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

TUESDAY, MARCH 11, 2025

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Transcribed by:

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Riverside, CA 92506

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1 IN ATTENDANCE

2  
3 OFFICERS:

4 MICHAEL GELFAND, 1ST VICE PRESIDENT

5 JOYCE ROWLAND, 2ND VICE PRESIDENT (VIA ZOOM)

6 MARK ARABO, DIRECTOR

7 LISA BARKETT, DIRECTOR

8 PHIL BLAIR, DIRECTOR

9 KATHLYN MEAD, DIRECTOR (VIA ZOOM)

10 DON MOSIER, DIRECTOR

11  
12 22ND DISTRICT AGRICULTURAL ASSOCIATION STAFF:

13 CARLENE MOORE, CHIEF EXECUTIVE OFFICER

14 KATIE MUELLER, CHIEF OPERATIONS OFFICER

15 TRISTAN HALLMAN, CHIEF COMMUNICATIONS OFFICER

16 DOUG LOFSTROM, INTERIM CHIEF ADMINISTRATIVE

17 OFFICER

18 DONNA O'LEARY, OFFICE MANAGER

19 HENRY RIVERA, PRODUCTION DIRECTOR

20  
21 22<sup>ND</sup> DISTRICT AGRICULTURAL ASSOCIATION COUNSEL

22 JOSHUA CAPLAN, OFFICE OF THE ATTORNEY GENERAL

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OTHER PRESENTERS:  
CHRIS WAHL, CEO, SOUTHWEST STRATEGIES  
CHRIS GOLDSMITH, PRESIDENT, BELLY UP ENTERTAINMENT  
DUSTIN FULLER, 22ND DAA SUPERVISING ENVIRONMENTAL  
PLANNER

PUBLIC COMMENTERS:  
MARTHA SULLIVAN  
ALLISON PRATER  
JANE CARTMILL  
ELVIA SEDANO  
KRISTI BECKER  
JAS GREWAL  
TRACY MARTINEZ  
ASHLEY JONES  
AMANDA LEE  
MARK RITTENBAUM  
DARREN PUDGIL

1 [Meeting called to order at 1:34 p.m.]

2 MR. GELFAND: Okay, we are going to begin. Good  
3 afternoon. We have a quorum. Five members of the board  
4 here in person. It is currently 1:34 p.m., and I call  
5 this meeting of the 22nd District Agricultural  
6 Association Board of Directors to order.

7 Donna, can we have a roll call.

8 MS. O'LEARY: Sure.

9 President Schenk has an excused absence.

10 Vice President Gelfand.

11 MR. GELFAND: Here.

12 MS. O'LEARY: Vice President Rowland.

13 MS. ROWLAND: Here.

14 MS. O'LEARY: Director Arabo.

15 MR. ARABO: Here.

16 MS. O'LEARY: Director Barkett.

17 MS. BARKETT: Here.

18 MS. O'LEARY: Director Mead.

19 MS. MEAD: Here.

20 MS. O'LEARY: Director Mosier.

21 MR. MOSIER: Here.

22 MS. O'LEARY: And Director Nejabat also has an  
23 excused absence.

24 MR. GELFAND: I believe that Director Rowland is with

1 us but I didn't hear her.

2 MS. O'LEARY: I did hear her.

3 MR. GELFAND: Oh, you did hear her. Okay. Good.

4 MR. BLAIR: Donna, I don't think you called me but  
5 I'm here.

6 MS. O'LEARY: Yes, and Director Blair.

7 MR. GELFAND: All right. The Board will move on to  
8 our closed executive session as indicated on the agenda.  
9 We anticipate returning to open session by 2:15 p.m.  
10 today and it's currently 1:30.

11 [Board recessed to closed session at 1:35 p.m.]

12 [Board reconvened into open session at 2:19 p.m.]

13 MR. GELFAND: Okay. The time is 2:19 p.m. and we've  
14 returned from closed executive session. The 22nd DAA  
15 Board of Directors considered the advice of counsel on  
16 the items listed on the closed session portion of the  
17 agenda and has nothing to report. And so, we are moving  
18 onto the consent calendar.

19 Before proceeding, I want to draw your attention to  
20 one of these contracts. Standard agreement, public  
21 exigency 24-062, grandstand fire watch patrol. Because of  
22 the nature of this contract, our staff wanted to provide  
23 you with some additional background. With that, do we  
24 have any members of the public with us today that wish to

1 see an item removed from the consent calendar for further  
2 discussion?

3 Martha? Yeah, please.

4 MARTHA SULLIVAN: Martha Sullivan from Imperial  
5 Beach.

6 That was the exact contract that I wanted to request  
7 get pulled from the consent calendar because I thought  
8 that it really warranted discussion about the extended  
9 delay in the repair of the grandstand fire alarm panels.  
10 So I guess after the staff's presentation, will there be  
11 time for comment if necessary?

12 MS. MOORE: If you want to pull it from the agenda.

13 MR. GELFAND: Yeah, it will. It will be pulled.

14 MARTHA SULLIVAN: Thank you.

15 MR. GELFAND: Okay.

16 Anyone else? Anyone from the Board? Okay, then we  
17 will pull that for separate discussion. Anyone on Zoom?

18 MR. RIVERA: There is no one signed up for this.

19 MR. GELFAND: Jane. Okay. Is Jane in the queue? Looks  
20 like maybe you are muted at the moment, Jane.

21 Can I unmute her?

22 MR. RIVERA: I asked, I sent a request to her. She  
23 needs to do it through her phone.

24 MR. GELFAND: Jane, we see you in the queue but you

1 are muted. I don't know if you can unmute yourself.

2 MR. RIVERA: I got no response from her.

3 MR. GELFAND: No? No response.

4 All right. We're going to move on and we will pull  
5 that item.

6 And now do we have a motion for approval of the  
7 consent calendar?

8 MR. BLAIR: Second.

9 MR. RIVERA: Microphones please.

10 MR. GELFAND: Okay, we have a motion and a second.

11 Motion by Don, and second by Phil. Thank you.

12 Can I have a roll call vote, Donna?

13 MS. O'LEARY: 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: [Off mic] Aye.

23 MS. O'LEARY: Director Mead.

24 MS. MEAD: Aye.

1 MS. O'LEARY: Director Mosier.

2 MR. MOSIER: Aye.

3 MR. GELFAND: Okay, the motion carries unanimously.

4 And we now move onto public comment for items not on  
5 the agenda. And as a reminder, this item is to speak on  
6 matters not on today's agenda and the Board will not  
7 debate nor act on any comments heard today. If you are  
8 here to speak on an agenda, please wait until we take up  
9 that item. For all public comment opportunities each  
10 speaker will be given 2 minutes to speak.

11 Do we have any public speakers in the room with us  
12 today for matters that are not on the agenda? If so,  
13 please come on up to the microphone or queue up.

14 ALLISON PRATER: I would just like to share an  
15 article with you. "Dead athletes, empty stands. Why are  
16 we paying billions to keep this sport alive."

17 Several insiders strongly implied that the negative  
18 attention the sport has received was a result of coastal  
19 snobbery. One of those insiders suggested I was trying to  
20 impose blue state urban values on what is essentially a  
21 red state rural enterprise. Of course they love horses  
22 they say, they wouldn't be in this business if they  
23 didn't. But death is a natural part of the equine life  
24 cycle. There was a time when this line of thinking was



1 considered acceptable by all but the most strident of  
2 animal rights activists, but horse racing is at a pivot  
3 point insider after insider told me. A few more wrong or  
4 slow moves could kill the public's will to subsidize the  
5 industry, which could take down the entire thing.

6 Several brought up dog racing, which half a century  
7 ago had tracks in 18 states. Today only West Virginia is  
8 left. Mr. Delgado, New York Thunder's trainer, was back  
9 racing at Saratoga last year, despite an industry report  
10 that his horses have died at an unusually high rate. The  
11 best-known trainer of all, Bob Baffert, was penalized at  
12 Churchill Downs for a derby winner failing a drug test.  
13 Over two decades at least 74 of the horses he oversaw  
14 died from a variety of causes. He's back too. Steve  
15 Asmussen, the trainer who was ordered to pay almost half  
16 a million dollars for shortchanging his workers has  
17 already passed \$2 million in earnings in 2025 alone.  
18 Thank you.

19 MARTHA SULLIVAN: Martha Sullivan again from Imperial  
20 Beach. And I want to share another passage from that New  
21 York Times op-ed, published February 28<sup>th</sup>. Quote, few  
22 things are more inspiring than seeing a horse run and the  
23 feeling that these animals evoke in human can border on  
24 the mystic. But that's neither an economic nor a policy

1 rationale for spending billions on an unpopular sport, so  
2 why do it. Why keep propping up a past time that despite  
3 many attempted overhauls can't keep its fans and take  
4 such a heavy toll on its athletes and workers. Our state  
5 and local government struggle to pay teachers what they  
6 are worth, to build affordable housing, to put enough  
7 firefighters on a rig. When the sport was at its peak,  
8 the toll it took on horses and workers was measured  
9 against the joy it gave millions of fans and billions in  
10 the state's coffers. As those fans disappear, however,  
11 and the cost to taxpayers grows, that calculus shifts.  
12 With sport's betting exploding across the United States,  
13 it makes less sense than ever for the public to be  
14 coddling the sport like some sort of a delicate  
15 foundling. The obvious solution here is also the  
16 simplest, just stop. Let the sport stand on its own and  
17 dwindle to whatever size its fan base supports. Instead  
18 state legislatures keep funneling money to it. The  
19 biggest fear, quote, the biggest fear that our industry  
20 has is that the states are going to stop subsidizing  
21 using slot machine to subsidize the sport, said Jeff  
22 Gural, who owns three harness racing tracks. Without  
23 that, there is no sport. Thank you.

24 MR. RIVERA: Your microphones please.

1 MR. GELFAND: Anyone here, anyone else here in person  
2 that would like to speak?

3 Then we'll go to people who are not physically here  
4 starting with Jane Cartmill. Jane?

5 JANE CARTMILL: Yes. My comments also come from the  
6 New York Times article entitled, "Dead athletes, empty  
7 stands. Why are we paying billions to keep this sport  
8 alive?" Quoting the article, it's true that football and  
9 basketball teams get tax incentives but sports like those  
10 have hundreds of millions of fans. The audience for horse  
11 racing, except for the high profile events like the  
12 Kentucky Derby, which is booming, has plummeted even as  
13 the rise of online gambling has made it easier than ever  
14 to place a bet. Another key distinction, those other  
15 sports don't routinely kill their athletes. The anti-  
16 racing advocacy group Horse Racing Wrongs has shown that  
17 11,000 horses have been put to death at American race  
18 tracks since 2014. Driven in part by opponents of horse  
19 racing by landmark investigations by The New York Times,  
20 a new federally monitored watch dog has already had a  
21 significant impact. Even so, hundreds and hundreds of  
22 thoroughbreds still perish each year. In one recent month  
23 long stretch, 10 thoroughbreds died in New York alone. In  
24 California, the California Horse Racing Board reported

1 108 horse deaths in 2024, up from 82 in 2023. And up from  
2 64 in 2022. 12 of those deaths were from an infectious  
3 disease outbreak. In one trainer's barn at Los  
4 [indiscernible] 96 deaths is still a 17% increase in  
5 reported deaths from 2023 and a 50% increase from 2022.  
6 End of quote.

7 And I add, no legitimate sport would tolerate such  
8 deaths of its athletes. Thank you.

9 MR. GELFAND: Thank you, Jane.

10 Elvia Sedano.

11 ELVIA SEDANO: Hello. I would like to read from the  
12 New York Times published on February 28<sup>TH</sup>, "Dead athletes,  
13 empty stands. Why are we paying billions to keep this  
14 sport alive?" Quote, I spoke to more than four dozen  
15 people at every level of this industry from track owners  
16 to top breeders to the people shoveling manure. The  
17 hardest connections to make were with the barn workers,  
18 the men and women responsible for the horses care and  
19 feeding. On top of the language barrier, they tended to  
20 be native Spanish speakers and dual lingual ranks my  
21 proficiency as only intermediate. Most were afraid to  
22 talk openly. Track executives try to keep interactions as  
23 short as possible and only with workers they had already  
24 vetted. Eventually on my visits to Belmont and Saratoga,

1 I caught up with half a dozen. After speaking with them  
2 with outside lawyers and activists, I connected with many  
3 more. Though these people performed a range of jobs for a  
4 range of trainers, they painted a consistent picture. One  
5 in which staying above the poverty line is a struggle and  
6 single wrong move can mean unemployment. If the horse  
7 racing industry generates billions in economic activity  
8 as its boosters claim, almost none of it goes to them.  
9 There are plenty of trainers who treat their crews with  
10 respect. With stories like this, one are anything but  
11 unique, said Olivia Post Rich, an attorney who has  
12 represented several workers in labor disputes.  
13 Experiences like theirs are fueling the international  
14 brotherhood of electrical workers efforts to unionize New  
15 York's horse racing industry. Jobs that start out as  
16 tending to four to five can quickly balloon to tending to  
17 seven or eight. Workers often ride in the trailers with  
18 the animals, no seatbelts, not even seats. Cameras are  
19 everywhere in the stables.

20 [Multiple speakers]

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

22 ELVIA SEDANO: Thank you.

23 MR. GELFAND: Thank you, Elvia.

24 I have Allison Prater. Yeah, I know, but you've

1 already spoken, right? Okay.

2 Anyone else who came in later from the public who  
3 wants to speak? No? Okay.

4 Then we will move onto general business. This  
5 consists of the items listed under number 7 on our  
6 agenda. We're going to begin with a report on the  
7 grandstand fire watch patrol, item 24-- contract 24-062.

8 Carlene.

9 MS. MOORE: Yes, and so just to clarify, this is the  
10 item that was pulled from the consent calendar. And in  
11 part because we wanted to draw your attention to this  
12 contract. Because it speaks to an issue that we've  
13 previously discussed including this past fall and wanted  
14 you to be aware of it. So as you all know, the grandstand  
15 has been under fire watch since last year because the  
16 fire alarm system has not been able to pass the fire  
17 marshal's inspection. We contracted with the California  
18 Construction Authority, our project management arm to  
19 make the alarm system repairs necessary to ensure that  
20 it's in good working condition and in working order. And  
21 I want to be clear that was based on the information that  
22 we had at that time.

23 In the meantime, the fire marshal requires for us to  
24 be under a 24/7 fire watch, because there are office

1 spaces in the grandstand that are occupied by both  
2 District as well as Premier employees. In addition to  
3 that, the building itself, the grandstand is connected to  
4 the administration office building, as well as the  
5 Thoroughbred Club's executive office building. So in  
6 essence, it's one and the same as a building in terms of  
7 occupation. We really believed we were going to be done  
8 with this project by now. It's extended far beyond what  
9 any of us had imagined. There have been multiple  
10 inspections and multiple, what we thought would be final  
11 inspections on this project. But each inspection in  
12 essence has revealed additional repairs to be made. We  
13 were this close.

14 So currently, the HVAC within the HVA system  
15 ducts, the dampers that should automatically open and  
16 close in response to fire and smoke conditions were not.  
17 That's what failed most recently. So the HVAC company  
18 came out last week. They are going to be back on site  
19 tomorrow and Thursday. On Friday they will also be joined  
20 by the electronics folks to, in essence, ensure that  
21 everything is in proper working order. From there we can  
22 schedule another final inspection with the fire marshal.  
23 This should be the last hurdle. But again, each time that  
24 we thought we were, has not come to fruition. So the

1 reason that this is before the Board is that the amount  
2 of this contract and for this service in essence is  
3 exceeding my delegated authority even for an exigency.

4 But I also want to clarify something. And that is we  
5 have this, the contract before you is through April 30<sup>th</sup>.  
6 Because if the system does not pass on this inspection,  
7 then we would need to move forward with a competitive  
8 solicitation for the services because of how long this  
9 time period is extending for. And so we've taken that  
10 into account for what we anticipate it wrapping up sooner  
11 that provides the necessary amount of time should we need  
12 to go to a competitive solicitation either through a  
13 request for proposal or invitation for bids. Because  
14 until then we are still in fire watch 24/7.

15 MR. GELFAND: So the motion you're looking for is an  
16 approval of this interim agreement to continue funding  
17 with fire watch?

18 MS. MOORE: Yes.

19 MR. BLAIR: How much is this a month? I mean, just  
20 10,000? 20,000? 30?

21 MS. MOORE: Oh, no. It's 24/7 coverage. So it's about  
22 \$40,000, 40 to \$50,000 a month.

23 MR. BLAIR: A month?

24 MS. MOORE: Mm-hmm.



1 MR. BLAIR: I'll move approval.

2 MR. GELFAND: We have a motion for approval from  
3 Phil.

4 Do we have a second?

5 MS. BARKETT: Second.

6 MR. GELFAND: From Lisa.

7 MS. MOORE: Public comment as well.

8 MR. GELFAND: Yeah, I will. Good idea. Yeah.

9 Okay, anyone from the public who wants to speak to  
10 this? There is no one on the queue but anyone here in  
11 person? No. Okay. Thank you.

12 All right. Any Board Members who want to speak to  
13 the motion? No.

14 Then Donna, you want to go ahead with the vote?

15 MS. O'LEARY: Vice President Gelfand.

16 MR. GELFAND: Aye.

17 MS. O'LEARY: Vice President Rowland.

18 MS. ROWLAND: Aye.

19 MS. O'LEARY: Director Arabo.

20 MR. ARABO: Aye.

21 MS. O'LEARY: Director Barkett.

22 MS. BARKETT: Aye.

23 MS. O'LEARY: Director Blair.

24 MR. BLAIR: Aye.

1 MS. O'LEARY: Director Mead.

2 MS. MEAD: Aye.

3 MS. O'LEARY: And Director Mosier.

4 MR. MOSIER: Aye.

5 MR. GELFAND: The motion passes.

6 All right, moving onto item 7A, the Finance  
7 Committee report.

8 And I'm going to turn this over to you, Carlene.

9 MS. MOORE: Thank you. This is an item that's just a  
10 bit of housekeeping. If some of you will recall who have  
11 been around for that time, but this really is a process  
12 that began in late 2020 for us. You can find the report  
13 on pages 20 through 44 of the packet.

14 So in late 2020 is when we first discovered from our  
15 bond counsel and the municipal firm that it's uncommon  
16 for Joint Powers Authority formed for the purpose of  
17 financing capital expenditures such as through bonds to  
18 carry financed items on that Authority's books. And since  
19 that time, like I said, it was late 2020, there has been  
20 a lot of research. There have been updates both to this  
21 board as well as to the commission and the Race Track  
22 Authority Board. That research has been conducted by  
23 staff along with bond counsel, our municipal adviser and  
24 the District, and the Authority certified public

1 accountant to determine in essence kind of this  
2 historical basis for the accounting treatment of the  
3 assets. Grandstand and other assets.

4 And those other assets have included things like  
5 major asphalt work and repairs, replacement and/or repair  
6 of roofs on buildings and so forth. And what was  
7 determined was that it really was unnecessary to account  
8 for them as authority assets. I want to make a note that  
9 the ownership of those finance facilities does not impact  
10 the security of the bond holder. So there is no change  
11 for the bond holders with this action item before you  
12 today.

13 So but the language that historically was written in  
14 the document basically created a very overly complicated  
15 accounting process for District staff. And keep in mind  
16 that District staff is the staff to the Race Track  
17 Authority. So there's just in essence, the District would  
18 have to transfer funds to the authority so the Authority  
19 could record on its books the improvements or the  
20 betterments to the assets.

21 So the previous direction from the Authority board  
22 was to recommend to the Commission, the Race Track  
23 Leasing Commission and to the District, which are the  
24 parties to the agreement, to amend the agreement and

1 clarify that for accounting purposes the financed assets  
2 should be reflected in the audited statements of the  
3 District as District assets. And that's the section 9  
4 amendment to the joint powers authority, the exercise of  
5 joint powers authority. But also, as noted in the staff  
6 report on page 21, we also found this to be a time where  
7 it was prudent to consider some additional amendments.  
8 And so those are also recommended to sections 8 and  
9 section 10(2) at the same time for better clarity with  
10 practices. So those are the items before you.

11 MR. GELFAND: Okay. And just to clarify, with this  
12 report, we're going to go to public comment. Then if  
13 there is a motion, which there actually already is, then  
14 the Board will discuss it and then we'll have the vote.

15 With that, public comment. I don't have anyone in  
16 the queue. Is there anyone here that wants to address it?  
17 No? Okay, then we'll go to Board discussion.

18 Mark? Nothing?

19 MS. MOORE: You don't have a motion yet.

20 [Multiple speakers - off mic]

21 MR. GELFAND: We don't have a motion yet. Okay. Is  
22 anyone interested in making a motion?

23 MR. MOSIER: I move we approve the recommended  
24 modifications.

1 MR. GELFAND: Okay, motion by Don, seconded by Phil.

2 All right. Anyone on the Board want to speak to the  
3 motion? No?

4 Donna, we'll have a vote.

5 MS. O'LEARY: Vice President Gelfand.

6 MR. GELFAND: Aye.

7 MS. O'LEARY: Vice President Rowland.

8 MS. ROWLAND: Aye.

9 MS. O'LEARY: Director Arabo.

10 MR. ARABO: Aye.

11 MS. O'LEARY: Director Barkett.

12 MS. BARKETT: Aye.

13 MS. O'LEARY: Director Blair.

14 MR. BLAIR: Aye.

15 MS. O'LEARY: Director Mead.

16 MS. MEAD: Aye.

17 MS. O'LEARY: And Director Mosier.

18 MR. MOSIER: Aye.

19 MR. GELFAND: All right. We're now on 7B, fair  
20 operations report. This is an information only item. We  
21 will not be taking any action today. But it's a very fun  
22 and information only item. We're now only about three  
23 months away from the 2025 San Diego County Fair. And we  
24 have a lot of exciting plans to talk about. With that,

1 I'll recognize Carlene to introduce our presenters from  
2 staff today.

3 MS. MOORE: All right, so this is usually where the  
4 fun at these meetings starts to begin and really kickoff.

5 MR. GELFAND: And I thought it was the doughnuts.

6 MS. MOORE: In addition - I should say, in addition  
7 to the doughnuts. So and so working with and through the  
8 committee we're really excited to be presenting. While  
9 there's no action because the contracts are executed per  
10 delegated authority, we're really excited to announce  
11 those grandstand acts, some things that are going on sale  
12 later this week and bringing this forward at this time.  
13 And so with that, I'll introduce Katie Mueller, our Chief  
14 Operations Officer.

15 KATIE MUELLER: Good afternoon, everybody. It might  
16 not seem like it outside but summer is just around the  
17 corner. And we're really excited because we're hitting  
18 one of our very first really important milestones for the  
19 annual San Diego County Fair. And that is, we're going on  
20 sale this Friday, March 14<sup>th</sup>, with a number of our tickets  
21 and other items including the grandstand and The Sound,  
22 which I'm going to talk a little bit about.

23 So just to give you some details of our on sale.  
24 We're of course going on sale with our gate admission.

1 And we will again have the two-tier structure for our  
2 admissions. So if you purchase your ticket in advance,  
3 and that's within 24 hours in advance, you will get a  
4 discounted price. And then of course, we also have a day  
5 of price as well as our weekday admission is a little bit  
6 cheaper than our weekend admission. Kids 5 and under are  
7 always free. And it will be kids day, again, on every  
8 Friday in June. So July 4<sup>th</sup> is on a Friday this year so  
9 not that day but every Friday in June kids 12 and under  
10 will be free as well.

11 We're also going on sale with our parking which also  
12 is a tiered structure. If you purchase your parking in  
13 advance, you will receive a discount. And then there also  
14 is a day-of price. And we'll have parking available, of  
15 course, in our main lots. Our preferred parking lot,  
16 which gets you up a little closer. Horse park and also  
17 we'll have free off-site parking at Canyon Crest. And  
18 then we'll also have the Fair Tripper available through  
19 North County Transit District. So no advance purchase  
20 necessary for those.

21 This year we are debuting, we have not had this  
22 since 2019 I believe was the last time, we are debuting a  
23 season pass, which for the low, low price of \$65 that's  
24 about three days' worth of admission. So if you use it

1 more than three times it's a steal. You can come any day  
2 of the San Diego County Fair. You don't have to make a  
3 reservation in advance. You don't have to tell us what  
4 day you're coming, you just have to show up with your ID  
5 and your ticket and you'll be allowed admission.

6 We also are debuting a brand-new thing we've never  
7 done before. We're really, really excited about this.  
8 It's the fair fanatic season pass. So for the prize of  
9 \$160, not only do you get free admissions to the fair  
10 every single day of the fair but you will also receive  
11 these perks. A commemorative lanyard and an access pass.  
12 You'll get a refillable souvenir cup. It's in our theme,  
13 our Pet-tastic theme. And you can get \$3 refills at any  
14 of the food concession stands or you can use it to fill  
15 up at our handy-dandy water refill stations that we're  
16 offering this year. Your first day of parking will be  
17 free. You will also receive the advanced price parking on  
18 every other time you come. So parking will be \$16 instead  
19 of \$20 when you show up with your fair fanatic pass.  
20 You'll get a buy one get one free on our FastPass, which  
21 is the get to the front of the lines for the rides pass.  
22 You'll be eligible to purchase up to two, 50% off general  
23 admission tickets for your friends or family or whoever  
24 who would like to. You'll receive 15% off on fair



1 merchandises. We have two merchandise booths available to  
2 choose from. And you'll also receive \$10 off of two  
3 tickets to one of our shows at The Sound, which I'll talk  
4 about in just a little bit. So it's really a great deal  
5 for a very low price.

6 Our carnival tickets are going on sale this Friday.  
7 So if you purchase between March 14<sup>th</sup> and April 30<sup>th</sup> you  
8 get 50% more credits than you would if you paid the full  
9 retail price. That price will go up a little bit May 1<sup>st</sup>  
10 through June 11<sup>th</sup>. You'll get 25% more credits. And then  
11 of course, our full retail price will start on the first  
12 day of the fair. And then Pay-One-Price is a \$5 discount  
13 if you buy in advance. That's the very popular, ride  
14 unlimited rides from 11:00 a.m. to 8:00 p.m. ride  
15 wristband. So those of you with ride lovers in your  
16 family, you definitely want to take advantage of that  
17 discount.

18 New this year we're also going on sale, I mentioned  
19 it now because we're going to have a full line-up of all  
20 kinds of activities featuring pets. But new this year we  
21 are going to be going on sale with this on Friday. It's  
22 our Pet-tacular Pooch Fun Run and Walk. So this is the  
23 first time we've ever done an event like this. It's going  
24 to be the last Saturday of the fair, July 5<sup>th</sup>. And it's

1 going to happen before the fair opens, so from 7:30 a.m.  
2 to 10:30 a.m. You can either do a half mile course or one  
3 mile course with your dog. There's a photo op at the  
4 Ferris wheel on the one mile course. We'll also have a  
5 vendor village that will happen where the course starts  
6 and stops, which is in the infield. We'll have fun dog  
7 contests. We'll have medals for all the pooches. We'll  
8 have some food and drink available. We'll have pupaccinos  
9 available and lots of other fun activities. So all of  
10 that happens before 10:30. And then it also includes one  
11 fair admission that you can actually use any day of the  
12 fair in advance of this event or after this event. So  
13 that should be a lot of fun. It is limited to the first  
14 500. So when it sells out, it sells out.

15 All right, now onto the grandstand. So if you all  
16 recall back during the budget season, the goals that were  
17 set by the Fair Operations Committee was to book 19 shows  
18 of grandstand acts, so that's basically - and then one  
19 night of fireworks. So that's basically one show every  
20 night of the fair. We had a budget that we worked within.  
21 And we really, really attempted to find - make our money  
22 stretch and to find a huge variety of genres to offer the  
23 community this year and also to find shows that really  
24 and truly had numbers to back up their ticket sales. Ones

1 that we knew were going to attract people to the fair,  
2 that we were going to, you know, earn some of our money  
3 back for booking fees and that kind of thing. So with  
4 that, we are proud to announce our summer grandstand  
5 line-up. Again, I will say this is probably one of the  
6 most diverse line-ups in terms of genre that I've ever  
7 seen at the fair. So really, really happy with the way  
8 things turned out. I want to thank our talent buying  
9 group. I want to thank our fair operations committee for  
10 all their support and also for the group of employees and  
11 staff that we had working on getting all of these  
12 artists. There are a lot of challenges in a San Diego  
13 community, namely, all the competition that is exists in  
14 this marketplace. So and then also, just the cost of  
15 entertainment has gone up exponentially.

16 So we're going to kick off the fair with Live and  
17 Collective Soul on Wednesday, June 11<sup>th</sup>. That will be  
18 followed by Foreigner on Thursday June 12. Maxwell is an  
19 R&B artist. Very popular. That'll be on Friday the 13<sup>th</sup>.  
20 Los Tigres Del Norte will be the first Sunday. I'm very  
21 excited about our Hispanic line-up. I would like to point  
22 out that we have three heavy hitters this year that have  
23 all been sell-outs for us over the years, and I think  
24 they will do fantastic. Jordan Davis is a country artist.

1 He'll be followed by Escape, which is an R&B artist from  
2 the '90s. Our hip-hop artist this year is going to be 2  
3 Chainz and Lil Jon. And then that will be followed by a  
4 night of kind of Pacific Islander reggae, Sammy Johnson,  
5 Iam Tonga, and Protege. And we'll have Banda MS the next  
6 Sunday, which is another really big Hispanic act. The  
7 Yeah Yeah Yeahs. That's an alternative rock group. And  
8 then, Jon Pardi, June 27<sup>th</sup>, that's a country artist. Banda  
9 El Recodo and Banda Los Recoditos. And then, let's see.

10 Yeah, can you help me out there, Henry? That would  
11 be awesome. There we go.

12 Third Eye Blind. We've had them here before.  
13 Returning favorite on July 2<sup>nd</sup>. Jeff Dunham is a comedian  
14 on July 3<sup>rd</sup>. Ziggy Marley will be here for another night  
15 of reggae on July 5. And then finally Los Tucanes De  
16 Tijuana, who was a sell out for us last year, will be on  
17 July 6<sup>th</sup>. And July 4<sup>th</sup> is fireworks, yep.

18 Brand-new this year in addition to the grandstand  
19 show we have a series happening over at The Sound. So you  
20 might recall last year we used The Sound I think four  
21 times and we did kind of some Cirque du Soleil style  
22 shows, we had a laser show. This year with that under our  
23 belts, we're going to be using The Sound in a much more  
24 robust way. And so we have a series of ticketed events. I

1 like to describe those, variety shows. They are not  
2 musical entertainment because we have plenty of musical  
3 entertainment between the Paddock and the Grandstand.  
4 This thing does not want to advance. There we go.

5 So with the popularity of Pink Floyd we're gonna be  
6 bringing back four laser shows this year. So we're  
7 starting off the fair with Taylor Shines, which is a  
8 laser show starring the music of, you guessed it  
9 probably. A lot of fun. A lot of fun for kids. A great  
10 attraction for kids. Has all of the elements of the laser  
11 show, it's general admission. And then that will be  
12 followed by the Pink Floyd laser show, which will be on  
13 June 13<sup>th</sup> and 14<sup>th</sup>.

14 Then we'll have an act, if you remember that show  
15 "Whose Line is it Anyway?" Colin Mochrie, he was a  
16 comedian from that show. So he does a show with Asad  
17 Mecci, who's a hypnotist. It's called Hyprov. And it's a  
18 combination of hypnotism and improv comedy. So it should  
19 be a lot of fun and very entertaining. That'll be at 8:00  
20 p.m.. And that's a reserve seated show.

21 Then we're going to be featuring the 50<sup>th</sup> anniversary  
22 of the Rocky Horror Picture Show with some of the  
23 original cast members. So it'll be a screening of the  
24 original unedited movie. They sell these Rocky Horror

1 survival kits with all the stuff. The accoutrements that  
2 people like to throw and get crazy with. They'll probably  
3 be doing a photo op. They'll be doing a meet and greet  
4 again with the cast. And that show time, again, will be  
5 8:00 p.m. on the 20<sup>th</sup>.

6 Then in honor of our theme we'll be having Cesar  
7 Millan. He will be here. The dog whisperer from that  
8 famous show. He'll be here talking about his philosophies  
9 and methods. And then present examples with dogs, live  
10 demonstrations of dog training and dog behaviors. That'll  
11 be at 6 p.m.. And that'll be a seated show.

12 Big Gigantic will be here. That's an EDM show. And  
13 they actually played in The Sound for the Belly Up, it  
14 was a very successful show. Excited to have them.

15 We'll be featuring puppy yoga. This is actually put  
16 on by a yoga studio. They'll be selling the tickets. So  
17 you can't buy tickets to the show through us. But we  
18 thought it was really worth mentioning because I'm sure  
19 it will be a very popular events. So it will be at 10  
20 a.m., again, before the fair opens. You'll come in. They  
21 will supply the puppies. And they will lead the yoga  
22 instruction. And also, when you reserve - make a  
23 reservation that includes a ticket for fair admission as  
24 well. So you can visit the fair after it's over.

1           And then really excited about this one. For those of  
2 you that like Saturday Night Live, Marcello Hernandez is  
3 a cast member on Saturday Night Live. He's featured  
4 prominently every week in multiple skits. He's really,  
5 really funny. And he'll be performing two nights here of  
6 comedy for us at 8:00 p.m. on the 2<sup>nd</sup> and the 3<sup>rd</sup>.

7           And then on July 4<sup>th</sup>, we'll be doing our first ever  
8 sensory-friendly fireworks in The Sound. So it will be a  
9 traditional fireworks show on a screen without sound so  
10 that those with sensory disorder issues can come to the  
11 show. A lot of people stay away from fireworks shows that  
12 have things like PTSD or autism, things like that. So  
13 we'll be offering this for the first time ever. It's  
14 free, so you don't need to buy a ticket in advance. But  
15 we're really excited to be able to have this and partner  
16 with some local groups to bring this to The Sound.

17           And that's it for that presentation. Does anybody  
18 have any questions or comments or?

19           MR. GELFAND: What are the charges going to be for  
20 the events at The Sound?

21           KATIE MUELLER: They are all over the place.

22           [Multiple speakers]

23           KATIE MUELLER: It depends on whether it's a GA show  
24 or a seated show. And yeah, they vary.

1 MR. GELFAND: Okay.

2 KATIE MUELLER: But they all include fair admission.  
3 So any show you come to whether it's the Grandstand or  
4 The Sound, your fair admission is included in that.

5 MS. MOORE: Just a couple of things before we move on  
6 to the Don Diego statue. I don't know if you mentioned  
7 it, but in addition to our tickets being available, our  
8 admission tickets being available online, we'll also have  
9 them for sale in Albertsons and Vaughns this year.

10 KATIE MUELLER: Yes, so we'll have hard tickets in  
11 Albertsons and Vaughns, which is we haven't done that  
12 since 2019. They won't be available until mid-May. But  
13 they also are a great option for people that don't want  
14 to maybe commit to a specific day of coming to the fair.  
15 They're good any day. They'll be at a discounted rate.  
16 And yeah.

17 MS. MOORE: And all of our hard stock tickets have a  
18 QR code on them, which will direct folks back to in terms  
19 of for survey items. Wanted to also share that with you  
20 as well. And then just a note for your as Board Members  
21 we'll be sending out information. As you saw with The  
22 Sound, which is an indoor venue, a bit more limited space  
23 and things, we will have a certain number of tickets for  
24 you, for board members, we're going to be asking for you,



1 for board members but we're going to be asking for your  
2 commitment on the tickets that you would like to shows in  
3 advance. So any shows, any tickets that go unclaimed we  
4 can then release back into the pool of available tickets.  
5 Because especially on these reserved seating shows, it's  
6 very, you know, limited in terms of the seats compared to  
7 the general admission shows. More information to come to  
8 you on that.

9 MR. GELFAND: Okay.

10 Yeah, Mark.

11 MR. ARABO: Great presentation, great job. Quick  
12 question for the summer season pass. Do you think any of  
13 it's going to, probably we'll see at the end, cannibalize  
14 the other sales or do you see it just adding more  
15 revenue?

16 KATIE MUELLER: I think it will add, you know, since  
17 we had the season pass in 2019 was the last year. And  
18 we've had requested from the public every year. Because  
19 there is a number of people that like to come to the fair  
20 many, many times. And do this is a great value for people  
21 that like to come more than three times a year to the  
22 fair. So I think that will just --

23 MR. GELFAND: You're selling a limited number of  
24 those tickets?

1           KATIE MUELLER: Yeah, so the season pass, I should  
2     have mentioned that. So the season pass, the base season  
3     pass we're only going to be selling 10,000 of those. And  
4     then the fair fanatic VIP pass, we're only going to be  
5     selling 5,000 of those. So they are limited quantities,  
6     so if you're interested you gotta jump on that quick.

7           MR. BLAIR: The grocery store ones last year, the  
8     family packs, seems like if you buy four you get two  
9     sodas.

10          KATIE MUELLER: Costco sells a family pack. And those  
11     usually come out in the Costco stores in March or April.  
12     We don't, no advertising. That's the deal with Costco.  
13     And it's a family pack that includes four admissions, it  
14     includes 40 ride tickets, a passport to savings and a  
15     parking pass. And there is a package price for it. And it  
16     is very popular.

17          MR. BLAIR: Yeah. Does Costco buy those tickets from  
18     us and then resell them?

19          KATIE MUELLER: They put them on consignment. So they  
20     pay us at the end for whatever they sell. And they run  
21     out in a lot of locations.

22          MR. BLAIR: And do we get all the money or they keep  
23     some?

24          KATIE MUELLER: I believe we pay them a small

1 percentage for a consignment fee.

2 MR. GELFAND: Okay.

3 MS. MOORE: Now we've got continuing on, because this  
4 is still under fair operations. We want to talk about the  
5 Don Diego statue.

6 KATIE MUELLER: Yes. Yes. So we want to talk about  
7 the Don Diego statue. We really want to - we have a  
8 proposal we would like to share with all of you that we  
9 feel really pays respect to the legacy of Don Diego. And  
10 I want to show you a little presentation. So just for  
11 some history, I know a lot of you are very familiar with  
12 the background. But Don was a San Diego County Fair's  
13 only goodwill ambassadors. For generations he was  
14 portrayed by an actor, Tom Hernandez, until 1984.  
15 Welcoming visitors to the venue, escorting the Fairest to  
16 the fair. Making appearances at council meetings and  
17 community events. And in 1984, the Board of the 22nd DAA  
18 commissioned an artist. And there he is carving the  
19 sculpture to create a 16-foot bronze sculpture to  
20 symbolically welcome visitors to the fairgrounds. And I'm  
21 going to show you this video. And the San Diego County  
22 Fair is the largest annual event in San Diego County. And  
23 we regularly draw, you know, 900 to a million visitors  
24 per year. And this is a little video if I can get it to

1 play.

2 MS. MOORE: I think I might have heard someone up  
3 here say, where is the statue? This video is going to  
4 help answer that.

5 KATIE MUELLER: This was taken at the 2024 fair. Oh,  
6 there he is.

7 MS. MOORE: He is in and amongst, not necessarily  
8 well seen. See in the line of the white tents there?

9 MR. GELFAND: Between the tents. Between the second  
10 and third tent.

11 MS. MOORE: Yes. Yes.

12 KATIE MUELLER: So yeah, so --

13 MS. MOORE: Very sandwiched in place.

14 KATIE MUELLER: On the, to the west there where it  
15 says, "let's go retro," that's our front gate façade,  
16 which we invest a lot of money in to produce every year  
17 to get people excited about coming into the fair.

18 And then we have our security tents right in front  
19 of that. Because we have to run people through a weapon  
20 detection system, you know, search their bags. Make sure  
21 everyone that's coming into the fair is safe and that  
22 we're providing a safe experience for our guests.

23 Unfortunately, Don Diego gets a little lost in the  
24 shuffle and people can't actually even access him to read

1 the plaque that's in the planter or take pictures with  
2 him our anything like that. And so the tribute or homage  
3 to Don Diego is a little bit lost during the fair, as it  
4 does during other interim events when they use this as an  
5 entrance or even during the race meet when you are  
6 driving by at, you know, 15 miles per hour. So we have a  
7 proposal that I think is going to be a wonderful  
8 solution. Oops. Sorry about that. We would like to  
9 relocate Don Diego to the planter that's right next to  
10 will call. It kind of is a triangle shape and so he would  
11 actually sit out on the point of that planter.  
12 Traditionally there's nothing in front. This is where we  
13 do our flag raising. He would be in front of the flag  
14 poles that are out there. We put some benches and things  
15 along here but we wouldn't need to do that. We'll be  
16 moving the stroller and wheelchair rental tent. You can't  
17 see it in this picture but it's off to the side. We'll be  
18 moving that away from the planter to really open it up  
19 and have him welcoming all of the guests to the  
20 fairgrounds on a year round basis.

21 These plants we would be able to reuse a lot of the  
22 plants that are in the current planter inside of this.  
23 And then we would also enhance it with other plants as  
24 well. We could also put signage. We could put information

1 about the Don Diego Scholarship Foundation. We could put  
2 information about, you know, the meaning behind Don Diego  
3 and what it's all about. Because there's, you know, lots  
4 of generations of people that have been born since there  
5 was a Don Diego and probably don't remember him being  
6 here. So that's what we would like to do. People can  
7 gather for photos around him. He can become a photo op.  
8 We think that it just is a much better representation.

9 Yes?

10 MR. GELFAND: So you superimposed the image on to  
11 that location. Where exactly if you were to point at the  
12 map would it be placed?

13 MS. MOORE: So for those on Zoom it is at the, in  
14 essence, the front gate if you are looking at the main  
15 entrance into the fairgrounds to the left of it.

16 MR. GELFAND: Okay, so it's behind those tents  
17 instead of sort of floating out in the asphalt area.

18 MS. MOORE: And we're going to relocate the tents to  
19 open up the space even further.

20 MR. GELFAND: Ah, okay.

21 MS. MOORE: As Katie makes her way back. If you  
22 recall last year during our opening ceremonies where we  
23 also had the Marine Corp band, that area is actually very  
24 compacted between the security tents and our major

1 investment of the front gate facade. And so clearing out  
2 that space will also allow room for and people to engage  
3 with not only the front gate facade but Don Diego as  
4 well.

5 KATIE MUELLER: And then in that planter is where we  
6 had located the top of the clock tower, which when that  
7 structure came down the top that had featured Don Diego  
8 on it was cut off of the structure and relocated to the  
9 planter. So the entire planter will become an homage to  
10 Don Diego. And I think it's a really fitting tribute.

11 This is kind of the timeline that we're looking at,  
12 as we'd like to relocate the statue to the south planter  
13 this month. We would like to relocate the plantings and  
14 then repave the area underneath the statue currently in  
15 April. And then we are in the process of having a  
16 restoration company give us some quotes to come out and  
17 clean the statue to restore it back to its bronze glory.  
18 It's gotten kind of tarnished over the years. Shauna had  
19 it cleaned back in, I don't know, 20 years ago probably.  
20 So she's connected me with a company that does that. And  
21 then in May we would install the rest of the landscaping  
22 that's needed.

23 MR. GELFAND: Yeah, it's appropriate for board  
24 comment.

1 MS. BARKETT: Yes, thank you. Katie, this is great. I  
2 have a quick question about the Don Diego bricks. Has  
3 that been discussed at all with Ashley? And is this an  
4 area [multiple speakers] - you buy bricks in honor of --  
5 the ones that are in the plaza. I'm just [multiple  
6 speakers]

7 MR. CAPLAN: I think we can't really have a full  
8 hearted discussion on the bricks because it's not an  
9 agenda item. The agenda item really is focused on the  
10 placement of the statue. And so if that's an item that  
11 you think is appropriate for discussion at a future  
12 meeting, we just need to make sure it makes it on the  
13 agenda.

14 MS. BARKETT: Thank you.

15 MR. ARABO: Yeah. Maybe we could do it next meeting.  
16 Agendize it.

17 MS. BARKETT: Yeah, I like what you are thinking I  
18 think.

19 [Laughter]

20 KATIE MUELLER: Anyway, so I think that concludes  
21 that part of the presentation. So any other questions or  
22 comments or concerns?

23 MR. GELFAND: Well, before we get to that, Mark is  
24 chair of the committee.



1 Do you want to make any further comments?

2 MR. ARABO: No. I think everything was, great report,  
3 great job. Trying to, you know, put on a great fair for  
4 the region and the state. And hopefully, maximize revenue  
5 and have a good, safe, fun fair. So thank you.

6 MR. GELFAND: All right. We will have questions from  
7 the Board and then the public comment.

8 MR. BLAIR: I just have a weird flashback comment  
9 during your report, Katie. 30 some years ago I was a  
10 judge for the Miss Del Mar Contest.

11 KATIE MUELLER: Were you?

12 MR. BLAIR: And I have put that in my subconscious  
13 for 30 years.

14 KATIE MUELLER: Wow.

15 MR. BLAIR: It was the weirdest being an H.R. person,  
16 it was the weirdest experience I've ever, ever had. And  
17 it brought back terrible things from Civil War. [Multiple  
18 speakers] - so I'm glad we've done away with that.

19 MR. GELFAND: Anyone else? No? Okay. Public comment.  
20 Anyone here in the building?

21 Martha?

22 MARTHA SULLIVAN: Martha Sullivan from Imperial Beach  
23 once more. And I want to make a, wanted to present this  
24 request in-person to the Board. I sent an email with

1 this.

2 The 2024 San Diego County Fair provided \$17.9  
3 million in food and beverage revenues to the 22<sup>ND</sup> DAA in  
4 about 25 fair days or about 716,000 a day, which I saw  
5 here it's 20 so it's even higher. At last month's board  
6 meeting, the Del Mar Thoroughbred Club bragged about  
7 providing \$6.1 million in food and beverage revenues to  
8 the 22<sup>ND</sup> DAA in 2024, in 47 race days, summer and fall  
9 meets or about 130,000 a day. So let's just add nine or  
10 maybe fewer more days to the San Diego County Fair, and  
11 stop risking and taking horses' lives for mere gambling  
12 in a demonstrably dying industry. No legitimate sport  
13 would tolerate the daily deaths of its athletes. I  
14 realize the DMTC operating agreement goes through 2030,  
15 but extending the fair date is an option that should be  
16 considered in and planning for that agreement's end and  
17 in case horse racing is no longer financially viable in  
18 California as is trending. So I formally request that the  
19 Board of the 22<sup>ND</sup> DAA include this option in all of its  
20 planning. Thank you.

21 MR. GELFAND: Thank you, Martha.

22 Anyone else who is here that would like to speak to  
23 the fair operations report?

24 Allison?

1           And Kathlyn, I did see that your hand was up so as  
2       soon as the public comment is over, we'll get to you.

3           ALLISON PRATER: I didn't even introduce myself last  
4       time. I'm Allison Prater, sorry. And I'm from Imperial  
5       Beach. I just have something I would like to read from  
6       Horse Racing Nation Managing editor. What Price Comes  
7       With the New Look, Churchill Downs.

8           MR. GELFAND: Allison, is this related to the fair  
9       operations report or Don Diego?

10          ALLISON PRATER: [Off mic]

11          Okay, I'm sorry.

12          MR. GELFAND: Yeah, the image on the screen is one  
13       item later.

14          All right, Kathlyn.

15          MS. MEAD: Thank you. I just wanted to make two  
16       comments. One, about Katie's presentation. One, Katie,  
17       I'm just really excited about the recommendation or the  
18       plans to move Don Diego. That's just an excellent plan.  
19       And I'm looking forward to seeing that change. And the  
20       second thing is I am so excited about Third Eye Blind.  
21       Last time they were here was during 2020 during COVID, I  
22       believe, and we watched them in the parking lot from our  
23       cars. This time they're gonna be in the Grandstand.  
24       Pretty excited about it.

1 MR. GELFAND: All right. Thank you.

2 And Joyce, do you want to say something?

3 MS. ROWLAND: I'm excited about the pup walk. So  
4 there are only 499 tickets available now.

5 MS. MOORE: Excellent.

6 MR. GELFAND: I want to bring my dog to be trained by  
7 Cesar Millan. He needs help.

8 MS. ROWLAND: That too.

9 MR. GELFAND: Okay, this was not an action item.

10 So we're now moving on to item 7C, the Del Mar  
11 Thoroughbred Club Liaison Committee report. This is  
12 information only. And I recognize the chair of the  
13 committee, Mark Arabo.

14 MR. ARABO: Thank you. The DMTC, the committee  
15 meeting met with Director Barkett and CEO Moore and DMTC  
16 Josh Rubinstein. It was a really good meeting. We're very  
17 proud of the work they do. The committee remains  
18 steadfast in its approach to make sure Del Mar is the  
19 safest race track in America. And we're excited about the  
20 Breeders' Cup this year. The committee still is very  
21 bullish on horse racing. We think that the future is very  
22 bright. And just a reminder to everyone, 2024 revenue to  
23 the District was \$9.45 million. And the projected revenue  
24 for this year is going to be \$9.72 million directly from

1 horse racing. That being said, we're committed on the  
2 safety and make sure that we're working with CHRB and  
3 everyone, stakeholders to make sure that it's safe and  
4 great for the District and for DMTC.

5 MR. GELFAND: Okay. Do we have any questions from the  
6 Board? No. Okay.

7 I will now take public comment. Or wait, I just want  
8 to make sure Kathlyn and Joyce don't have any comments.  
9 No? Okay.

10 So from the audience, anybody who would like to  
11 speak to this issue?

12 ALLISON PRATER: Had to use my cane. Sorry. I'll  
13 start again. I'm sorry? Allison Prater from Imperial  
14 Beach.

15 In truth, the sportsbook is a microcosm for all  
16 these capital improvements at Churchill Downs. The  
17 catalyst for them is not that financial drain 98% of the  
18 year is that 2% when the track is the epicenter of  
19 sports. The argument that almost no one is going into the  
20 sportsbook can be expanded to say that no one goes to  
21 track but for one glorious week. The retort would be a  
22 potential Breeders Cup and the givens of the Steven  
23 Foster and the Clark and the development of downs after  
24 dark cards. These are decent enough crowds in the

1 everyday scheme of racing but against the backdrop of the  
2 massive stands that only will get bigger. The patrons  
3 rattle around like the last colonels in a jumbo tub of  
4 popcorn. It was not entirely unsaid what would happen to  
5 Churchill Downs and really the Kentucky Derby if 2028  
6 were to yield not only glitzy new digs in Louisville but  
7 empty parcels of racing land in Florida and California,  
8 queue the talking points about declines in foal crops and  
9 racing dates and equine professionals and betting handle.  
10 I recently have said for years that the Kentucky Derby  
11 could be run with 20 palominos and most people, sorry,  
12 most people who check out the sport only on the first  
13 Saturday in May would not notice, maybe 98%. Deep down in  
14 Wednesday's news release were 750 boilerplate words of  
15 legalese, force majeure, language stuff and all that. It  
16 includes [undiscernible] covering language about  
17 terrorists attacks, public health threats, civil unrest  
18 and inclement weather including as a result of climate  
19 change, blah, blah, blah. Oh, wait, there were mentions,  
20 too, of lack of confidence and the integrity of core  
21 businesses of any deterioration and our reputation and  
22 failure to enter into or maintain agreements with  
23 industry, constituents including horseman and other race  
24 tracks. Thank you.

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

2 MR. GELFAND: Thank you, Allison.

3 Anyone else here from the public? Martha.

4 MARTHA SULLIVAN: Martha Sullivan from Imperial  
5 Beach. And I want to read something from the Blood Horse  
6 Trade Press on the February 20th meeting of the  
7 California Horse Racing Board. Quote, Executive Director  
8 Cheney said that for the month of January, the handle for  
9 day racing in California was down 15%. Night racing was  
10 up 3% while the total handle was down 15% when compared  
11 to January of 2024. He said these numbers reflect the  
12 lack of racing in Northern California. When comparing  
13 calendar year 2024 to 2023, day racing was down 7%. Night  
14 racing saw 6% decline and total handle was down 7%.  
15 Cheney said the total all sources handle for the year was  
16 2.8 billion, down from 3 billion in 2023.

17 I want to just say that the 2025 decline in  
18 California wagering has been reflected in Santa Anita's  
19 most recent wagering as well. The Stronach Group doing  
20 business as First Racing owns Santa Anita Park and Golden  
21 Gate Fields in the San Francisco Bay area, which closed  
22 in June 2024. The Stronach first race in California  
23 wagering handle was down 26% last week ending Sunday from  
24 2024. Santa Anita Park's 2025 handle was 24.7 million

1 compared to 33.3 million for the same week in 2024  
2 including Golden Gate Fields.

3 I just want to provide further evidence that this  
4 industry is on the way down. And California is right on  
5 the front edge of that. So please be mindful of the  
6 future is not bright. It is not bright for horse racing.

7 MR. GELFAND: Thank you, Martha.

8 Anyone else from the public here in the building?  
9 Then we'll go to the queue. We've got Jane Cartmill. Two  
10 people in the queue.

11 Jane, you are muted. There you go.

12 JANE CARTMILL: Thank you. My comment relates to the  
13 Thoroughbred Daily News, published on February 20<sup>TH</sup> this  
14 year, with this headline, "NorCal Fair Season In  
15 Jeopardy, With Only Ferndale And Fresno Expressing  
16 Interest." Many voices have been telling the California  
17 Horse Racing Board for several years now that they need  
18 to be planning for the end of live horse racing in  
19 California. The warning signs have been blinking in their  
20 faces. U.S. horse racing industry is down in the  
21 following ways. Number of ownership entities down 46%  
22 since 2004. Number of trainers down 58% since 2000. Foals  
23 down 58% since 1990. Wagering down 57% since 2003,  
24 adjusted for inflation. 50 tracks closed since 2013.



1           Quoting the article, "Vice Chair Gonzalez said the  
2 California Horse Racing Board need to prepare for a near  
3 term assessment of how its vastly truncated fair season  
4 will affect the state's racing workforce." Quoting  
5 Gonzalez, "I would have to say preliminarily that the  
6 other three fairs, Cal Expo, Santa Rosa and Pleasanton  
7 are probably going to opt out this year if not  
8 indefinitely. I think there will come a time when we have  
9 to have a conversation about what this board's role is or  
10 is not as it relates to other areas of impact because of  
11 this significant setback. I think there will be time to  
12 talk about that. But we welcome any public input about  
13 the things that this board should be looking at in terms  
14 of the kind of leadership and commitment of resources  
15 thus to lessen the blow and it will be quite significant  
16 in my opinion." End of quote. Thank you.

17           MR. GELFAND: Thank you, Jane.

18           And then we have Elvia Sedano.

19           ELVIA SEDANO: Hello. I would like to read from the  
20 Paulick Report published on February 26, 2025, titled,  
21 "Tough Decision, Big Fresno Fair To Postpone Horse Racing  
22 For 2025." The most recent shift in Northern California  
23 horse racing have prompted the Big Fresno Fair Board of  
24 Directors and fair management to make the decision to

1 postpone horse racing in 2025. Factors sited include but  
2 are not limited to the uncertainty regarding the  
3 availability of horses, increased financial risks, and  
4 the lack of racing management collective for Northern  
5 California fairs. This decision allows for continued, in-  
6 depth industry analysis to assess the viability of horse  
7 racing at the Big Fresno Fair before making any long-term  
8 determination. These changes and other longstanding  
9 industry challenges have made it increasingly difficult  
10 to ensure the high quality racing program, leading to the  
11 Big Fresno Fair's decision to postpone horse racing in  
12 2025 for further analysis on its future viability in  
13 Fresno. The Big Fresno Fair is the fifth largest fair in  
14 the State of California and home to more than 250 interim  
15 events throughout the year. Thank you.

16 MR. GELFAND: Thank you. There is no one else in the  
17 queue. This concludes public comments on this information  
18 item. Thank you.

19 We're now onto item 7D, discuss and vote on whether  
20 the district CEO should continue or discontinue  
21 affordable housing discussions with the City of Del Mar  
22 under the exclusive rights negotiating agreement entered  
23 into between the district and the City of Del Mar. This  
24 is an action item. For your reference, there is a report

1 and background on this item on page 46 of your board  
2 packets.

3 With that, I'll ask CEO Moore to provide a short  
4 briefing on this item.

5 MS. MOORE: Thank you. So last month this board voted  
6 to temporarily pause affordable housing discussions with  
7 the City of Del Mar under the exclusive negotiating  
8 rights agreement. Since then, these are some highlights  
9 from that report, again, found on page 46 to pages 71 of  
10 the packet. But since then SANDAG has voted to proceed  
11 with five alternatives that were identified through the  
12 value analysis study for further consideration. At this  
13 time, that does not include an alternative that is  
14 detrimental to the District's ongoing operations. Also,  
15 just last week, the City of Del Mar voted unanimously to  
16 send the letter to us. And to quote from it, "to provide  
17 context and details regarding the importance of the  
18 affordable housing project as well as to address comments  
19 made by Mayor Terry Gaasterland." And that, for  
20 reference, is on page 50 of your board packet.

21 Additionally, the city also voted to reaffirm its  
22 guiding principles related to the rail realignment. And  
23 through that process councilmembers just expressed  
24 urgency regarding the affordable housing discussions

1 while also citing that the rail realignment issue is  
2 something that is, you know, years. It's a very lengthy  
3 process in the making.

4 I wanted to just clarify for this board as well that  
5 this board has not and is not at this time deciding  
6 whether or not affordable housing will be sited on the  
7 District property. That decision is going to be made at a  
8 later date. There will be a lot more information,  
9 reports, things like that to come. This is about the  
10 exclusive entering back into or not, discussions  
11 regarding the exclusive negotiating rights agreement,  
12 which is a document that simply spells out the process  
13 for determining whether, when and how to proceed with  
14 this process and working collaboratively with the city to  
15 identify and study potential sites and options. That  
16 includes gathering a variety of information and studies  
17 that have to be conducted in this process. And I also  
18 wanted to clarify that much of that is also beneficial to  
19 us as the District with regard to our Master Site  
20 Planning efforts. It's not necessarily exclusive to  
21 affordable housing.

22 So as part of the ongoing consideration of this  
23 item, I just wanted to remind you of that, that through  
24 the exclusive negotiating rights agreement, the District

1 has access to portions of the grant that the city  
2 received. That's referred to as the HAP grant. You can  
3 see more information on that on page 53 of the packet.  
4 For again, this mutually beneficial due diligence. It is  
5 due diligence - some of it is due diligence that we will  
6 need in our Master Site Planning process. It is also  
7 necessary then to affordable housing. So potentially a  
8 means for paying for that. So it's mutually beneficial to  
9 both organizations and has potential additional benefit  
10 to us as the district. And with that, again, the  
11 information is in your packet.

12 MR. GELFAND: Thank you, Carlene.

13 Do we have anyone from the public who wishes to  
14 speak? I'm guessing we do. Go ahead.

15 KRISTI BECKER: Good afternoon. Kristi Becker, deputy  
16 mayor of Solana Beach. And I just wanted to come and say  
17 that I support your reinitiating discussions about the  
18 affordable housing on the fairgrounds. I understand the  
19 pause but Solana Beach is definitely in support of the  
20 affordable housing. If there is anything that we can do  
21 to help, we're here for you. And very happy that -- I  
22 think we're both happy about the SANDAG Board decision.  
23 Now that that's off the table, I hope that you will  
24 reinitiate those discussions. Short and sweet so Michael

1 doesn't cut me off. Thank you.

2 MR. GELFAND: Thank you so much. Yeah, the 2-minute  
3 limit is the limit. It's not something you need to live  
4 up to. Go ahead.

5 JAS GREWAL: Good afternoon, Board Members. My name  
6 is Jas Grewal. And I've lived in the City of Del Mar for  
7 32 years. Currently I serve as a planning commissioner  
8 and I was chair of the ad hoc citizens housing advisory  
9 committee for the six-cycle housing element, and so I'm  
10 familiar with the housing mandate.

11 First, please accept my thanks for the many years of  
12 being a good partner to the city and the residents of Del  
13 Mar. The fairgrounds and Del Mar are intertwined because  
14 you are located in our city and the operations of the  
15 fairgrounds contribute substantially to our city's  
16 budget. So it stands to reason that a healthy, viable Del  
17 Mar and fairgrounds operations are in both of our  
18 interests. Now that option A of the rail realignment is  
19 off the table, Del Mar hopes to minimize adverse impacts  
20 to our city. And I believe SANDAG respects that as well.

21 Our governor has made affordable housing a crisis  
22 resulting in 113 low-income housing units needing to be  
23 built in Del Mar. And this is challenging to do in a city  
24 of just 1.7 square miles which is nearly built out. The

1 city council has confirmed that the methodology of  
2 assigning housing units was significantly flawed with  
3 half of the number of units assigned due to temporary  
4 fairground jobs. However, for the cycle we're left with a  
5 mandate nevertheless. As you just heard, the city has  
6 received funds from the HAP grant program. And this will  
7 allow the necessary studies to identify where to place  
8 affordable housing. These studies will be mutually  
9 beneficial so the district has information that's needed  
10 for your master and strategic planning purposes. I hope  
11 that the Board will vote to lift the pause on the NRA  
12 today so the staff can resume working collaboratively for  
13 the city and the district to achieve mutually beneficial  
14 results. Thank you.

15 MR. GELFAND: Thank you.

16 Tracy.

17 TRACY MARTINEZ: Thank you. Again, my name is Tracy  
18 Martinez. And thank you for the opportunity to speak  
19 today. I'm the deputy mayor of Del Mar and I'm also the  
20 county's housing liaison. Let me start by saying the City  
21 of Del Mar greatly appreciates our longstanding  
22 relationship and partnership with the fairgrounds.

23 The fairground occupies 30% of Del Mar and plays an  
24 important role in the city. We recognize that your

1 success is our success and your challenges are our  
2 challenges. This was very clear during COVID when revenue  
3 generating activities at the fairgrounds that benefited  
4 the city significantly declined and some stopped. It's  
5 also important to recognize that both the city and  
6 fairgrounds have an important role in addressing the  
7 state housing crisis and providing critically needed  
8 affordable housing. This directly correlates with the  
9 high number of housing units assigned to Del Mar as part  
10 of the this six-cycle housing element, which nearly  
11 doubled due to seasonal and part-time jobs at the  
12 fairgrounds. While the city and fairgrounds were not  
13 responsible for the methodology used by SANDAG to assign  
14 these housing units, we need to mutually do our part to  
15 address the state housing crisis and meet the state  
16 mandates to produce housing. Efforts to develop  
17 affordable housing on the fairground property is strongly  
18 supported by our state senator Blakespear, Assemblywoman  
19 Tasha Boerner, the County Board of Supervisors, SANDAG  
20 and the City of Solana Beach.

21 On an equally important front, the city understands  
22 and shares your concerns regarding the LOSSAN alignment  
23 project. Particularly, alignment A, otherwise known as  
24 14, which would have negatively impacted the Fair Board



1 operations. And we understand that. I want to confirm  
2 that the city stands by the city adopted guiding  
3 principles joint resolution with the fairgrounds and  
4 Solana Beach. And that has not changed. I believe we're  
5 strongest when we stand together to address the state's  
6 housing crisis and continue to push SANDAG to look harder  
7 and finding a better solution that works for all of us,  
8 which the city will continue to do. On behalf the City of  
9 Del Mar, I ask you to please authorize your staff to  
10 resume activities under the exclusive negotiating rights  
11 agreement as soon as possible. Thank you for your  
12 consideration.

13 MR. GELFAND: Thank you, Tracy.

14 ASHLEY JONES: Hi there. Good afternoon. I'm the Del  
15 Mar City Manager Ashley Jones. As described in the city's  
16 recent letter to the Board that was included with your  
17 packet, dated March 4<sup>TH</sup>, city and district staff have made  
18 good progress on the due diligence activities described  
19 in the exclusive negotiating rights agreement that we  
20 entered into last spring. Feasibility studies totaling  
21 \$500,000 are ready to proceed, which will be paid for  
22 through state housing acceleration program funds. There  
23 will be no cost to the district. These important studies  
24 will be completed and they will compliment the

1 fairgrounds master and strategic planning efforts. You  
2 heard some of that. And they will focus on analyzing and  
3 assessing sea-level rise vulnerability, CEQA  
4 opportunities and constraints, housing site feasibility,  
5 transportation due diligence and water and sewer  
6 capacity.

7         Again, much of this valuable work will be required  
8 by the Coastal Commission and others for approval of  
9 affordable housing in any other future uses on  
10 fairgrounds property, which is largely located within the  
11 floodplain and the floodway. With regard to the LOSSAN  
12 Rail Realignment, the alternative that was of the most  
13 concern to the fairgrounds is not being advanced for  
14 further study based on the recent SANDAG Board direction.

15         Once a new NOP has been released and the  
16 environmental analysis gets underway, it will be at least  
17 two years before preferred rail realignment route may be  
18 identified. During that time, the city and fairgrounds  
19 should continue to work together in good faith to  
20 determine feasibility for affordable housing on  
21 fairgrounds property. I hope you will strongly consider  
22 directing your staff to resume work with the city on  
23 activities identified under the ENRA. This conclude my  
24 comments. Thank you very much for the time and

1 consideration today.

2 MR. GELFAND: Thank you, Ashley.

3 AMANDA LEE: Good afternoon. I'm Amanda Lee,  
4 principle planner with the City of Del Mar. And just want  
5 to say that I've really enjoyed working with Dustin and  
6 Carlene and Josh and look forward to our continued work  
7 ahead. The city did secure \$1.5 million in grant funds to  
8 cover predevelopment studies. And it's been mentioned  
9 many times, these have mutual benefit to both the city  
10 and the fairgrounds. Dustin and I have been coordinating  
11 on task orders for over \$500,000 in consulting services.  
12 And again, these would be paid using the grant funds with  
13 no cost to the district. The task orders are ready to go  
14 and they will produce data that will be needed to meet  
15 the milestones in the ENRA to solicit developer interest  
16 and to eventually gain Coastal Commission approvals of  
17 affordable housing and also would be useful to implement  
18 any other types of development on the state fairgrounds  
19 consistent with your plans. To develop anything in this  
20 beautiful coastal location, we all need to understand  
21 vulnerability to flooding, environmental constraints,  
22 water and sewer capacity, transportation and  
23 infrastructure needs, site feasibility and the  
24 opportunities and costs. And we can get those all from

1 the studies. We look forward to our continued work  
2 together. And thank you for your consideration of this  
3 continued partnership. Thanks.

4 MR. GELFAND: Thank you.

5 MARK RITTENBAUM: Good afternoon. I'm Mark  
6 Rittenbaum, a resident of Del Mar. Recent resident. Also,  
7 on the Planning Commission. And have been involved  
8 recently in trying to find solutions that work for  
9 everyone and minimize impacts to communities on the rail  
10 realignment.

11 I want to just echo the comments that have been made  
12 by others full support. And I do hope that the  
13 fairgrounds will resume discussions today. While I only  
14 speak for myself, I think most Del Martians, and I've  
15 always wondered whether that is a term or a slang term.  
16 Del Martians recognize interdependencies and the  
17 symbiotic relationship between the fairgrounds and the  
18 city and the need for a healthy relationship. And a value  
19 of this relationship. I hope today will be a reset button  
20 and a start of, not a start, but an open dialogue and a  
21 more open dialogue with the fairgrounds and certainly can  
22 speak for only myself. I intended to do that. So again,  
23 thank you for your support.

24 And Katie, thanks for reminding me that the date

1 long passed that I can get a senior pass.

2           DARREN PUDGIL: Leg fell asleep. Good afternoon, Vice  
3 President Gelfand, members of the Board. My name is  
4 Darren Pudgil. I'm here on behalf of Seaside Ridge, a  
5 proposed affordable housing project that would be built  
6 just west of here on Camino Del Mar. As you consider  
7 restarting talks today with the City of Del Mar once  
8 again, again, about building affordable housing here,  
9 please know that there is no need to rush this or do it  
10 outside of the master planning effort. It's important  
11 that this planning process be carried out thoughtfully  
12 and in one carefully crafted master plan, not piecemeal.  
13 The fact that Del Mar has failed to build even one unit  
14 of affordable housing after all these years shouldn't be  
15 your problem. The bottom line is that Del Mar has other  
16 options as it seeks to comply with state law. Seaside  
17 Ridge, for example, would deliver 85 affordable housing  
18 units along with a public park overlooking the ocean.  
19 Last Monday the La Cañada Flintridge Council wisely voted  
20 to drop its appeal of a lower court's ruling that  
21 requires the city to process an affordable housing  
22 project there. A builder remedy project. La Cañada  
23 Flintridge realized as Del Mar should know that the  
24 builders remedy law is real, very real. And the chances

1 of a lower court's decision being overturned is very  
2 unlikely. This project will now be built. Our builders  
3 remedy lawsuit against Del Mar will heard this June. And  
4 we're optimistic that a judge will also rule in our  
5 favor. And require Del Mar to process Seaside Ridge. And  
6 with Seaside Ridge there's no need for affordable housing  
7 on these fairgrounds anytime soon. You can step back,  
8 take your time, and carefully plan out this property.  
9 Housing at the fairgrounds can be included later on in  
10 the seventh housing cycle when the state will require  
11 cities to build even more housing. So today, please  
12 resist any pressure from Del Mar to resume talks and  
13 expedite this project. The city has other options. Thank  
14 you very much.

15 MR. GELFAND: Thank you.

16 Anyone else here in the building that would like to  
17 speak to this issue? There is no one in the queue.

18 I'm going to entertain a motion before we move on to  
19 --

20 MR. RIVERA: Director Rowland has her hand up.

21 MR. GELFAND: Yeah. We're going to hold off on Board  
22 comment until and unless there is a motion. But with  
23 that, I do recognize Director Rowland.

24 MS. ROWLAND: Well, I would do this in a slightly

1 different order. But I will make a motion and see if we  
2 can get a second on that. And you know, some of the  
3 context of the motion is that, you know, it's all about  
4 accountability and continuing accountability. And so the  
5 context of the motion is that setting it up to allow the  
6 Board to react or continue to react to any action that  
7 the City of Del Mar takes that becomes or is counter to  
8 the guiding principles or that jeopardizes the special  
9 events rail platform or the double tracking or the bridge  
10 replacement project, all of which would be, I think,  
11 inconsistent with the spirit of the agreement that we  
12 have. I'm happy to see that it looks like we're in a more  
13 positive situation here. And I know it has been that this  
14 Board has been supportive of continuing conversations  
15 about housing because we all see it as an immediate  
16 ongoing crisis for the state.

17       So I'd like to move that effective immediately that  
18 we resume affordable housing discussions with the City of  
19 Del Mar under the exclusive negotiating rights agreement.  
20 And that we continue to place this item on the agenda for  
21 the scheduled monthly board meeting beginning with the  
22 April 8th meeting. That way it may be a short  
23 conversation, it may be no conversation but at least we  
24 have the public notification that it could be an item if

1 things change. Or if for any other reason there needs to  
2 be additional discussions. So that's it, two parts.  
3 Effective immediately resuming affordable housing  
4 discussions and two, continuing to place this item on a  
5 regular basis on the scheduled monthly board meetings  
6 beginning in April.

7 MR. GELFAND: Okay, do we have a second for that  
8 motion?

9 MR. BLAIR: I'll Second.

10 MR. GELFAND: Seconded by Phil.

11 MR. BLAIR: And I have a question. Clearly, I support  
12 part A of the motion. Is that a normal thing to put  
13 something on our agenda every month in case we have a  
14 topic? Or is that overkill?

15 MR. GELFAND: It's, from a Robert's Rules of Order  
16 standpoint, it's okay to have a recurring item like that.

17 MS. ROWLAND: I would just say, I don't think it's  
18 normal but I don't think it's counter to any kind of  
19 process or other kind of governance issue. I would just  
20 say that I think it's belt and suspenders, and I think  
21 it's consistent with concerns that have been raised by  
22 the Board in prior meetings and not - hopefully if  
23 something does happen, not needing to scramble to get an  
24 item on the agenda given our public transparency, legal



1 requirements. And that's why I would suggest that.

2 MR. GELFAND: I saw a nod from Josh, our AG. So it's  
3 okay.

4 MR. BLAIR: I love a good nod. I'll second the  
5 motion.

6 MR. GELFAND: Okay. So we'll start with board  
7 comments starting with you, Director Arabo.

8 MR. ARABO: Thank you.

9 MR. GELFAND: We'll come back to you, Joyce, if you  
10 want to add -

11 MS. ROWLAND: No worries. I'll put my hand down.

12 MR. GELFAND: Kathlyn, we'll get to you also.

13 MR. ARABO: I like with Director Rowland about  
14 keeping it on the agenda. Housing is very important. It's  
15 a crisis. Everyone should do everything we can to help  
16 and support it. I'm confused and I'm reluctant for it,  
17 but I agree with it. But my talks about this, I keep  
18 hearing Seaside Ridge, Seaside Ridge. They have 85 units,  
19 Del Mar needs more than 61 that they are proposing and  
20 the fairgrounds and like CEO Moore said, there is a  
21 chance the Board says we're not going to develop it.  
22 There is a chance, this is just a study. So I don't know  
23 why officials from the City of Del Mar are so looking at  
24 it as it's a foregone conclusion that's going to be

1 supported. There is a good chance it comes back to the  
2 Board after the studies, the Board says we're not going  
3 to go forward.

4 That being said, I think it's important, it's good  
5 that we study it. I'll be supportive of that. But it's  
6 good to have an agenda every meeting because I hope and I  
7 encourage the City of Del Mar to meet with not just  
8 Seaside Ridge, any developer that could fix your  
9 affordable housing problem that you have that we're  
10 trying to help with. Let's fix it by meeting and talking  
11 to other developers. Because we have an obligation to the  
12 fairgrounds to the District. And I'm happy that we paused  
13 last month because the realignment would have destroyed  
14 the fairgrounds for quite some time. And so we're at a  
15 good position now. But we have to be cautiously  
16 optimistic and go step by step and knowing that whether  
17 it be City of Del Mar or the state that this board,  
18 whoever it may be, could say no to the development after  
19 the study is done. So if someone is coming to your city  
20 and saying I'm going to fix your affordable housing  
21 issue, talk to them, negotiate with them and let's fix  
22 this problem together.

23 MR. GELFAND: Director Blair.

24 MR. BLAIR: I don't think I'm going to rule out the

1 motion that we're -- I think we made our point from the  
2 last meeting to now. Our other good neighbors, Solana  
3 Beach, I'm curious, I'm sorry she left, but I'm curious  
4 how Solana Beach is doing on their needs and if there is  
5 a potential conversation, being good neighbors, about  
6 that topic. We don't hear anything from Solana Beach. Are  
7 they under control?

8 MR. GELFAND: Well, I think I can answer that. The  
9 housing has to be within the city to get the credit for  
10 it. So Del Mar, or Del Mar's need is theoretically met by  
11 the fact that part of the fairgrounds is in the City of  
12 Del Mar. There is no part of the fairgrounds that's in  
13 the city of Solana Beach. We're just immediately adjacent  
14 to it. If there was housing built on fairgrounds  
15 property, Solana Beach theoretically couldn't get the  
16 credit for it without changing the laws or something.

17 MR. BLAIR: Which makes perfect sense but it seems  
18 years ago when we were having the discussion there was a  
19 possibility of exchanging maybe it was literally  
20 exchanging land, which is not a good idea. But another  
21 city could have taken more affordable and taken the load  
22 off of a small community. If that is a possibility  
23 without, I'm not saying giving land away by any means. It  
24 would be a good neighbor if we would that discussion if

1 they needed help and if there was something we could do,  
2 I think we should look at it.

3 MR. GELFAND: Perfect.

4 Lisa.

5 MS. BARKETT: [Off mic]

6 MR. GELFAND: Mic on.

7 MS. BARKETT: Thank you. I'm sorry. Where I'm having  
8 my issue is on page 51 and 52. So the city was assigned  
9 175 housing units during the sixth cycle, which includes  
10 31 above-moderate income units, 31 moderate income units,  
11 76 low-income units, 19 very-low income units and 18  
12 extremely low as part of the process. If you jump over to  
13 the second paragraph at the top of page 52, during the  
14 sixth cycle the city has approved two projects with a  
15 combined total of 58 units, including 12 lower-income  
16 units. My question is, are they low-income units, very-  
17 low income units, extremely-low income units? What low-  
18 income units are we referring to for those 12?

19 MR. GELFAND: I think it's okay for you to answer the  
20 question.

21 AMANDA LEE: Thank you very much. We did have a 50  
22 unit project and 10 of those units are a mix of low, very  
23 low, and extremely-low income units. That's based on  
24 inclusionary housing requirements. And the other project

1 is an eight-unit project and two of those are low income.  
2 The project that's been referenced, the 85 that were  
3 called affordable, most of those are moderate income so  
4 it's a very low percentage of lower-income units.

5 MS. BARKETT: Thank you. And what is the reason for  
6 not starting at the bottom and moving on up? So doing  
7 most of the units to the people who obviously really need  
8 it?

9 AMANDA LEE: So as a city we're only able to process  
10 the applications that come in, which we do.

11 MS. BARKETT: Okay.

12 AMANDA LEE: Every single submitted application we're  
13 processing. The fairgrounds, what we also did as part of  
14 our housing strategy you mentioned 175 units. Most of  
15 those we're getting from private development applications  
16 for ADUs, not many for large subdivisions. So with the  
17 public land strategy, we're looking at all of those to be  
18 lower-income units if possible. So we're building on our  
19 own city-owned land, and then hoping to continue this  
20 partnership with the state. And the focus would be to get  
21 at least 61 of those to be lower income. And then we're  
22 hoping that we also get density bonus projects. That's  
23 the other way through inclusionary housing policies then  
24 you are able to require as a condition of approval that

1 they incorporate a certain number of lower-income units.

2 MS. BARKETT: Great. Thank you. Stay up there though.

3 [Laughter]

4 MS. BARKETT: You're good. I want to make sure I'm  
5 understanding everything. Okay, so then we go to the next  
6 paragraph on 51, following the previous one. The  
7 reallocation represented an exponentially higher number  
8 of lower-income units, 113 in the sixth cycle compared to  
9 22 lower-income units in the fifth cycle. And that was  
10 apparently a large part was due to the number of reported  
11 jobs at the fairgrounds, increase in jobs from what I  
12 understood. But I have to tell you, having been here a  
13 long time, we used to have so many more workers than we  
14 do now. So I don't understand how those numbers relate  
15 because we had as far as the part-time employees, I don't  
16 have the numbers on me but I'm sure we have them. The  
17 fairground jobs have only decreased. And the seasonal  
18 jobs have decreased. And so I'm not sure what numbers are  
19 being used but we shouldn't be going up, you should be  
20 going down in those requirements.

21 AMANDA LEE: Right, and that was also a huge surprise  
22 to us. So the way it works is the state allocates by  
23 region a certain number of units. And then SANDAG is our  
24 regional planning agency, then works through a big

1 subcommittee to allocate those units to the different  
2 jurisdictions.

3 In the sixth cycle they incorporated an equity  
4 adjustment factor, with the thought being that oh, okay,  
5 Del Mar doesn't have any low-income units at this time so  
6 let's, you know, kind of reverse that. But not  
7 understanding the way the market works is to produce each  
8 of those you need an exponential number of market rate so  
9 that's why we're ending up in a position where we're  
10 overloaded. We've already entitled over 175 market rate  
11 and moderate. We've already checked those boxes. It's  
12 very difficult, especially in this market, to create even  
13 one low-income unit. That's the position we're in. But  
14 you - that was a big issue for our community. And it's  
15 hard because a lot of those numbers, it comes from  
16 proprietary data. In future cycles we're saying, hey, if  
17 we're gonna, let's all make sure that we can look at the  
18 data, understand where it came from and replicate it so  
19 that the public has great confidence in the numbers and  
20 we're all on the same page of how we came to that  
21 conclusion. But our council worked very hard with SANDAG  
22 to understand why did we get such a high number based on  
23 jobs. And they had to disclose that it was based on  
24 fairground in large part.

1 MS. BARKETT: Yeah. Those numbers are questionable.

2 [Laughter]

3 MS. BARKETT: Okay, and I think that's it. Thank you  
4 so much.

5 MR. GELFAND: All right, Don.

6 MR. MOSIER: I appreciate the city's response.

7 I want to tell Mark that it's Del Marians, not Del  
8 Martians. Martians are space cadets.

9 I think that I appreciate that the studies from the  
10 HAP grant will benefit both the fairgrounds and the city.  
11 And valuable, very valuable studies. And they may  
12 conclude that it's very difficult to build affordable  
13 housing at any reasonable cost on the fairgrounds. And if  
14 that's the conclusion, we both have to leave with it. But  
15 I think those are very informative studies that need to  
16 be done. And I think we will all find out what we can  
17 move forward with and what we can't. So I appreciate the  
18 city obtaining those funds. And I hope there is a  
19 positive outcome. But I think we all need to be prepared  
20 for the outcome that an affordable, low-income housing  
21 unit on the fairgrounds will price out somewhere between  
22 500,000 and a million per unit.

23 MR. GELFAND: And does that take into consideration  
24 that it's being built on liquefaction based soil and



1 flooding and all that -- [multiple speakers]

2 MR. MOSIER: Part of the issue is that it may have to  
3 be on a podium. And even -- currently, the cost for low-  
4 income housing in other cities has been close to \$500,000  
5 a unit. And if it's difficult to build on the fairgrounds  
6 property, I can easily see that number going to a million  
7 per unit.

8 MR. GELFAND: Right. So when you say, podium, you are  
9 talking about like pilots supporting the footings and  
10 foundation.

11 Okay, Kathlyn, anything you want to add?

12 MS. MEAD: Yes, please. I am supportive of continuing  
13 conversations. But I'm not supportive of the exclusivity.  
14 I believe that we can benefit as part of our strategic  
15 plan from other developers' knowledge in this space with  
16 regards to, I believe it was the Seaside project is what  
17 it was named, that organization and any others that are  
18 looking to develop in and around the Del Mar area, may be  
19 considering. And I think that the exclusivity limits our  
20 learning as part of our strategic plan. And I think that  
21 is first and foremost our priority to the strategic plan.  
22 And the housing is secondary to that.

23 Additionally, I think that as Mr. Arabo pointed out  
24 earlier, there continues to be big confusion about the

1 conclusion of these discussions. And I think a big part  
2 of that is related to the fact that these conversations  
3 have been taking place in an exclusive situation. And I  
4 believe that we, again as I said before, should be having  
5 these discussions more broadly as part of our strategic  
6 planning with Del Mar and others as Director Blair  
7 pointed out earlier, to include what we're learning from  
8 Solana Beach as part of this. And as I stated earlier,  
9 other developers in the area. So supportive of continued  
10 conversations but not on the exclusive basis. Thank you.

11 MR. GELFAND: Joyce.

12 MS. ROWLAND: Okay, so I have a number of items that  
13 I wanted just to get out there because there are folks  
14 who kind of come in at different points in time in this  
15 journey and have kind of different information set than  
16 others who have been along the whole way. And I'm talking  
17 about the public, not Board Members necessarily. But I do  
18 want to underscore the issue around the flawed housing  
19 methodology in terms of what is being attributed to the  
20 fairgrounds and the employment here. Director Barkett  
21 mentioned concerns about the direction of the housing  
22 numbers, which is going up and how odd that was. But just  
23 the -- I wanted to underscore that the underlying  
24 methodology where we have maybe 1,500 local citizens who

1 come seasonally for fair work, who are not seeking  
2 housing because they already live in San Diego. And I  
3 think that's that, you know, there is a -- that's  
4 empirical. I mean, you can see where those people come  
5 from. And you know, we know they don't need housing.

6       And then, in addition, we have kind of a moveable  
7 village that comes out of the fairgrounds of workers who  
8 follow the fair, follow the fair circuit who are largely  
9 in recreational vehicles that are parked on the  
10 fairgrounds, either in our regular RV park which gets  
11 emptied of others for the fairs or parking on the  
12 fairgrounds proper. So I think I don't want to lose sight  
13 of the fact that at some point in time this attribution  
14 is just wrong and it really annoys me that whatever goes  
15 into the formula is just, cannot be correct. So I just at  
16 some point in time that has to be addressed. I think the  
17 logic of it is just wrong. I mean, whatever needs to be  
18 attributed based on real data we should have to deal  
19 with. But nevertheless here we are. And I do think that  
20 the fairgrounds has a role to play in housing. I don't  
21 know if it will be these negotiations, these discussions.  
22 But I think we have a unique place in this discussion  
23 because I think we can do the integration of low-income  
24 housing and maintaining the unique qualities of our area.

1 In other words, something that can be completely  
2 dedicated to low-income housing without necessarily  
3 having to bring in other units. And I think that helps  
4 from a traffic perspective, I think it helps in terms of  
5 us as I said the unique qualities of our area. And a  
6 lesser impact on the area. So to the extent that we can  
7 be part of such a valuable conversation, I'm definitely  
8 all for it.

9 I think that, I would like to ask Carlene to again  
10 talk about the aspects of exclusive negotiations. Because  
11 I think the phrasing of that causes consternation. And  
12 we've talked about this many times but maybe it would be  
13 worthwhile just to go through again why that word  
14 'exclusive' is used. That's it.

15 MR. GELFAND: You want to do that?

16 MS. MOORE: I will, without having the document right  
17 here in front of me. With regard to the exclusivity, that  
18 is for the discussions with the City of Del Mar about  
19 their affordable housing assignment. Keep in mind that  
20 the district properties span more than just the City of  
21 Del Mar, they also span into City of San Diego areas as  
22 well. And so it does not preclude us from being educated,  
23 learning more about affordable housing. I think it would  
24 probably behoove to have something on next month's agenda

1 for kind of a state of affordable housing. There is a lot  
2 of the numbers, what does it mean. It's come up about  
3 what Solana Beach is, what the City of San Diego. And  
4 start providing that context to you as Board Members.

5 MS. BARKETT: If I could just say one more thing. I  
6 think it would behoove the 22nd Ag to go and correct  
7 those numbers. That this was all, but we have quantified  
8 that. So I agree with Joyce that I know it's been done  
9 but the next cycle they can adjust.

10 MS. MOORE: It hasn't. Because as was mentioned in  
11 terms of the proprietary, we as the District have not  
12 seen that information to know what exactly like those  
13 numbers, the assignments, the jobs that are being  
14 allocated to us here at this address and location as the  
15 employer.

16 MR. GELFAND: It is SANDAG who does the allocation.

17 [Multiple speakers]

18 MS. BARKETT: They should be able to give it to us.

19 MS. MOORE: But joining in, because there's  
20 additional advocacy efforts throughout the county in  
21 other areas where it's the numbers aren't making sense to  
22 the assignment. And so perhaps joining in those efforts  
23 as well. But that's where, again, kind of the state of  
24 things for settings a level of understanding for this

1 board as people have changed on this board in the last  
2 couple years.

3 MR. BLAIR: Lisa, I think the issue when I was  
4 involved a few years ago was if Del Mar's numbers got  
5 lowered in those 40 or whatever was lowered, has to go  
6 back to somebody in the 18 cities. So they're not real  
7 crazy about voting to lower San Diego or Del Mar's, and  
8 them get more. And so that's sort of the controversy.

9 [Multiple speakers]

10 MR. GELFAND: Therein lies the controversy.

11 MS. BARKETT: The City of San Diego would be perfect.

12 [Multiple speakers]

13 MR. BLAIR: -- the other 17. But I think that's the  
14 touchy part that SANDAG doesn't want to open that box.

15 MR. GELFAND: Okay. In terms of my comments. On the  
16 assumption that we're going to approve this motion, I  
17 have a few concerns. First of all, I would like you to  
18 come back at next month's meeting and talk more about the  
19 allocations of the affordable housing per city, how it  
20 works, whether there is any kind of process to  
21 potentially change the allocation and the implications of  
22 that.

23 I'd also like you to come back periodically and give  
24 us status reports on the negotiations, at least

1 quarterly. And in that regard, one of the main concerns  
2 that I have as a Board Member is we are in the midst of a  
3 master planning effort. And that master planning effort  
4 ultimately when we actually get into what the fairgrounds  
5 is going to look like 50 years from now and you know,  
6 what it's going to consist of and where things are  
7 located, the location of this housing is really  
8 important. And it can totally constrain the master  
9 planning effort or it can enhance it or be neutral do it.  
10 So my concern, one of my major concerns about the notion  
11 of affordable housing on the fairgrounds on behalf of Del  
12 Mar is that Del Mar is essentially everything west of  
13 Jimmy Durante, which is where I would like to see the  
14 most master planning flexibility. So I would encourage  
15 you and the City of Del Mar to at least consider an  
16 alternative which would be at the northeast corner of the  
17 City of Del Mar and our property, which literally would  
18 be Jimmy Durante and Via de la Valle, where the road  
19 currently is sitting. We literally realign the road west  
20 and create a parcel that is still in the City of Del Mar,  
21 but could accommodate a couple of acres of affordable  
22 housing. Just an idea, but I think it would solve a big  
23 problem. It would give us planning flexibility and still  
24 have the housing in the City of Del Mar.

1           My final comment is that the I think part of our  
2 problem has been that the City of Del Mar has endorsed  
3 the demise of Alternative A, which would have  
4 significantly disrupted fair operations. But the mayor as  
5 a single person has a different opinion about it. And  
6 unfortunately, has made public statements and statements  
7 to SANDAG, et cetera, that it wasn't clear whether she  
8 was speaking as a member of the public of the mayor of  
9 Del Mar. Based on the correspondence and the Board packet  
10 today, it appears that that's been clarified. But I don't  
11 know. And I don't know what kind of lobbying is going to  
12 be taking place as an individual or as mayor of City of  
13 Del Mar to impact the environmental studies that are  
14 taking place with SANDAG relative to alternatives. And  
15 that's one of the reasons I endorsed this concept of  
16 coming back every month and taking another look at where  
17 we are. But with that, I'll be supportive of the motion.

18           Any other Board comments?

19           MR. ARABO: Yeah, one last comment. And I appreciate  
20 your comments regarding the last point especially because  
21 it's so important to have it existing on the agenda. And  
22 for us as a board, for example, if anyone from the city  
23 goes and tells SANDAG, push for a proposal that would  
24 hurt the fairgrounds, I think it calls for outright on



1 the agenda a termination of the -- I mean, of the study.  
2 Because it's so important that all of us really protect  
3 the district. Look for the best interest of the  
4 fairgrounds. Be a great partner to all of our surrounding  
5 cities including Del Mar. But if anyone tries to hurt the  
6 district the action should be very swift and not  
7 appeasing. So I'm really happy Director Rowland has that  
8 every month so we can always revisit it to make sure the  
9 fairgrounds are in the best position they can be in.

10 MR. GELFAND: I hear you. I think there is a win/win  
11 for everyone in here somewhere.

12 Phil.

13 MR. BLAIR: I think Director Mosier had an  
14 interesting point with the parts of our land that can be  
15 built on. And in an affordable way for affordable  
16 housing. I mean, and I'm not saying whole a geological  
17 study but there may be 20 or 30 or 50 acres that can't be  
18 built on for residential because the floodplain or the  
19 expense is so high. So that over the next months of  
20 discussion we know we're not talking hundreds of acres,  
21 we're talking somewhere in these 200. And then that  
22 really starts to affect our strategic plan.

23 MR. GELFAND: Yeah. I think the real issue is because  
24 of the cost of building in a floodplain and with the soil

1 if it's subject to liquefaction, the City of Del Mar may  
2 not be able to get a developer to develop on that kind of  
3 property without subsidizing that developer because of  
4 the additional costs.

5 MR. BLAIR: And I'm wide open about that.

6 MR. GELFAND: Right.

7 MR. BLAIR: We don't have hundreds of acres as an  
8 option, we only have "X" number of acres.

9 MR. GELFAND: Okay, any other comments? I'm looking  
10 to Kathlyn and Joyce. With that, I'll call for a roll  
11 call.

12 MS. BARKETT: Out of the motion - exclusivity? Was  
13 that - [multiple speakers]

14 MR. GELFAND: No, I think that'll be addressed next  
15 month by Carlene and we can act on that then.

16 MS. BARKETT: Okay.

17 MR. GELFAND: Go ahead, Donna.

18 MS. MEAD: I'm sorry, can I just, the motion as  
19 presented by Joyce did have exclusively language in it.  
20 Did I miss something? I did get dropped for a moment. And  
21 I understand the exclusivity language and appreciate  
22 that, Carlene. But I'm now confused about whether the  
23 original motion was changed or it includes exclusivity as  
24 presented.

1 MS. ROWLAND: So the original motion references the  
2 existing agreement that we have, which has the word  
3 'exclusive' in the title.

4 MS. MEAD: Right. And we understand what exclusive  
5 means as the one way from the Del Mar. But I still think  
6 the language creates confusion.

7 MS. ROWLAND: The language of the motion doesn't say  
8 anything about exclusivity, except referencing the  
9 agreement that is in place. It has no other discussion of  
10 exclusivity.

11 MS. MEAD: Okay, so it does contain the exclusivity  
12 language in what is currently in place.

13 And then, Michael, my apologies, I did drop for a  
14 moment. Can you just further expand on, you said that  
15 would be addressed next month. I must have missed  
16 something.

17 MS. MOORE: I'm sorry, Director Mead, you need to  
18 have your camera on.

19 MS. MEAD: Oh, sorry. When I came back on, it didn't  
20 automatically do that. Thank you.

21 MS. MOORE: The agreement that we entered into, just  
22 to remind everybody, about a year ago now I think it was,  
23 is the title of that agreement as Director Rowland was  
24 speaking to is the exclusive negotiating rights

1 agreement. That is actually what the document itself is  
2 referred to. So anything to change that would be to bring  
3 back the actual, and correct me if I'm wrong, Josh. But  
4 it would be to bring back that actual agreement for  
5 changes.

6 MR. CAPLAN: Yes, that's correct, Carlene.

7 There is not an item on the agenda for today where  
8 the Board has authority to amend the existing agreement.  
9 The only action the Board can take today based on the  
10 language of the agenda is to continue negotiations under  
11 the existing agreement, which this Board already approved  
12 or to keep the discontinuation in place. If there's a  
13 will to make changes to the agreement down the road at  
14 some point, the Board can effectuate that but it needs to  
15 be agendized. And there obviously needs to be  
16 negotiations or discussions with the city. But that's  
17 beyond the scope of the agenda item for today.

18 MS. MEAD: Thank you, Josh. I have a better  
19 understanding now.

20 MR. GELFAND: Okay. And maybe in next month's board  
21 packet you can include the agreement so we'll actually be  
22 able to dig into to the exclusivity language.

23 Okay.

24 With that, Donna, we're ready for a roll call.

1 MS. O'LEARY: Vice President Gelfand.

2 MR. GELFAND: Aye.

3 MS. O'LEARY: Vice President Rowland.

4 MS. ROWLAND: Aye.

5 MS. O'LEARY: Director Arabo.

6 MR. ARABO: Aye.

7 MS. O'LEARY: Director Barkett.

8 MS. BARKETT: Aye.

9 MS. O'LEARY: Director Blair.

10 MR. BLAIR: Aye.

11 MS. O'LEARY: Director Mead.

12 MS. MEAD: No.

13 MS. O'LEARY: And Director Mosier.

14 MR. MOSIER: Aye.

15 MR. GELFAND: Motion passes.

16 Okay. We are now moving on to item 8 in the agenda,  
17 our executive report. And Carlene will start that off.

18 MS. MOORE: All right. So we have a few presentations  
19 to be made under this. But as they are making their way  
20 to the podium for that, I do have just a couple of  
21 operational announcements for you. Just a reminder to  
22 please complete and submit your wet signature Form 700s  
23 by March 31<sup>st</sup>. And for those of you who may have brought  
24 them today, thank you very much. For our, those members

1 that are also members of the Race Track Leasing  
2 Commission and the Race Track Authority boards, remember,  
3 those are submitted electronically.

4 I also wanted to just let you know as board members,  
5 and I think the public will enjoy this as well that we do  
6 strive to make information more accessible and easily  
7 accessible to the public as well. And so the board  
8 meeting packet that is now posted online is more easily  
9 navigated. You can just click on the agenda and go right  
10 to those particular pages of that item there on our  
11 website. And that's on the DelMarfairgrounds.com website.

12 And then just as a teaser of some more information  
13 to come at future meetings is we are in addition to being  
14 a place of fun and celebration for our community, we are  
15 also a place that is here for our community in times of  
16 need. We are responsible for the safety of so many people  
17 that come and visit the fairgrounds. And a lot of work  
18 goes into emergency response planning. And we have  
19 engaged a consultant who is going to be assisting us with  
20 updating our larger emergency response plans when it  
21 comes to actual things impacting us here at the  
22 fairgrounds. I don't even want to talk about what some of  
23 those things because that's just putting it out into the  
24 universe. But that being said, we're going to have some

1 more information and some presentations upcoming on that.  
2 But it does range as well which as we talk about the fair  
3 something we'll be doing during the fair this year, which  
4 is an operation, centralizing operations and that the  
5 communication that goes on with that. So we're really  
6 excited. And like I said, that'll be coming at either our  
7 April or May board meeting.

8 In addition to that, just as a reminder of just some  
9 industry news. Because I'll jump to that. Because, again,  
10 we have several presentations. But we are still continuing  
11 to monitor the bird flu situation. There are indications  
12 coming out of the Department of Food and Agricultural. But  
13 again, this is, you know, fluid at this time. But they are  
14 encouraging, I would say in some ways encouraging fairs to  
15 potentially submit for approval depending on how shows can  
16 be isolated in some ways for whether that's poultry and/or  
17 dairy cattle. So, more information to come on that. But at  
18 this time, things remain in the status as they were for us  
19 last month where we are not planning on those things at  
20 this time.

21 And then, just last week the Department of Food and  
22 Agricultural held another one of its collaborative  
23 exchanges with the CEOs. What was great is there was also  
24 an opportunity for the Department of General Services,

1 their office of risk and insurance management was there.  
2 So I had an opportunity to speak with them directly as we  
3 will be approaching insurance renewals for next month and  
4 seeking approvals for that with them as well for acquiring  
5 it. So more information to come on that next month as  
6 well.

7 And so with that, I would like to bring up to the  
8 podium Chris from Southwest Strategies here to join us.  
9 Because we are going to be providing a progress report.  
10 This is our kind of quarterly update back to you, as the  
11 Board on our Master Site Planning efforts, especially  
12 related to just the ongoing education and public outreach  
13 that is ramping up.

14 So with that, thank you for joining us, Chris.

15 CHRIS WAHL: Thank you, Carlene.

16 It's great to be here again. I appreciate the  
17 opportunity to give an update what we've accomplished  
18 since we were last with you regarding the masterplan  
19 process. Again, my name is Chris Wahl. I'm the CEO of  
20 Southwest Strategies Group. And we're having the  
21 privilege, we have the privilege of working with the  
22 Board and the DAA on the development of a public outreach  
23 and shaping of the fairgrounds related to a master  
24 planning project.



1           So if we could advance. Oh, I get to advance the  
2 slides. Never mind. There we go, okay. So you might  
3 remember the last time that we met there was discussion  
4 around the idea of committee engagement through the board  
5 of directors. And we've started that in December. We met  
6 with the Environmental Subcommittee. Stewardship Board  
7 Committee --

8           [Multiple speakers]

9           MR. GELFAND: Just to clarify, Chris.

10          CHRIS WAHL: Yeah. Please.

11          MR. GELFAND: It says December 2025. I think it  
12 should say '24.

13          CHRIS WAHL: It should say that. You're absolutely  
14 right. Thank you, Director Gelfand. That is an error. See  
15 that right there. First one.

16          So in December of 2024, as pointed out, we met with  
17 the Environmental Stewardship Board Committee. And that  
18 was an opportunity for us to discuss engagement in that  
19 particular capacity. And we -- as a part of that that was  
20 included -- excuse me here. That included a focus on the  
21 Technical Advisory Coalition, which I'm going to talk  
22 about today and some of the progress we've made to engage  
23 volunteers from around the community to provide their  
24 perspective and certain aspects of the masterplan. And

1 that was with Directors Mosier and Mead.

2 And then in February, we met with the Public  
3 Engagement Committee, which were Directors Blair and  
4 Arabo, who serve on that particular committee. And we  
5 discussed the idea of the public engagement process that  
6 we've been focusing on and what was upcoming. And this  
7 included a public opinion survey, as well as engagement  
8 in the community and looking at other opportunities to  
9 ensure that we had chances to get people to provide their  
10 input along the way, which included a plan for surveying  
11 ticket holder as well, which was mentioned earlier by  
12 Carlene and what was happening there. We also talked  
13 about beginning the outreach to different cities and the  
14 county and regional boards. Those boards will include  
15 the EDC, the Chamber, SANDAG, and the San Diego Tourism  
16 Authority as well.

17 Just as a refresh, here's what we have from our  
18 master planning outreach and phasing. This is our  
19 Candyland board, which folks have seen before. I think it  
20 serves as a good purpose for reminding folks which steps  
21 we're taking and how robust the activities are. We're  
22 actively and firmly inside the green portion as we speak  
23 right now. And we're rounding the corner there in the  
24 formation of the Technical Advisory Coalition, which I

1 had mentioned earlier as well as engaging in the public  
2 opinion survey. And starting later this year, we'll be  
3 doing more of the robust outreach to the cities. In fact,  
4 we have our first meeting scheduled for the cities on  
5 April 1<sup>st</sup> with the city of National City. We have an  
6 opportunity to engage with them and provide an update and  
7 seek public input from them on what we're actually  
8 engaged in right now.

9       Okay. Oops. So let's talk a little bit about the pro  
10 bono Technical Advisory Coalition. As we discussed last  
11 time in the process of developing this we wanted to make  
12 sure that we were seeking input, not just from the  
13 public, but also from experts that have input on the  
14 development of the masterplan from an environmental  
15 standpoint, from a transportation standpoint, from an  
16 economic development standpoint. And provide that  
17 information to us so we could have the development of  
18 putting together considerations that would ultimately go  
19 into and adopt a document by the these technical experts  
20 who are volunteering their time that would help provide  
21 background and content on the public's input going into  
22 the international design competition in the pursuit of an  
23 architecture to formulate what the actual project or the  
24 options for a project might be into the future.

1 Pleased to report we've had a lot of robust outreach  
2 and interest in serving in this committee. Ten different  
3 people have already volunteered to participate in this.  
4 And includes folks from biological resources firms,  
5 tourism firms, economic development firms, transit and  
6 traffic, geology and soils, recreation facilities,  
7 building design and energy efficiency. And we're  
8 scheduled in April. We're looking towards scheduling a  
9 kickoff meeting in April with the participants. The goal  
10 was to get to 12 and we have 10 already. So we have a few  
11 more in the hopper but we've had strong interest. And  
12 happy to report that I think that will be a very positive  
13 outcome for us in the long run because we'll be able to  
14 validate what we're trying to do based upon technical  
15 experts.

16 Okay, so let's talk about the countywide public  
17 survey. Again, as we were rounding the bend there on the  
18 green portion of the public outreach process, we had  
19 discussed, and we discussed this the last time as well,  
20 trying to develop both qualitative and quantitative  
21 research to help formulate and fill in the gaps for all  
22 of the research or for all of the input that we're  
23 seeking. What the countywide public survey does, again,  
24 for us is it gives us the quantitative information that

1 provides a valid statistical analysis about what the  
2 public thinks about the fairgrounds today and what they  
3 think it should be into the future. And during our  
4 conversation with Directors Blair and Arabo, we discussed  
5 the idea of perhaps expanding the survey a little bit  
6 more to include enough data point to really get a  
7 specific idea about what folks closer to the fairgrounds  
8 believe as well as folks that are further away from the  
9 fairgrounds. And I think that that statistical analysis  
10 will help us shape a little bit better of a project down  
11 the road because people that are closer stands to reason  
12 are -- have more benefit and more impact from the  
13 development, especially when you are talking about  
14 construction. So that will be a good piece of  
15 information.

16 Working with Tristan on this, we've initiated a  
17 competitive bidding process. Firms have been identified  
18 and we've received bids. And we're in the process of  
19 going through that analysis to select a research partner  
20 that would then be able to start the process in the next  
21 say 30 to 60, 90 days. At the conclusion of that we would  
22 present the findings of that to the Board as well as and  
23 a future update to provide general insight into what the  
24 public thinks about the fairgrounds.

1           Okay, so in addition to what I was mentioning  
2 earlier. So we have the quantitative side for the poll,  
3 this provides us this portion of the countywide outreach  
4 provides us with the qualitative information. And it's  
5 two parts. First is providing updates to all the cities.  
6 And, as I mentioned, pleased to report that we already  
7 have one on the books and will hit all of the 18 cities  
8 as well as the county of San Diego and regional boards  
9 with similar presentations to collect and solicit  
10 information and input.

11           But in addition to that, we also plan to hold public  
12 workshops around the region. And we have identified the  
13 five different parts of the county, south county, east  
14 county, central county, north county. And that will give  
15 us the opportunity -- and the central part as well, that  
16 will give us the opportunity to go out to the public and  
17 seek their input from a quantitative or qualitative  
18 perspective. And we envision working with the members of  
19 the Board of Supervisors as well as or elected officials  
20 in those districts to seek their support and broadcasting  
21 and alerting folks to the upcoming hearings or  
22 presentations, excuse me, workshops. And we'll be able to  
23 collect that information and summarize it in a report  
24 that we'll bring back to the Board as well.

1           Okay. And then finally, before I open to any  
2 questions, we've discussed a lot about the idea of the  
3 Coastal Commission. And we've had a lot of suggestions  
4 about getting input from the Coastal Commission upfront.  
5 As we know, ultimately the Coastal Commission will be the  
6 party that will finally support and adopt, ideally, the  
7 master planning process that we come up with. And so, we  
8 felt that communicating with them early and often was a  
9 good suggestion. And so we're in the process of  
10 scheduling that as well on staff-level basis to seek  
11 their input to find out what is important for them, which  
12 no doubt will involve coastal access. And we'll make sure  
13 that those components are woven into the overall process  
14 that we have. And I believe that that is my report at  
15 this point.

16           MR. GELFAND: All right.

17           Director Arabo.

18           MR. ARABO: Thank you very much for coming today. We  
19 had a meeting with Director Blair. Can't say enough great  
20 things about your firm, your professionalism, taking  
21 input and executing it. Very grateful for that. I had a  
22 question with -- I'm very grateful that the staff was  
23 able to put the QR code on that hard ticket. You think  
24 we'll have a survey available by that time? So that when

1 they, I guess, with this [indiscernible] -- the  
2 fairgrounds, we're going to have QR codes on each ticket.  
3 So we could get a million customers every year, they come  
4 through the gates. And it's important for us to know  
5 what, for me, what they think as well. Our Master Site  
6 Plan. You think we'll be able to get a survey quick  
7 survey attached to that code this season?

8 CHRIS WAHL: Yeah, I have no doubt we can do that. I  
9 think it will be, just to clarify for everyone, it will  
10 be different than the public opinion survey that we do.  
11 As we talked about, that might be 12-14 minutes. A survey  
12 on a QR code from a ticket would go back to the website  
13 and we would probably have a half a dozen, eight  
14 questions to focus in on that. That's probably the right  
15 amount to ensure engagement.

16 MR. ARABO: Great. And then for the Advisory  
17 Committee, are we engaging with universities? There are  
18 great universities in the region.

19 CHRIS WAHL: That is a really good suggestion. And to  
20 date we have not. But we can certainly do that. I will  
21 say this though. That most of people that we've engaged  
22 are very familiar with and have worked with universities  
23 because they have a lot of the development needs. I mean,  
24 you just don't need to do anything other than drive past



1 UCSD and SDSU to see all the development they are doing.  
2 Most of those consultants that we've reached out to are  
3 doing work in conjunction with the universities in  
4 addition to public sector or private sector, as well, I  
5 should say.

6 MR. ARABO: Great. I know there's a lot of good  
7 market research, professors, and the classes master  
8 programs, Ph.D.'s. And even, you know, free brain power  
9 you could tap into. Thank you.

10 CHRIS WAHL: You are very welcome.

11 MR. GELFAND: Director Blair.

12 MR. BLAIR: You've talked about National City as your  
13 first city, are you presenting to the city council?

14 CHRIS WAHL: Yeah.

15 MR. BLAIR: That's April 1st?

16 CHRIS WAHL: Correct.

17 MR. BLAIR: So that's in a few weeks. Give us an idea  
18 of what that looks like.

19 CHRIS WAHL: Sure. Yeah.

20 MR. BLAIR: Hi, how are you? What do you think of the  
21 fair?

22 CHRIS WAHL: Yeah. It starts with that for sure. So I  
23 think it's not too dissimilar to some of the previous  
24 information I presented here. I think what we're trying

1 to do is make sure, number one, that they're aware of  
2 this process. We've given them an opportunity to provide  
3 input. Certainly the members of council at that  
4 particular time and the mayor. If they have input, we'll  
5 collect that as well. But we're also going to make sure  
6 that their residents have an opportunity and a venue to  
7 communicate with us as well. And it can be very similar  
8 to the survey that Director Arabo spoke about. And giving  
9 people an outlet to go back to a place to provide that  
10 input. And then when we go back later in the summer and  
11 we do a public outreach program or we do the workshops, I  
12 should say, in their area, we'll go back to those city  
13 councils and ask them to help advocate and promote that  
14 information so that more of their residents come.

15 MR. BLAIR: But the tour for your technical people, I  
16 guess the site tour.

17 CHRIS WAHL: Yeah. Yeah, exactly.

18 MR. BLAIR: Would it be inappropriate if Board  
19 Members want to attend that? Because I would love to hear  
20 what they're saying.

21 MR. GELFAND: We have a limit on how many Board  
22 Members can participate at any one time unless it was  
23 open to the general public.

24 MR. BLAIR: Well, is 12 people considered open to the

1 public or not?

2 MS. MOORE: The limit would be on the Board Members,  
3 two.

4 MR. BLAIR: Two? [indiscernible]. Because I think as  
5 Director Arabo and on it would be very good for us to be  
6 on the tour and hear what we're saying literally as we  
7 drive around it.

8 MS. MOORE: I want to be very careful because here  
9 because we actually have a committee that is designated  
10 as liaisons to the Technical Advisory. That being said,  
11 as staff, we can always provide if you would like, Board  
12 Members, a tour of the fairgrounds and go into further  
13 in-depth conversations of it.

14 CHRIS WAHL: Yeah. And I think that without stepping  
15 out of bounds here, I think that we would have the  
16 technical folks at the DAA participate in that as well to  
17 share the site, the site plan, what some of the existing  
18 limitations are. I see Dennis over here. I think he would  
19 probably be a part of that as well from an environmental  
20 standpoint. But we could always come back, too, with the  
21 next report and provide an update on what was discussed.  
22 But that first meeting is for us to tell them about site  
23 analysis and site consideration constraints from what we  
24 know. Then we anticipate having workout sessions or

1 breakout sessions with them over the course of the summer  
2 and then eventually what we're going to end up with, as I  
3 mentioned, is a report from them that documents and  
4 certifies kind of all their conditions and thoughts that  
5 they have come together with, or I should say, not  
6 conditions. That's the wrong word. Considerations. And  
7 then that would be a part of that package of all the  
8 public input as well the technical input that is put into  
9 the overall competitive solicitation.

10 MR. BLAIR: But if we can't attend, which I  
11 understand, I would love to hear that feedback and from  
12 that report. It's sort of the first outing of options.  
13 And I think especially interested in the constraints,  
14 [multiple speakers]

15 MS. MOORE: Which this is meant to identify.

16 [Multiple speakers]

17 MR. BLAIR: Well, we should build an airport, you  
18 know. You know, so we understand the constraints  
19 ourselves when we're out in the public and hearing things  
20 that are absurd.

21 MS. MOORE: Yes, and we will be continuing to report  
22 back to this Board and provide that information and  
23 updates.

24 MR. GELFAND: Lisa?

1 Don?

2 MR. MOSIER: Chris, thanks for the update. I know  
3 this isn't part of your plan but I just want to emphasis  
4 that we want to keep or local electeds and particularly  
5 our state representatives in the mix early and often. I  
6 anticipate that ultimately we have a master plan we want  
7 to start building out. We may need state funds and we  
8 need that buy in. And also from the SANDAG, you're going  
9 to SANDAG and the city, but our district supervisors, Joe  
10 LaCava and Terra Lawson-Remer, we need these people  
11 onboard and well informed throughout the process. I think  
12 you know that. I just want to emphasis it. The timeline.

13 CHRIS WAHL: Yeah. Does anyone want to comment on  
14 that? Director Gelfand or Carlene?

15 MS. MOORE: So with that, it is part of the strategy.  
16 And we have reached out to and met with pretty much all  
17 of -- well actually we have Del Mar and Solana Beach  
18 coming up, those have been scheduled. But in terms of  
19 outreaching first to elected officials as you mentioned  
20 from state down to city and local levels, county as well,  
21 some of the agencies too, and then in part of our ask  
22 with them is to meet with them again regularly. So and we  
23 have just embarked on some of those second time meetings  
24 so we're at least having that touch point approximately

1 twice a year, specifically related to our Master Site  
2 Plan.

3 MR. BLAIR: Chris, it's interesting we're starting  
4 with National City. Have we not been able to book with  
5 the City of Del Mar? That seems like a priority.

6 [multiple speakers]

7 CHRIS WAHL: They were the first person that said  
8 yes. Nobody said no. I'm just saying they were the first  
9 person to say yes, so we thought we would take them up on  
10 it.

11 MR. BLAIR: I'm just thinking it's a good neighbor  
12 policy, City of Del Mar going [multiple speakers]. Why  
13 are they starting in National City?

14 CHRIS WAHL: They've all been asked, for sure. It's a  
15 fair point.

16 [Multiple speakers]

17 MR. BLAIR: -- persistence with them so that we can  
18 be -

19 CHRIS WAHL: Fair enough. Okay.

20 MS. ROWLAND: I think that's a great place to start.

21 MS. MOORE: And hey, we did start in National City.  
22 The fair got its start in National City.

23 MS. ROWLAND: Exactly.

24 CHRIS WAHL: Yeah. Well, one of the things that I

1 said out of the gate, first of all, having the great  
2 opportunity to be a part of this amazing process but the  
3 first thing I thought of was is that, you know, this  
4 fairground is the county's fairground. It's not any one  
5 city's fairground. And I mean that in a very positive  
6 manner. And so, to me, I agree with what you are saying  
7 in terms of neighbors. And certainly, we've got one right  
8 here. But at the same point, I'm excited that other  
9 cities are excited to hear what we have to say. Because I  
10 would hope that the people in National City would be  
11 excited about this project because ultimately it should  
12 benefit them someday too.

13 MR. GELFAND: All right.

14 Kathlyn? No.

15 Joyce? Anything?

16 MS. ROWLAND: No.

17 MR. GELFAND: Okay. I really am thrilled that you are  
18 moving at the speed you are moving. On the other hand, it  
19 seems to me that at some point the Board ought to approve  
20 the members of the Technical Advisory Committee or have  
21 more input to it. I mean, we have this technical Bagley-  
22 Keene issue where there is only two people on the  
23 committee. But I think the Board is really interested in  
24 who the members of the Technical Advisory Committee are,

1 who they ought to be and what process would take place,  
2 for example, if one of them dropped out later in the  
3 process and how do we go about replacing them. So it just  
4 seems like there is no -- [multiple speakers]

5 MS. BARKETT: -- 19-year-olds and 20-year-olds.

6 MS. MOORE: If you recall, one of the things that we  
7 did was and ask if you as Board Members, and some have,  
8 if you have thoughts on who should. But we can look at  
9 that. And some of the committees, for example, the  
10 Environmental Stewardship Committee, that is something  
11 that we looked at because so many aspects of this are  
12 environmentally related. And what we're following in  
13 essence is what will be required through the CEQA process  
14 and those areas of identifying the folks for technical.  
15 So if you have any thoughts on that, you can share that  
16 with staff for bring back.

17 I also want to clarify the committee, when we talk  
18 about the Technical Advisory - there's the Technical  
19 Advisory Coalition, which is this group of pro bono  
20 volunteers that are assisting us with professional  
21 expertise to help identify the constraints and things.  
22 And then the committee we have is the Technical Advisory  
23 Coalition Liaison Committee, or the TAC Liaison  
24 Committee, which are the liaisons to that. But, again,



1 any suggestions for people or confirmations. And I think  
2 once we as we're working through this, I can share with  
3 you as Board Members who we have on that committee or the  
4 coalition. Sorry, not the committee, the coalition.

5 MR. ARABO: Yeah. I think there is nothing wrong  
6 with, Director Gelfand, what you are saying.

7 I know there is different buckets. But I think as a  
8 Board Member, I would like to see to see members of the  
9 committee. I don't know if, Josh, it would be agendized,  
10 approved over not as a consent item. One thing from my  
11 perspective, I hope the university, there is so much  
12 brain power in San Diego. Great universities. I hope  
13 there's professors on there and different fields and we  
14 just learn as much as we can.

15 MR. GELFAND: Okay. Any other questions for Chris?

16 Thank you, Chris.

17 CHRIS WAHL: Okay. Look forward to seeing you next  
18 time. Thank you.

19 MS. MOORE: So again, we do have a couple of more  
20 presentations. And so while I think the next one is going  
21 to be the - while Katie makes her way up, I will go over  
22 the State Race Track Leasing Commission and Del Mar Race  
23 Track Authority meeting preview. So that agenda will be  
24 posting following this meeting. Their meeting is on

1 Friday, March 21st, at 10 a.m. Part of what the  
2 commission will be doing is we'll be providing, staff  
3 will be providing an update with regard to the bonds  
4 refinance. If you recall, this board choose to, and  
5 that's the same recommendation to the commission, but not  
6 to move forward refinancing the bonds at this time.

7 Additionally, the commission will also be  
8 considering the JPA amendments as this board just did  
9 earlier today. And then, we also just have some  
10 potentially some other kind of housekeeping items that  
11 will be a report for example from the Del Mar  
12 Thoroughbred Club, with regard to the 2024 season and  
13 what is on the horizon for 2025. Sort of as a state of,  
14 state of the industry. So again, that meeting of the  
15 commission and the authority is Friday March 21<sup>st</sup> at 10  
16 a.m.

17 And with that, we have Katie Mueller joining us  
18 again. Our chief operations officer. It's been another  
19 year or two years now into The Sound. And so really just  
20 wanted to kind of provide to you a year-end review on the  
21 operations there and the successes that we are seeing.  
22 And that is in our collaborative effort with the Belly Up  
23 as our managing promoters of it.

24 KATIE MUELLER: That's right. And I think it's been a

1 fantastic year in The Sound. And I think most of you if  
2 not all of you have had an opportunity to catch a show or  
3 two in there. And have seen what a beautiful facility it  
4 is and how great the sound in The Sound is. I tell  
5 everyone we're really happy that that's one of the great  
6 features about that place since it is named The Sound. It  
7 makes a lot of sense.

8 So just kind of wanted to give you all a year in  
9 review from 2024. And we have the Belly Up is here to  
10 answer any questions. And also Henry Rivera, who's  
11 actually our production entertainment manager when he's  
12 not busy doing board meetings.

13 [Laughter]

14 KATIE MUELLER: All right, so just some statistics to  
15 show you. This year in 2024 there was 56 shows versus the  
16 80 they were budgeted. However, there was 46 shows in  
17 2023 versus 60 budgeted. So we actually had 10 more shows  
18 in 2024 than 2023. I think we've really hit our stride  
19 now in kind of understanding the cadence of shows and  
20 doing a better job of kind of predicting some of that.

21 There was also four private events which are great  
22 for our food and beverage bottom line. The average  
23 tickets per show exceeded our expectations so we were  
24 very conservative about, you know, how many tickets were

1 going to be sold. Because as you'll see in the next  
2 slide, or revenue is sort of dependent on how well the  
3 shows perform.

4 And the shows over there, you know, we like to laugh  
5 about - well, maybe not all of us, but I do anyways. You  
6 know, there's a lot of bands that, you know, I've never  
7 heard of but they do so well in ticket sales. Obviously,  
8 I'm not the barometer for local entertainment. Thank God  
9 these guys are here to do that. So the average ticket  
10 sales were 1,286 per show. And we sold, Belly Up sold  
11 77,161 tickets last year.

12 The great news is that the total rent that was paid  
13 to the District was \$696,182 versus a budget of only  
14 \$624,000. So well exceeded budget on the rent. The  
15 agreement we have with them is that there is a flat  
16 guarantee of rent versus 10% of the ticket sales, and  
17 whichever is greater. 18 of the shows in 2024 exceeded  
18 the base rent. So like I said, they are very popular.

19 Parking revenues were almost \$500,000. About 437  
20 cars per show or event. That was another unknown to us.  
21 So when we first started this whole thing, how many  
22 people are going to drive versus Uber? And how many  
23 people will be in each car.

24 And then food and beverage earned was \$1,609,790.

1 Expenses include not only labor professional services,  
2 you know, food and beverage, facility insurance. But also  
3 the interest on our loan for the remodel of that  
4 building. So those are our total expenses. And our total  
5 profit was \$505,169 just south of what we had budgeted of  
6 \$562. But \$2.50 is charged to every ticket and collected  
7 by the district to fund facility improvements. So in  
8 2024, \$202,000 was collected by the district. And we used  
9 those for things like projects including that lit front  
10 entrance sign that we did this year, furnishings and  
11 decor for the lobby, there's wall treatments in the back  
12 stage area, there were some upgrades needed for an audio  
13 mic package, a new stage camera, lighting control  
14 relocation. We had to add some wrought iron fencing on  
15 the back side. And then we also bought a floor scrubber.  
16 They made it really convenient to get the building clean  
17 and turned over.

18 So for 2025 our goal is we've set our expectations  
19 realistically. We worked with the Belly Up to establish  
20 these. So we're shooting for 77 shows, which they are  
21 booking fast and furiously. So I have no doubt they will  
22 reach or even exceed that. Increase our number of private  
23 events, which I also - we just got a confirmation about  
24 one today. So that's exciting. And then complete on our

1 end, we have a number of cap ex projects that we need to  
2 complete over there. So we need a boiler, so the room can  
3 be heated properly. We need to replace the mechanical  
4 roof on the Surfside Race Place building because it's old  
5 and outdated. And then we're hoping to complete this year  
6 the architectural drawings of the exterior deck  
7 improvements. So I don't know if you had the chance to  
8 go, maybe not recently, to go outside on the second  
9 level. There's a whole deck that wraps around Surfside  
10 Race Place. You can sort of see it in that picture over  
11 there. It actually overlooks the - you have a view of the  
12 track. You have a gorgeous view out that back area. And  
13 we think that we can, you know, have a lot more private  
14 parties, do some really exciting food and beverage  
15 experiences out there. So that all needs to be  
16 refinished. The deck has to be reengineered because when  
17 it was originally built it wasn't built at the right  
18 slope so the water doesn't drain properly. Just some  
19 things like that. Some new awnings and things like that.  
20 So it will be very nice when it's completed. But it  
21 probably won't, actually the work won't commence until  
22 2026.

23 And then we'll be working with Jamie, our new  
24 Premier general manager, who you all met I think at last

1 month's meeting, to develop some new VIP food  
2 opportunities, food and beverage opportunities in  
3 conjunction with the shows. So those are our goals for  
4 the year.

5 And I would like to invite the Belly Up to come up  
6 and say a few words if they would like to.

7 MR. GELFAND: One of Steves is very shy.

8 CHRIS GOLDSMITH: The peanut gallery. They'll just  
9 shout out comments from the side if I forget to say  
10 something. But it's been a great couple of years. It's  
11 you know kind of everything that we had hoped it would  
12 be. It's been wonderful working with staff here.  
13 Appreciate the support of the board. I think at this  
14 point now we're a little over two years technically,  
15 we're at about 150,000 people have come through to see a  
16 show. It's been about 120 something shows. So it's been a  
17 solid start. If you are looking at the industry as a  
18 whole in 2024, it was a difficult year. I have  
19 anecdotally heard that a lot. And then one particular  
20 West Coast promoter said it was their worst year in eight  
21 years. To be able to actually see growth in the number of  
22 shows during that time is a tribute to our staff. And  
23 we're as dedicated as can be to making this successful  
24 and getting to higher and higher show count every year.

1 Our plan to get to higher show count includes trying to  
2 widen the type of entertainment that we do because you  
3 can only dig in one trench for so long. So we realize  
4 it's important to go into different genres of music and  
5 to family programming and to different ethnic outreach  
6 which is difficult but we're working on that.

7 We also think private events are you know an area  
8 that is very competitive. But the success when we have  
9 had them has been enormous. And we think that over time,  
10 word of mouth about how great those events are when they  
11 are at The Sound will yield fruit over time. So I think,  
12 you know, right now I just say full steam ahead. And  
13 thank you all for your support.

14 MS. BARKETT: I have a quick question.

15 CHRIS GOLDSMITH: Yeah, sure.

16 MR. GELFAND: Go ahead.

17 MS. BARKETT: Thank you. Is it -- do you find it  
18 difficult when you have got Pechanga and a number of the,  
19 you know, tribal communities getting such incredible  
20 talent. I know it's going in a different genre, too, in a  
21 way. But does that compete with The Sound at all?

22 CHRIS GOLDSMITH: Well, if you are implying the  
23 casinos have an advantage because of gambling and you  
24 want to put some tables in the lobby of The Sound, I'm



1 all - yes, it's a challenging environment out there. You  
2 know, a couple of things I remember from the early days.  
3 You know, one of them was just the assessment of the  
4 whole of what was needed out there when this, when the  
5 first assessment was done by one of the universities, San  
6 Marcos State University came and did a whole assessment  
7 of what might be economically viable here. And you know,  
8 there was some debate about what size facility it should  
9 be. Should it be smaller than this. Should it be larger  
10 than this. And you know, we landed in this place where I  
11 feel like we are pretty unique. And so we do have a  
12 little bit of an advantage over some of the casinos in  
13 that we have a room that's uniquely sized, some are  
14 bigger, some are smaller. So I think we all as a team did  
15 a really good job landing that portion of it.

16 I also remember when we were talking about the name  
17 and how hard it was to feel good about any name, you  
18 know, once you get trapped in that cycle of second  
19 guessing yourself. And at some point it was, you know, we  
20 said, look if as long as the shows are happening and  
21 people are coming, they're going to forget the name. Like  
22 the name is gonna be cool because the place is cool. So  
23 once we got over that and actually landed on a name in  
24 The Sound, you know, anybody that didn't think it was

1 cool at the time I think they now think it's cool. The  
2 Sound turned out to be a great name, I think.

3 MS. BARKETT: And then I just have one more comment.  
4 And only because I received a call on this. Somebody  
5 bought tickets for The Sound through Ticketmaster.

6 CHRIS GOLDSMITH: Yes.

7 MS. BARKETT: And then it was directed to Ticket  
8 Center. And they couldn't go back, but they called and  
9 said is your parking really up to \$109? And I said, what?  
10 No, not that I know of. And they, yeah, so they went back  
11 to ticket center, who they couldn't get anything from.  
12 Then back to Ticketmaster. They didn't want to hear. Then  
13 the American Express said we can't help you. And so I  
14 just wanted you to know, whoever is handling that  
15 portion, I don't know. But people are getting charged  
16 outrageous sums of money and I'm not sure who gets it.

17 CHRIS GOLDSMITH: Not me. Not them. It's a serious  
18 issue right now. And we're actually working with the  
19 National Independent Venue Association to try and address  
20 this problem of like Ticket Center. So what they are  
21 doing is they're putting their, they're putting the venue  
22 name in the URL. Putting that driving the advertising so  
23 hard that it's ending up at the top.

24 I have friends of mine, we have a happy hour that's

1 \$10 at the Belly Up. It's called Atomic Groove, it's  
2 every Friday night. And you know, it never sells out. You  
3 know, it's just there every Friday at 5:00. It's very  
4 popular though. It usually does 4 or 500 people. I got  
5 friends going, I can't believe you are charging \$70 for  
6 Atomic Groove right now. I was like, no, I'm not. What  
7 are you talking about. Now I go and see. And they will  
8 take the tickets and buy them from us and put them up for  
9 \$70 even though they are available on our site for their  
10 actual price. And people that I know who have been going  
11 to the Belly Up all this time still fall for that.  
12 Because you're just typing like, oh, I wonder, and all of  
13 a sudden, and you get - so we're trying to legislate a  
14 way out of them being able to use this, especially the  
15 name of the venue in the URL, which you know, maybe it's  
16 something we can talk about one day in terms of a  
17 legislation assistance.

18 MR. GELFAND: Absolutely.

19 MS. MOORE: Just clarify, Ticket Center is when  
20 you're talking about, they are a third-party reseller.

21 CHRIS GOLDSMITH: Yes.

22 MS. MOORE: They are actually not affiliated with  
23 Ticketmaster.

24 CHRIS GOLDSMITH: Right.

1 MS. MOORE: It looks like it.

2 CHRIS GOLDSMITH: Yeah, it looks like it is. And  
3 people think that they're, like they say, I'm on the  
4 Belly Up site. I bought them from Ticketmaster, but they  
5 didn't.

6 MR. GELFAND: It's like going to StubHub without  
7 realizing it.

8 CHRIS GOLDSMITH: Yes, exactly. We've actually  
9 started doing something interesting, which is putting  
10 regular priced tickets on some of these third-party sites  
11 to help try and just show people when we go on sale that  
12 there are tickets available at face value for when we're  
13 not sold out. When you are sold out, you know, the  
14 secondary market in some ways makes sense. When you're  
15 not sold out, you're just predatory.

16 MS. BARKETT: And I think what is worrisome a little  
17 bit is because if this person hadn't called me and I said  
18 they would think that was normal and they think we're not  
19 going again. Forget it, we're not paying those prices.

20 CHRIS GOLDSMITH: And we're definitely finding that  
21 is happening. People are going, oh, I'm not going to pay  
22 that much to see that band. Because it's happening with  
23 ticket prices, not just parking obviously. And it's a  
24 real problem. Yeah.

1 MS. BARKETT: Thank you.

2 MR. GELFAND: All right. Phil.

3 MR. BLAIR: You are talking about 1,200 seats. Is  
4 that, and I know we have reserved seats and general  
5 admission. Is that 50%, 80%, 90%? What's a typical --  
6 [multiple speakers]

7 CHRIS GOLDSMITH: Well, our sellable capacity is  
8 1,900 there. And I think that number was, I would like to  
9 say it was closer to 1,300, then 12. It was, I like to  
10 round up. So call it about two-thirds capacity.

11 MR. BLAIR: Typical?

12 CHRIS GOLDSMITH: Yeah, typical, which is a pretty  
13 good rate, you know. Still like to do better but you  
14 know, I think that selling over a thousand tickets to any  
15 show is kind of success in San Diego, you know, for those  
16 kinds of bands.

17 MR. BLAIR: Good. And it was 50.

18 CHRIS GOLDSMITH: Oh, right. That's true. Our whole  
19 capacity would not be - if we did 100 shows it wouldn't  
20 be 100 times 1,900. Because some shows are seated and  
21 they are 800 capacity.

22 MR. BLAIR: Is that what the drops to?

23 CHRIS GOLDSMITH: Yeah, it drops down to eight, which  
24 is sort of just this part of the of the design. But if we

1 do a seated show it has to be 800 capacity. And a lot of  
2 those sell much, you know, most of those have sold out.  
3 So I think if we went back and looked on average what our  
4 average capacity, percentage of capacity was for our  
5 shows, it would be over 70%.

6 MR. BLAIR: I'm remiss in not having attended. But  
7 when you say 'general admission' that's standing in the  
8 center core and then there's seating in a balcony around?

9 CHRIS GOLDSMITH: Yeah, both upstairs and downstairs,  
10 there is reserved seating, about 300 something reserved  
11 seats on any given show and then if we fill in the floor  
12 with seats that's where it goes down to 800.

13 MR. BLAIR: You are optimistic it's 77 shows  
14 building. Is that there aren't enough groups that you  
15 want to book? Or sort of --

16 CHRIS GOLDSMITH: It's a combination of the  
17 competition in the market and the just -- you know,  
18 sometimes you wish things were there and they're just  
19 not. We saw, coming out of COVID, there was this sort of  
20 crazy disequilibrium, that you know prior to you could  
21 kind of predict how every season was gonna roll from a  
22 booking point of view. Coming out of the pandemic,  
23 everybody wanted to tour. And so for about a year and a  
24 half it was like a you know a feeding frenzy, and then

1 all of a sudden everybody realized, oh my god the world's  
2 not coming to an end tomorrow again, so we're gonna take  
3 some time off. We're exhausted from all this touring and  
4 the audiences too. Like, okay, we partied our brains out  
5 for 2 years and now we're gonna take a break. So we've  
6 seen some real head winds in terms of audience and  
7 availability of artists, especially towards the end of  
8 '24, and now we're starting to see a comeback and I think  
9 we'll start to see a little bit more regularity to it, I  
10 hope.

11 MR. GELFAND: Director Arabo.

12 MR. ARABO: Yeah I have a question. You guys are such  
13 a great brand. I haven't been there but Belly up has such  
14 a great brand and were very happy that you're there and  
15 have done that.

16 I look at the different, you know we have the horse  
17 races and then we get 9 million. The fair we get millions  
18 of dollars, what do you think we need to do to get more  
19 money for the district? I mean 500,000, I know we just  
20 started, sure the shows are great. You know the business  
21 a lot of better than we do. What do you think we need to  
22 do to drive more revenue?

23 CHRIS GOLDSMITH: Well It's a great question.

24 I think that there is two things you can do. And one

1 of them is to increase the number of shows, which we're  
2 trying to do. And that does just take time, I think, part  
3 of the answer is time. The other thing you want to try  
4 and do is increase the ancillary revenues that you get  
5 and especially in food and beverage.

6 And I think that's something that now that we have  
7 our bearings that we've gotten over the first couple of  
8 years, the first two years have just kind of been about,  
9 all of our brain trust has been about operations and  
10 being able to have a very positive and safe environment.

11 Now that I feel like that's operating somewhat  
12 automatically, we're going to really focus on how to  
13 maximize VIP experience in particular. And how, you know,  
14 how to create more food and beverage opportunities I  
15 think. Those are the two things really.

16 MR. ARABO: And then do companies, a lot of great  
17 corporations in San Diego, do they rent it out?

18 Do they ever do seminars or like they'll bring  
19 concert appreciation for the employees, any companies  
20 that have done that?

21 CHRIS GOLDSMITH: Well I, we did, like Intel did a  
22 holiday party there.

23 There's been some, there was another Humana, a  
24 health insurance company that did, mostly more on the



1 Christmas party side. Part of the problem is I think in  
2 terms of using it as a sort of a speaking venue, is that  
3 it's overbuilt for that purpose and it's the costs of  
4 just operating the facility can be prohibitive to trying  
5 to do some lighter lifting. You know, and so it's sort of  
6 you know it might be something to look at one day but  
7 there is also an opportunity cost to those things. They  
8 usually will want to book them very far in advance, you  
9 might be taking away a concert that's gonna pay more  
10 money. There is a hesitancy to want to discount pricing  
11 because of the opportunity cost.

12 MR. GELFAND: Lisa, Don, Joyce? Kathlyn?

13 MS. BARKETT: Nope, no more questions. Thank you.

14 MS. MEAD: No, thank you.

15 [Multiple speakers]

16 MR. GELFAND: Joyce, anything?

17 MS. ROWLAND: No, I'm good.

18 MR. GELFAND: I just want to say I've probably  
19 attended a couple of dozen shows, I've turned a lot of  
20 people onto the venue.

21 I love the way you are booking it.

22 I saw Lyle Lovett last weekend and it was mind  
23 blowing it was so good.

24 I'm thrilled you're gonna have two nights of String

1 Cheese, my favorite band probably in the world. You've  
2 probably never heard of them. I'm telling you Friday and  
3 Saturday night your mind will be blown by String Cheese.  
4 But I also want to compliment you guys on how  
5 professionally you operate the venue. I've been to shows  
6 where I've seen an opening act and then a main act where  
7 the stage is turned around in 10 minutes, I mean it's  
8 just incredible. The PA system is dialed in, it's  
9 fantastic. Security, I've never seen an issue. Everything  
10 is handled really, really well. So you know, kudos to you  
11 guys, you are doing a great job.

12 CHRIS GOLDSMITH: Thank you very much.

13 It's important to us to both treat the audiences  
14 well, our partners well, and also the artists well. You  
15 treat the artist well, it usually reflects in their  
16 performance. So we value all three of those elements and  
17 try to do what we can with them.

18 MR. GELFAND: Thanks.

19 MR. BLAIR: [off mic]

20 [Laughter]

21 CHRIS GOLDSMITH: Okay, you are the idea man.

22 MS. BARKETT: Or Belly Up north/south.

23 [multiple speakers]

24 CHRIS GOLDSMITH: Via de la Valle is the Mason-Dixon

1 line [multiple speakers]

2 MS. MOORE: Thank you.

3 Thank you, Chris, thank you, Katie.

4 Next up as -- well, if we can jump to and so Henry,  
5 we can go a little out of order here on the slides. But  
6 in the interest of our supervising environmental planner,  
7 Dustin Fuller, I'd like to jump to the presentation you  
8 have all been waiting for with the update on the Coast to  
9 Crest Trail which we postponed from last month given  
10 time.

11 While Dustin is making his way, I also just want to  
12 let you know we talked about the facilities assessment or  
13 condition report last month, we said about 90 days. There  
14 have been some more meetings that are taking place in  
15 terms of that report. So we'll be coming back to you and  
16 the board next month with an overall update with regard  
17 to some of our larger capital expenditure projects. So  
18 With that, thank you, Dustin, as you clear the room for  
19 your presentation on the Coast to Crest Trail.

20 DUSTIN FULLER: I walked in, it was a full house.

21 MS. MOORE: They slowly just dwindled away.

22 DUSTIN FULLER: Dustin is coming, let's go.

23 So we want to give you an update on the Coast to  
24 Crest Trail. I think it's important because we want to be

1 good stewards of the land and a good neighbor to the JPA.  
2 I sit on that board as ex-officio. And we worked with the  
3 JPA, to get portions of the trail onto our property. I'm  
4 going to tackle this in three different sections because  
5 we've got three areas we're going to be working on.

6 The first is what I refer to as the washout area on  
7 the east at horse park. And the second part is the  
8 culvert, kind of in the middle of the horse park  
9 facility. And then on the far west end, we have the  
10 driving range area. Okay, sorry, I can't -- I can see but  
11 I can't see.

12 This slide shows the portion where the washout area  
13 occurred. I don't know really how to describe that. It's  
14 that yellow pin mark. So back in January we had what  
15 equated to essentially a hundred year storm event, washed  
16 out -

17 MS. MOORE: January of last year.

18 DUSTIN FULLER: January of 2024, excuse me. A hundred  
19 year storm event washed out about a 20-foot section of  
20 the Coast to Crest Trail.

21 HITS and the River Park JPA have been working  
22 together to come to a resolution to fix this. HITS hold  
23 the storm water pollution prevention plan for the overall  
24 facility. So they are doing the good neighborly thing of

1 trying to figure out a way to fix this so they can reopen  
2 that portion of the trail.

3 The 22<sup>nd</sup> DAA would not be a part of that agreement,  
4 there's versions of it floating around that I have not  
5 seen. If you have questions, I can answer what I do know  
6 but I don't know the latest.

7 MR. GELFAND: Should we ask questions along the way  
8 or at the end.

9 DUSTIN FULLER: Sure.

10 MR. GELFAND: This is interesting, the water is  
11 coming from the HITS area. Which is counterintuitive, I  
12 thought it was washed out from the river coming up or  
13 something.

14 DUSTIN FULLER: No.

15 MR. GELFAND: Is the trail on our property?

16 DUSTIN FULLER: Yes, it is.

17 MR. GELFAND: Is it part of the HITS lease hold?

18 DUSTIN FULLER: No, we excluded that portion in their  
19 lease agreement.

20 MR. GELFAND: And yet, they are the ones who are  
21 working on a potential solution?

22 DUSTIN FULLER: Correct.

23 MR. GELFAND: Because they are nice?

24 MS. MOORE: So as you will recall, I'll jump in here,

1 Dustin, on this one. Through the operating agreement with  
2 HITS to be the operator at Horsepark and the water  
3 quality improvements that needed to be made, it was their  
4 plan, changes made over at Horsepark. This area, which is  
5 what you are looking at is a sort of a north to south.  
6 We're looking from the west, we're looking east so  
7 fairgrounds property Horsepark to the left, all of it --  
8 and then the trail itself. And so the lagoon would be on  
9 the right-hand side here.

10 During that storm, so the storm comes in off of the  
11 hillside, and the other side of Via de la Valle, going  
12 out toward the lagoon. So hence that's why the washout  
13 was created in that manner. And through part of the area  
14 that was renovated by HITS as part of their SWIP. Hence  
15 why HITS and the River Park JPA are working on the  
16 solutions together.

17 MR. GELFAND: A culvert or something under the trail  
18 where the water can flow?

19 DUSTIN FULLER: Exactly. Yes. A different culvert,  
20 This is the 22nd DAA-owned culvert. So during the same  
21 storm event, in an emergency action we placed riprap at  
22 this culvert. We had done a study, gosh, two months  
23 before the rains had occurred that indicated that you  
24 need to do some either shotcrete or riprap to fix that

1 issue. I didn't have time to get the permits before these  
2 events occurred, so we did it in an emergency action, we  
3 worked with the Army Corps and Regional Water Quality  
4 Control Board and we placed, it doesn't look like five  
5 tons but I'm told it was five tons of riprap underneath  
6 that.

7 The next steps for this particular project would be  
8 to either confirm that this is sufficient and adequate to  
9 support the culvert or do some additional studies to  
10 figure out do we need to add shotcrete, do we need to add  
11 more riprap, if that is the case, we would then need to  
12 go back to those two agencies and get permits. That's  
13 probably an optimistic 8 to 12 month process, including  
14 the work needed to do it and then the time for the  
15 agencies to process the permits.

16 MR. GELFAND: This is the Corp of Engineers and the  
17 Regional Water Quality Control?

18 DUSTIN FULLER: Yeah, and if we do that, I mean we're  
19 looking at aquatic resources studies, bioresources,  
20 hydrology, geotechnical and then engineering to determine  
21 how much riprap needs to be placed.

22 I started the process in terms of making the  
23 determination of whether what we placed there previously  
24 is adequate. And then this slide, our next slide.

1           This is the River Park JPA's bridge, this bridge is  
2   located immediately south of our culvert. During that  
3   same storm event, again, this was equivalent of a hundred  
4   year storm event, we don't get very many of those things  
5   and most permits, including HITS' permit, our permit, you  
6   don't have to design to that level of water flow.

7           The erosion coming out of the culvert caused the  
8   footing of their bridge to collapse, probably about 12 to  
9   18 inches. They've closed it. People continue to use it.  
10   They put up signs and blocked it. And finally they, in  
11   the last picture you can see they placed shrubs and wire,  
12   to prevent -- because people just kept using it. We have  
13   a meeting scheduled next week, excuse me, tomorrow, with  
14   River Park JPA to discuss potential options for them to  
15   fix that bridge. Doug and I will be attending that. And  
16   the last portion --

17           MS. MOORE: I'm sorry, before moving on, so Dustin  
18   had mentioned in terms of, so the kind of agreement and  
19   understanding with regard to the wash out area, we're not  
20   part of. But for this bridge area, a rerouting in  
21   temporarily into Horsepark, that will be between the  
22   three of us, because the River Park JPA has a bigger  
23   project to be looking at with regard to that bridge and  
24   ultimately what they will be doing to span the gap while



1 we are also then pursuing what are our next steps  
2 regarding the culvert area, the studies that are being  
3 done, if what we did is enough or not, do we have to do  
4 something further. So that people can use the trail in a  
5 safe manner then working with HITS to have a temporary  
6 detour into the horse park property and back onto --

7 MR. GELFAND: So you're saying essentially the JPA  
8 will have to potentially go to the Corp of Engineers and  
9 the Regional Water Quality Control Board to do a fix to  
10 the bridge just like we have to do for the other areas.  
11 And if that takes a long time, we can provide a temporary  
12 path.

13 DUSTIN FULLER: I apologize for leaving that out.  
14 Last month that wasn't the case. We weren't part of an --  
15 things changed from when I prepared this and postponed so  
16 I apologize -- that is now a component we need to  
17 address.

18 MR. GELFAND: The Corp of Engineers obviously is  
19 national. The Regional Water Quality Control Board I  
20 assume is a state agency. So nothing, the president is  
21 doing would impact the environmental processing of these  
22 repairs?

23 DUSTIN FULLER: No, and generally speaking those --  
24 the two agencies work together to issue a 401, 404 water

1 quality certification it's a joint type of document.

2 MS. BARKETT: Is that agency going to survive? The  
3 federal one?

4 MR. GELFAND: The Corp of Engineers will survive but  
5 probably with cut staff. Okay.

6 DUSTIN FULLER: Excuse me. The next slide, this is  
7 the driving range area. I'm going to get my dates wrong,  
8 so I'm going to generalize, in early 2024 we received an  
9 email indicating a near miss on the Coast to Crest Trail  
10 of a golf ball flying. At that point in time I was  
11 directed to do a coastal development permit which I  
12 submitted for a 60-foot high, 900-foot long net basically  
13 spanning the driving range boundary at the edge of our  
14 property.

15 MR. GELFAND: What exists currently in the way of  
16 fencing or netting?

17 DUSTIN FULLER: There is a rail post fence but  
18 nothing to stop golf balls.

19 MR. GELFAND: How many yards is it.

20 DUSTIN FULLER: It's approximately 300 depending on  
21 where... I'm told not many people with hit it that far,  
22 only a few of us.

23 MS. BARKETT: But Dustin, I thought we had one in the  
24 past -- was it a long time ago?

1           DUSTIN FULLER: No, we have a net along -- before my  
2 time, possibly.

3           MS. BARKETT: Possibly. Maybe they never replaced it.

4           DUSTIN FULLER: There's netting along I-5.

5           So we applied for that permit, Coastal Commission  
6 requests, we do avian bird surveys. Their biggest  
7 concerns related to the netting is whether there would be  
8 bird kill flying into those. We completed that study in  
9 January of this year. Two federally listed species were  
10 found. Costs associated with doing the additional studies  
11 needed to determine the impacts and also the, excuse me,  
12 the monitoring that would be done, pretty prohibitive.  
13 Probably looking at a couple hundred thousand dollars a  
14 year for the next five years if the permit were approved.

15           The letter did provoke the JPA into discussions.  
16 They are very concerned about somebody being struck. So  
17 some potential options that weren't initially on the  
18 table are now on the table. Those include potentially a  
19 lower lying, closer to the trail kind of arcing netting  
20 fence material. We're going to do a trajectory study to  
21 determine where exactly that needs to be located.

22           The JPA isn't -- they are not thrilled about having  
23 a fence or netting in the area but they recognize that it  
24 needs to happen. So they would like to have some proof

1 of, will it actually work and what's the furthest away we  
2 can put it and the lowest height we can put it at, so  
3 we're working on that.

4 MR. BLAIR: [off mic] One golf ball?

5 DUSTIN FULLER: Two. We have gotten two, I'm sorry,  
6 there was another near miss earlier this year I believe.

7 MR. GELFAND: But having operated golf courses, I can  
8 tell you one ball to someone's head can be fatal. So it's  
9 a major concern. But I'm just curious why, you know, a  
10 10-foot fence within a couple of feet of the trail would  
11 eliminate people from getting hit by it, maybe a 12-foot  
12 fence or something. It seems like 60 is way overkill  
13 depending on the placement of the fence to the trail.

14 DUSTIN FULLER: Correct. You're absolutely right. So  
15 That was our initial proposal to the JPA back before we  
16 had a second near miss, and they were opposed to it. So  
17 we didn't pursue it because we knew we'd get to the  
18 Coastal Commission with a letter from River Park JPA  
19 saying we're adamantly opposed to this proposed project.  
20 Now they are not, so we're on the path you are heading  
21 down.

22 MR. GELFAND: Good, thank you.

23 MS. ROWLAND: The fact it's arcing is not, is  
24 probably part of the reason why it might be effective. Is

1 that what you are saying, Dustin?

2 DUSTIN FULLER: I'm sorry, repeat the question.

3 MR. GELFAND: Yeah, there is arcing.

4 MS. ROWLAND: There's arcing on it and that's why it  
5 might be more effective. It would actually go over the  
6 trail a little bit. Is that --

7 MR. GELFAND: An arcing fence?

8 DUSTIN FULLER: Yes, that is correct. An arcing fence  
9 that would go over the trail like a little overhang.

10 MS. ROWLAND: Right. I can see why they might not  
11 like that but I certainly understand the imperative.

12 DUSTIN FULLER: Oh, yeah. It would be open on the  
13 other side. We'd make it as short and as - and so I took  
14 some pictures of kind of views from the trail looking  
15 back at the driving range. Like I said, there's very few  
16 balls that make it that far, but to your point, one is  
17 all it takes. And that's all I've got.

18 MR. GELFAND: Thank you, Dustin. Questions from the  
19 board members?

20 MR. BLAIR: Is there any update on the Coast Trail on  
21 the other side along the river after you cross Jimmy  
22 Durante? Is there any update on that connection?

23 MR. GELFAND: El Camino Real?

24 DUSTIN FULLER: No, on to the District property?

1 MR. BLAIR: On the south side of the trail by the  
2 fire station.

3 DUSTIN FULLER: I know the River Park JPA is working  
4 on plans to make improvements. They will need to go  
5 through a CEQA process. It's probably going to be a  
6 mitigated negative declaration. They'll also need to get  
7 coastal development permits. And the state just issued a  
8 new sea level rise construction guidelines.

9 So essentially, they have got to take into account  
10 the potential sea level rise that could occur on the west  
11 side of -- from Jimmy Durante west, and so that's going  
12 to probably extend their process by six to eight months.

13 MR. GELFAND: And then you've got the seasonal rail  
14 platform which will actually raise the height of the rail  
15 track so that that trail can theoretically go under,  
16 right?

17 DUSTIN FULLER: It will bifurcate.

18 So the JPA has the vision and the plans to have it  
19 come west and dead-end at the western portion of our  
20 property.

21 MR. GELFAND: Oh.

22 DUSTIN FULLER: Simultaneously there is River Path  
23 Del Mar which occurs on the south side. And that's where  
24 the -- underneath that portion of the new bridge there

1 would be a trail.

2 MR. GELFAND: So there would also be trail that would  
3 sort of be just south of the RV parking on our property?

4 DUSTIN FULLER: Correct.

5 MR. GELFAND: And then dead-end there, okay.

6 MR. BLAIR: And that's the conservancy's expense to  
7 build that?

8 DUSTIN FULLER: Yes. Yes.

9 MS. MOORE: Thank you, Dustin.

10 MR. GELFAND: Joyce or Kathlyn, any questions?

11 MS. ROWLAND: I'm good.

12 MR. GELFAND: Okay.

13 MS. MEAD: None.

14 MS. MOORE: All right, one more presentation by  
15 Tristan Hallman, our Chief Communications Officer on our  
16 Guest Experience Program because we, putting that one off  
17 from last month, we don't want to have this accumulation  
18 of them. But we're going to get this one in a matter of a  
19 few minutes.

20 TRISTAN HALLMAN: I'll be brief. And I know the days  
21 are longer but the board meetings don't have to be. So  
22 earlier today Katie talked about sort of all of the  
23 amazing attractions and entertainment that will draw  
24 people to the fair.

1           Part of our job and my job is to make sure people  
2 know about them so we can get them here. But once we're  
3 here, the second part of that is obviously making sure  
4 people have an unforgettable experience. So this year  
5 customer service has now moved under my purview. It was  
6 kind of divvied up under -- when I say customer service,  
7 I'm referring to our two primary customer service units,  
8 our guest services team and our ambassadors team. So I've  
9 been looking at this and areas that we can improve upon.  
10 Some of this is just seemingly little things such as  
11 adding language in all of our job descriptions that  
12 references providing customer service, coming up with a  
13 form that allows our employees as they are working to  
14 submit sort of if they see there's friction points so  
15 we're not just relying on, you know, people in the room  
16 for our 2:00 p.m. daily meetings but be able to kind of  
17 see are there points of friction for our customers that  
18 we can improve upon in the moment. Coming up, we don't  
19 know what this is yet, but it's sort of coming up with a  
20 single phrase maybe that all of our employees are taught  
21 to say. And then ensuring that beyond that customer care  
22 team, which we've renamed, that our vendors, our  
23 sponsors, our operators, basically anyone who's on the  
24 grounds or other employees in other departments have an



1 understanding of what the expectations are for customer  
2 service, what the standards are, and that we're able to  
3 hold certainly our vendors accountable to that.

4 Without delving too deep into the operational  
5 details, I want to talk about the philosophy for a second  
6 and that's, you know, really create a seamless  
7 experience. One caveat I want to mention, we're not doing  
8 that because we're bad at customer service. We're  
9 actually pretty good. We score well and that's sort of  
10 natural. That comes from the hiring. That comes from the  
11 fact this is a fun place to be. It comes from a lot of  
12 places. But being able to sort of standardize it and  
13 really approve upon and build upon what we already have  
14 sort of naturally and what we've built over many years  
15 here. So, going to the fair is a joyful experience and we  
16 want to make sure that's the philosophy, that's that  
17 front of mind for all of our employees. So you know, San  
18 Diego is a competitive environment. We want people to  
19 come back year after year. We want them to come back  
20 multiple times in a season, which is part of the  
21 philosophy behind the season passes, get those people who  
22 are coming once or twice to come two or three times.

23 It's about creating loyalty, satisfaction and the  
24 it's right to do, and it's in alignment with our values.

1 There are 10 objectives. I've come up with a customer  
2 service plan. I'm not going to bore you with all those.  
3 But, you know, we are working to develop established  
4 standards and practices - expectations, that's a big part  
5 of it. Accountability and feedback.

6 Carlene mentioned earlier, a new operations center  
7 that will include our dispatch center. We'll have a  
8 facilities dispatcher in there, a customer care team  
9 member, so that all of those people in the same room  
10 being able to see and talk about the same things, so  
11 there is actually communication that's going on.

12 MR. GELFAND: Does that include security?

13 TRISTAN HALLMAN: Dispatch is part of the security  
14 team. So dispatch is currently in the or has been in the  
15 grandstand. We're going to move them into a different  
16 building.

17 MR. GELFAND: Different building closer to --

18 MS. MOORE: We're going to centralize the operations.  
19 So right now it's very fragmented in terms of -- so  
20 dispatch is location facilities which deals with a lot of  
21 the janitorial, custodial types of issues, clean up on  
22 aisle 2 type of requests. Even having representatives  
23 from the customer care team who can troubleshoot in  
24 essence the incoming call to centralize that process

1 versus multiple different numbers that even the public  
2 has, well, who do I call because I see an issue at the  
3 gate or a trashcan overturned, anything like that. So  
4 we're centralizing all of that.

5 MR. GELFAND: Yes, I like that but where will it be  
6 physically?

7 MS. MOORE: In the building right outside this one.

8 TRISTAN HALLMAN: It was the former Agricultural and  
9 Education offices where the flower show is. It's not the  
10 flower show offices but it's the same sort of complex.

11 It's vacant currently.

12 MR. GELFAND: I would only suggest that when people  
13 come into the fair that there's some sort of signage to  
14 indicate that that's where it is.

15 [multiple speakers]

16 MR. GELFAND: If there's a problem, where does the  
17 public --

18 MS. MOORE: But that's what the -- the operations  
19 center is the behind the scenes, kind of distribution  
20 network of that. The information booths and the guest  
21 services will remain in their locations and that's where  
22 we send the public to. As they take in that information,  
23 it will centralize who they have to contact. Is this a  
24 ticketing department or a facilities, do I call the

1 electrician or do I call the carpenter?

2 MR. GELFAND: If someone needs a Band-Aid, where do  
3 they go?

4 TRISTAN HALLMAN: They'd go to guest services. So the  
5 guest services office will remain in place. There is also  
6 - I believe there is also a security trailer on the  
7 Midway as well. There's still different places for the  
8 customer facing part of it, but bringing in the  
9 operations altogether in one place, sort of that goes  
10 core operations that is the goal of the operations  
11 center.

12 It is also expandable. Part of the reason is it  
13 becomes part of your emergency operations center. You  
14 know, knocking on wood, hopefully we never need it to be  
15 that but we haven't really had sort of that place. It's  
16 sort of been - it's been kind of on an ad hoc basis as  
17 needed to have those larger conversations. By having this  
18 we already have sort of a core team in place should  
19 something happen. So with that, I'll close here real  
20 quick.

21 So one of the 60 tasks that I assigned myself,  
22 develop a customer care pledge so you don't have to read  
23 this but, you know, it's prioritize your safety, show  
24 respect, provide timely clear and relevant information,

1 create an enjoyable and accessible experience, keep our  
2 fairgrounds clean and orderly, offer A+ quality program -  
3 -- programming, and solve problems together.

4 So this is like our public facing messaging to  
5 people in terms of what they can expect when they come to  
6 the fairgrounds. So that's all about -- this will be  
7 given to every employee. I'll maybe have them swear to it  
8 at orientation. But the idea is, you know, those kinds of  
9 statements that are -- this is very in line with our  
10 values, with our practices, but sort of codifying these  
11 kinds of things is part of that.

12 So this will be on our website. We'll see about  
13 including it on signage and places, and all of our  
14 employees will sort of commit to this as well. So with  
15 that, I think I'm under time. So any questions?

16 MR. ARABO: I have a couple of questions, I know last  
17 year, is there like a -- I think someone can text if  
18 someone goes to the fair and they want to report  
19 something, there's a fight that broke out. Is there  
20 something that someone could text like a 611 or that way  
21 they could -- someone -- a customer could communicate to  
22 the operations team that there is an issue. It's almost  
23 like self-reporting? Last year that was a vendor where  
24 the actual employees working the booth got into a fight.

1 It went big in social media. We can't control that but we  
2 can mitigate it. Is there something like that?

3 TRISTAN HALLMAN: Well, my favorite part of that was  
4 the other person saying, it's the fair, man, come on,  
5 because it is, right? So, no, in the sense of for an  
6 emergency like that, you know, that's more of a 911 type  
7 of thing. Now, one thing that I would like to institute  
8 though is a texting system for -- maybe we start in one  
9 of the shopping malls or something like that. It's kind  
10 of like the "How's my driving?" sticker on the back of an  
11 18 wheeler, like text this number if you have issues or  
12 complaints.

13 And then also having a central - you know, we have  
14 employees everywhere. They're generally able to see if  
15 something goes on. We're going to advertise that one  
16 single number that everyone calls. So if there is an  
17 issue that pops up, you call this extension. And then it  
18 goes right to dispatch. Dispatch sends whoever they have  
19 available to take of it. So we've been pretty good about  
20 responding quickly to those kinds of things. I know it  
21 may look like it in a social media video because you get  
22 15 seconds, but, you know, 30 seconds after that someone  
23 showed up and broke it up.

24 MR. ARABO: Maybe this year is too short notice but

1 if you could look into the texting app just so you have -  
2 you have --

3 TRISTAN HALLMAN: We have one.

4 MR. ARABO: For the customers? I'm saying, for a  
5 customer to report something.

6 TRISTAN HALLMAN: Yes, that's what I'm sort of  
7 talking about in terms of in the shopping malls like text  
8 this number. It's a texting platform that we have  
9 actually for emergency communications but we've been  
10 experimenting with using it in different ways.

11 MR. ARABO: But is it like three numbers or they have  
12 to put all 10 numbers?

13 I'm saying, one of those where you could text 411  
14 and then right away that converts it.

15 TRISTAN HALLMAN: We don't have access to those types  
16 of phone numbers. The apps don't -- so it would be more  
17 of --

18 MR. ARABO: It's like a software.

19 The other thing is Purell stations. I know you have  
20 them, you know, right now good things --some are -- not  
21 that people are sick but I know people are eating a lot  
22 of food and going -- do we have -- how many Purell  
23 stations or handwashing stations do we have? Do we have  
24 enough?

1           TRISTAN HALLMAN: In terms of handwashing stations -  
2 well, first of all there is actually a committee that's  
3 sort of looking at these kind of guest comfort issues,  
4 including water stations, refill stations, there's going  
5 to be a lot more of those. Handwashing stations are more  
6 in the purview of -- especially around agriculture.

7           MR. ARABO: I just wanted to flag it for everyone,  
8 safety and cleanliness.

9           MR. MOSIER: You mentioned agriculture. Bird flu is  
10 still an issue, a big issue, and I hope the state makes  
11 some determinations because they are going to get no  
12 guidance from the CDC or the feds. So it's a very unique  
13 situation.

14          MR. GELFAND: They don't believe in it.

15          MR. MOSIER: Well, you know, it's something that has  
16 to be watched very carefully. If I had to make the  
17 decision, we wouldn't have poultry in the fair.

18          MR. GELFAND: At all or this year?

19          MR. MOSIER: This year.

20          Somebody has got to make a decision that's based on  
21 the best evidence available.

22          MS. ROWLAND: But I thought that's what the state was  
23 doing, in the CDFA. I mean, I know that in terms of  
24 events that I've held that included fowl, they were



1 certainly involved.

2 MR. MOSIER: They are concerned but --

3 MS. ROWLAND: No.

4 MR. MOSIER: They are not getting the usual guidance  
5 that you get from the feds.

6 MS. MOORE: At this time, the ban has not been  
7 lifted.

8 MR. GELFAND: Okay.

9 MS. ROWLAND: They have a process where after March 1  
10 you can apply with a plan, but no guarantee that  
11 something is going to be approved.

12 MR. GELFAND: So that means no poultry at the moment?

13 MS. MOORE: Correct.

14 MS. ROWLAND: Yeah, not just -- yeah, no poultry. No  
15 fowl.

16 MR. GELFAND: No plan for it? Like putting it in a  
17 separate building.

18 MS. MOORE: Do you want to speak to this, Katie?

19 KATIE MUELLER: I am 99.9% sure we're not going to  
20 have poultry or dairy cattle show at the fair. What we  
21 are submitting a plan for is for our milking  
22 demonstrations. There's two cows that come to the fair,  
23 and we're hopeful that they can test negative before they  
24 come, be here and do the milking demonstrations, and then

1 test negative before they go home, that we would be  
2 allowed to have those two.

3 MR. GELFAND: Wow, okay.

4 MS. MOORE: That is the process outlined by the  
5 Department of Food and Agricultural.

6 KATIE MUELLER: Correct.

7 MR. GELFAND: The milking demonstration, but it's not  
8 hands on. Yeah, I've done it.

9 MS. MOORE: So that concludes my executive report.

10 MR. GELFAND: Okay. I'm fairly certain there are no  
11 member of the public here to speak. And there is no one  
12 in the queue. So with that, are there -- we've covered  
13 the matters of information.

14 MS. MOORE: Mattress of information are in your  
15 packet.

16 MR. GELFAND: I would entertain a motion to adjourn.

17 MR. BLAIR: So moved.

18 MR. GELFAND: Seconded by Lisa. Any opposition?

19 We are adjourned at what is it --

20 MS. MOORE: Thank you, Joyce and Kathlyn for joining  
21 us.

22 MR. GELFAND: At 5:27.

23 MS. MEAD: Thank you, bye everyone.

24 [Meeting adjourned at 5:27 p.m.]

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