- when  
20 you're a public company where you're doing business as a  
21 company, you're used to contract negotiations as being back-  
22 and-forth. But within the structure of how these contracts are  
23 written here, I think that's a little bit more difficult, if  
24 I'm not mistaken. So it's all about negotiating and about  
25 everybody winning together; right? rather than versus this,

1 versus that. And I don't know how it works with your system,  
2 but I hope your system --

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

4 CARLA HAYES: -- can accommodate it.

5 Okay. Thank you.

6 PRESIDENT JOYCE ROWLAND: Thank you.

7 If my eyes are tracking properly now, the next  
8 member of the public signed up to speak is Jack Duckworth. I  
9 apologize for skipping over before.

10 JACK DUCKWORTH: Good afternoon, and thank you for  
11 this opportunity. And I'd like to thank Carlene Moore for  
12 having the forum the other day, and it was educational for me  
13 in many respects. And I believe there was, like, 21 of us that  
14 showed up. And it appeared to me that there was varying  
15 degrees of how this decision, even though it's not policy yet,  
16 impacts people.

17 My name is Jack Duckworth. I'm 73 years old,  
18 which means I'm in that elderly category. I'm a widower. I  
19 live with my 11-year-old Border Collie named Abby James. And  
20 how this is going to -- I've been a 12-year tenant. Okay? And  
21 the reason I came there was my wife has Alzheimer's. I bought  
22 an RV to keep an eye on her because she was starting to wander  
23 off our property in Carlsbad. So -- and that was a good  
24 decision because she couldn't get out of my eyesight unless she  
25 went to the bathroom or something, you know.

1                   Nevertheless, how this is going to affect me,  
2 and I know that it's not considered affordable housing, the RV  
3 park, but it's affordable housing for me; okay? a 73-year-old  
4 guy on Social Security. I've already looked for other RV  
5 parks, and they are significantly more expensive. And there's  
6 another aspect that they don't allow older RVs in. Now, if  
7 you've been a tenant at these other RV parks with an older RV,  
8 they allow you to stay; okay. But an older RV to become a new  
9 tenant there, they're very restrictive on that.

10                   One other thing is that because I have a fair  
11 amount of health problems, over the last 12 years, all my  
12 doctors are in this area; okay? And I want to have access to  
13 my doctors. You know, it's a bit deal. I mean, I'm at my  
14 doctors more frequently than I'd like to be.

15                   But one other aspect of this is --

16                   MS. O'LEARY: Mr. Duckworth, your time is up.

17                   JACK DUCKWORTH: Say that again, please.

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

19                   JACK DUCKWORTH: I didn't understand what she --

20                   PRESIDENT JOYCE ROWLAND: She said your time is up.

21                   JACK DUCKWORTH: Okay. Well, the last thing is I  
22 substitute elementary school a couple days a week in Carlsbad,  
23 and it's taking away that supplemental income.

24                   PRESIDENT JOYCE ROWLAND: Yes.

25                   JACK DUCKWORTH: And I've been victimized once by our

1 system. My wife spent her last four-and-a-half years in an  
2 Alzheimer's facility. Because we were solidly middle class,  
3 they took every cent we had. Let her stay the last year for  
4 free. Therefore, I'm left to be a widower on Social Security  
5 and no savings. I don't want to be victimized again.

6 PRESIDENT JOYCE ROWLAND: I'm sorry for all that, a  
7 lot.

8 Okay. The next member of the public who's  
9 signed up to speak is Brian Martin.

10 BRIAN MARTIN: Good afternoon. Thank you for the  
11 opportunity.

12 PRESIDENT JOYCE ROWLAND: Good afternoon.

13 BRIAN MARTIN: I'll just make it brief, within two  
14 minutes.

15 So I got this notice on May 1st, kindly, from  
16 Carlene, and it said, in writing, that it's invitation for  
17 information, number one. Number two, it's for occupants. I've  
18 been an occupant for two years at the across-the-street park.  
19 I came in to listen. I was surprised, disappointed, that the  
20 information I got was a disarray of information. It was "I  
21 don't know." "I don't know." I was surprised because I  
22 thought we were being represented by state representatives, and  
23 to my surprise, the operator of the park, who wasn't invited,  
24 shows up. Had I known that, I would have prepared some  
25 questions for the operator, who's been evasive up until this

1 point.

2                   So the point I want to make is today, I've got  
3 more information, thankfully -- thanks to the council for  
4 asking the questions. And so being a long-time contractor,  
5 being a paralegal and understanding the mechanism of law and  
6 order, we have a contract that I am now hearing that is 17  
7 years old that, possibly, council, could be gotten into what is  
8 known as a verbal agreement now. And when you get into a  
9 situation like that with the amount of money, we got a bucket  
10 of worms here. So not only do we have a contract, we have an  
11 operator who, I think, is probably operating on some type of  
12 verbal agreement. I don't think the written contract can be  
13 found. So I think this thing has probably reverted to some  
14 kind of oral agreement. This is a problem. Any time you have  
15 an oral contract with a state entity and a private party and a  
16 bunch of people that have different incomes and different  
17 levels and an RV park that are coming and going, we have a  
18 problem.

19                   So I just want to put the board on notice that  
20 this is a lot larger than what you think it is. The issue that  
21 has brought us here is that the long-term provisions of the  
22 rental park have been taken away. Not the short term. In  
23 other words, you can stay there from one to 21 days, as  
24 proposed, but it's the long term. That's the --

25                   MS. O'LEARY: Mr. Martin, your time is up.

1           BRIAN MARTIN: So anyway, just be sensitive to the  
2 contract need.

3           PRESIDENT JOYCE ROWLAND: Thank you, Mr. Martin.

4           The next member of the public signed up to speak  
5 is Junior Ayala.

6           MR. RIVERA: I think he stepped out.

7           PRESIDENT JOYCE ROWLAND: J. R. Alaya.

8           MR. RIVERA: He stepped out.

9           PRESIDENT JOYCE ROWLAND: Oh. He stepped out? Okay.  
10 We'll see if he comes back.

11           So after him, after Mr. Ayala, is Greg Demartu.

12           GREG DEMARTU: Thanks for the board's time today.

13           I've been coming to the RV park here for a few  
14 years, and really appreciate an interesting group of  
15 individuals at the park, my neighbors. These are salt of the  
16 Earth people. I'll be just fine not coming back to Del Mar. I  
17 love it here; like I said, I've been coming here a couple of  
18 years. And I appreciate what the park has to offer.

19           But you've got some real life-altering  
20 situations here. Not all of the individuals were able to make  
21 it here today, but you got some elderly folks that really don't  
22 have many options and they get a letter that they can only stay  
23 for three weeks. These are folks that have been coming to this  
24 park for more than a decade.

25           So I'm really here just to speak on their

1     behalf.  You know, they're quality people that pay their rent  
2     on time.  They are clean.  They keep their -- they're helpful  
3     in the neighborhood, if you will.  And it's just a real shame  
4     to see them having to go out there really floundering trying to  
5     find a location in a market that's very difficult.

6                     So I know you're all familiar with the  
7     challenges and the costs.  Like I say, it doesn't really impact  
8     me, personally.  I've made my fortunes in commercial real  
9     estate.  I just love the location here.

10                    So I'm here to speak for them.  I know there  
11    aren't options.  You just can't find an RV place.  All the  
12    state parks, you have to try to sign up on the website a year  
13    in advance, and if you're able to do that, you might get up to  
14    14 days.  That's it.  And since this all kicked out, I've  
15    looked at some of the other options for my neighbors, and these  
16    tiny homes --

17                    MS. O'LEARY:  Sir, your time is up.

18                    GREG DEMARTU:  -- are extremely expensive, like a  
19    million-two, plus for 600 square feet.

20                    So thank you for your time.

21                    PRESIDENT JOYCE ROWLAND:  Those are all the members  
22    of the public signed up to speak on this item so we will move  
23    to --

24                    MS. MOORE:  I just wanted to clarify that it is -- we  
25    do not have an oral agreement with the operator.  The question



1 was about in terms of historically, and I, again, can only  
2 confirm things for the past 20 years. But we do have a written  
3 agreement with Del Mar Golf Company for the operation of the  
4 Golf Center as well as the management, currently, of Surf &  
5 Turf RV Park.

6 PRESIDENT JOYCE ROWLAND: Thank you for clarifying  
7 that. I think it was clear to the board, based on the prior  
8 conversation, but thank you for coming back to that.

9 Okay. So we'll now move to General Business,  
10 and the first item is the presentation by Don Diego Scholarship  
11 Foundation. And we have Ashley.

12 MS. COLBURN-MCCAUGHAN: Can you guys hear me?

13 PRESIDENT JOYCE ROWLAND: Yes, we hear you.

14 MS. COLBURN-MCCAUGHAN: Hi, everyone. I'm sorry I'm  
15 not there in person. I had some unexpected car trouble. But I  
16 am thankful that Zoom exists and happy to be there with you all  
17 via Zoom today.

18 So the Don Diego Scholarship Foundation is in  
19 full swing right now. I have a short presentation here. I'm  
20 going to pull it up.

21 Let's see. Okay. Oh, it says I was disabled.

22 MR. RIVERA: Stand by, Ashley.

23 MS. COLBURN-MCCAUGHAN: Okay. No worries.

24 But coming up on July 1st is our annual Gala and  
25 this is the biggest fundraiser for our scholarship foundation

1 and so I want to personally invite all of you to attend. It  
2 takes place at the fairgrounds. And the most exciting news is  
3 it's going to be in the Turf Club this year. And after we  
4 recognize all of our scholarship recipients, which this year we  
5 have 21 of them, we will then all enjoy the Alabama concert.  
6 And those are all floor seating.

7 MR. RIVERA: You should be able to show your screen  
8 now, Ashley.

9 MS. COLBURN-MCCAUGHAN: Okay. Got it. Here we go.  
10 So, yeah. So here you can see 4:30 to 7:00 p.m.  
11 on July 1st, we're super excited to recognize all the  
12 recipients. And they've all been contacted now that they have  
13 received their scholarships so it will be a great experience  
14 for you to come and meet them as well.

15 Our tickets are going to be \$275 per ticket, and  
16 that includes, you know, a full dinner, as well as the Alabama  
17 concert. We'll have sponsorship opportunities: 10,000, 5,000,  
18 2500, and 1,000, and again, all of this goes back to the  
19 students and the scholarships. And later this week, you can  
20 buy the tickets on [DonDiegoScholarship.org](http://DonDiegoScholarship.org).

21 And this is a list of all the names of our  
22 recipients this year. We have really some amazing students  
23 that -- you know, some of them have started their own business.  
24 Some of them are the first to go to college in their family.  
25 This also includes our junior livestock auction scholarships,

1 and in total, it is \$62,000 that we are awarding.

2 And then, in addition to that, we have another  
3 \$10,000 because we have a few recipients a few years ago that  
4 received \$20,000 scholarships, meaning they got 5,000 every  
5 year for four years.

6 In addition to, you know, seeking out donors and  
7 sponsorships for our Gala, we also are continuing to look for  
8 people that will want to donate to our Plant\*Grow\*Eat Program.  
9 This is an amazing partnership we have with the fair where what  
10 we are doing is paying for Title 1 buses to come to the  
11 fairgrounds. And as you see the smiles on these faces, all of  
12 the students have already started growing their radishes or  
13 their plant in their classroom, and it's our goal to bring as  
14 many as possible to the fairgrounds so they can continue to  
15 learn about ag education.

16 And every day, we are super active -- the Don  
17 Diego Scholarship Foundation -- on Facebook and Instagram so if  
18 you want to follow us to hear the amazing stories of the  
19 scholarship recipients, I encourage you to check it out. I  
20 mean, you can see where they are going to college, what they  
21 like to do in their free time. And then, maybe it will even  
22 motivate you to become one of the attendees to our Gala just to  
23 see the different things that we are working on to just give  
24 all of these students a better future and provide them -- you  
25 know, help provide them with an education and going to college.

1                   So that's all I have. Does anyone have any  
2 questions?

3                   MS. BARKETT: Ashley, great report.

4                   MS. MOORE: Your mic's not on.

5                   MS. BARRETT: Oh, sorry.

6                   Great report, Ashley. Wonderfully done.

7                   I just wanted -- if you could expand a little  
8 bit on the Title 1 buses and kind of what you're experiencing  
9 this year in terms of -- yes.

10                  MS. COLBURN-MCCAUGHAN: Yes.

11                  MS. BARKETT: Thank you.

12                  MS. COLBURN-MCCAUGHAN: So one thing -- we actually  
13 had a Don Diego Scholarship board meeting yesterday, and, you  
14 know, we've received more than 70 requests for buses. And one,  
15 like, concern for many of these Title 1 schools is that there  
16 is a real shortage of bus drivers right now. And I think we  
17 can see that, you know, not just in school but in all aspects  
18 of bus drivers. And so what these -- usually, we would pay  
19 directly to the school district for the bus. But, you know,  
20 when the school districts don't have the bus drivers, these  
21 teachers are now searching out charter bus companies, and that  
22 really increases the price of the bus.

23                  So, typically, when we are budgeting for paying  
24 for these buses, we're budgeting like 3- to \$500 per bus. And  
25 I did receive one invoice from a charter company, you know,

1 that was for \$2,000. So they want to bring their students, but  
2 just for that charter company, one bus to come to the fair, it  
3 would be \$2,000. So that's why I'm saying we're still  
4 continuing to fund raise and apply for grants and things  
5 because we don't want to turn any of these Title 1 schools  
6 because, you know, if anyone needs to have a, you know, day at  
7 the fair and, you know, see the ocean for the first time and  
8 get their blue ribbon for the plant, it's these students. So  
9 we're doing all we can to pay for as many as possible, but that  
10 has been one of our challenges this year.

11 PRESIDENT JOYCE ROWLAND: Ashley, how many -- how  
12 many do you typically pay for per year? What's the range of  
13 number of buses?

14 MS. COLBURN-MCCAUGHAN: Yeah. So last year, we  
15 brought 27 to -- but like I said, this year, we had 70 Title 1  
16 buses apply. And luckily, I think we're going to -- you know,  
17 again, we can't pay for the \$2,000 ones, but we will try to  
18 accommodate. Back in the days before Covid, you know, there  
19 could be up to 80 buses that we would be able to bring from  
20 Title 1 schools.

21 PRESIDENT JOYCE ROWLAND: That's sobering.

22 Thank you.

23 MS. BARKETT: Yeah. So it impacts a number of our  
24 school children in the area this time, and it's disappointing  
25 because they've been working towards, you know, coming again,

1 and with their plants. I think it's sad. So whatever anyone  
2 can do, and I think we should get the message out there. You  
3 know, let's get our school kids here.

4 MS. COLBURN-MCCAUGHAN: Another thing, we always  
5 invite the donors to come and meet the students as they are  
6 getting off the bus to just kind of really feel the program and  
7 see how excited they are. So we're able to then provide those  
8 donors, you know, entrance to come and meet those students as  
9 well. So that's another incentive.

10 PRESIDENT JOYCE ROWLAND: Thank you.

11 Any other questions or observations from the  
12 board?

13 Well, thank you very much, and hopefully  
14 everything will be a great success this year. And I know folks  
15 are looking forward to the Gala.

16 MS. COLBURN-MCCAUGHAN: Thank you.

17 PRESIDENT JOYCE ROWLAND: And there are no members of  
18 the public signed up to speak on the presentation on Don Diego.

19 The next item is the Comprehensive Policies  
20 Development and Review.

21 MS. MOORE: Yes. So just -- there are a couple --  
22 one new policy in terms of in your packet. Nothing to take  
23 action on at this month's meeting, but if there was any  
24 feedback on what was previously provide and/or if you had an  
25 opportunity to look at the addition of 3.10, Risk Management.

1 And if not, of course, you can always provide any feedback to  
2 me and we'll incorporate that in. We will be working over the  
3 coming months so that ideally in August, we'll be returning  
4 with a number of new policies for introduction as well that  
5 staff can work on now; I guess, now through August.

6 PRESIDENT JOYCE ROWLAND: One thing I wanted to  
7 mention was that on the reporting wrongdoing, the 2.05 policy  
8 on page 167, there's a paragraph, a couple sentences, at the  
9 top of that page that talk about the anonymous ethics helpline  
10 or hotline for employees and -- being administered by an  
11 independent third party and overseen by the board.

12 Just as a clarification, this is something in  
13 progress? It doesn't currently exist but this contemplates  
14 that it would be contracted for and it would be put in place as  
15 another alternative for employees to make reports?

16 MS. MOORE: Correct. Yes.

17 PRESIDENT JOYCE ROWLAND: And that the board would  
18 get that feedback about reports that come in.

19 MS. MOORE: Yes.

20 PRESIDENT JOYCE ROWLAND: So it's another loop for  
21 reporting wrongdoing, but it's not something that is in place  
22 now.

23 MS. MOORE: No.

24 PRESIDENT JOYCE ROWLAND: This is not a policy  
25 covering existing facts but anticipated.

1 MS. MOORE: Yes. In essence, yes, creating a  
2 mechanism for employees to be able to report. And so, again,  
3 bringing this -- anticipating either August or September for  
4 bringing back for finalization and approval by the board. If  
5 so approved, in terms of policy, then -- and we have been doing  
6 the research for it -- then we would execute the agreement, you  
7 know, for that service, insert the phone number, so that  
8 information would all be contained in the policy.

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

11 So we have an opportunity. If you have any  
12 comments now or over the next couple of months, you can pass  
13 them along to staff. And of course, these will be coming back  
14 to us before they are adopted.

15 Anything else now, as you are sitting, you are  
16 here for this meeting?

17 Okay. So we have one member of the public  
18 signed up to speak on the policies development and review.  
19 That's Martha Sullivan.

20 MARTHA SULLIVAN: Hello, again.

21 I wanted to further clarify on that prop line  
22 that the board president referenced that it also says that it's  
23 for members of the public to use it, not just employees.

24 The other thing I wanted to raise, I can't  
25 remember what the section is called but it has to do with



1 strategic plans and annual operation plans and so forth. And I  
2 guess this must be something that also is a work in progress  
3 because I noticed that in order to have an annual operations  
4 plan that the CEO provides, he needs to have a strategic plan  
5 that the board provides. So what -- maybe we'll hear about  
6 this later on this strategic planning committee, but  
7 apparently, the thinking is is that there will be a strategic  
8 plan from which the CEO can develop an annual operations plan.

9 Is that correct?

10 PRESIDENT JOYCE ROWLAND: Yes. That is what is  
11 contemplated here, yes.

12 MARTHA SULLIVAN: And do we have any idea of when  
13 that's going to happen?

14 PRESIDENT JOYCE ROWLAND: It's a work in progress,  
15 for sure.

16 MARTHA SULLIVAN: Yeah. Yeah. It has been for a  
17 while.

18 PRESIDENT JOYCE ROWLAND: Yes, it has. And there  
19 have been a lot of things happening during that while as well.

20 MARTHA SULLIVAN: I understand. I understand. I'm  
21 just trying to point it out from the CEO perspective, it's kind  
22 of a tough assignment.

23 PRESIDENT JOYCE ROWLAND: Okay. Anything -- thank  
24 you for that. Anything else?

25 MARTHA SULLIVAN: That's it. Thank you.

1           PRESIDENT JOYCE ROWLAND: Okay. We'll now move into  
2 insurance renewals.

3           MR. GELFAND: Well, we met on April 25th, and I'll  
4 let Carlene give you the details.

5           MS. MOORE: And so in your board packet on pages 177  
6 through 180 is more information. But I think one of the big --  
7 it's just that to point out that during this process -- so,  
8 again, we're aware that district agricultural associations are  
9 required to carry general liability insurance of \$25 million  
10 per occurrence, as well as Workers' Compensation insurance.  
11 Our other policies, in essence, are elective. We are not  
12 required by statute or Department of Food and Agriculture to  
13 carry the other policies, but we do.

14                   But with that, during this process, we confirmed  
15 that when -- where available, in terms of insurance policies,  
16 that all district agricultural associations are required to  
17 obtain that insurance through California Fair Service  
18 Authority, which is the Joint Powers Authority that was formed  
19 and created as a risk pool authority, or the Department of  
20 General Services Office of Risk and Insurance Management, or  
21 the acronym, because we love those at the state level, of  
22 ORM.

23                   So we were already a member of the general  
24 liability pool; again, we had rejoined that in 2021. And so  
25 this year, as of May 1st, we have joined the Workers' Comp

1 pool.

2                   And then with regard to the elective policies,  
3 we'll be seeking approval from the Department of General  
4 Services for that. We had sought quotes from the CF- -- and so  
5 the general liability and workers' comp insurance, we  
6 participate in that through CFSA. We had also contacted the  
7 Department of General Services for quotes on things.  
8 Unfortunately, they could not get us those quotes in a timely  
9 manner, but they've told us we will be receiving those quotes  
10 most likely sometime in July. Our policies were due to expire  
11 on May 1st. So that's why we'll be seeking the approval --  
12 yeah, was done interim. But now that we are armed with this  
13 information, again, the confirmation of it, we will begin  
14 working with them prior -- earlier than we had prior to the  
15 renewal of the 2024 policies.

16                   And so with that -- so we -- everything else --  
17 again, property, crime, cyber, earthquake, these are all at our  
18 option, at our election, and so we went ahead and renewed those  
19 policies at this time.

20                   PRESIDENT JOYCE ROWLAND: So -- and it looks like the  
21 renewal premium for workers' comp, which is one of the big  
22 ones, was up dramatically. Now, was that based on kind of  
23 experience during the pandemic? I mean, what -- I'd just like  
24 the background.

25                   MS. MOORE: Part of that is --

1           PRESIDENT JOYCE ROWLAND: It's a big jump. It went  
2 from 193 to 500 --

3           MS. MOORE: Right. Like, 200 and -- yeah, to 500.

4                   Well, and even quotes through the private broker  
5 were around 270 to about 300,000. So part of that is what we  
6 are seeing as we are increasing in our employees, you know,  
7 responsibly regrowing. Our payroll costs are going up so  
8 therefore workers' compensation does. That's a portion of it.

9                   The other is that is the calculation of it. So  
10 through CFSA, the calculation for workers' comp is -- it's a  
11 flat rate across the board for all of the positions, as  
12 compared to positions being classified based on four-digit  
13 codes within workers' comp where they may range anywhere from I  
14 think at the low end, you know, half or three-quarters of a  
15 percent up to a higher-risk position might be at a 9 percent-  
16 type of factor; whereas with CFSA, they are across the board at  
17 the same rate. I believe it's about 5.5 percent. So that's a  
18 part of it.

19                   With that, the service -- so previously, we, in  
20 essence, managed the workers' comp cases internally. There's a  
21 lot of staff involvement in managing those cases. Much of that  
22 responsibility will shift to CFSA as the provider.

23           PRESIDENT JOYCE ROWLAND: Okay. I hope that goes  
24 well.

25                   Any other just comments or anything?

1 [MULTIPLE SPEAKERS.]

2 PRESIDENT JOYCE ROWLAND: -- seem like smaller  
3 increases, you know.

4 Okay. And on insurance renewals, I don't see  
5 any members of the public signed up to speak on that item.

6 So we'll move on to the Finance Committee, which  
7 is also Director Gelfand.

8 MR. GELFAND: Yes. We met on April 26th, and I'll  
9 let Carlene provide the details.

10 MS. MOORE: And again, the report is in your packet  
11 on pages 182 through 187.

12 Overall, we are doing well -- this is through  
13 March, and overall we are doing well. Our cash position  
14 remains strong through March, but a couple of things I wanted  
15 to point out.

16 One is -- which the report on page 183 speaks  
17 to -- and that is our parking revenues through the first  
18 quarter of the year have been trending short of what our goals  
19 were for that, in part to -- or in large part, due to lighter  
20 than anticipated attendance at some of our non-fair events and  
21 parking activities for that, some of which may be attributed to  
22 the weather, as well, when you've had a cold, wet, rainy, you  
23 know, winter months and things. As we all saw I think this  
24 weekend, kind of just all over San Diego, a lot more people out  
25 and about once the sun came out. But we are, like I said,

1 trending short of those goals through the first quarter of the  
2 year.

3           And then on the payroll expenses side of  
4 things -- and again, as explained in the report, you know, part  
5 of that is the timing with those events and parking being down  
6 for them, we may -- as well as other activities -- might not  
7 have needed as much temporary staff as was anticipated when the  
8 budget was built. But also with that, we had planned to fill  
9 nine civil service positions through quarter one of this year.  
10 We filled six as of, kind of, mid-April, with others coming on.  
11 And it seems like we are about a month off, in terms of, you  
12 know, when we had anticipated a position being filled by to  
13 when a position actually filled. So that's a little bit of the  
14 timing. But eventually, all of that, you know, by next year is  
15 going to get to where it's balanced out and even for the month  
16 because we won't be -- hopefully, we will have filled all of  
17 the positions before the end of the year and so we won't be  
18 in -- continue to be in this mode on an annual basis.

19           And again, other than that, like I said, our  
20 overall operations are as anticipated going into the second  
21 quarter of the year, which will be, in essence, April through  
22 June.

23           PRESIDENT JOYCE ROWLAND: Yeah. I just have to say  
24 that, you know, our variance on revenues from budget to actual  
25 is pretty small, which is -- rarely happens. I mean, usually

1 it just swings or just something else comes into play. So good  
2 projections on that.

3 MS. MOORE: Thank you. We will share that with the  
4 rest of our team as well; so.

5 PRESIDENT JOYCE ROWLAND: And so do we have any  
6 questions from the board on the Finance Committee Report or any  
7 of the details?

8 Any -- does this raise any concerns relative to  
9 lower -- do you think it's really just weather and exhibit-  
10 specific and nothing broader --

11 MS. MOORE: Yeah. So we've seen lighter attendance  
12 for the -- as compared to Beyond Van Gogh last year, we've seen  
13 lighter attendance, specifically for the Beyond King Tut, which  
14 just wrapped up on May 7th.

15 MR. GELFAND: Which also had an impact on the  
16 parking.

17 PRESIDENT JOYCE ROWLAND: Yes, understandably. Yes.  
18 Right.

19 MS. BARKETT: Plus, didn't we have some of the events  
20 cancel because of rain leakage or we had to move some of the  
21 events?

22 MS. MOORE: No. We actually wound up having our  
23 events. Yes, we were challenged by them.

24 [MULTIPLE SPEAKERS.]

25 MS. BARKETT: Okay. Well, that's good news.

1 MS. MOORE: And that's why we are working to resolve  
2 those issues before next year to ensure their return.

3 PRESIDENT JOYCE ROWLAND: Okay. Then we have one  
4 member of the public signed up to speak on the Finance  
5 Committee Report; that's Martha Sullivan.

6 MARTHA SULLIVAN: Hi. Is this a good time to answer  
7 my question about how the cost for contractual services are  
8 recovered from the Del Mar Thoroughbred Club? Or maybe it was  
9 and I didn't hear it.

10 PRESIDENT JOYCE ROWLAND: Yeah. Why don't you go  
11 ahead, Carlene.

12 MS. MOORE: I can do that.

13 So with regard to the pest control -- and I  
14 think there were two questions in there, if I recall,  
15 Ms. Sullivan. But with regard to the pest control, this is  
16 pest control for the facility. This is not something that is  
17 specific to the Thoroughbred Club or even those operations.  
18 We, as the district, need pest control services. We have --  
19 well, we're near the ocean. We're a large property. Small  
20 critters and creatures and inhabitants make their way around  
21 without lack of it, and it's something that we have annually  
22 had. And when we have a gap in that service, it's noticeable.  
23 We have food operations and things like that that take place on  
24 the grounds as well. So this is not a benefit to the  
25 Thoroughbred Club. Thoroughbred Club handles their own pest



1 control services with regard to the races.

2 And then the other question regarding the HVAC,  
3 in terms -- the operating agreement with the State Race Track  
4 Leasing Commission requires of us to be providing facilities  
5 for the operation of horseracing, of which the district does  
6 receive the benefit of those revenues through the coverage of  
7 the bonds, the rent that we receive. We also receive the  
8 benefit of the food and beverage operations during that time as  
9 well.

10 And so as an example, if you recall, even per  
11 the pledge agreement of the bonds, the percentage of the -- I'm  
12 sorry, not even a percentage. A hundred percent of the net  
13 operations of horseracing is what goes to the bonds. And so  
14 that pays that debt. In the event that that's short, then  
15 concession -- the district's concession revenues would go  
16 towards covering any shortage.

17 Over the last several years, there has actually  
18 been an addition-- -- a higher -- more than 100 percent of net  
19 operations from horseracing that has been attributed to those,  
20 and what we have learned -- and the bonds. The bonds,  
21 themselves, funded facilities that are not just -- they are not  
22 specific to horseracing. The fair is an activity. The other  
23 events that take place on the grounds that utilize the  
24 facilities, you know, the parking lots, you know, the roofs,  
25 the activity center, Wyland Hall, these are facilities that we,

1 as the district, also derive direct benefit from as we rent  
2 them out, again, for activities that take place throughout the  
3 year, as well as producing the fair.

4 So with regard to that, yes, as the district,  
5 the replacement of that HVAC --

6 MARTHA SULLIVAN: So --

7 MS. MOORE: -- is a --

8 MARTHA SULLIVAN: So --

9 MS. MOORE: -- part of our contractual obligation  
10 under the --

11 MARTHA SULLIVAN: So --

12 MS. MOORE: -- operating agreement.

13 MARTHA SULLIVAN: So how does the HVAC for the DMTC  
14 offices get covered?

15 MS. MOORE: It's paid for through our -- it's paid  
16 for through our capital expenditures budget. And if this board  
17 recalls, back January, we presented that as part of -- as well  
18 as our operating budget. The -- in the calculation of the  
19 turbo payment for -- with regard to the bonds, there's a  
20 threshold on that, and anything above and beyond then goes into  
21 a surplus fund that reverts back to the district that we can  
22 then -- that the district can then be utilizing for capital --  
23 continued capital investments.

24 MARTHA SULLIVAN: Thank you for the explanation.

25 I do want to point out that it hasn't been

1 several years that the race revenues have been greater than the  
2 cost. I know for a fact that in '21 season, the news reported  
3 out the district had to pay a pretty sizeable deficit so let's  
4 be clear. It hasn't been several years. It's been since 2020.

5 Thank you.

6 PRESIDENT JOYCE ROWLAND: Our next agenda item is the  
7 Community and Government Relations Committee.

8 Director Mosier.

9 MR. MOSIER: Yes. The committee met on April 18th,  
10 and we got an update on the upcoming fair events. There were  
11 not -- there were some minor questions about fair traffic, but  
12 in the field and in pastures, and so the local community seemed  
13 to be pleased with operations last year, and we anticipate that  
14 this year will be another smooth year.

15 There was a brief presentation from Shawna  
16 Anderson from the San Dieguito River Park JPA about planning  
17 for the Coast-to-Crest Trail eventually going on the north side  
18 of San Dieguito River. That's in the early planning stages,  
19 and it's currently not funded so we've got a long lead time,  
20 awarding -- or planning for that trail construction.

21 That's the end of my report, unless there are  
22 questions.

23 MS. MOORE: I would just add, and the cities did  
24 reiterate, I think, their appreciation for the changes that we  
25 implemented last year, and, you know, this year is rinse and

1 repeat of that. It was a plan that worked well. I do want to  
2 point out, though, that we have received -- and I'm sure at  
3 next week's meeting, we will be talking about it -- because  
4 during the Foodieland event that took place here this past  
5 weekend, as well as the sun that came out, and the warm weather  
6 at the beaches, but there was quite a traffic impact on that so  
7 we'll be chatting about that next week. But our plans for --  
8 just to put everyone at ease -- for the fair operation itself  
9 are the same as they were last year.

10 MR. MOSIER: Yes, I was caught in that Foodieland  
11 traffic, and it was quite amazing how many people showed up  
12 so --

13 MS. MOORE: Yes.

14 MR. MOSIER: Hopefully, the traffic impacts were  
15 offset by some financial gains.

16 MS. MOORE: Hopefully so, including the sales tax  
17 that the City of Del Mar will also wind up receiving from it.  
18 But it was a very well-attended event. And again, I think  
19 that's the first sunny weekend that I can recall in what has  
20 felt like months of gloom.

21 PRESIDENT JOYCE ROWLAND: Yes. It was impressive.  
22 Even I drove by it as well. No, I did a Google map from my  
23 house to a point down in Del Mar, and it was 24 minutes. And  
24 I'm going, What is that?

25 MS. MOORE: Foodieland.

1 PRESIDENT JOYCE ROWLAND: Foodieland. Yes, right.

2 Okay. So we have one member of the public  
3 signed up to speak on Community and Government Relations.  
4 That's Martha Sullivan.

5 MARTHA SULLIVAN: Hi, again.

6 I wanted to let Director Mosier know, since he  
7 asked someone from the Del Mar Arts Advisory Committee to reach  
8 out to me about hosting our tent vigil, and I appreciate that  
9 referral. But unfortunately, they don't have the space for  
10 everything.

11 I'm also wondering if this is a good time to  
12 answer my earlier question about whether the August 14 water  
13 quality system tour will be open to public?

14 MS. MOORE: At this time, this is planned for a media  
15 event. But we can -- we'll take a look at that.

16 MARTHA SULLIVAN: I think it would be really helpful,  
17 you know, to let people see its progress, and, you know,  
18 benefit from understanding it.

19 PRESIDENT JOYCE ROWLAND: So noted. Thank you.

20 MARTHA SULLIVAN: Thank you.

21 PRESIDENT JOYCE ROWLAND: Okay. And now, we have  
22 our -- I don't know, Fair Operations, is there something going  
23 on in that space?

24 MS. MOORE: A little bit. Just a few things.

25 And, unfortunately, our -- Sam had to take a

1 call. Our committee chair is not here. This is typically one  
2 of Director Schenk's favorite meetings of the year.

3 MS. MUELLER: Times of the year. I'll try to do it  
4 justice.

5 MS. MOORE: That's right.

6 But with that, we'll turn it over to our Chief  
7 Operations Officer, Katie Mueller to razzle and dazzle you with  
8 a couple things that we've been working on.

9 MS. MUELLER: So we are on the brink of the 2023  
10 San Diego County Fair. Very exciting. You probably see and  
11 hear a lot of work going on outside getting ready for it. So  
12 we just concluded our final event of the season, although I  
13 think we do have a small horse show at the end of the month.  
14 But so we are fast and furious into fair setup. And this is  
15 the largest event of the year so this is also the largest board  
16 presentation of the year.

17 [MULTIPLE SPEAKERS.]

18 MS. MUELLER: I will try -- to get you into the fair  
19 mood, we brought --

20 PRESIDENT JOYCE ROWLAND: -- there is an advantage to  
21 attending the meeting --

22 MS. MUELLER: That's right. We brought fresh kettle  
23 corn for everybody.

24 So we are -- several departments aided in  
25 putting these slides together and I am very appreciative. And

1 they are very proud of what they've been working on and -- as  
2 they should be because it's just -- when you look at it all put  
3 together in one presentation, it's a monumental amount of work  
4 and time that's gone into this theme and to this fair and I am  
5 really excited to present it today.

6 So we'll start off with kind of our marketing  
7 and media, and this is the precursor to all of our marketing  
8 and media. You'll start hearing radio and television and  
9 seeing billboards and all that kind of stuff around town I  
10 believe starting next week, but our objectives --

11 MS. MOORE: I saw a billboard this last weekend.

12 MS. MUELLER: Oh, that's exciting.

13 Our marketing objectives: We have a few  
14 objectives through our marketing. Of course, event awareness,  
15 maximizing our GA and our concert ticket sales, encouraging our  
16 early season ticket sales, which are -- I just checked before  
17 this meeting. They are doing very well, considering we haven't  
18 had a ton of marketing yet. Showcasing our "Get Out There"  
19 theme, which we've put a ton of energy into this year,  
20 leveraging our media partnerships to extend our dollars through  
21 promotions and trade, which you'll be hearing a -- lots of  
22 radio giveaways and other kinds of promotions. And then,  
23 customizing our creative force, specific target audiences,  
24 which, obviously, with the digital age, we are able to do much  
25 more easily.

1                   However, print is not totally gone. We do  
2 invest in a lot of print. Even though digital has kind of gone  
3 like this and print has gone less over the years, it's still an  
4 important source. So you'll see these things in our "Union  
5 Tribune," "The San Diego Reader," "San Diego Magazine," "El  
6 Latino." Hispanic outreach is still a very important part of  
7 our campaign and what we do. And then cultural festival  
8 audiences, such as our gospel, Out at the Fair, and our Asian  
9 and Pacific Islander.

10                   So on digital display search and video, you'll  
11 see -- you might have already seen it. It was started in mid-  
12 March through July 3rd. We're also reaching out to the markets  
13 that include Temecula, South Orange County and North Baja. We  
14 gave 30.6 million impressions. And we have dual target adult  
15 audiences 18 through 34 and 35 through 54, English and Spanish,  
16 and we provide a simple and direct path. You can just click  
17 and it takes you to ticket sales.

18                   MS. MOORE: And this year does not require you to  
19 create an account.

20                   MS. MUELLER: So we are -- no longer have our  
21 ticketing services through Ticketmaster, which required the  
22 public to actually sign up for a Ticketmaster account in order  
23 to be able to buy our tickets online, and so the ticketing  
24 company that we use currently does not require that.

25                   PRESIDENT JOYCE ROWLAND: And you have a high level



1 of confidence in their system and its operations.

2 MS. MUELLER: Yep. We are using it right now.

3 PRESIDENT JOYCE ROWLAND: Awesome.

4 MS. MUELLER: We are using it right now, and they  
5 have been -- you know, we went on sale with our concerts and  
6 our general admission back in April. And then -- also our  
7 parking. And then, we went on sale at the end of April with  
8 our Carnival, as well as additional concerts, and things are  
9 running very smoothly. So I am excited to report that.

10 Also we have social media, of course, is  
11 important to us, just for general awareness and promotion. We  
12 drive, again, general admission and Grandstand ticket sales.  
13 We have 7.25 million impressions. We also utilize influencers,  
14 local creators that have local followers, for a general  
15 awareness and a sense of urgency, to drive ticket sales. Our  
16 tactics have been food, family, and travel adventure content  
17 geared toward younger demographics, and we have 2.25 million  
18 impressions.

19 Out-of-home, we've got billboards. Carlene  
20 already saw one. But anyways, this is exactly what they look  
21 like. So we have kind of just the basic, basic fair  
22 information with a visual of people just really having a great  
23 time at the fair. So those will be four to eight weeks  
24 beginning May 1st, and we think there's about 30.8 million  
25 impressions.

1                   We also have some bus wraps happening and some  
2 bus kings. Those are four weeks that will begin on May 15th,  
3 you'll start seeing those buses around town.

4                   MR. GELFAND: (Indiscernible.)

5                   MS. MUELLER: You know, the bus king is the bus  
6 marquees at the bus stops.

7                   Our radio ads start on May 15th, also, so those  
8 haven't begun quite yet. We have general market ads. We have  
9 about 20 percent Spanish language ads on Spanish radio, and  
10 those have a concert and promotional focus.

11                   (Audio-video played.)

12                   MS. MUELLER: We have -- I never know what's going to  
13 pop up.

14                   We have streaming audio -- which makes it kind  
15 of fun for me, too. It's really exciting.

16                   So this mirrors our radio. It expands our  
17 markets a bit to Temecula and South Orange County and Baja  
18 through Spotify and Pandora. We have 2.2 million impressions.

19                   (Audio-video played.)

20                   MS. MUELLER: And then, television. We alluded to  
21 this. We started filming our television commercial at last  
22 summer's fair. It's the first time -- well, actually, not the  
23 very first time, but it's the first time our commercial, in its  
24 entirety, got filmed at the fair, and it really has a cool  
25 result, which you will get in a minute.

1                   There's a four-week campaign that starts on  
2 May 22nd. Again, we target real-time viewership through news,  
3 sports, and first-run prime shows. The general market includes  
4 pretty much all of the, you know, television stations that you  
5 know and love and that support us through the years. And then,  
6 we also have some Spanish language.

7                   (Audio-video played.)

8                   MR. GELFAND: How did they film that? They filmed  
9 that last year?

10                  MS. MUELLER: Yeah. Just on a fair day.

11                  MS. MOORE: Just picked a random family out there.

12                  MS. MUELLER: Yeah. They were all over the place.  
13 They were playing with the animals and eating the food and  
14 going on the rides and we just set up a little area in the  
15 Carnival; and we plan on doing the same thing again for next  
16 year's commercial. And that's got a --

17                  MR. GELFAND: You've got a theme for next year's fair  
18 already?

19                  MS. MUELLER: Yes, we did.

20                  MS. MOORE: It was so we remind you when we do the  
21 dates for next year.

22                  PRESIDENT JOYCE ROWLAND: Coming up next.

23                  MS. MUELLER: So this is just over-the-top marketing  
24 that we're also doing on these channels now: Hulu, Disney+,  
25 NBC, Peacock, Paramount+. So this is just to kind of give you

1 guys an idea that we are really and truly all over the place.  
2 They're not going to be able to know that it's not the fair  
3 [sic].

4 And then we did -- since our last board meeting,  
5 we were able to add three more Grandstand acts that rounded out  
6 our Grandstand lineup. So we have Carly Pearce on June 14th;  
7 we have Nelly on June 28th, and then, we also have El King, who  
8 is going to join Randy Houser on June 29th as a co-headliner.  
9 Those are all on sale now, and you can buy your tickets online.

10 Deals and discounts: The fair is an affordable  
11 experience for all ages. We offer these deals and discounts:  
12 Albertsons-Vons, \$3.00 off discount codes, which, of course,  
13 they talked about in the television commercial. You can  
14 receive \$5.00 off of parking. If you purchase it online in  
15 advance, it's \$15.00. It's \$20.00 if you just show up and pay  
16 at the gate.

17 Rides and games are on sale right now, ride and  
18 game credits. And if you purchase in advance, there is  
19 discounts prior to the start of the fair. O'Reilly Auto Parts  
20 offers a \$5.00 coupon for mid-week tickets; so Wednesdays and  
21 Thursdays, if you buy two tickets, you get \$5.00 off.

22 Northgate Market this year is also offering a code to save  
23 \$10.00 on a Día De La Familia Grandstand show; online only.

24 It's just a discount code that's available at their registers.

25 Kids' days are every Friday. Twelve and under

1 are free. Of course, we'll have the Passport to Savings  
2 booklet back again with coupons for all your favorite vendors  
3 and concessions. And then, we also offer military discounts  
4 through our partner, GovX, and those are available online as  
5 well.

6           The Fair Tripper: We are partnering again with  
7 NCTD; and MTS is back this year. Yay. They weren't able to  
8 participate last year, but we will be offering the Fair Tripper  
9 again. It includes fair admission and a round-trip ride on  
10 NCTD's Coaster, Sprinter or Breeze, or the MTS bus or trolley.  
11 It's only available the day you're coming to the fair on the  
12 vending machines that are located at the stations or on the  
13 Pronto app, if you have the app. And for the price of the  
14 fair, you receive that round-trip for free. And then have, of  
15 course, the shuttles that pick up at Solana Beach train station  
16 that will shuttle you back and forth.

17           Unfortunately, due to a bus driver shortage that  
18 we just heard about, NCTD is not able to offer the 408 route  
19 that used to come directly to the fair from Escondido, but  
20 there are some alternatives. You can take Route 101, which is  
21 from Oceanside to La Jolla and exit at the Solana Beach train  
22 station. You can take Route 308, which comes from Escondido  
23 and goes to Solana Beach train station. And then, you can also  
24 take the Coaster train. And in all those cases, you just need  
25 to show your ticket that you rode public transportation and you

1 can get a ride from the shuttle from the train station to the  
2 fair. But you can also go online to their website and see more  
3 of that.

4 And then, Carnival and concessions. This is --  
5 I'm going to blow through this pretty quickly, but I just  
6 wanted to give you a little taste of some of the new things.

7 I'm super proud of our concessions team, led by  
8 Paul Blaney (spelled phonetically) and Jason Warrenberg  
9 (spelled phonetically). There is going to be a lot of new,  
10 exciting foods, food stands, layouts, all kinds of new things  
11 to see and do at the fair this year.

12 We have a new digital ticketing system for the  
13 Carnival. It's called Blast Pass. You'll be able to purchase  
14 a card and you will have your credits for -- that you can use  
15 on games and rides loaded electronically on your card. It's an  
16 RFID technology. You walk up to a game or ride operator; they  
17 can scan your card and it automatically debits the credits from  
18 your card. Also, that will also work for wristbands as well.

19 MR. GELFAND: Will that work for (indiscernible).

20 MS. MUELLER: No, not -- in the future, possibly.

21 But this year, we're going to just start with games and rides.

22 Two new rides: We haven't had new rides in a  
23 while, but we've got two brand new thrill rides. One is a  
24 Joker 360 -- which Carlene can tell me all about -- which is  
25 pretty exciting. And then, this other one, I only have an

1 artist's rendering of it. It's called the Medusa. And that is  
2 because it is literally brand new, out of the factory. So  
3 there wasn't any pictures at the time of their application of  
4 it actually in use. So that's the one on the right. We're  
5 pretty excited about that.

6 And then, new stands. We've got Boba King, the  
7 Coconut Guy -- and what he does is he pokes holes in fresh  
8 coconuts and you drink the coconut milk out of it with a straw.  
9 And when you're done, he takes a machete and cuts the coconut  
10 in half and you can eat the coconut out of the coconut. So  
11 pretty cool.

12 PRESIDENT JOYCE ROWLAND: So you're letting a guy on  
13 the fairgrounds with a machete.

14 MS. MUELLER: Yes.

15 PRESIDENT JOYCE ROWLAND: Just checking on this.

16 MS. MUELLER: Just one. Just one.

17 MS. MEAD: Just one machete.

18 MS. MUELLER: Greek food is going to be back. This  
19 is a new -- brand new stand, a brand new owner in the  
20 traditional location. The Cheesy Chef is going to be in the  
21 infield, geared towards kids, serving all of our cheesy  
22 favorites, like grilled cheeses and cheese on a stick and all  
23 that good stuff. We have a new stand I'm personally excited  
24 about because I love pie. It's called In Your Face Pies, and  
25 they make little hand pies, both sweet and savory. So excited

1 to check that out.

2 Funnel of Love is a brand new funnel cake stand  
3 that will be located out by the Arena Gate. S'mores N'more; we  
4 couldn't have a Get Out There theme without having S'mores. So  
5 CBF Productions will be setting up these teepee-like situations  
6 that have a fire pit in the middle, and you can buy a S'more  
7 kit and then you can roast your own S'mores out in the infield  
8 as well.

9 Some new foods: Chicken Charlie is going to  
10 have deep fried chicken potstickers rolled in hot Cheetos.  
11 Tasty Chips is going to have the Tasty Papas Locas. The Cheesy  
12 Chef is going to have a pound block of fried Mozzarella, in  
13 case that tempts any of your pallets. The Funnel of Love has  
14 the heart shaped funnel cake. Dee's Fried Chicken has a peanut  
15 butter and jelly fried chicken sandwich. Ricky's is going to  
16 have cheese on a stick stuffed with jalapeno poppers, cheese  
17 curds and chili, and a side of Tums at the end.

18 Biggie's is going to have hot Cheeto chicken on  
19 a stick. And the Candy Factory is going to be serving up this  
20 beautiful Mermaid Float.

21 MR. GELFAND: I think these guys should be in TV  
22 commercials.

23 MS. MUELLER: San Diego's Original Fish and Chips is  
24 going to have coconut shrimp in a coconut. And then, our new  
25 fair-themed foods: Chicken Charlie is up there displaying his



1 deep fried S'mores on a stick. We've got these little S'more  
2 pies from the Pies In Your -- In Your Face Pies.

3 That is a candy apple over there with the  
4 chocolate and the marshmallow. And then, we have a Big Dipper  
5 S'mores Sundae from Crutchees Cream. And then, Mom's Bake  
6 Shop, which makes those yummy chocolate chip cookies, they're  
7 going to have this hot chocolate, which I've already told  
8 Melinda we're going to try first day. And then, we've got the  
9 deconstructed brownie, which contains chocolate graham cracker  
10 and marshmallow so.

11 And then, we've got tons of new products -- I  
12 mean, tons of new products. We are sold out in the commercial  
13 buildings, which is really good. I don't remember the last  
14 time that happened, even pre-pandemic. So we've got glitter  
15 face painting, funny bricks, mineral-based nail powder, vegan  
16 hair and skin care, a new candle and soap company, a flag  
17 company, We Have Your Flag, Synergy Glow Orbs with a Bluetooth  
18 speaker -- I'll say it's interesting; solar lighting systems.  
19 And that's it, for new products, that is.

20 So now, but not to be outdone, Premier has also  
21 got a number of new things up their sleeve. The Rooftop Bar,  
22 which is on the sixth floor of the east Grandstand, is going to  
23 be rethemed into Destination Unknown, Welcome to the Jungle.  
24 So it's going to be all jungle themed. We are going to have a  
25 speakeasy this year. We did not have one last year. We are

1 going to have a speakeasy called The Secret Stache, spelled  
2 like a mustache. It's going to be at an undisclosed location,  
3 out by the Arena.

4 And then, this is really exciting. We -- they  
5 are going to be offering The Wicked Kitchen, which is going to  
6 be in Seventeen Hands, off the Plaza de Mexico, and all of  
7 these foods are plant based. The ice cream bars are plant  
8 based, the chorizo brat is plant based, the jalapeño gouda  
9 burger, all plant based. We haven't been able to try it yet.  
10 Hopefully, we will get to try some of it soon, but I am told  
11 it's excellent. It's really, really good. So looking forward  
12 to that. And that's the first time we've had a plant-based  
13 concessionaire.

14 And then, the Avenue Bar is getting an upgrade.  
15 The Chez Claff (spelled phonetically) will be back for creature  
16 comfort, and a brand new bar upgrade. Also, this was the most  
17 popular drink at Foodieland. It's Simply Spiked, which, if you  
18 drink Simply Orange Juice or any of the other juice brands they  
19 have, it's a frozen lemonade and it's a hard lemonade and that  
20 will be featured in Plaza de Mexico. And then, also, they are  
21 bringing in a number of these container bars; so they are just,  
22 you know, storage containers that are converted into bars.  
23 They're really cute. Topo Chico Hard Selzer is having a new  
24 bar out at the Flower Show. And that's it.

25 And moving on to entertainment. Again, Opening

1 Day ceremonies: We're going to be opening up with a bang. Of  
2 course, we'll have our usual pomp and circumstance. But then,  
3 we have a marching band who's going to lead the parade  
4 through -- down the Avenue.

5 Shows and attractions returning again this year:  
6 Extreme Dog Show, extremely popular last year. New this year,  
7 the Paul Bunyan Lumberjack Show. The Flying Royals are back  
8 with us. That's at -- the trapeze act in the infield. New,  
9 also, we have Adventureland for the little kids in the infield  
10 to get to experience life on the farm. Swifty Swine Pig Races;  
11 everyone's favorite. The Oasis Camel Theory will be back. The  
12 Great American Petting Zoo. Camp Squawk A Lot will be here,  
13 the bird show. Animal Cracker Conspiracy, the Wilder Show, new  
14 this year. Buck Trout, he's a traveling puppet, to go along  
15 with our theme.

16 We have a magical ventriloquist. We have The  
17 Violin On Fire. Dragon Knights; we've had them in the past.  
18 Euphoria Brass Band, The Rock 'N Rolling Piano. If any of you  
19 caught that last year, it's similar to that strolling piano,  
20 but it's a different act this year. The Throw Zone. These are  
21 all nighttime, evening time, because they involve lights and  
22 that kind of thing. Circus Luminescence. Hillia Hula Hoop  
23 Extraordinaire, LED Robots. And then, daily, we'll have the  
24 Jackstraws, Godfrey the Magician, Tom Griesgrabber, Suzy Haner,  
25 Hypnotist; we have a new female hypnotist for the first time.

1 And Campfire Ghost Stories, led by Bill Cobb, a former camp  
2 counselor.

3 And then, our Festivals: We have Out at the  
4 Fair, returning on June 10th. We have Bluegrass Day at the  
5 Fair, on June 11th. We have Asian and Pacific Islander on June  
6 17th. And then, on June 24th is our Gospel Festival in the  
7 Paddock and on the Coors Light Avenue Stage.

8 We're bringing back this year -- they haven't  
9 been here since 2019 -- Electronic Fridays, where we feature  
10 kind of EDM music on the Paddock on June 9th and June 16th.

11 We're having the very first ever San Diego  
12 County Fair Drone Show this year on Saturday, June 10th. It'll  
13 be -- I think it's at 9:00 or 9:30 p.m. -- it's at 9:30 p.m.,  
14 it was right there. And then, it will feature 200 drones that  
15 will launch from the infield, and you'll be able to see it from  
16 the Avenue area of the fair so you don't have to be seated in  
17 the Grandstand or anything like that. But we're working with  
18 the company now to do a number of features, including homages  
19 to our theme, as well as fair favorites and that kind of thing.  
20 So it will be about 12 minutes.

21 And I think this is a little --

22 (Audio-video played.)

23 MS. MUELLER: So we're really excited about that.  
24 First for the fair.

25 PRESIDENT JOYCE ROWLAND: Did that require special

1 permits?

2 MS. MUELLER: No, it did not require special permits.

3 MR. GELFAND: Is that going to be right over the main  
4 walkway?

5 MS. MUELLER: It's going to take off from the left  
6 tarmac of the Grandstand, and then, yeah, it'll be over like --  
7 you'll be able to see it from the Carnival and the Avenue, kind  
8 of the south side of the Grandstand.

9 Laugh Out Loud: We have comedy shows at the  
10 fair. They'll be on Saturdays, and then, the last Friday, up  
11 in the Turf Club. They're 18-plus. They really are a lot of  
12 fun and great comics from L.A. area.

13 In the Arena, we'll have the Charity Fair Horse  
14 Show. The Burn Institute Fire Demolition Derby will be back on  
15 the 11th. We have a new BMX and Freestyle Motocross Stunt  
16 Show. The Junior Livestock Show and Auction will be held in  
17 the Arena. And then, of course, we'll end it all with  
18 traditional motor sports that everybody loves.

19 And then our Ag and Education Department is  
20 working on our Fine Arts Show with a number of activities,  
21 single day activities going on. Also, photography will be back  
22 with, again, more educational shootouts and then tips from  
23 photographers and things like that.

24 Home Made will again be in the west end of the  
25 Exhibit Hall. And they have a couple of special, fun one-day

1 contests. Design in Wood, the internationally known  
2 exhibition, is returning again. Jim's Minerals and Jewelry  
3 with live demonstrations daily. Student Showcase and Best K  
4 through 6, which are classroom projects from kindergarten all  
5 the way up through community college. And then, the "Get Out  
6 There" theme exhibit. You can track the footprints left by  
7 wildlife through each of San Diego County's distinct and  
8 diverse ecosystems where you'll discovery flora, fauna, and  
9 critters native to each area. You can visit with park rangers,  
10 surfers, and naturalists to discover why it's great fun to "Get  
11 Out There" and explore our county. So that theme exhibit is  
12 really going to be focused on San Diego County and the diverse  
13 ecology that we have here from the mountains to the beaches to  
14 the deserts, and everything in between. So we've been working  
15 closely with county parks, as well as state of California parks  
16 that are located in San Diego County, and they really have just  
17 done a fabulous job putting together a lot of interesting  
18 exhibits.

19 California Grown will be back. This is really  
20 just -- the Wyland Center is dedicated to agriculture  
21 education. The Hollandia Dairy milking trailer will be back  
22 again with milk for sale for a dollar, chocolate and regular  
23 milk.

24 The Horse Show Experience is an exhibit,  
25 actually, even though there's a picture of a horse show here.

1 It's an exhibit that's held in Barn W, and it's put on by a  
2 couple of local horse show trainers and promoters. And they  
3 feature different horses and trainers every single day so  
4 people can go into the building and watch them work out with  
5 the horses, you know, talk to the trainers, get excited about  
6 showing in a horse show. So that will be here June 7th through  
7 the 18th. It's a really fabu- -- we had it last year so if you  
8 didn't get a chance to see it, it's really a very well done  
9 exhibit.

10 And then, of course, we have The Farm and  
11 Plant\*Grow\*Eat. I was just out at The Farm yesterday. I am  
12 just so excited for everyone to see the finished product. It's  
13 just looking so good. And we'll be, of course, hosting  
14 Plant\*Grow\*Eat out there where we'll have over 6,000 students  
15 that come the first six days -- weekdays, I should say -- of  
16 the fair, and with their plants to get their ribbons and learn  
17 about agriculture and the fair and all that fun stuff.

18 And then, livestock: We have a very full  
19 schedule of activities starting on opening weekend through the  
20 Junior Livestock Show, which is our biggest livestock show,  
21 which will be June 21st through 25th. So the livestock auction  
22 will be on Saturday, June 24th, and that's kind of the  
23 culmination of their projects and our big event. But you can  
24 see different breeds of all animals throughout the run of the  
25 fair, but they are here only certain dates. So sometimes,

1 people get disappointed when they come to see the chickens or  
2 the pigeons and they don't happen to be here so I definitely  
3 want to check the schedule to see when the animals are here.

4 The Paul Ecke, Jr. Flower Garden Show is shaping  
5 up to be back to 2019 and before levels. We have a number of  
6 really great activities going on. And one thing that a lot of  
7 people missed was the model train garden last year so that is  
8 going to be back this year. We're really excited about that.

9 Our beverage festivals: Toast of the Coast Wine  
10 is going to be on June 17th, and San Diego International Beer  
11 and Distilled is combined into one festival this year. Those  
12 are going to take place in The Sound for the first time so  
13 we're really excited about that.

14 (Audio-visual played.)

15 MS. MUELLER: So they'll be here on Monday, July 3rd,  
16 Switchfoot; so excited to have them back.

17 So that concludes my presentation about the  
18 fair. I probably left out a few things, but pretty excited  
19 about what we're about to all embark on and glad that you guys  
20 are along for the journey. And thank you for all of your  
21 support throughout the months putting this together.

22 Any questions?

23 MR. GELFAND: (Indiscernible) check it out.

24 PRESIDENT JOYCE ROWLAND: After that exhausting  
25 report and presentation, questions from those here or Zooming



1 in from the board?

2 MS. MOORE: I'm taking reservations for anyone who  
3 wants to join me on the new carnival rides.

4 PRESIDENT JOYCE ROWLAND: I know. I was wondering  
5 about the Medusa. It was in kind of draft form. We didn't  
6 even have a picture of it yet. I assume it's going to pass all  
7 of its operational and safety inspections.

8 MS. MOORE: Yes.

9 MR. GELFAND: We're going to have -- key staff  
10 members are going to be the first ones on the --

11 [MULTIPLE SPEAKERS.]

12 MS. MUELLER: Yes. It may be at another fair right  
13 now --

14 PRESIDENT JOYCE ROWLAND: Okay. Good.

15 MS. MUELLER: -- but it will -- yes, we will have all  
16 of the proper inspections in place prior to opening.

17 MR. MOSIER: I was just wondering how many flaming  
18 marshmallows we're going see --

19 [MULTIPLE SPEAKERS.]

20 MR. GELFAND: I was wondering how they keep people  
21 from getting burned when they're roasting the marshmallows.

22 PRESIDENT JOYCE ROWLAND: I'm sure there is great  
23 protection --

24 MS. MUELLER: You know, they are propane gas, you  
25 know, burners or fire things, and they have supervision, I'm

1 sure. But they actually did it at Snow N Glow, if you recall  
2 that event in the Paddock. That's where I got the idea. They  
3 were doing S'more kits, and I'm like, hey, you guys want to  
4 come to the fair? So.

5 MS. BARKETT: (Indiscernible.)

6 MS. MUELLER: What do you mean, the --

7 PRESIDENT JOYCE ROWLAND: S'more kits.

8 MS. BARKETT: S'more kits.

9 MS. MUELLER: Oh, you can -- yeah. You can take the  
10 S'more kits, and I believe they're going to offer them, like,  
11 for a family or just an individual or whatever.

12 PRESIDENT JOYCE ROWLAND: Okay. We have three  
13 members of the public who have signed up to speak on the Fair  
14 Operations Committee Report. The first member of the public  
15 signed up is Martha Sullivan.

16 MARTHA SULLIVAN: Hello. That was a really  
17 exhaustive report, and I wish you all the best on a very wide-  
18 ranging fair you have coming up.

19 It was nice to hear you finally have your first  
20 plant-based food vendor. That's a milestone. I also just have  
21 to say I'm not going to be surprised to hear that it's been  
22 cringy to hear "Calling all Campers," given when I talked to  
23 you about -- for the last several months -- about how thousands  
24 of campers in San Diego County now are there because they're in  
25 shelters, they're homeless, and they're certainly not there by

1 choice. So as I said, it's been cringy to hear that ad.

2 Thank you.

3 PRESIDENT JOYCE ROWLAND: The other item on here --

4 MS. MOORE: We do have an --

5 PRESIDENT JOYCE ROWLAND: Yeah. I know. So we need  
6 to talk about that first, before we --

7 MS. MOORE: Yeah. If you want to, before we take  
8 more public comment.

9 PRESIDENT JOYCE ROWLAND: I think it -- probably we  
10 should talk about that before the public comments on it. So if  
11 we need to go back to Ms. Sullivan on that and then start over.

12 MS. MOORE: So again, in Director Schenk's absence,  
13 the -- we do need to confirm our dates for 2024, and so -- and  
14 just historically, have closed on or around the 4th of July.  
15 The 4th of July lands on a Thursday next year, and so there's  
16 an advantage to then going through the -- actually through that  
17 weekend, through the Sunday. We know Sundays are a strong day  
18 for the fair, as well. It's a weekend versus, you know, mid-  
19 week. And so the recommendation is for -- in 2024 for the fair  
20 dates to be June 12th through Sunday, July 7th. And just as a  
21 reminder, our theme for next year is "Let's Go Retro."

22 MR. GELFAND: How many weekends?

23 MS. MOORE: Four weekends.

24 MR. GELFAND: It's always four.

25 MS. MOORE: Uh-huh. It's same -- similar as we are.

1 It's just that when the 4th of July falls on a Monday, we have  
2 an extra day; or a Tuesday, we have an extra -- in the past, at  
3 times, we have gone solid through to the Wednesday or  
4 Thurs- -- so we're picking up Monday, Tuesday, Wednesday but  
5 losing out on the weekend. And so instead, we would be  
6 Wednesday through Sunday every weekend.

7 MR. GELFAND: How does that affect Horsepark's --

8 MS. MOORE: So in terms of that, that's the -- it's  
9 the same weekend because we've said the 4th of July holiday  
10 weekend is when that goes through; so it's the same -- it  
11 covers through that.

12 MR. GELFAND: They'll have anticipated that  
13 weekend --

14 MS. MOORE: Yes. We've already notified them of the  
15 dates.

16 PRESIDENT JOYCE ROWLAND: Any other questions or  
17 comments from the board?

18 MR. GELFAND: Do you need a motion?

19 PRESIDENT JOYCE ROWLAND: Well, no --

20 MS. MOORE: We will, but we have public comment  
21 still.

22 PRESIDENT JOYCE ROWLAND: -- we have to go to public  
23 comment first.

24 This time it was you. Last time you were  
25 reminding me.

1                   Okay. So I briefly want to go back to  
2 Martha Sullivan, just in case she has a comment on that item  
3 under the Fair Ops Report. She may or may not.

4                   MR. RIVERA: She's back in the meeting.

5                   PRESIDENT JOYCE ROWLAND: Ms. Sullivan, did you hear?  
6 We had one other item under the Fair Ops Report that we didn't  
7 go through before we opened for public comment so I just didn't  
8 know if you had a comment on that or for --

9                   MARTHA SULLIVAN: No. Thank you. I don't have any  
10 further comment.

11                  PRESIDENT JOYCE ROWLAND: Okay. Then we'll go on to  
12 two other members of the public who wanted to speak on the Fair  
13 Ops Report, and they're here in person. The first is Laura  
14 DeMarco.

15                  LAURA DEMARCO: Hi.

16                  PRESIDENT JOYCE ROWLAND: Hello.

17                  LAURA DEMARCO: Given your presentation, I think  
18 we'll be coming back to the fair.

19                  PRESIDENT JOYCE ROWLAND: You should.

20                  LAURA DEMARCO: Yes. Because I've got to tell you,  
21 my five kids were well-educated through Torrey Pines and the  
22 mandatory health class. They are vegan eating so I would  
23 widely advertise that because this generation does not like one  
24 pound mozzarella fried stuff.

25                  PRESIDENT JOYCE ROWLAND: Oh, some of them do. I'm

1 just telling you, once a year, some of them do.

2 LAURA DEMARCO: Okay. Okay.

3 So I get 30 seconds back.

4 Okay. Anyway, the other thing is, HITS actually  
5 had talked to us about the issue about extending the fair days,  
6 and their contract is actually through July 4th. So if you  
7 extend the fair dates, I would caution you from mandating that  
8 the Horsepark Equestrian Center be used for fair parking after  
9 July 4th. And this way, they can have more equestrian events,  
10 and that's really, really important to show the public-private  
11 partnership because your master plan is going to require  
12 public-private partnerships; and to demonstrate that, it would  
13 be great to show that you're not changing the contract after  
14 the fact.

15 Secondly, I'm really glad to see that public  
16 transportation is encouraged. Everyone around really thanks  
17 you for that. And so, again, you will have less on the -- less  
18 traffic on the artery streets like Via de la Valle. Everyone  
19 in Rancho, when -- July 4th, it's like let's just avoid this  
20 entire area and everything. And it's going to be so much  
21 better when you guys get that platform in. So anything we can  
22 do to help, we will be glad to do that for you.

23 Thank you.

24 PRESIDENT JOYCE ROWLAND: Thank you.

25 Last member of the public signed up to speak on

1 the Fair Ops Report is Carla Hayes.

2 CARLA HAYES: I feel so comfortable here.

3 PRESIDENT JOYCE ROWLAND: We know.

4 CARLA HAYES: I actually do think that Laura really  
5 covered everything.

6 PRESIDENT JOYCE ROWLAND: Okay.

7 CARLA HAYES: Except I really want those S'mores.

8 I am worried about your insurance. I hope to  
9 God there's nothing on this. I hope you have no harm;  
10 agreements being signed because, you know, people are dumb, and  
11 they do dumb things and then they blame other people. But  
12 nonetheless.

13 So yes, Horsepark. Look, '24 shouldn't be a  
14 problem in my view because it's three days; right? So they  
15 have three less days to clean up so they can open the next  
16 week. They usually open on a Wednesday. You get your horses  
17 in on a Wednesday, and you start your show on a Thursday.  
18 That's probably okay.

19 But, the '25, they're going to lose a lot of  
20 money, and you don't want that. You want everybody to make  
21 money. So I think Laura's suggestion of, hey, guys, you know,  
22 we've got a contract. We give fair parking 'til July 4th;  
23 that's in the contract. And then you don't have to mess with  
24 the contract; right? to try to negotiate or anything. And  
25 also, it's good faith. It's about trust and about both parties

1 being -- negotiating as trusted partners. And I know a lot of  
2 your contracts are basically written for Kettle Corn; right?

3 So without having to do a lot of legal  
4 maneuvering, it would be a really wonderful thing if you could  
5 see your way to doing that, and I have no idea of what you're  
6 projecting on what you need or any of that. But I'm just  
7 encouraging you to think about the other side because, you  
8 know, they really are a super good, really, really good,  
9 partner to have. They've got a lot of money and they're  
10 putting it --

11 MS. O'LEARY: Carla, your time is up.

12 CARLA HAYES: -- it matters.

13 Thank you so much, everybody.

14 PRESIDENT JOYCE ROWLAND: Thank you.

15 CARLA HAYES: And I'm coming to the fair, too.

16 PRESIDENT JOYCE ROWLAND: How many days?

17 [MULTIPLE SPEAKERS.]

18 PRESIDENT JOYCE ROWLAND: I did have one question I  
19 could add. I know that we went through a lot of effort last  
20 year relative to handwashing stations and the management of  
21 that, and it got much better, you know, as we moved a few days  
22 into the fair. And I just wondered is that -- are we kind of  
23 starting at that level this year and we're going to continue it  
24 throughout? Is that the plan?

25 MS. MUELLER: Hello?



1                   We learned a ton last year about placement of  
2 handwashing, layouts of barns, you know, what the best  
3 situation for all of that was. So yes, we have actually  
4 contracted for a handwashing trailer; so it's a number of sinks  
5 that are built into this trailer and they just -- the sides  
6 fold up and so you have all of these handwashing stations that  
7 will be located between Wyland and the Expo Center.

8                   We also have moved our petting zoo so that you  
9 exit out into a hard-wired -- or a hard-plumbed sink so we  
10 don't have to have the deal with the, you know, pumping of the  
11 sinks and all that kind of thing. We've got a handwashing  
12 signage plan already in place, and we've also got the designs  
13 of our various livestock shows so that, again, the public will  
14 be invited to come into the buildings, observe the animals, but  
15 not necessarily be able to reach over and touch. That's  
16 healthy for the animals, as well, because they don't need to be  
17 eating a lot of the spare food that we like to eat.

18                   PRESIDENT JOYCE ROWLAND: None of it.

19                   MS. MUELLER: Yeah. So we have a good formula.

20                   PRESIDENT JOYCE ROWLAND: Very good. Thank you for  
21 that.

22                   So any other questions or observations about the  
23 dates or any other aspect of the reports?

24                   MR. MOSIER: There's just been a couple comments  
25 about the temporary train platform stop.

1 PRESIDENT JOYCE ROWLAND: Yes.

2 MR. MOSIER: That got a \$100 million infusion.

3 PRESIDENT JOYCE ROWLAND: Yes, you're right.

4 MR. MOSIER: I've been involved in that project for  
5 the last decade. It's been delayed and delayed and delayed.  
6 And when I was first involved in 2012, the projected cost was  
7 \$87 million. Two years ago, it was \$186 million. And my point  
8 is that \$100 million is a good start, but it's not sufficient  
9 to do that project so if it were to be built -- we're talking  
10 about 2030, not 2024 or 2025 so. It's like the El Camino Real  
11 Bridge project. Just think about delays on that one.

12 PRESIDENT JOYCE ROWLAND: Any other observations or  
13 questions about anything, including dates or?

14 MR. GELFAND: Do you need a motion?

15 PRESIDENT JOYCE ROWLAND: I will now.

16 MR. GELFAND: So moved.

17 PRESIDENT JOYCE ROWLAND: I have a first by Director  
18 Gelfand.

19 MS. BARKETT: Second.

20 PRESIDENT JOYCE ROWLAND: First by Director Gelfand.  
21 Second by Director Barkett. Okay.

22 So we need a roll call.

23 MS. O'LEARY: President Rowland.

24 PRESIDENT JOYCE ROWLAND: Aye.

25 MS. BARKETT: Oh, there's a question.

1                   PRESIDENT JOYCE ROWLAND: Oh, I'm sorry. Director  
2 Mead?

3                   MS. MEAD: Thank you.

4                   Before we take the vote, can I just get  
5 clarification on the dates. Is there, indeed, a conflict  
6 between the extension of the date to July 7 and the contract we  
7 have in place that will not allow us to use the parking? I may  
8 have misunderstood that.

9                   MS. MOORE: No, there isn't a conflict with regard to  
10 that. So we have already informed HITS of those dates. The  
11 contract is actually not finalized with HITS. If you recall,  
12 there are certain conditions and things. There are also  
13 amendments to that contract that they have requested that we  
14 are working on and so that's why when Peter Englehart, CEO of  
15 HITS, spoke earlier, that's when he was talking about the  
16 impacts. So they are very much aware of that, the impacts to  
17 their operations.

18                   The RFP that was put out referenced through the  
19 July 4th Holiday weekend of which, when the 4th of July falls  
20 on a Thursday, it's -- that would be considered the weekend  
21 through it. But we've already been -- staff's already been in  
22 communication with Peter.

23                   MS. MEAD: Thank you, Carlene, for clarifying that  
24 for me.

25                   PRESIDENT JOYCE ROWLAND: Okay. So we were on roll

1 call. We have a motion and second.

2 MS. O'LEARY: President Rowland.

3 PRESIDENT JOYCE ROWLAND: Aye.

4 MS. O'LEARY: Vice President Valdez.

5 MR. VALDEZ: Aye.

6 MS. O'LEARY: Director Barkett.

7 MS. BARKETT: Aye.

8 MS. O'LEARY: Director Gelfand.

9 MR. GELFAND: Aye.

10 MS. O'LEARY: Director Mead.

11 MS. MEAD: Aye.

12 MS. O'LEARY: Director Mosier.

13 MR. MOSIER: Aye.

14 MS. O'LEARY: And Director Nejabat.

15 MR. NEJABAT: Aye.

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

17 And so the next item is the DMTC Liaison  
18 Committee Report.

19 MR. VALDEZ: Thank you, President Rowland.

20 I have Josh Rubenstein -- I think he's alone  
21 there -- to speak to this next item.

22 Josh?

23 MR. RUBENSTEIN: Yeah. It's just me. Good  
24 afternoon, 22nd DAA directors and staff. Josh Rubenstein with  
25 the Del Mar Thoroughbred Club.

1                   We're here to address Del Mar's upcoming summer  
2 meet, but I would like to briefly discuss the unfortunate  
3 national horseracing news from the last week.

4                   It's difficult for Del Mar to provide details on  
5 another race track, especially in another state, and our heart  
6 goes out to the people who cared for the horses that were lost  
7 at Churchill Downs, but we can say that the unusually high rate  
8 of serious injuries that were reported last week from Churchill  
9 Downs are not consistent with the recent trends from the  
10 industry, which clearly shows that equine fatalities have  
11 decreased substantially annually over the last four years.

12                   In 2020, California enacted groundbreaking  
13 protocols for equine safety and welfare. These reforms were  
14 supported by legislative leadership and signed into law by  
15 Governor Newsom. Del Mar supported these reforms and welcomed  
16 them. Since being implemented, California has reduced equine  
17 fatalities by over 50 percent. And as you've heard us say  
18 before, the last five years, Del Mar has been among the safest  
19 racetracks in the country.

20                   From a national perspective, California's  
21 industry-leading safety protocols were the blueprint for the  
22 recently-adopted federal legislation that will empower the  
23 Horseracing Integrity and Safety Authority, or HISA, to  
24 regulate the sport nationwide. This federal regulation began  
25 in 2023, and the new regulatory authority is scheduled to take

1 over medication testing and enforcement before the end of May.

2 We all want what's best for equine and human  
3 athletes. We believe that HISA's adoption and implementation  
4 of California's reforms will produce similar progress to what  
5 we've seen at Del Mar the last several years.

6 So with that, I'll pivot to Del Mar's upcoming  
7 summer meet, which we are very excited to be hosting. The  
8 summer season begins on July 28th and will run for eight weeks,  
9 through September 10th. We set a very high bar in 2022 with  
10 the summer meet reaching records in wagering and field size, as  
11 we previously reported. It's also important to note that  
12 horseracing at Del Mar is extremely important to the local  
13 community. Over 2500 jobs are provided at the racetrack each  
14 summer from horseracing, and the local economy in and around  
15 Del Mar receives over \$200 million annually of positive  
16 economic impact.

17 Erin Bailey, Del Mar's Director of Marketing,  
18 will provide a marketing presentation. And after that, Erin  
19 and I are happy to answer any questions you may have on the  
20 marketing plan or the upcoming summer meet, in general.

21 Erin?

22 MS. BAILEY: Hi, everyone. Thank you for having me.

23 I'm going to share my screen now.

24 MR. RIVERA: Stand by one second, Erin.

25 MS. BAILEY: Okay.

1 MR. RIVERA: You should be able to go.

2 MS. BAILEY: Okay. So thanks for having me. I just  
3 wanted to quickly walk through our 2023 plans, which are still  
4 very much underway and include -- with an allusion to 2022.

5 I'm in my second year as Director of Marketing  
6 for the racetrack, and so coming in last year, we set some  
7 marketing goals, which we're going to repeat for 2023. First  
8 and foremost, you know, reinforcing the vibrant Del Mar on-  
9 track experience. Anyone who's been to the races knows that  
10 it's a really great day; it's a really nice time. And so we  
11 always try and put that experience out in all of our marketing  
12 efforts.

13 And then, our second goal is to promote  
14 Del Mar's world-class racing product and our industry-leading  
15 equine safety and welfare protocols, as Josh just alluded to.

16 So our marketing tactics for 2023 are pretty  
17 simple. We've got database marketing, which I'll go into a  
18 little bit more, general market advertising, public relations,  
19 and social media.

20 So for database marketing, this is our most  
21 cost-efficient audience. Two words that I say over and over I  
22 think my team gets tired of hearing are "effective" and  
23 "efficient." And so, really, when I came in and took over the  
24 marketing budget, I just wanted to look at how we could be as  
25 efficient as possible, and database marketing is the best place

1 to do that.

2 So we have a Diamond Club membership that's over  
3 335,000 members. We have an opt-in email marketing list of  
4 over 164,000 recipients. And so for us, we tend to try and  
5 really work this audience, while we have a lot of data about  
6 them. We know why they come and when they come, and so we have  
7 a targeted email schedule promoting weekly on-track events that  
8 goes out to this audience.

9 And I am very pleased to say -- that should say  
10 that 2022 marketing email opened, it was 34.9 percent, and  
11 that's an exceptional rate. So I am very proud of that, and  
12 we're looking to replicate that in 2023.

13 For general marketing advertising, we've gone  
14 away, a little bit, from the high-spin TV buys that we used to  
15 do. Before I was Director of Marketing, I actually worked for  
16 the advertising agency for Del Mar for the previous 15 years so  
17 I've been around for a long time and I know we used to spend a  
18 lot of money on TV and radio and we've really kind of dwindled  
19 that down to digital media, where we can get very, very  
20 targeted with our connected TV buys, our streaming content, our  
21 digital display, et cetera. So we can target eventgoers,  
22 horsemen and women, racing fans, bettors; we can geo target.

23 We learned a lot in 2022 about where our best  
24 audiences were. In fact, we pulled quite a bit of good data  
25 from Palm Springs. So we are going to refine our digital media



1 plan for 2023, based on our learnings from 2022. We served  
2 over 12 million impressions and had 81,000 landing pages with  
3 our event-based creative last year, and going to look at  
4 increasing those impressions this year for 2023.

5           And though we do have some traditional media  
6 radio and print, primarily, we spent some money with the  
7 local -- specifically, our local print partners, and we have a  
8 little bit of radio out there. We do a lot of trade or barter  
9 and promotional exchange with the stations; so once we get into  
10 season, you'll also hear -- kind of similar to what Katie was  
11 mentioning -- you'll hear about giveaways on stations and so  
12 forth. And we do a lot of barter and trade partnerships with  
13 the local media as well. So we will push our events, our  
14 Saturday events, with that creative, once we get closer to the  
15 season.

16           And then, any kind of betting options and  
17 messaging we tend to use for national and local racing media  
18 where we talk about, you know, options that we have, carryovers  
19 that we have, and really try to promote handle increases with  
20 that messaging.

21           Public relations is a big one that we focus on  
22 our safety messaging with. We always really try and keep  
23 safety top of mind with our media partners. For national and  
24 regional local media placement, we've done a nice job in 2022  
25 of setting up some of our 2023 national placements. We hosted

1 media from "Forbes," "USA Today," "Travel Leisure," "Today,"  
2 and so much more last year and so we've already had a few  
3 national hits, back in March and April, mostly. So we're  
4 excited about that. We're going to look to continue that  
5 national push.

6 And then regionally and locally, you know,  
7 during the season, we -- on opening day, we have over a hundred  
8 broadcast segments that day alone and 117 influencer hits.

9 Our influencer brand ambassador program is one  
10 that we have really ramped up since last year and we're going  
11 to double-down on again this year where we provide those third-  
12 party endorsement opportunities primarily through Instagram and  
13 Tic Toc. We had 35 summer influencers last year who provided  
14 over almost one-and-a-half million impressions and over 53,000  
15 engagements. And the bulk of those -- well, not the bulk of  
16 them. I guess one-third of them hit before opening day, which  
17 is really important because as you know, we're a quick seven-  
18 week meet. So we want to get a lot of excitement before the  
19 meet and then keep those impressions coming during the meet.

20 For social media, we tend to try to promote our  
21 CR and VC lifestyle, as we call it. We show his fashion crowds  
22 the on-site experience primarily with our more visual social  
23 channel space, like Instagram, Tic Toc, so forth. And then, we  
24 do promote racing and wagering. We use Twitter a lot more for  
25 that and occasionally with Facebook and Instagram. We had an

1 amazing Pacific Classic last year with Flightline, and that was  
2 just a great opportunity for us to put some really awesome  
3 racing video content out there which was really well received  
4 by our audience last year in 2022. We had over 25 million  
5 impressions, more than a hundred -- 1.3 million engagements,  
6 and over 4.3 million video views. We were anticipating about  
7 1.8 million video views. So we're really pleased with our 2022  
8 metrics. We're going to duplicate that for 2023.

9           And then, we had just under 12,000 new followers  
10 on our multiple channels last year, with our year-over-year  
11 Instagram growth being about 69 percent, which I think really  
12 speaks largely to our influencer program and to just the social  
13 efforts that we put in place last year. We always want to be  
14 attracting a new audience and engaging new followers, and so,  
15 very pleased with that performance last year.

16           So looking ahead to 2023, we're still very much  
17 in the planning phase, but we have added two new events for  
18 2023. We're going to have a weekend event almost every  
19 Saturday. I think there's one where we're kind of focusing on  
20 a big summer two-day betting challenge on track. But every  
21 other Saturday of the meet -- or Sunday, as the Pacific Classic  
22 Day is on a Sunday this year -- we'll have an event. So we'll  
23 have beer fest, barbeque event, Taste of New Orleans; the Wine  
24 Festival will be back. It does really well for us. Tacos and  
25 Tequila.

1                   And then, on Pacific Classic Day, just going to  
2 give a nod to Flightline and that incredible Pacific Classic  
3 Day we had last year with the hat giveaway. So in a way, this  
4 is the third event. We did not have any giveaways last year  
5 but we're going to have one this year. So in a way, this is a  
6 third lifestyle event that we're throwing on the weekends this  
7 year. We'll have a Family Fun Day and College Day, and then,  
8 we'll do daily promotions, you know, such as Free and Easy  
9 Thursdays, our Happy Hour Fridays, Turf Club Fridays, Day  
10 Break, Donuts Day, Taste of the Turf Club, and so forth.

11                   And as always, we work very closely with Premier  
12 to maximize F & B revenue through our events. Just as a  
13 reminder, we generated over 12.5 million in race meet F & B  
14 sales in 2022, and I feel pretty confident that we can beat  
15 that in 2023, especially with some additional events that we're  
16 putting on the calendar this year.

17                   So I know that was pretty quick, but that's the  
18 bulk of my presentation. Can I take any questions?

19                   PRESIDENT JOYCE ROWLAND: Questions from the board?

20                   Well, it looks like they were --

21                   MR. VALDEZ: It's not -- Josh, did you have anything  
22 more, Josh?

23                   MR. RUBENSTEIN: No, that's it. Like I said, we are,  
24 you know, extremely excited to host the upcoming summer meet.  
25 Again, you know, results of 2022 with things fully reopened,

1 people were excited to get back to the races. So, as Erin  
2 said, we are extremely optimistic with 2023. Tickets go on  
3 sale -- Thursday is a pre-sale; Friday to the general public.  
4 Season boxes are already out and coming back in record numbers.  
5 So we are, like I said, excited and very optimistic.

6 MR. VALDEZ: Thank you both. And Erin, particularly,  
7 it was really great to see you lay that out. We've had a lot  
8 of discussions, the Liaison Committee and the board, as a  
9 whole, with DMTC over the years on trying to maximize on events  
10 and the entire meet, both summer and fall, and you guys have  
11 always been very responsive and very helpful and things have  
12 turned out really well in the last few years and we appreciate  
13 it. And I think this is my first opportunity to see you  
14 present so thank you very much for that and welcome, a year  
15 later. So thanks for that.

16 MS. BAILEY: Thanks for having us.

17 MR. VALDEZ: That's all we have, President Rowland.

18 MR. RUBENSTEIN: And President Valdez, if I could  
19 just ask -- or add -- and I should have said this earlier -- we  
20 are so fortunate to have Erin Bailey on the team. As she  
21 mentioned, she comes from the ad agency that handled Del Mar's  
22 business. I think she was there over 15 years. But Erin has  
23 really given us a fresh perspective in terms of how we spend  
24 our marketing dollars and, you know, focusing on events, as you  
25 said, to maximize revenues, especially on the F & B side. So

1 we're thrilled to have Erin a part of the team; and really  
2 given us a good, new, fresh look at things.

3 PRESIDENT JOYCE ROWLAND: Great. Thank you all for  
4 that.

5 We have one member of the public signed up to  
6 speak on the DMTC Liaison Committee Report, and that's  
7 Martha Sullivan.

8 MARTHA SULLIVAN: Hello. This is Martha Sullivan  
9 again.

10 I want to make sure that everybody understands  
11 that seven horses died in 10 days at Churchill Downs during  
12 this Kentucky Derby week. Five of them were from racing. One  
13 was a Derby contender who died in training, and another was a  
14 horse that was getting ready to go to the race -- correct --  
15 first time in the saddling in paddock, and broke his neck.

16 Churchill Downs, as Josh Rubenstein  
17 (indiscernible) wrote, is like a flagship in horseracing in  
18 America. They supported the horseracing integrity; they also  
19 pushed all of the foreign. They're right there with Del Mar.  
20 So this isn't the lack of trying on their part.

21 I also want to point out that Santa Anita had 12  
22 racehorse deaths last year. They already have 10 in 17 weeks  
23 of racing. Twenty-six deaths in California.

24 I want to repeat to you what I said before. No  
25 legitimate sport would tolerate the deaths of 26 of its

1 athletes in 17 weeks in one state, and certainly no legitimate  
2 sport would tolerate seven deaths in 10 days at its flagship  
3 venue during its flagship event.

4 You know, the media coverage of this --

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

6 MARTHA SULLIVAN: -- has been --

7 PRESIDENT JOYCE ROWLAND: Okay. The next report is  
8 the Strategic Planning Committee Report.

9 Director Gelfand.

10 MR. GELFAND: Yes. We met on April 18th, and I will  
11 let Carlene give you the details.

12 MS. MOORE: We did, and we have engaged a new  
13 consultant that will be working with us, working with the  
14 leadership team as well as the board to review our strategy  
15 from 2021. Over the course of -- if you recall, in 2021 is  
16 when we really embarked on this, kicked things off with an all-  
17 day strategy session, which led into, in essence, the  
18 development of really our foundation, our purpose, our mission,  
19 our vision, our value statements, as well as, you know, some  
20 plans and certain activities and some milestones that needed to  
21 be accomplished over the coming months and even years. And  
22 throughout the remainder of '21 and then '22, as well, a number  
23 of those things we have been pursuing so a lot of that early  
24 work helped to create the lens for evaluating things.

25 We have the, you know, feasibility studies which

1 are currently underway. We also have the facility assessment  
2 that is underway. And so with regard to this -- and the new  
3 consultant joining us -- there will be two components, one  
4 being sort of board engagement and strategy, kind of,  
5 validation; and then, with leadership team, in terms of  
6 engagement with us and prioritizing and timelines.

7           And so we're looking to kick that off this  
8 coming late summer and early fall, and again, similar to 2021,  
9 starting that off with individual interviews with board  
10 members, and then having that information brought together into  
11 an aggregate of responses; some conversations with stakeholders  
12 as a part of this as well. And then, either -- at your  
13 choice -- two half-day sessions with the board or one full day.  
14 And the first one being just kind of a firm, you know, mission  
15 and vision, and we just did that work just, you know, two years  
16 ago, but really, the work on identifying the metrics to measure  
17 success.

18           And then, the second -- if it's split in two, or  
19 the second half of a day -- would be to work towards creating a  
20 story that really describes what our strategic journey has  
21 been, kind of from the, you know, current status, all the way,  
22 you know, really what we're looking at in terms of our future  
23 vision.

24           And then, with that work, again, working with  
25 the leadership team through two to three sessions as well with



1 reviewing that work of the board, having some dialog around  
2 that, identifying, you know, the gaps in order to achieve that  
3 vision, kind of validate, modify, if necessary, and work  
4 towards prioritizing the elements, again, to achieve the  
5 vision, and then, really creating an achievable timeline that  
6 would be presented to this board as -- in terms of being able  
7 to execute that strategy.

8                   And so, that's really the update, but if there's  
9 any, you know, feedback at this time on your preference, again,  
10 of -- and if it was half days, we really would be looking at  
11 one month and then probably another four to six weeks later, in  
12 terms of coming back with that as compared to one full day.

13                   PRESIDENT JOYCE ROWLAND: I think that the driver of  
14 this is often around schedules.

15                   MS. MOORE: Uh-huh.

16                   PRESIDENT JOYCE ROWLAND: So my sense is that  
17 probably will end up being the driver, as opposed to someone's  
18 strongly-held preference --

19                   MS. MOORE: Yes.

20                   PRESIDENT JOYCE ROWLAND: -- for half day, versus...  
21 You know, I could be wrong but that usually is in terms of  
22 driving it so.

23                   But other members of the board have a particular  
24 preference for planning -- strategic planning in two segments?  
25 There's some advantages and...

1 MR. GELFAND: I can go either way.

2 MR. MOSIER: My --

3 PRESIDENT JOYCE ROWLAND: Oh. Okay. Don and then  
4 Kathlyn.

5 MR. MOSIER: Oh, my experience has been that all-day  
6 sessions tend to sort of have diminishing returns toward the  
7 end of the day, and I would, therefore, prefer splitting  
8 things.

9 PRESIDENT JOYCE ROWLAND: Okay. Good point.

10 Kathlyn?

11 MS. MEAD: I was just going to make the same point.

12 PRESIDENT JOYCE ROWLAND: Ah ha.

13 MS. MEAD: I think that a full day is often a long  
14 day and has diminishing returns. And the only -- second point  
15 I would make is that just sooner rather than later give us the  
16 options so that we can plan our schedules ahead. You will find  
17 it easier to get most of us to be able to find dates that work  
18 if we're further out rather than in closer. Thank you.

19 PRESIDENT JOYCE ROWLAND: All right. Wise counsel.

20 Okay.

21 MS. MOORE: We will do that. We'll start getting  
22 some dates, circulating that. And I think, you know, to your  
23 point, President Rowland, is some of that may be based, again,  
24 on availability.

25 PRESIDENT JOYCE ROWLAND: Right. Right. But I --

1 MS. MOORE: Yes.

2 PRESIDENT JOYCE ROWLAND: -- you know, I think that  
3 the --

4 MS. MOORE: Will lean towards --

5 PRESIDENT JOYCE ROWLAND: -- two half days versus a  
6 full day is probably a better course. Then, you hear some  
7 things, you learn some things on the first day that you can  
8 then come back to on the second day. Some things that come out  
9 might take time to figure out before you have the second day.  
10 So it's probably wise to go for the two half days.

11 MS. MEAD: May I just ask -- I'm sorry -- one more  
12 point of clarification?

13 PRESIDENT JOYCE ROWLAND: Of course.

14 MS. MEAD: Did I hear that if we did two half days,  
15 there'd be a six-week gap? Did I hear that correctly? And if  
16 so, why?

17 MS. MOORE: I would say the timing could be somewhere  
18 like four to six weeks, in part -- which will depend, in part,  
19 on your -- the availability of the full board, bringing that  
20 all together. It would not be the same weekend, you know or --

21 PRESIDENT JOYCE ROWLAND: She -- she --

22 MS. MOORE: But, there will be some time between the  
23 two.

24 MS. MEAD: Then I would hope, based on -- that yes,  
25 it could be that long, but if we do two half days, it would

1 probably be beneficial just, so we don't have to rethink what  
2 happened the first session, to try to condense that period of  
3 time as much as possible, of course, allowing for schedules.

4 PRESIDENT JOYCE ROWLAND: Right. I think that was  
5 just by way of saying it probably wouldn't be, like, half-day  
6 Thursday and half-day the next day, Friday.

7 MS. MEAD: Right.

8 PRESIDENT JOYCE ROWLAND: There would be some gap.  
9 It does not have to be a prescribed period of time. It could  
10 be a shorter period of time if the schedules work out, which I  
11 hope they do.

12 MS. MEAD: Yes. Thank you.

13 PRESIDENT JOYCE ROWLAND: Yes, Director Gelfand.

14 MR. GELFAND: I would certainly applaud Carlene for  
15 this because it's one thing to just operate an organization  
16 like this. But to actually proactively plan for the future and  
17 how it's going to operate, come up with the metrics to actually  
18 measure the results, I think it's fantastic.

19 MS. MOORE: Yes. Thank you.

20 PRESIDENT JOYCE ROWLAND: I think earlier, we were  
21 talking a little bit about strategic planning, and there might  
22 have even been some laughter over the time that it takes to do  
23 it. And I think that no matter how much you might feel like it  
24 takes a long time -- it does -- that we have traveled some  
25 ground, the pandemic, and the Vision, Mission and Values, and

1 so there has been work that has been done and we continue to do  
2 it. But this is, you know, the next phase, where really  
3 building that framework that we can do the master planning  
4 around is very important. So yes, I agree.

5 MS. MOORE: Thank you. These will be publicly-  
6 noticed meetings and things --

7 PRESIDENT JOYCE ROWLAND: -- publicly-noticed  
8 meetings.

9 MS. MOORE: -- will be a part of that as well.

10 PRESIDENT JOYCE ROWLAND: And if there are no other  
11 comments from the board, then we have one member of the public  
12 signed up to speak on the strategic planning, Martha Sullivan.

13 MARTHA SULLIVAN: Thank you. Good luck.

14 PRESIDENT JOYCE ROWLAND: Thank you. I appreciate  
15 your sentiment on that.

16 Okay. So our next committee report is our  
17 Affordable Housing Ad-Hoc Committee Report, and before we jump  
18 into that, I just wanted to mention that I saw that as of  
19 yesterday, that we had received a letter from Senator Catherine  
20 Blakespear and it didn't have a chance to get into the board  
21 packet because that was already out. It came yesterday. And I  
22 know that she has a deep interest in the affordable housing  
23 issue and wanted to make that clear.

24 And Carlene, would you go ahead and read the  
25 letter so that the board sees it and the members of the public

1 hear it as well.

2 MS. MOORE: Yes.

3 So "Dear Members of the 22nd District  
4 Agricultural Association Board:

5 "Thank you for your leadership as the  
6 stewards of the 22nd District Agricultural  
7 Association (the "DAA"). As one of the top  
8 DAAs in the state, I applaud the diverse  
9 experiences and services the fairgrounds  
10 provides, offering the public a place to  
11 connect, learn and have fun. That  
12 reputation is directly connected with your  
13 dedicated leadership and guidance.

14 "As a resident of Del Mar and  
15 Encinitas in my youth, I have enjoyed many  
16 events at this iconic property. As the  
17 newly-elected state senator of the 38th  
18 District, I am honored to represent you and  
19 the city of Del Mar and have the privilege  
20 of serving on the Legislature's Joint  
21 Committee on Fairs Allocation and  
22 Classification, which is responsible for  
23 examining the inner workings of the fair  
24 industry.

25 "I am writing today to express my

1 support for the partnership between the DAA  
2 and the City of Del Mar, as you work  
3 together in a thoughtful manner to build a  
4 100 percent affordable housing project on  
5 the Del Mar Fairgrounds. I applaud the  
6 22nd DAA for creating their Affordable  
7 Housing Committee and working diligently to  
8 explore land uses to assist the City of  
9 Del Mar in achieving their regional housing  
10 needs allocation by April of 2024.

11 "I look forward to working with the  
12 City of Del Mar and the 22nd DAA to  
13 contribute solutions to the region's  
14 housing affordability crisis and to help  
15 build a coastal community that provides  
16 housing opportunities for residents of  
17 every income.

18 "Sincerely,

19 "Senator Catherine Blakespear"

20 PRESIDENT JOYCE ROWLAND: Thanks, Carlene.

21 And I think, Director Mead, did you want to  
22 kick off the Affordable Housing Ad-Hoc Committee Report?

23 We may have lost her on the line -- on the  
24 feed.

25 MR. RIVERA: I think she might have stepped away.

1 She shut her video and muted herself as well.

2 Oh, there she is.

3 PRESIDENT JOYCE ROWLAND: Okay. Director Mead, did  
4 you want to go ahead and kick off the Affordable Housing Ad-  
5 Hoc Committee update?

6 MS. MOORE: Oh, you're muted.

7 PRESIDENT JOYCE ROWLAND: Ah. Sorry.

8 MS. MEAD: Okay. Now I pushed --

9 PRESIDENT JOYCE ROWLAND: There you are.

10 MS. MEAD: -- the right buttons. Sorry about that.  
11 I kept turning myself on -- off.

12 Yes. Thank you very much. The Affordable  
13 Housing Ad-Hoc Committee met at the end of April. I don't  
14 have the exact date. And during that meeting, we received  
15 additional information from our -- from Carlene about  
16 affordable housing opportunities at the Fairgrounds, and I  
17 would like to hand this over to Carlene. She provided a memo  
18 for the board book.

19 And Carlene, if you want to add any color for  
20 that, that'd be great.

21 MS. MOORE: Yes. And so we have just a few slides  
22 of information to share with everyone.

23 And so just to kind of recap because it has  
24 been a little bit of time since we have had a report, the  
25 City -- the Del Mar City Council initially (indiscernible) and



1 so just some clarifications to the report in the board packet.  
2 But they initially adopted their six-cycle housing element in  
3 March of '21, and then that was subsequently submitted to the  
4 State's Housing and Community Development, or HCD. You'll  
5 hear that term a lot, as we talk about affordable housing in  
6 April of 2022.

7 And then, since that time, the City has been  
8 really working diligently to make modifications to their  
9 housing element based on the feedback received from --  
10 provided by HCD. And so just recently, the City of Del Mar  
11 readopted and resubmitted their revised plan, which includes  
12 their request to build 61 affordable housing units on district  
13 property. That plan is still under review and still kind of  
14 pending approval.

15 So again, just recapping, in February of 2021  
16 is when the district received the request -- well, actually,  
17 it's prior to that, but the district received the request.  
18 Initially, it started with entering into an MOU with the City  
19 of Del Mar regarding affordable housing. And so, in February  
20 of 2021, the board chair at the time established the -- our,  
21 the district's, Affordable Housing Ad-Hoc Committee.

22 The City, on the other hand, has the -- the  
23 City of Del Mar -- they have their housing liaisons, comprised  
24 of two of their City Councilmembers and staff. And then we  
25 have -- so in terms of the report or just seeing information,

1 housing liaisons represent the City, the committee  
2 representing the district in this.

3 And so, you know, previously, this board has  
4 just given direction. And we're exploring, we've been meeting  
5 with the City about this. These discussions have truly been  
6 underway for over two years now and really have also been  
7 taken into consideration, in terms of the context of just our  
8 broader planning strategies, as well, with regard to land use.

9 But I do just want to clarify for everybody  
10 that there's not a specific proposal for the board's  
11 consideration at this time. More information will be  
12 coming we anticipate this coming fall as we continue to work  
13 through things with the -- with City -- at the staff-to-staff  
14 level.

15 And so again, you can hear just in terms of  
16 what that timeline looked like. And a lot of this time, even  
17 at the staff level, which again is part of what we have  
18 reported back to the committee on, has been just analyzing the  
19 potential site locations; you know, where affordable housing,  
20 you know, could fit onto the property, what would make sense,  
21 what the City's needs are with regard to satisfying the  
22 affordable housing. There are certain needs in terms of, you  
23 know, distance to services, public transportation, things of  
24 that nature as well. And then, also, just understanding, you  
25 know, the different types of affordable housing. But again,

1 no specific plans, no specific request at this time, other  
2 than 61 units.

3 And by the way, 61 units, depending on,  
4 ultimately, the type of affordable housing that City of  
5 Del Mar would select -- would be looking to build, can range  
6 anywhere between let's just say one to two acres, to be on the  
7 safe side; but probably more in the one to one-and-a-half  
8 acres. So while 61 units sounds like a lot, in the grand  
9 scheme of acreage, it's actually a small footprint.

10 PRESIDENT JOYCE ROWLAND: When you say types of  
11 housing --

12 MS. MOORE: Yes.

13 PRESIDENT JOYCE ROWLAND: -- can you clarify for us  
14 about --

15 MS. MOORE: Sure.

16 PRESIDENT JOYCE ROWLAND: -- what are --

17 MS. MOORE: There are --

18 PRESIDENT JOYCE ROWLAND: -- the categories of  
19 housing --

20 MS. MOORE: Yes. There are four types of affordable  
21 housing, as we have come to understand it through the City,  
22 and that is senior housing, family housing, veteran housing,  
23 and --

24 Do you remember the fourth one?

25 Senior, family, veteran, oh, and special needs.

1 So those are kind of the four categories. And based on --  
2 depending on the types, like, there can also be mixed use in  
3 there as well. You may have a senior, you know, and a family  
4 housing in the same area -- property.

5 That's what will ultimately determine what,  
6 then, the needs are in terms of the space that is needed  
7 because that determines how many parking spaces are needed.  
8 Family housing requires more -- for example, requires more  
9 parking space than does -- parking spaces -- than does senior  
10 housing. It can also be, obviously, the size. So family  
11 housing is -- you get into two- and three-bedroom units, as  
12 compared to, you know, one bedroom or even studio units.

13 So a number of factors play into that, and  
14 that's what will impact, ultimately, the size footprint,  
15 really, that we are talking about.

16 PRESIDENT JOYCE ROWLAND: And that's what the City  
17 ultimately, in order to fulfill their obligations, they'll  
18 have to -- they'll determine that.

19 MS. MOORE: Yes. They would be determining the type  
20 of housing. That's how they would go about, in terms of any  
21 of their, you know, work that they would, you know, seek to be  
22 doing to get, you know, developer funding to actually build  
23 and construct those units. So that's -- it's 61 units, but  
24 what those units are comprised of is unknown at this time.

25 MR. GELFAND: So when you talk about type, it's

1 those types as opposed to modular versus --

2 MS. MOORE: Correct. It's not the construction  
3 type. It's the housing type.

4 MR. GELFAND: Multi-story versus single-story.

5 MS. MOORE: Correct.

6 MR. GELFAND: I assume they are looking at all those  
7 kinds of options as well.

8 MS. MOORE: I believe so. Number of things. Again,  
9 it's really been around the, again, the analysis of location,  
10 where that works, what that can be, as well as, then, what are  
11 the options that the district has with regard to -- so our  
12 role in this would be in providing the land in some way. And  
13 what does that look like.

14 And one thing I wanted -- we wanted to do with  
15 the board today is just to also clarify because there has been  
16 some speculation as well. You know, many people have heard  
17 about the State's Surplus Lands Act. And this -- there has  
18 been -- you know, some people get concerned about land -- you  
19 know, is there going to be a land grab or how does that  
20 happen, you know, with the State of California. And  
21 actually -- and it is unique to district agricultural  
22 associations, but Food and Agriculture Code Section 4051  
23 speaks specifically to this. And so the land use authority  
24 resides at the district level, at this board level, to  
25 ultimately determine. As district ag associations, we have

1 the authority to buy land, sell land, lease land, make  
2 improvements to that land, and so forth.

3 And so that's where -- even for the purposes of  
4 something like this or surplus lands, that's a declara- --  
5 that's a process that this board would go through. But truly,  
6 we don't have excess land, as anybody knows that's come to the  
7 fair or a few other activities. And so -- but those options  
8 do include the sale or lease of the land. And that's the part  
9 that will ultimately be the board's decision, as we bring this  
10 forward, of whether or not and under which process we would be  
11 pursuing.

12 MR. GELFAND: Have you concluded your presentation?

13 MS. MOORE: I have one more slide.

14 MR. GELFAND: Then I'll save my questions.

15 PRESIDENT JOYCE ROWLAND: That's fine. Thank you.

16 MR. MOORE: There, I had the types right in front of  
17 me.

18 And so, that's really, again, where we're at.  
19 There's no specific proposal, just working through the  
20 understanding of what their needs are, what the requirements  
21 are through Housing and Community Development. We have also  
22 had a couple of meetings -- staff has -- now with the  
23 Department of General Services to confirm with regard to the  
24 land, as well as Housing and Community Development. So there  
25 are a number of agencies -- you know, State agencies, State

1 departments that are working on this with us, with the City of  
2 Del Mar, as well, with Senator Blakespear's office involved  
3 now, too. And so everybody kind of working toward this, with  
4 the anticipation -- the timeline for the City of Del Mar is  
5 April of 2024. And we're very much aware of that. So working  
6 through some of these things.

7           Again, we anticipate coming back later this  
8 year with more information to share with this board with  
9 regard to any particulars as we build towards this, assuming,  
10 though, that the board -- and so in terms of next steps, just  
11 the -- reaffirming the commitment of staff time. This is not  
12 necessarily a cost. It's just a matter of priority. This is  
13 exempt staff that is working on it, you know; so salaried  
14 staff, not hourly staff. But there is a commitment of staff  
15 time that has been put into it so far and to continue to do  
16 that.

17           And then, through this process, we'll prepare  
18 and get more information on what we anticipate being kind of  
19 associated costs. There will be documents that will require  
20 legal review. DGS is -- ultimately, DGS has the approval  
21 authority for whatever -- if the district, though, chooses to  
22 enter into some type of transaction in providing the land, it  
23 will require the Department of General Services' approval.

24           And then, again, we'll just continue to work  
25 with the City of Del Mar on their requests and come back to

1 this board later this year with any recommendations. So --  
2 but so far, it really has -- we have been meeting pretty much  
3 on a monthly basis with City staff for well over a year now on  
4 this process and would continue to do that with just -- it's  
5 been a couple of years since we really have come to the board  
6 to say are we -- you know, again, making some assumptions at  
7 this point of just a commitment of time and effort towards  
8 this.

9 PRESIDENT JOYCE ROWLAND: Director Mead.

10 MS. MEAD: Thank you, Carlene. And I just -- before  
11 we get into additional conversation and questions, I just want  
12 to add that members of this committee, what we've -- and  
13 reiterate -- is that what we've learned is that while the City  
14 of Del Mar has a request for us and we are evaluating, as  
15 Carlene stated, you know, land use, you saw the 61-unit  
16 request, that doesn't necessarily mean that it's thumbs up,  
17 thumbs down on 61 units. Part of that analysis could come  
18 back with we can have more or fewer units. This is what we  
19 are able to do, and that's part of the overall analysis. It's  
20 not necessarily give in to the entire request that has been  
21 made. So the staff's analysis will determine what is best --  
22 recommendation what's best for Del Mar.

23 PRESIDENT JOYCE ROWLAND: Yeah. And that's a really  
24 good point. I think, you know, it could also be that it makes  
25 more sense in terms of construction to make it an even 64, or



1 something. So, yeah. So it's -- it could --

2 MS. MEAD: Don't get thrown off by --

3 PRESIDENT JOYCE ROWLAND: Right.

4 MS. MEAD: -- the number of 61.

5 PRESIDENT JOYCE ROWLAND: Right. It seems very  
6 specific and planned out, how that could --

7 MS. MEAD: Yeah. That's required for them to meet  
8 their requirement. But our analysis will --

9 PRESIDENT JOYCE ROWLAND: Director --

10 MS. MEAD: And with that, should open up to  
11 discussion.

12 PRESIDENT JOYCE ROWLAND: Absolutely.

13 Director Barkett.

14 MS. BARKETT: So how many are they required now --

15 Del Mar, the City of Del Mar, affordable housing-wise, because  
16 it was up to, like, a hundred and something. So has there  
17 been an agreement as to the total number?

18 MR. MOSIER: The number is not locked in stone until  
19 ACT approves the six-cycle housing element, which they have  
20 yet to do. But the 61 number is the low-income -- low and  
21 very low income requirement. The rest of the housing  
22 requirement is for moderate income and higher; and Del Mar has  
23 always been able to meet that obligation. It's the low income  
24 challenge that is not doing that.

25 MS. MEAD: Right. And then, just, so in terms if we

1 end up having housing onsite, what's our obligation like for  
2 security and is it going to be closed? Do you know what I  
3 mean, in terms of --

4 PRESIDENT JOYCE ROWLAND: Yeah. I would  
5 anticipate -- kind of following up on that -- is that anything  
6 that was an incremental cost associated with running housing,  
7 managing housing, is going to be covered as part of whatever  
8 the agreement is. It's not anything -- it doesn't end up  
9 being an incremental cost to the district. That seems self-  
10 evident but.

11 MS. MOORE: Well, I think just to clarify, when  
12 we're talking about providing -- is not that we would be -- we  
13 would not be the operators, managers, of that -- in terms of  
14 it really is the City's project. And all of that will be  
15 worked out as we, you know, enter into, you know, negotiations  
16 around this. Again, you know, really define is it going to  
17 be, you know, a sale or a lease, and what are the requirements  
18 that we have, you know, for that, in terms of, you know,  
19 security of it, fencing, access, things of that nature.  
20 That's -- it's part of what has fed into, you know, the  
21 discussion, even, of the where, you know. Housing in the dead  
22 center of the Fairgrounds doesn't really work when there's  
23 other activity going on.

24 PRESIDENT JOYCE ROWLAND: Right.

25 MS. MOORE: You know. And so, access --

1 PRESIDENT JOYCE ROWLAND: -- the perimeter?

2 MS. MEAD: Has to be on the perimeter --

3 PRESIDENT JOYCE ROWLAND: Right.

4 MS. MEAD: -- because you can't allow access to, you  
5 know, all these acres. It would be a nightmare.

6 MS. MOORE: Well, and you also don't want to  
7 inconvenience anybody that is living there with, oh, sorry,  
8 but this week, you've got --

9 [MULTIPLE SPEAKERS.]

10 MS. MOORE: You know, as board members, what you  
11 experience sometimes in trying to get in here for different  
12 activities.

13 [MULTIPLE SPEAKERS.]

14 PRESIDENT JOYCE ROWLAND: It will be an intersec- --  
15 I mean, there -- it's like you can't isolate from each other  
16 entirely. There will be an intersection between residents and  
17 the fairgrounds and the events and the traffic and the parking  
18 and making sure that that's all, you know, managed properly.  
19 It's -- there are issues anywhere you site housing, and this  
20 will have its own unique issues that will be played out over  
21 time.

22 Director Gelfand?

23 MR. GELFAND: You mentioned April 24th, 2024.

24 MS. MOORE: April of 2024. I don't know the exact  
25 date.

1 MR. GELFAND: April of 2024.

2 MS. MOORE: Yes.

3 MR. GELFAND: So that is the date at which the City  
4 of Del Mar is required to have a plan that they present to the  
5 State? Or how they're going to accommodate this affordable  
6 housing?

7 MS. MOORE: In essence, to have the -- from us, at  
8 least -- I don't know everything else they have to do -- but  
9 would be the land commitment -- is the target date for that --

10 MR. GELFAND: So my understanding is what they are  
11 looking for is something like an MOU or something negotiated,  
12 some sort of written agreement, approved by the board, that  
13 says, yes, we're going to provide you an acre and a half or  
14 whatever amount of land it is, so that you can do this. And  
15 these are the economics of how it's going to work. It's going  
16 to be a sale or a lease or whatever.

17 Is that generally --

18 MS. MOORE: Yes.

19 MR. GELFAND: -- what we're talking about?

20 MS. MOORE: Yes. And that's why we're getting the  
21 detail with Housing and Community Development -- of what will  
22 be required in terms of those documents.

23 MR. GELFAND: And could that document be flexible as  
24 to location; so if the location could be determined when we  
25 are further down the road with our master planning process?

1 MS. MOORE: Potentially. And again, that's where  
2 learning and understanding -- it's the requirements of what  
3 City of Del Mar will need for the Department of Housing and  
4 Community Development. And so that's why staff is working  
5 with them directly -- our staff is working with them  
6 directly --

7 MR. GELFAND: They're working with ACD --

8 MS. MOORE: ACD, as well as DGS, yes.

9 MR. GELFAND: Yes. So if they have -- if they are  
10 able to keep the location flexible for a period of time  
11 then --

12 MS. MOORE: Right.

13 MR. GELFAND: -- we could negotiate with them.

14 MS. MOORE: Uh-huh.

15 MR. GELFAND: Okay. That's good.

16 So I have I'd say a competing, not conflicting,  
17 interest around this. I, you know, support the need for  
18 affordable housing.

19 PRESIDENT JOYCE ROWLAND: Right.

20 MR. GELFAND: At the same time, I'm an advocate for  
21 the fair and the fairgrounds and --

22 PRESIDENT JOYCE ROWLAND: Well, you're a fiduciary.

23 MR. GELFAND: I'm a fiduciary, exactly. And so, I  
24 have to balance those things. I mean, ultimately it is State  
25 land. But when I'm wearing my fair hat, it seems like we

1 ought to get something from the City of Del Mar if we're going  
2 to give them this land, whether it's a sale, we receive money;  
3 a lease, we receive money, or some other benefit that is  
4 nonmonetary. So I'm just saying I would encourage the  
5 negotiation to assume that there is some quid pro quo involved  
6 in the transaction and not just say, here's the land, we don't  
7 get anything, we just lose the land. So that's one concern.

8           But, again, my primary concern in all this is  
9 the location that it takes place. I know there's been  
10 discussion about, because it's affordable housing, having it  
11 close to transit, which would sort of suggest the northeast  
12 corner of the property, right at the entrance to the  
13 fairgrounds. There's other locations that have been talked  
14 about, but location is everything, as far as I'm concerned.  
15 And anything that inhibits our ability to masterplan the  
16 future of the fairgrounds for the next hundred years, it  
17 just -- it's crucial.

18           PRESIDENT JOYCE ROWLAND: Yeah. And I think that  
19 for the longer term, we shouldn't assume that the current,  
20 like, transportation routes are fixed in perpetuity. I mean,  
21 I imagine some of those could be negotiated as well, if there  
22 were a reason to do so, like a housing project of some sort.  
23 But I hear what you are saying. And then, I think we can take  
24 that to heart. And I think, probably, you know, a lot of  
25 members of the board are in the same position. They're

1 supportive, understand the crisis and the need, especially in  
2 the low-income space in this area. We have an interest in  
3 seeing that sort of justice done, but, you know, we need to  
4 make sure that it works operationally. I think it can, but,  
5 you know, like any complex project, it's not going to be  
6 simple. But it seems ultimately doable, with reasonable  
7 parties on all sides.

8 MR. GELFAND: Well, then, also it could potentially  
9 pretty directly impact the City of Solana Beach because it may  
10 be in a location immediately adjacent. So at some point,  
11 maybe through the liaison committee or whatever, there ought  
12 to be some discussion with them when there is -- when we do  
13 reach a point of discussing location.

14 PRESIDENT JOYCE ROWLAND: Oh, I'm sure they'll be  
15 interested.

16 MS. MEAD: And what's their -- Solana Beach's  
17 requirement?

18 MR. GELFAND: Well, they have similar requirements  
19 because --

20 [MULTIPLE SPEAKERS.]

21 MR. GELFAND: -- there's no part of Solana Beach on  
22 the Fairgrounds property.

23 MS. MEAD: Right. But I didn't know if they would,  
24 you know, maybe want to join in something possibly.

25 MR. GELFAND: There's been discussion of that, as I

1 understand it, but it's way too complicated in terms of how  
2 long it would take to annex a portion of Solana Beach into our  
3 property which isn't really useful.

4 MS. MOORE: Well, and I -- oh.

5 PRESIDENT JOYCE ROWLAND: Yes, Director Mead.

6 MS. MEAD: I was just simply going to state that  
7 Michael, as chair of the Strategic Planning Committee, and  
8 Carlene's points earlier about our next step as a board for  
9 strategic planning, I think there's a real opportunity for us  
10 to try to dovetail our work with strategic planning and  
11 affordable housing and this decision, as much as possible from  
12 a timeline perspective, just to make it easier on our  
13 administration, on Carlene and team, if at all possible, to be  
14 able to align these. So Michael, I think there's a great  
15 opportunity for you and I -- our committees -- to try to work  
16 along with Carlene to get our timelines in line.

17 PRESIDENT JOYCE ROWLAND: That's a good point. And  
18 I think, kind of boiling it down, there aren't hundreds of  
19 places where this would work. There are a few places where it  
20 would work. And we just need to, you know, make sure we come  
21 to some decisions in a reasonable time frame to get all this  
22 done.

23 MR. GELFAND: The tricky part is that our two  
24 committees can't --

25 PRESIDENT JOYCE ROWLAND: Yes.



1 MR. GELFAND: -- meet unless it's a public meeting,  
2 which it could, but it would have to be a special meeting.

3 MS. MEAD: But you and I could.

4 MR. GELFAND: Yes.

5 MS. MEAD: You and I could. And with Carlene.

6 MS. MOORE: Please correct me if I'm incorrect here,  
7 but --

8 MR. MOSIER: And we can share our communications.

9 MS. MOORE: Well, but there's all -- when we get --  
10 right now, we're not in, like, the negotiations over the land.  
11 What we're working to do is to create, in essence, the  
12 structure and potential -- the document that does provide  
13 the -- that satisfies, you know, potentially -- you know,  
14 potentially, again -- this board hasn't, you know, voted on it  
15 yet, but satisfies the requirements that the City has through  
16 HCD, kind of gets us there. But we are able to retain as much  
17 flexibility within that of the district as well.

18 PRESIDENT JOYCE ROWLAND: That's a god point.

19 MS. MOORE: Because we're not talking about, you  
20 know, a housing project that is going to be started in April  
21 of 2024, in terms of built. You know, there's a lot of work,  
22 you know, to get there in terms of the final product.

23 But then, with regard to the actual -- again,  
24 the land transaction, it is one of the areas of if we are in  
25 negotiations for property, that actually falls into and would

1 be a larger board discussion, potentially, can fall into a  
2 closed session matter. So it will not be different committees  
3 working, at that point.

4 PRESIDENT JOYCE ROWLAND: That's --

5 MR. GELFAND: Is -- would it be possible for Kathlyn  
6 and I to meet and discuss this, or is that --

7 MR. CAPLAN: The short answer is no. If the purpose  
8 of your discussion is how to bridge those two committees to  
9 come to some consensus, you can't do that.

10 MR. GELFAND: Then, my second question is because  
11 this has to be approved by DGS by April '24 --

12 MS. MOORE: Not neces- -- not necessarily. DGS will  
13 have to approve -- and that's where, again, having as much --  
14 the flexibility -- like, potentially, there's the commitment,  
15 but there's -- it may or may not include the exact structure  
16 of that.

17 MR. GELFAND: So that's something you're talking to  
18 HCD about?

19 MS. MOORE: Yes. And DGS. I meet with both of  
20 them.

21 MR. GELFAND: Perfect.

22 MS. MEAD: So that lends -- leads to another  
23 question though.

24 So if, by April 2024, Del Mar has to submit  
25 something; right? and if our talks somehow don't go through,

1 so they have a backup, I would assume.

2 PRESIDENT JOYCE ROWLAND: They have a -- no backup?

3 MS. MOORE: Don's a member of this committee.

4 MR. MOSIER: Yeah. So let me just comment on that.

5 The submitted six-cycle housing element in the  
6 City of Del Mar contemplates building all their lower income  
7 housing on the fairgrounds. But if they don't reach an  
8 agreement with -- a binding agreement -- on something by April  
9 of 2024, they had to submit alternative plans. And the  
10 alternative plans would envision lower income housing on the  
11 north bluff area. Where there was a proposed resort hotel,  
12 there is now a proposed apartment building with a number of  
13 affordable units built under rights because Del Mar doesn't  
14 have an approved housing element. That project has already  
15 been submitted to the City so they have to deal with that.  
16 And there's also a second back-up plan for a site for low  
17 income housing at the south end of the city. So there are  
18 alternative sites, if this plan fails.

19 On the other hand, everything that's been  
20 talked about envisions 61 units, low income housing, here on  
21 the fairgrounds, but if it doesn't integrate into our long-  
22 term strategic planning, there is another option, which is  
23 there is market-rate housing that has 61 lower income units,  
24 and that could be a profit center or hotel or condos, all kind  
25 of opportunities that might arise for our strategic planning

1 process.

2 MR. CAPLAN: Don't say hotel because --

3 MR. MOSIER: No, the --

4 MR. CAPLAN: -- that caused years of legal  
5 challenges --

6 MR. MOSIER: Yeah. Not hotels. No. No.

7 Yes, I do recall that, Josh. Thank you.

8 PRESIDENT JOYCE ROWLAND: So even though he might  
9 have said --

10 MR. MOSIER: Anyway, I'm just saying that there are  
11 a number of options to be explored, and the way the  
12 conversation has gone, residency -- it's all about, you know,  
13 squeezing 61 units into one small footprint, but there are  
14 other options that open up many more financing options than  
15 what's currently contemplated.

16 MS. MOORE: I also want to clarify in terms of the  
17 April 2024 deadline.

18 We actually -- that's not the -- when we would  
19 be -- we, as a board, in terms of that binding agreement,  
20 which is really what the request of the City is, that would  
21 need to occur before that. Their final date for having  
22 submitted -- and I think, you know, ideally, because again if  
23 the plan -- if ultimately, either discussions break down with  
24 us or HCD does not -- or DGS isn't -- aren't approving -- what  
25 that comes to look like, you know, time to adjust, they have

1 deadline -- their deadline with regard to April 2024. So  
2 really, we're on an earlier timeline than that with them.

3 MR. GELFAND: (Indiscernible) comment just made, I'm  
4 not familiar with the legal challenges, but if you can inform  
5 me or send me information about it, I'd appreciate it.

6 MR. CAPLAN: Let's connect off line.

7 MR. GELFAND: Okay. Yeah. Our other reason is  
8 we've got London Moeder doing financial feasibility work as we  
9 speak, and that, I'm assuming, is one of the things they are  
10 studying. And if that's moot -- okay.

11 PRESIDENT JOYCE ROWLAND: Okay. Anything else from  
12 the board because we do have 10 members of the public signed  
13 up to speak on this matter.

14 MS. MEAD: Thank you. I have one quick  
15 clarification, if I may.

16 Lisa, that kettle corn looks delicious.

17 MS. BARKETT: Thank you. I've been indulging.

18 [MULTIPLE SPEAKERS.]

19 MS. MEAD: Can I just -- that's exactly right.

20 Can I just get clarification. Did I hear that  
21 even though there would be just two members of the board  
22 meeting, that Michael and I could not meet -- or chairs of two  
23 committees -- for the purpose of coordinating our calendars  
24 and our work? So we would have to rely on you to be that go-  
25 between? Did I hear that properly?

1 MR. CAPLAN: Kathlyn, your question is not as easy  
2 to answer as it sounds.

3 MR. MEAD: Okay. Thanks, Josh.

4 MR. CAPLAN: I would say simply to coordinate  
5 meeting dates in an attempt to schedule a public meeting where  
6 the two committees could convene together, open to the public,  
7 I would simply ask staff, just like they do to coordinate  
8 board meetings, to coordinate the committee meeting because we  
9 want to avoid, during your coordination call with Michael on  
10 dates, we don't want you to meander off and start talking  
11 about the substantive discussions that your committees are  
12 having. So --

13 MS. MEAD: Got it.

14 MR. CAPLAN: -- merely coordinating dates and times,  
15 I'd ask that you lean on staff to get that done.

16 MS. MEAD: Thank you, Josh, for that clarification.

17 PRESIDENT JOYCE ROWLAND: Okay. So we'll open it up  
18 for public comment on the Affordable Housing Ad Hoc Committee.  
19 And the first member of the public signed up to speak is  
20 Shree McGruder.

21 SHREE MCGRUDER: Hello? I hope you can hear me.

22 PRESIDENT JOYCE ROWLAND: We can. Go ahead.

23 CHEREE MCGRUDER: Okay.

24 My name is Shree McGruder, and I've been a  
25 California resident on and off for 16 years, at least. When I

1 first start renting -- this was back in the '80s but it still  
2 applies -- my rent was \$475 a month. And the rents have been  
3 steadily going up, and now the apartment where I lived back in  
4 the '80s is 2,000 a month. I'm talking about it was a low-  
5 rent area and working class neighborhood.

6 I have a close friend who has worked for more  
7 than 30 years as an occupational therapist and has been  
8 challenged many times to find stable housing. It's no good  
9 when you work to help others while your rent is more than half  
10 of your take-home pay.

11 I've also served briefly on the Housing Board  
12 in Encinitas as a tenant representative. I see a need for  
13 housing options, especially for people with disabilities,  
14 seniors, vets, and people with other challenges as well. And  
15 in my opinion, you know, housing should be accessible for  
16 everyone in need of a clean, safe, and sustainable living  
17 environment -- and yes, location; location is everything.

18 The need for more housing will always be with  
19 us. This is why I support affordable housing.

20 Thank you very much for letting me speak today.

21 PRESIDENT JOYCE ROWLAND: Thank you.

22 The next member of the public signed up to  
23 speak is Lauren Thompson.

24 LAUREN THOMPSON: Hi. Can you hear me?

25 PRESIDENT JOYCE ROWLAND: We can.

1                   LAUREN THOMPSON: Great. My name is  
2                   Lauren Thompson. I am here to voice my support for  
3                   constructing housing on the fairgrounds. I'm a lifelong  
4                   resident of North County. And I've watched so many friends  
5                   that I grew up with have to move away due to the inability to  
6                   afford housing in this area.

7                   The fairgrounds are a pillar of our community.  
8                   I grew up coming to the fair and to the races and to some of  
9                   the other events that are hosted there. And the fairgrounds  
10                  are part of what makes North County such a unique and  
11                  wonderful place to live.

12                  Now the Fairgrounds has another way that it can  
13                  benefit the residents of North County by providing affordable  
14                  housing to allow people to stay in their community.

15                  I hope that the 22nd DAA will do its part to  
16                  support a quick and meaningful delivery of housing for our  
17                  area by supporting building housing on the fairgrounds.

18                  Thank you.

19                  PRESIDENT JOYCE ROWLAND: Thank you.

20                  The next member of the public signed up to  
21                  speak is Martha Sullivan.

22                  MARTHA SULLIVAN: Hello, again.

23                  I would like to make the point that when  
24                  horseracing has been, you know, going on at the fairgrounds  
25                  now for --



1 MR. RIVERA: Martha, you cut out.

2 MARTHA SULLIVAN: -- for gambling.

3 PRESIDENT JOYCE ROWLAND: Martha, we lost you.

4 MARTHA SULLIVAN: Can you hear me?

5 PRESIDENT JOYCE ROWLAND: We lost you after  
6 "horseracing has been going on at the fairgrounds," and we  
7 heard nothing after that.

8 MARTHA SULLIVAN: Okay. Thank you.

9 I want to be sure that you don't let land  
10 uses -- concerns about land uses get in your way to contribute  
11 low-cost land towards low-income housing.

12 You know, horseracing is done for gambling.  
13 It's been done there for almost 90 years. Gambling is not  
14 agriculture; it's not recreation; it's not really any of the  
15 things that you have stated as dictums or, you know, purposes  
16 of the fairgrounds. So please, don't get hung up on housing  
17 not being part of the fairgrounds vision for principles or  
18 whatever. It's just as valid a use of fairgrounds land as  
19 gambling is. In fact, I was hoping you'd think it's a much  
20 higher priority, to give low-income people homes. And your  
21 housing (indiscernible) in itself.

22 Thank you very much.

23 PRESIDENT JOYCE ROWLAND: Okay. The next member of  
24 the public signed up to speak is Chris Reese.

25 CHRIS REESE: Thank you. My name is Chris Reese. I

1 just want to confirm that you can hear me.

2 PRESIDENT JOYCE ROWLAND: Yes.

3 CHRIS REESE: Thank you so much.

4 Again, I appreciate your commitment to this  
5 possible partnership. I've also been a long-term resident of  
6 Southern California, and I've lived in North County for going  
7 on 15 years now. And I love the fact that the fairgrounds is  
8 bringing in such a diverse -- they attract so many diverse  
9 members of our community, and I think it's just a natural  
10 outcome of that that we would find land use to support  
11 affordable housing, which will continue to develop a rich and  
12 vibrant community all around us in North County.

13 I do support that you folks expedite the need  
14 for affordable housing option for our community. And I thank  
15 you very much for your consideration.

16 PRESIDENT JOYCE ROWLAND: Thank you.

17 The next member of the public signed up to  
18 speak is Shawn McGarry.

19 SHAWN MCGARRY: Hello. Thank you for the  
20 opportunity to speak today.

21 I have lived in Solana Beach for almost 10  
22 years and formerly served on our city's Climate Action  
23 Commission. I am passionate about connecting housing and  
24 transportation planning to slow climate change. I am  
25 extremely supportive of efforts to build housing that can

1 benefit low and very low income families in our community.

2 Many long-term residents of Solana Beach will  
3 be displaced when the Solana Highlands Project starts to be  
4 rebuilt. These residents have expressed that they do not want  
5 to leave this community and their local schools.

6 Solana Beach has already lost lots of  
7 naturally-occurring affordable housing. The cost of land has  
8 gotten so high that it can sometimes feel like government-  
9 owned land is one of the few places that we can afford to  
10 build low-income housing.

11 As an environmentalist, I value that this  
12 housing would be near great walking and biking paths and a  
13 future train stop. I also value diversity and would like to  
14 raise my children in an area that values and encourages that  
15 too.

16 I think building affordable housing at the  
17 fairgrounds is the right thing to do and would like to see the  
18 22nd DAA act with a sense of urgency to deliver this housing  
19 for our community.

20 Thank you so much for your time and service.

21 PRESIDENT JOYCE ROWLAND: The next member of the  
22 public is Deborah Lyons.

23 DEBORAH LYONS: Can you hear me? Can you hear me?

24 PRESIDENT JOYCE ROWLAND: Yes. That's better.

25 Thank you.

1 DEBORAH LYONS: Okay.

2 Good afternoon. I'm Deborah Lyons. I'm a 28-  
3 year resident of Del Mar, and I want to add my voice in  
4 support of Del Mar's proposal to form a partnership with the  
5 fairgrounds to build affordable housing for low and very low  
6 income residents.

7 I'm active in our community and a long-time  
8 volunteer with Voices for Children, where I've advocated for  
9 foster children across the county for 13 years. I've  
10 witnessed firsthand the impact that the lack of very  
11 affordable housing and homelessness has on children and  
12 struggling families. In working with the city, the fairground  
13 would be helping to further the state's goal to increase the  
14 supply of affordable housing in the coastal area where  
15 available space is scarce and dear.

16 The need for affordable housing for low-income  
17 people is truly urgent. I hope the 22nd DAA will take action  
18 and move to partner with our community to address this need as  
19 quickly as possible.

20 Thank you so much.

21 PRESIDENT JOYCE ROWLAND: Thank you.

22 The next member of the public signed up to  
23 speak is Kristin Brinner.

24 KRISTIN BRINNER: Hi. My name is Kristin Brinner,  
25 and I have lived in Solana Beach for over 10 years, and the

1 first six years, I actually lived on Via de la Valle, right  
2 across from the fairgrounds, where I could hear the trumpet  
3 call at the starts of all the races so it's a great place to  
4 live. And I think it's wonderful that a 100 percent  
5 affordable housing project has been proposed in this location,  
6 and I really welcome the possibility of gaining some great new  
7 neighbors.

8 I'd like to see the 22nd DAA support a quick  
9 and meaningful delivery of affordable housing for all of our  
10 community. Anything and everything we can do to address the  
11 housing crisis is really great.

12 So thank you for your time.

13 PRESIDENT JOYCE ROWLAND: Thank you.

14 And the next member of the public signed up to  
15 speak is Cynthia Millican.

16 CYNTHIA MILLICAN: Can you hear me?

17 PRESIDENT JOYCE ROWLAND: We can.

18 CYNTHIA MILLICAN: Okay, great.

19 PRESIDENT JOYCE ROWLAND: Yes.

20 CYNTHIA MILLICAN: Hi. Thank you for welcoming my  
21 comments today.

22 I've lived in Southern California my entire  
23 life, and I'm here to say that the housing crisis has many  
24 causes but only one solution: Housing.

25 While most people focus on a lack of mental

1 health and other services for the unhoused, those services can  
2 help people stay alive, but they are temporary. Applying for  
3 and securing services designed to keep people alive until they  
4 can get housing are what's been considered the standard  
5 solution for many years, but now there is no housing.

6 In San Diego, unhoused people are waiting over  
7 10 years to get Section 8 housing. The high cost of housing  
8 is dumping more people onto our streets every day. The plan  
9 that you are considering is a breath of fresh air to me, and  
10 all these positive comments that I am hearing today give me  
11 hope. But because of my personal experiences with my friends  
12 and my own family, I've been looking deeply at the  
13 homelessness issue for several years now and am struck by the  
14 fact that when I bring it up to my friends and acquaintances,  
15 their faces twist and do a snarl, and they say the most  
16 uninformed, offensive and shocking things to me.

17 In my opinion, a big barrier to progress on the  
18 issue of the unhoused is the way most people think and speak  
19 about them. The general public needs to start seeing unhoused  
20 as people, people who need a hand. And the project you are  
21 studying today can not only be a permanent solution for many  
22 of the unhoused, but I also see it as an opportunity to  
23 elevate the discourse about who the unhoused are. This  
24 project could be quite an important societal inflection point  
25 in the area that I would like to impress upon this board as it

1 considers the future of this land.

2 Even if not one house is built on this land,  
3 the way that you talk about it, if you take care while you  
4 work through the process, can move the subject forward in a  
5 positive way that can go on to help in the long run. So you  
6 could ultimately turn the tide of public opinion away from  
7 distain and indifference and toward permanent solutions.

8 MS. O'LEARY: Ms. Millican, your time is up.

9 CYNTHIA MILLICAN: Thank you. Thank you for your  
10 care.

11 PRESIDENT JOYCE ROWLAND: Thank you.

12 The next member of the public signed up to  
13 speak is Greg Rothnem.

14 GREG ROTHNEM: Yes. Thank you.

15 First, thanks for letting me speak this  
16 afternoon.

17 Second, I echo what all the other speakers have  
18 said, and I won't try and repeat what a lot of them have said.

19 I was a 13-year resident of Del Mar, active in  
20 the community. I am a member of the design review board, but  
21 obviously, I'm speaking personally, in my personal capacity,  
22 and not as a member of the DRB. There is clearly a need for  
23 affordable housing, and there are obviously limitations in the  
24 city of Del Mar to provide for that.

25 About four-plus years ago, the City Council

1 looked at various strategies, and I advocated that looking at  
2 the fairgrounds was probably the number one strategy to look  
3 at because it just makes so much sense. Working with the  
4 fairgrounds presented a natural public-private partnership  
5 that could probably result in a win-win situation. We look at  
6 the fairground status today and in terms of the utilization of  
7 that asset, in terms of the revenue streams of that asset, in  
8 terms of solving the needs of the community, if you will, and  
9 we can see that there is some challenges facing the  
10 fairgrounds.

11           So why affordable housing at the fairgrounds?  
12 The London Moeder report is going to come back with various  
13 recommendations about showing potential uses and presumably  
14 various business models' revenue streams associated with  
15 additional usage. And I think that that will enlighten the  
16 board as to what it can do. I think that you'll see that you  
17 do have an underutilized asset that can accommodate affordable  
18 housing. The location and proximity to services and  
19 transportation makes it a natural site for affordable housing,  
20 and you'll will generate both short-term and long-term  
21 revenue, which is something that I think the district needs to  
22 look at very seriously; not only it being revenue, but it will  
23 be predictable revenue, which is, again, quality revenue that  
24 is something that is needed.

25           MS. O'LEARY: Mr. Rothenem, your time is up.



1 GREG ROTHNEM: Okay.

2 So bottom line, I support everything that's  
3 been said, and I urge the board to make a strong commitment.

4 Thank you.

5 PRESIDENT JOYCE ROWLAND: Thank you very much.

6 Okay. We have another business item, which is  
7 the contract delegation of authority -- you alluded to it  
8 earlier -- which has to do with the actual two-month --

9 MS. MOORE: Yes.

10 PRESIDENT JOYCE ROWLAND: -- break in time for the  
11 board not to meet. I think, however, when we look back over  
12 the last three years, we've had one --

13 MS. MOORE: At least one meeting a month.

14 PRESIDENT JOYCE ROWLAND: -- yes, except for  
15 December. Didn't we --

16 MS. MOORE: December --

17 PRESIDENT JOYCE ROWLAND: -- we took December off,  
18 which is a normal month. So we may here have actually what  
19 has been, in previous decades, two months of not meeting.

20 MS. MOORE: Yes. Yes. That is --

21 PRESIDENT JOYCE ROWLAND: Tell your staff to get  
22 work done and get the fair done.

23 MS. MOORE: Yes. Make it happen.

24 PRESIDENT JOYCE ROWLAND: But we'll be at the fair  
25 so --

1 MS. MOORE: And recuperate from it after.

2 PRESIDENT JOYCE ROWLAND: -- so we will be on the  
3 grounds.

4 MS. MOORE: right.

5 PRESIDENT JOYCE ROWLAND: But in order to accomplish  
6 that, there are things that come up that might require action  
7 on contracts. And so you have a proposal for how to hand that  
8 during the gap period.

9 MS. MOORE: Yes. And so in order to, in essence,  
10 allow for that period of time would be for this board to  
11 consider and delegate authority to Director Rowland to approve  
12 any contracts that may arise in this gap period before the  
13 August board meeting for any contracts that exceed my  
14 delegated authority. And there potentially could, such as we  
15 talked about earlier, you know, potential management agreement  
16 off of the timeline. If that is such, it probably would be in  
17 August. Otherwise, should anything arise, then we would need  
18 to look to schedule a regular meeting of the board for the  
19 purposes -- and so, really, so that just regular business can  
20 be ongoing.

21 I'll use as an example the two agreements that  
22 we pulled from the Consent Calendar contract approval, the 23-  
23 044, power washing, and trash laborers. You know, these are  
24 critical services that we need and anticipate that those will  
25 exceed the \$50,000 limit that I have, in terms of authority

1 for expenses.

2 And so, with that, staff is making this  
3 request.

4 PRESIDENT JOYCE ROWLAND: Any discussion?

5 MR. GELFAND: Would that authority extend on  
6 whatever is budgeted or would that be constraint here?

7 In other words, those things you mentioned for  
8 example --

9 MS. MOORE: They are in the budget.

10 MR. GELFAND: -- are budgeted. If there was a  
11 management agreement for the RV park or whatever, it's already  
12 contemplated.

13 PRESIDENT JOYCE ROWLAND: Normal course.

14 MR. GELFAND: But if something was completely  
15 unbudgeted, we are going to -- what?

16 MS. MOORE: Well, and that's what -- just looking at  
17 the -- it really is about just being able to continue to  
18 conduct regular business.

19 MR. GELFAND: Regular business.

20 PRESIDENT JOYCE ROWLAND: And so, if the  
21 clarification is this is for regular, contemplated business or  
22 an emergency repair of some sort that might be required?

23 MS. MOORE: Right. Present itself.

24 PRESIDENT JOYCE ROWLAND: It's not to, you know, for  
25 new business or unanticipated -- I mean, if there's something

1 big that comes up, this board is going to meet and this board  
2 is going to approve it.

3 MR. GELFAND: With that, I'm not going to make a  
4 motion because I think you need public comment.

5 PRESIDENT JOYCE ROWLAND: Actually, in this case, no  
6 one signed up for public comment.

7 MS. MOORE: I think Director Mead has her hand up.

8 PRESIDENT JOYCE ROWLAND: But we do have comments  
9 still coming in from the board.

10 So Director Mead.

11 MS. MEAD: My concern is on a similar line. The  
12 language we've been provided is "any contract," and there is  
13 no qualification, there's no value or no timeline; so they  
14 could be multi-year contracts or contracts over a certain  
15 amount. I would love for us to -- you know, without trying to  
16 wordsmith but to create some clarification around this  
17 language that's been provided to us today, either before we  
18 make a motion or take a vote. And I'm happy to offer that, if  
19 appropriate, although I'm not in the room so it may be more  
20 appropriate for you guys there.

21 MR. GELFAND: Well, when we're ready, I can give you  
22 some language.

23 PRESIDENT JOYCE ROWLAND: I'm sorry. What was that?

24 MR. GELFAND: When we're ready, I can give you some  
25 language.

1 PRESIDENT JOYCE ROWLAND: Go ahead. We're ready.

2 MR. GELFAND: So I would move that we delegate  
3 authority to Director Rowland to approve contracts that  
4 regard -- that are part of the normal course of business that  
5 exceed the CEO's delegation of authority beginning May 1st  
6 through 2023, through the next regularly-scheduled and noticed  
7 (indiscernible).

8 MS. MEAD: Friendly amendment.

9 MR. GELFAND: Sure.

10 PRESIDENT JOYCE ROWLAND: Go ahead.

11 MS. MEAD: Not to exceed 500,000 -- well, Carlene  
12 can go to \$500,000, but not to exceed \$1 million and not to  
13 exceed one year that would be within the normal course of  
14 business.

15 PRESIDENT JOYCE ROWLAND: Not the -- many of these  
16 sometimes are multiple years.

17 MS. MOORE: And these are the RFPs that are out so  
18 that we aren't back in a position of having to  
19 (indecipherable) next year at this time are actually done so  
20 that it would be -- it would cover two fairs' worth.

21 PRESIDENT JOYCE ROWLAND: So why don't you talk  
22 about the specific ones that are -- are you talking about the  
23 ones we just pulled, the power washing --

24 MS. MOORE: Right. Those --

25 PRESIDENT JOYCE ROWLAND: They are -- they are

1 multiple year contracts?

2 MS. MOORE: I'm going to defer to Melinda on this.

3 PRESIDENT JOYCE ROWLAND: Those are the ones that  
4 are out under RFPs. There aren't any other --

5 MS. MEAD: I'm not concerned about the ones we  
6 pulled because we've seen them. But I am concerned, for  
7 example, about what we talked about earlier today with regards  
8 to the RV park. Would we consider that the normal course of  
9 business or outside of the normal course of business if it  
10 comes up during the next few months when we're not meeting?

11 And that clarification, I think, is necessary  
12 for us to better understand our strategies as a board and how  
13 to manage situations like that. So that's why the  
14 clarification. And I don't know if maybe -- although, that,  
15 we talked about earlier, falls, as I understand, in  
16 operational so I'm just struggling with the word "any."

17 PRESIDENT JOYCE ROWLAND: Yeah. So I think that  
18 from a specific perspective, I don't think that one's going to  
19 come up in this time frame, but that doesn't clear -- that  
20 doesn't clear the deck in terms of your question --

21 MS. MEAD: Anything else.

22 [MULTIPLE SPEAKERS.]

23 MS. MEAD: I think there's a level of trust in our  
24 chair that you would have -- we would trust that you'd have  
25 the ability to look at this and say it's this, not that.

1 PRESIDENT JOYCE ROWLAND: Oh, absolutely. I don't  
2 want it just on my head.

3 MS. MEAD: Yeah. And I do understand that.

4 PRESIDENT JOYCE ROWLAND: If anything big, it's  
5 coming back to the board.

6 MS. MEAD: And I do understand that, but I do also  
7 understand that we are being asked to support an "any"  
8 language. And I'm not sure, Michael, that your clarification  
9 didn't get us any tighter on what that might look like.

10 MR. MOSIER: I'm happy with the language as it  
11 stands because it limits it to a dollar amount, 500,000, to  
12 one year, and anything --

13 MS. MEAD: But that's the --

14 MR. MOSIER: -- anything that's approved comes back  
15 to the board in August. So --

16 PRESIDENT JOYCE ROWLAND: But I think the dollar  
17 amounts that are in here are for limits of authority.

18 MR. MOSIER: Right.

19 PRESIDENT JOYCE ROWLAND: So what this would  
20 contemplate is that if it went above her limits of authority,  
21 then it would come to me.

22 MR. MOSIER: Right.

23 PRESIDENT JOYCE ROWLAND: That's the question that  
24 Director Mead is raising, is is that in any amount and for any  
25 duration? So the clarification from Director Gelfand is that

1 it would be not for new business or new construction but  
2 something in the normal course but has also offered a dollar  
3 limit on it, which was a million dollars.

4 MS. MOORE: Right.

5 PRESIDENT JOYCE ROWLAND: Which -- I think that  
6 would be fine. I think the issue is "and not for more than  
7 one year." That causes problems with the ones that we know  
8 are outstanding. So if we could back it down to a million  
9 dollars, then I think that --

10 MS. MEAD: And accepted. And maybe is there a  
11 clarification that it's more than two years or three years.  
12 Again, I trust that you would not enter into a five-year or a  
13 10-year contract, but I do think that for us to make a vote,  
14 we might want to have some limitations.

15 Would a million dollars and two years or a  
16 million dollars and three years get us past "immediate  
17 business needs"?

18 MS. MOORE: I would say that in terms of the general  
19 course of business is we're aware of these two contracts.  
20 Anything else that would come up that might exceed my  
21 threshold would fall into a category of a year or less. We  
22 aren't in the process of issuing RFPs or requests for  
23 proposals or invitations for bid right now that would exceed  
24 it.

25 PRESIDENT JOYCE ROWLAND: Right.



1 MS. MOORE: These two were not completed in time for  
2 this meeting.

3 PRESIDENT JOYCE ROWLAND: And --

4 MS. MOORE: So my anticipation would be --

5 PRESIDENT JOYCE ROWLAND: Remind me, are they five-  
6 year contracts?

7 MS. MOORE: These are just two year. They cover  
8 2023 and 2024. They may have option years, but that comes --  
9 those options come back to the board as well for approvals.

10 MS. BARKETT: Richard, help me out here.

11 In the past, didn't we just call a special  
12 meeting that was limited to those -- that issue and -- in the  
13 past? I mean, I remember being called during the month of  
14 June and July before for special meetings and they were very  
15 issue-oriented, and to me, that might be the way to go here.

16 PRESIDENT JOYCE ROWLAND: Well, I don't know because  
17 we have people who are scheduling not to be here, and we're  
18 already kind of down on --

19 MS. MOORE: And special meetings, just to clarify,  
20 are a certain kind of meeting that require a certain notices  
21 and things.

22 [MULTIPLE SPEAKERS.]

23 MR. GELFAND: And we may not be able to have a Zoom  
24 meeting at that time.

25 PRESIDENT JOYCE ROWLAND: Yeah.

1 MS. MOORE: Correct.

2 MR. GELFAND: Probably, though.

3 PRESIDENT JOYCE ROWLAND: You can have.

4 MS. MOORE: You can still have a Zoom meeting. You  
5 just may have to disclose location.

6 MS. BARKETT: We've never had that many directors  
7 out of town, I guess, in the past.

8 PRESIDENT JOYCE ROWLAND: Right.

9 MS. BARKETT: At one point.

10 PRESIDENT JOYCE ROWLAND: We're down the one.

11 MS. MOORE: Again, in the past, you have not had a  
12 meeting between the May board meeting and the August board  
13 meeting. Contracts and things that took place happened during  
14 that time period. What I'm trying to ensure is just there  
15 isn't a holdup to business in order to call a meeting,  
16 potentially delaying -- because if everybody is avail- --  
17 delaying for 10 days, but that authority could raise that to  
18 approve those contracts.

19 I know that we will have these two. I am not  
20 anticipating any additional contracts that exceed -- currently  
21 that exceed my threshold because, again, we aren't out to bid  
22 on things. But in the case of especially an emergency-type of  
23 services, so we can continue to conduct business. If, you  
24 know, we've got to call in a service because of, you know,  
25 whatever it may be, electrical or plumbing or water-related,

1 that's where we're talking being able to still conduct the  
2 fair. It doesn't hold it up.

3 PRESIDENT JOYCE ROWLAND: Okay. Okay. So what if  
4 we did the million dollars and no longer than three years.

5 MS. MOORE: Uh-huh.

6 PRESIDENT JOYCE ROWLAND: I can't imagine that we're  
7 going to get anything -- anything longer than three years.

8 Is that -- Director Mead, does that satisfy  
9 your concern?

10 MS. MEAD: Absolutely.

11 PRESIDENT JOYCE ROWLAND: Okay. Well, then, let's  
12 go with those. So it's normal course, not to exceed a million  
13 dollars, and not to exceed three years in duration.

14 So now, given that there's no one who's signed  
15 up to speak on this matter -- I still see no one -- then I can  
16 entertain a motion.

17 MR. GELFAND: Oh. That's the motion, and I'll be  
18 the second.

19 MS. MOORE: Yeah. Because it was amended.

20 MR. GELFAND: Kathlyn's motion and --

21 MS. MOORE: Kathlyn, amended.

22 PRESIDENT JOYCE ROWLAND: Okay. And then, we're  
23 ready for the roll call on that.

24 MS. O'LEARY: President Rowland.

25 PRESIDENT JOYCE ROWLAND: Ah, let me think about it.

1 Aye.

2 MS. O'LEARY: Vice President Valdez.

3 MR. VALDEZ: Aye.

4 MS. O'LEARY: Director Barkett.

5 MS. BARKETT: Aye.

6 MS. O'LEARY: Director Gelfand.

7 MR. GELFAND: Aye.

8 MS. O'LEARY: Director Mead.

9 MS. MEAD: Aye.

10 MS. O'LEARY: Director Mosier.

11 MR. MOSIER: Aye.

12 MS. O'LEARY: And Director Nejabat.

13 MR. NEJABAT: Aye.

14 PRESIDENT JOYCE ROWLAND: Okay. We have one member  
15 of the public signed up for our Public Comment,  
16 Martha Sullivan.

17 MARTHA SULLIVAN: Hello, again.

18 I actually wrote this a couple of years ago  
19 around this time and it's still very relevant and I want to  
20 share it again.

21 The neighboring communities whose hospitality  
22 and retail businesses benefit economically from Del Mar racing  
23 are various groups of state-owned and operated WMU, such as the  
24 fairgrounds, to be providing so much economic support to the  
25 community, because that's who hire and employ the most

1 San Diego County residents, and little racial diversity in  
2 contrast to the rest of the county is a very poor use of this  
3 state's assets.

4 The Del Mar Race Track is located in the city of  
5 Del Mar, with a median household income of \$137,000 in 2019,  
6 compared to eighty-three-thousand-five for San Diego County.  
7 The percentage of residents living in poverty in 2019 in the  
8 city of Del Mar was 5.2 percent. For the county of San Diego,  
9 it was 10.3 percent, almost double.

10 So 4300 residents in the city of Del Mar are 80  
11 percent white, compared to San Diego County is 40 percent -- 45  
12 percent; I'm sorry. Eleven percent of Del Mar residents are  
13 Hispanic, compared to San Diego County's 34 percent; 1.7  
14 percent of Del Mar residents are Asian, compared to San Diego's  
15 12.6 percent; and one percent of Del Mar residents are black,  
16 compared to San Diego's 5.5 percent.

17 I think that this is important for you, the  
18 board, to keep in mind both in considering racing and the race  
19 track and its, you know, economic impact that it has, but also  
20 in your consideration of (indiscernible) that provides --

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

22 PRESIDENT JOYCE ROWLAND: Thank you.

23 Yes, Director Gelfand.

24 MR. GELFAND: Okay. Never mind.

25 That was her comment on the Public Comment

1 section of the --

2 PRESIDENT JOYCE ROWLAND: Yes. Yes.

3 So we now have a closed session. So we will  
4 move into closed session, and I don't think we'll be probably  
5 45 minutes to an hour. And if it's going to be any longer than  
6 that, we'll post something to let the public know. But I think  
7 we will probably be reconvening between 5:15 and 5:30.

8 I'm sorry. 6:15. 6:15. How time flies.

9 (The meeting adjourned to closed  
10 session at 5:28 p.m.)

11 \* \* \*

12 (At 6:38 p.m., the meeting reconvened  
13 from closed session.)

14 PRESIDENT JOYCE ROWLAND: Okay. This is the open  
15 session reconvening from the closed session. We have nothing  
16 to report from the closed session.

17 And with that, our meeting is adjourned.

18 (At 6:39 p.m., the meeting of the  
19 22nd DAA was adjourned.)

20 -o0o-

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26

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

5 I do hereby certify that the testimony in the  
6 foregoing hearing was taken at the time and place therein  
7 stated; that the testimony of said witnesses were recorded by  
8 the electronic reporting method and transcribed into  
9 typewriting under my supervision.

10 And I further certify that I am not of counsel nor  
11 attorney for either or any of the parties to said hearing nor  
12 in any way interested in the outcome of the cause named in said  
13 caption.

14 I certify that the foregoing is a correct transcript,  
15 to the best of my ability, from the electronic sound recording  
16 of the proceedings in the above-entitled matter.

17 IN WITNESS WHEREOF, I have hereunto set my hand this  
18 24th day of May, 2023.

19   
20  
21

22 MARY JULIA COLEMAN-KIEFER  
23 Certified Electronic Reporter  
24 No. CER-1468  
25

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