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BOARD OF DIRECTORS MEETING
22ND DISTRICT AGRICULTURAL ASSOCIATION

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

TUESDAY, MAY 14, 2024

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Transcribed by:

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IN ATTENDANCE

OFFICERS:

- FREDERICK SCHENK, PRESIDENT
- MICHAEL GELFAND, 1ST VICE PRESIDENT
- G. JOYCE ROWLAND, 2ND VICE PRESIDENT
- MARK ARABO, DIRECTOR
- LISA BARKETT, DIRECTOR
- PHIL BLAIR, DIRECTOR
- KATHLYN MEAD, DIRECTOR
- DON MOSIER, DIRECTOR
- SAM NEJABAT, DIRECTOR

22ND DISTRICT AGRICULTURAL ASSOCIATION STAFF:

- CARLENE MOORE, CHIEF EXECUTIVE OFFICER
- KATIE MUELLER, CHIEF OPERATIONS OFFICER
- TRISTAN HALLMAN, CHIEF COMMUNICATIONS OFFICER
- MELINDA CARMICHAEL, CHIEF ADMINISTRATIVE OFFICER
- DONNA O'LEARY, OFFICE MANAGER
- HENRY RIVERA, PRODUCTION DIRECTOR

22ND DISTRICT AGRICULTURAL ASSOCIATION COUNSEL

- JOSHUA CAPLAN, OFFICE OF THE ATTORNEY GENERAL (Zoom)

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OTHER PRESENTERS:

- CHRIS WAHL, SOUTHWEST STRATEGIES
- ADAM ODOM, LSL CPAS
- JOSH RUBINSTEIN, DMTC PRESIDENT AND COO
- ERIN BAILEY, DMTC VP OF MARKETING
- MARK WIGGINS, PREMIER GENERAL MANAGER
- RICHARD VALDEZ, FORMER BOARD PRESIDENT

PUBLIC COMMENTERS:

- MARTHA SULLIVAN
- ASHLEY McCAUGHAN
- JANE CARTMILL
- LAURA DeMARCO
- CARLA HAYES
- BRIAN BUFFINI

1 PRESIDENT FREDERICK SCHENK: Well, good afternoon,
2 everyone. We have a quorum, and we have the entire board
3 here present today. Today is Tuesday, May 14th, 2024. The
4 time is 1:33, and we're going to call the meeting of the
5 22nd District Ag Association to order. Donna, will you
6 please call roll?

7 MS. O'LEARY: President Schenk.

8 PRESIDENT FREDERICK SCHENK: Here.

9 MS. O'LEARY: Vice President Gelfand.

10 VICE PRESIDENT MICHAEL GELFAND: Here.

11 MS. O'LEARY: Vice President Rowland.

12 MS. ROWLAND: Here.

13 MS. O'LEARY: Director Arabo.

14 MR. ARABO: Here.

15 MS. O'LEARY: Director Barkett.

16 MS. BARKETT: Here.

17 MS. O'LEARY: Director Blair.

18 MR. BLAIR: Here.

19 MS. O'LEARY: Director Mead.

20 MS. MEAD: Here.

21 MS. O'LEARY: Director Mosier.

22 MR. MOSIER: Here.

23 MS. O'LEARY: And Director Nejabat.

24 MR. NEJABAT: Here.

1 PRESIDENT FREDERICK SCHENK: Well, as I said, we're
2 all present and accounted for. That's terrific. Before we
3 get started on the consent calendar, I want to clarify
4 some process matters before we get started. We have a
5 rather full agenda today, so I want to make sure we're
6 making good use of our time. And so I'm going to give you
7 sort of like an outline of the process for today.

8 We're going to listen to the -- we're going to go
9 through each item on the calendar in the order that it's
10 presented on the agenda. We'll listen to committee or
11 staff reports, then we'll have an action item. If there's
12 an action item, I will entertain a question or points of
13 clarification about the report from any board member who
14 wishes to have clarification. These questions should be
15 for clarification purposes only, so we'll save the
16 discussion debate until after we actually have a motion.
17 We'll ask in seat order from my left to right for those
18 who are present, and thankfully, there are none remote,
19 so we'll be able to do that without being distracted by
20 trying to figure out who's on camera.

21 Then we'll offer public comment, and the comments
22 should be germane, meaning that we would ask that they
23 actually pertain to the matter at hand. I'll go to our
24 members of the public who are in person first and then we

1 will ask those who are joining by phone or by Zoom to
2 offer their two minutes of comment. This is not a time
3 for discussion and debate, nor questions nor answers. It
4 will not be a moment for us to engage with the speakers
5 from the board. We will be listening to their comments,
6 taking the impact of what they have to say, but not for a
7 discussion at that time.

8 Each speaker, as I indicated, will have two minutes,
9 and once those two minutes have elapsed, Donna will
10 notify the person that their time has elapsed. I
11 apologize in advance if you are mid-sentence; please
12 finish your sentence, but understand that we really do
13 allow two minutes and not two minutes and 15 seconds. If
14 we do have an action item, I will entertain a motion and
15 a second, and from there, we'll have board discussion.
16 I'm going to go -- I'm going to ask board members to
17 raise their hand, wait to be recognized, and that way, we
18 can minimize the cross talk.

19 The purpose for that comment is because we have a
20 certified shorthand reporter taking down everything that
21 is being said in this room today. That's a tough task,
22 and I know a take a lot of depositions and there is
23 always a point in time where there's cross-talk, and we
24 get stopped by the certified shorthand reporter because

1 people are talking over one another. The reason we have
2 this is because we need to make a clear, very accurate
3 record of our minutes, and the only way we can do that is
4 if the reporter hears what is being uttered so that she
5 can take down literally what is being spoken as it's
6 being spoken.

7 It is a daunting task, one that takes a lot of
8 training and certification by the state and even with
9 that, it is nearly impossible to take down two people
10 speaking at once, let alone one person speaking rapidly.
11 And then we will, once we have exhausted the board
12 discussion, we'll re-state the motion and then take a
13 vote. As I indicated, we have a busy agenda. It includes
14 several presentations. I offered our presenters to have
15 some tea with lemon because there will be a lot of
16 discussion about things that are going on and will be
17 going on for the rest of the year.

18 So out of respect for everyone participating today,
19 I'll ask for your cooperation to ensure that everyone has
20 the opportunity to speak and present their important
21 comments to the board. And with that, we'll now move on
22 to Item Number 3, our consent calendar, and I'll invite
23 any members of the public in the room with us who would
24 like to speak. Is there anyone? Ashley, would you like

1 to?

2 MS. MCCAUGHAN: I apologize that it's not the
3 associated --

4 PRESIDENT FREDERICK SCHENK: We're on consent. Oh
5 yeah, this was for consent, did you want --

6 MS. MCCAUGHAN: Oh, I'm sorry, this is it not the
7 right time. I'm sorry.

8 PRESIDENT FREDERICK SCHENK: Right. We'll invite you
9 back up and won't dock you those five seconds. This is
10 for the consent calendar. I do see that Martha Sullivan
11 is visiting us remotely. Ms. Sullivan, would you like to
12 speak to the board?

13 And keep in mind this is the consent calendar, Miss
14 Sullivan.

15 MS. SULLIVAN: Yes.

16 PRESIDENT FREDERICK SCHENK: Miss Sullivan.

17 MS. SULLIVAN: Yes, hello, this is Martha Sullivan,
18 and I am speaking to the consent calendar.

19 PRESIDENT FREDERICK SCHENK: Good afternoon.

20 MS. SULLIVAN: Sponsorship agreement SPO-17-056 with
21 Hollandia Dairy to be pulled from the consent calendar in
22 order to determine if Hollandia will be informing the
23 public about the current Public Health Emergency in the
24 dairy industry. I quote from the CDC just in the last

1 couple of days. A multi-state outbreak of HPAI A(H5N1)
2 bird flu in dairy cows was first reported on March 25,
3 2024. This is the first time that these bird flu viruses
4 were found in cattle. CDC confirmed one human infection
5 that had exposure to dairy cattle in Texas that were
6 presumed to be infected with the virus. While thought to
7 be rare, this exposure to the bird flu virus is the first
8 instance of likely mammal to human transmission.

9 So yeah, again, I think you should pull this
10 sponsorship agreement and determine how this Public
11 Health Emergency is going to be --

12 PRESIDENT FREDERICK SCHENK: All right --

13 MS. SULLIVAN: -- communicated to the public.

14 PRESIDENT FREDERICK SCHENK: I didn't mean to
15 interrupt you, I thought you were done. Are you finished
16 speaking or is there --

17 MS. SULLIVAN: Yes, I am.

18 PRESIDENT FREDERICK SCHENK: Okay. Thank you very
19 much, Miss Sullivan. So, I will recognize your request
20 with regard to SPO-17-056. That is the one you are asking
21 for, correct? Just want to make sure.

22 Okay. Are there any other matters on consent that
23 the board members would like us to have us consider
24 separately?

1 All right, hearing none. We will go through the
2 consent calendar for approval and then I will -- we will
3 pull SPO-17-156 for separate consideration following
4 that. Is there a motion to approve the consent calendar
5 accepting SPO-17-156?

6 MR. BLAIR: So moved.

7 PRESIDENT FREDERICK SCHENK: It's been moved? I'm
8 just going.

9 MS. ROWLAND: Moved, second that.

10 PRESIDENT FREDERICK SCHENK: Okay. Thank you.

11 Director Rowland and Director Blair in that order
12 moved and seconded it. Any discussion?

13 Seeing no discussion. Donna, would you please take
14 the vote.

15 MS. O'LEARY: President Schenk.

16 PRESIDENT FREDERICK SCHENK: Aye.

17 MS. O'LEARY: Vice President Gelfand.

18 PRESIDENT FREDERICK SCHENK: He just stepped out to
19 take a call. I'm sorry but we'll excuse him for this
20 vote.

21 MS. O'LEARY: Vice President Rowland. Director Arabo.

22 MS. ROWLAND: Sorry, yes.

23 MR. ARABO: Aye.

24 MS. O'LEARY: Director Barkett.

1 MS. BARKETT: Aye.

2 MS. O'LEARY: Director Blair.

3 MR. BLAIR: Aye.

4 MS. O'LEARY: Director Mead.

5 MS. MEAD: Chocolate. Aye.

6 MS. O'LEARY: Director Mosier.

7 MR. MOSIER: Aye.

8 MS. O'LEARY: And Director Nejabat.

9 MR. NEJABAT: Aye.

10 PRESIDENT FREDERICK SCHENK: And Director Gelfand, we
11 are just in the middle of taking a vote on consent
12 calendar, how to you vote?

13 VICE PRESIDENT MICHAEL GELFAND: Aye.

14 PRESIDENT FREDERICK SCHENK: All right. It is
15 unanimous. Accepting for the request that we pull the
16 sponsorship agreement for Hollandia Dairy SPO-17-056. I
17 don't see any other members of the public. I should have
18 asked, are there any other members of the public who wish
19 to speak to us?

20 I didn't see any on the computer screen. All right,
21 just wanted to make sure. Having gone through the consent
22 calendar, is there any -- is there a motion to approve
23 this sponsorship agreement for Hollandia Dairy?

24 By the board.

1 MR. MOSIER: I'll move to approve that sponsorship,
2 but I did want to say that we should discuss Martha
3 Sullivan's concern.

4 PRESIDENT FREDERICK SCHENK: That will happen if
5 there's a second.

6 MS. MEAD: Second.

7 PRESIDENT FREDERICK SCHENK: All right. So it's been
8 moved and seconded, and now starting from the left.
9 Director Blair, is there any information that you would
10 like to ask or any?

11 MR. BLAIR: No.

12 PRESIDENT FREDERICK SCHENK: Okay. Director Nejabat.

13 MR. NEJABAT: No.

14 MS. MEAD: No.

15 PRESIDENT FREDERICK SCHENK: Don, is there something you'd like
16 to address?

17 MR. MOSIER: Well, I have been following this
18 outbreak of bird flu, and the fact that it has been
19 transmitted to cows. Right now, that's a pretty rare event.
20 That of human is extremely rare, but it is an issue worth
21 following. It's only at a month to the fair so we don't have
22 much time to follow it.

23 I would say at the moment, the risk seems remote.
24 But it is worth talking to Hollandia Dairy if there's a

1 way to monitor their herd. I think that would be a safe
2 recommendation.

3 PRESIDENT FREDERICK SCHENK: Right and I think we
4 should request that from staff to do that. I think that's
5 a good admonition. Any other comments, questions
6 or -- yes, Director Mead.

7 MS. MEAD: Now that you raise that, I do wonder
8 whether since Hollandia is likely going to be approved as
9 a vendor or as a sponsor whether or not they can also
10 provide us information as they're monitoring the
11 situation, so not only monitoring their herd but provide
12 information to us at the fair about what they're
13 learning.

14 PRESIDENT FREDERICK SCHENK: Self-educate us.

15 MS. MEAD: Yes.

16 PRESIDENT FREDERICK SCHENK: That's a fair request of
17 them I think.

18 MS. MOORE: And if I could -- we actually receive
19 information from the Department of Food and Agriculture
20 and have been aware of this and it is something that
21 staff is continuing to monitor and be aware of, so, of
22 information from them.

23 This sponsorship agreement is for, if you recall, we
24 shared in the production of milking trailer and for those
25 demonstrations at the fair and so yes, any relevant

1 information in terms of education of the public will
2 absolutely be made part of that program.

3 PRESIDENT FREDERICK SCHENK: Thank you. All right.
4 Hearing no other discussion. There's been a motion made
5 and seconded. May we have a vote.

6 MS. O'LEARY: President Schenk.

7 PRESIDENT FREDERICK SCHENK: Aye.

8 MS. O'LEARY: Vice President Gelfand.

9 VICE PRESIDENT MICHAEL GELFAND: Aye.

10 MS. O'LEARY: Vice President Rowland.

11 MS. ROWLAND: Aye.

12 MS. O'LEARY: Director Arabo.

13 MR. ARABO: Aye.

14 MS. O'LEARY: Director Barkett.

15 MS. BARKETT: Aye.

16 MS. O'LEARY: Director Blair.

17 MR. BLAIR: Aye.

18 MS. O'LEARY: Director Mead.

19 MS. MEAD: Aye.

20 MS. O'LEARY: Director Mosier.

21 MR. MOSIER: Aye.

22 MS. O'LEARY: Director Nejabat.

23 MR. NEJABAT: Aye.

24 PRESIDENT FREDERICK SCHENK: The motion carries, and

1 I do want to express appreciation to Ms. Sullivan for
2 bringing that issue to our attention. I think that's
3 something we're all aware of, but I appreciate you
4 raising our awareness further about it.

5 All right. We'll move on to public comment on items
6 not on the agenda. Ashley, would you like to be the first
7 one since you're physically here.

8 MS. MCCAUGHAN: Hello, everyone. My name is Ashley
9 MCCAUGHAN and I'm the executive director for the Don
10 Diego Scholarship Foundation. And I just wanted to give a
11 little update about what we -- it's our busy season right
12 now, and starting next week very we have the Plant Grow
13 Eat Program. And we were able to fund 45 buses from Title
14 I schools throughout the county to come here and
15 participate.

16 So I know a lot of the students are excited for
17 that. We've also invited donors, some of our donors to
18 come and meet the students. And so we're looking
19 forward to that event. Our gala is coming up,
20 June 13th, here at the fairgrounds at the Corona Beach
21 House, and after the gala dinner presentation, it's
22 the Old Dominion concert. I personally want to thank
23 many of you here in this room for your continued
24 support for the foundation not only with one the

1 scholarships but also attending and RSVPing for the
2 gala.

3 I know it will be very rewarding as we have 26
4 scholars this year and their magnificent attending
5 MIT, 4.8 GPAs and first in the family to go to the
6 college and you will be able to hear from them at the
7 event. So I look forward to seeing you all there. And
8 if you know of anyone else or anyone listening or
9 watching, we still are selling tickets. There is also
10 sponsorship opportunities available. You can visit our
11 DonDiegoScholarship.org to find out more information
12 on that.

13 But this year, we're proud to say that we are
14 awarding \$88,000 in scholarships. So this fundraiser,
15 really, we hope to, you know, continue to raise more
16 money so we can continue to increase those
17 scholarships. But at the way we're going, we had 89
18 applicants this year as well, which was record
19 breaking. So all good news over at Don Diego, and I
20 look forward to seeing most of you at our gala. And
21 we're also going to recognize CEO Moore as well as
22 Deputy Mueller over here. So I hope that, oh, there's
23 my timer. But thank you again for all of your support
24 and looking forward to the fair.

1 PRESIDENT FREDERICK SCHENK: Well, thank you so much
2 for what you are doing, and I know you're going to
3 be -- you'll be with us, hopefully, throughout the fair.
4 We'll see how you're doing, but thanks for what you've
5 done in this past year to get us where we are right now.
6 It's amazing. This - the Don Diego Scholarship Foundation
7 has a tremendous legacy and you really helped carry it
8 on, you know, the shoulders of Shauna to a new level.

9 And so --

10 MS. MCCAUGHAN: Thank you very much. I appreciate
11 that.

12 PRESIDENT FREDERICK SCHENK: -- congratulations to
13 you and the people with whom you're working.

14 MS. MCCAUGHAN: Thank you so much.

15 PRESIDENT FREDERICK SCHENK: Thank you, Ashley. All
16 right. Anyone else in the house that would like to speak?

17 All right. We'll move to our remote public comment
18 which will be Jane Cartmill will be our first-person to
19 speak on items not on our agenda. Ms. Cartmill, you are
20 welcome to speak to the board.

21 MS. CARTMILL: My comment is from recent article-

22 PRESIDENT FREDERICK SCHENK: Would you mind speaking
23 up? It's a little hard to hear you.

24 I want to make sure we hear you and the reporter

1 hears you as well.

2 MS. CARTMILL: Thank you.

3 PRESIDENT FREDERICK SCHENK: Thank you.

4 MS. CARTMILL: My comment is a recent article in
5 Baltimore Magazine. Bred for sport, the race horses from
6 a young age are often confined alone through up to 23
7 hours a day in 12 by 12-foot stalls. In testimony before
8 the New York State Senate, equine veterinary Dr. Kraig
9 Kulikowski likened keeping a 1,000-pound juvenile horse
10 confined to a stall, to locking a 100 pound child in a 4
11 x 4 foot closet for 23 hours a day.

12 Quote, a 2-year-old horse is equivalent to a 6-
13 year-old human. A 3-year-old horse is equivalent to a
14 9-year-old human said Kulikowski noting that such
15 confinement often leads to mental stress and behavior
16 that can prevent thoroughbreds from being accepted
17 into coast career boarding facilities. Yet the biggest
18 races are for 3-year-olds. They still have their baby
19 teeth. Their bones are not mature. Their brains are
20 not mature.

21 Most of these juveniles never see past care or a
22 moment of play time once they start their racing
23 career, he said. Dr. Nicholas Dodman, an animal
24 behaviorist and Professor Emeritus at Tufts

1 University, told Baltimore that because of their
2 unnatural training and confinement, a race horse's
3 normal instincts are inhibited from proper expression
4 leading to mental and emotional issues. It's it not
5 unusual for that suffering to manifest and repetitive
6 compulsive behavior including what is known as
7 cribbing, biting on the gate and contracting the neck
8 muscles while pulling backward or kicking and even
9 self-harm. Horses are social animals that live in a
10 herd, and the longer race horses are confined, the
11 more compulsive behavior they'll exhibit. Dodman says,
12 it's similar behavior you will often see exhibit by
13 any animal --

14 MS. O'LEARY: Ms. Cartmill, time is up.

15 MS. CARTMILL: -- or human being in solitary
16 confinement.

17 PRESIDENT FREDERICK SCHENK: Thank you, Ms. Cartmill.
18 I appreciate your comments. Next is Martha Sullivan
19 on -- for public comment on matters not on the agenda
20 today. You have two minutes.

21 MS. SULLIVAN: Hello, this is Martha Sullivan again.
22 The neighboring communities whose hospitality and retail
23 businesses benefit economically from events that the
24 fairgrounds are very exclusive for a state-owned and

1 operated venue, to be providing so much economic support
2 to communities with vastly higher incomes than most San
3 Diego County residents and little racial diversity in
4 contrast to the rest of the county is a very poor use of
5 the state's assets.

6 The fairgrounds are located in the City of Del Mar
7 with a median household of \$185,000 compared to \$97,000
8 for San Diego County residents. 1.7% of Del Mar residents
9 live in poverty while in the County of San Diego, it's
10 10.3% over 5 times that in Del Mar. The 3900 residents in
11 the City of Del Mar are 85% White compared to 43% in San
12 Diego County less than 1% Del Mar residents are Hispanic
13 compared to 35% of San Diego County. Less than one half
14 of 1% of Del Mar residents are Asian compared to 13.1% in
15 San Diego County and less than 1% of Del Mar residents
16 are Black compared to 5.6% in San Diego County and the
17 source of this data is the US Census. I think this is
18 really important to remember, you know, what the real
19 function of the state asset is. We should be lifting up
20 the entire County and not just already very affluent
21 communities. Thank you.

22 PRESIDENT FREDERICK SCHENK: Thank you, Ms. Sullivan.
23 All right. Are there any other members of the public who
24 would like to offer public comment on items not on our

1 agenda who have not yet identified themselves?

2 All right. We're going to move onto Item Number 5,
3 General Business. We have a lot to cover here. We have
4 four action items, and I'm going to stretch for time
5 here.

6 All right. The first matter is the Strategic
7 Planning Community Report by Director Gelfand and by a
8 guest who will be speaking to us as well. After their
9 presentation, I'll invite questions from the board, not
10 debate, but questions to staff and then we'll move on
11 from there for public comment and vote.

12 VICE PRESIDENT MICHAEL GELFAND: Okay, the committee
13 report can be found beginning on page 75 of your packet.
14 As we're embarking upon this master site planning
15 process, you may recall that we've engaged our strategic
16 communication consultant, Southwest Strategies, to
17 develop a potential framework for engaging the public
18 throughout the effort.

19 I'm pleased that Southwest Strategies CEO Chris Wahl
20 is with us today to discuss this framework and how we can
21 encourage public involvement throughout every step of the
22 master site planning process. Chris has almost three
23 decades of extensive public outreach experience and has
24 helped ensure meaningful and engaging public outreach and

1 involvement in transformational infrastructure and land
2 use projects throughout the region. Perhaps most notably,
3 Chris and his team have led the public outreach and
4 public relations for the construction and operations of
5 the Carlsbad Desalination Plant and 10-mile conveyance
6 pipeline across the cities of Carlsbad, Vista, and San
7 Marcos.

8 Also communications and public outreach for SANDAG's
9 2021 Regional Plan, which introduced the Five Big Moves
10 and transformational transportation vision for our region
11 through community-centered planning and data. And on a
12 more local level outreach and strategic communications
13 for the entirety of the entitlement and construction of
14 the Flower Hill Mall. Now, I'd like to turn things over
15 to Chris to walk the board through how to best approach
16 public engagement and outreach as we continue our
17 strategic planning process to determine the future of all
18 three of the district's properties and shape our master
19 plan. Chris.

20 MR. WAHL: Thank you, Director Gelfand. And I- just a
21 sound check, can everybody hear me okay?

22 PRESIDENT FREDERICK SCHENK: Yes.

23 MR. WAHL: Terrific. Thank you. Okay. And I'm going
24 to share. Oh, I need to be able to share the screen too.

1 It says host disabled participant screen sharing.

2 MR. RIVERA: Standby we're get that for you right now.

3 MR. WAHL: Thank you.

4 MR. RIVERA: You should be able to now.

5 MR. WAHL: Thank you.

6 Sorry about that. I'm having a little bit of
7 problem here, let me try this again. Sorry about this,
8 I think I got it now. Okay. Here we go. Okay. Can
9 everybody see that? I apologize for the technical slow
10 down.

11 VICE PRESIDENT MICHAEL GELFAND: Looks good.

12 MR. WAHL: Okay. Everyone can see it. Great. Thank
13 you, again, Director Gelfand, for the opportunity to
14 present today.

15 We are -- I am personally, and our firm is, very
16 excited to participate with the Del Mar Fairgrounds
17 team on this exciting endeavor. I think there is no
18 finer piece of property in San Diego County, and
19 perhaps the West Coast, and maybe even America, to
20 consider this endeavor that we're looking at. I'm
21 going to talk today about a five-step process that we
22 have suggested and discussed with the strategic
23 planning committee that would kick off this exciting
24 endeavor that's going to take several years.

1 I think we all know to make sure that there is
2 adequate public involvement to help facilitate the
3 best long-term vision and implementation of this
4 spectacular property. The goal of this entire
5 approach, which is consistent with what you've seen in
6 the staff report and what Director Gelfand talked
7 about today, is developing an environmentally and
8 fiscally responsible land use master plan for the San
9 Diego County Fair and Event Center.

10 The objectives associated with that are talking
11 about engaging key stakeholders, technical experts,
12 and the broader San Diego region to make sure that
13 they have a say in how this land is developed and that
14 there's robust community input throughout the entire
15 process. Over my nearly three decades of work in San
16 Diego County, I can say that the largest projects that
17 we've worked on are the ones that have the most public
18 input.

19 We all know that San Diego is a very dynamic
20 community and a community that has a lot of input on
21 its natural resources and treasures. In addition to
22 that, we want to make sure that whatever outreach
23 process that we're taking aligns with the district's
24 purpose, mission, vision, and core values.

1 So, in terms of getting started, one of the great
2 opportunities that we have for public engagement is the
3 fair itself. As we know, last year there were roughly a
4 million attendees, and so we thought as a group, what
5 better way, I should say, than to start this conversation
6 at the fair itself and to get input from all the eyeballs
7 that are there and the participants in a fun and engaging
8 way that is very little pressure. So, our thought was to
9 develop a large, prominent, multi-sectional interactive
10 visioning board that plays off the existing "The Current
11 Fair is Old School Cool" theme for this year and also
12 identifies new features in the fairgrounds that could be
13 integrated into the future. This will lay the groundwork
14 for the master plan update process as we move into next
15 steps.

16 So, this first step would look something like this:
17 this is a visual representation of what we envision. It
18 would be a large banner that would stretch across
19 essentially the equivalent of two different booths and
20 would give people an opportunity to come up and
21 participate interactively with their ideas about what
22 they see for the future of the fairgrounds. In addition
23 to having it located in one specific spot, which is to be
24 determined but in a high-traffic area, we would have

1 smaller boards and smaller posters in strategic locations
2 where people would have the opportunity to participate
3 with QR codes and link to a survey online to capture
4 their input and feedback. This would be the first step in
5 that overall process that I discussed a few minutes ago.

6 After the fair is done, the second part would be a
7 countywide listening tour in which we would engage all 18
8 cities. You might know that there are 18 cities in the
9 county of San Diego, and the county itself, so there are
10 19 different jurisdictions through the county of San
11 Diego. We would engage with each one of them to collect
12 their thoughts and feedback to ensure that it's
13 represented as this regional asset is truly something
14 that is enjoyed by people from around every corner of the
15 county.

16 In addition to that, we would conduct informational
17 briefings, listening sessions, and public workshops to
18 engage the public. The audiences for this would be the
19 government agencies, community-based organizations,
20 nonprofits, and the public at large. The goal is to
21 ensure access and equity throughout the community to
22 ensure that everybody has the opportunity to weigh in and
23 provide input.

24 We would envision that this would take several, many

1 months to capture all of this input as well. And then
2 that would put us in a position of capturing all of this
3 public input in a manner in which it can be presented
4 back to the board, summarizing the general themes and
5 trends. Then we would move into the selection of a master
6 planning consultant that has expertise in turning
7 projects or properties like this into a master plan long
8 term. The goal would be to ensure that we attract
9 competent and qualified experts that could be from around
10 the world. We believe that this property and this
11 opportunity would attract the best and the brightest
12 minds, and that's what we'd be looking for in a partner.
13 They would have the benefit of taking the public input
14 that was captured through this initial process and
15 helping shape the design and overall outreach effort.

16 Once a master plan was developed, we would go
17 through the environmental process through the state of
18 California, developing a project plan and a draft EIR in
19 compliance with CEQA. Of course, we know that during
20 CEQA, there is also a very robust public outreach and
21 input process as well. The public would be given the
22 opportunity yet again to participate in this process to
23 ensure that whatever the master plan consultant came up
24 with was a subject of fierce and robust dialogue and

1 debate over the course of the next several years. The
2 final EIR would be presented to the board for approval.
3 That would represent the project in earnest.

4 Finally, the last step in this process would be
5 working with the Coastal Commission to capture their
6 approval after reviewing the process. We would envision,
7 and I think those of us that have worked with the Coastal
8 Commission understand, that meeting with them on a
9 regular and frequent basis upfront would be important
10 too. We recognize the sensitive nature of the land and
11 want to make sure that the Coastal Commission is involved
12 all along the way, knowing full well that they have the
13 final decision-making authority as it goes before their
14 commission for review.

15 So, next steps in this process, as I mentioned, were
16 to finalize the overall public engagement approach. I
17 believe we'll talk about it coming back to the board
18 later this fall, and we would get all of the visioning
19 board artwork finalized and the engagement process, which
20 is coming upon us soon for the fair, but take advantage
21 of all those eyeballs and that input that we can take.
22 Then we would initiate that process with the opening of
23 the fair on June 12th. That's the summary of my
24 presentation, and I'm happy to answer any questions that

1 the board might have.

2 PRESIDENT FREDERICK SCHENK: Thank you Chris. Are
3 there any questions to staff, Director Blair?

4 MR. BLAIR: My question is to Chris. Oh Chris, that
5 Chris. Phil Blair here. Um, how do you sort of manage
6 expectations when you have a booth and people walk in and
7 you say some version of, "What do you want to see happen
8 over the next 20 years at the fairgrounds?" I mean, how
9 do you sort of avoid just out-of-the-sky blue ideas?

10 MR. WAHL: Yeah, no, it's great, right? Like, I
11 completely understand what you're asking, and that's a
12 good question. And the answer to that is to ensure that
13 the people that are managing the booth are well-trained
14 and skilled. I didn't mention that, so thank you for
15 bringing that up. But we do want to narrow down to the
16 reality of what it is that people are contemplating. We
17 want to give them a sense of what some of the ideas could
18 be. There'll be conversation starters as part of that
19 interactive dialogue. For those that go to the website
20 through the QR code, there'll be an introductory
21 paragraph and explanation about what we're talking about
22 with some context so that they can provide good feedback
23 that is within a box, as you say, and not just everything
24 under the sun.

1 MR. BLAIR: Thank you.

2 PRESIDENT FREDERICK SCHENK: Thank you. Any other
3 questions from my left to my right to staff?

4 Director Arabo, I don't see anybody before you so
5 I'm assuming nobody else -- go for it.

6 MR. ARABO: Hi Chris, this is Mark, got a question.

7 For the data, are we doing -- for those who don't
8 want to walk up to the booth but have ideas, how do we
9 capture that? Is it like a bar code on a ticket or is it
10 other means? If someone has really good input from the
11 public but doesn't have time to go to the booth or
12 doesn't want to give the data there without being in a
13 back-and-forth with staff. And then, for the data, is it
14 more qualitative or more quantitative? Because I think
15 for me, the question is: How do we get the most raw data
16 from the public but systematically? Is it a survey? Is it
17 open-ended questions? My mindset is more thinking about
18 how we're going to gather the data and what questions
19 we're going to ask and how we systemize it, as opposed to
20 just a conversation.

21 MR. WAHL: Yeah, really, really good question. And we
22 have found over time, and I'm going to answer both your
23 questions, but just a preface first: we found over time
24 that some people do prefer different ways of engaging,

1 like you're suggesting. Some people are shy; some people
2 don't like to engage in conversations. Some people would
3 prefer to go online. In fact, more and more people these
4 days decide to go online. The way that we are going to
5 capture the data for those that are not necessarily
6 interested in having a one-on-one or a two-on-one kind of
7 conversation at the fair is providing those QR codes.
8 They'll be on the poster boards located around the fair,
9 as well as the main vision board location, where they
10 have the opportunity to just capture a quick screenshot.
11 Then they can take a simple survey online with their
12 mobile device, and they can also do it at home on their
13 laptop or their computer screen because it'll be
14 advertised on the district's website too.

15 As it relates to your second question on data, we
16 envision a situation of having both qualitative and
17 quantitative analysis to ensure that we are capturing
18 this important site and its future. It's so important
19 that I wouldn't want to or recommend relying on either
20 just qualitative or quantitative. This is qualitative
21 data that we would capture through the fairground
22 visioning wall, but we are also talking about the
23 possibility of doing quantitative analysis through a
24 countywide survey engagement to ensure that we are

1 statistically valid in terms of what we're getting
2 from a regional perspective as well. We see the
3 combination of that information being presented back
4 to the board prior to selecting the master plan
5 consultant.

6 VICE PRESIDENT MICHAEL GELFAND: Can I add to that?

7 PRESIDENT FREDERICK SCHENK: Sure.

8 VICE PRESIDENT MICHAEL GELFAND: The goal really is
9 to get as much input as possible through multiple means.
10 So, aside from just what we would provide at the
11 fairground through direct in-person or through a web
12 connection to a website or whatever, there will be public
13 forums where the public is invited to offer comments.
14 It'll be an iterative process where there will be
15 multiple opportunities for the public to get involved and
16 state their interests and preferences. So, there'll be
17 multiple ways, not only the general public but going to
18 all the cities and the county and nonprofit groups. I
19 mean, this will really be extensive. And then, what Chris
20 mentioned in terms of an actual formal survey where
21 you'll get actual quantitative data, that's just an
22 additional component. But for the --

23 MR. ARABO: Is it possible to put them on, I mean,
24 every time you give someone a ticket, that's a touch of

1 someone that wants it? I know restaurants, folks do it.
2 Are they able to put the QR code, the quantitative data,
3 because I think that's really the data people, you know,
4 it's black or white, it's quantitative. Qualitative is
5 very important too, we talk. Are they able to put the
6 survey on every ticket that they get or a takeaway,
7 Someone drives home, they love the fair, they've been
8 here all the time, and they're at home, and then they
9 say, you know what, there's a survey on my ticket, let me
10 take it. Are we engaging through the tickets at all to
11 gather the data, at least?

12 MS. MOORE: I just want to caution us that we don't
13 have a motion yet, this is clarification practices.

14 PRESIDENT FREDERICK SCHENK: This is for
15 clarification.

16 MS. MOORE: Well, in just in terms, because I think
17 the resolution that you'll be voting on speaks to there's
18 going to be a variety of things, and some of this is like
19 we aren't into the specificity of all that. Please keep
20 in mind that a lot of people, we don't have tickets and
21 we don't do printed items, but we do have ways of, as we
22 have talked before, of contacting our database. People
23 are buying tickets online and things like that to provide
24 those, and yes, all of that will be taken into account

1 for as we're embarking on this outreach and engagement
2 process. So, there will be multiple ways to capture
3 information and engage with folks.

4 PRESIDENT FREDERICK SCHENK: All right. Any other
5 questions to staff for clarification purposes? Joyce.

6 MS. ROWLAND: So, one of the things we also have is
7 we have data from the past because we've engaged with the
8 public in the past. Is that going to be available as
9 well? I didn't hear it mentioned.

10 MS. MOORE: Yes, it will. And I think, in terms of
11 the resolution, we'll be bringing back some guiding
12 principles later, more guiding principles later this
13 summer, as we, you know, this is just a kickoff today to
14 this process, to embarking upon it. And then we'll come
15 back with more guiding principles, which will include, as
16 we've discussed before, information from our past that
17 we've gathered as well. We're not letting go of any of
18 it.

19 MS. ROWLAND: Thank you.

20 PRESIDENT FREDERICK SCHENK: All right, so any other
21 questions for clarification to the staff? All right,
22 hearing none, we'll invite public comment. Anyone sitting
23 here who would like to speak on this particular topic,
24 please come up to the podium. You can queue up if you'd

1 like, make it faster.

2 MS. DEMARCO: Okay, great. Laura DeMarco, what I
3 would like to encourage you to do is any member of the
4 public that comes to any of your three, as you deem them,
5 campuses—whether it's the fairgrounds, horse park, or the
6 other one across the street—should be eligible for that
7 survey. Thank you.

8 PRESIDENT FREDERICK SCHENK: Thank you for the
9 comments. Any other in person?

10 All right. I do see that you, Martha Sullivan, have
11 requested an opportunity to speak to the board on this
12 subject, so you have your two minutes.

13 MS. SULLIVAN: Hello, this is Martha Sullivan again,
14 and before I make my comment, I just want to remind
15 everyone to please be sure your mic is on because
16 sometimes the sound is not consistent.

17 So, I'm very encouraged to see this intention
18 spelled out in the draft resolution. I would like to urge
19 the board to include in the resolution, section one,
20 paragraph, that you should include Animal Advocates among
21 the examples of parties in the community input process.
22 The commercial use of animals permeates the 22nd DAA's
23 activities from the county fair to the Del Mar horse
24 races to the horse shows and contracted events such as

1 dog, cat, and reptile shows. California has been a
2 trailblazer in voter initiatives to improve the welfare
3 of animals used for commercial purposes over the past 15
4 years. As a California state agency, this large and
5 growing perspective must be acknowledged along with the
6 other examples of parties to be consulted by the 22nd
7 DAA. Thank you.

8 PRESIDENT FREDERICK SCHENK: Thank you. Is there
9 anyone else who would like to address the board on this
10 subject?

11 All right. Hearing none. I will send it back to
12 Director Gelfand to entertain a motion either as is or
13 revised.

14 VICE PRESIDENT MICHAEL GELFAND: The committee's
15 discussion resulted in the draft resolution included on
16 pages 76 and 77 for the board's consideration, outlining
17 the district's next steps on the master plan initiative.
18 Before I actually make the motion in regards to Martha
19 Sullivan's comment, I think as we get into guiding
20 principles, that would be an appropriate time to address
21 that. So with that, I move that the board adopt the
22 resolution as presented in the meeting packet on pages 76
23 through 77 in support of a robust community input process
24 and related actions to guide the master site plan

1 initiative.

2 PRESIDENT FREDERICK SCHENK: Motion has been made. Is
3 there a second.

4 MR. MOSIER: Second.

5 PRESIDENT FREDERICK SCHENK: Second by Director
6 Mosier. Any further discussion? This is the time for that
7 between the Board. I'll start from my far left.

8 MR. BLAIR: No.

9 PRESIDENT FREDERICK SCHENK: No. Director Nejabat or
10 director.

11 MS. MEAD: I want to, first of all, appreciate the
12 work of the strategic planning committee, but I want to
13 share that I'm not supportive of this motion and this
14 action. I'm absolutely supportive of community input,
15 which we have had multiple times since this first
16 started. I really appreciate your question, Joyce, about
17 whether we should consider information that we've already
18 received, and that's fabulous. We should re-look at the
19 consideration of information we received.

20 I think if we looked at the information we've
21 received, it is already so big, so broad, that we would
22 probably be unable to characterize all of the categories
23 that would allow us time to debate what to do with the
24 fairgrounds, and we've not ever taken that step. The

1 process stopped because of COVID, and I think this is an
2 unnecessary time and unnecessary expense. We have so much
3 information that, as a board, we could gather succinctly,
4 put together, and begin to review, and then begin to at
5 least take an advanced motion.

6 This is going to further delay any activity that we
7 would have to make decisions about the space, where we're
8 going to go on to the fairgrounds, and hire somebody to
9 help us with the master plan. So I just can't see-this
10 has nothing to do with not gathering community input-it
11 is a continuation of input on top of input when we
12 haven't done anything with what we've had already.

13 PRESIDENT FREDERICK SCHENK: Thank you.

14 Director Rowland.

15 MS. MEAD: I can ask a question now of Mr. Gelfand,
16 because he chairs the committee. Mr. Gelfand, you said
17 earlier in your comments that what we want to do is
18 gather as much information as possible, and I guess my
19 question is, why? Because having as much information as
20 possible just puts us in a position of trying to figure
21 out how to categorize that information and then determine
22 what we're not going to do. So, I'm struggling with why
23 having more information is going to help us with this
24 process.

1 VICE PRESIDENT MICHAEL GELFAND: This master plan, if
2 it ever comes to fruition, will have impacts that will
3 last a hundred years. I don't think that the amount of
4 input that we've received from the public so far even
5 begins to reflect the feelings of people throughout the
6 county. I don't think there's been near enough community
7 outreach to really give us a sense of what people want
8 during the next hundred years. I've personally been very
9 involved in a couple of different master planning efforts
10 in San Diego County, primarily in 1997, 1994, and now
11 currently. They're actually debating the Mission B master
12 plan today as we speak, which is why I keep dropping out
13 of the room-I apologize for that. One thing I can tell
14 you is, the more community input, the better. If not, you
15 get further down the line, and people feel like they just
16 haven't been heard and that the planning is going off in
17 wrong directions.

18 So, we want as much buy-in from community members,
19 the general public, public officials, nonprofit groups,
20 vendors who are already involved, and everybody who has
21 anything to do with the fairgrounds. We want as much
22 input as we can get from all of them as we move forward
23 with a design that will hopefully be win-win for
24 everyone. To me, investing a year in community outreach

1 from this point forward is nothing when you're talking
2 about a hundred years.

3 PRESIDENT FREDERICK SCHENK: Thank you. Any other?
4 Director Rowland.

5 MS. ROWLAND: A little bit as a follow-up to that, I
6 would just also say that the five years or so that have
7 come between the last collection of community input and
8 now have been a very significant time. I'm not confident
9 that what people thought and would have said four or five
10 years ago will be entirely reflective of a hundred-year
11 view of the fairgrounds going forward. So, I think that
12 at a minimum, there's a need for a high level of
13 refreshing of the data. Another aspect of it is that,
14 frankly, I think the approach that's contemplated here,
15 both in terms of accessing qualitative and quantitative
16 information, will be done at an even more professional
17 level, and I think that is really important. In order to
18 analyze the data and make anything of it, it just needs
19 to be collected in a different way.

20 I'm very hopeful-confident, actually-that this will
21 be part of what we accomplish. I agree that taking the
22 time to do that, making the community feel confident that
23 it has been done adequately and well, and ensuring it is
24 reflective of current realities, is really essential.

1 PRESIDENT FREDERICK SCHENK: Thank you.

2 Director Barkett.

3 MS. BARKETT: Yes, thank you. I actually concur with
4 Director Rowland. Times have definitely changed, and I
5 actually chaired strategic planning way back when, and
6 we're in a whole different ball game. When you look at
7 just what we've gone through, I agree. I wonder if our
8 participants would even say the same thing. The world has
9 changed, and we have many more things to discuss and
10 think about with our strategic plan than we ever have.

11 Back in the day when I was chairing it, it was
12 mainly more local. We didn't really get a lot of San
13 Diego County in total coming in. Here, we have a chance.
14 We have new methods. I think it's great we're going to an
15 outside group instead of trying to do it ourselves. We
16 will definitely look back, but I can guarantee it's not
17 going to be the same as what we heard before. So, I'm in
18 favor.

19 PRESIDENT FREDERICK SCHENK: Thank you.

20 Director Mosier.

21 MR. MOSIER: I think it's well worth doing a very
22 professional job with this and reaching out to all of the
23 county. I think we haven't had input, as I look back,
24 from a lot of constituents. We had some gun show

1 advocates who were very outspoken, but I think that's not
2 representative of the whole county. I think this outreach
3 effort will really help our whole operation be more
4 apparent to a lot of constituents in other parts of the
5 county who haven't been paying attention and maybe will
6 pay more attention to our events beyond the fair.

7 So, I'm really in favor of doing this in a very
8 professional way, gathering the data, and seeing where it
9 leads us. Reflecting on what we've heard so far, it's
10 like a typical short-term survey where people who love
11 the fair respond, people who hate the fair respond, and
12 the vast majority in the middle don't say anything. So, I
13 think it's well worth doing the outreach.

14 PRESIDENT FREDERICK SCHENK: Thank you.

15 Director Arabo.

16 MR. ARABO: I agree with the fellow directors, but I
17 also see Director Mead's point about there being data we
18 should look at. Maybe that can formulate some type of
19 questioning for the survey. I always think more data is
20 better than less, and more public input is always much
21 better than less.

22 If there's a way, I encourage more quantitative data
23 rather than qualitative, and reaching as many people as
24 possible so we get the views of the vast majority, not

1 just those who hate or love the fair and the master site.
2 The survey questions are going to be important, and I
3 encourage that it's very important how you ask a question
4 and what you ask, to really get an objective feel of what
5 the public really wants. So, I really encourage a lot of
6 objectivity, using thorough market research, doing it the
7 right way, and push for quantitative data.

8 PRESIDENT FREDERICK SCHENK: Thank you. So, I
9 appreciate that the goal is a 100-year view. I'd be happy
10 with a 10 to 15-year, quite honestly [Laughter]. So, I'll
11 take that, and those who are around 100 years from now
12 may look back and laugh at the minutes that we've created
13 today.

14 MS. ROWLAND: But their head will be above water.
15 Guarantee you that.

16 PRESIDENT FREDERICK SCHENK: Director, one last
17 comment -- if we all went around and you got to hear
18 everybody else.

19 MR. BLAIR: Using that one year for this process,
20 that sounds like a long time. And can we keep moving in
21 another path while this goes on, so this happens during
22 our lifetime?

23 VICE PRESIDENT MICHAEL GELFAND: First of all, I
24 responded earlier, I haven't made my own comments.

1 PRESIDENT FREDERICK SCHENK: You're right. You're
2 right.

3 VICE PRESIDENT MICHAEL GELFAND: In response to your
4 question, I really have no idea what the time estimate is
5 for this phase. It's probably less than a year. Maybe
6 Chris can address it. But this whole process, where we're
7 gathering input and then we are actually starting out
8 with the design of principles that will guide the
9 process, we'll then do the outreach process, which will
10 be extensive, and then we'll start as a board figuring
11 out the actual priorities of what we'd actually like to
12 see.

13 Then we'll go through a process of bringing in
14 master planner architects who could design the thing, and
15 that's a whole process. So that's way beyond a year from
16 then. Maybe Chris can address the short-term question of
17 just the community outreach process and how long you
18 think that might take. Chris?

19 MR. RIVERA: Oops. He's muted.

20 MR. WAHL: Sorry about that. Thank you.

21 I hear what Director Kath is saying, and yes, I do
22 think we can move pretty quickly. We're here today
23 discussing the start of this process. We have several
24 steps, and as I mentioned and I think Carlene mentioned,

1 it would be coming back to the board in August or
2 September. At that point, I think we could lay out a
3 pretty detailed timeline of next steps, but I would
4 envision that we would be done with the initial community
5 outreach well within a year time frame.

6 PRESIDENT FREDERICK SCHENK: Thank you. Now, Director
7 Gelfand, would you like to finish up with the comments
8 since you are the activity chair?

9 VICE PRESIDENT MICHAEL GELFAND: Okay. I think, and
10 it's sort of been talked about, the process to date has
11 gotten some limited input from people who are directly
12 involved with the fair, either love it, hate it, or
13 whatever. I don't think that we have gotten input from
14 people who don't care about the fair, and I want input
15 from those people.

16 There are things that they may want to see happen
17 here that nobody's ever thought about before, and we're
18 serving the entire county. That's why this process goes
19 out to every city council in the county, to the county
20 itself, to nonprofit groups, to elected officials, and to
21 an extensive array of people who might not otherwise pay
22 attention to the fairgrounds. So, I think it's a crucial
23 process, the outreach portion of it, but the whole
24 process that we've laid out. With that, I obviously

1 support the motion.

2 PRESIDENT FREDERICK SCHENK: I'll entertain a motion.

3 VICE PRESIDENT MICHAEL GELFAND: I think I made the
4 motion, do you have a second?

5 PRESIDENT FREDERICK SCHENK: And we've had our
6 discussion very well. It's been a while. We'll take a
7 vote.

8 MS. O'LEARY: President Schenk.

9 PRESIDENT FREDERICK SCHENK: Aye.

10 MS. O'LEARY: Vice President Gelfand.

11 VICE PRESIDENT MICHAEL GELFAND: Aye.

12 MS. O'LEARY: Vice President Rowland.

13 MS. ROWLAND: Aye.

14 MS. O'LEARY: Director Arabo.

15 MR. ARABO: Aye.

16 MS. O'LEARY: Director Barkett.

17 MS. BARKETT: Aye.

18 MS. O'LEARY: Director Blair.

19 MR. BLAIR: Aye.

20 MS. O'LEARY: Director Mead.

21 MS. MEAD: Nay.

22 MS. O'LEARY: Director Mosier.

23 MR. MOSIER: Aye.

24 MS. O'LEARY: Director Nejabat.

1 MR. NEJABAT: Aye.

2 PRESIDENT FREDERICK SCHENK: All right, the motion
3 carries with a vote of 8 to 1. Thank you all for
4 your -- you know what, this was a resolution to support
5 robust community input. Well, I think we had a robust
6 discussion, so thank you all for your input on this.

7 All right, the motion carries. Next, we'll turn to
8 the Audit and Governance Committee Report.

9 Director Nejabat.

10 MR. NEJABAT: Thank you. The committee has several
11 items for the board's consideration today, starting with
12 the 2022 audit report, which starts on page 78 of the
13 board packet. As you'll recall, LSL CPAs came to us as
14 the result of a competitive solicitation for audit
15 services in late 2021. They have been our auditor of
16 record for financial years 2020, 2021, and now 2022. LSL
17 CPAs and our internal accounting team have been
18 diligently working to complete our audits so that we are
19 caught up by the end of the year.

20 As a reminder, unlike most other contracted
21 services, the auditors work for the board to ensure the
22 integrity of financial information and protection of the
23 district's financial assets. While the district's
24 accounting team works with the auditors and provides

1 requested information to facilitate the audit process,
2 the committee also meets with the auditors independent of
3 district employees. With that being said, we're joined
4 today by Adam Odom, CPA, a partner in LSL's Audit and
5 Assurance Department, to walk the board through the
6 highlights of the 2022 audit report.

7 MR. ODOM: Yes. Good afternoon, everyone. Can you
8 guys hear me okay?

9 PRESIDENT FREDERICK SCHENK: Yes.

10 MR. ODOM: Yes, good afternoon everyone. Can you all
11 hear me okay? Yes, great.

12 As was mentioned, the audit was just recently
13 completed. We finished the audit of 2022 and will soon
14 be getting into 2023, so we will finally be up to date
15 on the audits, which is great news. The biggest part
16 of the audit is, of course, the opinion letter. I
17 don't have the actual page number in front of me on
18 the audit report, but it can be found on page --

19 VICE PRESIDENT MICHAEL GELFAND: Eighty-one.

20 MR. ODOM: The independent auditors' report
21 determines whether the financial statements are fairly
22 presented in all material respects. I'm happy to announce
23 that the financials were indeed fairly presented in all
24 material respects, which is what we call an unmodified

1 opinion, the best opinion you can get for an audit.

2 We went in-depth with the Audit and Governance
3 Committee on the actual financial statements, and
4 everything went well there. If you have any questions,
5 I'm open to any questions you may have.

6 PRESIDENT FREDERICK SCHENK: Well, thank you.

7 Is there anything further before we invite questions
8 from the board?

9 All right, so this would be an appropriate time for
10 questions or clarification from the board to staff or to
11 Adam, starting with Director Blair.

12 VICE PRESIDENT MICHAEL GELFAND: Is that before
13 public comment?

14 PRESIDENT FREDERICK SCHENK: No.

15 Yes, this is just for clarification. We haven't had
16 a-- yeah, we're not ready for the motion. I'll stall for
17 time here. Director Mead, any questions or
18 clarification?

19 MS. MEAD: No questions. Thank you.

20 PRESIDENT FREDERICK SCHENK: Thank you.

21 Director Rowland.

22 MS. ROWLAND: No clarification questions.

23 PRESIDENT FREDERICK SCHENK: Okay, working my way
24 around the horseshoe.

1 Director Gelfand.

2 VICE PRESIDENT MICHAEL GELFAND: No.

3 MS. BARKETT: No clarification.

4 PRESIDENT FREDERICK SCHENK: From the far side. No
5 your --

6 All right. Well, that's refreshing. [Laughter].

7 MR. ODOM: I'm really surprised in accounting that
8 this isn't near as exciting as the strategic planning
9 committee meeting, right.

10 PRESIDENT FREDERICK SCHENK: So, we will take
11 comments from the public on this particular action item.
12 Is there anyone physically present who would like to
13 speak to the 2022 audit report action item?

14 All right. Ms. Sullivan, you have indicated a
15 request to speak to item 5B.1. Now would be your time.

16 MS. SULLIVAN: Yes, thank you.

17 Sure, this is Martha Sullivan. I note on page 16 of
18 the audit report, which I think is page 96 of the board
19 packet, there is a GASB statement number 94,
20 "Public-Private and Public-Public Partnership," which
21 seems to be a very relevant GASB policy for this
22 district, this agency, which went into effect on June 15,
23 2022. But, quote, "management has not yet determined its
24 effect on the district's financial statements." This GASB

1 statement was not included in the time extensions listed
2 on the next page under GASB statement number 95.

3 I also secondarily want to point out that the
4 long-term debt owed by the 22nd DAA to Premier for the
5 development of the sound should be included in Note S,
6 "Long-Term Debt," in this audit report on page 21, or
7 page 101 of the board packet, as it has been in the
8 district financial statements and as it is in the audit
9 supplement on page 45, or page 125 of the board packet,
10 labeled as "Long-Term Liability." That's the end of my
11 comment. Thank you.

12 PRESIDENT FREDERICK SCHENK: Thank you very much. Is
13 there anyone else who wishes to address the board with
14 regard to the 2022 audit report?

15 Any members of the public?

16 All right. Neither seeing nor hearing anyone.

17 Director Nejabat.

18 MR. NEJABAT: With that being said, I move to accept
19 the 2022 Independent Auditors' Report as presented in the
20 meeting packet on pages 78 through 126.

21 PRESIDENT FREDERICK SCHENK: Motion as has been made.
22 Is there a second?

23 MS. BARKETT: Second.

24 PRESIDENT FREDERICK SCHENK: Director Barkett has

1 seconded.

2 Any further discussion amongst the board?

3 Hearing none.

4 We'll take a vote.

5 MS. O'LEARY: President Schenk.

6 PRESIDENT FREDERICK SCHENK: Aye.

7 MS. O'LEARY: Vice President Gelfand.

8 VICE PRESIDENT MICHAEL GELFAND: Aye.

9 MS. O'LEARY: Vice President Rowland.

10 MS. ROWLAND: Aye.

11 MS. O'LEARY: Director Arabo.

12 MR. ARABO: Aye.

13 MS. O'LEARY: Director Barkett.

14 MS. BARKETT: Aye.

15 MS. O'LEARY: Director Blair.

16 MR. BLAIR: Aye.

17 MS. O'LEARY: Director Mead.

18 MS. MEAD: Aye.

19 MS. O'LEARY: Director Mosier.

20 MR. MOSIER: Aye.

21 MS. O'LEARY: Director Nejabat.

22 MR. NEJABAT: Aye.

23 PRESIDENT FREDERICK SCHENK: The motion carries

24 unanimately. We will move on to action item 5B.2.

1 Director Nejabat.

2 MR. NEJABAT: The committee report on the new
3 policies 4.01 Public Records Act Request and 4.02 Records
4 Management and amended policy 3.01 Board Composition and
5 Officers can be found starting on page 127 of your
6 packet, followed by the redline and clean versions of
7 each proposed policy. As a reminder, we embarked on this
8 comprehensive process to review, revise, and develop
9 policies for the organization last year. As part of that
10 approach, we cast a wide net to capture best management
11 practices, mandatory requirements, and examples from
12 other public entities, to name a few, for consideration
13 during each policy's development or review.

14 The policies presented in Item 5B.2 for approval
15 today are new policies that were built using that
16 methodology and are consistent with other public
17 entities, including for records management and retention.
18 To be clear, under California law, the district has an
19 affirmative obligation to preserve evidence when
20 litigation is pending or probable, when the district is
21 aware of the pending or probable litigation, and when the
22 district knows of the relevance of the evidence to the
23 litigation.

24 This duty requires us to preserve records and

1 electronically stored information under these
2 circumstances, even where the records retention policy
3 would permit otherwise, and we will, of course, comply
4 with the law. Additionally, in the event a record is
5 retained beyond the disposition date, we will comply with
6 the Public Records Act by providing the record.

7 PRESIDENT FREDERICK SCHENK: Thank you, Director
8 Nejabat.

9 So, this is an action item. Are there any questions
10 for clarification to staff from the board, starting with
11 Director Blair.

12 MR. BLAIR: None.

13 PRESIDENT FREDERICK SCHENK: Okay. Working our way
14 around the horseshoe here.

15 Director Mead.

16 MS. MEAD: None.

17 MS. ROWLAND: I previously provided input, so I have
18 no more.

19 PRESIDENT FREDERICK SCHENK: I know, and I greatly
20 appreciate hearing that. Director Gelfand, would you like
21 to comment or ask any questions for clarification?

22 VICE PRESIDENT MICHAEL GELFAND: No.

23 MS. BARKETT: No questions.

24 MR. MOSIER: Thank you. The one clarification I would

1 have is, is that in the redline version, there are some
2 grammatical errors which are corrected later on, so they
3 are not in agreement.

4 PRESIDENT FREDERICK SCHENK: I appreciate the
5 wordsmithing; it's one of my pet peeves.

6 Mark.

7 MR. ARABO: None.

8 PRESIDENT FREDERICK SCHENK: All right, since this is
9 an action item, we will invite the public to comment. Is
10 there anyone who is physically present that would like to
11 address the board with regard to action item 5B.2?

12 Seeing none.

13 Director Sullivan -- I mean, maybe one day. Well,
14 you're sort of like an honorary director, right, Ms.
15 Sullivan? If you would like to grab our attention for the
16 next two minutes.

17 MS. SULLIVAN: I don't have anything, but I
18 appreciate your levity. Thank you.

19 PRESIDENT FREDERICK SCHENK: Well, you know what, I
20 appreciate your acceptance of it in good faith. You're
21 always welcome to come and visit with us in person if
22 you'd like to do that. We always welcome you here as
23 well.

24 All right, no other public comment?

1 MR. RIVERA: Jane Cartmill just raised her hand.

2 PRESIDENT FREDERICK SCHENK: Yes, I'm sorry I didn't
3 see you there. Please go right ahead, Jane. You have our
4 attention.

5 MS. CARTMILL: I don't have a comment. I just can no
6 longer hear the proceedings. I wondered if there's a
7 problem with the audio.

8 PRESIDENT FREDERICK SCHENK: Oh, I'm so sorry. We are
9 on Item 5B.2, the Audit and Governance Committee report.
10 We are about to consider a motion and vote to approve the
11 policies recommended: 4.01 Public Records Act.

12 MS. CARTMILL: I'm still unable to hear anything. I
13 guess I will call back in.

14 MS. O'LEARY: She can. Yeah, she's --

15 MR. CAPLAN: Director Schenk, this is Josh Caplan. I
16 can hear everything just fine, and I'm on Zoom.

17 PRESIDENT FREDERICK SCHENK: Okay, well, I appreciate
18 hearing that at least some members of the Zoom world are
19 able to hear us and see us.

20 MS. MEAD: She's going to call back. Yeah, okay.

21 MS. MOORE: So, Josh, if you could just please
22 clarify -- as long as the public is still able to hear
23 us, it may be an issue that an individual is having, but
24 we can continue with the meeting, correct?

1 MR. CAPLAN: Yes, you can.

2 PRESIDENT FREDERICK SCHENK: All right. We're at a
3 place where I will entertain a motion for approval.

4 MR. NEJABAT: So, I move to approve the new policies
5 as reviewed and recommended by the Audit and Governance
6 Committee: 4.01 Public Records Act Requests and 4.02
7 Records Management, as included in the meeting packet on
8 pages 130 through 137.

9 PRESIDENT FREDERICK SCHENK: Thank you, Director
10 Nejabat. There's been a motion made. Is there a second?

11 MR. ARABO: I'll second.

12 PRESIDENT FREDERICK SCHENK: Director Arabo has
13 seconded. Now, any discussion amongst the board? Anyone
14 from my left?

15 Oh, that's good. Director Arabo, I'm sorry. I need
16 to listen to my own admonishments, don't I?

17 [Laughter]

18 Yeah, before this, and court reporters tell me that
19 all the time when I'm in court too, so you're not the
20 first. All right. Anyway, any other discussion, Director
21 Mead?

22 MS. MEAD: No.

23 PRESIDENT FREDERICK SCHENK: Okay. Working my way
24 around to the right of the horseshoe. We'll take a vote.

1 MS. O'LEARY: President Schenk.
2 PRESIDENT FREDERICK SCHENK: Aye.
3 MS. O'LEARY: Vice President Gelfand.
4 VICE PRESIDENT MICHAEL GELFAND: Aye.
5 MS. O'LEARY: Vice President Rowland.
6 MS. ROWLAND: Aye.
7 MS. O'LEARY: Director Arabo.
8 MR. ARABO: Aye.
9 MS. O'LEARY: Director Barkett.
10 MS. BARKETT: Aye.
11 MS. O'LEARY: Director Blair.
12 MR. BLAIR: Aye.
13 MS. O'LEARY: Director Mead.
14 MS. MEAD: Aye.
15 MS. O'LEARY: Director Mosier.
16 MR. MOSIER: Aye.
17 MS. O'LEARY: Director Nejabat.
18 MR. NEJABAT: Aye.
19 PRESIDENT FREDERICK SCHENK: Director Nejabat, you're
20 on a run here. We're moving on to 5B.3, consideration and
21 vote to amend policy 3.01, Board Composition and
22 Officers.
23 MR. NEJABAT: Last one. Yes, I move to amend policy
24 3.01, Board Composition and Officers, to clarify item H,

1 that only the board chair may delegate the authority to
2 speak for the district to another board member, as
3 included in the meeting packet.

4 PRESIDENT FREDERICK SCHENK: Is there any question or
5 comment to staff?

6 Seeing none.

7 Is there anybody physically present who would like
8 to address the board?

9 Seeing none.

10 Ms. Sullivan, is this a topic on which you would
11 like to address the board? We're on 5B.3.

12 MS. SULLIVAN: No, thank you.

13 PRESIDENT FREDERICK SCHENK: All right, you are
14 passing. Ms. Cartmill, are you with us?

15 I'm asking not just if you would like to speak but I
16 would like to know if you are back on.

17 MS. BARKETT: No, she just went off.

18 PRESIDENT FREDERICK SCHENK: She went off.

19 MR. RIVERA: She's back. I just put in her in the
20 meeting. Oh, there she's back in again.

21 PRESIDENT FREDERICK SCHENK: All right.

22 Ms. Cartmill, would you like to address the board on
23 this action item? We're on number 5B.3, to amend policy
24 3.01 regarding board composition and officers and who may

1 speak for the board. Would you like to speak to that?

2 MS. CARTMILL: No, thank you. I don't have a comment.

3 PRESIDENT FREDERICK SCHENK: Okay, we'll entertain a
4 motion.

5 MS. MEAD: We have a motion.

6 PRESIDENT FREDERICK SCHENK: Oh, this -- we need - I
7 need a second.

8 MR. BLAIR: Second.

9 PRESIDENT FREDERICK SCHENK: All right. Any
10 discussion -- further discussion about this?

11 Hearing none.

12 MR. ARABO: I have a comment. I think more from the
13 last meeting. I'm assuming this is in general for a
14 spokesperson or spokeswoman when the chair delegates
15 someone to speak on behalf of the board. The reason why
16 I'm speaking is about the affordable housing issue. The
17 first time I saw it, how I read it in the media, was that
18 61 units had been approved by the board. Then, at the
19 last meeting, I was happy that we clarified this was just
20 a study.

21 So, I just want to make sure that if anyone speaks,
22 if someone misspeaks, they are very cognizant of that
23 because sometimes people in the media will run with a
24 statement and announce something that the board has not

1 approved. The housing issue is a really good example. The
2 board at the time approved entering into a study -- not a
3 yes, not a no, just a study. But what was reported at the
4 time was that the fairgrounds were looking to build 61
5 units on the property, which was not true at that point.

6 PRESIDENT FREDERICK SCHENK: Right.

7 MR. ARABO: So just be mindful of that, of whoever
8 speaks, whoever the board chair decides, because that was
9 the message that was reporting out there, and I know we
10 can't control that.

11 PRESIDENT FREDERICK SCHENK: Well, that's why we
12 clarify it.

13 MR. ARABO: But as long as we, like, hammer home,
14 especially on big issues like that, like a master site.

15 MS. MOORE: So, in terms of that, unfortunately, it
16 is a matter of reporting, not actually the message that
17 had it been the board chair or even the director who
18 shared it. One thing that we do work on is having the
19 talking points so that there is consistency and support
20 for what the board actually did. When we have
21 opportunities to correct it, we seek those out.

22 Unfortunately, when it comes to many of these items,
23 as we all experience, they are often misrepresented in
24 the news. I just encourage you, as board members, if you

1 ever have a question about that, please reach out so we
2 can provide you with clarification and the statements
3 that are provided to the media in those situations.

4 PRESIDENT FREDERICK SCHENK: And, Director Arabo, we
5 try to make that message clear, whether it's major or
6 otherwise, but there's also spin and bent. Some reporters
7 have a certain bent and wish to spin it in a certain way,
8 and there may be some corroborative information coming
9 from others outside, and those are things about which we
10 have little or no control. But I appreciate your
11 observation and share that concern.

12 All right, any other comments or discussion before
13 we take a vote?

14 MS. O'LEARY: President Schenk.

15 PRESIDENT FREDERICK SCHENK: Abstained.

16 MS. O'LEARY: Vice President Gelfand.

17 VICE PRESIDENT MICHAEL GELFAND: Aye.

18 MS. O'LEARY: Vice President Rowland.

19 MS. ROWLAND: Aye.

20 MS. O'LEARY: Director Arabo.

21 MR. ARABO: Aye.

22 MS. O'LEARY: Director Barkett.

23 MS. BARKETT: Aye.

24 MS. O'LEARY: Director Blair.

1 MR. BLAIR: Aye.

2 MS. O'LEARY: Director Mead.

3 MS. MEAD: Aye.

4 MS. O'LEARY: Director Mosier.

5 MR. MOSIER: Aye.

6 MS. O'LEARY: Director Nejabat.

7 MR. NEJABAT: Aye.

8 PRESIDENT FREDERICK SCHENK: The vote carries with 8 votes
9 aye, and I abstained because I view this as being about me in
10 some ways, so I chose not to vote. All right, thank you. And
11 Director Nejabat, thank you for all those reports.

12 We're going to move on to DMTC Liaison Committee and
13 Director Arabo.

14 MR. ARABO: Thank you, Chairman. As
15 typical each May, since it's the last scheduled board
16 meeting before the fair and summer horse races, the
17 committee met with DMTC to review their plans for the
18 summer race meet. This will be the 85th summer racing
19 season. Congratulations on amazing work. More information
20 on the report can be found on pages 175 to 180 of the
21 meeting packet.

22 Before I hand it off to DMTC to share those plans
23 with the board, I want to make you all aware that DMTC's
24 2023 audit report is included in the packet as well, on
25 pages 141 to 174, for information purposes. There is no

1 action to be taken. This report is also to be shared with
2 the State Race Track Leasing Commission.

3 I want to congratulate DMTC and COO Josh Rubinstein
4 on great work and commitment to safety, being the safest
5 racetrack in the country with zero deaths. I know safety
6 is a concern for many, as it is to me, and I want to
7 thank you for the commitment to safety. With that, please
8 welcome Josh Rubinstein, COO of DMTC, to tell us more
9 about the coming summer race meets.

10 MR. RUBINSTEIN: Thank you, Director Arabo, and good
11 afternoon, District board members and staff. Josh
12 Rubinstein with the Del Mar Thoroughbred Club. Tickets for the
13 summer racing season, which is from July 20 through September
14 8, went on sale this week, and I'm pleased to report
15 that demand is strong. We've seen an increase in both
16 revenue and volume compared to last year. There seems to
17 be very good buzz and excitement for the upcoming summer
18 race meet.

19 From a national perspective, the Triple Crown
20 season, which began earlier this month with the
21 Kentucky Derby, is when the industry really receives
22 its main spotlight. Things got off to a very good
23 start as Churchill Downs saw record wagering during
24 Derby week. The Kentucky Derby itself had the highest

1 TV ratings in the last 40 years, and most importantly,
2 racing was extremely safe.

3 Also, from an industry standpoint, what we've
4 seen with overall trends is that premium experiences
5 and boutique race meets like Del Mar, Saratoga, and
6 Keeneland continue to perform very well, as do marquee
7 events like the Triple Crown and Breeders' Cup. We
8 are, of course, very excited and honored to be hosting
9 the Breeders' Cup, the Super Bowl of horse racing,
10 this November. We will also be hosting it in 2025.
11 It's important to note that in years in which DMTC
12 hosts the Breeders' Cup, the positive economic impact
13 from horse racing at the fairgrounds is over \$300
14 million annually for the local community.

15 As we reported on our 2023 results, Del Mar and
16 the industry overall saw some softness in wagering
17 levels last year, mostly due to a slight decline in
18 online betting compared to record results in 2022 and
19 2021 coming out of the pandemic. However, DMTC is
20 fortunate to generate diversified non-wagering
21 revenues, which is very unique in horse racing.
22 Traditionally, 80% of revenues from most tracks are
23 derived from wagering. With DMTC, it's about 50-50:
24 50% wagering, 50% non-wagering. In 2023, those

1 revenues included \$13 million in food and beverage
2 sales during the fall and summer race meets, strong
3 group sales, recurring revenue, and the district and
4 DMTC pooling sponsorship assets, which saw record
5 results.

6 You may have seen on TV recently or online spots
7 for an industry PR marketing campaign called "Safety
8 Runs First." This is a campaign that Del Mar and some
9 of the other major tracks in the country put together
10 with the help of communications consultants. The
11 campaign highlights the industry's collective
12 commitment to equine safety, welfare, and integrity.
13 The campaign is supported with a very strong media
14 buy, including focusing in legislative cities such as
15 Sacramento.

16 In March, the Jockey Club released the results
17 from the 2023 Equine Injury Database (EID) that
18 Director Arabo referenced. The results from Del Mar
19 were terrific. The EID is how the industry measures
20 safety, and Del Mar is the only racetrack in North
21 America that raced over 10 days and received a rating
22 of 0.0, designating zero racing fatalities in 2023
23 over our 12 weeks of racing. While there's always more
24 work to be done on the safety front, we are certainly

1 proud of these results, and we very much appreciate
2 the district's support and cooperation as we've
3 implemented these safety programs on our racing
4 surfaces and in the stable area.

5 With that, I will turn things over to Erin
6 Bailey, who is joining us remotely. Erin Bailey is our
7 VP of Marketing, and she will walk you through the
8 2024 marketing campaign for the summer meet. Then,
9 Erin and I will be happy to answer any questions.

10 MS. BAILEY: Can you all hear me?

11 MR. RUBINSTEIN: Yes.

12 MS. BAILEY: Okay, great. I am going on share my
13 screen and walk you through a presentation. Is everyone
14 able to see my screen okay?

15 PRESIDENT FREDERICK SCHENK: Yes, thank you.

16 MS. BAILEY: Thank you. Great.

17 Thank you for having me today. I wanted to just
18 kind of quickly give you an update on things to come
19 this summer. Before we go forward to the summer,
20 though, I wanted to talk about some of our key results
21 from 2023. As Josh alluded to, it was a very
22 successful last year on track. We had a year-over-year
23 on-track attendance increase of 2.5%. We had a
24 year-over-year food and beverage increase of 88.5%,

1 generating \$13 million in F&B sales in 2023. All of
2 these increases were despite having to cancel racing
3 on August 20th due to Tropical Storm Hilary. So, a
4 very successful showing in 2023, including multiple
5 sold-out events at our meet: Opening Day and our
6 Opening Day Party, Taste of the Turf Club, and
7 Uncorked Wine Festival—all sell-out events for us.

8 Moving into 2024, our marketing goals are going
9 to stay fairly similar to what you've seen in the
10 past. We will continue to promote that on-track
11 experience that allows us to see those year-over-year
12 on-track attendance increases. We also want to
13 continue to maximize F&B revenue and opportunities to
14 grow that revenue, so that'll be another goal for this
15 year. Finally, we want to continue to promote our
16 world-class racing product as well as our equine
17 safety and welfare protocols. As Josh mentioned, we
18 have a good story to tell there, and we like to be
19 sure that it's being told.

20 Our 2024 marketing tactics really quickly are
21 listed here: database marketing, general market public
22 relations, and social media. I'll break out each of
23 these individually next. When I came on board—this is
24 my third year—I looked at the whole marketing program

1 and decided to try and make it as efficient and
2 cost-effective as possible.

3 There's nothing more efficient than database
4 marketing. We love this tool and have honed it very
5 carefully over the last 20 years that I've been
6 affiliated with the track. What I'm very proud to
7 share with you today is our Diamond Club membership,
8 which is our loyalty program. It's in our 20th year,
9 and we continue each year to add new members to that
10 loyalty program. Last year, we saw an increase of
11 8,300 members. We now have 344,000 members in the
12 Diamond Club database.

13 Our email marketing has over 259,000 opt-in
14 recipients, which is a very strong database, as you
15 surely know. This is a highly engaged audience. We
16 know that it's highly engaged because we saw an email
17 open rate of 36.54% last year, which is a
18 year-over-year increase for us. This is incredibly
19 strong. I'd like to add that we take out of this
20 number any emails where we're sending tickets or
21 asking for the person to be an active participant in
22 that email. We take those out. These are emails that
23 promote our weekly on-track events and are very
24 specifically targeted to people based on the

1 information we have about them and what we know they
2 want to hear from us. A successful email open rate
3 would be around 15 to 20% if you just look at the
4 national averages, and we're well above that. So, we
5 take advantage of that and do a lot around database
6 marketing.

7 For general market, we've gone away from
8 traditional marketing and stayed in the digital
9 marketing space for the most part. We do a lot of
10 connected TV, streaming content, digital display, and
11 all of those types of things. What I love about
12 digital marketing is that we continue to get better
13 and better each year.

14 You have all the learning and detailed
15 information from each year prior to make your campaign
16 stronger and more efficient. Just a couple of our
17 targets are listed here: we'll do website retargeting,
18 capturing people who come onto our site and making
19 sure to follow them around the internet and send them
20 ads as they go other places. We go after event-goers,
21 people who we know are actively attending events
22 around San Diego County, horsewomen and men, racing
23 fans, and bettors—all of those targets are very
24 successful for us. In 2023, we served over 15 million

1 impressions with over 436,000 total web views in our
2 brief 2-meet period.

3 I did want to add that we do a little bit of
4 traditional media – radio and print – and that's really
5 focusing on just a local message, talking about our
6 events, and working to drive attendance. Then, in any
7 national industry publications, like the Daily Racing
8 Form and Today's Racing Digest, that's where we
9 promote wagering opportunities and so forth, and that
10 tends to be on a much more national basis.

11 Public relations works hard for us and is really
12 focusing mostly on summer. The goal, obviously, is to
13 keep Del Mar top of mind. We are a short summer
14 season, eight weeks long, so we want to make sure that
15 the season doesn't get by without people knowing we're
16 open and racing. PR plays a key role in that for us.
17 Just some highlights from last year: for the 2023
18 summer season, we had over 283 press placements with
19 52 media visits, and on Opening Day alone, 111
20 broadcast segments featuring 65 interviews. It's a lot
21 of public relations efforts and very successful. I'm
22 sure you've all seen it as it comes through every
23 year.

24 One highlight I wanted to share with this group

1 is that we were featured last year in Travel and
2 Leisure as a must-do event in San Diego for the fall.
3 This is just a little screenshot here showing Del Mar
4 front and center in that article, which was really
5 nice. Also, last summer, we had "Selling the OC,"
6 which is a hit Netflix show, film their season finale
7 at the track. It just got announced on Netflix as
8 being live for streaming at the beginning of May, and
9 it's been in their top 10 most streamed options for
10 the last week and a half since it got released. We're
11 pretty much the majority of their season finale, and
12 we're very proud to see the racetrack featured so
13 strongly in such a successful show.

14 PRESIDENT FREDERICK SCHENK: When will that be aired?

15 MS. BAILEY: It is already available for streaming on
16 Netflix. It came out right at the beginning of May, so if
17 you're a Netflix subscriber, just search "Selling the
18 OC," and you can go on down to their season finale and
19 see the track featured. It's a wild show with a lot of
20 crazy things going on, but Del Mar is featured in almost
21 about 50% of the last episode.

22 MS. MEAD: Wow.

23 PRESIDENT FREDERICK SCHENK: I'll never admit to
24 watching the Oppenheimers do their thing on "Selling the

1 OC." I would never say that I know what that's about.

2 MS. BAILEY: No, no, no. We didn't yet, you know.

3 It's actually -- the track is beautiful.

4 I encourage you to go watch it. It was a really wonderful
5 day of production last year, and it's really nice to see
6 it featured so strongly in such a successful show. People
7 love it.

8 The next program I wanted to talk to you about is
9 our influencer program. So, I'm going to try and move
10 through this quickly. Basically, for anyone who needs
11 a little extra clarification, an influencer is someone
12 generally in the social media space who has a pretty
13 robust following and a lot of engagement with those
14 followers. What we've done at Del Mar over the last
15 several years is we've continued to invest in our
16 influencer program, which has resulted in about 50
17 summer influencers targeting event-goers.

18 This program is mostly a barter program, meaning
19 that instead of paying these influencers, we're
20 providing tables or seats, and then they're at the
21 track and they're posting about their events or their
22 day at the track. We had over 1.64 million impressions
23 last year and 50,000 engagements. What I really love
24 about this program is that generally, if you're

1 following someone in the social media space, you're
2 very bought into their lifestyle.

3 It's nice to see the engagement that we've
4 gotten. I know this is too small to read, but some of
5 the comments on this one specifically that I have in
6 the screenshot, there's a lot of comments like, "This
7 is on my list of things I want to do this summer," and
8 "Thank you for posting this," that kind of thing. It's
9 been a very successful campaign for us, and Del Mar
10 was recognized by a leading industry publication as
11 being a trailblazer in the influencer space in our
12 industry earlier this year.

13 One additional, kind of unexpected benefit to
14 this program is that we've seen a lot of our sponsors
15 become interested in this program as a means for
16 negotiating partnerships. I've started working really
17 closely with our head of sponsorship to see if we can
18 sweeten a deal by bringing one of our influencers in
19 the marketing space into an overall sponsorship
20 negotiation, and we've seen a lot of success with our
21 sponsorship side of the influencer program as well.

22 Social media is the last piece of the puzzle, and
23 it's very much focused on the see-and-be-seen
24 lifestyle at the racetrack, the fashion, and the

1 crowds. We're on all of the social media sites, but
2 primarily Facebook, Instagram, and TikTok is where
3 you're going to see that lifestyle brand kind of
4 piece. When we get into racing and wagering, we tend
5 to focus more on Twitter, where we can put a lot of
6 real-time, quick data out into the marketplace. We
7 also use Facebook and Instagram for that as well.

8 Some key metrics: we had over 29 million
9 impressions and almost a million engagements last
10 year. Our overall engagement rate is more than two
11 times the industry average. That average is related to
12 the industry per Hootsuite, which is considered one of
13 the leading social media engagement tools. I love to
14 see that we're doubling the industry average. We had
15 over 5.1 million video views, and one of my favorite
16 facts is that we added 15,000 new followers in our
17 short time being in season, which is 32% more
18 followers than we added in 2022. I think that just
19 speaks volumes about the social media space and
20 continuing to create those new fans and create new
21 followers.

22 On track in 2024, what can you expect? We want to
23 continue our weekend lifestyle events. We know that's
24 a very successful program for us. This year, we've

1 added a Breeders' Cup giveaway as a nod to what Josh
2 said. We've got the Breeders' Cup coming in November,
3 and we decided to do a cute little tumbler with the
4 2024 Breeders' Cup logo that will be a giveaway
5 included on one of our Saturdays during the 2024 meet.
6 The San Diego Aztecs basketball team has become—we've
7 worked to create a partnership with the program there
8 as they become more and more successful in the NCAA
9 tournament. They've wanted to have events at the
10 track. Last year, our event was scheduled for August
11 20th when we had Tropical Storm Hilary, so we're going
12 to bring that event back. We did a small event on
13 closing day last year, but this year we want to have a
14 bigger event where we have the entire basketball team,
15 coaches, and so forth, and want to make this more of a
16 big event for us going forward. We also have all our
17 key events that we've had before: Beer Fest, Wine
18 Fest, etc. So, it's going to be a very active meet for
19 us.

20 This is my last slide. We also have daily
21 promotions in addition to the lifestyle events. We
22 have something going on every day at the track, from
23 Free & Easy Thursdays, happy hours, etc. We will
24 continue to work closely with Premier to maximize F&B

1 revenue. We meet with them regularly to talk about how
2 we can make this successful for them as well. Of
3 course, we will continue to promote the Breeders' Cup
4 throughout our season, and we'll be sure to have them
5 out on site. We're going to look to have them do a few
6 activations during our summer meet, so stay tuned for
7 more information as we get those plans laid down. That
8 pretty much concludes my presentation. Does anyone
9 have any questions for me?

10 PRESIDENT FREDERICK SCHENK: Well, I would just make
11 an observation, not a question, but an observation from a
12 historical perspective. From where you were 10 years ago
13 to where you are today, you know, we used to wonder where
14 the marketing plan was. I would express that to Josh and
15 to Mr. Harper, asking, "Where's your marketing to
16 promote?" All we would see is the beautiful brand, but
17 there was really nothing beyond just the brand, the logo.
18 I think what you're doing now is much more appealing to a
19 wider audience, and everything that I'm seeing from what
20 you're promoting is a very wholesome way to present your
21 product and the experience. Congratulations to all of you
22 for that.

23 Josh, any final comments? We'll invite the board if
24 the board wishes to make any observations before Josh.

1 MR. RUBINSTEIN: Thank you for those comments,
2 Director Schenk. We are extremely fortunate to have Erin
3 Bailey as our Vice President of Marketing. She and our
4 team do a terrific job. I agree; we are leaner, much more
5 efficient, and the results are speaking for themselves.
6 So, thank you for that.

7 PRESIDENT FREDERICK SCHENK: Any other board members
8 wish to make observation? Director Arabo, it's your
9 committee.

10 MR. ARABO: I just want to thank you. Lots of
11 gratitude. DMTC is really a treasure for the area and the
12 community. The Breeders' Cup this year and next year is
13 very exciting; it's amazing to put San Diego and the
14 fairgrounds on the international stage. So,
15 congratulations on such great work, and thank you for
16 your commitment to safety, great marketing, and great
17 work.

18 MR. RUBINSTEIN: Thank you, Director Arabo.

19 MS. BAILEY: Thank you.

20 PRESIDENT FREDERICK SCHENK: Anything else, Josh?

21 So, this is not an action item, but we'll invite
22 members of the public to offer public comment. Is there
23 anybody in the boardroom that would like to address the
24 board?

1 Okay. Ms. Sullivan, would you like to address the
2 board?

3 MS. SULLIVAN: Hello, this is Martha Sullivan again.
4 I want to correct Mr. Rubinstein because the California
5 Horse Racing Board reported the racing fatality of
6 Episode Five at Del Mar on August 5th of last year. So,
7 it's an outright lie that they had no racing fatalities
8 last year, along with several horses who died while
9 training. I just want to correct that; it's an outright
10 lie, and it's why we can't trust the horse racing
11 industry.

12 I also want to point out that the legal bets alone
13 on the 2024 Super Bowl were four times those on the 2024
14 Kentucky Derby. Thirty-five years ago, the Super Bowl had
15 80 million viewers, and it's grown 50% for this year. In
16 sharp contrast, the 2024 Derby this month was thrilled to
17 have fewer viewers than 35 years ago. It's not getting
18 better for the horse racing industry. DMTC is cutting
19 stakes purses by 5% this year, and the purse for the
20 exemplary maiden special weight races has been cut by
21 8.5%, which is the opposite of what is happening at other
22 elite racetracks this year, such as Saratoga, where the
23 maiden special weight purses are increased by 10% this
24 year.

1 DMTC joined Santa Anita, Los Alamitos, and the
2 Thoroughbred Owners of California earlier this year to
3 tell the California Horse Racing Board, quote, "The
4 current California purse structure is unsustainable and,
5 moreover, uncompetitive with other states," end quote.
6 These cuts are driven by insufficient wagering to cover
7 costs. We can hear all the happy talk we want to, but
8 Golden Gate Fields up in the Bay Area closes in 26 days.

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

10 PRESIDENT FREDERICK SCHENK: I'll let you finish that
11 sentence, go ahead. All right. Thank you, Ms. Sullivan.

12 Ms. Cartmill, I see you are on the agenda to speak
13 in public comment on DMTC. Are you with us?

14 Ms. Cartmill.

15 MS. CARTMILL: In 2022, there were 17 horses killed
16 for gambling in California. At this point in the year in
17 2023, it was 26 horses. This year, 2024, it's 31 horses
18 reported killed for gambling by the California Horse
19 Racing Board so far. Horse deaths are back on the upswing
20 in California, as noted by the chair of the California
21 Horse Racing Board, longtime racing veterinarian Gregory
22 Ferraro, in its meeting last month during the equine
23 medical director's report. Quote, "I'm a little
24 concerned, and I know you and I have talked about it

1 before, that our injury rate and death rate is creeping
2 up," end of quote.

3 Just ahead of the Preakness, Baltimore magazine
4 noted in its article entitled "The Good Die Young:
5 Grappling with the Moral Ramifications of Horse
6 Racing," that, quote, "The so-called sport of kings is
7 simply a rather brutal affair under current rules,
8 with the inevitable injuries and killing of
9 thoroughbreds accepted as the cost of luring fans to
10 the betting window. Not in any other sport, of course,
11 would the deaths of so many athletes, as the industry
12 often refers to the horses, be tolerated."

13 I took a look at the safetyrunsfirst.com website,
14 which promises a new level of collaboration,
15 transparency, and information sharing. Well, not
16 really. Lots of information there about aftercare, but
17 not a word about the slaughterhouse. Thank you.

18 PRESIDENT FREDERICK SCHENK: All right. Thank you,
19 Ms. Cartmill.

20 Are there any other members of the public who would
21 like to address us on Item 5-C?

22 Yes, please.

23 MS. HAYES: This live? Good.

24 Hi everybody, this is Carla Hayes. Again,

1 fatalities during racing at Del Mar—I believe, am I
2 right Josh, it was training, right? One horse or two
3 horses went down in training? Is that right?

4 The other thing is, this is the cleanest track in
5 the United States, and I believe that all of us have a
6 responsibility to the hundreds of thousands of
7 thoroughbreds who would face certain deaths if horse
8 racing were shut down in California. Not to mention
9 the billion dollars in wagering that the state of
10 California, which is under severe financial distress,
11 would lose. So, I believe that balance is important,
12 and I believe that we are concerned with this track,
13 and our safety record is fabulous.

14 Thank you.

15 PRESIDENT FREDERICK SCHENK: Thank you. Any other
16 members of the public who would like to address the board
17 on item 5-C?

18 All right, we will move on to 5-D, the Financial
19 Committee Report. Director Gelfand.

20 VICE PRESIDENT MICHAEL GELFAND: The committee met as
21 it regularly does each month, and the report can be found
22 on pages 181 to 190 in the meeting packet. Our cash
23 position remains healthy, but as a reminder, we
24 anticipate spending down some of that cash as we invest

1 nearly \$8 million in capital projects this year.
2 Additionally, the committee has undertaken the
3 development of reserve and capital reinvestment policies
4 to support the board's future vision and master site plan
5 initiative and will bring forward recommendations to the
6 board later this year.

7 The committee report on the policies 4.03 Contracts
8 and Procurement and 4.03.01 Sponsorship Acquisition can
9 be found starting on page 191 of your meeting packet,
10 followed by the redline and clean versions of each
11 proposed policy. As the Audit and Governance Committee
12 reminded us earlier, we embarked on this comprehensive
13 process to review, revise, and develop policies for the
14 organization last year, casting a wide net to capture
15 best management practices, mandatory requirements, and
16 examples from other public entities, to name a few, for
17 consideration during each policy's development or review.

18 In the case of the policies presented to the board
19 for approval today, one is new -- Sponsorship
20 Acquisition -- and the other is an overhaul of an
21 existing policy -- Contracts and Procurement -- meant to
22 provide greater clarity and understanding. With that, I
23 move to approve the revised contracts and procurement
24 policy and the new sponsorship acquisition policy.

1 PRESIDENT FREDERICK SCHENK: We're not there yet. I
2 will recognize you for that in a moment, but first, are
3 there any questions from the board to staff or requests
4 for clarification regarding the recommended motion?

5 Seeing none, okay.

6 With that, I will invite public comment. Is there
7 anybody from the public who is in the room that would
8 like to address the board? All right.

9 Seeing none. Ms. Sullivan, you are on the agenda for
10 public comment with regard to item 5-D-1. If you would
11 like to address the board.

12 MS. SULLIVAN: Thank you. This is Martha Sullivan. On
13 page eight of twelve in policy 4.03, which is page 209 of
14 the board packet, I continue to object to the overly
15 broad category of "services acquired from not-for-profit
16 organizations" as categorically exempt from formal
17 competitive procurement. This is a change from the
18 previous policy, which was more specific. This is just
19 simply an overly broad category, which lends itself to
20 all kinds of potential misuse and exploitation. Based on
21 the outright deception that we just heard from the CEO of
22 the Del Mar Thoroughbred Club, I would not want to leave
23 this in place for that organization, which is considered
24 a not-for-profit organization, even though it's a member

1 of a profit company. Thank you.

2 PRESIDENT FREDERICK SCHENK: Thank you. Are there any
3 other members who are joining us remotely who would like
4 to speak to this matter 5-D?

5 MR. RIVERA: Nobody has their hand up.

6 PRESIDENT FREDERICK SCHENK: With that, director
7 Gelfand.

8 VICE PRESIDENT MICHAEL GELFAND: I move to approve
9 the revised Contracts and Procurement Policy 4.03 and the
10 new Policy 4.03.01 Sponsorship Acquisition, as reviewed
11 and recommended by the Finance Committee and as included
12 in the meeting packet on pages 202 to 225. By the way of
13 this motion, the previous Contracting and Formal Protest
14 Policies and Procedures, as amended March 16, 2018, are
15 hereby replaced by new Policy 4.03.

16 PRESIDENT FREDERICK SCHENK: Motion is made, is there
17 a second?

18 Director Blair -- sorry Director Mead. Motion made,
19 seconded starting from my left. Any discussion?

20 From around the bend?

21 Any comments for discussion by any other board
22 members?

23 Seeing none. We will vote.

24 MS. O'LEARY: President Schenk.

1 PRESIDENT FREDERICK SCHENK: Aye.

2 MS. O'LEARY: Vice President Gelfand.

3 VICE PRESIDENT MICHAEL GELFAND: Aye.

4 MS. O'LEARY: Vice President Rowland.

5 MS. ROWLAND: Aye.

6 MS. O'LEARY: Director Arabo.

7 MR. ARABO: Aye.

8 MS. O'LEARY: Director Barkett.

9 MS. BARKETT: Aye.

10 MS. O'LEARY: Director Blair.

11 MR. BLAIR: Aye.

12 MS. O'LEARY: Director Mead.

13 MS. MEAD: Aye.

14 MS. O'LEARY: Director Mosier.

15 MR. MOSIER: Aye.

16 MS. O'LEARY: Director Nejabat.

17 MR. NEJABAT: Aye.

18 PRESIDENT FREDERICK SCHENK: Well, the motion

19 carries. And now, not that this is what we've all been

20 waiting for, but I'm going to give Katie a moment to

21 exercise her vocal cords. We are at the Fair Ops

22 Committee report, and because it is a rather detailed

23 report, I'm going to defer to Katie Mueller to reflect on

24 what we're going to be experiencing starting in about

1 three weeks from now.

2 MS. MUELLER: Yes, and thank you for my hot tea.

3 PRESIDENT FREDERICK SCHENK: I did recommend to her
4 that she uh enjoy some hot tea with lemon as she prepared
5 for this. This is quite a presentation, and I will now
6 take a little break to the --

7 MS. MUELLER: Okay.

8 PRESIDENT FREDERICK SCHENK: -- to the doughnut shop.
9 Commensurate it with the experience.

10 MS. MUELLER: Exactly. This is quite a presentation,
11 but this is quite an event that we're about to embark on.
12 It's the start of summer here in San Diego County for
13 millions of people that live here, and it's the great San
14 Diego County Fair. I'm so excited to be able to tell you
15 all the fun details about what we have been working on
16 all year. And yes, it takes an entire year to plan a fair
17 of this magnitude and size. Not only are the public
18 excited about it, but the energy from the vendors -- we've
19 already got a few that have started setting up and that
20 kind of thing. Everyone is just really, really pumped.
21 This is going to be such a fun theme.

22 You can tell I'm starting this presentation off
23 with just the rendering of what the front gate facade
24 is going to look like this year. It's brand new; we've

1 never had this before, this structure. So I think it's
2 just going to be a really great way to welcome
3 everybody to the fair.

4 But before we get started, let's talk about a few
5 deals and discounts because I always tell people if
6 you pay full price to come to the fair, you're just
7 not trying hard enough. We offer all kinds of deals
8 and discounts, starting with our Fair Tripper. We
9 partner with North County Transit District. We've done
10 this for many, many years. Basically, for the price of
11 admission to the fair, you'll receive a free
12 round-trip coaster ride to Solana Beach and then a
13 free shuttle that brings you right over to the fair.
14 So, Wednesday and Thursday that price for adults is
15 16, and for children and seniors, it's 13. Then,
16 Fridays through Sundays, our adult price is 20, and
17 for children and seniors, it's 17.

18 New this year also is buying in advance online
19 saves you money. So tell your friends and neighbors
20 that if they purchase in advance online, not only can
21 they save money on parking, but they can save money on
22 admission as well. So, if you buy in advance, your
23 parking is only \$15. If you wait until the day of,
24 it's 20. You can see our admission prices vary. We've

1 got a different price on Wednesday and Thursdays, and
2 then we've got weekend admission prices. Basically, it
3 jumps up about \$5 if you wait until the day of. So
4 just buy it 24 hours in advance, consider that
5 advance, and you'll be good to go.

6 MR. BLAIR: How was parking and admission last year?

7 MS. MUELLER: Yeah, we didn't touch parking and
8 admission this year; we haven't for a couple of years. We
9 did raise our weekday admission; it was \$15 last year,
10 and we raised it to 16, so it's up a dollar. There are a
11 lot of other great places you can get deals and
12 discounts, just to remind everyone. Albertsons and Vons
13 have a \$3 off discount code that you receive at checkout
14 along with a nice trifold about the fair that will
15 probably be in stores around May 22nd. O'Reilly's Auto
16 Parts actually started selling tickets for us today, and
17 you can get a two-pack for \$20 that's valid on Wednesdays
18 and Thursdays only at O'Reilly's.

19 Costco, all of our stuff is in Costco. If you've
20 been in Costco and seen those great displays that they
21 do, for \$98.99 you can buy a package for the whole
22 family that includes a passport to savings book,
23 parking, and 40 ride and game tickets. Passport to
24 Savings is just a reminder; we've had it for quite a

1 few years. You can either purchase it at Costco,
2 online in advance, or right here on-site at the fair.
3 They'll be located near the O'Brien gate. It's a
4 coupon book that's full of about \$1,000 in savings at
5 various food vendors and commercial exhibitors.
6 There's even a discount on ride and game tickets.

7 GovX is another program that we participate in.
8 This is for military and their families, retirees,
9 first responders, and even teachers can qualify to get
10 \$3 off the price. Kids 12 and under receive free
11 admission every single Friday, and kids five and under
12 receive free admission every single day of the fair.

13 So, let's talk quickly about entertainment. We
14 have talked about it before, but here's our grandstand
15 lineup. I'm really pleased to announce that as of this
16 morning, we are 30% ahead in our ticket sales over
17 2023 with this lineup compared to last year. So, we're
18 doing really, really well on pre-sale. Really happy
19 about that. We've got an eclectic lineup this year,
20 and you can check out all the details on sdfair.com.

21 The Paddock is going to be packed with tons of
22 tribute shows. We're going to have a re-act every
23 Saturday night. I'm really looking forward to Iam
24 Tongi the last Saturday night. If you guys are

1 American Idol fans, he won American Idol last year, so
2 you might remember him. There's just a huge variety of
3 retro acts every single night for every single genre
4 of music you can imagine.

5 There's just a few: the actual Village People
6 will be here on July 4th. That is not a tribute band;
7 that is the Village People. So excited about that.

8 MR. BLAIR: They live on.

9 MS. ROWLAND: A senior citizen (Laughter).

10 MS. MUELLER: We've got several festivals. All of our
11 festivals this year are going to take place in the
12 Paddock from 11:00 to 5:00 pm. June 15th will be Asian
13 and Pacific Islander, June 22nd will be our longstanding
14 favorite here at the fair, Out at the Fair, June 29th
15 will be Gospel Day, and July 6th is going to be Bluegrass
16 Day. Every Sunday will be Dia De La Familia in the
17 Paddock, where there will be Hispanic entertainment
18 throughout the day.

19 The Arena is going to bring an action-packed
20 lineup of entertainment. We'll have the Charity Fair
21 Horse Show, a BMX show, vintage motocross, flat track
22 racing, and June 26th through 29th will be dedicated
23 to the Junior Livestock Show, including the auction on
24 Saturday. For the first time ever, we're going to be

1 hosting a Native American Powwow from 11:30 to 8:00.
2 Then we've got our traditional fair favorite, the
3 Monster Truck and Freestyle Motocross, from the 3rd
4 through the 6th. We'll actually be ending this year
5 with the Demolition Derby and Fire Expo on the last
6 day of the fair, which has traditionally been on the
7 first Sunday.

8 Over at The Sound, I'm really excited to share
9 this with you. This is the first time we're really
10 using The Sound for what it was built for
11 entertainment during the fair. We will have a small
12 event called Fairbotics for students in middle school
13 and high school. It's a robotics competition on the
14 13th and 14th. Then every Saturday of the fair, we
15 have intentionally not booked the grandstand on those
16 Saturdays, and we are highlighting the entertainment
17 over at The Sound.

18 These shows are all Vegas-style combinations of
19 lights, music, and dancing. They are very electric,
20 very visual, and a lot of fun. The first Saturday is
21 the Pink Floyd Laser Spectacular, which you've
22 probably heard of. They've played at a lot of
23 different venues. The next one is Illuminate, then on
24 June 29th we've got Lumia, and on July 6th we have The

1 Stickman Project. One of these acts, I can never
2 remember which one, was featured on America's Got
3 Talent as well. These are really great shows. We'll
4 open the building at 7:00, so you can enjoy a beverage
5 in the Long Bar and listen to a DJ. The shows are all
6 GA, and the price of admission is only \$10. With your
7 fair admission, you can buy it online for \$30, which
8 includes your fair admission. Or if you're already at
9 the fair and decide you'd like to go to the show, it's
10 \$10 for the cover charge. It's really going to be a
11 lot of fun to use the building in that way. We haven't
12 had many shows that are not necessarily just musical
13 entertainment like what you traditionally see at The
14 Sound.

15 Some of the other attractions that will be back
16 include the pig races. The Nerveless Nocks is a brand-
17 new show that we'll have out in the infield in the
18 beach area. They perform on top of 80-foot tall sway
19 poles. It makes me extremely nervous just being on the
20 ground watching them; my hands get sweaty. But they
21 are pros. We'll have the Flying Royals back, the
22 trapeze artists in the infield. We're creating a
23 brand-new neighborhood out in the infield. That's one
24 of the changes you'll see in our layout this year,

1 which will include entertainment and food in new
2 areas. We've even expanded the kid carnival a little
3 bit to encompass that. It's a nice change in the
4 layout. We'll have the Extreme Dog Show again, but in
5 another area. We've got seven strolling performers and
6 eight nighttime strolling performers as well.

7 We are bringing back a Fourth of July parade. We
8 haven't had that since before the pandemic, so we're
9 very excited to do that. It will be led by the First
10 Marine Division marching band. We've got a mascot,
11 we've got a roller skate club that's going to join us,
12 some of our entertainers, and others. I mentioned the
13 Nerveless Nocks—that's a picture of them, not from the
14 ground but looking straight at them 80 feet in the
15 air. Then we've got Reflector and Sparkle as some of
16 the strolling performers. We've got a walking Slinky
17 in the "Let's Go Retro" theme. Bandaloni, the one-man
18 band, plays multiple instruments simultaneously. We've
19 had him before but not for many years. At night, we
20 have a strolling DJ on a platform who can roam around
21 the fairgrounds playing different tunes and music.
22 That will be a lot of fun.

23 This is the number one question everybody wants
24 to know: what's the new food at the fair? This year

1 will definitely not disappoint. I should call this
2 section "Food and Beverage" because it includes our
3 concessionaires, of course, but also Premier has
4 gotten very creative as well. We'll talk a little bit
5 about some of the new things they're doing.

6 This might look familiar to you. Chicken Charlie
7 has been here forever. He hasn't been here with this
8 stand, and he's never been to any fair with this
9 stand. It's a brand-new stand that he built
10 exclusively for San Diego. It's not even in LA. He's
11 actually out setting it up right now. He's going to
12 make funnel cakes, and they're not just any old funnel
13 cakes. He's got savory funnel cakes, funnel cake
14 sandwiches, and that one on the lower right is caviar,
15 of course. (Laughter).

16 Would you expect any less? Those of you coming to
17 the media sneak peek will get a little preview of his
18 funnel cake repertoire.

19 PRESIDENT FREDERICK SCHENK: What is that? Go back a
20 moment. I don't want to impose on you to guess what's
21 that is in the middle.

22 MS. MUELLER: That's a funnel cake corn dog.

23 PRESIDENT FREDERICK SCHENK: Okay, you did guess. All
24 right. I would not have guessed right that's what we're

1 looking at, but okay.

2 MS. MUELLER: Yeah, sweet and savory. It's got a
3 little powdered sugar on it, right. I'm looking forward
4 to it. So these are some other of his funnel cakes. He's
5 got buffalo chicken there, he's got a jalapeno cheese,
6 he's got a funnel cake sandwich with chicken in the
7 middle.

8 This is a brand-new coffee stand we're going to
9 have in the Plaza New Mexico. It's called Cafe de
10 Olla, and it's going to be replacing our former coffee
11 stand with more authentic Mexican coffees and
12 pastries. Wahlburgers – who hasn't heard of Wahlburgers?
13 Anybody? This is owned by the Wahlberg Brothers and
14 this franchise does burgers, salads, and sandwiches.
15 It's our first time having them here.

16 PRESIDENT FREDERICK SCHENK: Where will they be
17 placed?

18 MS. MUELLER: They are going to be on the north side
19 of Exhibit Hall, kind of like when you look down The Sky
20 Ride Road. They're going to be kind of at the end there,
21 okay, next to Roxy's.

22 PRESIDENT FREDERICK SCHENK: Got it.

23 MS. MUELLER: This is Chan's chicken on a stick.
24 We're bringing in quite a few new food stands. We're

1 really working hard to broaden the variety of food that
2 we have at the fair and really appeal to the foodie.
3 We've cycled out a few stands that were underperforming
4 and not doing quite as well. We're bringing in some new
5 ones. This was one that we saw in Minnesota, and they're
6 very authentic Chinese. This other one is called Flaco's
7 Tacos.

8 We have not had them before. They have been at
9 OC, but basically, they do this barbacoa-style
10 barbecue with the meat on a spit, and they carve it
11 off for tacos and all that kind of stuff. They also
12 have a stand called Sawyer Oyster House, and they have
13 a variety of oysters. Do you love oysters as much as I
14 do? I'm pretty excited about this one too.

15 MS. MEAD: Maybe I'll hang out with you.

16 MS. MUELLER: Actually, so they do oysters several
17 different ways, but this is a brand-new thing we've never
18 had before. This stand is called Little Tea Concessions.
19 It's called Disco Chicken. It's going to be out on the
20 infield in that new neighborhood area that I was telling
21 you about. So this will really kind of appeal to kids and
22 families. Rocks Concessions, the Spam stand, and I know
23 at least one person at the table will be excited about
24 it. Spam served several different ways, and actually, in

1 a future slide, you kind of see one of the ways they
2 serve the Spam, and it does look pretty tasty, actually.

3 MS. ROWLAND: Did you say that -- did you see that in
4 Minnesota? Was that from Minnesota as well?

5 MS. MUELLER: You know, actually, they do have a spam
6 stand. I don't think it's the same one, but yes.

7 MS. ROWLAND: Because the Spam Museum is Minnesota.

8 MS. MUELLER: Right, the Spam Factory is in
9 Minnesota, believe it or not. This is a new stand with
10 pupusas. If you've never had pupusas, it's a Salvadorian
11 dish that's really popular. So that's a new stand we'll
12 have. And then these are some new foods: Charlie is
13 bringing us the Crunch Berry Chicken Sandwich. Oh, much,
14 the Barbilicious Float, that's going to be by one of the
15 candy stands.

16 MS. MEAD: We're not the target audience (Laughter).

17 MS. MUELLER: Australian Batter Potatoes is
18 introducing a brisket option this year, wow, which is
19 pretty exciting. And then we've got a caramel apple
20 cinnamon roll Sunday.

21 PRESIDENT FREDERICK SCHENK: From the county fair,
22 folks.

23 MS. MUELLER: Yes, uh-huh. Boba King is bringing a
24 strawberry shortcake boba. Boba is extremely popular.

1 It's kind of become almost competitive with lemonade at
2 the fair. These are the Spam fries that I think look
3 pretty darn tasty. Whether or not we'll see if they are.
4 Boba is also making a mango madness. We've got a Mexican
5 street corn pizza, some wood-fired pizza, some vignettes.
6 This is one that I really want to try: the fried green
7 tomato.

8 PRESIDENT FREDERICK SCHENK: Sounds amazing. Is that
9 a new vendor or a new product, new food?

10 MS. MUELLER: I'm not exactly sure who the vendor
11 that's making it, sorry. Okay, and then a crookie which
12 is a cookie baked into a croissant.

13 PRESIDENT FREDERICK SCHENK: You hear that, Mark?
14 (Laughter).

15 MS. MUELLER: We've got Korean corn dogs, which we
16 have never had before. I think they're breaded in more of
17 like a panko and less of like the cornmeal dip. There's a
18 Mondo beef birrieria cheeseburger, the Hot Peach Crispy
19 Chicken Sandwich, and the Dreamsicle Pudding Trifle. All
20 of this is going to be culminating together at what we
21 started last year called the Fair-Tastic Food
22 Competition. This was a brainchild of the concessions
23 department and the marketing department, and they've just
24 done a fabulous job with it.

1 There was just a big spread in San Diego Magazine
2 if anybody has access to that magazine, really cool,
3 talking about this event. So basically, they started
4 out with something like 70 entries, they narrowed it
5 down to 40, then they're going to be using influencers
6 to narrow that down to three finalists in each
7 category. There's a wow category, there's a new food
8 category, and then there's a theme, so the Let's Go
9 Retro theme category. On June 14th at The Paddock
10 stage, they will have professional judges, so some
11 members of the media, it's led by Troy Johnson who is
12 a chef on Food Network and also San Diego Magazine,
13 and they're going to also pick a few people to be
14 People's Choice votes.

15 The concessioner actually prepares a small
16 portion of their item, they bring it and then it's
17 judged, and they receive not only banners to hang in
18 their stand but this beautiful perpetual trophy that
19 they had made and engraved with the winner each year.
20 Last year was Dominic Palmieri's Hot Chicken Cheeto
21 Sandwich was the big winner last year.

22 MR. BLAIR: Do you need more volunteers?

23 (Laughter). Make take a bite of all of this stuff.

24 MS. MEAD: But there only can be two of us.

1 MR. BLAIR: Okay, we're stopping.

2 MS. MUELLER: These are some of the new things that
3 Premier Foods is going to be presenting. Sorry to steal
4 your thunder, Mark, but we're really excited about
5 presenting. So this year, we decided to put on hold the
6 beer festival and the wine festival. Now, we still have
7 the competitions, but what we decided to do instead, so
8 that it could reach a broader audience, was to develop
9 these specialty bars that are open every single day of
10 the fair instead of just the one event that we would get
11 maybe 1,200 people would come to, but it really wasn't
12 the full breadth of everyone that attends the fair.

13 So, we have these specialty bars that are going
14 to be serving the award-winning wines and beers from
15 those events, and the wineries and breweries are just
16 thrilled because they can come down and be special
17 guests for the day, do demonstrations, and speak, but
18 then they can have their products for sale throughout
19 the fair. Also, these are the only two locations where
20 you can order flights, so you can buy a flight of
21 craft beers or a flight of the award-winning wines and
22 taste different things.

23 So, this is it. It will be the Toast of the Coast
24 Wine Bar. This is kind of the vibe that we're going to

1 be going for. You'll be able to buy charcuterie boxes
2 in there. We'll be featuring local wine, so we do a
3 partnership with the San Diego County Vintners
4 Association where they have a winery of the day from
5 San Diego, so you can learn about the local wine
6 industry, which is growing at a rapid pace, and then
7 you can try the gold medal wine flights, and that'll
8 be right here inside of O'Brien Hall.

9 MS. MEAD: These are a great idea.

10 MS. MUELLER: Of course Destination Unknown.
11 Everybody's been to that I'm sure.

12 MS. MEAD: Phil, you're going to have to go to that
13 this year. I couldn't find it.

14 MR. BLAIR: Hazing the new guy, (Laughter).

15 MS. MEAD: We'll see if you can find it.

16 MS. MUELLER: It's on the rooftop of the grandstand,
17 and this has a different theme every year that goes along
18 with the theme of the fair, and this year it's a disco
19 theme, so that's going to be a lot of fun. You know how
20 creative Premiere is with their decor and their drink
21 selections and that kind of thing, so really looking
22 forward to that just to give you a little taste of what
23 they're concocting. Then, I'm really excited about this
24 concept for the fair, and I hope this is successful and

1 something that we really continue and grow on each and
2 every year at the fair.

3 This is called Farmer in the Dell Mar—get it?
4 It's just an adorable concept. It's going to be held
5 in the 17 Hands area of the grandstand in that
6 restaurant, and it's going to feature farm-table foods
7 in there. I don't want to put the word healthy, but
8 locally grown—you know, lettuces sourced from local
9 farms, meats, vegetables, fruits, all those kinds of
10 things. Then they're also going to be serving these
11 agua frescas with or without alcohol that you can try
12 as well. I'm just really excited to be incorporating
13 our farm community in more ways than just in our
14 agriculture departments but actually bringing it full
15 circle and allowing people to try and taste the foods
16 that they produce.

17 Then the beer experience—again, I kind of
18 described it, but it will be located in what was the
19 Backyard Bar, so it's kind of that funny area right
20 off the avenue behind Chicken Charlie's and all that.
21 It's become quite the destination. It's one of the
22 most popular bar areas we have at the fair because
23 people can go in there; there are picnic tables,
24 there's shade, and this year it will be filled with

1 beer education. We'll again have speakers,
2 demonstrations, and you'll be able to purchase flights
3 of different various craft beers and pints too if you
4 want to.

5 Then the Midway—it's like, what do we have to
6 talk about the Midway? We have more new rides in the
7 Midway than we've ever had. We have some brand-new
8 owners that we've never had before, and I'm really
9 excited to share with you pictures of some of the new
10 rides. This is called the Kren. It is going to be kind
11 of the featured sort of in the spotlight—you know,
12 everybody knows the Ferris wheel is a spotlight of the
13 Midway—but this will be kind of in front of that area.
14 It's 131 feet tall and it swings 152 feet either way.
15 It is a brand-new ride. It's been at, I think, two
16 fairs before it's been here, so we're really excited
17 to have that.

18 Also, the Infinity, this just goes in an infinite
19 loop. The Raptor coaster—this ride was not ready in
20 time for Del Mar last year, but it was ready in time
21 for OC, and when we went to OC, I was pretty dang
22 jealous because this is a beautiful ride. This picture
23 does not do it justice; it's a gorgeous coaster, and
24 this will fortunately be part of our Midway this year.

1 PRESIDENT FREDERICK SCHENK: Where will it be
2 located?

3 MS. MUELLER: It'll be located near the West Gate,
4 where the Olympic bobsled coaster -- will be replaced
5 with this.

6 MS. BARKETT: Did you ride it, Kate?

7 MS. MUELLER: I did not. I'm more of a looker when it
8 comes to rides.

9 MS. BARKETT: Phil, will ride it.

10 MR. BLAIR: I'll ride all of them.

11 MS. MEAD: I think the board has to try this out to
12 be safe.

13 MS. MOORE: I feel you are my designated person for
14 riding the rides.

15 MR. BLAIR: How much are these rides?

16 MS. MUELLER: And then we have the Overdrive, which
17 is kind of a spinny ride. It spins around and goes on a
18 loop, but it's a brand-new ride we've never had before.
19 The Defender--this ride, we've had similar rides to this,
20 but we've never had one this tall. It's 133 feet tall;
21 it's a new ride as well. I mean, it's been at a couple of
22 other fairs before ours. This will be very popular, I'm
23 sure. It's very similar to what used to be known as The
24 Mach One, or last year we had the Medusa, if you recall

1 those.

2 MR. BLAIR: What does it do?

3 PRESIDENT FREDERICK SCHENK: Goes left and right.

4 MS. MUELLER: It spins, it goes left, and it goes
5 right, so only six riders can be on each end of it, and
6 it spins 360 degrees.

7 MR. BLAIR: So there's room for all the fair board?

8 MS. MUELLER: Yes, exactly. And this next ride is
9 called Thunderfest, and that also spins around in a
10 circle and plays music and lights and does all this crazy
11 stuff. The Insomniac spins around as well, except up off
12 the ground, and then, yeah, in different directions. The
13 Downdraft—we have had this ride, but we haven't had it
14 for a couple of years, and then we've got some new kid
15 rides.

16 MS. ROWLAND: That's where I'm going.

17 MS. MUELLER: Yeah, these are more high-speed right
18 here. The Pump and Jump is so cute; it's like a mini—what
19 was that ride?

20 PRESIDENT FREDERICK SCHENK: Free fall.

21 MS. MUELLER: Yes, it's a free fall. So the little
22 seats, they go up and then it drops the kids, but it's
23 really short, it's not super scary, so it's cute. And
24 then we've got The Beach Shack, and we have a new roller

1 coaster for kids too, called the Dragon Wagon.

2 PRESIDENT FREDERICK SCHENK: Katie, what is the
3 recommended age for these rides?

4 MS. MUELLER: It's not so much age; there's a height
5 requirement, and they all have different ones. If you go
6 on our website, sdfair.com, we have a rides page, and
7 every single ride has the height requirements, the number
8 of tickets it takes, and any other kind of restrictions
9 on there as well. So they all vary in terms of what their
10 height requirements are, but generally, the ones in the
11 infield, the kids' zone, let's say 36 inches, you know,
12 or you can ride with a parent. And the ones in the Fun
13 Zone, those are more the teenage/adult rides, for you
14 know, 42 inches, 48 inches, some for 48 inches and above.
15 That's general.

16 MR. BLAIR: So Carlene, you can ride the --

17 MS. MOORE: I love the rides.

18 MS. MUELLER: So here's the heart of our fair, which
19 is the agriculture, arts, and education. Ashley talked
20 earlier a little bit about Plant, Grow, Eat. This is a
21 field trip program that we've had probably close to 30
22 years. This year, for the first time ever because of the
23 way the school calendar falls, we are going to be hosting
24 it May 20th through 24th here at the farm. The farm is

1 actually done; if you went out to the farm right now in
2 the infield, you would be shocked because

3 it's just gorgeous and it's ready for these kids
4 to come on a field trip. We have about 3,000 students,
5 2,800 it says here, but about 3,000 students,
6 chaperones, teachers, all of that, will be coming. We
7 have two different sessions per day during that week.
8 Their school buses will bring them in on the track,
9 they'll drop them off, and then they'll have nine
10 docent-led tour sessions. So not only will they get a
11 tour of the farm, but they have actually like eight or
12 nine different stations that they'll visit where they
13 will learn about agriculture.

14 So, it might be planting a seed, we have goats,
15 they might learn about goats, we have backyard
16 chickens, they might learn about that. Hollandia Dairy
17 is generously donating pints of milk for all of the
18 children and also doing a lesson about how cows are
19 milked. We won't have a cow there; we'll have Molly
20 the fake cow, but we won't have a real cow out there
21 for obvious reasons. So, we'll have all these
22 different sessions, and then each child will receive a
23 child's ticket to come back to the fair with their
24 family later on.

1 MS. BARKETT: Katie, I noticed they were asking for
2 volunteers, but program coordinator or (Indiscernible),
3 and you signed up. So I was going to sign up but I'm
4 really not a program coordinator or --

5 MS. MUELLER: That's okay, we need people to direct
6 people to the restrooms, direct them to the farm.

7 MS. BARKETT: Okay, I can do that. I'll be
8 supervisor.

9 MS. MUELLER: We're going to be using -- the Field
10 Pavilion will be the lunch area for them to have their
11 lunches and things like that. We just need lots of people
12 to trek and that kind of thing. Yeah, or you can teach a
13 session.

14 MS. BARKETT: Twenty-first, 22nd, count me in.

15 MS. MUELLER: Wonderful. Chana Mannen, who was the
16 executive director of Don Diego and actually the person
17 who hired me a long time ago to start working here, has
18 agreed to help us with Plant Grow Eat this year because
19 of her expertise. So, it's in really great hands. Very
20 excited about that.

21 MR. BLAIR: How long are the kids here?

22 MS. MUELLER: Usually about two and a half to three
23 hours at the most. Yeah, and then the theme exhibit is in
24 the activity center right when you come into the fair.

1 This is going to be a treat; you definitely have to make
2 sure you stop by here. We've got, you know, a classic
3 DeLorean car, the first cell phone, and music will be
4 featured throughout the decades throughout the exhibit.
5 We'll have an actual Malt Shop that's reminiscent of the
6 '50s, where you can buy ice cream or, yeah, you can buy a
7 Mudslide.

8 MS. BARKETT: We're signing up for that (Laughter).

9 MS. MUELLER: There'll be retro kitchen and bedroom
10 vignettes from different eras, so you know, maybe a '50s
11 kitchen and a '70s bedroom, and those kinds of things.
12 There'll be a vintage arcade where you can actually put
13 coins in and play Pac-Man, and yeah, so lots of fun stuff
14 like that. And then, there will be a drive-in that's
15 featuring movies throughout the day.

16 MS. BARKETT: A real drive-in.

17 MS. MUELLER: There'll be more of like facades of
18 cars, not actual cars, but-

19 MS. BARKETT: That's a good thing for us to do in the
20 future driving here.

21 MS. MUELLER: Yeah, so there'll be all kinds of fun
22 things. Our exhibit D, our education director, has been
23 scouring Southern California for relics, so she has come
24 across some goodies. It's fun to go in our office and

1 see, "Oh my gosh, my grandparents used to have that TV,"
2 or whatever. Sunflower Farms is in the infield; that's
3 where Plant*Grow*Eat's going to happen, but of course,
4 it's open throughout the run of the fair. Every day
5 there's a demonstration.

6 There are culinary demonstrations, an insect
7 exhibit with a stage show, a Pizza Garden, a Tea
8 Garden—just you name it. It's a great place to take
9 families out, let kids run around, and learn some
10 things about gardening in your own backyard. The horse
11 show experience is only here June 12th through 23rd
12 but it's extremely popular. It's held in barn W, and
13 daily they have different trainers throughout the
14 county who put on riding, grooming, and other
15 demonstrations. People just love it.

16 California Grown is our education building, and
17 we'll have exhibits all about olive oil, avocados,
18 food fiber. We have the San Diego Spinners come and
19 actually spin fiber into yarn. We have goat milking
20 demonstrations. We'll have a butterfly exhibit, which
21 was really popular. If you didn't get a chance to see
22 that last year, we have our petting farm, so that's
23 where your hands-on opportunity with animals is. We'll
24 have the milking demonstrations that happen outdoors

1 that are sponsored by Hollandia Dairy, and then we
2 also have a kids' grocery store where kids are
3 encouraged to make healthy choices and shop through
4 our little mini grocery store. Livestock Show
5 schedule—I don't expect anybody to memorize this.

6 We've got an extensive schedule of exhibitors
7 showing animals throughout the run of the fair. We are
8 even bringing back the pigeon show, which, if you
9 didn't know, was a very popular show. It kind of went
10 away during the pandemic, and we'll be bringing it
11 back this year, so there is a hobby for everyone,
12 folks. The Flower and Garden Show, maybe you've seen
13 it, it's under construction right now. It's really
14 coming together; it's looking great.

15 We've got some really, really enthusiastic
16 exhibitors and just excited because this is really
17 kind of the marquee of our agriculture program being
18 that San Diego County is the number one producer of
19 ornamental horticulture in the state, probably the
20 country, and so we take that responsibility to educate
21 fairgoers about that very seriously.

22 And so, we've got a number of different things
23 happening between the flower building and the garden
24 display. This is where our students compete—student

1 showcase and best of K through 6. They're also going
2 to be hosting a retro-inspired fashion show brought to
3 you by the Palomar College Fashion Department. They do
4 that every year, but this year we'll be putting it
5 inside the theme exhibit just because it goes so well
6 with the theme. And then, Homemade is our home,
7 formerly known as Home and Hobby, but it's our
8 Homemade.

9 It's where we have, you know, arts and crafts,
10 baked goods, quilts, collections, crafts make and
11 takes. It's in the west end of the exhibit hall, and
12 some special events—Barbie, Ken, and Friends,
13 capitalizing on the popularity of that movie, a retro
14 costume contest, and a TV dinner contest.

15 VICE PRESIDENT MICHAEL GELFAND: What is TV dinner
16 contest?

17 MS. MUELLER: That's one where a TV dinner, like it
18 comes in a TV dinner, but you prepare all the things
19 yourself, kind of thing. Our photography department is
20 one of the largest departments in terms of the number of
21 entries. We usually get about 4,000 entries in
22 photography. They have daily workshops in the Veranda
23 Cafe area. So, if you're an amateur photographer, this is
24 a great place to learn about that. We also have photo

1 shootouts where people go throughout the fairgrounds,
2 they have a limited amount of time to take a photograph,
3 they bring it back to the department, and they have it
4 judged right there on the spot, and ribbons and prizes
5 are awarded. Fine art will be having sidewalk chalk art
6 live on the following days, which is really fun to watch.
7 They have demonstrations in the Turf Club entrance every
8 day.

9 They've got some fun one-day contests as well,
10 like wildlife air painting where people paint images
11 of the fair and then have those judged, retro pet
12 portraits, and mini masterpieces, and then design in
13 wood, always one of everyone's favorites to come see.
14 Glad to see the woodworking exhibition at the fair;
15 it's in Mission Tower. They're setting up now as we
16 speak, and this truly is an international competition.
17 They have over 200 entries of handcrafted woodwork
18 that they have accepted and will be judged this year.
19 Then they really take demonstrating to the next level.

20 They have woodturner, scroll saw carvers every
21 single day, every single minute that exhibit is open.
22 They lead docent tours, and they have a children's
23 chair shop where you can actually watch people make
24 these little chairs, and then at the end of the fair,

1 they donate them all to preschools and children in
2 need, and that kind of thing. It's really, really
3 cool, and we put that on in conjunction with the San
4 Diego Fine Woodworking Association.

5 PRESIDENT FREDERICK SCHENK: Katie, just before we
6 move on, oh, I think it's in Gems and Minerals, there's a
7 woodworking kiosk where men, mostly men, are making pens.

8 MS. MUELLER: That's in Design and Wood. On the other
9 side is.

10 PRESIDENT FREDERICK SCHENK: Right, but what I just
11 want to point out -- I don't know if you were going to
12 mention this, but no, go ahead -- but what they do is
13 they charge really, they don't make anything off of it,
14 they charge a relatively small amount, but all the
15 proceeds go to veterans' organizations, yes. So, I go
16 every year to buy a pen whether I need one or not, but
17 it's just a great cause and they make beautiful pens.
18 Where would you describe that it is? I know physically
19 where it is, but how would you describe it?

20 MS. MUELLER: Yeah, it's on the north side of Mission
21 Tower, so we split Mission Tower into two sections: one
22 is Designing Wood on the north side, and one is Gems and
23 Minerals on the south side. Right, thank you for bringing
24 that up. So, Gems, Minerals, and Jewelry is really

1 unique. I have never seen another fair in all the fairs
2 I've been to that has a department quite like this. So
3 this is not only collectors of gems, minerals, and
4 fossils, but it's also jewelry designers, and I mean,
5 they make some amazing pieces.

6 They have a whole jewelry wall in the back of the
7 room where their necklaces, bracelets, and rings are
8 on display, and I mean, these are fine pieces of
9 jewelry. A lot of this stuff is for sale. You can
10 actually, you know, if you see something that strikes
11 your fancy, they'll put you in contact with the maker
12 and take it home with you. And then also, the
13 collections are just—they're amazing. So they have fun
14 activities going on every day for kids and adults as
15 well. And then, Fiesta Village will be back.

16 That's where we have our crafters from Mexico and
17 Central America who actually have to make their goods
18 in order to qualify to participate, and they sell them
19 in the infield. You can actually watch them crafting
20 and making things while they also have their items for
21 sale. And then new this year, we have a Pet Pavilion.
22 It's a new interactive space in the infield, and we're
23 going to be featuring every single day of the fair:
24 pet rescues, police K9 organizations, local pet clubs.

1 We'll have educational resources, humane societies,
2 and also daily presentations as well. So, looking
3 forward to that.

4 MR. BLAIR: Can you actually adopt pets that day?

5 MS. MUELLER: You can, well, I don't know if they'll
6 let you take them home from the fair, but you can
7 interact with the animal, and then the rescue
8 organization will, you know, connect you later. Yeah,
9 that's actually happened before when we've had rescues
10 here, that people go home with a pet. And then, our
11 marketing department has been hard at work making us all
12 look fabulous and getting everybody in the county excited
13 for the fair. So, these are some of the things if you
14 haven't seen them yet, you're going to see them very
15 soon.

16 All of our marketing will be hitting pretty much
17 this week. We talked about our discount promotions,
18 the one thing we didn't talk about is Pepsi Pay One
19 Price Day, so you can receive a \$5 off your ride
20 wristband at 7-Elevens and Speedway Stores. This is
21 what the giveaway in Albertson's Vons is going to look
22 like, what you'll see at the counters or receive in
23 your checkout bag. This is what the Costco pack looks
24 like. This is what you'll see in 7-Elevens and

1 Speedways, so just some really great, vibrant,
2 colorful artwork. This is what the O'Reilly posters
3 will look like. Northgate Market is a partner of ours
4 and they promote the Hispanic concerts for us, so
5 you'll see that. You can pick up a coupon to save
6 money on your concert ticket.

7 Of course, we'll be doing print again in all of
8 those magazines that are listed. We also do print in a
9 lot of multicultural magazines. This is featured in
10 San Diego Magazine. This is our advertisement for the
11 Native American powwow that the indigenous community
12 is helping us promote. This is our "out of the fair"
13 promo. Transit will have quite a few advertisements on
14 transit shelters, and they do digital advertising now
15 at transit shelters so we can update those ads and
16 change them out instead of just having a static poster
17 kind of thing. Billboards are going up all around the
18 county.

19 I've started seeing pictures of those. Here's
20 kind of what they look like, so again, you can't miss
21 it when you're driving down the street. Those are what
22 the transit shelters will look like. Here they are in
23 Spanish. We even have a wrapped bus this year. Didn't
24 have a wrapped bus last year, but we've got one this

1 year and it looks pretty darn good. Of course, digital
2 marketing, the world we live in today, has become
3 extremely important to us. So we have digital
4 marketing all over the place. This is our social
5 marketing, and we also have an influencer campaign
6 where we have a number of influencers who will be
7 visiting the fair, talking about the fair on social
8 media, getting their followers excited about it. And
9 then radio, which you're going to hear some spots here
10 in just a minute. Streaming, let's hope this—

11 (Audio playing)

12 And then next is one of the many versions of our
13 television ad. Some of the areas, some of the
14 streaming you'll see next.

15 (Video playing)

16 I think that's the end, but thank you all.

17 (Applause) We're looking forward to a wonderful fair. I
18 can't wait to see each and every one of you there. Does
19 anybody have any questions?

20 MS. ROWLAND: Yes, a couple of things. One is, I
21 assume that the safety programs that we had are similar
22 to last year. Any changes in the safety protocols?

23 MS. MUELLER: No, we'll have the evolved metal
24 detectors again at the entrances, like last year, which

1 really sped up the screening and accuracy of screening.
2 We have all of the same policies and procedures in
3 regards to what's allowed to be brought into the fair. If
4 you have any question about that, you should visit our
5 website under our Guest Services. We have all the
6 information about what is and what is not allowed, but we
7 have all of the same safety protocols in place throughout
8 the rest of the fair.

9 MS. ROWLAND: Including the hand washing station?

10 MS. MUELLER: Yes, so we've got a really nice, if you
11 remember, last year we rented a beautiful hand washing
12 portable station. We'll be bringing that back again this
13 year. We'll be bringing back all of the signage, all of
14 the protocols we had in place for animal contact and
15 things like that. We'll be, as they have in the previous,
16 following the California Department of Public Health
17 guidelines that we've reviewed with all of our staff
18 that's involved in those areas. We even have some new
19 sanitizers that we'll be deploying through our facilities
20 department that will help aid in that. So, yeah.

21 MS. ROWLAND: And a related question: When we started
22 the protocol of allowing people to take alcoholic
23 beverages out of the pavilion restricted area, there was
24 some concern about that. I haven't heard that there was

1 any uptick in issues or concerns, so has that just been
2 seamless?

3 MS. MUELLER: It has been totally seamless. We still
4 don't allow any alcoholic beverages in the Fun Zone or
5 the Kids Zone, but everywhere else, you're allowed to
6 bring it. And I think it's actually because we have
7 responsible serving programs, and Premier trains their
8 bartenders very well. I think that we've had less issues
9 actually because people can drink responsibly instead of
10 having to finish their drink really fast so they can get
11 on to the next thing.

12 MS. MOORE: Thank you.

13 PRESIDENT FREDERICK SCHENK: Thank you. So, looking
14 at the TV spots, it reminded me that retro is different
15 for different age groups. For some people, retro would be
16 me looking at my phone and seeing something of a recent
17 calendared event -- that's retro. But for me, it's
18 looking at the black and white videos. So, I love the
19 idea that we'll be able to appeal to a multi-generational
20 perspective of what constitutes retro. A couple of other
21 things -- by the way, thank you for that; I should have
22 started with that.

23 MS. MUELLER: Oh.

24 PRESIDENT FREDERICK SCHENK: In May addition of San

1 Diego magazine.

2 MS. MUELLER: You got it right in front of you,
3 perfect.

4 PRESIDENT FREDERICK SCHENK: Right, and there's a
5 code which I went and pulled up, and there it is -- the
6 Fair Fantastic Food Competition. It's in the San Diego
7 Magazine, and when you talked about there being a spread,
8 I thought of it in a different way. (Laughter) Yeah. And
9 then I want to remind all of my fellow directors that
10 there's a swag bag that each of you has to enjoy.

11 And lastly, I want to encourage everybody to come
12 out to the fair. You know, to me, that is really
13 important that you know we vote on a lot of things, and
14 many of them are because we have a fair that we can do a
15 lot of the things that we want to do. And it's important,
16 I think, for every board member to be present, to be
17 seen. Lisa, we talked about being a docent.

18 When I wear the shirt, I get one question asked of
19 me, whether I'm as a docent or that I'm there with
20 family. The question is, "Where's the bathrooms?" So be
21 prepared to know the answer to that question. I'm telling
22 you, that's a question you will be asked. But be there.
23 And Carlene, if you would speak to what we're doing at
24 nighttime for several of the nights, please, and then

1 I'll thank you for what you've shown us.

2 MS. MOORE: Sure, so we have spoken on it previously,
3 and I've sent out some information to you as board
4 members, and that is our Summer Socials. We have nine of
5 those. We're still finalizing the last couple of them in
6 terms of the details on the dates, and so we'll be
7 reaching out and asking each of you to co-host a
8 particular night where we have different audiences that
9 are being invited in, ranging from our elected officials
10 to hospitality and tourism, to our agriculture community,
11 to our fair businesses who are a part of, in essence, our
12 success with the San Diego County Fair.

13 Our Fair for All program recipients, nonprofits, and
14 other community service members. So we'll be reaching out
15 to you, and I think that's really what we're looking for
16 is again each of you to help host a night with that
17 organization, and you're all invited to any night, but
18 having that particular assigned night for us.

19 PRESIDENT FREDERICK SCHENK: So please answer the
20 call. Yeah, all right. Uh, anything else from the board
21 or from Katie?

22 MR. MOSIER: No, I think that the fair has been an
23 important part of our family for many years, and we
24 recently cleaned out my oldest son's old bedroom and

1 found that he won a blue ribbon first prize for his
2 artwork when he was in first grade. It's now on his wall.

3 PRESIDENT FREDERICK SCHENK: So, in addition to the
4 Oscar. (Laughter) Yes, right next to it. I didn't forget
5 that, okay.

6 MS. BARKETT: Thank you Katie, that was wonderful.

7 MR. BLAIR: Katie, I'm curious, do families typically
8 come and spend like four, five, six hours and do it once,
9 or is it sort of like a Sea World annual pass where you
10 come and spend two hours, leave, and come back a week
11 later for a special show?

12 MS. MUELLER: I think it depends on where you came
13 from. People who are more local might visit differently,
14 but last year, I ran into a couple that comes every year
15 from Las Vegas, and this is something that they do.
16 Obviously, they spend a long amount of time here in a
17 day, but the fair is a multi-day experience. It truly is
18 because there's one experience you have with your kids
19 and your family where you go on the kid rides and do the
20 educational things, and all of that.

21 Then there's also a date night component where
22 you leave the kids at home and enjoy a concert, have a
23 drink, maybe a nice meal, that kind of thing. We
24 really offer all these different festivals and events

1 to give people reasons to come back multiple times,
2 and they often do. We don't have any hard data on
3 that, just mostly talking to folks and understanding
4 their habits and that kind of thing.

5 MR. BLAIR: Do you have a multi-day and season pass
6 to Sea World kind of thing? It was a brilliant question
7 too.

8 MS. MUELLER: We don't currently have a season pass.
9 We feel like the price we offer for admission, especially
10 with the discounts and things, is a fair and reasonable
11 price, so we don't offer an even greater discount on the
12 season pass model. However, that's not something that we
13 wouldn't look at in the future for sure.

14 MR. BLAIR: Oh, the Fastpass, yes, we do have that.
15 On very popular ride days, for example, our unlimited
16 ride days which are Wednesdays and Thursdays, except for
17 July 4th, they come in very handy, especially on weekends
18 because that's when the Midway is very impacted. For an
19 additional price, and I want to say it's \$50, you can get
20 a Fastpass badge, and you can go to the front of the line
21 on all of the rides.

22 PRESIDENT FREDERICK SCHENK: Great, well I know we're
23 going to be running out of time soon, so we need to do a
24 quick change. Let me just ask for public comment and then

1 we're going to take a break. Okay, so anybody who is in
2 the house who would like to?

3 MR. ARABO: Sorry, one quick comment. Amazing job,
4 amazing work, truly amazing, all the advertisements we're
5 doing. Just a general comment to think of for next year:
6 we're advertising on the radio stations and in print
7 magazines. It's a perfect opportunity to include a QR
8 code to ask for data on anything related to the fair and
9 how the money is being spent.

10 PRESIDENT FREDERICK SCHENK: Good, point, yeah.

11 MR. ARABO: Highlighted for everyone.

12 PRESIDENT FREDERICK SCHENK: Okay, anybody in the
13 room who would like to offer public comment? I see Miss
14 Sullivan, you would like to speak to the board on the
15 Fair Ops committee report. You have two minutes. Please,
16 go ahead.

17 MS. SULLIVAN: Thank you for this opportunity. It is
18 a very comprehensive presentation, and I don't have
19 anything to add, thank you.

20 PRESIDENT FREDERICK SCHENK: All right. Anyone else
21 online who would like to comment from the public?

22 MR. RIVERA: Nobody has their hand up.

23 PRESIDENT FREDERICK SCHENK: Great. Thank you for
24 that. We will take a 5-minute break and then we're going

1 onto F and then G. And then to executive report. We have
2 one last action item, so we'll be ready for that in a few
3 minutes. We'll take a five-minute break. We're adjourned.

4 [Meeting adjourned for a 5-minute break.]

5 [Meeting back in session at 4:30 p.m.]

6 PRESIDENT FREDERICK SCHENK: We're going to get
7 started again. If you were a board member, would you
8 please come in and take your seat? Please, board members,
9 come back in and take your seats. Thank you. Alright, so
10 we are now moving on to 5F. We're reconvening the board
11 meeting for the 22nd District Ag Association. We took a
12 short break. We are moving on to 5F, a report on District
13 insurance policies.

14 Director Gelfand.

15 MR. GELFAND: Yeah, I'm going to turn this over to
16 Carlene.

17 PRESIDENT FREDERICK SCHENK: Okay, thank you.

18 MS. MOORE: So, if you recall at last month's
19 meeting, the board delegated authority to Director
20 Gelfand and staff so that we could procure our policies.
21 This is something that, while we have been working on it
22 for a year to get quotes from the Department of General
23 Services, one year later they were not able to, so they
24 were not able to provide us any.

1 So, we wound up procuring our insurance through a
2 broker to be sure to maintain coverage. This does not
3 impact workers' comp or general liability; those are
4 five-year services that we procured through California
5 Fair Service Authority, or CFSA. This is for insurance
6 regarding property, earthquake, crime, and cyber. You can
7 find the full report in your packet on pages 226 to 228.
8 As part of that delegation, it's to come back to the
9 board to make you aware of the policies that were
10 procured. One thing that is different is on our property:
11 in the past, Property Insurance included property
12 terrorism.

13 It doesn't anymore, so that's an additional charge
14 this year. In addition to that, our property insurance
15 rate was going up actually over \$100,000 for the year,
16 and along with other increases, we were looking at a much
17 more sizable increase to our insurance bottom line. So,
18 as we explored that some more, our property deductible in
19 2023 was \$10,000. It was actually increased in terms of
20 the policy to \$25,000 by the insurance companies, but we
21 opted to, in order to keep our insurance expenses at
22 their level, increase our deductible on property
23 insurance. So, we now have a \$250,000 deductible on
24 property in order to maintain our insurance expense of

1 about \$1.7 million.

2 So, if the board has any questions.

3 PRESIDENT FREDERICK SCHENK: We'll start with
4 Director Blair and then work our way around. Any
5 questions, this is not an action item. I'll open it
6 up -- yes, Director Mead, I'm sorry.

7 MS. MEAD: I just have a quick question. How did we
8 increase our deductible 10 times, from \$25,000 to
9 \$250,000? Can you give us an overview of our experience
10 during the last five years? Did we have any claims?

11 MS. MOORE: No, we really haven't. And yet, our
12 insurance in general is going up as a result.

13 MS. MEAD: So our experience is pretty good.

14 MS. MOORE: Yes.

15 MS. MEAD: Thank you.

16 PRESIDENT FREDERICK SCHENK: Good question, thank you
17 for that. Is there anyone in the audience who would like
18 to address the board after Director Gelfand speaks?

19 MR. GELFAND: Yeah, I just wanted to say we talked
20 quite a bit about it in the committee, and the reality is
21 if you have a lower deductible, the insurance company
22 handles it pretty automatically and ends up paying people
23 for nothing quite often, just to avoid going to court.
24 So, this way we maintain a lot more control.

1 PRESIDENT FREDERICK SCHENK: Any other comments? All
2 right, public comment. Anyone from the audience, anyone
3 online who would like to address the board on this topic?

4 MR. RIVERA: Nobody has their hand up.

5 PRESIDENT FREDERICK SCHENK: I didn't see anybody
6 listed either. All right, thank you. We're going to move
7 on to 5G, and is that Director Rowland.

8 MS. ROWLAND: Thank you. Thank
9 you for the reminder. So, this is a recurring item, one
10 that we have to implement each year because of the recess
11 in board meetings in June and July. This is a vote to
12 delegate authority to President Schenk to approve
13 contracts that exceed the CEO's delegation of authority,
14 and that would begin May 15th. It's per the description
15 on page 229, which has limitations relative to the amount
16 and to the duration of the contract.

17 PRESIDENT FREDERICK SCHENK: All right. Any questions
18 for clarification to staff? Director Mead.

19 MS. MEAD: Just want to confirm, this is an
20 ongoing --

21 MS. ROWLAND: It's a reoccurring.

22 MS. MEAD: So, it's not just for President Schenk;
23 it's for all our presidents in the future.

24 MS. ROWLAND: Well, this is this year's version. Each

1 year, we would make this authorization for whoever is
2 President. Yeah, so this is a recurring item, but it's
3 not perpetual.

4 MR. GELFAND: Are you asking if it's to the president
5 or specifically to Fred, like if he got hit by a bus and
6 was replaced?

7 MS. MEAD: Right.

8 PRESIDENT FREDERICK SCHENK: That's the example you
9 want to use? How about I'm just not here.

10 MS. MEAD: Well, Fred, it's the president or the
11 president's delegate.

12 MS. ROWLAND: President, right.

13 MS. MEAD: Right.

14 PRESIDENT FREDERICK SCHENK: Even if he's throwing me
15 under the bus.

16 MS. MEAD: No, I'm planning you on going to Greece
17 for a month.

18 PRESIDENT FREDERICK SCHENK: I love it. Okay. Thank
19 you.

20 MS. MOORE: To be clear then, in terms of the motion,

1 you may want to broaden it to be more than just President
2 Schenk. If that's a concern, to include vice presidents,
3 perhaps. This is specific to this year, so it is from May
4 15th until the next duly noticed board meeting that we
5 would have, and it's to cover that period of time where
6 we experienced it last year. I think we had about nine
7 contracts that needed to be approved so we could continue
8 operations through the fair. Hence, this is a stopgap
9 versus trying to coordinate all of you for a 10-day
10 notice period in order to have another board meeting for
11 that. So, we could --

12 MS. ROWLAND: I'm sorry, we could clarify to say that
13 it's delegation of authority to the president and in the
14 absence of the president, to one of the designated vice
15 presidents, the sitting president.

16 PRESIDENT FREDERICK SCHENK: All right.

17 MS. MEAD: Works for me.

18 PRESIDENT FREDERICK SCHENK: Okay. With that we'll
19 open it up for public comment. Anyone wish to address the
20 board? No public comment. All right. Is there a motion
21 and a second?

22 MS. ROWLAND: I will make the motion.

23 PRESIDENT FREDERICK SCHENK: With the modification
24 that it be the sitting president as opposed to someone by

1 name.

2 MS. ROWLAND: Correct, and to one of the vice
3 presidents should the president not be available.

4 PRESIDENT FREDERICK SCHENK: Under any circumstance
5 that includes a bus.

6 MS. ROWLAND: One-to-one order.

7 MR. BLAIR: I'm second it.

8 PRESIDENT FREDERICK SCHENK: Seconded by Director
9 Blair. With discussion. Any discussion?

10 MS. ROWLAND: I think it's enough. President we'll
11 take a vote.

12 MS. O'LEARY: President Schenk.

13 PRESIDENT FREDERICK SCHENK: Aye.

14 MS. O'LEARY: Vice President Gelfand.

15 VICE PRESIDENT MICHAEL GELFAND: Aye.

16 MS. O'LEARY: Vice President Rowland.

17 MS. ROWLAND: Aye.

18 MS. O'LEARY: Director Arabo.

19 MR. ARABO: Aye.

20 MS. O'LEARY: Director Barkett.

21 MS. BARKETT: Aye.

22 MS. O'LEARY: Director Blair.

23 MR. BLAIR: Aye.

24 MS. O'LEARY: Director Mead.

1 MS. MEAD: Aye.

2 MS. O'LEARY: Director Mosier.

3 MR. MOSIER: Aye.

4 MS. O'LEARY: Director Nejabat.

5 MR. NEJABAT: Aye.

6 PRESIDENT FREDERICK SCHENK: The motion carries.

7 We'll move on to the executive report.

8 MS. MOORE: In the interest of time, we're only going
9 to have two items for you.

10 PRESIDENT FREDERICK SCHENK: Oh, you know what, I
11 apologize. I did commit to doing public comments. It's
12 not an action item. Oh, I thought you called for public
13 comment. That was on the insurance. No, you called for
14 public comment. No, it was for the action item. It was
15 for the action item before we voted. I called for public
16 comment on that. But now for the executive report, you
17 wanted to. Yeah, that's why I'm allowing it out of order
18 because this is not an action item.

19 MS. MOORE: Typically comes after the action. So it
20 still comes after the staff report.

21 SPEAKER: There's been people waiting out of line.

22 PRESIDENT FREDERICK SCHENK: I know, but okay,
23 gotcha. Yeah, I'm giving them a courtesy. Yes. All right,
24 I discussed this with them. Okay, yeah. So, if there is

1 someone who would like to speak on this, now would be the
2 appropriate time.

3 MS. O'LEARY: Are you talking about item six?

4 PRESIDENT FREDERICK SCHENK: For item six. The
5 executive report.

6 MS. HAYES: Hi, I don't know how this is connected,
7 but in any case, for those of you who did not go to Del
8 Mar National, I'm just teeing up for some very special
9 folks who have been waiting to speak about the importance
10 of your brilliant decision to lease out Horse Park and
11 its restored and fabulous order. And now, the 75th
12 anniversary of Del Mar National went off brilliantly.

13 I mean, not only addresses, where we had six
14 Olympic riders, and a short list of two of them are on
15 the shortlist for the Olympics in Paris, but also we
16 got a chance during Hunter Jumper. I'm sorry, during
17 dressage, we had Canadians, lots of them. They're
18 coming back. The Canadians are coming, be careful. The
19 next thing on the hunter-jumper, which was really
20 wonderful, and Carlene was there, and I know I wish
21 you could have come because it was one of the best
22 horse shows I've seen here, or actually anywhere in
23 California, to be quite honest, including the Nations
24 Cup at San Juan Capistrano.

1 And what I'd like to say is that we also are
2 starting to attract a lot of interest in riders from
3 other states, which is what we used to have at the
4 heights of the Del Mar National and the horse shows
5 here at Del Mar properties, both at the fairgrounds
6 and at Show Park. So, we have riders from Texas, Utah,
7 Colorado, Washington State, and Arizona, as well as a
8 couple of international riders. I've got to tell you
9 guys, they built it, and guess what? The riders are
10 coming with their horses. Thank you.

11 PRESIDENT FREDERICK SCHENK: Thank you.

12 MS. BARKETT: Thank you.

13 MS. DEMARCO: Hi, Laura DeMarco here. What I wanted
14 to do is thank Carlene and the staff for working with the
15 Horse Park operator. They've come to a compromise on the
16 parking situation so that there will be fair parking
17 available on those 64 acres that won't compromise the
18 great facilities and footing that's been put in all the
19 arenas. So, no cars are going to be parked on there, and
20 because there's a horse show two days later. So, that's
21 really great for the safety of the horses and the riders,
22 and it demonstrates a great partnership and work with
23 attitude. Thank you.

24 PRESIDENT FREDERICK SCHENK: Thank you. So, I will,

1 let me just, I'm going to finish up on public comment.
2 So, if there is anyone in the room who would like to
3 offer public comment? All right. So we're going to go to
4 our remote attendees. Jane Cartmill, would you like to
5 speak at this time or reserve until after the executive
6 report has been given?

7 MS. CARTMILL: Are we commenting on six?

8 PRESIDENT FREDERICK SCHENK: I'm giving you an
9 opportunity because there was a request made on the break
10 to allow public comment to go before the executive report
11 was given. And I offered that opportunity. So I just want
12 to extend that opportunity to those of you who are
13 appearing remotely. You are welcome to wait until the
14 report has been completed.

15 MS. CARTMILL: I'll go ahead. I was happy to hear
16 about the new --

17 PRESIDENT FREDERICK SCHENK: We can't hear you
18 Ms. Cartmill.

19 MS. CARTMILL: I was very happy to hear about the new
20 Pet Pavilion, which is very timely. Can't hear you, Miss.
21 I was very happy to hear about the new Pet Pavilion,
22 which is very timely and needed right now. Our local
23 media have been reporting for weeks about the terrible
24 overcrowding in the animal shelters. Just this past

1 Sunday, the Union Tribune featured a prominent story
2 about how overwhelmed the shelters are, stating that 11
3 agencies and nonprofits have come together to raise
4 awareness about the need for fostering, adoptions, and
5 spay/neuter services for what they are calling a crisis.

6 But the inclusion of Silver Bay Kennel Club and
7 San Diego Cat Fanciers among the vendors in the event
8 agreements is unfortunate. Those groups actively
9 promote and make their money from the breeding of
10 pets, and it's unfortunate that they will be there as
11 well. I was also dismayed to see the Child Evangelism
12 Fellowship among the vendors. This organization, by
13 its own admission, recruits and immerses young
14 children in its Born Again version of Christianity,
15 teaching them that they can obtain the full
16 forgiveness of God in their words by entering a
17 personal relationship with Jesus.

18 Similarly, Rock of Israel, another vendor, is
19 essentially a Jesus for Jesus group, claiming Jesus
20 Christ is the promised Messiah. I was raised in the
21 Christian faith, but these vendors seem to me
22 inappropriate for a public and state-owned event like
23 the fair, especially in the absence of any other
24 vendors with differing religious messages. I learned

1 that your sponsorship agreements include a paragraph
2 allowing the 22nd DAA to terminate a contract if a
3 sponsor's practices or activities are deemed
4 inappropriate or detrimental to its interests. Might
5 be-

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

7 PRESIDENT FREDERICK SCHENK: Thank you, why don't you
8 finish your sentence, please. All right.

9 Ms. Sullivan, would you like to offer your two
10 minutes public comment now or would you prefer to wait
11 until after the report is provided?

12 MS. SULLIVAN: Thank you, but I've been waiting for
13 the executive report, so I'll wait until that's delivered
14 before I comment.

15 PRESIDENT FREDERICK SCHENK: So you are going to
16 defer until afterward?

17 MS. SULLIVAN: Yes.

18 PRESIDENT FREDERICK SCHENK: Okay, thank you. And
19 last is Brian Buffini. Mr. Buffini, would you like to
20 offer your comments now, or are you waiting until after
21 the executive report?

22 MR. BUFFINI: I'll offer my comments now. Just want
23 to thank the board for doing a great job with the park
24 and the fair, and all the work you're doing. I want to

1 talk about Show Park a little bit and tag into what the two
2 ladies were talking about. My daughter's one of the people
3 on the shortlist for the US Olympic team, and I will just
4 share with you that the decision to not park the cars on
5 the arenas will prove to be extremely fruitful.

6 We got NBC coming out next week with the Today Show
7 coming to Del Mar National, we got the local
8 news, and I'll just say that the people who have made
9 tremendous investments there are good partners. From
10 what I understand, after this first season, we're
11 looking at almost double the number of people coming,
12 a lot of young locals also who couldn't afford to ship
13 a horse to Florida are going to come and avail of the
14 facilities. So, very excited about the decision you
15 guys made. The first season was a very good success,
16 but I think you're about to see a double.

17 And, as a person whose kid is part of the US
18 Olympic team, we're very thrilled to be able to
19 participate in the local event that's five minutes
20 from the house, and a lot of people are able to come
21 and avail of the facilities. So, appreciate you guys
22 doing what you're doing, and especially great decision
23 on not parking cars on the arenas. I think that's a
24 game-changer for that whole situation. So, thank you

1 for all you guys are doing, great job, appreciate it.

2 PRESIDENT FREDERICK SCHENK: Thank you, Mr. Buffini,
3 and all the best to your daughter. Thank you.

4 MS. BARKETT: She's amazing. Thank you, Brian.

5 PRESIDENT FREDERICK SCHENK: So Ms. Sullivan, we'll
6 come back to you for public comment on executive report.
7 I'm going to turn it over to Carlene Moore.

8 MS. MOORE: All right, well thank you for that. I'm
9 actually going to invite our Chief Communications
10 Officer, Tristan Hallman, to come up for this
11 presentation. You have all received a copy of the annual
12 report. This is our first take of this, so it is a
13 project that has been very near and dear to my heart
14 since coming here, is to really put together our story,
15 some of our statistics, and things like that. And
16 especially, I think it's extremely timely as we're about
17 to embark on our listening road tour as we seek to gather
18 public input into our master planning process and things
19 of that nature. And so with that, I'm going to hand it
20 over to Tristan to share it with you.

21 MR. HALLMAN: All right, well thank you very much,
22 Carlene, President Schenk, and the board. So, we're
23 excited to share this report, as Carlene mentioned. Can I
24 move these slides? So, the first thing, I guess I'll give

1 a preamble, and then I'll kind of breeze through the
2 slides because I know you all have the reports there in
3 front of you. But I'll give you an overview. When I first
4 got here it was about a year ago, and Carlene handed me
5 the first of what was many big stacks of things that she
6 said she wanted to get done.

7 From these stacks, I think we could reduce it down
8 to, in a sense, what is Carlene's vision as well as the
9 board's vision, which is kind of, make it all make sense.
10 So, we're an entity that in some ways is very hard to
11 explain, right? We had a lot of departments. There's been
12 some structural messiness in the past. The pandemic added
13 to that, of course. You had 160-something people then it
14 was less than half that. Now we're back up to 80 plus.
15 And then, within a couple of weeks, we'll be up to 1,200,
16 which just happens once a year. So, we've got a bunch of
17 different offices on the campus. You know, it's not all
18 connected. People are stashed away over here. That's
19 something that's being worked on as well. We've had, you
20 know, people and we've heard public speakers refer
21 to us as sort of a state agency or part of the state. You
22 know, we have people in the public who believe that we're
23 a taxpayer-funded entity or people who can't
24 differentiate between, you know, it's the San Diego

1 County Fair, it's the Del Mar Fairgrounds, it's 22nd DAA.
2 So, we have all of that sort of against us here, right?
3 And we've told that story piecemeal. And, oh by the way,
4 sometimes we're a place where we have mass vaccinations
5 and, you know, mass evacuations during wildfire.

6 So, it can be confusing for some people. Of course,
7 it can be confusing for us sometimes, you know? So,
8 making it less confusing, making it make sense is sort of
9 the theory behind this annual report. So, it's telling
10 our story in a comprehensive way and getting it all in
11 one place. That whole process started with the Mission,
12 Vision, Purpose, and Values that this board adopted in
13 2021. So, having this inaugural annual report allows us
14 to, as you can see there, tell the district's story. And
15 because it's the first year meant to sort of provide a
16 baseline for future years that we're able to kind of draw
17 off of.

18 There's no sort of, you know, when looking back it
19 was sort of hard to just structure this into a place
20 where it could make sense. So, this report highlights
21 everything that we do as an organization, showcases our
22 successes in 2023. So, it's really about accomplishing
23 those goals. 2023 was a big year for us. We start off
24 this report, as you'll see, by sort of telling the

1 background right, the history. This is not necessarily
2 something you'd see in a typical annual report because
3 we're going to go a little deeper into it. It's still
4 just scratching the surface in some ways but we're -- we
5 want to tell you who we are because that'll be important
6 in terms of being able to share that with other people,
7 with stakeholders especially as we're engaged in now this
8 community input process, engaging key stakeholders,
9 elected officials, people who are in decision-making
10 positions who may not know that much about the 22nd DAA.

11 So, starting with telling our story about who we are
12 and then also telling the history of the fairgrounds
13 itself and the San Diego County Fair. Then we get into a
14 2023 recap. It starts with an introductory letter from
15 the board chair, President Schenk, and the CEO. It's a
16 joint letter that's something we saw in other annual
17 reports. So, it gives a broad overview about the year
18 that was. Then we go into kind of like 10 big things that
19 were new in 2023. We have a fair recap and numbers. We
20 talk a lot about the "Get Out There" theme and what that
21 meant. Recap our big achievement awards. We had 48 from
22 WFA and I this year. We also have unaudited financial
23 information in the back, event listings, and there's all
24 kinds of statistics. We all know it's the 20th, the

1 district is about more than just the fair obviously. And
2 I'm sorry that I have to follow Katie Mueller today.

3 So, thank you all for bearing with me through this
4 but we're going retro back to 2023. So, you know, one of
5 the most important things and it's always going to be I
6 think number one is that we hosted a safe and successful
7 fair we open the sound in 2023. That was a big deal.
8 That's a major step for this organization to be able to
9 have that entertainment venue here and I think probably
10 all of you or most of you have enjoyed a show over there
11 and hopefully you will at the even if you're not into the
12 laser light show at the fair this year, so you know
13 created the Fair-Tastic Foods competition. Katie, you
14 mentioned that you -- you'll see a few other there others
15 on there.

16 I won't go through all of them but reopening Horse
17 Park the debut of the water quality initiative project
18 some of you were there for that um and then some internal
19 things that we did it to really make our processes
20 smoother and make the public experience in the way that
21 they engage with us better then we kind of break down the
22 report and we start getting more granular so we go into
23 the key priorities so we have Community impact the effect
24 that we have on the community we have environmental

1 impact we have sort of Public safety, health and first
2 aid, those kinds of things. Economic impact. A short
3 section that will get very long, I think, next year in
4 terms of planning for the future and the steps that we're
5 taking. And then, the sort of transparent stewardship
6 section -- that's where you're going to find the list of
7 events that we had, the financial information that we
8 had, so that's all there.

9 With community impact, with each of these sections,
10 we wanted to highlight some key facts and figures. One of
11 those you'll see is the top 10 communities to visit the
12 San Diego County Fair. That's based on our online ticket
13 platform, the city that people enter in there. So, it
14 pretty closely follows our county, but it does represent
15 that we do appeal to everyone across the county. It's not
16 just the city of San Diego, it's not just the city of Del
17 Mar, it's everywhere.

18 We also highlight, in each section, some aspect of
19 what we do. So, the Care and Share program, we have our
20 listing of Fair for All recipients, which is a major
21 program that we do here, and then as well as a glossary
22 of all of the community programs that we have. I
23 apologize if I missed any. We have the 2024 annual report
24 that I'm sure we'll start working on pretty quickly.

1 We also talk about our environmental impact. That's
2 where we go into more detail about that water quality
3 initiative that we did. We highlight that. We highlight
4 the past things that we've done under this board in the
5 last 20 years to really enhance and serve as stewards of
6 the environment in this sort of environmentally sensitive
7 area. For economic impact, this is a big one, of course.
8 So, it's a big section. You'll see a recounting of what
9 horse racing means for the fairgrounds financially, what
10 the Horse Park reopening means for us, the fact that
11 we're driving innovation with food with this Fair-Tastic
12 Foods Competition, which is great because we can just
13 now, in addition to the perpetual trophy, show every year
14 who won that report. So, you can refer back year after
15 year who won that year. You know, the sound, I mentioned
16 that at the beginning, that's a big deal and we wanted to
17 highlight that as well. So, we have all of those economic
18 impact facts and figures to highlight there.

19 And then, you know, we didn't really have many
20 safety incidents so we got to highlight that, but that
21 also means you don't have a ton to talk about. Yeah, so
22 we'll knock on wood for that, and Mark's in charge of
23 that. So, Mark, if you wouldn't mind knocking on wood
24 too. We also do talk about our role in the past, and

1 thankfully we haven't had to serve in this role for a few
2 years now, but as a major emergency partner for our
3 county when something goes wrong. And then we sort of
4 highlight our role. Katie mentioned the Burn Institute
5 Derby. That's a big fundraiser put on by fire
6 departments. I think for most people the most terrible
7 thing that happens to them at the fair is they lose their
8 cell phone or their sunglasses or something like that.

9 PRESIDENT FREDERICK SCHENK: Or their child.

10 MR. HALLMAN: Or their child, which is, you know, but
11 they're found children because we find them and then
12 reunite them with their parents. So, we highlight that as
13 well as the role that the bike team does. These kinds of
14 spotlights can change from year to year. We'll highlight
15 different aspects of our operation and then be able to
16 share that with the public.

17 Then we do have a page just mentioning the work that
18 we've done so far, touching on the fact that we are
19 engaged in a strategic planning process. We touched on
20 affordable housing in the LOSSAN Corridor. We didn't
21 really get to talk at length about the resolution because
22 that all happened earlier this year, if you can remember
23 back. So, we just missed the cutoff, but look for that
24 more in next year. Those were important stands in terms

1 of our exploration of what the future of this property
2 will mean. And of course, a reminder to anyone who's
3 reading this report that everything we do in terms of the
4 strategic planning will be anchored in that purpose,
5 mission, vision, and values.

6 MR. BLAIR: What's LOSSAN Corridor?

7 MR. HALLMAN: It is the Los Angeles-San Diego rail
8 corridor, so that's where the Amtrak comes down or the
9 Coaster. And that's talking about, of course, where that
10 will go, and we hope, of course, we get a platform.
11 That's not just hope but it's in the plans. We hope it
12 happens soon, but it is planned. It will very much change
13 the way that this property is oriented.

14 Then toward the back, we go into sort of our team.
15 It's the credits pages, as I've been calling them. All of
16 you and your beautiful photographs there, which is why we
17 keep trying to get you for photos. So, we'll hopefully
18 have fresh art over that next year. We give a listing of,
19 obviously, our leadership team and then our department
20 heads, as well as a list of our operators. So, we have
21 the different operators that are on the three campuses
22 that we run. And then, of course, we end with a preview
23 of the fair, which you've all heard about today and we
24 are very excited for. That's how we're going to end all

1 of these reports, with a look forward to the next year.

2 Thank you very much, and Carlene and I will be happy
3 to take questions.

4 PRESIDENT FREDERICK SCHENK: Thank you very much. I
5 appreciate that.

6 MR. BLAIR: Great.

7 MS. BARKETT: Excellent.

8 MS. MEAD: Do we have an online version?

9 MR. HALLMAN: It will be posted online as a PDF, and
10 then we'll have printed copies to hand out at the summer
11 social events as we go on these sort of listening tours.
12 We want to make it as widely available as possible. Some
13 people would prefer not to have a print version, but we
14 will have it digitally as well. It'll be on the website
15 and should be posted if not already.

16 PRESIDENT FREDERICK SCHENK: I think Director Arabo's
17 comment about a QR code was a good one. No, I'm serious
18 about putting it at places during the fair so that people
19 could have access to that. It saves a lot of paper, and
20 people might find it interesting, especially with the
21 Fair-Tastic Food featured festivities. I'm running out of
22 F-words.

23 MS. MEAD: I got a few (Laughter).

24 PRESIDENT FREDERICK SCHENK: That wouldn't be funny.

1 You opened the door for that. But no, seriously, I think
2 maybe if we put up stations with the QR code, that might
3 be a good way to transmit that information.

4 MR. HALLMAN: Yeah, and you know, something that we
5 saw last year during the summer socials is some people
6 like the print and some people don't. Some people like
7 having the takeaway. Obviously, we like the takeaway to
8 some extent because it's right in your face all the time,
9 whereas you have a short attention span when you're on
10 your phone.

11 PRESIDENT FREDERICK SCHENK: They're not mutually
12 exclusive. I'm just saying in addition, it's a way for
13 people not to have to carry paper around if they don't
14 wish to. Right, we'll have both.

15 MS. MOORE: I think Tristan was saying that if it's
16 not currently posted, it will be shortly. We held off
17 posting it until you first received it as the board of
18 directors, and so it will be available online after the
19 meeting.

20 PRESIDENT FREDERICK SCHENK: Right. Well done.

21 MS. BARKETT: Really well done, thank you.

22 MS. MOORE: Thank you. And with that, I would like to
23 invite Mark Wiggins, General Manager for Premier Food
24 Services, to also provide their 2023 annual report.

1 MR. WIGGINS: Good afternoon, everybody. Thank you
2 for letting me take this opportunity to present. Today,
3 I'm going to go through some numbers and highlights from
4 last year, focusing on our key initiatives and
5 strategies.

6 In 2023, we had gross revenues of more than \$20
7 million. The majority of these sales, approximately 83%,
8 came from the race meets and the fair. Offseason events
9 made up about 7.7% of sales. We were happy to see nearly
10 \$1.7 million in revenue from The Sound, making up about
11 8.5% of our total sales. It was a very, very good year
12 for us at The Sound. I don't think anybody anticipated it
13 to be that great in the first year that we were open.

14 MR. RIVERA: Big green one.

15 MR. WIGGINS: Alright, here we go. Looking back, we
16 have continued to make up ground from the pandemic
17 closure. In 2019, our revenue was \$22.6 million.

18 In 2020, we had \$1.24 million in revenue. In
19 2021, we moved up to \$14 million, and in 2022, we
20 reached \$17.5 million. This year, we finished with
21 over \$20 million in revenue. This progress helps close
22 the gap compared to our 2019 revenue of \$22.6 million.

23 To further close the gap between 2019 and 2023,
24 we have initiated a private events initiative, which

1 will significantly boost our revenue. Additionally,
2 hosting the Breeders Cup will be a huge revenue
3 generator for us.

4 MR. BLAIR: Is this calendar year.

5 MR. WIGGINS: Yes, in the calendar year of 2023, The
6 Sound opened in February. We hosted a total of 50 events.

7 MS. MOORE: Mark, it's big green.

8 MR. WIGGINS: We had total sales of \$1.7 million in
9 revenue for The Sound. Of that, 25% was from private
10 events, and 75% was from concerts. Our private events
11 included a variety of types, such as Tech Talk, Cox's Top
12 Tech, Lucky Duck, Palm Health, and Vision of Children.

13 Moving on to the fair, our big highlight here is
14 Destination Unknown. This event gets better and better
15 every year. It started in 2018 as a speakeasy. In
16 2019, it nearly doubled in sales. Despite the downturn
17 during the pandemic, in 2022, we bounced back with
18 \$284,000 in sales for a partial reopening of the fair.
19 In 2023, we surpassed expectations, achieving almost
20 half a million dollars in revenue at this location.

21 MS. MEAD: So you will never find it (Laughter).

22 MS. MOORE: And add, "It's not such a speakeasy
23 anymore."

24 MR. BLAIR: I always asked the dumb questions, is it

1 really hidden away.

2 MR. WIGGINS: We don't really advertise it. It's a
3 lot of social media and a following. We put clues out at
4 the other bar, keep it secret, and people ask how to get
5 there.

6 PRESIDENT FREDERICK SCHENK: Worst kept secret.

7 MS. MEAD: It is, (Laughter).

8 MR. BLAIR: Dying to know where it is.

9 MS. MEAD: We'll draw you a map.

10 MR. WIGGINS: It's a lot of fun. Our staff did a
11 great job creating incredible experiences, and by the
12 numbers, you can definitely tell that it really drives
13 our revenue. Last year, we created another speakeasy,
14 since we already had one that was not quite a speakeasy.
15 We created the Secret Stash at the Arena Room, located
16 next to The Sound, overlooking the arena. This new venue
17 features crafted cocktails, including smoked cocktails
18 and cocktails with flavored bubbles. People really enjoy
19 these experiences in a nice air-conditioned room where
20 they can take a break from the crowd.

21 We also introduced The Wicked Kitchen, a
22 plant-based concept in partnership with Wicked
23 Kitchen. We created several menu items around their
24 products, and it actually won the Best Vegan Dish of

1 the 2023 Fair. Everything here was vegetarian and
2 vegan, and beverage vessels were well appreciated. We
3 moved the wine festival to The Sound, and people loved
4 that it was indoors. Chef Barry did a great job with
5 his food plating and wine pairing.

6 In 2023, live meet racing generated \$11.8 million
7 in sales, with the majority coming from our summer
8 meet at \$10.4 million. One of our creations, in
9 partnership with Brand Beef, was Tanner Smashburger.
10 It debuted at our Bloomin' Celebrity Grill, where
11 sales were previously low. This new concept became the
12 most popular item at the racetrack, and due to high
13 demand, we started selling it upstairs to the sixth
14 floor and even delivered it to the director's room.

15 We also partnered with Blade and Bow to create a
16 new lounge concept with rustic couches and a very
17 inviting atmosphere. Additionally, we partnered with
18 Dos Hombres, and we had Bryan Cranston and Aaron Paul
19 there, which was a huge highlight for me as a Breaking
20 Bad fan. They really engaged with the crowd and talked
21 to everybody.

22 Looking ahead, we have the 2024 and 2025 Breeders
23 Cup, and we're really excited about having them back
24 in 2024. This should be a really good year for us.

1 That's it. Thank you.

2 MS. MOORE: Thank you very much. (Applause) That
3 concludes the executive report. In the spirit of keeping
4 things brief, since we had a lot of presentations today,
5 there's not much else to update you on because the fair
6 is right around the corner.

7 PRESIDENT FREDERICK SCHENK: Right, I will invite
8 Ms. Sullivan to public comment on the executive report.

9 MS. SULLIVAN: Hello, thank you. I'd just like to
10 request one more time that these reports be provided in
11 written form so that we have an opportunity to review
12 them, if not before the meeting, at least while the
13 presentation is going on. There are a lot of numbers, and
14 I recognize that being in the room has its perks, but it
15 would certainly facilitate remote participation if these
16 materials were made available and not just rely on the
17 verbal report. Thank you. Have a great fair.

18 PRESIDENT FREDERICK SCHENK: I'll see you in August.
19 We'll visit with you at the end of the summer. Thank you,
20 Miss Sullivan.

21 Alright, with that, we'll turn to matters of
22 information. If you could turn to pages 317 to 330 of the
23 packet for information. We have a special matter of
24 information this afternoon, and it is truly an honor to

1 recognize our Board Member Emeritus, Richard Valdez.

2 Richard, I'm going to invite you to come up. I know
3 it's an unfamiliar place for you, but truly, it's an
4 honor to have you here.

5 MR. VALDEZ: Now? Are (Applause). This is an unusual
6 place for me to be standing.

7 PRESIDENT FREDERICK SCHENK: I'm going to invite
8 whomever to speak, and then I'll say a few words as well.
9 But, um, I know there are people here who've worked with
10 you for a long time, some who have never worked with you
11 on the board, but we'll get an opportunity to hear about
12 the magnificent contributions you've made. So, Phil, I
13 don't want to embarrass you, but if you want to say
14 something or if you want to be well educated on the, uh,
15 qualities that Richard, uh, shared in his leadership,
16 you're welcome to just, uh, sit and be, uh, impressed.
17 So, either way.

18 MR. BLAIR: I think I'll roll back and be impressed.

19 PRESIDENT FREDERICK SCHENK: I'm going to invite all
20 the board to talk and then we'll let you have the last
21 word of course.

22 MR. NEJABAT: First off, I want to thank.

23 PRESIDENT FREDERICK SCHENK: First off turn on the
24 mic.

1 MR. NEJABAT: Thank you, Mr. President. You know, I
2 want to thank you for your service during those very
3 tough, unprecedented times. You were at the forefront of
4 leadership and navigated us through that period.
5 Obviously, we're all eternally grateful, and we
6 appreciate your support. It's good to see you, and
7 hopefully, we'll see you soon at some of the events.
8 Thank you.

9 MR. VALDEZ: Thank you, Sam.

10 PRESIDENT FREDERICK SCHENK: Director Mead.

11 MS. MEAD: Rich, following Sam's comments, just huge
12 appreciation for what you did for this board and for this
13 community, especially during the very difficult times we
14 had during COVID. More importantly, you are a friend to
15 many of us. You were a great leader, and you stood up
16 when it was necessary, but you also put your arm around
17 us when we needed it and sent out those texts and calls.
18 I just want to say you'll be my friend forever. Thank
19 you.

20 MR. VALDEZ: Thank you, Kathlyn.

1 MS. ROWLAND: This is the second board on which I've
2 served with Richard, and I have to say that I was really
3 encouraged when I saw his name on the 22nd DAA. Not that
4 I wasn't encouraged by the rest of you, but he was
5 someone with whom I had served, and I already knew his
6 leadership qualities, his presence, and his calmness
7 under fire. Now, I didn't know to what extent all of this
8 would be required, because my first meeting was in April
9 of 2020, when we canceled the fair. Then it became very
10 evident how important all of those skills and attributes
11 were and would continue to be for a long time.

12 I think if you didn't live through it, you cannot
13 appreciate what really happened in terms of the impact on
14 people, events, and the status of the 22nd DAA and the
15 fairgrounds. There were some really scary moments, and I
16 would say that Richard stepped up in so many ways,
17 courageously and very adamantly when it needed to be
18 done, but also with such great equanimity -- just such
19 great calm in the midst of the storm. That's just really
20 hard to find, and I can't tell you how much I appreciated
21 it. It kept me calm -- I'm not necessarily a calm person,
22 you might not have noticed that yet, but you will -- but
23 I just found it very, very comforting that you were at
24 the helm, and you were watching closely every aspect of

1 what was going on, including the financials and the
2 operational aspects. It was just a pleasure to serve with
3 you, and I hope somewhere down the line there will be
4 another opportunity. Thank you.

5 MR. VALDEZ: Thank you, Joyce.

6 MR. GELFAND: Yeah, I want to really echo what Joyce
7 said. When I first heard about the board, I was sold a
8 bill of goods. I was told, "Oh, you know, there's one
9 meeting a month, that's it." There was no mention of
10 subcommittee meetings and meetings that went on for six
11 to eight hours. But amazingly, you managed, in the most
12 arduous time imaginable, to just seemingly smoothly
13 handle all of the chaos that was going on and rise to the
14 occasion.

15 Amazingly, it had to have almost overcome your
16 entire day most days of the week. It wasn't just the end
17 of the fair; it was the impact on the employees and the
18 financials of the fairground. I mean, we were literally
19 on the verge of bankruptcy. You had to deal with not only
20 the people on the ground here but also the state
21 agencies. There were so many balls in the air, so many
22 plates you were juggling, not to mention litigation that
23 was going on at the same time.

24 And you just seemingly did it effortlessly. It was

1 amazing. You were polite to everybody, you never raised
2 your voice, you never got excited. I was just incredibly
3 impressed, and I just want to express my gratitude. Thank
4 you.

5 MR. VALDEZ: Thank you, Michael.

6 MS. BARKETT: Well, you know you're one of my
7 favorites, so I can't hide it. But I want to tell you,
8 Rich, you've left an indelible mark on this board and
9 this organization. Being your Vice President was a high
10 honor. I saw a man of integrity, a man who is brilliant,
11 who treated everybody kindly and with respect, even when
12 you personally were being targeted. That takes great
13 courage.

14 You showed so much to us. I think that's why we're
15 so strong today, to be honest. You left us, and we were
16 like, "Okay, where do we go from here?" But I think the
17 board took so many wonderful traits of yours and thought,
18 "These need to stay with this board," and that's why they
19 have.

20 So, we thank you from the bottom of our hearts. And
21 you look great, by the way. Maybe we should all retire.
22 No, but you know that you're always welcome. Anything any
23 of us can do for you, anything you need, we're just a
24 phone call away. Thank you.

1 MR. VALDEZ: Thank you.

2 MS. BARKETT: So thank you.

3 MR. MOSIER: Richard, despite all the efforts you
4 made, it was a time when we weren't sure that this
5 organization would surviving. And the legacy you left is
6 a stronger organization than we had before the pandemic
7 and that's a really impressive light to see and something
8 that's important for this board, for this community and
9 the whole region. So you may not reflect on how important
10 figure you have been for a few years, but I can tell you
11 that there has been no major contribution by a board
12 member in all of the years that I've -- this board. So
13 thank you for your effort and I don't know why you
14 retired, it was so much fun. You probably, you know
15 served like 10 terms of president in a few years but-

16 MS. MEAD: It's true.

17 MR. MOSIER: It may have been tiring, but you got the
18 job done. So, thank you very much.

19 MR. VALDEZ: Thank you, Don.

20 PRESIDENT FREDERICK SCHENK: Richard, I've served on
21 this board for 15 years under six presidents, seven
22 including myself, and I don't know any person who served
23 as president who had to deal with greater challenges,
24 face more financial consequences, or address greater

1 uncertainties for our survival than you did. As described
2 by everyone else here, I often envisioned you as the duck
3 swimming on the pond, where you're paddling as fast as
4 you could but with that calm just gliding along the
5 surface.

6 I truly thought, "Richard is amazing in his ability
7 to visibly deal with these stressors in a way that I
8 don't think I would have been able to." Quite honestly,
9 as your vice president for part of this time, I had a
10 ringside seat to watch you fight. You fought, and you
11 allowed us to engage with you and help you, but you were
12 the one in the ring more than anyone else. What you
13 brought to the 22nd DAA will live on for a long time, and
14 your legacy will be forever.

15 MR. VALDEZ: Thank you, Fred.

16 PRESIDENT FREDERICK SCHENK: Phil.

17 MR. BLAIR: Can we just verify that I didn't replace
18 you on this board? Because after hearing all of this, the
19 bar is a little high and I have in mind a low one. So, I
20 hope it was somebody else's seat I took.

21 MS. BARKETT: It was Mark. He's not here (Laughter).

21 PRESIDENT FREDERICK SCHENK: Richard, we have
22 some -- I'm not going to call them parting gifts, but
24 Aloha gifts, because we're not parting, but we do want to

1 recognize and express our deep appreciation to you.

2 (Applause) Thank you.

3 MS. MOORE: So, first off, we have -- for the
4 audience at home, a photo to remember the fair. We know
5 that you enjoy the rides and things, but the plaque on
6 this, signed by all of the board members as well as the
7 executive team, is just in appreciation of your exemplary
8 leadership and service to the 22nd District Agricultural
9 Association, both as a board member from 2014 to 2024
10 and, as everybody has spoken to, during your time as
11 president from 2019 to 2021, which no one wishes upon
12 anyone else.

13 In addition to that, we have the Western Fairs
14 Association Blue Ribbon Award. This award is given to
15 volunteers who go above and beyond in terms of service.
16 It's more than just serving on a board; it was leading
17 through the darkest times of this organization. As has
18 been said repeatedly, we truly are stronger as an
19 organization because of your leadership. So, thank you.

20 And then, for fun, we thought you might miss your
21 name plaque and maybe your parking sign.

22 (Laughter) (Applause)

23 PRESIDENT FREDERICK SCHENK: Great, and Richard,
24 probably the most important thing that we're going to

1 give you is this lifetime pass for two to the San Diego
2 County Fair. I know this is really the most important
3 gift, but we hope to see you often.

4 (Applause)

5 MR. VALDEZ: Okay, that's a little overwhelming. I
6 really didn't have anything prepared, but I'll do my best
7 to follow that up. It's hard to believe that I started on
8 the board nine years ago in 2014, and it feels like a
9 totally different world since then. Several of you were
10 with me when I joined, and you know, Fred and Lisa, you
11 were already here for a number of years. I learned a lot
12 from a lot of really terrific people, and I thought my
13 biggest challenge was going to be taking over the
14 presidency six months earlier than I expected when there
15 was an unexpected change in the presidency. Little did I
16 know that six months later, things would just go wild
17 beyond belief.

18 The funny thing is to hear you all talk about my
19 calm-internally, I was not. If you were to ask my
20 husband, he would say no, he was not. It was a
21 terrifying time for all of us. To be the president of
22 the board and feeling that heavy load was tremendous
23 because I believed so much in this organization, I
24 loved this place so much, and I cared about the

1 employees so much that I just wanted us to survive.
2 There were days I just didn't know if we were going
3 to.

4 With the help of so many of you in this room, we
5 made it through, and you will forever be really
6 precious to me because you were there when I needed
7 you most, and together we made it through. Lisa, you
8 were my vice president throughout that entire time.
9 There were people who doubted our ability to survive,
10 doubted our ability to make it through, and I believe
11 wished we didn't. Together, we worked so hard, did
12 everything we could within our power to get through
13 it, and I do believe we're a stronger organization as
14 a result of what we went through.

15 I can't take the credit for that because it was
16 collective—it truly took a village, and we were that
17 village. So, I want to thank each of you as well for
18 getting us through it, getting me through it. There
19 were moments in time when I was on phone calls with
20 people who I just needed at that moment, and they
21 were there. I'll always remember that, and you will
22 always be dear to me.

23 I'm so proud of who we are, and I want to really
24 thank Carlene as well because you were there

1 throughout it as well, and we navigated through it
2 together as board president and new CEO—well, you
3 weren't CEO at first, but you became CEO. I'm really
4 proud to see you flourish and proud to see you as the
5 leader of this organization because you take a huge
6 part of the credit for who we are today as well.

7 So, I want to thank each and every one of you.
8 This is beyond what I expected today. Thank you so
9 much. I really love you all. Thank you. (Applause)

10 PRESIDENT FREDERICK SCHENK: Good luck with the
11 people at the gate. (Laughter)

12 MR. VALDEZ: Thank you, I'm going to excuse
13 myself.

14 MS. BARKETT: Say hi to -- for us.

15 MR. HALLMAN: Would you like a doughnut?

16 MS. BARKETT: Take a box of doughnuts.

17 MR. VALDEZ: Thank you.

18 PRESIDENT FREDERICK SCHENK: Bye, Richard.

19 MR. BLAIR: That's the guy. I'm going to walk out
20 now. What a great guy.

21 PRESIDENT FREDERICK SCHENK: All right. We will
22 be going into executive closed-session, so we'll be
23 in recess for about 15 to 20, maybe 30 minutes,
24 hopefully not more than that.

1 MR. GELFAND: I like to make a comment. I just want
2 to apologize for being in and out during this meeting
3 today. The San Diego City Council was hearing the update
4 to the Mission Bay Master Plan, where I have a couple of
5 properties that I operate. It was chaotic, with
6 last-minute changes being proposed, and I appreciate you
7 putting up with me.

8 PRESIDENT FREDERICK SCHENK: Michael, we're all
9 volunteers here, you don't need to apologize, all right.

10 All right. We're going to be in recess for a few
11 minutes and then we'll reconvene.

12 MR. GELFAND: They passed it unanimously and it all
13 went my way.

14 MS. BARKETT: Bravo.

15

16 [Adjourned closed executive session at 5:31 p.m.]

17

18 [Reconvened at 6:01 p.m.]

19

20 PRESIDENT FREDERICK SCHENK: The meeting is live
21 again. Okay. We are back in regular session. We have
22 completed our executive session. On the advice of
23 Counsel, we have nothing to report out, and I will
24 entertain a motion to adjourn. We stand adjourned.

1 [Meeting adjourned at 6:02 p.m.]

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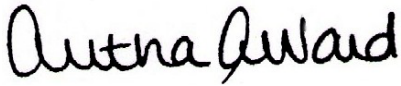
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Anth A. Ward
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