

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

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

TUESDAY, SEPTEMBER 10, 2024

--o0o--

Transcribed by:

QuickCaption, Inc.
3457 Arlington Avenue, Ste. 104
Riverside, CA 92506

--o0o--

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

IN ATTENDANCE

OFFICERS:

- MICHAEL GELFAND, 1ST VICE PRESIDENT
- G. JOYCE ROWLAND, 2ND VICE PRESIDENT
- [Via Zoom]
- MARK ARABO, 22ND DAA
- LISA BARKETT, 22ND DAA
- PHIL BLAIR, 22ND DAA
- KATHLYN MEAD, 22ND DAA
- SAM NEJABAT, 22ND DAA

OFFICERS ABSENT:

- FREDERICK SCHENK, PRESIDENT

22ND DISTRICT AGRICULTURAL ASSOCIATION STAFF:

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

22nd DISTRICT AGRICULTURAL ASSOCIATION COUNSEL

- JOSHUA CAPLAN, OFFICE OF THE ATTORNEY GENERAL

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

OTHER PRESENTERS:

DALE HARVEY, HITS LLC GENERAL MANAGER

SHAUN BEARD, ASM GLOBAL FOOD & BEVERAGE VP

PUBLIC COMMENTERS:

CARLA HAYES

MARTHA SULLIVAN

ALLISON PRATER

JIM COLEMAN

OSCAR de la TORRE

1 MR. GELFAND: Okay, good afternoon.

2 We do have a quorum, at least five members of the
3 Board are present in the room.

4 Today is Tuesday, September 10th, it is 1:35 p.m. and
5 I call this meeting of the 22nd District Agricultural
6 Association Board of Directors to order.

7 And we'll begin with roll call, Donna, go ahead.

8 MS. O'LEARY: President Schenk has an excused absence.
9 Vice President Gelfand.

10 MR. GELFAND: Present.

11 MS. O'LEARY: Vice President Rowland.

12 MS. ROWLAND: Present.

13 MS. O'LEARY: Director Arabo.

14 He should be here shortly.

15 Director Barkett.

16 MS. BARKETT: Here.

17 MS. O'LEARY: Director Blair.

18 He should be here shortly.

19 Director Mead.

20 MS. MEAD: Here.

21 MS. O'LEARY: Director Mosier.

22 MR. MOSIER: Here.

23 MS. O'LEARY: Director Nejabat.

24 MR. NEJABAT: Here.

1 MR. GELFAND: Okay.

2 As a reminder, our Board President Fred Schenk is
3 unable to attend today's meeting and I'll be serving as
4 the presiding officer.

5 First, do we have any public speakers in the room
6 with us today that want to speak to the consent calendar?

7 No?

8 Anyone -- I don't see anyone in the queue.

9 MR. RIVERA: No one online either.

10 MR. GELFAND: No one else.

11 Okay, are there requests from the Board to remove an
12 item from the consent calendar for further individual
13 discussion?

14 No?

15 And you might note that we have Director Blair here
16 also.

17 MR. BLAIR: Sorry about being late.

18 MR. GELFAND: No problem.

19 Do we have a motion for approval of the consent
20 calendar?

21 MS. MEAD: So moved.

22 MR. GELFAND: Moved.

23 MS. BARKETT: Second.

1 MR. GELFAND: Okay.

2 Moved by Director Barkett, seconded by --

3 MS. O'LEARY: Moved by Mead.

4 MR. GELFAND: Oh, moved by Mead and seconded by

5 Director Barkett.

6 Okay.

7 Any discussion on the consent calendar?

8 MR. BLAIR: [off mic] I wasn't here.

9 Sorry.

10 MR. GELFAND: Regarding the minutes?

11 Because this is just on the consent calendar.

12 MS. MOORE: The minutes are on the consent calendar.

13 MR. GELFAND: Oh, there you go.

14 Okay.

15 Any other discussion?

16 All right.

17 Donna, how about a roll call vote.

18 MS. O'LEARY: Vice President Gelfand.

19 MR. GELFAND: Aye.

20 MS. O'LEARY: Vice President Rowland.

21 MS. ROWLAND: Aye.

22 MS. O'LEARY: Director Barkett.

23 MS. BARKETT: Aye.

1 MS. O'LEARY: Director Blair.

2 MR. BLAIR: Aye.

3 MS. O'LEARY: Director Mead.

4 MS. MEAD: Aye.

5 MS. O'LEARY: Director Mosier.

6 MR. MOSIER: Abstain.

7 MS. O'LEARY: And Director Nejabat.

8 MR. NEJABAT: [off mic] Aye.

9 MR. GELFAND: The motion passes.

10 We're moving on to the public comment portion of the
11 agenda.

12 As a reminder, this item is not for matters on today's
13 agenda and the Board will not debate nor act on comments
14 heard today.

15 If you are to speak on an agenda item, please wait
16 until we take that item up.

17 In terms of public -- do we have any public speakers
18 for matters that are not on the agenda in the room with us
19 today?

20 Public comment that is not on the agenda.

21 No?

22 Yes?

23 Okay.

1 Is there a green light?

2 MR. RIVERA: Red button.

3 CARLA HAYES: Oh, that.

4 Hi, I just wanted to say that I know that it's coming
5 up.

6 There is going to be discussion and it has to do with
7 all of your things about the letter that's from four
8 agencies, the City of Del Mar, the City of Solana Beach,
9 the fairgrounds board and the City of San Diego.

10 And I apologize, I just wanted to say, I really hope
11 you can find a way to -

12 MR. CAPLAN: Director Gelfand?

13 CARLA HAYES: To accept a public comment on support of
14 -

15 MR. CAPLAN: Director Gelfand, this part of the agenda
16 is for comments not on the agenda.

17 We appreciate that everyone has preferences for time
18 to speak but it's got to be on items that are not
19 agendized for the meeting today.

20 MR. GELFAND: I appreciate the fact that you have to
21 leave early.

22 I'm sorry.

23 CARLA HAYES: Okay.

1 I'll try to stay.

2 MR. GELFAND: Okay.

3 CARLA HAYES: Thank you.

4 MR. GELFAND: Thank you.

5 All right.

6 We do have -- anyone else in the room that wants to
7 speak?

8 We do have some public comments in the queue starting
9 with Martha Sullivan.

10 MARTHA SULLIVAN: Hello, this is Martha Sullivan.

11 And I'm just trying to get to my notes.

12 This is day two of the Keeneland September sales
13 described by one wealthy race horse owner as like the NFL
14 draft.

15 On day one, 21 horses sold for over \$900,000 each.

16 One of these 21 yearlings will make back this
17 investment per that same owner.

18 While another high-profile race horse auction sees
19 multimillions spent, thoroughbred aftercare nonprofits
20 literally beg for funding.

21 This is from the race fund, quote, after days and days
22 of pleading for help to the racing industry and other
23 organizations to help these horses, there is still nothing

1 for them.

2 Their deadlines are getting closer day by day and then
3 it will be too late.

4 They all serve the industry and deserve to have their
5 lives spared.

6 We cannot help this many horses at one time and we
7 cannot raise the enormous funds it would take to save them
8 without industry participation.

9 It is not okay to just let them ship to slaughter.

10 It is not okay that they are not receiving any help.

11 Every day they are at a lot say suffer and the long
12 journey to slaughter is even worse.

13 It is not okay that they will be brutally slaughtered
14 in Mexico.

15 Who is going to step up and help us to get them to
16 safety in an organization to take them.

17 We are pleading for help for them.

18 We cannot make it any clearer than that, end quote.

19 This is horse racing.

20 Please be mindful of that.

21 Thank you.

22 MR. GELFAND: Okay, next in the queue is Allison
23 Prater.

1 Allison, oh, she's no longer in the queue.

2 All right.

3 ALLISON PRATER: Good afternoon.

4 Hello?

5 MR. GELFAND: Yes, is this Allison?

6 ALLISON PRATER: I'm here.

7 Sorry.

8 I would simply like to draw your attention to a news
9 article.

10 Three new horse show arenas are nearing completion in
11 Santa Anita Park Infield.

12 Arenas will be used for the first time in November for
13 the Lugano Diamond split rock jumping tour.

14 Horsemen returning to Santa Anita Park this weekend
15 will notice a different look to the Arcadia, California
16 track's famous infield.

17 Three huge horse show arenas are nearing completion in
18 the fabled ground.

19 Construction began earlier this summer just after the
20 conclusion of Santa Anita's classic meet on June 16th.

21 Dennis Moore, horse racing's renowned track service
22 consultant is overseeing the project in conjunction with
23 the team from Equestrian Services International, whose

1 all-weather footing is used at premium venues throughout
2 the world.

3 The main show arena in northwest section of the
4 infield measures 150 feet by 300 feet.

5 A massive secondary show arena will augment it just
6 behind the main tote board on the east side that totals
7 almost 140,000 square feet.

8 The main schooling arena in between the two measures
9 125 feet by 250 feet.

10 The arenas with state-of-the-art footing and
11 construction, will be used for the first time in November
12 in collaboration with the Lugano Diamond Split Rock
13 Jumping Tour.

14 The event will feature two weeks of back-to-back
15 international competition beginning November 13th through
16 17th with Los Angeles National followed by the Inaugural
17 Santa Anita CSI5-W, featuring the 400,000 long jumping
18 world cup, Los Angeles, CSI5-W qualifying event.

19 Entries for the show opened Monday, September 2nd.

20 The Longines FEI Jumping World Cup, Los Angeles is
21 expected to attract many of the riders who competed in
22 this year's Olympic games, as it offers qualifying points
23 for the --

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

2 ALLISON PRATER: Okay.

3 That's the end of the article anyway.

4 Thank you.

5 MR. GELFAND: Okay, thank you.

6 If there's no one else in the room, we are now onto
7 our executive report.

8 And the chair recognizes CEO Carlene Moore.

9 MS. MOORE: All right.

10 We do have a couple of items and presentations that
11 we'll be getting to here shortly.

12 But I just want to take a moment in terms of a couple
13 of quick notes for you.

14 One is, and this is including a communication to you
15 last week.

16 I just want to make sure that everybody, the Board is
17 aware that Scream Zone is not happening this year.

18 We've been working to try to do that, but the way the
19 schedule is lining up with Breeders' Cup, we just couldn't
20 get to a footprint that worked for both the Breeders' Cup
21 as well as Scream Zone.

22 And so the promoter is now looking ahead to next year
23 in terms of the event coming back.

1 And during the Breeders' Cup this year we will be
2 working with them and the Thoroughbred Club in terms of
3 what it could look like for the future.

4 In the past when Scream Zone was here, just the way
5 that the schedule lined up, there were several days in
6 between for breaking down from one, turning around to the
7 other.

8 This year the Breeders' Cup kicks off on November 1st,
9 and Halloween is just the day before, so nearly
10 impossible.

11 I also want to make you just aware, you have seen in
12 articles recently.

13 So KAABOO had announced their postponement to 2025.

14 And we are in the process of executing the amendment
15 with them for those dates for 2025.

16 So it's being - it's currently in route for signature.

17 So that will be moving forward and we'll have updates
18 on that throughout the year.

19 And then, just again, a few other quick notes.

20 Our leadership team was back in what we call "summer
21 school" during the sort of the middle to end of August.

22 This is the second year in a row that we have done
23 that where we take about a week of time and really have

1 some focused workshops and training sessions and so forth.

2 Because this tends to be the time of year that works
3 really well for us for not only the engagement but just
4 kind of the development and planning work leading into the
5 calendar for the fair for this next year.

6 And then, with that, I believe we are joined today by
7 Dale Harvey with HITS LLC, our operators at Horse Park,
8 who as you will recall, helped to produce and bring back
9 the Del Mar National Horse Show this last year.

10 So we had the plan had been to present this last month
11 but we had a rather long meeting so much of the executive
12 report this month is deferred.

13 So the information might seem even a little bit older
14 but it is still very relevant.

15 And so with that, I will turn it over to Dale.

16 DALE HARVEY: Hello, good afternoon, everybody.

17 Yeah, so the show went very well.

18 It was quite different to the traditional Del Mar
19 National because it became a day event rather than the
20 nighttime Grand Prix.

21 We had a full house so we were completely full to our
22 capacity of entries.

23 I'm speaking mostly for the 100-jumper part of it, but

1 the dressage show a couple of weeks before I think went
2 very well.

3 And a lot of you, a lot of the Board members got to
4 come to either the dressage or the jumping.

5 And that was really nice to have you.

6 And you know, overall it went really well.

7 Like I say, our numbers were good and strong.

8 The weather was kind of crappy.

9 Carlene came and she sat it out almost through the end
10 even though it was pretty chilly by the end.

11 But overall, it was a great event.

12 MS. MOORE: All right.

13 Thank you, Dale.

14 If the Board has specific questions on that.

15 Thank you very much for joining us this afternoon, and
16 for having waited for during last month's meeting to make
17 the presentation.

18 DALE HARVEY: No worries.

19 My pleasure.

20 MS. MOORE: All right.

21 With that, moving onto our next item.

22 So if -- we're going to go retro with all of you just
23 one more time as we take you for a walk around recent

1 memory lane and share with you the successes of the 2024
2 San Diego County Fair and some of our lessons learned in
3 that.

4 And so as our chief operations officer Katie Mueller
5 and our chief communications officer Tristan Hallman make
6 their way up, before I turn it over to them I do want to
7 remind the Board that this truly is a look back.

8 It's a look back at what was this past summer.

9 And we will return again a little bit later I guess a
10 little bit later in the season this fall with a work plan
11 for you based on, again, those lessons learned that will
12 be accompanied by or will accompany the budget.

13 And we'll speak more to the budget timeline during the
14 finance committee report.

15 And so with that, I'll turn it over to Katie and
16 Tristan.

17 KATIE MUELLER: There we go.

18 Good afternoon, everybody.

19 And thank you for having us, having this time
20 dedicated to the wrap-up of the 2024 fair.

21 It really and truly, before we get started I just want
22 to say it was a fantastic fair.

23 It was probably the cleanest fair I have experienced

1 in 25 years of doing this.

2 Just really, really nice job done by our facilities
3 department in keeping this place clean.

4 And all of you were here so I know you also made these
5 same observations.

6 The programming was dynamic, people were having fun.

7 It really was just great to be part of the -- I think
8 that's what is so rewarding about this job is just knowing
9 you are creating memories that last a lifetime for people
10 to be able to bring their grandparents, their dates, their
11 parents, their kids.

12 It's just, it's really special in that way.

13 And it just was the safest fair too.

14 Mark can attest to and I think Tristan is going to
15 speak to it a little bit about the safety at this fair.

16 I would venture to guess it probably was the safest,
17 even in terms -- nothing major of course but, you know,
18 even minor things like trips and falls and the little
19 things that we're always on the lookout for.

20 It really was a tremendous fair.

21 And so we're going to go retro just three months and
22 kind of hit the highlights of the fair.

23 So as always, we just have our purpose, our mission

1 and our values up here, not that anybody here needs
2 reminding of them.

3 But also this is what we really focus on when we plan
4 the fair is making sure that everything that we do fits
5 into our purpose, our mission, our vision and our values.

6 So some of the new things we had this year, the layout
7 and physical changes we had quite a few changes to the lay
8 out.

9 We've been really working hard since the pandemic
10 especially on tweaking some things and we finally got
11 things right.

12 I'm speaking specifically about that beautiful
13 Michelob Stage area that we finally got layout correct.

14 We're really proud of that.

15 We added some beautification things to our midway.

16 Programming and education, we had a lot of new things
17 happening.

18 Hopefully got to see the Saturdays at the Sound that
19 took place, which we'll talk about in a little bit.

20 We have lots of new rides, more than I can remember
21 ever having new rides.

22 We had a lot of new food stands, not just food items
23 but stands.

1 We had a lot of new events.

2 We were able to get our Master Site Planning Outreach
3 kicked off at the fair, which we'll talk about in a little
4 bit.

5 And we also did a lot more community connections than
6 we have in a long time.

7 As you can see a number of different things that we
8 did, including the summer socials which you all hosted
9 which were just a fantastic success.

10 There is just some pictures to reminisce.

11 Opening day, it seems like it was so long ago, but it
12 really wasn't.

13 We had the Marine Band open the fair which was just a
14 great way to do it.

15 There we all are cutting the ribbon.

16 And of course, incorporating the them, the Let's Go
17 Retro theme that was kind of a puzzler when we came up,
18 when we developed the theme two years ago.

19 Like how are we going to really define this theme for
20 the public.

21 And I think we were really able to do that through the
22 facade, of course, that welcomed you to the fair.

23 We had a theme exhibit, Let's Go Retro Theme Exhibit.

1 We had a Let's Go Retro Challenge, Community Exhibits,
2 a One-Day Contest.

3 Some of the contests we had included like TV dinners
4 and costumes, people submitted a collection.

5 I don't know if you saw this in the home arts
6 building, there was a collection of photo strips that a
7 family had taken all the way from when they were teenagers
8 to now they are like grandparents.

9 It was really cool.

10 We had the Let's Go Retro Exhibit, which was just a
11 nostalgic walk through of time and technologies.

12 It featured vignettes of the, you know, American home
13 through the decades.

14 So just a lot of fun stuff, pop culture, cameras,
15 television, computers, all that good stuff.

16 So just to - here's some photos.

17 The facade front and back, some of the vignettes,
18 which we still get comments about by the way.

19 People still are like, you know, I saw that exhibit
20 during the fair and I had that very same bedroom when I
21 was a teenager or whatever.

22 It's really funny.

23 We had a '50s malt shop and a vintage arcade.

1 Displays of different technologies.

2 And then we had our Let's Go Retro Photo Challenge,
3 which was a pre-fair and it went on through the fair,
4 actually.

5 And people were encouraged to submit retro photographs
6 of their family, especially photos of their family at the
7 fair in the past.

8 And we got quite a bit of them.

9 This was actually the winning photo.

10 So here's this family in front of a game.

11 I can only guess from their clothing and the quality
12 of the photo what year this was from.

13 But they all entered on social media and they won VIP
14 packages to the fair.

15 Here's some of the better submissions.

16 Who doesn't remember Glamour Shots.

17 So that was a lot of fun.

18 And of course, affordability and accessibility is
19 really, really paramount to us.

20 We recognize that we serve a diverse group of
21 individuals of all socioeconomic background, ages, you
22 know, what have you, everything.

23 So we try really, really hard to make the fair have

1 something for everyone.

2 So this is just some of the value and savings that we
3 offer and these are the numbers of people that took
4 advantage of all of these.

5 30% of people took advantage of our advanced discount
6 parking and 57% purchased their admission in advance.

7 This is really a tremendous number when you consider
8 we only started selling advanced tickets with the tiered
9 pricing structure post-pandemic.

10 So people have really caught onto that.

11 Also additionally, our presale was up 30%, and that is
12 significant as well because that's where we offer things
13 like discounted carnival ride tickets and other items.

14 And it really showed us people were looking for value
15 and discounts this year.

16 And I think that's a little bit of a function of the
17 economy and people feeling the effects of inflation and
18 all those things that we're hearing about.

19 We provided 1045 hours of entertainment that were free
20 with your admission.

21 There was 275 entertainers, 227 of those were local to
22 San Diego.

23 And there was 110 new entertainers that had never

1 performed here before.

2 And those are really important part of our numbers,
3 not just because of the entertainment value we provide but
4 because we also provide a venue for local entertainers to
5 perform and have a place to perform in front of an
6 audience on stage.

7 And so they are really important, the community
8 entertainment is a very important part of our programming
9 and outreach.

10 This is just a reminder of some of the nerveless
11 knocks, the pig races, the trapeze artists.

12 Lots of strolling entertainment during the day and
13 night this year.

14 The strolling D.J., which we recently saw at another
15 fair that was just super popular.

16 If you were here at night at all you saw, like, the
17 dance parties that broke out on the avenue randomly.

18 It was a lot of fun.

19 The Paddock Lineup, we don't need to go through the
20 entire lineup but we had a featured performer every night
21 at 8:00 p.m..

22 A lot of it was tribute bands.

23 We had a reggae concert series.

1 We had even the Village People, the real Village
2 People, not a tribute, but the real Village People.

3 And it was just a great way to really get the Let's Go
4 Retro theme going.

5 And these shows are all completely included with your
6 admission.

7 I threw this in because I was as I was looking through
8 photos I just kept finding photos of couples enjoying
9 themselves at the fair.

10 And it's a reminder what a great place the fair is for
11 a date night and how much fun a date can be at the fair.

12 And then connecting the community.

13 Again, this is by the numbers all of the different
14 impacts that we have to the local community and to
15 different community organizations.

16 The fair for all program just to remind you is the
17 ability of us to give away a percentage of comp tickets to
18 deserving non-profit organizations who go through an
19 application process and then let us know how they are
20 planning on using the tickets.

21 So a lot of worthy organizations got tickets,
22 especially those involved with youth and things like that
23 to come to the fair.

1 The Care 'N Share Toy Drive, I think everyone is
2 familiar with it, but it's a really awesome program where
3 the patrons actually donate back the toys that they've
4 won, the plush that they won at games.

5 And they all get donated south of the border and to
6 other Children's Hospitals for the kids there.

7 And it's all run by the Torrey Pines Rotary.

8 And we just basically provide the bins to collect the
9 toys.

10 And it's really, really a great program.

11 I think they have collected since the inception of the
12 program close to 100,000 plush toys.

13 And then, we've got these other activities with the
14 Burn Institute, nonprofits.

15 This was our vision wall that we did.

16 So this is where we solicited feedback from the public
17 about the fairgrounds 2050 and what they would like to
18 envision the future of the fairgrounds being.

19 I think there's a lot of good feedback from that
20 that's being compiled that will be part of our Master Site
21 Plan Project.

22 This is an area where we have government agencies as
23 well as local nonprofits be able to have a booth.

1 So there is people that encourage the public to
2 register to vote or the CHP comes and talks about careers
3 in law enforcement.

4 I think the Cal Fire is up there on the left and they
5 are talking about all of the things that they do to keep
6 people safe.

7 So it's an important part of our outreach.

8 This is the Burn Institute.

9 They put on a demolition derby they raised over
10 \$120,000 this year doing their pass the booth program and
11 some other things.

12 And then community participation.

13 This one is really, really important I think because
14 the participation in the fair, the actual you know taking
15 the time to create and enter something whether it's your
16 woodworking, your quilt, your picture, whatever, those are
17 the more loyal fans, fair customers that we have.

18 And not only do they come to the fair, but so does all
19 their neighbors, and their friends and their relatives and
20 everybody to come see their entry on display.

21 I think the hallmark of any good fair is the
22 participation of the community in that fair.

23 And so we really continue to be focused on and will

1 focus on even more increasing the amount of participation
2 we have.

3 These are just some of the fun entries that we saw
4 exhibited throughout the fair, quilts and student projects
5 and paintings.

6 And then we actually won an award from IAFV.

7 If you recall, we did a presentation about this
8 earlier in the year.

9 Last year we received an award for our celebration of
10 diversity and our inclusion.

11 And these are some of the celebrations that we have
12 annually: the Asia and Pacific Islander Festival, Out at
13 the Fair, Gospel Day, Domingueando en la Feria.

14 I'm terrible at pronouncing that word.

15 But that's basically Sunday funday for the Hispanic
16 community.

17 And then new this year, we added the Native American
18 Pow Wow, that was on Sunday, June 30th, which happened to
19 be the second largest day of the fair.

20 But it was a really great event that included Native
21 American tribes participating from all over the county in
22 their traditional dress performing traditional ceremonies,
23 there was vendors, there was outreach.

1 It was really, really a neat event that I'm excited
2 that we'll have back again next year.

3 That was the Asian and Pacific, the Out at the Fair,
4 Gospel Day, and then the Pow Wow.

5 And community outreach, we were able to bring back the
6 Street Banner Program two years ago if you recall.

7 And these are all of the communities that the Street
8 Banner Program took place in.

9 Additionally, we had proclamations from all of the
10 cities listed here to have San Diego County Fair Day
11 opening day on June 12th.

12 And these were kind of a small sample of what the
13 banners looked.

14 We had 920 banners installed, 11% more than 2023.

15 It's a wonderful grassroots marketing outreach effort
16 from us to the communities.

17 And then we had all of these special guests that
18 participated through our Summer Socials.

19 Karen Ross, the Secretary Of Food And Agriculture came
20 and did a Q and A, and with the agriculture community
21 which was really awesome.

22 We also were able to host the Jewish Federation of San
23 Diego, Western Fairs Association, SDSU's football coach

1 and some players, Del Mar Community Connections came
2 through, Don Mosier, we were able to host them for a day.

3 And then we had a large private party that was hosted
4 here for EDCO.

5 And I think there was about 3000 people from that
6 company, they had kind of a company picnic kind of a
7 thing.

8 This is the Care 'N Share Toy Drive.

9 And then agriculture.

10 So agriculture obviously is the centerpiece of what we
11 do and we look forward to the future and when we can share
12 some more plans about what we have in the works.

13 We formed an Agriculture Advisory Council this year.

14 And that's so that we can get feedback from the
15 agriculture community farmers and others that are involved
16 in the agriculture industry about what we can be
17 showcasing here at the fair, not only in San Diego but
18 Imperial because we get a lot of guests from Imperial
19 County.

20 So just as a reminder, this is we have our garden
21 show, we have our world famous flower show, our farm.

22 This was taken from Plant, Grow, Eat.

23 One of our cute little judge there in the middle.

1 But the Plant, Grow, Eat Program was really awesome
2 this year.

3 We did Plant, Grow, Eat differently, unfortunately
4 because school is just getting out earlier and earlier and
5 earlier all the time and the fair dates starts in the
6 middle of June, we weren't able to host those kids here at
7 the fair so we kind of did a reverse Plant, Grow, Eat.

8 It worked out beautifully and definitely a model we
9 will be taking in the future.

10 Unfortunately, we didn't get to count all those people
11 in our attendance like we normally do.

12 But we actually had the kids come out on a fieldtrip
13 to the farm.

14 Don Diego Scholarship Foundation provided a lot of
15 the funds for the buses to bring the kids to school from
16 schools that couldn't afford their own transportation.

17 And then we rotated the kids through 12 different
18 learning stations about agriculture.

19 And this is just a few of those here at the farm.

20 And then it ended with a milking demonstration by the
21 Hollandia Dairy, one of our partners.

22 And they gave all the kids free milk and chocolate
23 milk.

1 And they got to plant a radish here and take it home
2 rather than plant it at home like they normally do.

3 This is our California Grown exhibit where we teach
4 about agriculture education, all different things from
5 animals to avocados and everything in between.

6 We have a kid's grocery store that's sponsored by
7 Albertson's, where kids can shop and learn about making
8 healthy choices.

9 And then of course, our Junior Livestock Program, the
10 4H and FFA kids who come here and show everything from
11 chickens to rabbits to alpacas, and cows and sheep.

12 Our Junior Livestock Auction this year we had sold --
13 246 animals were sold through the auction, it was up 36%.

14 So a huge hats off to our ag and education department
15 for really promoting that.

16 We had 147 buyers.

17 It was a really great event.

18 Tristan is going to come on up and talk about
19 marketing is outreach.

20 TRISTAN HALLMAN: So I am but I'm actually going to
21 stall for a few seconds because we as we spent a year
22 intentionally growing retro, we accidentally went retro to
23 a month and so we didn't have all of the updated slides.

1 So as I'm talking, Henry is actively doing that.

2 But I will say this was my first - so this was my
3 second fair here but it was actually my first where I saw
4 the whole process.

5 So this was the first year that I saw the whole fair
6 corn dog being made.

7 And it was actually great, but in the sausage, right.

8 So it was actually great to see sort of some of the
9 changes that happen from year to year.

10 I know Katie spoke to them.

11 Just how much cleaner it was.

12 Just the feeling around the fairgrounds.

13 We'll get to some of those statistics in a moment.

14 But you know, the Board member participation was
15 greater.

16 Everything about it from an execution standpoint just
17 felt much improved from year to year.

18 And I think we'll get to lessons learned, that helped
19 shape, you know, the next year's planning.

20 So, and that's exactly what happened this year.

21 So it looks like they are maybe still uploading it.

22 I was told I would only have to speak for 30 seconds.

23 How's everyone doing?

1 You all look great.

2 >> [off mic]

3 TRISTAN HALLMAN: Yeah.

4 MS. ROWLAND: How's your tap dancing?

5 TRISTAN HALLMAN: I don't have the right shoes for it,
6 or this is not the right floor either.

7 With that, it looks like we're about ready to go here.

8 So marketing and outreach.

9 Obviously, it's important component of the fair
10 getting people to come to the fair.

11 So go back one.

12 So first of all, you know, we were able to track, this
13 is not all encompassing but it does capture a good segment
14 of our audience in terms of people who buy online from
15 Saffire.

16 This doesn't include people who show up to the gate
17 and buy a ticket.

18 This doesn't include people that we give tickets to
19 either through the Fair For All Program or the other
20 programs that we're talking about or that Katie was
21 speaking about.

22 But as you can see fairly representative of we are the
23 San Diego County Fair for a reason.

1 Those are, you know, mostly in order except for Spring
2 Valley there that's popping up.

3 Based on the population of the county we're getting
4 people from all over, from north county, from east county,
5 from the City of San Diego.

6 We're also, we did see some change this year in
7 visitors from other states.

8 So we actually saw an uptick, for example, Nevada went
9 up, so we are seeing for visitors from out there.

10 But we are also a tourist attraction where, you know,
11 a lot of people, millions of people, I think it's 27
12 million or something like that come to San Diego during
13 the summer, so we're trying appeal to them as well.

14 You go to a Google search and type in, you know, what
15 to do in San Diego if you are already here visiting, we're
16 a great option.

17 We had, so these are some of our digital numbers here.

18 We really saw some improvement on the Instagram
19 numbers, we actually cracked 30,000 followers during the
20 course of the fair.

21 That's something that we focused a lot on that feeds
22 into the Facebook numbers there too, as well as our reach
23 on advertising.

1 So we do a lot of advertising on Facebook and
2 Instagram through Meta.

3 So we also saw a lot of influencer impressions this
4 year, we used paid influencers.

5 One of the top posts was about value and how you could
6 save money at the fair.

7 So those are a great way to get the messages out to
8 local audiences through targeted partnerships.

9 The media coverage this year, it really kicks off for
10 us in terms of when the media starts to get interested on
11 the basically after Memorial Day.

12 And that's when we have our Paddock Preview Press
13 Conference.

14 We try to do it as close as possible so we have it to
15 Memorial Day, so we have as much of a run as possible,
16 probably push it back maybe a day or so next year.

17 You can see Director Arabo there who spoke at the
18 press conference.

19 This was actually the first year that we did a press
20 conference in Tijuana, as well.

21 So we actually reached across the border.

22 I think you saw Baja, California as one of our top 10
23 out of state locations for people.

1 We had during the course of the fair we had about 114
2 total media credentials issued.

3 So that was if you think about it, it's a 20-day fair,
4 it's pretty remarkable to get basically more than five
5 people per day, five media reporters or TV cameras per
6 day.

7 We also partnered with media to do onsite activation,
8 so like if you see a CBS tent or a Univision, or Telemundo
9 or something like that, that's what those are where media
10 actually, we say media, those are more of the brands than
11 the reporters.

12 Although, we did have, you know for example, CBS would
13 broadcast live, sometimes we had live weather from the
14 fair.

15 Weather was a real thing this year, and we'll get to
16 that.

17 So we have to tell them something.

18 So the first thing they always want to know is what's
19 new.

20 The theme is always, you know, at the top of the list,
21 in terms of what's new.

22 So that's something we were pushing in terms of
23 getting people to come, especially if you normally come to

1 the fair but want to know, you know, what's different this
2 year.

3 What can I not miss out.

4 So it's always about creating the sense of FOMO.

5 The food, we really pushed the food this year.

6 We really pushed through the Fair-Tastic Foods
7 Competition.

8 We have obviously event specific marketing if there's
9 something going on, you know, demolition derby or
10 something like that, we want to push that out to media and
11 through our different channels.

12 We really focused early on this year, we thought, wait
13 a minute, you know, people are not used to the fair not
14 ending on the 4th of July.

15 People are used to coming 4th of July and it's over.

16 Fireworks, done.

17 That wasn't the case this year because of how the
18 calendar fell.

19 So the 4th of July is on a Thursday, we go through
20 Sunday.

21 So we really told people a lot, hey, we're open
22 through July 7th.

23 People came, so you know, that last weekend is usually

1 big for us, it was big again this year.

2 So we're always a little worried when July 5th rolled
3 around whether people got the message and we showed up and
4 they did.

5 So I mention the weather.

6 You know, we told people this year that was something
7 we couldn't really plan for because we've had cloudy
8 weather.

9 And I think we saw a little bit of that impact this
10 year in terms of the sun.

11 You know, you have to come outdoors.

12 We did make an effort to increase the amount of shade
13 this year.

14 But people's perceptions of, you know, I don't really
15 want to go stand out in the sun even if it's cooler by the
16 coast, I might as well go to the beach.

17 So we told people, you know, the beach is going to be
18 there, the fair is not.

19 So we really pushed that messaging, as well as, you
20 know, our other messages that are traditional every year.

21 Use the Fair Tripper, that was big after Juneteenth.

22 Hey, use public transit to get here so you don't get
23 caught in traffic.

1 It's a commute.

2 You know, the fact that we're the largest community
3 celebration in San Diego County, the economic impact that
4 we have, and of course, the various ways to save money
5 when you're here spending money at the fair.

6 Here were some of the results of those messaging.

7 These are just kind of some clippings there.

8 As you can see a lot of that messaging did come
9 through in terms of the headlines.

10 And I hope this video plays.

11 But this really encapsulates, as I'll take a break
12 from talking here if it works, this really encapsulates I
13 think what we're going for and what the fair is all about.

14 [VIDEO PLAYING]

15 >> And 44 years as we take into the Zevely Zone, Jeff
16 shares the favorite memories of fairgoers as well as his
17 own.

18 JEFF: We all come to the San Diego County Fair for
19 the rides, the food and the prizes, but what matters most
20 is leaving with the memories.

21 Going strong since 1880.

22 >> We just come and walk through all the exhibits.

23 >> We've been going every year since we were kids.

1 JEFF: San Diegans keep making memories.
2 Favorite fair memory of all time is what?
3 >> Being with her.
4 We come every year.
5 JEFF: We love the people we bring.
6 [MULTIPLE SPEAKERS]
7 JEFF: Do you have a favorite fair memory?
8 >> I like going to get a corn dog.
9 JEFF: Me too.
10 That can be a favorite memory right there.
11 The best thing that ever happened to you here was
12 what?
13 >> Oh, my gosh, that is a hard one.
14 I don't know, I just come here with my friends a lot,
15 so it's just really nostalgic.
16 JEFF: Did you ever throw up?
17 >> No, I have a strong stomach.
18 JEFF: It helps to have a stomach of steel and a
19 winner's mentality.
20 >> [OFF MIC]
21 JEFF: For some reason, we can't resist the games.
22 You might think my favorite memory was the day I
23 milked a goat at the fair, but no.

1 And it wasn't the day that I soared high on the flying
2 trapeze.

3 It was the day I brought my daughters to the San Diego
4 County Fair and they won the ring toss at the exact same
5 time.

6 >> It was one thing to win a huge prize by myself but
7 to win it on the same day as my little sister, it was
8 crazy.

9 JEFF: Favorite fair memory ever?

10 >> Yes, it was really fun.

11 JEFF: Let's go.

12 We tried to repeat the magic but hundreds of rings
13 missed their mark because it was another little girl's day
14 to make her memory.

15 Did you win this?

16 >> [OFF MIC]

17 JEFF: Another fair family with a Del Mar dream come
18 true.

19 >> It's great.

20 Honestly, I never won anything this big so this is
21 exciting.

22 JEFF: How does this feel, dad?

23 >> It's overwhelming because like I said, I got to

1 take it to the car.

2 It's big, it's not something I want to walk around
3 with all day.

4 JEFF: The Zevely Zone.

5 Is this the greatest day you ever had at the San Diego
6 County Fair?

7 >> Yeah.

8 JEFF: Jeff, CBS8.

9 >> Always a summer staple, Jeff, thank you.

10 TRISTAN HALLMAN: So that is, I mean, that is the
11 fair.

12 That's the story that we tell every single year
13 regardless of what's new, it's generations of families
14 coming together, it's people having fun, and it's the
15 memories.

16 So with that, you know, we got to get people to come
17 out every single year and they won't do that unless they
18 feel safe.

19 So the best way to do that is to actually have a safe
20 fair.

21 And we have to manage a large crowd, it's a real
22 challenge.

23 And I know I'm speaking a little bit on behalf of Mark

1 here but I hope he won't mind.

2 But we did a great job at it.

3 So there were no major incidents once again.

4 Sorry, Mark Elvin, not Mark Arabo.

5 Different Marks.

6 There's also two Katies in this room.

7 So trip and falls were actually down 85%.

8 And that's not really Mark, that's more of our new

9 facilities director, Brad Mason.

10 And our efforts to reinvest back into the property and

11 make sure that there was some beautiful pavement when it

12 first went in.

13 Obviously, it got dirty fast because we had various

14 things, events, and the fair.

15 But very smooth to walk on, so that was down

16 significantly.

17 We had, you know, three minor traffic incidents.

18 Only 14 total law enforcement incidents, which was

19 down significantly from the previous year.

20 So and then there's some fun medical stats there.

21 We also have to get people safely here as much as we

22 can.

23 Obviously, we can only control so much as we found out

1 on Juneteenth when there were some traffic accidents on
2 the I-5.

3 But these are some interesting numbers here.

4 Solana Beach shuttle, you know, in terms of public
5 transportation riders, up.

6 Horsepark was up.

7 Canyon Crest was actually down from where we were with
8 Torrey Pines, but this isn't just safety but this is also
9 the environment.

10 We diverted, you know, more than 27,000 cars based on
11 our calculation, which is about three and a half people
12 per car based on these numbers.

13 So that meant, you know, divert them off of the main
14 entrance points.

15 And this was also the first year, speaking of safety,
16 that we had an employee resource guide available.

17 So a little flipbook, I believe all of you got one.

18 We worked on that and we distributed so everyone would
19 have the resources available to be able to flip quickly if
20 something happened.

21 Obviously, we only have our temporary employees for a
22 limited time.

23 We throw a lot of information at them very quickly.

1 So this was a nice little tool they had in their
2 fanny-packs or back pockets to be able to say, you know,
3 to be able to know what to do in any emergency situation.

4 Thankfully, we didn't really have to use it.

5 Speaking of the employees that we hired, this year we
6 actually had a much higher head count on opening day than
7 we had previously.

8 So we had about 200 plus more employees.

9 We were ready this year.

10 The extra time was obviously helpful for that.

11 We had more people badged even though on June 1st at
12 orientation, badged meaning they are ready to go and work,
13 than we had had on previous years as well.

14 So even on June 1st, we were more ready than we were
15 last year, the hiring process improvements I think
16 contributed greatly to that.

17 And then those are just some numbers there.

18 In addition to the almost 1300 people we have working
19 here during the fair on our staff during the fair, we had
20 95 local vendors, they also hire people, the
21 concessionaires, they hire people.

22 Twenty ride and game operators, they hire people.

23 We have sponsors, we have contractors, we have

1 exhibitors, so we're talking about thousands of jobs that
2 we created during the summertime.

3 This year we really made an effort to, we've done an
4 engagement survey before and we scored really well.

5 But obviously there was still some room for
6 improvement in terms of communication.

7 We hope will pay dividends in the future.

8 We had a daily newsletter this year that replaced the
9 day sheet that I did, Daily Buzz.

10 We also featured, you know, those pictures there show
11 employees that won our daily drawings for various tickets
12 they are holding, SeaWorld and it looks like the zoo I can
13 see on there.

14 Not the best photographs necessarily of those tickets
15 but you get the idea.

16 And then we had our staff scavenger hunt, we brought
17 that back this year.

18 And so those are some pictures of our staff enjoying
19 that on various teams that they had.

20 And now for the fun part, Katie gets to come back.

21 Katie Mueller.

22 KATIE MUELLER: This is just some fun stuff, numbers
23 and such about the fair.

1 Our Fair-Tastic Foods winners, this year just to
2 remind everybody we had a sweet category, savory, a theme
3 category, theme savory, and then a new sweet item.

4 And some of you participated as judges as well and got
5 to try these lovely concoctions yourself.

6 But the Fair-Tastic Food, what it really does id
7 promote we're really working hard to position ourselves as
8 a foodie fair.

9 And we partnered with San Diego Magazine, we have Troy
10 Johnson, who is a professional chef on the Food Network
11 who leads the team of judges, and we promote it, like I
12 said, through the magazine and helps garner a lot of
13 attention to our new food items at the fair.

14 These are some other of our -- that's a funnel cake
15 fried chicken sandwich, a Korean corn dog, if you didn't
16 get to try these at the fair.

17 And that's our award winner last year, passing on the
18 baton to our award winner this year.

19 Lots of ingredients go into the food here at the fair
20 and we sell a lot of food.

21 So that's just kind of some of the fun numbers that we
22 use on our closing press releases.

23 And then just out of curiosity, I thought you guys

1 might be interested in who the top 10 concessionaires are.

2 And surprise, surprise, it's Chicken Charlie's, who is
3 from San Diego, has a restaurant here, and he does a lot
4 of promotion out of his own time and money including
5 television ads and billboards to promote people coming to
6 our fair to try his food.

7 So in my opinion, he very much deserves this ranking.

8 And I think Carlene -- these are by revenue, yeah, by
9 gross sales, yeah.

10 And I think Carlene has some numbers to share in
11 regards to concessions.

12 MS. MOORE: Yeah, so speaking of being a foodie fair,
13 which we truly are, in total gross sales of all of our
14 food concessionaires, as well as Premier who had Farmer in
15 the Del, which was a great alternative if you were just
16 looking for something that wasn't perhaps fried, deep
17 fried or something and what not as well as the bars.

18 But the total gross amount of food sales on the
19 grounds is about \$24 million that takes place.

20 And with our, and what we receive from our
21 concessionaires is 25% of their adjusted gross when you
22 take out sales tax and things.

23 And that along with Premier's operations is nearly \$5

1 million to us, about \$4.75 million that we bring in.

2 The per cap spending, and this one is very interesting
3 because, you know, we get a rap for, oh, the fair is so
4 expensive for food.

5 So the per cap spending is about \$29 a head.

6 And when you think about fair food, it's not your
7 average serving portions.

8 You saw some of those photos of things.

9 It's not what you would typically get at a restaurant
10 experience or, you know, your convenient store types of
11 experiences.

12 So \$29 on average is a meal that someone has had
13 that's less expensive than, like I said, than the
14 restaurants.

15 And you might even be feeding two people on that big
16 thing of deep fried something or other or the French fries
17 or even the salad portion servings were just large -- it's
18 just larger than life when you are at the fair.

19 So did find our per cap spending number to be very
20 interesting when you put it into relative terms of what it
21 costs outside of the fairgrounds to eat.

22 MR. GELFAND: Bacon wrapped pork belly.

23 MS. MOORE: Oh, yes, there was bacon wrapped pork

1 belly as well.

2 But that's also one of the things too, is that we
3 really do offer something for everyone.

4 And while the Instagramable food is what gets captured
5 on, you know, in social media and it's really what
6 everybody talks about, there are lots and -- not
7 everything is deep fried, you know, not everything is a
8 dessert.

9 And so there are lots of those healthy options.

10 So again, it's also just a reflection of really
11 something for everyone at an event that brings together
12 everyone.

13 >> [off mic] per cap --

14 MR. RIVERA: Make sure your microphones are on.

15 MS. ROWLAND: Yeah, microphones please.

16 MS. MOORE: The question was about kind of overall per
17 cap spending.

18 And I will get to that as we go through the
19 presentation.

20 KATIE MUELLER: This was our grandstand lineup.

21 For 2024, we had 14 shows, plus our world-famous
22 fireworks show.

23 And a few interesting statistics about the grandstand,

1 our total revenue this year from the grandstand was a
2 record from any other year previous to this one, including
3 pre-pandemic.

4 We sold 59,157 tickets.

5 The average number of attendees was up per show over
6 the last two years.

7 And these were the three most popular shows in terms
8 of ticket sales.

9 These were all sell-outs, these three shows and then
10 the highest revenue interestingly enough the country show
11 moves to the front because country likes to imbibe.

12 So anyways, some interesting statistics.

13 Some shots from our grandstand.

14 And then we tried something new this year with our
15 Saturdays at the Sound program.

16 It was the first year that we really incorporated the
17 Sound into the program of the fair.

18 We had had the Don Diego Gala there in the past, we
19 had done a robotics competition, but really incorporating
20 it into we had a ticket - the first time we had sold
21 tickets to an event.

22 So these were all general admissions shows.

23 And what we really learned at the first show was a

1 sellout, Pink Floyd laser show was really popular and
2 people were really excited to come and see that.

3 What we learned and took away from the experience is
4 that the Sound works as part of the program of the fair.

5 And as you hear more about our plans going into the
6 future, you'll hear more about how we're going to be
7 incorporating that venue into the fair.

8 And then our rides and games, these are the top five
9 rides and the top five games.

10 Ferris Wheel and Skyride, probably no big surprise to
11 anybody.

12 What was a huge surprise was that the Raptor Coaster
13 moved up to the number three ride.

14 It's a brand-new ride that we've never had before.

15 It was the beautiful orange coaster towards the west
16 gate in the back.

17 And that was a brand-new ride that debuted last year,
18 not in time for our fair, so it was the first time that it
19 had been able to come to our fair, and we were pleasantly
20 surprised to see how popular it was and how well it did.

21 Same with the Kraken.

22 Brand-new ride to the country, debuted in January.

23 And so our fair was only maybe the third or fourth

1 fair it had ever played and it did really, really well.

2 Also, both of those rides were in an area that
3 sometimes gets considered the back of the carnival and
4 they just did phenomenally.

5 So really excited to see that.

6 And then top five games.

7 Yes, Balloon Pop is on there twice because it's two
8 different games, but they both are the same premise.

9 People love the Balloon Pop around here.

10 And so we had 70 total rides, 49 total games.

11 This is a reminder, we're an independent midway which
12 is quite different from midways that you may see at other
13 fairs.

14 There is only six in the country.

15 And we contract individually with various ride and
16 game owners for their equipment versus bringing in an
17 entire carnival who provides everything.

18 And I think Carlene has some numbers to share on the
19 midway as well.

20 MS. MOORE: So in terms of the -- I was just looking
21 something up really quick on the midway because I didn't
22 have it, yep.

23 In terms of the gross midway spend, was almost \$18

1 million.

2 And give me just a second here because I need to
3 adjust to tell you what that per cap spending looked like.

4 Thank you.

5 I knew it would come up just a little bit.

6 And think about it, not everybody rides rides.

7 When we talk about this from a per cap spending, if
8 you calculate it based on attendance on average a person
9 is spending about 26, \$26.50 in the midway as well.

10 That's rides and games, mm-hmm.

11 KATIE MUELLER: 4th of July, always a tradition here
12 at fair.

13 We brought back the 4th of July Parade, bigger and
14 better than it had been previously.

15 In the past, it had been kind of a golf cart parade,
16 pre-pandemic.

17 And this year we made it a real parade.

18 It was led by a monster truck.

19 We had the Marine Band come back for that last day and
20 they participated as well.

21 And then of course we had the world-famous eagle
22 mascot that waved to fairgoers.

23 And then it concluded with the fireworks that evening

1 and just lots of 4th of July and American pride and spirit
2 throughout the day.

3 So it was just a really fun day to be at the fair.

4 So key takeaways, we're going to kind of do this
5 together.

6 Yeah.

7 So these were our attendance, this is what attendances
8 looked like over the past three years, 2022 through 2024.

9 Now, you'll notice that the number of days has varied
10 as well.

11 So we fluctuated between 21, 22, and 20 days.

12 But what is really important to note is the average
13 daily attendance and you can see that down at the bottom.

14 Our capacity is 60,000 people and 45,000 paid.

15 So as you can see, we're not reaching our capacity
16 through our average daily attendance, and that's one of
17 our major goals this year is to really see how we can
18 boost that average daily attendance, as we'll be a 20-day
19 fair again this year.

20 And but you can see things like the average grandstand
21 per show number has gone up and even though the number of
22 grandstand shows has, you know, gone down over the past
23 three years.

1 So just some interesting numbers and statistics to
2 look at.

3 And then we had our top four attended days were
4 actually our number one attended day was actually a
5 Wednesday, so compared to Saturdays and Sundays because we
6 have the Pay One Price Pride promotion on Wednesdays and
7 Thursdays, and that's a huge promotion for us.

8 It really helps us with our midweek attendance.

9 But of course it was also Wednesday, July 3rd, which
10 is historically one of our highest attendance day.

11 People always say, oh, the 4th of July must be so
12 crowded.

13 It's actually the day before the 4th that is the most
14 crowded because everybody has the 4th of July off, so
15 everyone says, let's go to the fair.

16 The number two high attended day was Sunday, June 30th.

17 And part of the reason for this is, you know, it's
18 kind of the last weekend before 4th of July, which is
19 always typically well attended.

20 But also our Hispanic concert series that we have on
21 4th of July, that was when we had the sold-out grandstand
22 Hispanic show.

23 And those are some of the biggest shows we often have.

1 Our Hispanic concert series are very important to our
2 attendance at the fair.

3 The third biggest day was Wednesday, June 19th, and
4 that was the day that caught everyone by a little bit of
5 surprise, hadn't realized a very new federal holiday.

6 Last year it was a Tuesday, the year before it was on
7 a Monday, so it really was not really on our radar.

8 And everyone decided what a great day to come to the
9 fair.

10 We will be prepared on Thursday, June 19th for that
11 day.

12 And then the fourth highest attendance day was
13 Saturday, June 29th, again, the weekend before the 4th of
14 July, always a very big attendance weekend for us.

15 Anything you want to add on that?

16 TRISTAN HALLMAN: No.

17 So just a recap of sort of what was up this year.

18 You can see there, Katie, these are things that we
19 mentioned.

20 Junior Livestock Auction, Pay One Price Wristbands, we
21 - obviously, those drove our Wednesday and Thursday
22 attendance numbers.

23 Costco sales this year were up.

1 Advanced sales, so people buying in advance of coming
2 to the fair.

3 If you buy day of, it's more expensive.

4 If you buy in advance, if you buy before the fair
5 there's a lot of deals that can be had on - you can do it
6 on the ride credits, you could do it on tickets.

7 So a lot of our advanced sales this year were up.

8 The grandstand concert tickets were obviously up.

9 We had this, I believe it was the same number of shows
10 as we had last year but the actual ticket sales went up.

11 Public transit use, we went over that.

12 Hiring was up, we were more prepared.

13 Sponsorship sales were up.

14 And our summer social attendance, as all of you were
15 there for, was much improved this year when we used sort of
16 targeted groups versus having a mass invite to pick your
17 own, or choose your own adventure on whatever date you're
18 available.

19 So down obviously, the average daily attendance is
20 down.

21 We're looking at things to resolve that.

22 The free parking as I mentioned, Canyon Crest was down
23 compared to where we were with Torrey Pines.

1 A lot of potential factors for that, including just,
2 you know, if you're worried about traffic you probably
3 don't necessarily want to be stuck in a shuttle that's
4 farther away.

5 But Horsepark was up, so shows you something there.
6 Noise complaints.

7 We actually were a little concerned that our noise
8 complaint line wasn't working because we heard radio
9 silence until I believe the monster trucks came in.

10 And then we figured out that, oh, they are working and
11 we only heard from I believe two people about that.

12 And the message was, it's monster trucks.

13 They thought someone's car was just revving their
14 engine in the parking lot or something for hours per day.

15 Safety incidents, I mentioned that way down this year.

16 And we also had, this is something we haven't talked
17 about a lot because there's nothing really to talk about.

18 Our guest services issues were way down.

19 We had trouble in 2023 with reverse ATMs, and, you
20 know, BlastPass kiosks and customer service long lines,
21 those kinds of things, not an issue this year.

22 And that's not just because they went magically away.

23 We took active - we got a different provider for the

1 reverse ATMs.

2 And I believe we had a different plan in terms of
3 servicing BlastPass this year.

4 Way more kiosks available to people and the midway
5 moved very quickly and without much incident.

6 MS. MOORE: If I could explain to the Board what a
7 reverse ATMs is.

8 It is what it sounds like, which is - so as we have
9 gone basically cashless with our operations, so you know,
10 really promoting online, buy your parking online, buy your
11 admission, buy your carnival and things like that,
12 including then at our carnival.

13 This allows people to put their money in and get in
14 essence, I believe it's like a Visa card back to then be
15 able to use.

16 And it works as a Visa anywhere, but that's what a
17 reverse is.

18 Versus pulling money out of a machine, you are
19 actually putting money in and getting a card back.

20 So and then if I could also just speak to for a moment
21 when we touch on the other slide as well.

22 In terms of that average daily attendance and as we're
23 looking at it, there were a couple of programmatic things

1 we did different this year.

2 And that one, if you recall our Plant, Grow, Eat
3 Program, which is now outside of the fair, it used to be
4 in the fair, you know, and what that contributed to and if
5 you average that out over the 20 days of the fair, as well
6 as this in 2024 we hosted our awards nights for our
7 exhibit programs the night before the fair.

8 In the past those have occurred during the fair.

9 So those are where, you know, and when we look at
10 those average daily attendance, when we say "down" they
11 are down by a few hundred.

12 Those numbers are about half of making up that
13 difference so we're looking at that from a program
14 standpoint.

15 And then again, rather than trying to chase, you know,
16 just a large what feels like a lofty number but really
17 this pursuit of overall how do we drive and bump that
18 average daily attendance for the fair going forward.

19 Just a couple of notes on that.

20 TRISTAN HALLMAN: Yeah, and I mean you do add those
21 numbers and we're up over, I believe it was over 44,000
22 plus if you put those back into the fair.

23 So we knew, you know, 20 days versus 22, obviously

1 different expenses with 22 days as well and the way the
2 calendar falls so those were major contributors to that.

3 And I believe -- yep.

4 KATIE MUELLER: And then just these are the things
5 that are really going to inform our planning and decision-
6 making going forward.

7 So obviously, the Juneteenth holiday, the fact that
8 our guests are very value focused so those Wednesdays and
9 Thursdays are really hugely successful promotions for us,
10 and how can we add maybe additional promotions to get
11 especially Friday day attendance up.

12 The grandstand we've already started strategizing and
13 working with the Fair Operations Committee as well as our
14 talent buyers and things to come up with a strategy for
15 the grandstand.

16 The Sound success, which I talked about I earlier, you
17 know, building on that pre-fair.

18 The Plant*Grow*Eat, although it didn't contribute to
19 attendance it really was a success, and I think a huge
20 community impact that's just going to continue to grow.

21 The texting platform that we had --

22 TRISTAN HALLMAN: So we have -- we didn't have this
23 before but it's an emergency sort of text platform that

1 we, you know, I believe was also used by our concessions
2 departments to communicate with concessionaires, but those
3 kind of one-way communications that you can have with
4 people.

5 We also had a wildfire on one of our dark days, where
6 our parking lot was turned into an evacuation point.

7 Thankfully, it was put out and it wasn't really
8 needed.

9 But having that in place where I was able to alert
10 staff, we were able to alert staff that this was going on
11 so that they are not looking at the news wondering what's
12 happening was important too.

13 And we actually had several hundred people in terms of
14 temporary staff sign up for that, so was able to kind of
15 keep them in the loop that way.

16 KATIE MUELLER: And then community, like I mentioned
17 the participation of the community, the outreach to the
18 community, the involvement of the community is really,
19 really critical to the fair.

20 And we'll continue to work to grow that and come up
21 with different methods and platforms to get them involved.

22 And then weather makes a difference, it really, really
23 does.

1 You know, you think, oh, it's beautiful and sunny
2 every day, how wonderful.

3 Well, it is but it isn't because a lot of people like
4 to go to the beach.

5 We really compete a ton with the beach.

6 We kind of like it when it's that overcast all day and
7 people are like, oh, I'll go to the fair and eat lots of
8 food and buy some sweatshirts and that kind of stuff.

9 When it's beautiful and sunny people are like, I don't
10 want to do anything hot, I would rather go to the beach,
11 it's free and I can cool off there.

12 So it does make a difference and we've seen that in
13 the past.

14 And then the survey.

15 I'll let you speak to the survey a little bit.

16 TRISTAN HALLMAN: So we did a post-fair survey this
17 year, it was actually our first time doing one since 2019.

18 We sent this out through primarily through email.

19 We also put it on our website and on social media.

20 4000 total responses, which is pretty significant in
21 terms of, you know, just getting people to open an email
22 can be challenging much less getting them to click through
23 a link and then take a survey.

1 But we were happy to see that more than 4000 people
2 did.

3 550 of those people did not attend the fair, so we
4 actually got some good feedback from people who not only
5 didn't go to the fair but did choose to click our email
6 and take our survey and tell us what they thought or why
7 they didn't come.

8 So some fun takeaways here.

9 More, almost 80% of people reported spending 4 or more
10 hours during their stay at the fair.

11 So when we talk about value, and we'll get to that in
12 a minute, there's not many other events that offer that in
13 terms of, you know, you go to a sporting event, that time
14 is going to be 3 hours and you are done.

15 So we saw this year that actually from 2019 the
16 perceptions of traffic actually improved, June 19th,
17 notwithstanding.

18 And those people that came on June 19th had a much
19 different perception than other people did.

20 But you know we're also talking about two days that
21 were more highly attended than that where the perception
22 actually improved quite a bit in terms of how people got
23 here.

1 So that speaks to our traffic direction I think.

2 We also had, we saw in terms of what were the biggest
3 draws for people, exhibits was actually number one.

4 I hesitate a little bit on that because of our email
5 universe has the people that participate in exhibits.

6 So naturally it's going to be a little skewed in terms
7 of the audience that receives that.

8 Number two but a very close second was food.

9 And so Carlene mentioned and Katie mentioned we're a
10 foodie fair.

11 I think that's pretty clear from the survey data.

12 And then rides and games we obviously saw our big
13 draws as well.

14 So this survey also helped us identify sort of what
15 are the areas that are lacking for attention I would say
16 in terms of our guests.

17 And most of them, to be honest, are in the grandstand.

18 The exhibits in the grandstand scored lower in terms
19 of, did you visit this, than other ones, so we're going
20 to look at that in terms of how we can get people in
21 there.

22 It's not, you know, we're obviously trying to fit into
23 a horse racing infrastructure, we only have so much space

1 to do that.

2 And so driving people toward those spaces is going to
3 be something that we look at in the future.

4 Agriculture scored really well.

5 People were interested in the animals and the
6 agriculture.

7 They come to the fair for the - obviously, it's the
8 heart of the fair.

9 But that actually went up this year in terms of people
10 who visited those agriculture areas and exhibits.

11 And then, you know, value perception and awareness you
12 know we have a lot of deals and discounts and a lot of
13 ways to save money.

14 And even with that most people still show up at the
15 front gate and buy their ticket there.

16 And it's kind of more of - you know, they may have,
17 it's one of those kind of last minute, all right, today is
18 the day we're going type of thing.

19 We see in the data that that's a significant number of
20 people still, you know, they're not buying their ticket,
21 if they buy it it's usually the night before and the
22 morning of is when those ticket sales online really go up
23 and then you see people coming to the gates.

1 So that makes it a challenge obviously to tell them
2 about all of the great ways they can save money when a lot
3 of those have to be done in advance.

4 So that's something we're going to be looking at.

5 One of the interesting things is we looked at the
6 income levels and the people who said it was a good value
7 some of the lower income bands if you gave that answer
8 actually scored it higher than some of the higher income
9 ones.

10 Some of the lower scores we got, and they're all
11 pretty close, were you know your household income is
12 \$200,000 or more and you are saying, well, it's a bit
13 pricy.

14 But people who earn less, \$50,000 or less say, you
15 know, in a higher percentage that it's not.

16 So some interesting data to look at there as we
17 consider the options and really pushing out the messaging
18 that this is a good value, this is a place where you can
19 spend all day long, and a lot of people did because our
20 parking lots weren't turning if you're spending more than
21 4 hours at the fair, but that people really get their
22 monies worthwhile they are here.

23 And then of course as is typical, and we have data

1 going back a few years, about a third of the people that
2 said they came to the fair said they were heavily
3 influenced or at least partially influenced by the theme.

4 This year was a good one.

5 Obviously, as Katie said, it was a little bit
6 challenging to narrow it down but they did.

7 Her team and all of our staff here did a great job
8 with getting that to something that we can market and
9 something that people really, really enjoyed.

10 MR. BLAIR: Guys, do you - you show agriculture.

11 TRISTAN HALLMAN: Yeah.

12 MR. BLAIR: Is that the animals?

13 TRISTAN HALLMAN: It's --

14 MR. BLAIR: You put the animals --

15 TRISTAN HALLMAN: It's not just the animals but it's
16 the farm, yeah.

17 That's kind of an amalgamated bullet point there, but
18 yes, it's the animals, it's the farm, I think the flower
19 show is pretty well California grown.

20 MR. BLAIR: Well, if you go back to that slide where
21 does agriculture animals fit in food, exhibit, ride,
22 games?

23 Are they fifth?

1 TRISTAN HALLMAN: You know, I don't have that in front
2 of me.

3 I'll look at it.

4 I don't think it was one of the - it was up there.

5 And while it wasn't necessarily a motivation, people
6 as high of a motivation as say food, people while they're
7 here visited those spaces.

8 So they were separate questions.

9 In other words, we asked them what motivated them and
10 we asked them what areas they visited while they were
11 here.

12 And people like to visit based on those numbers, the
13 agriculture areas.

14 So they may have been motivated by food but they want
15 to go see the farm and see how their food is made.

16 MR. BLAIR: Well, I mean, so between food, exhibits,
17 rides, games and agricultures, you sort of covered
18 everything.

19 What isn't popular?

20 You are saying the most popular was food, exhibits,
21 rides, games and agriculture, right?

22 Were the most popular?

23 What was not popular?

1 MR. GELFAND: Director Blair, we're going to have time
2 for Board questions after the presentation.

3 MR. BLAIR: Okay.

4 MR. GELFAND: You want to write them down or save
5 them?

6 MR. GELFAND: Okay.

7 MS. MOORE: And that's, we're just about there so now
8 you can ask.

9 MR. GELFAND: You're going to be the first one to
10 speak.

11 MS. MOORE: A split second ahead on that.

12 But before we do, I just want to kind of reiterate a
13 few things.

14 Katie started off and opened this presentation with by
15 our standards and really we have I would say some of the
16 highest standards that this industry has from staff
17 perspective this truly was the smoothest fair.

18 We have daily meetings with many of our leadership
19 members and key staff folks and after day one, those
20 meetings really became a focus of this just feels really
21 good, and so really nice to be able to have that.

22 And so I think it just really shows the pride of the
23 staff when the staff is saying this is the best fair we've

1 ever had.

2 And we have a lot of people who have been around for
3 the long time.

4 It was also the smoothest year of transition that we
5 had to the horse racing calendar in terms of us being
6 ready, being able to switch things over, Thoroughbred
7 Club.

8 And I think that's something they will look at in the
9 future in terms of their own opening day and what not.

10 And then you know, another thing that also perhaps
11 played into it of being such a good fair was the time that
12 we had between the end of, if you recall in 2022 was the
13 start of the L.A. County Fair having moved to May, it used
14 to be in September.

15 There really didn't used to be anything before the
16 great San Diego County Fair.

17 And so the turnaround time for our vendors, and we
18 were very strategic this year in saying that the two days
19 prior to opening day, those were no longer set up days.

20 Everybody had to be set up by the Sunday before so
21 that we could put the finishing touches on our great
22 product.

23 And that just - it really worked out well for us.

1 I also want to share with this Board that when we talk
2 about our attendance numbers, we are talking about real
3 attendees of the fair.

4 And this is an important distinguishment, because
5 that's not necessarily the same way the rest of the
6 industry talks.

7 We report on scans count, counting those people coming
8 through the gate, not just on what our ticket sales might
9 have shown, which people buy tickets and sometimes there
10 is just a drop off that naturally occurs.

11 So we feel very confident of those numbers of these
12 were actual physical people that were here.

13 And you asked the question earlier, so what overall is
14 kind of that per cap spending?

15 When you factor in, you know, so food and beverage,
16 including Premier, admissions, parking and the midway, the
17 average spend is about \$65 a head.

18 >> [OFF MIC]

19 MS. MOORE: \$65.

20 >> [OFF MIC]

21 MS. MOORE: Right, and that doesn't include then,
22 right, other shopping and things like that that they may
23 do.

1 And that does not count grandstand tickets.

2 And so for our grandstand shows the average price per
3 ticket was \$69 that includes fair admission with it.

4 But it just does go to show, and part of what we'll be
5 looking at for 2025 and beyond is perception and the value
6 perception and focusing some of our messaging and even our
7 approach to programming and things like that, things like
8 that around it.

9 And then otherwise we just, we now have three years of
10 really good data that we're still in the process of
11 analyzing, and again, we'll be bringing that back as we
12 roll out the budget later this year in terms of our work
13 plan and our approach to things for the future.

14 But there are a lot of really great successes and
15 lessons learned on a positive side as well as things that
16 we can work on to improve for this next year.

17 So with that, that does conclude our presentation.

18 And so we can take some questions.

19 And I don't know that we have the answer, Director
20 Blair.

21 MR. GELFAND: Starting with you, Director Blair, go
22 ahead.

23 MR. BLAIR: Thank you.

1 If you can go back to the last slide.

2 My point was you talked about the most popular things,
3 right, which is sort of obvious.

4 So what didn't make your list?

5 What did you put on that people didn't attend, didn't
6 follow and wouldn't do again?

7 TRISTAN HALLMAN: So we didn't quite ask the question
8 like that.

9 But you know, we did ask sort of reasons why people
10 didn't come to the fair, if that's part of what you are
11 asking.

12 MR. BLAIR: No, I'm saying once they got here --

13 TRISTAN HALLMAN: Yeah.

14 Well, the other things you asked, you know, what else
15 is there.

16 There's obviously there is entertainment, there's
17 music, so there's shopping, there's community booths,
18 there's all kinds of other things.

19 Like exhibits was more generalized, you know, we
20 didn't ask like what specific are you here for student
21 showcase or are you here for fine arts or what are you
22 here for.

23 You know, we didn't ask that specifically except in

1 the question of, what did you visit.

2 So from that, in terms of what people once they were
3 here did they visit, the lowest scoring things were
4 generally are those exhibits that we have in the
5 grandstand.

6 And we don't know if basically it was because they are
7 not interested in photography exhibits or if it's because
8 they didn't see it.

9 They didn't know where it was.

10 MR. GELFAND: Yeah, I went into the fine arts, and
11 particularly, you know, the woodworking exhibit.

12 I was blown away with the stuff that was in there, but
13 it wasn't crowded.

14 I think part of it is the signage and the entrances,
15 it's just -- it's not as visible when you are just walking
16 around the fair.

17 TRISTAN HALLMAN: And we've already begun talking
18 about how we can take some steps to resolve that.

19 MS. MOORE: That's part of what we'll be looking at as
20 we work on the fair program for 2025, will be to look at
21 what is popular, what isn't.

22 You know, part of what we try to do going back to the
23 number one question we get, what's new at the fair this

1 year, is you know, in order to have new you can't continue
2 to just do everything that has always been done.

3 Not that, and let me just first qualify my statement
4 here, this is not - since we're talking about exhibits.

5 Exhibits are the heart of the fair.

6 So this isn't about, oh, we might not have that
7 because perhaps people didn't find it.

8 But we do assess in terms of our program offerings and
9 whether that's individual types of entertainment,
10 entertainers themselves, some of our exhibit programs,
11 some of our contests and things that we have, what are we
12 changing from year to year so that there is something new.

13 And similar to with our food stands, the last few
14 years we've looked at what's not performing at the level
15 that we think is acceptable to the fair and we've been
16 changing those out.

17 So that will be part of that work plan that we bring
18 forward.

19 And we can have a little more discussion around what
20 the survey data looked like around some of that feedback
21 of what people are interested when they are here.

22 MR. BLAIR: Let me add quickly, because I live very
23 close it's easy to come.

1 So I probably came to the fair five or six times and
2 just walked around for an hour or so.

3 The cleanliness was noticeable.

4 And I don't remember it being dirty, it was just like
5 there is no paper wrappers.

6 And it didn't -- the perception I think is it is
7 crowded and it's rowdy people, and there was none of that.

8 It was so much families and strollers, you know, to
9 get run over because of the families being here.

10 I just was - you guys did a fabulous job is the point
11 I'm getting to here.

12 And I thought it was a real Americana and a great
13 place for family to spend 4 plus hours and something for
14 everything, so yeah, congratulations.

15 TRISTAN HALLMAN: Thank you.

16 And those 877,452, not that I'm counting, people, you
17 know those are our best messengers as well.

18 When we do have a good fair from an execution
19 standpoint where people feel safe, it feels clean, we're
20 able to, you know, those traffic perceptions improved.

21 Attendance can be a lagging indicator in that way, so
22 we hope obviously that those people become sort of the -
23 they may have been hesitant to come back, maybe they want

1 to come back next year, maybe they tell their friends.

2 You know, we can only do so much paid advertising and
3 telling people to come out to the fair.

4 But you're going to trust the people that you know to
5 tell you, this is a good experience.

6 So creating that guest experience, we talk about how
7 attendance is not the only thing that we're worried about,
8 that's part of it.

9 Because if you're not creating that good guest
10 experience, those numbers you can jack them up as much as
11 you want in one year, they're going to sink if people
12 don't feel like they're having a good time.

13 MR. GELFAND: All right.

14 Well, Director Nejabat.

15 MR. NEJABAT: I want to build off the guest experience
16 being so well, and that's a testament to people staying 4
17 hours or more.

18 Such a high percentage so thank you guys on that.

19 MR. GELFAND: Director Mead.

20 MS. MEAD: I've been bringing my family for about 30
21 years now and paid close attention for the last 10 since
22 I've been on the Board.

23 And every year I get a lot of feedback from the

1 community about the fair.

2 And this year, it just seemed that there was more.

3 There were three highlights that I heard.

4 One was the affordability of the concerts.

5 People said you can't get a concert ticket in a venue
6 that holds this few people that people are close and they
7 can see the show for under \$100.

8 So the concert prices, I think, were fabulous.

9 I also heard a lot about the rides, the new rides.

10 People say it's fun to come back and ride the old
11 rides or the rides they expect but there were new rides
12 this year, and that was a big deal from what I heard from
13 people.

14 And the third thing that I heard was that people
15 really did feel like the traffic was better.

16 And I just -- I was so surprised this year, just the
17 comments about the traffic and people not sitting in it so
18 much.

19 You guys just did a great job all the way around.

20 And I definitely heard more this year than any year
21 past.

22 MR. RIVERA: Joyce Rowland has her hand up.

23 MR. GELFAND: Well, we're going to - we'll get there.

1 Director Barkett.

2 MS. BARKETT: Kudos, it was amazing.

3 Honestly, just absolutely amazing.

4 And I've been coming at least I think this is my 40th
5 year.

6 So yes, so I know.

7 So I have to tell you, the really big positives was
8 the strolling D.J.

9 My family even participated in dance moves, which is
10 shocking.

11 I know I was like, is that my kids out there.

12 I know, and then I joined in of course.

13 So it was so much fun and everybody was just having,
14 you know, such a good time that more people just join in
15 until it was huge, so kudos on that.

16 And cleanliness, I agree with you, it was very
17 noticeable, even my boys mentioned it.

18 They couldn't believe how clean everything was, so
19 fabulous.

20 It's funny you mentioned the days.

21 When I was here on a Wednesday and Thursday, it was
22 crowded.

23 But when I came on a Saturday, it was not that

1 crowded.

2 So I thought something was wrong with me but now you
3 verified that's what happened.

4 Yes.

5 So the Don Diego Scholarship evening, their gala was
6 fantastic.

7 And the community impact that that had I think was
8 remarkable with the students that received the
9 scholarships, plus it brought so many -- I've been going
10 to that gala for a long time now, it brought so many new
11 people in, it was by far their biggest year ever in
12 numbers and in total amounts raised for scholarships.

13 So the Plant*Grow*Eat was so much fun.

14 I know

15 Kudos, Katie.

16 We just - you and Chana did a great job.

17 And I was honored to be a part of it.

18 I would encourage each of the directors, if you can,
19 to sign up for, you know, a schedule.

20 They have a four-day schedule.

21 So and then the Junior Livestock Auction I couldn't
22 attend but those numbers were way up.

23 And that's remarkable too when you look at everything.

1 It was a foodie fair, and my boys were all into it.

2 I think they went around trying everything and had so
3 much fun doing it.

4 So good, good job.

5 Now, July 4th, I heard the fireworks were not as they
6 have been in the past years, length of time.

7 I guess they were very short.

8 Usually we were used to, what a 30 minute?

9 MS. ROWLAND: No.

10 MS. BARKETT: Pre-pandemic?

11 KATIE MUELLER: Pre-pandemic we had a 20-minute show.

12 MS. BARKETT: Was it 20 minutes, okay.

13 It seemed like 30, I don't know.

14 Maybe the Marine Band or something.

15 KATIE MUELLER: Yeah.

16 Post-pandemic we moved it back down to 12 to address
17 the concerns of the community.

18 And it was -- it's you know, we've gotten a lot of
19 compliments about the show, so that was the first time
20 I've heard that.

21 MS. BARKETT: Yeah, that's the first time I heard
22 that.

23 And then the other thing that I heard were vendor food

1 prices, yeah.

2 And some felt that they were extremely high, so I
3 don't know.

4 I didn't feel that way, but I just wanted you to know
5 that that had been mentioned to me.

6 And I had a question on paid guests.

7 It looked like that number was down from previous
8 years.

9 And does that mean we donated more tickets out there
10 or what does that mean?

11 KATIE MUELLER: No, no.

12 Did you want to say --

13 MS. MOORE: Well, in fact, I'll just speak to it.

14 2022 our paid attendance was actually up over what it
15 had been prior to that.

16 So paid attendance has been up, paid attendance was
17 down this year in comparison to 2022.

18 But and that's part of what we'll be looking at in
19 terms of just driving that average daily attendance.

20 MS. BARKETT: Right.

21 MS. MOORE: We did, if you recall the number of
22 tickets that we can give in the community is based on our
23 previous years attendance numbers.

1 So we did give some more tickets through our Fair For
2 All Program this year compared to last year.

3 MS. BARKETT: Okay.

4 Thank you.

5 Bravo.

6 MR. GELFAND: Director Mosier.

7 MR. MOSIER: Yes, I thought it was a great fair.

8 I think we went three times, our sons on the weekends.

9 And it wasn't too crowded.

10 We always go to photography and fine arts exhibits.

11 Not very crowded at all.

12 So again, I think they need a little more attention.

13 We also went to the woodworking exhibit, which is hard
14 to find, but they have some beautiful stuff there.

15 The one thing I found a little disappointing is the
16 garden show area was a little underdeveloped compared to
17 previous years.

18 I think there were like eight exhibits there and I
19 recall in past years, there have been 12 to 20.

20 And some of the local gardening clubs that were there
21 in the past weren't there.

22 And I don't know whether that's the fair or the garden
23 club's fault, but that area was a little underpopulated

1 and not many people there.

2 There was a beer garden last year, that sort of
3 shrank, so maybe some more audience attracting.

4 You know, go to the garden and drink kind of events
5 would be good.

6 The one thing I want to mention is sort of strange is
7 you hired more temporary employees, which is good, except
8 when you get to the RHNA Assessment of how many employees
9 need housing.

10 And that's, you know, a long-term problem that the
11 local cities face and the arcane way that that number is
12 calculated needs to be fixed.

13 So that's just a long-term goal that we need to pay
14 attention to.

15 Because if we hire more temporary employees, then
16 everybody needs more affordable housing when the next RHNA
17 comes out.

18 MS. MOORE: Well, if I could clarify.

19 It wasn't that we hired more, it was that we had more
20 hired by June 1st than we have had in the past.

21 So the last few years, the hiring has been, has gone
22 on more into the days and weeks of the fair, so just to
23 clarify because we are mindful of that as well.

1 But our programs have not grown in such a way that
2 we're exploding on the numbers.

3 And then I will just address very quickly in terms of
4 the garden show, the economy is also a part of the
5 challenge there with regard to just the nursery.

6 And we've been working with the nurseries and things
7 to actually increase the garden show, it was actually up
8 this year compared to the year before.

9 But it is something that we continue to work on and
10 work toward and some ideas for how to continue to grow
11 that back in the future.

12 MR. GELFAND: I want to add, and Josh, I think it's
13 appropriate for me to talk about this in some of the
14 committee meetings that we've had with public officials
15 that topic has come up.

16 And apparently SANDAG can reevaluate some of those
17 numbers.

18 And so because the whole appropriateness of putting
19 all of our employees onto just the City of Del Mar doesn't
20 really logically make sense.

21 So that's something that hopefully beyond us could be
22 resolved.

23 Okay.

1 And then, Director Arabo.

2 MR. ARABO: Great.

3 Thank you.

4 MR. GELFAND: I see you, Joyce.

5 MR. ARABO: Thank you very much.

6 This is my first fair as a Board member.

7 So just an amazing, amazing job.

8 I mean, seeing the families, the communities, the
9 region come together, to see the nights, the days, the
10 rides, the food, seamless.

11 I break it down and the positivity, observation and
12 potential blind spots so three different buckets for me.

13 Positivity, out of the park, I mean, can't say enough
14 good things about it.

15 I agree with a lot of my colleagues on the Board.

16 Observation, I think the summer social was great.

17 The more Board participation was critical.

18 I think it was helpful that each Board member had
19 those promotional tickets to bring.

20 Each Board member is a, think of it, not just an
21 ambassador of a district, this is our home.

22 And we take care of it and add value to it.

23 So I did see a lot of days I went that a lot of Board

1 members were there and they would bring people that
2 sometimes would not attend the fair to see how the fair
3 is.

4 I want to thank everyone that took a lot of time.

5 Potential blind spot I would say for the surveys if
6 you have 900,000 people attend, and 1368 is the number who
7 gave you ideas of what they want to see, that's like less
8 than two-tenths of a percent response, so I wouldn't lean
9 too heavily on that if I understood that right.

10 TRISTAN HALLMAN: So I think you're referring to the
11 data points on the vision wall survey, so that's the
12 master plan feedback and input.

13 MR. ARABO: Right.

14 TRISTAN HALLMAN: The actual survey that we put out in
15 terms of fair guests and customer experience had more than
16 4000 responses.

17 MR. ARABO: Right, but for the visual wall, if 900,000
18 people attend and 1368 say something, and if you're going
19 to rely on that data to integrate into a Master Site Plan,
20 I mean a lot of ways I think a missed opportunity for this
21 fair was you have tickets, you have boards, there is QR
22 codes, there's surveys that people can just scan
23 something.

1 It's good to get data points, 1368 is great.

2 But extrapolate from that real data based on 900,000
3 people, less than - it's two-tenths of 1%.

4 Put that lens on there when you give it weight as far
5 as a Master Site Plan.

6 Because a Master Site Plan is such an enormous thing
7 for all of us to consider.

8 You need the good data.

9 That's what --

10 TRISTAN HALLMAN: Yes, and I think we obviously need
11 more than 1300 people to get their opinion on this.

12 So this was really meant as sort of the kickoff of
13 this process.

14 There is going to be a lot more opportunities for
15 input and feedback.

16 There were QR codes throughout the fairgrounds,
17 although there wasn't, you know, those are passive
18 engagement.

19 The active - most of what we got was from the active
20 engagement that was in one place.

21 So really what we were targeted there is having it on
22 the crossover to the Family Fun Zone area.

23 Most people when they're at the fair, you know,

1 they're not necessarily going to want to stop.

2 But the fact that we got 1300 people to do so or data
3 points, pretty good.

4 They weren't there every single day for cost reasons.

5 We mostly had them there on the weekends, which in
6 hindsight we would have had them there on Wednesdays and
7 Thursdays, which we didn't, because those were very well
8 attended.

9 But that is you know that's the start of it and it was
10 about building awareness.

11 And getting really that specific spot was meant to get
12 families, people with young kids, because those are the
13 people that are crossing over.

14 Those are people that are really hard to reach through
15 other means of engagement.

16 So being able to either call them on the phone and do
17 a telephone survey or going out to public meetings, those
18 are not the people that are going to show up for that.

19 You're going to have generally an older crowd that are
20 more engaged in terms of that.

21 So we really wanted to start off by getting that kind
22 of family input and people who went to the fair.

23 But we are a regional asset, not everyone who comes

1 here comes to the fair every year, so there's a lot of
2 different ways we'll go about trying to get people's input
3 and feedback in the future.

4 MR. ARABO: And the more data the better even if next
5 year we can look at an incentive for someone to do a
6 survey.

7 And I mean I attended the fair and I didn't see where
8 we could, you know, get a free discount on a corn dog or
9 get something for doing the survey.

10 Because the more data, I don't know if you did do
11 that.

12 TRISTAN HALLMAN: We gave them koozies.

13 A fair koozie.

14 It was popular.

15 MR. ARABO: [Indiscernible] 1500 out of 900,000, so
16 perspective.

17 TRISTAN HALLMAN: I think we still have some if you
18 wanted one.

19 MR. GELFAND: I want one.

20 MR. ARABO: And then the last question I have.

21 For the 25,993 for the Fair For All, it's great
22 accessibility and affordability, for me, is a huge thing
23 to make sure everyone could attend.

1 Do you know how many organizations did we, like the
2 total number that we gave that 25,993 tickets to?

3 TRISTAN HALLMAN: I don't have that number on me.

4 If Carlene doesn't have it handy we I'm sure do have
5 that number available and we can get that to you.

6 MR. ARABO: Thank you.

7 TRISTAN HALLMAN: Either through normal communications
8 or Fair Ops Committee.

9 MR. ARABO: Okay, and thank you very much.

10 MR. GELFAND: All right.

11 Director Rowland.

12 MS. ROWLAND: Thank you.

13 So just a couple of observations because I think the
14 other Board members have made many of the ones that I
15 would otherwise have wanted to.

16 But I came to the fair several times and different
17 days of the week and different times of day with different
18 people.

19 And I think the impression of it being clean and well
20 organized I think that really came through every day, that
21 was great.

22 I would say that I thought the flower exhibit this
23 year was definitely an upgrade.

1 I think a lot of the decorations and the
2 reorganization of it was really very nice.

3 I hope that is, you know, is prelude to a trend to
4 there being even greater participation in that.

5 The other thing that always strikes me, or has over
6 the last three years is that even though it's really
7 crowded and noisy and busy on many of the times of day
8 there is almost always someplace that people can go and
9 get out of the hubbub, whether it's in the panic area
10 where there are a lot of tables and there's not
11 necessarily most of the time something on the stage,
12 people can go and relax and just kick back for a while.

13 Sometimes listening to music, sometimes not.

14 There's just a lot of places where folks can go and do
15 what they need to do at that moment.

16 I think also people have mentioned the exhibits in the
17 grandstands.

18 I think they are just amazing.

19 The talent that you see at the professional level
20 obviously but also the student participants is really
21 amazing.

22 And the more that we can drive people to that, I think
23 that they will really see the diversity of what the fair

1 does and presents that truly represents the cross section
2 of our community and in particular our youth.

3 So you know, I think kudos, and continuing to really
4 you know move that forward and make that even more visible
5 I think would be fantastic.

6 So that was it.

7 MR. GELFAND: Yeah, sure, go ahead.

8 MS. BARKETT: I just wanted to say - and thank you,
9 Joyce - it made me think about this, but the student
10 showcase entries, bravo on that too.

11 And it's so heartwarming to see them enter so many,
12 you know, in different areas.

13 And that's really community involvement when you think
14 of it at its best, getting the younger generation involved
15 and feeling a part of it.

16 KATIE MUELLER: And really student showcase, if I can
17 toot its horn a little bit.

18 It's really a celebration of vocational education,
19 which we see disappearing from high schools more and more
20 and more.

21 I mean we're talking about woodworking, cad drawing,
22 photography, fine arts, like working with your hands and
23 things, and it's really awesome to put those kids and

1 their projects on display.

2 MR. GELFAND: I have a few comments.

3 And following up on that, the exhibits, the student
4 showcase, the arts, the art exhibits, the woodworking, I
5 was blown away by all that.

6 And most years I've come to the fair, I never really -
7 I missed that stuff.

8 You know, I just never really thought about going into
9 the grandstand.

10 And so I was thinking maybe if you had sort of a
11 preview or maybe the first-place winners or something
12 closer to the entrance on video screens or somehow so
13 there is some foreshadowing of what people can see, not to
14 mention better signage leading into the grandstand.

15 That's something to think about.

16 Similarly, the food contest, Director Arabo, and
17 Schenk and I were judges in the amateur judge portion of
18 that, was one of the highlights of my life.

19 It was so much fun.

20 Well, okay, it was really fun.

21 >> [off mic]

22 MR. GELFAND: Yeah, right below the honeymoon, you
23 know.

1 Anyway, you know, the promotion of the winners of all
2 that, you know, could also be something that is
3 highlighted somewhere else because it happens on one day.

4 But it's meaningful to people throughout the run of
5 the fair.

6 So I think those were great things.

7 I was a little curious about ticketing and how you
8 felt it went because I know back when we were considering
9 not having an open midway part of the reason was to get
10 ticketing all in one, you know, under one umbrella but we
11 seem to have mastered as that even, you know, as is.

12 Can you comment on how that process went?

13 MS. MOORE: I'm sorry, you're referring to like the
14 [multiple speakers] so one of the -

15 MR. GELFAND: Ticketing to the fair. Games and rides.

16 MS. MOORE: Yeah, so one of the things that we saw
17 this year is that our kiosk, the popularity of people self-
18 served kiosks we put more out into the midway, new
19 locations, you know, as part of our takeaways from last
20 year.

21 And this goes back to the reduction in some of our
22 guest service issues and things like that in the past.

23 So that aspect of it has gone well.

1 And it's something that we will continue to build
2 upon for that in the future.

3 Last year we went to a new ticketing platform.

4 Last year, was it, Katie?

5 KATIE MUELLER: Yes, 2023.

6 MS. MOORE: Yes, with Saffire, as our ticketing
7 vendor.

8 And this covers our admissions, parking, midway,
9 grandstand.

10 And that's been a very smooth relationship and we're
11 able to work very directly with them and their staff to
12 resolve issues versus going with perhaps a more nationally
13 or internationally known ticket vendor.

14 Sorry.

15 MR. GELFAND: Okay.

16 The socials I think were fantastic.

17 We might want to consider having maybe a raised stage
18 and better P.A. in that room, so that everyone in the room
19 could hear the speakers.

20 Maybe it was just me because I'm short and couldn't
21 see the speakers from the back of the room but anyway.

22 MS. ROWLAND: It was not just you, Michael.

23 It was not just you.

1 MR. GELFAND: Thank you, thank you, Joyce.

2 The fireworks, I did notice it was shorter.

3 There's an issue with fireworks on the 4th of July,
4 especially with our proximity to the wetlands area
5 because, you know, bird breeding season and all of that.

6 So there's controversy about it.

7 I know at Sea World right now there's issues related
8 to it.

9 Have we considered, maybe transitionally or whatever,
10 in addition to the fireworks, having a drone show?

11 KATIE MUELLER: Yeah, we had a drone show last year,
12 if anybody recalls.

13 It wasn't on the 4th of July, it was on another night
14 during fair.

15 And we had our very first drone show.

16 The problem with it last year that I'm sure there's a
17 work-around, we don't have to debate what that is now.

18 But we had this great drone show and people were just
19 walking around not paying attention to it, because there's
20 no sound, there's no, you know, whatever.

21 MR. GELFAND: Yeah, it almost has to have music.

22 KATIE MUELLER: It has to be kind of maybe a
23 grandstand --

1 MS. MOORE: Well, we're very limited to where a drone
2 show can actually be conducted from because of safety
3 aspects to hosting those.

4 MS. BARKETT: Just one last thought on that and this
5 is just something that I've been thinking about.

6 So you know, we do our 4th of July and everybody, you
7 know, it's known to everybody.

8 People park on the streets, on the freeway, they come
9 to the side and to watch it.

10 Have we ever thought of sponsoring something on a
11 barge right on the beach that everybody could turn and
12 watch.

13 No, because it really would be if you think about it
14 more community oriented it's done all the time on barges.

15 And one thing this year is I believe the big
16 fireworks show, the 30-minute one, was on the harbor.

17 MR. GELFAND: San Diego Bay.

18 MS. BARKETT: Yeah, bay on the bay.

19 And tons of people were talking about it saying it
20 was unbelievable.

21 Plus just the marketing and news, you know, all the
22 news beats hit it.

23 And it was everywhere.

1 So I thought, you know, this could be something maybe
2 we could do or do something off of the ocean right there
3 that everyone can see.

4 Fairgoers don't have to come into the grandstands,
5 you know.

6 MR. GELFAND: Might be some interesting Coastal
7 Commission issues with that.

8 MS. MOORE: So I'm going to kind of wrap up the 2024
9 lookback on the fair but what I want to do is to say thank
10 you to the Board for all of this feedback and input as
11 well.

12 Because it's part of what we'll take into
13 consideration, including thoughts like that, for what we
14 come back with later this year with regard to future
15 planning.

16 But I think, you know, really in the general
17 consensus seems like it was a really good fair.

18 But, as always, we have a very high standard and even
19 when we're hitting that standard we just continue to keep
20 moving the bar a little bit higher, which is what we'll be
21 after for 2025.

22 But very much the ideas and things for the future, I
23 really appreciate those.

1 MR. GELFAND: Okay.

2 MR. MOSIER: Can I make one final suggestion?

3 MR. GELFAND: Yeah.

4 MR. MOSIER: The fine arts exhibit and photography
5 doesn't include many videos.

6 And we have some very famous videographers, many who
7 went to Torrey Pines School, not just my son but it's
8 actually a whole group of people who have had amazing
9 success.

10 So maybe we could add much videography and that
11 brings a lot of young people.

12 MR. GELFAND: All right.

13 Last comment I will make is I attended one particular
14 night with my 8-year-old grandson.

15 And that was the first time I was really in the kids
16 area of the fair.

17 It was fantastic.

18 And I will just say my grandson came down one of the
19 slide things and he ran over to me and said, "This is the
20 best day of my life!"

21 Which is pretty cool.

22 Okay, I have one non-fair related question for you,
23 do we have dates for KAABOO in 2025?

1 MS. MOORE: Yes, I'll send them out.

2 MR. GELFAND: Okay.

3 MS. MOORE: I don't have it off the top of my head.

4 MR. GELFAND: All right, great.

5 All right.

6 Anyone from the public here in the room who wants to
7 speak regarding this report?

8 The executive committee, or executive report?

9 No one in the room?

10 And in the queue, we have Martha Sullivan.

11 Martha?

12 MARTHA SULLIVAN: This is Martha Sullivan from
13 Imperial Beach.

14 I'm going to keep my comments short because that was
15 such a long presentation.

16 In the rest of the executive report there were a few
17 little bombshells buried last month.

18 And there's no timing really specified in these, so I
19 don't know if they occurred, or if they started before or
20 during the fair.

21 But buried at page 22 of the Board packet is that the
22 fire suppression system in the grandstand was not
23 operating appropriately.

1 And then the hoses that were replaced turned out to
2 be the wrong ones.

3 So there were no fire hoses in the grandstand, at
4 least at the time of that report.

5 Nor were the fire panels or fire alarm panels
6 operational at the time in the grandstand, which is pretty
7 shocking.

8 And then, after those two little bombshells, we hear
9 that the tenants at the Surf and Turf Recreation Area
10 haven't been paying their electric utility because they
11 weren't able to be metered separately.

12 So page 22 and adjacent was quite the little
13 information nugget and it just kind of stung.

14 It's been so long since it was first brought up but I
15 think it would be worthwhile to put a bookend of time
16 around those things.

17 Thank you.

18 MR. GELFAND: Thank you, Martha.

19 And if there's no one else, I just want to mention in
20 terms of the agenda, the construction projects, industry
21 news, review of contracts can all be seen in your packet
22 on the pages listed in the agenda.

23 And then we're moving onto general business.

1 We will start with item 6A, the Finance Committee
2 Report.

3 This is an information item, no action will be taken.

4 You can find the report on page 70-78 in your Board
5 packets.

6 And the Chair now recognizes CEO, Carlene Moore to
7 walk us through the budget process and provide an update
8 on the installment payment agreement matter.

9 MS. MOORE: So with regard to the timeline for the
10 budget process, right now there's work underway by our
11 staff working on the budgets.

12 We'll be reviewing assumptions and things like that
13 later this week.

14 It's really a collaborative approach we have with our
15 team.

16 It's really a very collaborative approach that we
17 have with our team.

18 And we have, for example, peer group presentations
19 with them in a couple of weeks.

20 Then from there, the executive team kind of takes
21 out, rolls it up into a budget and then we work on that as
22 a team before we bring it to the Finance Committee.

23 So later this month, at the Finance Committee, we

1 will be reviewing the budget assumptions that are being
2 made as we continue, as staff continues to work through
3 the budget process.

4 Next month in October, we will review the budget with
5 the Finance Committee.

6 If need be, there will be a follow-up meeting before
7 then in November, bringing the budget forward to the Board
8 for its approval.

9 So it's a pretty straightforward process.

10 We have condensed our time, adjusted our timeline and
11 condensed it a little bit, so that we have the budget
12 approved before the end of the year, still targeting to
13 not hold a Board meeting in December for you all.

14 With regard to the installment payment agreement, we
15 are nearly complete with of that.

16 And so, just working out some of the finer details on
17 it with regard to interest on it, the payment schedule for
18 when those payments will commence.

19 Again, it will be for five years.

20 As well as, you know, some type of security against
21 that.

22 This was the installment payment agreement with
23 Nilforushan Equisport Events, regarding the horse show

1 that was held earlier this year.

2 It's not quite wrapped up at this time, but will be
3 here shortly, ideally by the end of the week.

4 And with that, that concludes my report for the
5 Finance Committee.

6 MR. GELFAND: Okay, any Board questions related to
7 that report?

8 Director Arabo?

9 MR. ARABO: Yeah, I have just a comment, not a
10 question.

11 Just seems great job, the actual year to date net
12 income was budgeted 3.3, we are at 7.4.

13 I just, I know I mentioned before at earlier Board
14 meetings, I hate seeing - and I know I'm being repetitive.

15 But whenever I see a missed opportunity of cost
16 savings we don't utilize, it just sticks out.

17 So I just want to mention again the bank service fee
18 of \$1.5 million dollars that we had expense this year.

19 I really think it's an avoidable expense.

20 It's an expense other fairgrounds don't have, like
21 Sacramento.

22 They passed on the surcharge.

23 I know it's just an informational item, it's not an

1 action item.

2 But we could have saved, we did great savings.

3 We're doing great, but that extra \$1.5 million, we
4 could have also saved it.

5 So I bring that to the Board's attention.

6 MR. GELFAND: Yeah, the Finance Committee will be
7 working on that.

8 Any other Board member questions or comments?

9 If not, we will go to -- anyone in the room who
10 wants to comment on the finance -

11 [OFF MIC]

12 MR. GELFAND: Joyce, sorry, I didn't see you.

13 MS. ROWLAND: That's okay.

14 I was just following up on Director Arabo's comment.

15 I assume Sacramento, is that the Cal Expo, was that
16 the reference there?

17 MR. ARABO: Yes.

18 Well, the reference was the specific item of passing
19 on the surcharge for credit card and concession stands
20 which Sacramento Fair does do that we don't do.

21 That's what I was alluding to.

22 MS. ROWLAND: Okay, because I didn't think we did,
23 but maybe we can check into that.

1 MR. ARABO: I have a receipt I could forward over to
2 Carlene, she could show it to you.

3 MS. ROWLAND: Was that for admission?

4 MR. ARABO: No, that's when they buy food, it's an
5 additional surcharge when there's a credit card expense, I
6 believe it's 3-4% that Sacramento Fair passes on to the
7 consumer so they don't have to absorb that cost.

8 And it's also something the county, a lot of water
9 authorities do, a lot of electrical companies do as well.

10 MS. ROWLAND: Okay, well most of the food vendors
11 aren't ours.

12 But anyway, okay, just a question.

13 MR. GELFAND: The Finance Committee will look into
14 it.

15 Okay, in the queue, we have Martha Sullivan.

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

17 MR. GELFAND: Okay, Martha, thank you.

18 And moving onto item 6B, Fair Operations Committee
19 report.

20 This is, again, an information item, no action will
21 be taken by the Board.

22 For reference you can find the Fair Ops Committee
23 report on pages 79 and 80 in your Board packet.

1 In the absence of our committee chair, I would like
2 to recognize Director Arabo.

3 MR. ARABO: Thank you, Vice President Gelfand.

4 For your reference, you could find the Fair Ops
5 Committee report on page 79 to 80, I believe.

6 On behalf of Board President Fair Ops Chair,
7 Committee Chair Schenk, like to thank CEO Carlene Moore
8 and Katie Mueller for arranging the committee to meet with
9 District's grandstand entertainment talent buyers REG.

10 It's something that President Schenk felt strongly
11 about being more involved with the grandstand, and I'm
12 thankful that they were able to do that.

13 The staff and the team briefly shared our goals to
14 leverage grandstand and the Sound entertainment, increase
15 average daily attendance during the San Diego Fair, and
16 plans to book a grandstand act for every night for a total
17 of 20 shows going forward.

18 We'll require a possibility of increasing the budget
19 for the grandstand and based on the results the past three
20 years there will be a corresponding grandstand ticket
21 sales revenue to offset any expenditure.

22 The staff is also exploring incorporating the Sound
23 as another ticketed venue within the fair on a more

1 frequent basis to increase hopefully the overall goal is
2 increasing average daily attendance.

3 And now I'll turn it over to our CEO Moore to share
4 some exciting news.

5 MS. MOORE: So we just learned yesterday that the San
6 Diego County Fair has been nominated for the IEBA, which
7 is the International Entertainment Buyers Association for
8 the 2024 Fair/Expo of the year.

9 So we've been nominated for that.

10 Voting is underway by members of IEBA and the winner
11 will be announced during their Honors and Awards Ceremony
12 at their upcoming conference next month in Nashville.

13 So we have been nominated and this is for our
14 Grandstand Program.

15 MS. MEAD: So are we all going?

16 MR. GELFAND: I'm going to be in Nashville for a
17 conference, so let me know the date.

18 I might be there at the same time.

19 MS. MOORE: The day before the Board meeting.

20 MS. ROWLAND: I will be in Nashville then.

21 MS. MOORE: All right.

22 Anyhow, we'll keep you apprised of that, but just
23 being nominated for it is an honor.

1 MR. GELFAND: Okay.

2 Any questions?

3 MS. BARKETT: Do you want to go in order?

4 MR. GELFAND: Director Barkett?

5 MS. BARKETT: Oh, thank you.

6 So in the past, I might be speaking for Fred here,
7 he's been on the Fair Ops Committee for a while.

8 And they used to actually go, the board of that
9 committee would go and actually help --

10 MS. MOORE: Different conference.

11 MS. BARKETT: Oh, is that a different conference?

12 Okay, sorry.

13 So anyway, moving on.

14 But they did get involved in selection of our acts,
15 on our grandstand acts and stuff, so that's one thing.

16 And then Carlene, I had - I saw your write-up and I
17 think this falls under this, the Washington State Fair and
18 the Minnesota State Fair for next year.

19 But I think it would be nice if a board member went
20 along with you to kind of - so, you know, maybe, you know,
21 different years so we kind of learn about that too.

22 Just a thought, you know, or on our own if we want to
23 go there.

1 I think it would be really helpful to even get a
2 picture in our mind of what other state fairs look at
3 outside of the state.

4 Just a mention.

5 MR. GELFAND: Okay, any other - okay, Director Blair.

6 MR. BLAIR: No, I would like to second that idea
7 because I thought the same thing, especially being new to
8 this, I don't know what any other fair does.

9 I'm happy to pay my own way, I'm sure we all are.

10 It's not trying to get a free trip.

11 But it would be very helpful as a group to go.

12 I mean not all of us, but sort of - I think there's
13 good conversation that happens when there's 3, 4, 5 board
14 members at and once a year we go to one of them.

15 Yeah, yeah.

16 MR. CAPLAN: There's challenges with that approach,
17 Director Blair, if you have multiple Board members going
18 to other fairs discussing Board business it needs to be
19 made open to the public under Bagley Keene.

20 So certainly as an individual you can travel to the
21 fairs you would like to travel to, perhaps with a staff
22 member and bring back feedback to discuss with the Board
23 at a public meeting.

1 MR. GELFAND: We just wouldn't be able to talk about
2 it with each other if there were more than two of us.

3 MR. BLAIR: Well, obviously we would not talk about
4 it if we were together.

5 MR. GELFAND: Really?

6 MR. BLAIR: It could be one of the best things that's
7 ever happened to me in my life.

8 MR. GELFAND: I mean, okay.

9 MR. BLAIR: I'm being facetious.

10 MS. MOORE: But the opportunity to visit is there.

11 MR. BLAIR: I'm sure there's a legal way to get
12 around that, you know, or one or two of us go to different
13 fairs around the country, or something like that.

14 But the important thing is that they've got to know
15 that other Board members are coming so it's not just
16 walking through the fair as a novice but sort of getting
17 to meet with them and behind the scenes thing.

18 And that's why I think there needs to be, would be
19 nice if we made it worth their time, because there were 3
20 or 4 of us in attendance without talking.

21 MR. GELFAND: If staff could tell us which the, you
22 know, what are the best fairs to see.

23 MS. ROWLAND: Right.

1 MR. GELFAND: We have probably one of the best.

2 [OFF MIC]

3 MR. GELFAND: Yeah, okay.

4 All right, anything else?

5 Director Blair?

6 Director Nejabat, anything?

7 MR. NEJABAT: Have you been nominated before or is
8 this the first time for this?

9 MS. MOORE: This is new.

10 MR. NEJABAT: Okay.

11 MR. GELFAND: Okay.

12 Go ahead, Director Mead.

13 MS. MEAD: Hi, three things.

14 First, congratulations, team, on the nomination.

15 That's a big deal and quite an honor for you and for
16 us as well.

17 The second thing is I had an opportunity this year to
18 go to the L.A. County Fair prior to ours, and it really
19 was a great way to spend the day.

20 I hadn't been to the L.A. County Fair in a number of
21 years and to just spend the opportunity from going through
22 the traffic and recognizing what that is like
23 comparatively, not only the activities during the daytime

1 and the food and the concert.

2 So I really do recommend that every Board member go
3 out and see another fair.

4 It just was really very valuable to have that
5 comparable experience.

6 And the third thing is just based on Katie's report
7 from earlier so you know I was listening, if we are going
8 to do shows in the grandstand every night, we need more
9 country.

10 MR. GELFAND: I was going to say more rock & roll.
11 Classic rock.

12 MS. MEAD: [Off mic] take the advice -

13 MS. MOORE: Yes.

14 MS. BARKETT: Old Dominion.

15 Old Dominion, that's right.

16 MR. GELFAND: Okay, you said you had three things?

17 Oh, that was three.

18 Okay.

19 All right, Director Barkett?

20 MS. BARKETT: Oh, am I up?

21 No, I'm good, nothing.

22 MR. GELFAND: Done.

23 Okay, thank you.

1 Mark?

2 All right.

3 MS. ROWLAND: Wait, wait.

4 MR. GELFAND: Joyce.

5 MS. ROWLAND: Yeah, I think the idea of going to the
6 fairs is a really good one.

7 I've been to a few across the country but getting
8 that insider view would be really helpful, and knowing
9 which ones to go to.

10 I've been to the Texas State Fair, that was quite an
11 adventure, and I've been to the Tennessee, which was less
12 so.

13 So I think getting an idea of what would be really
14 valuable to go to would be great.

15 And I think even if we did it in pairs, as opposed to
16 groups of four, that would be fine, or even singly because
17 schedules are hard to coordinate.

18 I think that could be fun.

19 My people go to all the ballparks, we can go to all
20 the fairs.

21 The other thing I want to say relative to that
22 grandstand concert purchases, you know, we are a certain
23 demographic.

1 And I just want to make sure that we are really
2 reaching out to the different demographics and working
3 with our marketing folks and others to really know what's
4 going to sell.

5 Because we know certain things, we know what we like
6 and we may have a sense of what our kids or grand -- you
7 know, other demographics like, but who really understand
8 that, you've got to be those people.

9 I think, so we really need to make sure that somehow
10 getting that feedback either through our bookers or other
11 avenues and so we're just really on target.

12 I know we had a lot of, you know, some really big
13 sellouts, but I just want to make sure we're tapping into,
14 you know, the people who will really beat it to the
15 concerts and be there enthusiastically.

16 MR. GELFAND: All right, thank you.

17 And CEO Moore?

18 MS. MOORE: This has been some really great
19 discussion.

20 And one of the things is I think with regard to the
21 idea of visiting some fairs and things, while there are
22 some around us and in the area, you know, some of these
23 others, I think there's an opportunity from those that we

1 have visited where we could make some recommendations.

2 We can figure out, report back at like our next Board
3 meeting or something like that on those opportunities.

4 But I also wouldn't, I might hesitate if somebody
5 hasn't seen it, to be able to say, oh this would be a good
6 one to go to but really being able to focus.

7 And we were planning to bring forward some of what we
8 have seen as we talk about our own fair programming and to
9 share some of that information with you.

10 We will be in touch with you on how this might be an
11 opportunity.

12 It's definitely an opportunity for you as Board
13 members how we can go about making that happen for you
14 properly.

15 MS. BARKETT: Can I just ask one more question?

16 And I think it's to Josh.

17 Josh, do the out-of-state fairs have any similar
18 rules about their Directors being in the same place?

19 I'm just curious.

20 MR. GELFAND: Bagley Keene is a California Act.

21 MS. BARKETT: And so is the Brown Act, yeah.

22 So, do you know of any?

23 MR. CAPLAN: There could be but I don't practice law

1 in those states.

2 I couldn't respond.

3 I don't know.

4 MR. GELFAND: Okay, we are now moving on to the
5 public comment on this item.

6 Anybody in the room who wants to speak to it?

7 In the queue we have Martha Sullivan.

8 MARTHA SULLIVAN: I'll pass, thank you.

9 MR. GELFAND: Okay.

10 Then we are moving onto item 6C, which is the DMTC
11 Liaison Committee Report.

12 This is another information item, no action will be
13 taken by the Board.

14 You can find the report on page 81 of your packet.

15 And I would like to recognize Committee Chair,
16 Director Arabo.

17 MR. ARABO: Thank you, Vice President Gelfand.

18 The committee had a meeting and I'll break it down
19 and just start with perspective of horseracing to the
20 district, and then a request, and then a report.

21 So just a little perspective.

22 This is, again, first year I've been on the Board to
23 see a full summer meet.

1 So last year, 2023, horseracing revenue to the
2 district was around \$9.3 million with food and beverage
3 and everything.

4 End of the year, as a district we profited \$2.5
5 million total.

6 So with the absence of horseracing last year, we
7 could have potentially lost \$7 million, and this is why I
8 mention the perspective.

9 Horseracing success is really critical to the
10 district, and their success directly ties to our success.

11 The summer meet ended September 8th, and DMTC will be
12 here in October to discuss the completed season and the
13 upcoming fall meets.

14 And the Breeders' World Championship, we're very
15 honored to have them November 1st and 2nd.

16 It's a tremendous honor to have the Breeders' Cup
17 with the DMTC and fairgrounds.

18 It's the Super Bowl of horseracing and we are going
19 to get it the next two years.

20 I know everyone is very proud of it and it's a world-
21 class venue we have at the fairgrounds, as well as a
22 support for San Diego community for horseracing.

23 Another perspective of Breeders' Cup, Breeders' Cup

1 brings in around an additional \$200 million dollars to the
2 region.

3 And it's directly because of the great work this
4 district has done with the DMTC.

5 As a member of the DMTC Liaison Committee along with
6 Director Barkett, I've seen firsthand the importance of
7 horseracing on the fairgrounds and the local community.

8 I'm very thankful to the majority of every Board
9 member that we've seen out there.

10 And the request from the committee it would be more
11 Board participation.

12 We hope to get more Board participation at the horse
13 races, bring your networks, bring folks that could
14 potentially sponsor.

15 It's work.

16 Come out there and meet with people, Board members
17 from DMTC meet with Board members for the Breeders' Cup.

18 We've met them, but all of us are very important
19 ambassadors to the organization and when they see us out
20 there working, welcoming, talking to, I believe it makes a
21 big impact.

22 Horseracing over last ten years have netted the
23 district and the RTA over \$103 million, over the last ten

1 years.

2 And the income is critical for the district's
3 financial well-being.

4 In addition, over 3,000 people are employed each year
5 at the fairgrounds from horseracing, DMTC, Premiere and
6 stable work areas.

7 I also want to be very collaborative, so if anyone
8 has any ideas of how we could get more Board involvement.

9 Maybe it's something similar as we do at summer
10 social at the fair.

11 We could do maybe a horse social where folks come out
12 there and support.

13 We're going to be meeting over the next few weeks
14 with Josh Caplan and the other committee to see how we do
15 it.

16 How do we strike the balance of getting more Board
17 participation and adding value to the district.

18 I want to thank everyone for their support, for
19 horseracing in general and I look forward to working with
20 my board members to make sure the horseracing remains a
21 critical component with the fairgrounds for years to come.

22 And that's it.

23 MR. GELFAND: Okay, we're going to first have

1 questions or comments from the Board.

2 Anyone on this side?

3 Anyone on this side?

4 Nope.

5 Okay, then anybody in the room who wants to comment?

6 Oh, sorry, Joyce?

7 MS. ROWLAND: I'm good.

8 MR. GELFAND: Okay, anyone in the room who wants to

9 have public comment?

10 No?

11 Okay, we have several people in the queue.

12 Starting with Martha Sullivan.

13 MARTHA SULLIVAN: Hello, this is Martha Sullivan

14 again from Imperial Beach.

15 For the second consecutive year, wagering at Del Mar

16 Racing Summer Meet declined despite having one more day of

17 racing this year over 2023.

18 "According to figures compiled by the Daily Racing

19 Forum, total comingled handle on the Del Mar Races was

20 \$361 million dollars, a decline of 7.8% from a handle of

21 \$392 million at a 30-day meeting last year.

22 The 2022 summer meeting had a handle of \$440 million

23 on Del Mar's races."

1 End quote.

2 The decline in 2023 from 2022 was 10.9%, adjusted for
3 inflation of about 3%.

4 The 7.8 decline in 2024, is actually similar to the
5 decline in 2023.

6 Additionally, in the last week, the average wagering
7 handle per race dropped 11.6% this year, versus last year.

8 Also, a detail in my email included at the end of
9 your Board packet for today wagering on the biggest day of
10 the Breeders' Cup, Saturday has decreased 30%, adjusted
11 for inflation from 2014 to 2023.

12 The Breeders' Cup is, if you look at that email which
13 is the source of the data is noted, the Breeders' Cup is
14 like the least successful of several big events in
15 horseracing.

16 Calling it the Super Bowl of racing, which we did
17 particularly in light of the fact that wagering has
18 dropped [multiple speakers/indiscernible].

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

20 MARTHA SULLIVAN: Thank you.

21 MR. GELFAND: All right.

22 Next in the queue is Allison Prater.

23 ALLISON PRATER: Hi, I just wanted to draw your

1 attention to the horse deaths of this past meet.

2 Sammy who died on Tuesday, September 3rd at Del Mar
3 per California Horseracing Board.

4 Sammy is the fifth horse death recorded in Del Mar's
5 2024 Summer Meet and 56th horse death in California.

6 Pony horses are hard workers at US horseracing tracks
7 accompanying race horses to the starting date to try to
8 calm them.

9 They are captives as well and witness the death of
10 race horses for mere gambling.

11 Sammy may have witnessed the four other horses in Del
12 Mar's 2024 Summer Meet, Giver Not a Taker, who died after
13 a fracture racing on July 21st, day two.

14 Savannah Lady who died a sudden death while training
15 on July 23rd.

16 Handsome Red who died after a fracture racing on
17 August 3rd.

18 And Truly Magical who died after a fracture on August
19 25th.

20 No legitimate sport would tolerate the deaths of five
21 of its athletes in eight weeks of competition in just one
22 venue, the Del Mar Race Track, much less 56 in 35 weeks of
23 competition in just one state, California.

1 Thank you.

2 MR. GELFAND: Thank you.

3 And Jim Coleman?

4 JIM COLEMAN: Hi, good afternoon.

5 I'm Jim Coleman.

6 And I've been a resident and business owner here for
7 over 40 years.

8 And I'm making comment today because supporting the
9 DMTC and thoroughbred racing at Del Mar is that important.

10 And yes, attendance and the handle may have been down
11 this meet, but what is up, and up in a big way, is the
12 impact the support of the DMTC and the race meet has had
13 on our local business community.

14 Occupancy at our hotels is up, as well as average
15 room rates, sales at local retailers is up making the
16 necessary profits to carry these businesses through the
17 off season when tourism is down.

18 Local restaurants are having a big summer.

19 One managing partner of a local restaurant on the
20 beach told me that she wished the racing meet could
21 extend.

22 Sad to see it end because of the increased business
23 the race visitors have brought and she was excited looking

1 forward to Breeders' Cup and the huge impact that makes on
2 our local economy at a time when otherwise it's slow.

3 Positive effect racing has on the business also means
4 more jobs, and not only those 3,000 jobs for the DMTC and
5 back stretch workers who are making a better life for
6 themselves and families but locally from full-time
7 workers, to the part-timers doing summer work making money
8 for college.

9 It's jobs.

10 We appreciate the DMTC and racing and thank you for
11 your continued support.

12 MR. GELFAND: Okay, thank you.

13 And next is Oscar de la Torre.

14 OSCAR DE LA TORRE: Yes, hello, can you hear me?

15 MR. GELFAND: Yes, we can.

16 OSCAR DE LA TORRE: Yes, thank you very much.

17 Really appreciate your service.

18 My name is Oscar De La Torre.

19 I've had the privilege of working with backstretch
20 workers for the past four years here in California
21 horseracing.

22 And I just want to acknowledge that DMTC is a
23 responsible operator.

1 It must be said that the horse safety reform effort
2 is working.

3 Here in California we've had a 50% decrease in
4 accidental horseracing fatalities since 2019.

5 That's pretty remarkable, 50% decrease.

6 And Del Mar is a leader in the reform effort, so much
7 so that we are inspiring the rest of the nation to make
8 those similar changes to reform so that we can ensure that
9 safer horseracing is possible.

10 I think Mr. Coleman already talked about the jobs.

11 But it's real important to say that the backstretch
12 workers here at Del Mar and in horseracing in California
13 not only receive wages, they also receive housing and
14 medical benefits.

15 That's something that they really appreciate.

16 It's important to mention that the DMTC with no
17 pressure from any of the workers provides now free meal
18 plans, so a free meal program in the summer for these
19 workers.

20 That shows that DMTC is responsible and responsive to
21 the needs of workers.

22 And we're very proud.

23 We should all be very proud of DMTC's record on the

1 horse safety front and also how it responds to the needs
2 of workers.

3 Thank you very much.

4 MR. GELFAND: Thank you.

5 All right, we are now moving onto item 6D, People And
6 Culture Committee Report.

7 This is another information item, no action will be
8 taken.

9 The report can be found on pages 82 and 83 in your
10 packets.

11 And I would like to recognize the Committee Chair,
12 Director Rowland.

13 MS. ROWLAND: Thank you.

14 So for reference you can find the People In Culture
15 Committee Report on pages 74 and 75.

16 The major activity, although we could be called upon
17 to do a variety of things, the major activity that we have
18 is the supporting the appraisal process and feedback
19 process for the CEO that the whole Board will engage in.

20 In the past the CEO performance evaluation has taken
21 place at various times of the year, most recent was in
22 September 2022.

23 We we've had changes in the membership of this

1 committee, some of which has led to being a bit of a
2 delay.

3 Also some of the changes in addition to the Board
4 members are kind of leading us to set a somewhat different
5 timeframe for when we want to have the last evaluation
6 cover and what we would want the next evaluation to cover.

7 So recognizing that gap of time that's occurred since
8 September 2022, and a desire to adjust the schedule for a
9 different time of year, the period under evaluation that
10 we're going to look at and get feedback from Carlene about
11 and then feedback from the Board members about the time
12 period is going to be October 2022, through the end of 2023.

13 And that's with the intention of conducting the next
14 evaluation in the spring 2025, after the financials are
15 done for year-end 2024.

16 And the next evaluation would cover January through
17 December 2024.

18 And we think that will get us back on a more normal
19 regular timing.

20 As I said, it's been a little bit all over the board,
21 but we want to get it back to a regular time.

22 And then we'll have most of the Board then, will have
23 been on the entire period of time of 2024, to be able to

1 have full participation in that evaluation.

2 And also, during this year's performance evaluation
3 process, one of the things we're looking at doing is
4 developing policies related to the CEO position, such as
5 that regular cadence to the evaluation period.

6 And then just outlining again the entire process of
7 feedback.

8 So, it's really an important responsibility of each
9 Board member and one that really warrants the Board's
10 undivided attention.

11 As such the committee is requesting that we may need
12 to hold a separate meeting depending upon timing, so that
13 we have time to dedicate to this important item.

14 One of the things that we have dealt with in the past
15 is it takes a lot of time for the Board to make their
16 comments and to get everything out.

17 And we just want to make sure that we're not rushing
18 through on it.

19 So I know Carlene is working on timing.

20 I think the last is that we probably won't need to
21 have a separate meeting but it can be part of October.

22 But we probably need to really dedicate a significant
23 amount of time in closed session to be able to have that

1 conversation.

2 Committee also recommends that all the Board members
3 be physically present for the discussions, if at all
4 possible.

5 It's just a lot more, a lot better for the fluid
6 exchange of comments and ideas.

7 So that's where we are.

8 And so hopefully, if we have an additional meeting,
9 obviously we will have to notice that in accordance with
10 Bagley Keene.

11 If we can fit it in on an October date, then that
12 would be even better.

13 For me personally, I cannot be here in person on the
14 regularly scheduled dates.

15 That's one of the reasons I asked Carlene to see if
16 there were alternate times either for a separate meeting
17 or if it can be accommodated to have the entire meeting
18 moved to a different day, that would be really helpful.

19 I know it may be inconvenient but may be just as good
20 as the regular time, so hopefully she can look at that.

21 It's also true that the evaluation process is not
22 something that we rush.

23 So it takes a few times for us to get our feedback

1 from Carlene, for the committee to you, you know, have
2 feedback and comments and then for that to come in in its
3 fullness to this committee and have as much time as you
4 need to go through the conversation with Carlene and
5 between and amongst the Board members.

6 So it's not something we're going to rush.

7 It's going to be something that takes the time that
8 it needs and so that's all I have to report right now.

9 It's something that typically occurs over a few
10 months, not just over a few days or weeks.

11 And that's the report of the committee at this point.

12 MR. GELFAND: All right.

13 Thank you, Director Rowland.

14 And we now have any questions or comments from the
15 Board?

16 No, then we will go to members of the public who are
17 here in the room.

18 Seeing none, we will go to the queue, and we have
19 Martha Sullivan.

20 MR. RIVERA: Martha Sullivan is no longer in the
21 queue.

22 MR. GELFAND: No longer in the queue.

23 Okay, then we are moving onto our item 6E, our

1 Strategic Planning Committee Report.

2 The report includes two action items.

3 You can find information beginning on page 84 of your
4 packets.

5 And the Chair recognizes our CEO Carlene Moore to
6 provide more information.

7 MS. MOORE: Okay, so again there are two action items
8 with this report.

9 The first of which is the joint resolution with the
10 cities of Del Mar, Solana Beach, and possibly San Diego,
11 pertaining to the LOSSAN Rail Realignment Project.

12 So subsequent to our August Board meeting, I met with
13 SANDAG CEO Mario Orso, as well as representatives from the
14 City of Del Mar and the City of Solana Beach related to
15 this project.

16 Last night the City of Del Mar voted to approve the
17 resolution that can be found in your packet.

18 And this resolution is really to, again, express
19 concern over the SANDAG's proposed alignments as detailed
20 in the Notice Of Preparation.

21 And tomorrow night the City of Solana Beach will also
22 take this up for consideration.

23 Both of the cities have approached us as the district

1 and the City of San Diego to join them in passing this
2 resolution.

3 Again, it's in your packet on pages 80 to 83, I think
4 specifically for the resolution.

5 And this was partially shaped with some input from
6 the district that is in line with the Board's previous
7 positions opposing Alternative A.

8 MR. GELFAND: The pages are 84.

9 MS. MOORE: Thank you, sorry.

10 My packet on my desk might have been off a page or
11 two.

12 MR. GELFAND: Yeah, 84-89.

13 MS. MOORE: Along with that the City of Del Mar took
14 notice of this Board's action at our meeting in July to
15 pause affordable housing discussions until we received
16 clarity regarding the city's position on alternative A.

17 And as evidenced by the letter from Mayor Druker that
18 you all have received as supplement to the meeting packet,
19 the city stands by its support of its guiding principle
20 that it adopted last year that states, and I will quote
21 it, "With regard to study of a potential fairgrounds rail
22 alignment SANDAG must respect and protect the operational,
23 economic, environmental and planning needs of the 22nd DAA

1 and of the proposed Del Mar housing Program on the
2 fairgrounds and as a key stakeholder the 22nd DAA must be
3 proactively engaged by SANDAG throughout the process.”

4 The city has continually advocated for
5 representatives from fairgrounds to be included in
6 important project meetings, and the upcoming values
7 analysis study and that the process that’s going to be
8 undertaken by the SANDAG.

9 And that's the further evidenced by the resolution
10 that you have before you today.

11 The first order of business that you will have.

12 The second order of business from the Strategic
13 Planning Committee is also an action item, and this is on
14 our guiding principles.

15 So as you remember at our May meeting the Board
16 passed a resolution adopting an outreach plan to shape our
17 master planning process.

18 The Board also agreed to begin developing guiding
19 principles to give clear direction and put some stakes in
20 the ground, as we begin a more extensive countywide
21 outreach.

22 Over the summer the Strategic Planning Committee met
23 several times to begin moving the conversation forward.

1 We've also worked with staff --

2 MR. GELFAND: Excuse me one minute.

3 MS. MOORE: Yes.

4 MR. GELFAND: Do you want -

5 MS. MOORE: I'm going to report on both of these
6 because they are somewhat interlinked and you're going to
7 separately address the two action items.

8 MR. GELFAND: Okay.

9 MS. MOORE: So over the summer the committee again
10 was moving that forward, working with staff to develop the
11 draft guiding principles.

12 They were presented at last month's Board meeting for
13 your input with the intention to return at this meeting
14 for a vote.

15 I would like to say that apparently we did a pretty
16 good job because there was no feedback on them.

17 So the guiding principles that are in your packet are
18 unchanged from how they were presented last month.

19 With that, I would just invite, if either Director
20 Rowland or Gelfand have anything else that I have missed.

21 But because these two projects are somewhat linked,
22 are linked together by our master site planning efforts,
23 thought it was more comprehensive to just give the

1 committee report and then separately you will take up each
2 item.

3 MR. GELFAND: Joyce, did you want to comment at all?

4 MS. ROWLAND: No, I think that covered these two
5 items pretty thoroughly.

6 I would just say that I think in terms of meeting the
7 spirit of what this Board wanted and needed relative to
8 the City of Del Mar's commitment to the process and our
9 ongoing viability, I think it's pretty clear to me that
10 that's firmly held by them and I think that was just
11 punctuated by their action last night.

12 So I hope that informs the conversation and that the
13 Board is as pleased with that as I am.

14 MR. GELFAND: Thank you.

15 All right, the first item in terms of voting is item
16 6E1.

17 Consideration and vote to adopt a joint resolution
18 with the City of Del Mar, the City of Solana Beach and San
19 Diego pertaining to the LOSSAN Rail Realignment Project.

20 Do we have any questions from the Board?

21 No?

22 Okay, do we have anyone from the public here in the
23 room who wants to address this item?

1 And we do.

2 Carla?

3 CARLA HAYES: Hi, I'm Carla Hayes from Solana Beach.

4 And one of the things that is encouraging about the
5 three cities and the fairgrounds actually agreeing to
6 something that you can all sign is amazing and wonderful,
7 and the spirit of cooperation, we are all in this together.

8 One of the things that I wanted to encourage also is
9 that the pause perhaps be lifted in discussing affordable
10 housing with the City of Del Mar.

11 As Director Mosier knows well, it's not just an
12 arcane process from RHNA, it's almost impossible to
13 understand how they figure anything out.

14 The fairgrounds has always had affordable housing.

15 It's seasonal, I understand that.

16 And the other thing is that there is no alternative
17 in the City of Del Mar plans, or people who are suing them
18 for plans, that includes enough low, to very-low-income
19 units large enough for families.

20 The alternative if the fairground's deal doesn't go
21 through, well, there are a few low-income units that are
22 located, according to the rather sketchy plans that are in
23 the city right now, and they are located on the parking

1 level underground and they are very small.

2 So what I really urge you to think about is people
3 deserve better.

4 This is a wonderful place.

5 It's a wonderful piece of land.

6 And I hope that somehow you can see your way to
7 sharing it with some of the people who are vital to our
8 economy and to the entire fabric of our community.

9 Thank you very much.

10 MR. GELFAND: Thank you, Carla.

11 And there is no one in the queue on this.

12 So I would entertain a motion from a Board member?

13 Michael?

14 MR. MOSIER: So moved.

15 MR. BLAIR: Second.

16 MR. GELFAND: All right, moved by Director Mosier,
17 seconded by Director Blair.

18 Any Board discussion of the motion?

19 Joyce?

20 Seeing none, Donna, can you do a roll call?

21 MS. O'LEARY: Vice President Gelfand.

22 MR. GELFAND: Aye.

23 MS. O'LEARY: Vice President Rowland.

1 MS. ROWLAND: Aye.

2 MS. O'LEARY: Director Arabo.

3 MR. ARABO: Aye.

4 MS. O'LEARY: Director Barkett.

5 MS. BARKETT: Aye.

6 MS. O'LEARY: Director Blair.

7 MR. BLAIR: Aye.

8 MS. O'LEARY: Director Mead.

9 MS. MEAD: Aye.

10 MS. O'LEARY: Director Mosier.

11 MR. MOSIER: Aye.

12 MS. O'LEARY: Director Nejabat.

13 MR. NEJABAT: Aye.

14 MR. GELFAND: The motion passes unanimously.

15 We are now on item 6E2, consideration and vote on

16 draft guiding principles for the approach to the creation

17 of a new master site plan building on the outreach and

18 education plan adopted by the Board.

19 The draft guiding principles are on pages 90-92.

20 Do we have any questions from the Board?

21 No?

22 Joyce?

23 No?

1 Anyone from here the public here in the room that
2 wants to speak to this issue?

3 No?

4 We will go to the queue, and Martha Sullivan?

5 No, we have no one in the queue.

6 Okay, then I would entertain a motion on this item.

7 MS. BARKETT: So moved.

8 MR. GELFAND: Motion by Director Barkett.

9 MR. BLAIR: I'll second.

10 MR. GELFAND: Seconded by Director Blair.

11 Any discussion on the motion from the Board?

12 MR. MOSIER: I would applaud items 13 and 14,
13 environmental stewardship.

14 I think it's an important part of the master plan.

15 And we're in a challenging site, so that component
16 will be a major challenge as we move forward with the
17 master plan.

18 MR. GELFAND: Absolutely.

19 Your time's up.

20 Someone have a ruler?

21 Okay.

22 Joyce, anything?

23 MS. ROWLAND: No, I just think it just really

1 emphasizes how community-driven this is going to be.

2 And how extensive and hopefully, even, international,
3 the reach of this is going to be.

4 And I think it's a great move forward to put the
5 stake in the ground.

6 MR. GELFAND: Yeah, I would just like to acknowledge
7 the assistance of Southwest Strategies and Chris Wahl on
8 putting this together.

9 Very helpful.

10 MS. MOORE: Very well done.

11 MR. GELFAND: All right.

12 We are ready for a roll call vote, Donna.

13 MS. O'LEARY: Okay, Vice President Gelfand.

14 MR. GELFAND: Aye.

15 MS. O'LEARY: Vice President Rowland.

16 MS. ROWLAND: Aye.

17 MS. O'LEARY: Director Arabo.

18 MR. ARABO: Aye.

19 MS. O'LEARY: Director Barkett.

20 MS. BARKETT: Aye.

21 MS. O'LEARY: Director Blair.

22 MR. BLAIR: Aye.

23 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 MR. GELFAND: Passes unanimously.

7 And we are now onto item 6F, discussion and vote on
8 whether to approve assignment of the food and beverage
9 services agreement by ASM Global to Legends.

10 This is an action item and the Chair recognizes CEO
11 Moore to discuss it.

12 MS. MOORE: Well, this is a pretty straightforward
13 item and the report is found again in your packet.

14 I think I have the wrong page down here.

15 MR. GELFAND: Do we?

16 MS. MOORE: It looks like - well, not in the packet
17 but in my notes on page 93.

18 And so but we are also joined here today by Shaun
19 Beard.

20 And for those of you who don't know, Shaun Beard is
21 the, as far as I know, still vice president of food and
22 beverage.

23 And so if there are any questions, not sure, you

1 know, given the changes and things, but again, it's pretty
2 straightforward item for the Board's action.

3 AND it's included in the report.

4 MR. GELFAND: Okay, do we have any questions from the
5 Board?

6 Nobody here?

7 Joyce?

8 MS. ROWLAND: No questions.

9 MR. GELFAND: Okay, and do we have anyone here in the
10 room, members of the public that want to speak to this
11 issue?

12 Great, come on up.

13 SHAUN BEARD: First of all, congratulations on the
14 award.

15 I hadn't heard that yet.

16 So that is fantastic, it is a pretty prestigious
17 award in the industry.

18 MS. MOORE: It's a nomination right now.

19 SHAUN BEARD: Well, I'm already taking the award.

20 I'm already taking the award.

21 And Katie, your and Tristan's report on the fair, I
22 sit there and I'm humbled by it, because as a kid growing
23 up here in Southern California, I came to the fair, like

1 everybody in this room.

2 And you kind of think about it, how much it impacts
3 people.

4 When you sit there and listen to it, you know, I
5 always think of it just from my perspective, food, right?

6 But it really is pretty cool that it impacts all
7 those people, so I just shared that.

8 But the assignment, just to give a little bit of
9 background, I was up in front of this group and many of
10 you, about 3-4 years ago when our private equity group
11 sold to another private equity group, it was American
12 Capital selling to Onyx and that was who owned ASM Global.

13 The same thing has occurred today is that Onyx has
14 sold to another private equity group and that private
15 equity group is right here in California up in San
16 Francisco called Sixth Street.

17 They are the owners of Legends and now ASM Global.

18 They see it as a great synergy because both companies
19 had what the other didn't have for the industry.

20 And as an operator in the company at ASM, I always
21 see it as a good thing because they see the future and
22 they see opportunity just like we see it, day in and day
23 out that there's a lot of opportunity in this industry.

1 So when venture capital comes in, they believe what
2 we believe, and they want to put money into action to make
3 something bigger and better than it was.

4 And I know from a resource standpoint, some of you
5 are familiar with SOFI stadium up in Los Angeles, that's a
6 Legend's property.

7 Anaheim is a Legend's property.

8 Two professional sport facilities, which we don't
9 have professional football in California, so from a
10 synergistic standpoint, again a great compliment.

11 So, again, I see great things and I know that we
12 continue to bring great ideas and thoughts to this
13 location.

14 And I look forward to continuing to do that for all
15 of you in the future.

16 Thank you.

17 If there's any questions, I can do that too.

18 MR. GELFAND: Thank you.

19 MR. BLAIR: Could you explain the difference between
20 Legend Food and Beverage and Premier that we have here?

21 SHAUN BEARD: Yeah, Premier is owned by ASM Global.

22 ASM Global is owned by Onyx, which sold to Sixth
23 Street, which owns Legends.

1 MR. BLAIR: Perfectly clear, thank you.

2 SHAUN BEARD: I know, I need a chart.

3 But at the end of the day, the location, it brings
4 value.

5 It doesn't change the same reporting structure, I
6 will still continue to work with Carlene and other folks
7 from the Board.

8 It doesn't change the - the ownership has changed and
9 legally we need to go through that process to have it to
10 be assigned.

11 MR. BLAIR: So will we know them as Premiere going
12 forward?

13 SHAUN BEARD: Absolutely.

14 MR. GELFAND: Still Premier, the same people.

15 SHAUN BEARD: Same people, same thing.

16 It will still be known as Premier.

17 MR. GELFAND: Any other Board questions or comments?
18 Joyce?

19 MS. ROWLAND: Yeah, I will just say Sixth Street is
20 not small.

21 It probably had about 70 plus billion dollars in
22 assets and investments, it cost different, so I mean, this
23 is not a fly-by-night organization.

1 MR. GELFAND: Okay.

2 Anyone else in the room that wants to make public
3 comment?

4 We have no one in the queue.

5 So we are going to move on to the potential vote if
6 we have a motion.

7 MS. MEAD: Move approval to assign the food and
8 beverage services agreement from ASM to Global.

9 MR. GELFAND: Okay.

10 Director Mead -

11 MS. MEAD: Legends, I'm sorry.

12 MR. GELFAND: Director Mead has made the motion.

13 MR. BLAIR: I'll second.

14 MR. GELFAND: And there's a second from Director
15 Blair.

16 Donna, ready?

17 MS. O'LEARY: Vice President Gelfand.

18 MR. GELFAND: Aye.

19 MS. O'LEARY: Vice President Rowland.

20 MS. ROWLAND: Aye.

21 MS. O'LEARY: Director Arabo.

22 MR. ARABO: Aye.

23 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: Aye.

6 MS. O'LEARY: Director Mosier.

7 MR. MOSIER: Aye.

8 MS. O'LEARY: Director Nejabat.

9 MR. NEJABAT: Aye.

10 MR. GELFAND: Okay, motion passes unanimously.

11 We are now on to matters of information found in your
12 board packet on pages 100-112.

13 I want to also draw your attention to the memo
14 detailing our new committee structure, which comes from
15 President Schenk in your meeting binders.

16 As I mentioned during last month's Strategic Planning
17 Meeting Report, we recommend bringing more Board members
18 into the various aspects of our master site planning work.

19 As you know this master site planning process was a
20 huge undertaking and it will take years.

21 We'll be doing a lot of community outreach, analysis,
22 and technical work, and it would be extremely daunting for
23 a single committee to carry the entire workload.

1 The new structure will ensure that all of our Board
2 members have the opportunity to be engaged directly in our
3 efforts, this information will be posted also online as a
4 supplement to the meeting packet.

5 General correspondence was also included in the
6 packet.

7 With that.

8 MS. MOORE: There's a tab added into the binder.

9 MR. GELFAND: With that, we're going to move onto our
10 closed executive session.

11 The time is 4:18, we will call it.

12 Pursuant to the authority of Government Code Section
13 11126(a)(b) and (e), the Board of Directors will meet in
14 closed executive session on the items described on the
15 September 10th, 2024, agenda.

16 And we'll let you know when we're ready to reconvene
17 in approximately an hour.

18 Okay, thank you.

19 Appreciate members of the public who are here.

20 And those have [no audio] --

21 [Recessed to Closed Executive Session at 4:18 p.m.]

22 [Reconvened to Open Session at 5:42 p.m.]

23 MR. RIVERA: And we are back in session, folks.

1 We are back in session.

2 Microphone.

3 MR. GELFAND: We are reconvening, the time is 5:42
4 p.m.

5 We've returned from closed executive session.

6 The District Board of Directors considered the advice
7 of counsel on the items listed on the closed session
8 portion of the agenda and has nothing to report.

9 And now we're going to be adjourning.

10 Seeing no other business before the Board of
11 Directors today, the time again is 5:43 on September 10th,
12 2024.

13 And this meeting of 22nd DAA Board of Directors is
14 hereby adjourned.

15 [End time 5:43 p.m.]

16

17

18

19

20

21

22

23

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

CERTIFICATE OF TRANSCRIBER

I, Antha A. Ward, do hereby certify that the 22nd District Agricultural Association Board of Directors Meeting was transcribed from audio by me; that said digital audio recording of said proceedings are a true and accurate record to the best of my knowledge, skills, and ability; that I am neither a member for, related to, nor employed by the District in which this was taken; and, further, that I am not a relative or employee of any member or staff employed by the District hereto, nor financially or otherwise interested in the outcome of this action.

Antha A. Ward
QuickCaption, Inc.

--o0o--