

1 BOARD OF DIRECTORS MEETING

2 22ND DISTRICT AGRICULTURAL ASSOCIATION

3 DEL MAR FAIRGROUNDS

4 2260 JIMMY DURANTE BOULEVARD

5 DEL MAR, CALIFORNIA 92014

6
7 TUESDAY, SEPTEMBER 9, 2025

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10 Transcribed by:

11 QuickCaption, Inc.

12 3457 Arlington Avenue, Ste. 104

13 Riverside, CA 92506

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IN ATTENDANCE

OFFICERS:

FREDERICK SCHENK, PRESIDENT

MICHAEL GELFAND, 1ST VICE PRESIDENT

JOYCE ROWLAND, 2ND VICE PRESIDENT (VIA ZOOM)

MARK ARABO, DIRECTOR

LISA BARKETT, DIRECTOR

PHIL BLAIR, DIRECTOR

DONNA DEBERRY, DIRECTOR

KATHLYN MEAD, DIRECTOR

SAM NEJABAT, DIRECTOR

22ND DISTRICT AGRICULTURAL ASSOCIATION STAFF:

CARLENE MOORE, CHIEF EXECUTIVE OFFICER

KATIE MUELLER, CHIEF OPERATIONS OFFICER

TRISTAN HALLMAN, CHIEF COMMUNICATIONS OFFICER

MIKE SEYLE, CHIEF ADMINISTRATIVE OFFICER

DONNA O'LEARY, OFFICE MANAGER

HENRY RIVERA, PRODUCTION DIRECTOR

22ND DISTRICT AGRICULTURAL ASSOCIATION COUNSEL

JOSHUA CAPLAN, OFFICE OF THE ATTORNEY GENERAL

1 OTHER SPEAKERS:

2 ADAM ODOM, LSL CPAS

3 ZACHARY MACQUARRIE, SOUTHWEST STRATEGIES

4 DREW LIEBERMAN, LIEBERMAN DATA & INSIGHTS

5 ASHLEY JONES, CITY MANAGER, CITY OF DEL MAR

6 AMANDA LEE, PRINCIPAL PLANNER, CITY OF DEL MAR

7 DUSTIN FULLER, SUPERVISING ENVIRONMENTAL PLANNER, 22ND DAA

8 KAREN BRINDLEY, PLANNING & COMMUNITY DEVELOPMENT DIRECTOR,
9 CITY OF DEL MAR

10 JOSH RUBINSTEIN, PRESIDENT & COO, DEL MAR THOROUGHBRED CLUB

11 RUSS PENNIMAN, FORMER BOARD MEMBER, 22ND DAA

12

13 PUBLIC COMMENTERS:

14 MARTHA SULLIVAN

15 CHAUN REYNOLDS

16 JEWEL EDSON

17 LAURA DEMARCO

18 DIANA KUTLOW

19 SALMA ISMAIL

20 DARREN PUDGIL

21 ROSE ANN SHARP

22 BROOKE MILLER

23 CAROL LAZIER

24 JOSEPH SMITH

25 JIM COLEMAN

1 [Meeting called to order at 9:35 a.m.]

2 PRESIDENT FREDERICK SCHENK: Good morning.

3 It is Tuesday, September 9th, 9:35.

4 I'm Frederick Schenk, Chair of the 22nd District Ag

5 Association.

6 [audio echoing]

7 PRESIDENT FREDERICK SCHENK: Good morning.

8 It is Tuesday, September 9th, 9:35.

9 [audio echoing]

10 We have a quorum in person.

11 And I'm going to call the meeting of the 22nd District

12 Ag Association Board of Directors to order.

13 Donna, will you please take roll?

14 MS. O'LEARY: Sure.

15 President Schenk.

16 PRESIDENT FREDERICK SCHENK: Here.

17 MS. O'LEARY: Vice President Gelfand.

18 MR. GELFAND: Here.

19 MS. O'LEARY: Vice President Rowland.

20 MS. ROWLAND: Here.

21 Director Rowland, can you hear me?

22 MS. ROWLAND: Yes.

23 PRESIDENT FREDERICK SCHENK: We can't hear you.

24 [multiple speakers]

25 MS. ROWLAND: I can hear you.

1 MS. O'LEARY: We can't hear you.

2 MS. ROWLAND: Can you hear me? Oh, great.

3 MS. O'LEARY: Director Arabo.

4 MR. ARABO: Here.

5 MS. O'LEARY: Director Barkett.

6 MS. BARKETT: Here.

7 MS. O'LEARY: Director Blair.

8 MR. BLAIR: Here.

9 MS. O'LEARY: Director DeBerry.

10 MS. DEBERRY: [off mic]

11 MS. O'LEARY: Director Mead.

12 MS. MEAD: Here.

13 MS. O'LEARY: And Director Nejabat.

14 MR. NEJABAT: Here.

15 PRESIDENT FREDERICK SCHENK: Okay.

16 MR. RIVERA: We're working on Joyce's audio really

17 quick.

18 Stand by.

19 PRESIDENT FREDERICK SCHENK: Yeah.

20 I'd like to have her be --

21 MS. ROWLAND: Yeah.

22 You could hear me before.

23 PRESIDENT FREDERICK SCHENK: Yeah, we hear you.

24 Was that you, Joyce?

25 MS. ROWLAND: Yeah.

1 Do you hear me now?

2 [multiple speakers]

3 PRESIDENT FREDERICK SCHENK: Okay, so the Board is now

4 going to move into closed executive session.

5 [audio echoing]

6 MS. ROWLAND: I'm hearing two.

7 I'm hearing an echo.

8 PRESIDENT FREDERICK SCHENK: Just turn your voice, your

9 sound off.

10 So please turn it back on.

11 We just saw the --

12 MS. ROWLAND: I didn't do anything.

13 MR. RIVERA: Yeah, she's muted.

14 Or she's

15 PRESIDENT FREDERICK SCHENK: You're muted.

16 MR. RIVERA: Hold on.

17 [multiple speakers]

18 [audio echoing/repeating]

19 PRESIDENT FREDERICK SCHENK: There you go.

20 MS. ROWLAND: I didn't do anything, okay.

21 I'm not doing anything here, it's just happening.

22 I didn't do anything.

23 And I'm just saying I'm also getting an echo.

24 I'm hearing everything twice.

25 [audio echoing/repeating]

1 PRESIDENT FREDERICK SCHENK: Thanks, Joyce.

2 All right.

3 We're going to move into closed executive session at
4 this time to discuss matters described under item 3 on the
5 agenda.

6 We anticipate returning I would say in about 30
7 minutes.

8 Or maybe now we're in -- yeah, I would say around 30
9 minutes.

10 The current time is 9:37.

11 So pursuant to the authority of Government Code Section
12 11126(a), (b), and (e), the Board will meet in closed
13 executive session on the items described on today's agenda.

14 Thank you, ladies and gentlemen, for vacating the room
15 during closed session.

16 We will let you know when we have completed the closed
17 session agenda.

18 [The Board has recessed to closed executive session at
19 9:37 a.m.]

20 [The Board has reconvened into open session at 10:38
21 a.m.]

22 PRESIDENT FREDERICK SCHENK: I want to welcome everybody
23 back.

24 We are going to reconvene our Board meeting.

25 Ladies and gentlemen, we are reconvening the Board

1 meeting.

2 It is 10:38.

3 The 22nd DAA Board of Directors considered the advice of
4 counsel on the items listed on the closed session portion
5 of our agenda.

6 We have nothing to report out.

7 The Board met in closed session to evaluate the
8 performance of our chief executive officer consistent with
9 the Government Code and has nothing further to report.

10 And with that we're going to move onto consent
11 calendar, our first order of business on our very long
12 agenda today.

13 If we have any members of the public in the room who
14 would like to speak on the consent calendar as presented in
15 the agenda, please queue up at the podium to indicate the
16 item you would like to have us pull from the consent
17 calendar and hold your comments until the Board takes up
18 that item under general business.

19 I don't see any Zoom members of the public.

20 And nobody from the public here is standing up to do
21 that.

22 So are there any requests from the Board to remove any
23 items from consent? All right, seeing none.

24 I will entertain a motion for approval on the consent
25 calendar.

1 MR. GELFAND: So moved.

2 PRESIDENT FREDERICK SCHENK: Director Gelfand moved.

3 MR. BLAIR: Second.

4 PRESIDENT FREDERICK SCHENK: Too many folks.

5 May I just pick one?

6 MS. MEAD: Yeah.

7 I think Phil.

8 PRESIDENT FREDERICK SCHENK: No, no.

9 I'm going to go with you.

10 Yeah.

11 I'm going with some seniority, Kathlyn.

12 All right.

13 Director Mead will count as the second on this one.

14 Too many horses out of the gate at the same time.

15 Any discussion? Seeing none.

16 We'll take a roll call.

17 MS. O'LEARY: President Schenk.

18 PRESIDENT FREDERICK SCHENK: Aye.

19 MS. O'LEARY: Vice President Gelfand.

20 MR. GELFAND: Aye.

21 MS. O'LEARY: Vice President Rowland.

22 MS. ROWLAND: Aye.

23 MS. O'LEARY: Director Arabo.

24 MR. ARABO: Aye.

25 MS. O'LEARY: Director Barkett.

1 MS. BARKETT: Aye.

2 MS. O'LEARY: Director Blair.

3 MR. BLAIR: Aye.

4 MS. O'LEARY: Director DeBerry.

5 MS. DEBERRY: [off mic]

6 MS. O'LEARY: Director Mead.

7 MS. MEAD: Aye.

8 MS. O'LEARY: Director Nejabat.

9 MR. NEJABAT: [off mic]

10 PRESIDENT FREDERICK SCHENK: All right, consent calendar

11 is approved.

12 We'll move on to general public comment.

13 As a reminder, this item is to speak on matters not on

14 today's agenda.

15 The Board will not debate nor act on any comments heard

16 today.

17 Although we do appreciate and we do absorb it.

18 It's not a time for a dialogue.

19 So if you are here to speak on the agenda, please wait

20 until we take up that item.

21 And for all public comment opportunities each speaker

22 will be given 2 minutes for their remarks.

23 If there are any members of the public who would like

24 to speak on matters that are not on the agenda, please step

25 up to the podium.

1 Thank you.

2 MARTHA SULLIVAN: Martha Sullivan from Imperial Beach.

3 PRESIDENT FREDERICK SCHENK: Good morning, Ms.

4 Sullivan.

5 MARTHA SULLIVAN: Good morning.

6 The Del Mar Fairgrounds is surrounded by four of the
7 five communities with the highest household median income
8 in San Diego County.

9 Fairbanks Ranch at 250,000, Rancho Santa Fe at 236,000,
10 Del Mar at 193,000, and Solana Beach at 151,000 compared to
11 the 104,000 median household income of San Diego County as
12 a whole.

13 The main fairgrounds campus is in the City of Del Mar,
14 which is one-tenth of one percent of the San Diego County
15 population with an 86% higher median household income than
16 the county population and a much different demographic
17 makeup with its residents two-tenths of one percent
18 American Indian and Alaska Native versus 1.2% of county
19 residents.

20 3.8% Asian, with 12.5% of county residents.

21 One-half of one percent Black or African American
22 versus 4.7% of county residents.

23 6.9% Hispanic or Latino versus 33.9% of county
24 residents.

25 And 85% white versus 49.5% of county residents.

1 It's very important that you as appointees of our
2 governor keep this in mind as you make choices for all
3 residents of San Diego County.

4 Thank you.

5 PRESIDENT FREDERICK SCHENK: Thank you.

6 Next is Chaun Reynolds.

7 CHAUN REYNOLDS: Good morning.

8 PRESIDENT FREDERICK SCHENK: Good morning.

9 CHAUN REYNOLDS: Chaun Reynolds from Imperial Beach.

10 As of 2025, several California fairgrounds are hosting
11 cannabis events, exhibits and competitions.

12 Following legislative changes that allow for on-site
13 sales and consumption of approved county and District
14 Agriculture Association events.

15 For instance, the California State Fair in Sacramento
16 continues its historic cannabis programming in 2025 after
17 becoming the first state fair in the nation to allow on-
18 site sales and consumption in 2024.

19 The 2025 event notably included the California Cannabis
20 Awards, a competition recognizing top cannabis cultivators
21 and brands across multiple categories.

22 Cannabis, exhibit and lounge, which was a designated
23 area where fairgoers 21 and older were able to purchase and
24 consume the award-winning cannabis products.

25 Now this month the Sonoma County Fairgrounds in Santa

1 Rosa is also hosting a prominent cannabis trade show called
2 the Hall of Flowers.

3 Now this event is primarily for licensed cannabis
4 retail buyers, investors, and industry professionals as
5 opposed to the public.

6 A Hall of Flowers event is also scheduled for the
7 Ventura County Fairgrounds in 2026, though specific dates
8 are yet to be announced.

9 This is new business ripe for this fairgrounds to get
10 into and develop.

11 Thank you.

12 PRESIDENT FREDERICK SCHENK: Thank you, Mr. Reynolds.

13 I don't see any other names on my screen.

14 However, if there's anyone else who wishes to speak on
15 public comment on matters not appearing on the agenda, now
16 would be the time to step up to the podium.

17 All right.

18 Seeing none.

19 We'll move onto general business.

20 And so with that, we're going to move onto section 7 of
21 the agenda.

22 As a reminder under Robert's Rules, on action items our
23 procedure will be as follows.

24 The item will be read into the record.

25 Next we will entertain public comment.

1 Then we'll go directly to a motion and a second.

2 And then only after we have a motion and a second, we

3 open up for questions and discussion for the Board.

4 And finally, we'll have a vote.

5 If there is no motion and second to begin the

6 discussions, we'll simply move on to the next item.

7 We also have on the agenda, information items.

8 Our procedures will be as follows.

9 The item is read into the record.

10 Next we have information presented.

11 Then we open up for questions and discussion of the

12 Board.

13 And finally, we will entertain -- then we will

14 entertain public comment.

15 This morning, the first item under general business is

16 7A, the Audit & Governance Committee report.

17 This is an action item.

18 The audit report was distributed to the Board last

19 night.

20 It is over 50 pages but it's also posted on our website

21 as a supplement to the meeting packet.

22 And you will find it in the front of your Board packet

23 for the Board.

24 I understand our auditors have joined us today for this

25 presentation.

1 I would like to recognize Director Sam Nejabat to
2 introduce our presenters.

3 Thank you.

4 MR. NEJABAT: Thank you, President Schenk.

5 The committee is pleased to present the 2024
6 Independent Auditor's Report for the Board's consideration
7 today.

8 As President Schenk mentioned, the report was
9 distributed last night.

10 As you'll recall, LSL's CPAs came to us as a result of
11 a competitive solicitation for audit services in late 2021.

12 They have been our auditor of record for financial
13 years 2020 through 2024.

14 As a reminder unlike most contracted services, the
15 auditors work for the Board to ensure the integrity of
16 financial information and protect - and protection of the
17 District's financial assets.

18 As indicated in the committee report on pages 13
19 through 14 of the packet, the committee had the opportunity
20 to meet with and review the 2024 Audit Report with our
21 auditors, LSL in late August.

22 So we are joined today by Adam Odom, CPA, a partner in
23 LSL's audit and assurance department to walk the Board
24 through the highlights of the 2024 Audit Report.

25 MR. ODOM: Good morning, everyone.

1 Can you hear me okay?

2 PRESIDENT FREDERICK SCHENK: Yes, thank you, Mr. Odom.

3 MR. ODOM: Great.

4 All right.

5 You all have the financial statements in front of you.

6 And I'll go through it pretty fairly quickly.

7 But feel free if you have questions, I'm here for any
8 questions.

9 As Mr. Nejabat mentioned, I met with the Audit &
10 Governance Committee a couple of weeks ago to go over the
11 financial statements in detail.

12 So we went into detail and here we are.

13 So we started the audit a few months ago, actually a
14 little bit more than a few months ago.

15 Went through internal controls of the District and also
16 the financial statement numbers.

17 Internal controls after we did that from our -- from
18 our testing, all the controls are in place, finance does a
19 great job with separation of duties and in general, making
20 sure that there's no significant fraud risk there.

21 So kudos to the finance department.

22 They do a great job.

23 With the audit of the numbers, we prepare what is
24 called an audit opinion, which is page, technically page 1
25 of the financial statements.

1 The audit opinion is, there are different types of
2 opinions.

3 And the opinion that we have is an unmodified opinion,
4 which is the best opinion you can have.

5 That means there are no material misstatements in the
6 financial statements.

7 I wanted to point out a few things.

8 So on page 4 is the MD&A, management, discussion, and
9 analysis.

10 And what that is finance's chance to explain everything
11 in the financial statements from -- from their perspective.

12 So it's a good, that's pages 4 through page 7.

13 It's a good way to kind of, it's a good summary of what
14 happened in 2024.

15 Now, on to page 8 is the statement of net position.

16 That's what you, what the District owns and what they
17 owe.

18 And as you can see, the total assets of what you owe is
19 \$151 million, including the deferred outflows we total \$159
20 million, close to \$160 million.

21 Current assets are what is owed, or what's owed to you
22 or what you have that's liquid within the next year.

23 So if you could see accounts receivable are typically
24 collected within 30 to 90 days.

25 So your total current assets are \$41 million.

1 And I'm going to go onto the next page to show you.
2 So page 9 is your liabilities, deferred inflows, and
3 net positions.

4 So your current liabilities, which is what you owe
5 within the next year, is \$17 million.

6 So based off that, there's I believe it's a 2.5 to 1
7 ratio, which is a really good ratio to have.

8 So they are by far your largest assets of course are
9 your capital assets, which is your land, buildings,
10 equipment, all of that.

11 And that's at close to \$106 million.

12 Your largest liability now is your loans payable and
13 bonds payable.

14 Those are what you really, the debt you took on to
15 purchase a lot of those assets, fix the fairgrounds, fix
16 everything to make sure it's in good working order.

17 MS. ROWLAND: Adam, I have a question.

18 MR. ODOM: Yes.

19 [multiple speakers]

20 MS. ROWLAND: In terms of the value of the capital
21 assets, the major being the land and the buildings, right.

22 MR. ODOM: Yes.

23 MS. ROWLAND: You know, for getting everybody on the
24 same page, the time at which those assets are valued is
25 upon putting them into service or purchase or? Because the

1 land value was set as of when, for example?

2 MR. ODOM: Yeah, so that's a very good question
3 actually.

4 So the financial statements capital assets you see on
5 there is your cost less any depreciation.

6 So a lot of that is expensed over the life of the
7 asset, and land is not expensed.

8 Land doesn't have any depreciation.

9 MS. ROWLAND: Right.

10 MR. ODOM: So it's not in theory, the value, it's your
11 cost basis, for lack of a better word.

12 So the cost less depreciation is \$106 million.

13 My guess, and it's a complete guess, would be your
14 value would be significantly higher than that.

15 MS. ROWLAND: Yeah, which is kind of my -- it was kind
16 of the point.

17 MR. ODOM: Yeah.

18 Yeah.

19 Great question.

20 And yeah.

21 Absolutely.

22 MS. ROWLAND: Sometimes we lose sight of that when you
23 look at these numbers.

24 MR. ODOM: We do, yeah.

25 And then, so your total liabilities are at \$91 million,

1 close to \$92 million.

2 So again, your assets far exceed your liabilities in
3 total.

4 I'm going to go to the statement of revenues, expenses
5 and changes in net position.

6 That's what finance calls an income statement, right,
7 where it shows your income, expenses and your bottom line.

8 So at the end of the day you had income, the District
9 had income of \$83 million.

10 Total expenses were \$89 million.

11 So your income exceeded expenses by \$6 million.

12 Sorry, reverse.

13 Your expenses exceeded your income by \$6 million.

14 A big reason for that is your pension adjustments.

15 So pension is a very, and I should have went through
16 the pension.

17 You have a net pension liability of almost \$16 million
18 and a net OPEB liability of almost \$5 million.

19 That changes each year really based off of the
20 actuarial.

21 There's not too much that you all can do to reduce
22 that, other than paying down the liability significantly,
23 which of course holds up your cash.

24 And so you want to pay down the liability and what the
25 actuarial says, which is what you all do.

1 With that said, actuarial changes there, assumptions,
2 there are a lot of things that go into it.

3 So there was on the second line of your operating
4 expenses, if you look at that, it says pension, cost, and
5 net pension liability adjustment.

6 And then also, your second to last line of your
7 operating expenses is your other OPEB cost and OPEB
8 liability adjustment.

9 That's kind of the adjustment that's made based off the
10 actuarial.

11 So of that \$6 million loss, about \$5.5 million of that
12 is held up in those adjustments.

13 So I do want to bring that up.

14 It's not as maybe dire or as significant as it looks,
15 okay.

16 MS. ROWLAND: Adam, do you all look at the actuarial
17 reports or any of that that backs up the pension cost or
18 the OPEB?

19 MR. ODOM: We look at it, we don't audit it.

20 We get it directly from, so those valuation reports are
21 audited by a different company.

22 I forget who does it.

23 But those are, we utilize those in those adjustments.

24 So if that makes sense.

25 MS. ROWLAND: Yeah.

1 MR. ODOM: So we don't -- yeah.

2 MS. ROWLAND: Yeah, and I was just curious about what
3 assumptions they make in terms of valuing it because it
4 does have a big impact on what the numbers are.

5 MR. ODOM: It does.

6 Yeah.

7 A lot of it actually is their discount rate that they
8 use.

9 MS. ROWLAND: I know.

10 MR. ODOM: OPEB, mortality rates, there's a lot that
11 goes into it.

12 That, yeah, one little half a percent adjustment on a
13 discount rate on millions of dollars in liabilities has a
14 significant adjustment.

15 So yeah.

16 And then lastly --

17 MS. ROWLAND: I hope they are realistic is all I'm
18 hoping so.

19 MR. ODOM: Yeah, we hope so.

20 Yeah.

21 I would assume they are realistic.

22 Yeah.

23 I would assume so.

24 And then lastly, your nonoperating revenues and
25 expenses.

1 You did have \$5 million loss in nonoperating revenues
2 and expenses.

3 But if you look at the second to last, or the last line
4 item is your PPP loan repayment.

5 And that was, I don't know if you all remember but last
6 year it got disallowed.

7 MS. ROWLAND: You think we might not remember?

8 MR. ODOM: Yeah, I know.

9 It's not a fun situation right there.

10 With that said, I would say that's an unusual situation
11 that won't be recurring again, right.

12 So although you had \$11 million in a net loss for lack
13 of a better word, it's really, there's a lot that went into
14 it that kind of was out of your control.

15 With that said, I don't expect there to be a
16 significant loss.

17 PRESIDENT FREDERICK SCHENK: Would this be a good place
18 to take some questions?

19 MR. ODOM: Yeah.

20 Absolutely.

21 PRESIDENT FREDERICK SCHENK: Director Gelfand.

22 MR. GELFAND: So of that \$11 million dollar loss,
23 \$10,473,000 is depreciation.

24 What is the purpose of depreciation in this statement
25 given that we're a nonprofit that doesn't impact taxes?

1 MR. ODOM: Yeah, so depreciation.

2 And it is a reality, your buildings, right, won't be

3 there forever, right.

4 it's something that you'll need to replace over time or

5 yeah, replace or fix or update over time.

6 So what this does is it expenses that time that say you

7 have a building, right --

8 MR. GELFAND: I understand that.

9 MR. ODOM: Okay.

10 MR. GELFAND: Is the number based on the federal tax

11 assumptions in terms of straight line depreciation or

12 accelerated depreciation or is it based on the actual

13 useful life of the improvements?

14 MR. ODOM: Good question.

15 So these are on this report are based off the actual,

16 the estimated useful life of the assets.

17 So, yeah, it doesn't have any tax, accelerated

18 depreciation, anything like that that tax may have.

19 PRESIDENT FREDERICK SCHENK: Anybody else? I'll go

20 around.

21 Donna? Director DeBerry.

22 MS. DEBERRY: That was my question.

23 PRESIDENT FREDERICK SCHENK: Great.

24 Okay.

25 I'm going to go around the loop.

1 Phil.

2 MR. BLAIR: Adam, I didn't understand your answer to the
3 question about the value of the land we owned.

4 What page was that on there you were referring to?

5 MR. ODOM: So we don't have the value, but the actual
6 book, which is your cost, less that depreciation that we
7 discussed, that's on page 8.

8 And you'll see capital assets net, and so it's
9 \$105,999,000.

10 Yeah, and so, based off GAAP, based off GASB, we're
11 required to record assets at their cost, less depreciation,
12 and not at their valuation.

13 MR. BLAIR: Okay, so where does it reflect the actual
14 value of the land and the free market?

15 MR. ODOM: So this doesn't have any reflection of that.

16 Yeah.

17 MR. BLAIR: Okay.

18 MR. ODOM: Yep.

19 MR. BLAIR: Thank you.

20 MR. ODOM: Good question.

21 Yeah, unfortunately, we aren't allowed to even disclose
22 what the valuation would be if we wanted to.

23 PRESIDENT FREDERICK SCHENK: I'm going to go back around
24 the other side.

25 Director Gelfand, anything other to add?

1 Barkett?

2 Director Arabo?

3 MR. ARABO: Yeah, I have a question.

4 Thank you for the report.

5 Ideally in the future, on today's Zoom, I always like

6 to especially something this big if we could receive it a

7 few days earlier.

8 I got mine today.

9 Or you could present in person so we get more of a

10 dialogue.

11 My question is, years ago did the District receive

12 money from the state?

13 MR. ODOM: Not in the last --

14 MR. ARABO: [multiple speakers] -- last 10 years.

15 PRESIDENT FREDERICK SCHENK: Not that I'm aware of.

16 [multiple speakers]

17 MS. MOORE: Outside of COVID, no.

18 PRESIDENT FREDERICK SCHENK: Right.

19 MR. ARABO: Within COVID, how much did the District

20 receive?

21 MR. ODOM: Well, there was I would say 5 -- \$4.7 million

22 but you had to repay that amount.

23 There may have been the --

24 PRESIDENT FREDERICK SCHENK: Yeah, but that wasn't to

25 the state.

1 MR. ODOM: Right.

2 [multiple speakers]

3 PRESIDENT FREDERICK SCHENK: I think the question is

4 support from state -- [multiple speakers]

5 MS. MOORE: It was significant during COVID of somewhere

6 between \$15 to \$20 million.

7 MR. ARABO: So the District received \$15 to \$20 million

8 from the state under the COVID umbrella? Is that accurate?

9 MS. MOORE: Yes.

10 MR. ARABO: Okay.

11 MS. ROWLAND: There was an overall relief program for

12 the DAA.

13 I think it was part of that.

14 MS. MOORE: Yeah, part of the requirement was layoffs

15 that we had, too.

16 And so that money was to, the money was for covering

17 the period of time in terms of the layoffs with regard to

18 the employees who were being laid off, taking care of their

19 salary and benefits through that six-month period and then

20 post that we received some money for operations.

21 But I can come back to you with more detail on that.

22 It's been a little while.

23 PRESIDENT FREDERICK SCHENK: Director Arabo, are you

24 asking to in addition to that? Outside of that?

25 MR. ARABO: No.

1 I was trying to get an idea because right now we have,
2 like I understand Director Gelfand's point of depreciation
3 is not operating, even though you are losing the value of
4 the building.

5 It shows last year we, you could say we were in the
6 negative \$6 million, another PPP around \$11 million.

7 We're sitting on \$41 million.

8 Out of that \$41 million, how much of it did we receive
9 from the state? That's what I'm trying to get.

10 Around \$15 million of that?

11 MS. MOORE: No, the money that we received from the
12 state it was simply for reimbursements.

13 That was money, it's not part of our reserve.

14 It was that and operating costs.

15 We had to submit our bills that we were paying, show
16 payment of those to receive reimbursement.

17 PRESIDENT FREDERICK SCHENK: Remember, we could not
18 terminate people.

19 We had to give them a --

20 MR. ARABO: The \$15 million was more reimbursement to,
21 for the team members we had at the time under COVID?

22 MS. MOORE: Yes.

23 MR. ARABO: Okay.

24 Great.

25 PRESIDENT FREDERICK SCHENK: Go ahead.

1 MR. ARABO: One thing I also saw was the food and
2 beverage, I know we're -- \$23 million is the revenue, but
3 the expenses is \$19 million? That seems that maybe it's a
4 margin or it's a profitability or pricing standpoint.

5 But that margin seems pretty slim just for - just on
6 the front line without seeing any details.

7 I just wanted to point that out.

8 But besides that, thank you for your hard work.

9 And thank you for the clarification, Carlene.

10 PRESIDENT FREDERICK SCHENK: Director DeBerry, any
11 questions? Okay, thank you.

12 I'm sorry, Adam, if you wanted to continue on.

13 MR. ODOM: No, there's really not too much more.

14 The last item I was going to go through is your
15 statement of cash flow, which kind of gives a better
16 reflection of actually cash going in and cash going out.

17 So you did have a positive net cash from operating
18 activities of approximately \$8 million.

19 So that's your receipts from operations, you have
20 payments to vendors, and then wages and salaries.

21 So you had about \$8 million in cash provided by that,
22 those operating activities.

23 And so financing activities, which really kind of
24 decrease that amount, which was a repayment of the PP loan,
25 repayment on the bonds and loans and purchase of assets,

1 which was \$17 million.

2 And then you had investing activities, which you would
3 hope, which it was, you had cash flow provided from that
4 for investments, interest income and other investment
5 income.

6 So you had a total decrease in cash of about \$4
7 million.

8 Again, of that \$4 million, you have a \$4.7 million
9 payment on the PPP loan that won't happen in the future.

10 So without that it would have been a positive cash flow
11 year.

12 So this kind of gives another look at the P and L,
13 where you aren't including depreciation.

14 It's more cash in and cash out type way.

15 MR. ARABO: I have a follow-up question.

16 If you take out depreciation and the District and the
17 PPP, which was a one-time payment, the operating revenue
18 it's a negative \$11 million, should have been positive
19 what, positive \$4 million?

20 MR. ODOM: Yeah, if you kind of take like a cash outlook
21 into things it would been a positive, not \$4 million.

22 About a positive \$500,000.

23 Yeah.

24 MR. ARABO: It shows negative \$11 million changing net
25 position.

1 The \$11 million was from \$5 million to PPP, and \$10
2 million, there's \$15 million.

3 We're looking at cash flows.

4 So 2024, how much of that -- make or -- [multiple
5 speakers]

6 MR. ODOM: Yeah, I'm sorry.

7 Let me explain.

8 MR. ARABO: That's my question.

9 If you remove depreciation, remove PPP, 2024 is a
10 snapshot.

11 How much did the District make or lose?

12 MR. ODOM: Yeah, if you remove just those two things
13 going back to the statement of net position, yeah, it would
14 have been about a \$4 million profit, if you take out
15 depreciation and PPP loan.

16 MR. ARABO: I understand, thank you.

17 MR. ODOM: Even more if you take out the pension and
18 OPEB adjustments too.

19 MR. ARABO: Yeah, but that's something we have to pay.

20 That's part of the of business.

21 MR. ODOM: Yeah, you have to pay it but it's over time,
22 it's not a one-year thing.

23 So these are more --

24 [multiple speakers]

25 PRESIDENT FREDERICK SCHENK: Director Arabo, we want to

1 keep the lights on.

2 All right.

3 MS. ROWLAND: Yeah, but I want -- I think what Adam is
4 trying to say is those are accounting costs, not
5 necessarily cash out the door.

6 PRESIDENT FREDERICK SCHENK: Right.

7 Right.

8 All right.

9 Any other questions before we thank Adam for his, and
10 LSL's efforts in doing the audit?

11 MR. GELFAND: I do have a question.

12 PRESIDENT FREDERICK SCHENK: Yes.

13 MR. GELFAND: We're funding some reserves.
14 Where are they showing up in these financials?

15 MR. ODOM: So if you go to, and I'm not sure what
16 reserves you are talking about.

17 But if you go to your net position -- your -- sorry,
18 page 9, your liabilities, deferred inflows, and net
19 position.

20 So your net position is your, are your reserves.
21 So you have about \$66 million in reserves.
22 About \$50 million is held up in assets.

23 Is that your question?

24 PRESIDENT FREDERICK SCHENK: You have a comment,
25 Carlene?

1 MS. MOORE: I think what Director Gelfand may be
2 referring to, which just happened earlier this year, keep
3 in mind this is the 2024 audit.

4 Earlier this year when the Board approved policies
5 around setting aside and designating funds around certain
6 reserves, so that will be reflected in the 2025 reports.

7 MR. GELFAND: Okay.

8 Thank you.

9 MR. ODOM: Yeah.

10 Good question.

11 So next year we in theory you'll see unrestricted
12 designated funds.

13 MS. ROWLAND: Yes.

14 PRESIDENT FREDERICK SCHENK: Good question.

15 Thank you.

16 All right.

17 With that, Mr. Odom, thank you very much, again, for
18 your work.

19 Before we get to a proposed motion, going to invite the
20 public if anyone would like to speak to the Audit &
21 Governance Committee Report.

22 If you would like to come and speak at the podium, you
23 have 2 minutes.

24 I do see Ms. Sullivan, you have requested time.

25 Do you wish to speak? Please go to the podium, because

1 we would like to have a record of your comments.

2 MARTHA SULLIVAN: I would like -- Martha Sullivan from
3 Imperial Beach.

4 I just would like to echo Director Arabo's point about
5 the lack of time available particularly to the public to
6 review this before this meeting.

7 That troubles me a lot, regardless of whether there's
8 anything in there that I would have commented on.

9 It is just not good practice.

10 It's not good practice for you as directors and it's
11 not good practice for the public who has even less access
12 than the directors do.

13 Thank you.

14 PRESIDENT FREDERICK SCHENK: Thank you.

15 Would anybody else like to speak to the Board with
16 regard to the Audit & Governance Committee Report? All
17 right, seeing none.

18 Seeing no other names on my call-in list.

19 I'm going to turn it back over to Director Nejabat,
20 because I understand the committee does have a recommended
21 motion.

22 MR. NEJABAT: Yeah.

23 With that being said, I move to accept the 2024
24 Independent Auditor's Report as presented in the
25 supplemental meeting packet.

1 PRESIDENT FREDERICK SCHENK: Thank you.

2 I'll entertain a second.

3 MR. BLAIR: Second.

4 PRESIDENT FREDERICK SCHENK: Director Blair offered a

5 second.

6 Are there any questions that the Board has before we go

7 into discussion? All right.

8 Discussions? Any further discussion on top of the

9 presentation that we've had? We do -- oh, I was looking --

10 Director Mead.

11 MS. MEAD: Thank you.

12 I sit on the Audit & Governance Committee.

13 And I just would like to thank our chair, Sam Nejabat

14 for his leadership through this process.

15 I also want to commend Carlene and the finance staff

16 for the report that we received and from the auditors not

17 only the outcome of the report but our professionalism and

18 support during the audit process.

19 So thank you.

20 PRESIDENT FREDERICK SCHENK: Thank you.

21 Any other discussion?

22 MR. GELFAND: Well, I am curious why we got this actual

23 report so late.

24 PRESIDENT FREDERICK SCHENK: Would anybody from the

25 committee like to speak to that?

1 MS. MOORE: Staff, we were finalizing the management's
2 discussion analysis to have it included in the report so we
3 didn't get it back from -- the auditors had their work
4 complete, it was internal and we got that information back
5 late yesterday.

6 PRESIDENT FREDERICK SCHENK: Okay.

7 Obviously, it's always better to get it sooner than
8 later.

9 I think we're all of that mind.

10 MS. MEAD: Yes.

11 I just would like to tag on this that the management
12 report that you see beginning on page 4 is an amalgamation
13 of the leadership of the fairgrounds putting that report
14 together.

15 And we certainly in the Audit Committee know that in
16 the next year we're going to want to start that process
17 sooner so that more time is given to this Board before it's
18 brought to your attention.

19 Thank you.

20 PRESIDENT FREDERICK SCHENK: That's fair and
21 appreciated.

22 With that, any further discussion on this? Hearing
23 none, seeing none, we'll take a vote on approval of the
24 Audit & Governance Committee Audit Report.

25 MS. O'LEARY: Okay.

1 President Schenk.

2 PRESIDENT FREDERICK SCHENK: Aye.

3 MS. O'LEARY: Vice President Gelfand.

4 MR. GELFAND: Aye.

5 MS. O'LEARY: Vice President Rowland.

6 MS. ROWLAND: Aye.

7 MS. O'LEARY: Director Arabo.

8 MR. ARABO: Aye.

9 MS. O'LEARY: Director Barkett.

10 MS. BARKETT: Aye.

11 MS. O'LEARY: Director Blair.

12 MR. BLAIR: Aye.

13 MS. O'LEARY: Director DeBerry.

14 MS. DEBERRY: [off mic] Aye.

15 MS. O'LEARY: Director Mead.

16 MS. MEAD: Aye.

17 MS. O'LEARY: Director Nejabat.

18 MR. NEJABAT: Aye.

19 PRESIDENT FREDERICK SCHENK: Thank you, all.

20 The motion carries.

21 We'll now move on to the Master Site Plan Public

22 Engagement Committee.

23 This is an information item.

24 We have a report on page 15 through 18 in our board

25 packet.

1 And we have some guests here today who will be talking
2 to us.

3 I would like to turn it over to Director Blair to
4 introduce our guests.

5 Thank you.

6 MR. BLAIR: Thank you, Mr. Chairman.

7 Today we have Zachary MacQuarrie from Southwest
8 Strategies and Drew Lieberman from LDI Research to give us
9 a quarterly update on our fairgrounds 2050 process for our
10 Master Site Planning efforts.

11 As a reminder, just before the 2024 fair, the Board
12 adopted its first guiding principle for our Master Site
13 Planning process.

14 To help us with that process we engaged our strategic
15 communications consultants, Southwest Strategies to help
16 us, not with the Master Site Plan itself but with our
17 public engagement.

18 They have a tremendous amount of experience with
19 development projects, outreach in our community.

20 With Southwest's expertise we developed a multi-prong
21 strategy for public outreach and input, which you'll soon
22 hear about.

23 On page 16 are dates of presentations.

24 And I would like to encourage board members to attend
25 if at all possible to firsthand hear what the public is

1 saying.

2 Thank you, Zach.

3 ZACHARY MACQUARRIE: Thank you, Director Blair.

4 Good morning, everyone, great to see you.

5 Thank you for giving us some time to provide an update.

6 We have a few items that we're going to be covering
7 today.

8 Just to provide a quick overview, we're going to
9 revisit our Master Site Plan engagement and public outreach
10 timeline.

11 We're going to go over some results from a countywide
12 survey with Drew Lieberman here today.

13 I'll let him introduce himself in a minute.

14 And then we're going to get into a bit of the open
15 houses that are upcoming and some details around that.

16 A wrap-up of our other outreach efforts that we've been
17 doing to date and then what's coming ahead.

18 So we have a few things to go through but we'll try to
19 make it quick and efficient.

20 So just kind of jumping in here.

21 This is our, you know, affectionately referred to as
22 "Candy Land board map." This is guiding our outreach and
23 public engagement efforts as we, you know, develop this
24 visioning process.

25 Just to reorient you to the map here.

1 We are currently in the green phase, which is our
2 listening session phase.

3 This is where we're collecting inputs from our
4 presentations and meetings with the cities and regional
5 boards around the county.

6 The open houses, our countywide survey, as well as our
7 work with the Technical Advisory Coalition.

8 We'll be providing updates on all those later on in the
9 presentation.

10 But all these inputs independently provide us a, you
11 know a snapshot and insight into where the public stands as
12 the District goes through this Master Site Planning
13 process.

14 They are each individually meant to inform the
15 visioning of the Master Site Plan.

16 None of them are decision-making inputs, they are all
17 just shades of perception and public awareness around the
18 project and where the District can go and serve the public
19 into the future.

20 So we're making our way through the green section right
21 now.

22 Looking forward a little bit, the purple section and
23 into the blue.

24 That's where we really see the work of developing those
25 design objectives and going out and finding a team that

1 will lead the Master Site Planning effort and going through
2 a design competition would come together.

3 There's going to be more details than what are shown
4 right here but, you know, this perspective is because we're
5 in the listening phase.

6 So the green phase is going to be a little bit larger
7 there.

8 That's where we're at right now.

9 I do want to hand things over to Drew, who's going to
10 provide some updates on the recent county-wide survey.

11 He can share a little bit about his background and the
12 work that he did.

13 MS. BARKETT: And the green, where in the green? Are we
14 towards the end? I'm sorry, I can't see.

15 ZACHARY MACQUARRIE: No.

16 Absolutely.

17 Appreciate the question.

18 And we can, you know, make sure that you get an updated
19 version of this.

20 We're about halfway through, so these are all kind of
21 happening at once.

22 So I'm going to provide an update later.

23 But we've been presenting to city councils, working
24 with the TAC, we just completed the countywide survey, and
25 then open houses are happening this fall, so we're working

1 our way through it.

2 We hope to achieve all of the green by the end of the
3 year, early next year.

4 MS. MOORE: If you do want to see it up closer in your
5 binders under the tab Master Site Plan is a fold out of
6 this.

7 MR. ARABO: Very handy.

8 MS. MOORE: Thank you.

9 ZACHARY MACQUARRIE: Absolutely.

10 DREW LIEBERMAN: All right.

11 Thank you, Zach.

12 And thank you to the Board for having me here today.

13 Having me as part of the team.

14 I'm Drew Lieberman.

15 The company is Lieberman Data & Insights.

16 We're a market research polling company and we
17 conducted the county-wide survey that Zach just mentioned.

18 I'm going to take you through three things over the
19 course of 10 or 12 slides.

20 Start with some objectives, approach and methodology.

21 What did we do, why did we do it, how did we do it.

22 We'll talk through some key takeaways.

23 The things that really stood out.

24 And then we'll get into a little bit more detail from
25 the rest of the poll, things that might be useful going

1 forward.

2 But first, you have to suffer hearing a little about
3 me.

4 Nothing like starting a conversation with a bunch of
5 stuff about yourself.

6 The point here is I'm born and raised in San Diego,
7 grew up here.

8 My business is here.

9 I work with a lot of the members of the community.

10 I try to stay engaged in the community and its
11 leadership.

12 And I was really proud to be part of this team from
13 that perspective.

14 So you can see a little bit of my background there.

15 And as the picture suggested, I used to be skinnier.

16 Okay.

17 So let's get into it.

18 This slide has a little bit of background on kind of
19 why we do this and how it's different from the other inputs
20 Zach just talked about.

21 I reiterate that point here is that what we did was one
22 part of collecting a bunch of information and data to be
23 used in a decision-making process, not to create something
24 that is making decisions or litigating choices on its own.

25 So why do we do this, and what is it.

1 A survey is what we did was scientific.

2 That's the main way that it's different from a lot of
3 inputs we might get from, you know, qualitative feedback,
4 interviews on the street, from the stuff that we get from
5 the fair.

6 What we're doing here is representing the county
7 demographically, and in a way that sort of creates a
8 representation of each person.

9 The survey represents 5, 10, 20,000 people out there
10 across the county.

11 The goal here and actually, maybe going to this slide
12 is the easiest way to do it.

13 So what were we trying to accomplish.

14 Number one and perhaps most importantly, we call it
15 sentiment testing.

16 Basically we're trying to understand what people in San
17 Diego County think.

18 What do the residents want.

19 What do they think about the property.

20 What are they looking for from it.

21 Again, not to make decisions for how the Master Site
22 Planning goes forward but to provide that input so the
23 public has a voice in the process.

24 Identifying the different audiences and who we're
25 talking to.

1 And then again, really sort of narrowing in on as
2 decisions get made, the team makes the decisions we sort of
3 understand what the public prioritizes.

4 That's a big part of what I'm going to say here today
5 is we're not testing things, do people want this, not want
6 it, like it, not like it.

7 We were testing prioritization.

8 What do they see as the most important, highest and
9 best use for the property going forward.

10 This is where we start to get into the numbers.

11 There's not so many numbers on this page but this is
12 what we did, the methodology.

13 Again, it was a sample of 600 people in San Diego
14 County, representative of the county by Census.

15 So this was designed scientifically to look like the
16 San Diego County population.

17 600 interviews is a very good number for a county-wide
18 population.

19 You will see often statewide polls in California of 800
20 people.

21 You'll see national polls of a thousand when you look
22 at this stuff.

23 So we're talking about a good size sample by design to
24 make sure that we had equal and appropriate representation
25 of the county as a whole but also coverage of every

1 demographic subgroup within that.

2 So you can see here almost 40% of the Latino population
3 decided to take this study in Spanish.

4 We offered it bilingually.

5 It produced a margin of error of 4.0 percentage points.

6 And on the, my right side of the screen, you can see we
7 did the survey in what we call multimodal fashion.

8 The point here is the world has changed, we can't just
9 collect data by calling people on the telephone anymore.

10 So we want to give people every opportunity to
11 participate in the survey.

12 We used text messaging, we called people on cellphones,
13 we called landlines, we used emails, and tried to allow
14 people to access this poll in every possible way.

15 And this is what it looks like demographically.

16 So I'll get onto the stuff you are probably more
17 interested in in just a moment.

18 But this is, again, we use Census data and publicly
19 available information to make sure that our sample
20 represents the actual county population.

21 So this represents our target audience here was adults
22 18 plus, in San Diego County.

23 And happy to leave this up here for a moment so you can
24 kind of see the different demographic representation here.

25 But again, this is all based on government Census data.

1 Okay, I didn't skip one.

2 Okay.

3 So this is the slide where I tell you what I'm going to
4 tell you before I tell you.

5 So these were some of the key takeaways here.

6 Number one, and there's a lot that goes into this.

7 I'll show you some more.

8 The starting point is very strong here.

9 This is a cherished countywide institution, people
10 enjoy it, especially the people who come here most often
11 tend to really enjoy being here.

12 I'll show you if information on that.

13 But the starting point here is very solid.

14 The foundation is very good.

15 People didn't necessarily, I don't know that they
16 understood the notion of what it means to be self-
17 sustaining, but they saw it as an important priority for
18 the property.

19 There were three things I think I would say that kind
20 of came together.

21 I'm going to talk about bullet points two, three,
22 excuse me, three, four, and five here.

23 And I'll show you, again, more here evidence and detail
24 on this.

25 But three things kind of stood out in terms of what the

1 public prioritized as we're thinking through the Master
2 Site Plan.

3 Number one, access.

4 Number two, what I call sort of coastal character,
5 environment, something that fits the place.

6 And number three, the notion of flexible space so that
7 people can use the venue on a more year-round basis.

8 And I'll talk about what I mean by each of those.

9 But those were the three things that we got input on
10 that people out there are looking for going forward.

11 And I'll talk a little bit more about what the sort of
12 reaction was to some of the other commercial features and
13 how that fits in with the self-sustaining nature of the
14 property.

15 Yep?

16 >> [off mic]

17 DREW LIEBERMAN: The answer is, I thought I might get
18 that question after the audit report.

19 So yes, we'll get it to you.

20 Hopefully this will give you a little bit of context
21 going through it as opposed to, you know, 500 pages of
22 cross tabs.

23 Okay, I ended up on the right side here.

24 Okay, so I referenced this before.

25 This is sort of a standard favorability battery where

1 we basically just said, do you feel favorably or
2 unfavorably toward a set of institutions across the county.

3 And you can see what we tested on the left side of the
4 screen.

5 The sort of four broken out across the fairground's
6 properties.

7 And then for comparison purposes we added a bunch of
8 other sort of comparable institutions from across the
9 county.

10 As you can see, I'll start actually sort of on the
11 middle right side.

12 The zoo, Balboa Park, Petco, all very popular
13 essentially entirely positive with no negative.

14 SeaWorld, Pechanga Sports Arena, Snapdragon.

15 You can see a little less familiarity but all very
16 positively and well received by people.

17 The point that I would make to you here is that the
18 fairgrounds in whatever form and whatever name we used
19 stands within -- hold its own among all these other
20 institutions.

21 I mean it's pretty rare today to get things that are
22 generating 80% support from one side or the other on
23 anything.

24 And so the fact that, you know, we've got favorability
25 ratings of like 80 to 10, essentially nothing can be

1 stronger than that.

2 I mean, you can see the zoo a little bit higher, Balboa
3 Park.

4 But there are a few things that generate that type of
5 consensus.

6 So the property here at the fairgrounds is standing on
7 really strong ground.

8 I'll start -- If you kind of look, I'm actually going
9 to start with the third one.

10 Sorry, maybe I'm making this more difficult than it
11 needs to be.

12 But the Del Mar Fairgrounds and race track, sort of the
13 you know, overarching definition of the property itself,
14 72% favorable, only 10% unfavorable.

15 I mean, that's a very, very strong rating.

16 I alluded to this at the outset.

17 When you look at the people who are here most often,
18 what we call "frequent visitors." Those are the people who
19 showed up three or four times over more every year.

20 That number, that 72 to 10 for the property overall
21 becomes 96 to 1.

22 So the more people are here, the more they like it.

23 And hopefully we get more people coming here.

24 The fair itself, you can see the first two, we tested
25 both, two versions of it.

1 The San Diego County Fair and the Del Mar Fair just
2 this was sort of partly to understand, you know, what's
3 residual there and we see a little bit of that.

4 Actually, what we find is right around your head here.

5 I thought that's the last time I'll have to say it.

6 But you can see actually the Del Mar Fair produced a
7 slightly higher favorability rating than the San Diego
8 County Fair.

9 It's close to a margin of error difference.

10 I wouldn't read too much into it but I think the
11 takeaway here is that whatever we call it, the Del Mar
12 Fair, the San Diego County Fair people know it and like it.

13 And we did see a little bit of generational difference
14 on that with obviously older people, kind of calling it the
15 Del Mar Fair.

16 And those ratings being a little bit higher with the
17 older community.

18 Even the Horse Park, less well known, but 42 to 10
19 positive to negative.

20 So I don't see -- that's not a people feel less
21 favorably toward the Horse Park, they just don't know it
22 the way that they're going to know it with the rest of the
23 property.

24 But certainly no hard feelings toward it.

25 Okay.

1 This question was, we did a couple of open-ended
2 questions in this survey.

3 And those are designed to give people wide range in
4 what they want to report back to us.

5 So instead of giving them five choices, we said in this
6 case, we want you to think about the entire Del Mar
7 Fairground's property.

8 So we're not talking about just the fair, the entire
9 property itself.

10 If you could change one thing that would most improve
11 your experience or make you want to visit the fairgrounds
12 more often, what would it be.

13 And the range here is pretty wide.

14 If you see the largest bar there is at the very bottom.
15 More/better parking.

16 So the purple ones we sort of grouped into this access
17 category.

18 We could probably have a -- and I'm guessing you guys
19 have some comments on this.

20 We could have a long discussion on parking and access
21 and what that means to people.

22 I do think it's important to realize that first of all,
23 we were in the field with this poll right at the beginning
24 of the fair at the time when people are most paying
25 attention to traffic, parking, the sort of access question.

1 But I also think that there's, and hopefully not going
2 to come off like blowing smoke.

3 I think there's some compliment in this.

4 Like, hey, we like the property.

5 We want to go visit there.

6 We wish it was a little bit easier for us to get there.

7 So something to consider in the planning going forward.

8 But I don't think this is necessarily all negative,
9 just something the public wants addressed.

10 You can see some of the other things there.

11 They kind of fell into three categories.

12 Access, offerings, and cost is where this started.

13 I'm going to show you more about this specifically, so
14 I won't spend a ton of time on this slide.

15 This was another slide that gives us a little bit more
16 into what I referenced at the beginning of, like,
17 thematically what are people looking for.

18 So this question was, in your own words, what is the
19 most important advise you give to the fairgrounds as they
20 develop the plan for the Master Site Plan.

21 And this is open ended.

22 So we're getting a lot of different verbatim responses
23 here.

24 But we, again, try to group them into useable
25 categories.

1 And if you really look at the first three where the
2 bars are the highest.

3 So the blue bar here is everybody, the county as a
4 whole.

5 The red bars are what we call those frequent patrons.
6 People who come here three or four times or more.

7 There are some important differences.

8 But number one, you can kind of see access.

9 Actually you know somewhere close to number one but
10 tied with sort of infrastructure and the environmental
11 issues.

12 I would actually, now that I'm thinking about this, put
13 the second two categories, two and three almost together.

14 We call it infrastructure and the environment and then
15 maintaining the coastal community character.

16 I think what came through in a lot of this study was
17 those are similar.

18 People are looking for something that they think it
19 does fit the place right now and they are looking for
20 something that continues that.

21 So I would actually in some ways put those together, in
22 which case it actually those concerns, I shouldn't say
23 concerns.

24 Those responses actually outweigh the responses
25 surrounding access, and especially among the people who

1 come here the most often, you can see the access parking
2 question actually falls down a little bit in the
3 infrastructure and character themes rise.

4 Okay, I've got just four or five more slides here for
5 you.

6 So what we did in this survey was we then took all
7 these different items and we broke them into two
8 categories.

9 The first was what I would describe as sort of thematic
10 goals for the Master Site Plan and the second was sort of
11 more physical, tangible things that might be included on
12 the property.

13 So this is the first.

14 These are sort of bigger picture.

15 What should the goals be.

16 So you can see the question that we asked here was how
17 important is each of the following goals for the new Del
18 Mar plan to focus on.

19 I'm going to say this again because it's really, really
20 important.

21 This was designed to force rank priorities and not
22 understand do people like this, not like it, they vote yes,
23 no.

24 That was not the goal here.

25 It was to understand where do the priorities shake out

1 in a force ranking.

2 And what you'll see here, first off these scores are
3 big generally.

4 I mean, again, we're into the 85-90 percentile.

5 And the dark blue bars are intensity that people said
6 is the very important category.

7 And so, what they're telling us, these are all
8 priorities.

9 But we did get some ranking.

10 There's another slide in here that kind of shows you
11 the next tier.

12 But you will start to see these categories sort
13 themselves out in terms of what we talked about before.

14 So accessibility, protecting the environment, I
15 mentioned the self-sustaining institution.

16 Again, this actually stood out as a priority for people
17 even though they didn't necessarily know a ton about it.

18 And then providing space to host premium entertainment,
19 festivals, and events.

20 Again, these are starting to center around those three
21 categories that we talked about, right.

22 Access, character, and venue and use.

23 The next slide, I would, the one here that probably
24 should have gone on the first.

25 You can see the top one, is 58.

1 Fit better here is making the best use of the coast
2 line by incorporating natural features.

3 So again, another sort of element that falls into that
4 maintaining the coastal community.

5 Interestingly, the notion of driving economic activity
6 for the region was less important for people than being a
7 self-sustaining institution.

8 And I think that's an important thing to note.

9 The next two slides then shift to where we moved from
10 thematic goals to you know, things.

11 And so the question here was similar.

12 A list of things that may or may not be included in the
13 new plan for the fairgrounds.

14 Ease of scale from zero to 10 to rank each by priority.

15 So a very similar question here.

16 Again, we're focused on what do you prioritize.

17 These are means scores, so that zero to 10 scale.

18 Easiest way to display it is give you that means score.

19 You can see onsite parking.

20 Again, number one.

21 Number two, flexible indoor and outdoor spaces for
22 events, festivals, and other activities.

23 People want to come here more often.

24 They want it to be easy.

25 Public transit.

1 Live music and concert venues.

2 So everything is falling again into these buckets that

3 we talked about.

4 At the outset, parking and walking trails, botanic

5 gardens.

6 So things, again, that sort of fit the character, the

7 outdoor space, and our sort of, you know, relevant to the

8 community here.

9 This is the rest of them.

10 So we had here sports facilities, horse racing.

11 And then we get into some of the -- I told you I would

12 talk about this and I will.

13 We get into some of the other sort of items that could

14 be part of the plan here, whether it's shopping, whether

15 it's housing, whether it's hotel.

16 You can see these fall further down the list.

17 Again, I'll say it one last time.

18 This is not, we want this, we don't want it.

19 This might be very well supported by people.

20 We're asking about priorities.

21 And again, they don't have the context for

22 understanding everything that needs to go into this site to

23 be able to make everything that they want happen.

24 So this is top line reaction in terms of their

25 prioritization.

1 And I think this is probably a good slide for me to
2 leave up because it's exactly the same as the one I showed
3 you to begin with.

4 This is the tell you what I told you part.

5 So I think I don't need to go through this again.

6 Hopefully, it's been clear enough.

7 And again, we will provide that data to you directly.

8 ZACHARY MACQUARRIE: Thanks, Drew.

9 I did want to provide a quick update on some of our
10 other outreach mechanisms that are going on.

11 I want to thank the Public Engagement Committee for
12 their guidance and leadership on not only the countywide
13 survey but then the strategies that we're going through
14 here.

15 We've been working closely with then as well as Carlene
16 and Tristan.

17 So we're excited to share this update with you all
18 today.

19 We are planning a series of open houses in every corner
20 of San Diego County to bring this outreach to the community
21 to meet people where they are.

22 This is really important to make sure that we're
23 raising awareness.

24 I'm going to go to my next slide here.

25 To make sure that we're raising awareness about the Del

1 Mar Fairgrounds, the Master Site Plan, public outreach
2 engagement, as well as the 22nd District Agricultural
3 Association.

4 We want to make sure that folks are aware of the
5 important work you all are doing, as well as, you know, the
6 visioning process for how the fairgrounds will continue to
7 serve the region well into the future.

8 So these open houses we plan on doing them in every
9 corner of the county.

10 They're going to raise that awareness.

11 It's also going to facilitate a two-way dialogue with
12 members of the community and help us continue to build and
13 collect that input.

14 So really this is about bringing folks in to the Master
15 Site Planning conversation and developing the vision.

16 We want to, you know, incorporate that input.

17 If you recall in the Candy Land board map I shared
18 earlier, all these inputs are coming together.

19 So this is an important part.

20 It's building upon the work we've already done and it's
21 going to ultimately feed into those design objectives we
22 hope to lead into next year.

23 So this is just a quick map of where we plan on doing
24 the open houses.

25 Again, we're going to roughly follow the supervisorial

1 districts around the county.

2 We wanted to make sure we hit the northern part, you
3 know, the coastal zone, Central San Diego, East County,
4 South County, Northeast County.

5 These are meant to be in the communities.

6 And you know, it's a really good thing to note that the
7 fair and the fairgrounds and the events that occur here
8 serve the broader region.

9 We see a lot of folks that come to your events from
10 East County, from South County, and so we felt this was
11 really important to bring the listening session to them by
12 visiting them in their community and getting input there.

13 We have dates locked down for almost all of these.

14 We're still pending dates in Chula Vista and National
15 City.

16 When we do get all this firmed up, we of course, want
17 to make sure that we communicate with you all.

18 We would love to see you there.

19 And we'll also be communicating this to the public to
20 raise awareness.

21 And hopefully a lot of folks show up.

22 Tristan's going to get into a bit of the outreach and
23 kind of promotion pieces there.

24 But this is roughly where we're looking at hosting
25 these open houses.

1 At the open house, I don't want to give too much away
2 because we would love to have you there and experience it
3 yourself.

4 We are going to be collecting some input and I wanted
5 to kind of share how it's going to build on the findings we
6 found from the countywide survey, as well as other
7 outreach.

8 So I'm going to walk you through the stations that
9 we're going to be doing there quickly and the input
10 mechanisms that will be there.

11 We want to introduce folks to the properties.

12 So that's what Station 1 is going to be.

13 It's really important to remind folks that the 22nd DAA
14 not only oversees the main fairgrounds and racetrack campus
15 but as well as the Horse Park and Surf and Turf as well.

16 This station is all about educating folks on that and
17 getting the conversation started.

18 We then want to move into the high-level priorities.

19 So this discussion in this station is going to be about
20 those highest and best uses.

21 This may sound familiar to Drew's presentation.

22 We're kind of building upon that concept of what are
23 the types of things that the District should be
24 prioritizing, whether it be supporting the environment, you
25 know, providing space for critical response for

1 evacuations, whether it be being financially self-
2 sustaining.

3 This is where that conversation is going to be had.

4 This is less feature focused.

5 And again, we want it to be priority.

6 So we're going to do a priority-ranking survey at the
7 station where folks can kind of tell us what is most
8 important to them.

9 Moving along.

10 The Hopes and Dreams Station.

11 This is where we start having the fun conversation
12 about feature sets and actual things at the property.

13 We want to make sure this conversation is constructive.

14 So we're planning on doing a vision board where folks
15 would be able to put sticky notes.

16 There are two main prompts that we hope to follow in
17 this discussion.

18 One is, you know, kind of the higher level.

19 What does San Diego County need and what role could the
20 fairgrounds play in that.

21 And then two, what would bring you to the fairgrounds
22 more often.

23 What types of features, what types of attractions would
24 bring you more often.

25 So this allows us to capture that input in a visual

1 way, as well as give space for folks to converse about
2 these questions and share their ideas, and their hopes and
3 dreams about the property.

4 Station 4, you know, this station is all about, we only
5 know what we know.

6 And this is about giving folks an opportunity to give
7 us advice.

8 So here's where we hope to get input about what are we
9 missing.

10 What should we be thinking about differently.

11 And what is most important to you.

12 There'll be a comment card at the station.

13 And we really encourage folks to put on their master
14 site planner hat when they're here and give us the greatest
15 and best advice because this will guide our continued
16 outreach as we develop the visioning process.

17 The last station is going to be all about the guiding
18 principles that you all adopted - you know formed and
19 adopted.

20 This is going to be another opportunity to educate
21 about the District, your priorities, your mission.

22 And then this is also going to be an opportunity where
23 we have a fun activity planned for folks to actually have a
24 map of the property and draw out some of their visions.

25 You know, the comment cards, the discussion, the sticky

1 notes can only capture so much.

2 Sometimes you have to draw it out on a piece of paper.

3 So we plan on having that station there, and allow
4 folks to provide an additional layer of input.

5 We do plan on doing some promotions.

6 Tristan, I believe you wanted to cover this.

7 TRISTAN HALLMAN: Yes.

8 And I'll be quick on this.

9 Once we do have all of those dates finalized, once we
10 get that last date we're going to build that out a
11 registration system quickly.

12 And we're going to advertise them for the sake of
13 efficiency all at once because we're going to be using
14 every available digital channel to us, especially mass
15 emails, social media.

16 We're going to do some targeted, we're going to pay for
17 some targeted digital advertising.

18 And then, you know, I see some people here from both
19 Del Mar and Solana Beach.

20 We'll be asking them as well as the elected officials
21 that we've been talking to throughout this process to help
22 spread the word to their constituents because they tend to
23 be engaged.

24 Now, with all of this, and we'll put it on our website
25 as well.

1 We also know, you know, unlike the scientific
2 quantitative poll that Drew did that was meant to represent
3 the broader public opinion, the people that show up to
4 meetings are not going to be necessarily the same audience.

5 It's going to be people who are hyper engaged.

6 We're not meeting people where they are on their
7 phones, for example, we're asking them to come to something
8 and actively engage with us.

9 So we're going to see a different set of data and input
10 regardless of how many people that we advertise to.

11 But we hope to have sort of those engaged people are
12 going to be engaged throughout the process.

13 So we're going to target the people that have been most
14 engaged with us through our channels and we hope to bring
15 them out to the meetings.

16 ZACHARY MACQUARRIE: Thanks, Tristan.

17 A quick update as we wrap-up here on our other
18 outreach.

19 We have been taking this show on the road.

20 We've been presenting to city councils throughout the
21 county, very similar information to what you've heard today
22 just about the visioning process and how we want to engage
23 the community, and what it is the District is doing.

24 It's been very well received.

25 The reception has been very positive.

1 We're almost done.

2 We've completed about 12 of them.

3 We're still coordinating and scheduling with some of
4 it.

5 Much like you, they all have very busy agendas, so
6 we're locking those up shortly.

7 But it's been a very great opportunity to meet with
8 folks across the county.

9 We have been working with our Technical Advisory
10 Coalition.

11 As a reminder, this is a group of experts in the
12 technical domain that will come down to the elements that
13 will be in a Master Site Plan.

14 This is a voluntarily group of 13 folks.

15 The picture on the screen here is not representative of
16 everyone.

17 But we have been doing work with them.

18 They are a fabulous group with a lot of expertise and
19 insight.

20 We have done a couple of engagements with them.

21 We had a site tour and a brainstorming session earlier
22 this year in May.

23 This is where we got them oriented to the property, to
24 the District, the work you are doing and then brainstormed
25 some big ideas, some big challenges, things that we need to

1 think about to overcome.

2 And then during the fair, many of them came out during
3 the big show to see how the property operates.

4 They attended some of the summer social events and, you
5 know, they were able to see on the ground reality with one
6 of your biggest events.

7 So that was a really great opportunity.

8 We're currently working with folks on the developmental
9 reports, taking all the input that we've received from
10 them.

11 We've also been working closely with Dustin Fuller at
12 the District who's been really helpful in providing
13 existing technical resources that we're able to go through
14 and inform some of these discussions.

15 So this work is continuing.

16 By the end of the year, we're hoping to refine and
17 finalize that report.

18 And then next year we do plan on presenting that work -
19 that group's work to you all.

20 And then this is just kind of wrapping up with where
21 we're at and where we're going.

22 Again, we're in the listening phase -- session phase.

23 We hope to wrap-up that up by the end of the year.

24 We'll continue all this great work.

25 With that, I think we can end our presentation.

1 Happy to entertain any questions.

2 MR. BLAIR: Thank you, Drew and Zach.

3 And Mark is the other board member that's on this small
4 committee.

5 And so Mark may have some comments too.

6 But I think my takeaway from this process is when you
7 look at the comparisons, the fairgrounds the public looks
8 at it and says the fair's going on, racing's going on, and
9 a car show is going on, do we want to go or not.

10 It seemed like the bigger picture that came out of this
11 was almost a Balboa Park West.

12 What are we doing this afternoon, let's go to the
13 fairgrounds, or whatever our new name is and go to the
14 beach.

15 Hike trails.

16 Let's do something when there's not a special event
17 going on.

18 And not to sway anyone's opinion, and Mark may have a
19 different one, but that was my sort of takeaway is how do
20 we make this a 7, not 24, but 7-day a week, let's walk over
21 to the fairgrounds and do something regardless of what
22 event is going on there.

23 And a balance of those two.

24 So I thought that was an interesting come out.

25 Mark, any input from all the -- sitting through all

1 these meetings too?

2 MR. ARABO: Yeah.

3 No.

4 Thank you for your leadership on it.

5 Thank you, Southwest Strategies for the great work and

6 input.

7 And Drew, thanks for the poll.

8 I'm a big fan of you know, quantitative data as much as

9 possible.

10 I love seeing what the public wants as opposed to so we

11 can really sharpen our vision of what they're asking for.

12 A couple of questions.

13 If you go back to the, show the Board that poll where

14 they ranked all the different ones, the five.

15 I had a question on that.

16 I know we had it in our meeting but --

17 DREW LIEBERMAN: Sorry, one minute.

18 MR. ARABO: Okay, so this is at a 10, favorable ranking.

19 DREW LIEBERMAN: Correct.

20 MR. ARABO: Right.

21 So you know, this is what the public, my takeaway from

22 the committee meeting, this is what the public is asking

23 for.

24 I know this is a systematic poll, scientifically the

25 data is the data.

1 But for the next page, because what we're really into,
2 almost like where we want to be and where we are right now,
3 if you see a good example.

4 So out of 10 they say horse racing is 5.45, so is that
5 accurate?

6 DREW LIEBERMAN: Yeah.

7 And just a reminder, it's priority ranking, so it's not
8 a yes/no thing.

9 But, yes, it came out of an average score.

10 MR. ARABO: And then low-income housing is 4.32.

11 DREW LIEBERMAN: Correct.

12 It's same standard.

13 It's you know -- [multiple speakers] -- priorities.

14 MR. ARABO: You ask them what's your opinion on 1 to 10
15 and then they give you the number? Is that how --

16 DREW LIEBERMAN: Mm-hmm.

17 MR. ARABO: Okay.

18 DREW LIEBERMAN: But not pitting against the other one.

19 MR. ARABO: Right.

20 [multiple speakers] -- each one taken individually
21 like a side, almost individual space.

22 Like they'll say a hotel meeting space, how do you feel
23 about it, 1 to 10.

24 And I have all the consensus, you line it up with 4.05
25 with what the public is telling all of us.

1 I think that the data is very important.

2 I love the outreach with the qualitative and the
3 different places in the county.

4 But really to see, I mean that's really qualitative, so
5 you know, how different the weight is on quantitative as
6 opposed to qualitative.

7 So I want to thank you for that.

8 I had a question for the TAC.

9 It's such an important committee.

10 I don't know if you could go to that slide for the TAC.

11 While they're developing -- I don't know if it's a good
12 idea, Fred, or not, for us, the Board to meet who is on the
13 TAC.

14 I haven't seen anyone's biographies on there.

15 I don't know who they are.

16 I'm sure they're experts in their fields.

17 I know there's a committee doing it.

18 But before we receive the final report, anyone from any
19 of the universities on the TAC?

20 ZACHARY MACQUARRIE: Several of the folks have
21 affiliations with the universities.

22 I believe we have someone who works at one of the
23 universities, so I can get that answer for you.

24 MR. ARABO: Another question more for the committee
25 would be that I encourage everything we do is we see

1 diversity in everything to see as many diverse and
2 different opinions that we can do, experts in the field.

3 So just hope we have that - we always have the lens of
4 diversity on every time we look into a committee of this
5 importance.

6 Other than that, thank you very much.

7 You guys have been great to work with.

8 And thank, Phil, for all the hard work.

9 MR. BLAIR: Thank you.

10 PRESIDENT FREDERICK SCHENK: Any other questions or
11 comments from the Board? Well, all right.

12 Why don't we start -- you know what, I'm going to start
13 from the very end.

14 Director DeBerry.

15 MS. DEBERRY: So I would like to go to the TAC again.

16 And my question is, what was the selection process of
17 the committee?

18 ZACHARY MACQUARRIE: Yeah, absolutely.

19 So we took a look at the different elements that are
20 going to be required in an eventual environmental impact
21 report, which is required under the California
22 Environmental Quality Act.

23 And there are different domains from a technical
24 perspective that assessment and analysis will have to be
25 done.

1 So we kind of filtered through that lens and then found
2 technical experts from a local level as well as an industry
3 level who do work in that area, who were willing to
4 volunteer their time to sit on this TAC and provide
5 guidance through those areas.

6 So their role is really to kind of identify
7 opportunities, challenges, and then areas where we're going
8 to need more technical information.

9 PRESIDENT FREDERICK SCHENK: Director DeBerry, anything
10 more? Did you want to --

11 MS. DEBERRY: Well, I want to finish that thought.

12 So in your selection process, was it like did you go to
13 -- I thought I heard you say different universities.

14 And were there other means or other places that you
15 selected from?

16 ZACHARY MACQUARRIE: Yeah, absolutely.

17 I mean, we made sure to be comprehensive.

18 We wanted to get a lot of local perspective.

19 We have a lot of different backgrounds on the
20 committee.

21 If diversity is kind of the question here, there are --
22 there is some representative backgrounds there.

23 Again, this picture isn't representative of the
24 committee as a whole.

25 We wanted to make sure that it was -- it included

1 individuals that have the experience in these types of
2 projects and in these technical domains but also know San
3 Diego and the communities that are there.

4 MS. DEBERRY: Okay, thank you.

5 [multiple speakers]

6 MR. BLAIR: They're volunteers.

7 They're volunteers.

8 PRESIDENT FREDERICK SCHENK: Director Arabo, anything
9 further?

10 MR. ARABO: No, thank you.

11 PRESIDENT FREDERICK SCHENK: Director Barkett.

12 MS. BARKETT: Yes, thank you, Zachary.

13 What I found interesting, and it's on our agenda for
14 today under the executive report, is emergency response
15 planning briefing regarding the wildfire activation plan,
16 which I know our staff has been working very thoroughly on.

17 So I was glad to actually see that that came up as a
18 62% for serving as a resource center and shelter space for
19 people and animals during large-scale emergencies.

20 I think that's imperative.

21 We remember 2007 and I happen to see in the audience,
22 our former president, Russ Penniman, who was very active
23 with that, and will be here to brief us.

24 And so, kudos, I'm glad to see the public is thinking
25 about that.

1 ZACHARY MACQUARRIE: Absolutely.

2 MS. BARKETT: Thank you.

3 PRESIDENT FREDERICK SCHENK: Director Gelfand.

4 Vice President Gelfand.

5 MR. GELFAND: Yeah.

6 I also think this is really helpful.

7 On the TAC, essentially they're going to be providing
8 us with a report.

9 But as you mentioned it's sort of EIR based in terms of
10 inputs that would go into that.

11 I'm hoping that the - that that board actually is more
12 fluid as we go forward.

13 For example, I would like to see some financial experts
14 being part of the Technical Advisory Committee that and
15 help guide us.

16 And as we look at the prioritization of uses and move a
17 little closer to an actual masterplan, there may be a need
18 for back and forth with the environmental side of the TAC
19 Committee.

20 So while there's a report, I'm hoping that the whole
21 process is more iterative.

22 And then, my -- I have a question I think for Josh, who
23 is not in the room at the moment.

24 MS. BARKETT: He went to the restroom.

25 MR. GELFAND: Well, I don't know, maybe someone else can

1 answer it.

2 There's been the suggestion that we attend some of
3 these community meetings in the supervisorial districts.

4 Is there a Bagley-Keene issue involved in that? Or you
5 know, can we -- do we have to, if we attend we can't say
6 anything? How does it work?

7 MS. MOORE: Yes, to -- in the absence of -- but yes you
8 will be able to attend.

9 And you would actually as board members we'll be asking
10 you so sign up for them.

11 Because you will actually have a role there.

12 And in part to just help facilitate as Southwest
13 Strategies, you know, outlined the various stations and
14 things like that.

15 What you would not be doing is working toward building
16 consensus, sharing your thoughts and ideas about it.

17 But we'll have more information for that on you, first
18 vetted by our council.

19 MS. BARKETT: Carlene, do you recommend going to more
20 than one?

21 MS. MOORE: I really, I think we really want to
22 encourage board members to attend as many as possible.

23 And one thing that we also recognize is while, you
24 know, as was said, we're going out, you know, to meet our
25 community in their place.

1 What we may also find is, you know, some people may
2 attend and the registration is to give us an idea of what
3 we might expect but it's not a requirement.

4 But some people may attend one that's closer to where
5 they work versus really where they live.

6 And so that's why we'll see, you know, and hear just
7 different information.

8 But I would highly encourage board members to attend as
9 many as possible.

10 MR. BLAIR: And Director, I think the other interesting
11 point will be what sessions in La Mesa, El Cajon, farther
12 out tell us may be very different than our neighboring
13 cities right here.

14 I don't think La Mesa is worried about noise.

15 Solana Beach may be, for example.

16 And so, I would encourage you to do an in and out.

17 But especially the one with our closest neighbors
18 because of course we have to respect them the most I think.

19 But how do we as a business person, how do we get
20 people to make the trip from La Mesa or El Cajon when their
21 first thought is parking and congestion.

22 And so hopefully more than one different points of
23 view.

24 [multiple speakers]

25 PRESIDENT FREDERICK SCHENK: Nothing?

1 Director Nejabat?

2 Joyce?

3 MS. ROWLAND: Yeah, thank you.

4 So a couple of things.

5 One, I know that there were questions about the
6 Technical Advisory Committee.

7 And I know, for example, in the past we discussed the
8 kind of experts include seismic experts because, you know,
9 we're in a seismically -- potentially seismically active
10 area, liquefaction potential, experts on sea-level rise.

11 Are there other -- it sounds like people are asking a
12 little bit around, so what are the specific areas.

13 Most of them are around -- sound like they are
14 engineering, environmental, at this point.

15 But are there others that, kind of specific large
16 categories that we can --

17 ZACHARY MACQUARRIE: Yeah, thank you for the question.

18 We do have geotechnical experts on there as well as
19 hydrology experts.

20 We've strived to kind of cover some of those bases.

21 And then we have environmental, you know, design
22 experts.

23 And so these all touch on some of those components,
24 whether it be sea-level rise, which isn't a one-size-fits-
25 all problem, as you all know.

1 There are multiple disciplines that touch on that.

2 And so we want to make sure that we're getting those.

3 But I think to Director Gelfand's comment earlier, this

4 is a voluntary group.

5 I think there's a lot of room where we can kind of like

6 bring folks in as needed.

7 And the work is going to be again, identifying those

8 opportunities, those challenges and where we need to do

9 more work.

10 And so I think that we have a lot of flexibility in

11 covering our bases there.

12 MR. GELFAND: Yeah.

13 There are also experts in wetland creation and

14 management on the committee.

15 PRESIDENT FREDERICK SCHENK: Would you do me a favor.

16 MS. MOORE: Yes.

17 PRESIDENT FREDERICK SCHENK: And go back to the slide

18 where the 1 out of 10.

19 [multiple speakers]

20 MS. ROWLAND: Yeah, because I have a question about that

21 as well.

22 Thank you.

23 PRESIDENT FREDERICK SCHENK: All right.

24 Well, why don't you finish up.

25 MS. ROWLAND: Yeah.

1 Yeah.

2 PRESIDENT FREDERICK SCHENK: There we go.

3 Unfortunately, your likeness blocks some of the data.

4 All right.

5 Just on the screen, Joyce.

6 MS. ROWLAND: Oh, no, I can pull myself out.

7 I'm sorry.

8 PRESIDENT FREDERICK SCHENK: No, no, no.

9 We're good.

10 I just -- we couldn't see the raw numbers is all, now

11 we can.

12 MS. ROWLAND: Oh, okay.

13 Well, I'm so sorry.

14 That's a problem on your technical end, not mine.

15 PRESIDENT FREDERICK SCHENK: Well, I'll accept that.

16 MS. ROWLAND: Okay, was that what you wanted to see?

17 Because I still have --

18 PRESIDENT FREDERICK SCHENK: Yeah.

19 Go ahead, I'll follow-up after.

20 MS. ROWLAND: So you know, my question is, and I totally

21 agree with Director Arabo about the importance of

22 quantitative information.

23 And, as part of that, it's really important, the

24 question, how you ask a question and what the question is

25 and what the question is relative to personal versus

1 community.

2 And I wasn't sure if on this particular scale if they
3 were being asked what was personally important or what they
4 thought was important to the community.

5 Do you have that nuance?

6 ZACHHARY MACQUARRIE: It's always dangerous for me to
7 play pollster, so I'm going to have Drew take this
8 question.

9 MS. ROWLAND: Yeah.

10 And so while Drew is taking the question if it's one
11 way, I mean, do we ever -- so for example, you know, if it
12 is not personally important to me to have low-income
13 housing, I might rank that as a personally low priority.

14 But if I put in the societal context and said I'd like
15 to see the unhoused people on the street housed, it might
16 go up.

17 So I just want to understand how that question was
18 actually asked.

19 DREW LIEBERMAN: Yep.

20 I'm going to do two things for you.

21 I'm going to read you the question language, then I'm
22 going to give you my interpretation.

23 So the question itself, the full language was I will
24 read you a list of things that may or may not be included
25 in the new plan of the Del Mar Fairgrounds.

1 Excuse me.

2 Aside from continuing to host the fair itself, which
3 will be included in any plan.

4 Please tell me how big a priority each one is using a
5 scale from 0 to 10 where 10 means it is an absolute top
6 priority and 0 means it is not a priority at all.

7 You can use any number between 0 and 10.

8 Sorry.

9 Hard to read without my glasses.

10 To answer your question more directly, implicit in the
11 way that we ask these questions in almost every
12 circumstance is we are asking people for their personal
13 response to that question.

14 It's very difficult for respondents to these polls to
15 be able to externalize in a way that other people might
16 think.

17 It didn't specifically ask them whether this is
18 important to you personally or important to your community.

19 In this sense and in most questions implicit in that
20 and that is what is important to you personally.

21 MS. ROWLAND: Which is exactly what I would have
22 expected.

23 I mean, because otherwise, I mean you're always going
24 in and saying, okay, we ask this in a very generic way, you
25 know, not without the personal side of it.

1 But when you were answering it, how are you answering
2 it? You know, when you go out and ask that question, of
3 course, you're probably going to get a bunch of different
4 answers but mostly what you're saying, well this is how I
5 personally feel about it.

6 So that's, so this is -- it's just important to keep in
7 mind what people are responding to.

8 DREW LIEBERMAN: Yep.

9 PRESIDENT FREDERICK SCHENK: So --

10 MS. ROWLAND: That was it for me.

11 PRESIDENT FREDERICK SCHENK: Joyce, anything further?

12 MS. ROWLAND: No, that was it for me.

13 PRESIDENT FREDERICK SCHENK: Okay.

14 Thank you.

15 So these were preselected questions, right.

16 So with that, I'm just fascinated that the top two out
17 of three deal with getting there and parking there.

18 And I mean, it goes back to the old, if you build it
19 they will come.

20 You know, that thought.

21 I'm just mindful of all of these topics that we're, you
22 know, I understand these were survey questions so they are
23 predetermined.

24 But people could have selected arts and culture venues
25 or indoor/outdoor family play areas and playgrounds and all

1 of the others.

2 But it seems like the focus is being able to get here
3 and then once here, being able to park here.

4 Which I think we're going to get into maybe some
5 further discussions later about, you know, how best to make
6 sure that for all of the things the public wants to be able
7 to enjoy here that they can safely get to this location and
8 park here and then leave, you know, without having to wait
9 an hour, hour and a half to leave, vacate the property as
10 many people have to do.

11 And so I'll always be mindful of the top two out of
12 three on this list.

13 Thank you.

14 Well, I saw -- is that all right?

15 MS. MEAD: Yes, of course.

16 PRESIDENT FREDERICK SCHENK: Okay.

17 You're next.

18 MR. GELFAND: So looking at the Candy Land, you know,
19 path, I think this represents a pretty good outreach in
20 terms of meeting with elected officials, the local cities
21 throughout the county, and these geographic meetings.

22 But I wonder if there's a way for us to get input,
23 specifically from racial and ethnic groups that might not
24 otherwise be represented.

25 Whether there's any consideration to that.

1 ZACHARY MACQUARRIE: Yeah, there absolutely has been.
2 We actually are working with, you know, folks in South
3 County on some of those areas and making sure we're making
4 connections and we're inviting them to open houses.
5 There's been discussion of potentially either bringing
6 them into the TAC or similar advisory council.
7 I think it's - I think it's time well spent.
8 I think it's an important component.
9 And I think we'd be happy to revisit that and continue
10 to report on what those conversations are.
11 Thank you.
12 PRESIDENT FREDERICK SCHENK: Director Mead.
13 MS. MEAD: I was just going to sing a song.
14 They paved paradise, and put up a parking lot.
15 PRESIDENT FREDERICK SCHENK: Joni Mitchell.
16 MS. MEAD: Joni Mitchell.
17 I just think it's really important for us when we see
18 that kind of scoring for parking lots I think it's a great
19 opportunity for us as a board to be thinking now, not
20 later, about public transportation.
21 PRESIDENT FREDERICK SCHENK: Right.
22 And that was the point that I was thinking of when I
23 said we could be discussing it.
24 Not with my voice but I do love that song from Joni.
25 Yeah.

1 All right.

2 With that, any other --

3 MS. ROWLAND: My hand was up.

4 I've been waiting because I --

5 PRESIDENT FREDERICK SCHENK: Now, I don't see you, so

6 before I did.

7 MS. ROWLAND: Oh, I'm sorry.

8 PRESIDENT FREDERICK SCHENK: It's not your fault.

9 MS. ROWLAND: You made me disappear.

10 [multiple speakers]

11 MS. MOORE: -- minimized on our end to see the data.

12 MS. ROWLAND: Yeah.

13 So two observations.

14 One was you triggered enough, Fred.

15 It's your fault on the parking.

16 And I think, when I look at the data, what it kind of

17 says to me is that people have diverse interests, some want

18 music, some want this, some care about that.

19 But the one thing that unifies everyone is the darn

20 parking.

21 So that, you know, everyone will like.

22 It will boil up high whereas everyone else kind of

23 like, you know, marches into their own little segment of

24 things that they otherwise kind of care about, whether they

25 want to get here easily, et cetera.

1 So that to me makes it, it's a little bit different
2 than just saying it's the highest thing.

3 It's just that everybody kind of comes together on
4 that.

5 But the last comment that Director Gelfand made about
6 the statistical differences between any of the diverse
7 groups that you made sure were statistically represented in
8 your survey, are there any things that you are seeing that
9 are interesting along the lines of what you presented today
10 that show differences that are piquing your curiosity?

11 Causing you to dive further? You know, it could be between
12 males and females or people of different areas of the
13 county or racial differences, or socioeconomic differences.

14 Are you seeing anything that trends dramatically away
15 from the means that you are showing?

16 ZACHARY MACQUARRIE: Yeah, I think it's a great
17 question.

18 I'll have to retake that as well.

19 MS. ROWLAND: Okay.

20 DREW LIEBERMAN: This is where I wish I would have
21 brought the 500 pages of cross tabs with me.

22 So I'm going to mostly ask for your patience as we kind
23 of look a little bit more back into that and get back to
24 you with some things.

25 MS. ROWLAND: Oh, that's fine.

1 Yeah, no.

2 DREW LIEBERMAN: Yeah, but so for the most part, the

3 answer is no.

4 I mean there was a lot of agreement and consensus

5 across things that were at the top at least broadly and

6 thematically.

7 But as you might expect, there are certain things that

8 are going to impact -- I mean, traffic obviously a bigger

9 concern to people who are in the vicinity of the

10 fairgrounds.

11 Less concern in East County on something like that.

12 Parking actually transcends all of it right?

13 MS. ROWLAND: Yes, it does.

14 [multiple speakers]

15 DREW LIEBERMAN: So, which is your point.

16 So there were some, I'm not totally prepared to speak

17 to what all of them might be in terms of the context of

18 your question, so I will get back to you on that.

19 But in general this was not a survey where we got it

20 back and said, oh, my gosh, we got to do two totally

21 different things to two totally different sets of people.

22 There was a lot of consensus across --

23 MS. ROWLAND: Yeah.

24 Which is good.

25 DREW LIEBERMAN: Access, character of the community.

1 And then being able, as Director Blair said, being able
2 to sort of access it more frequently.

3 MR. BLAIR: A quick follow-up question.

4 Do you think the public was aware of the new transit
5 train stop that's coming? It's funded.

6 It's going to be built.

7 Because it hasn't got much publicity.

8 And they may not have been aware that there was a
9 possible one piece of the solution.

10 DREW LIEBERMAN: It's a great question.

11 It's -- I can't answer on the context of this data
12 because we didn't ask about it.

13 We did have the one question of in terms of the
14 prioritization we saw public transit as a fairly high
15 priority that can mitigate some of this.

16 Based on other work I've done across the county and on
17 transportation, I can pretty definitively say, there's not
18 a whole lot of awareness about that particular transit
19 stop.

20 PRESIDENT FREDERICK SCHENK: All right.

21 MR. BLAIR: So we need to keep that into account,
22 because to me, that is public transit.

23 PRESIDENT FREDERICK SCHENK: Thank you very much.

24 I'm going to entertain questions for public comment at
25 this time.

1 So I do see Ms. Sullivan.

2 You have indicated an interest in speaking to the
3 Board.

4 MARTHA SULLIVAN: Martha Sullivan from Imperial Beach.

5 And I'm glad that there's a South Bay open house
6 planned because we don't often get the opportunity to do it
7 in our own backyard, so to speak.

8 As an EV owner and driver I want to suggest that if
9 it's not already being considered, you know, our future is
10 much more EV oriented.

11 I know the current federal administration may want to
12 change that but at least in California.

13 So I don't know if there's plans for having charging
14 stations, you know, among the parking.

15 Because that's definitely, definitely a need.

16 I'm also looking at planning a trip to the Tucson area
17 with my EV, and part of that is trying to plan where I'm
18 going to be able to charge and how long it takes to charge
19 and all that stuff.

20 So I encourage you to make sure that that's part of
21 your masterplan.

22 Thank you.

23 PRESIDENT FREDERICK SCHENK: Thank you for that input.

24 There are no other names on the electronic.

25 Excuse me.

1 Would you -- pardon me.

2 Excuse me.

3 I'm -- you may stand there, but I'm not done talking.

4 I don't see any other names listed on my electronic
5 digital list.

6 But at this time, I would like to invite people, if you
7 would like to come up and speak, please now approach the
8 podium and do so.

9 Thank you.

10 JEWEL EDSON: Thank you.

11 I didn't mean to offend by standing up.

12 I thought you were inviting people.

13 My name is Jewel Edson.

14 I'm a Solana Beach council member.

15 And I'm actually here on this topic to speak on my own,
16 not for my city, but for my residents, who I do speak to
17 quite often and understand.

18 So one part of the survey talked about affordable
19 housing.

20 And it asked the question of people, do you want
21 affordable housing here.

22 And I realize it was a diverse group of people that
23 were surveyed but my question is, were the survey
24 participants informed as to what affordable housing
25 actually is or what it means? So really quick Internet

1 search while I was sitting here told me the 2025 low-income
2 housing San Diego County AMI is \$130,800.

3 With this in mind, an individual who earns \$92,700,
4 qualifies for affordable housing.

5 That's kind of a lot of money for an individual to need
6 to make to qualify for affordable housing.

7 And so I did a little bit of further research and the
8 City of San Diego Police recruits earn \$53,721.60 per year.

9 And an officer level one, \$63,148.80.

10 So I just wanted to help people understand overall that
11 this is not, you know, people that are living on the
12 streets necessarily.

13 These are people with real jobs that support us and
14 support the needs of our communities.

15 So I just couldn't help but come up and mention that.

16 Thanks.

17 PRESIDENT FREDERICK SCHENK: Thank you.

18 What I would invite others to do is if you would like
19 to speak, create a queue and come up so that we can save a
20 little bit of time and have people speak.

21 And then when you're done, if there's anybody else who
22 would like to come up to the podium, you may do so and
23 queue up.

24 Good afternoon.

25 LAURA DEMARCO: Hi, thank you.

1 A couple of things.

2 I also share Phil's concern that most of the public
3 doesn't know about the train platform.

4 And if you look at Snapdragon Stadium and the EMTS
5 Trolley, it's an incredible success.

6 And that would get rid of your parking problem and the
7 congestion problem and solve a lot of things.

8 So in polling, you can do push polls where you actually
9 inform them as well about the upcoming platform and it
10 being built and its capacity.

11 I would encourage you to add that to your polling.

12 And then the second thing, to echo what Jewel was
13 saying on affordable housing, I don't think a lot of the
14 public knows that all the back -- the stable hands and
15 everything are living in substandard housing.

16 So improving that should -- I would encourage you to be
17 part of that dialogue as well.

18 Because one of my cousins worked in the stable area, he
19 was one of the many Hispanics back there, and it is third-
20 world housing.

21 And it would be great to upgrade it because it's not
22 fair to those people.

23 And basically, I think you are doing a good job of
24 reaching out.

25 I'm glad to see more transparency on this.

1 And you'll be sure to have a lot of people from the
2 public, including the 17,000 people who support Horse Park.

3 Thank you very much.

4 PRESIDENT FREDERICK SCHENK: Thank you.

5 Would anybody else like to address the Board on the --
6 this topic? All right, seeing none.

7 Thank you very much for the presentation and to our
8 committee for leading the effort.

9 We are now going to move on now to item 7C, a
10 discussion of the City of Del Mar's request to site
11 affordable housing on the District property and the
12 potential impact of that use on the District's operations
13 and future Master Site Planning consideration.

14 So this discussion was originally planned for our
15 meeting last May, but due to time constraints was tabled to
16 the fall.

17 This is an informational item that is intended to be a
18 philosophical discussion by the Board, in essence, a
19 discussion of why we are willing to entertain the city's
20 request to potentially site affordable housing on our
21 property as well as also consider the future planning of
22 the fairgrounds.

23 While we have not, don't have a motion on the agenda
24 today, this is not an action item.

25 The Board will engage in its discussion at the end of

1 the presentations.

2 You will find information on this topic 7C on pages 19
3 through 36 in your board packet.

4 This item is meant for us to ask questions and to
5 listen and learn so that we can make informed decisions
6 when the time comes.

7 It also provides us the opportunity to discuss the
8 potential impact of affordable housing on the operations
9 and future Master Site Planning considerations.

10 So please as you listen to today's presentations, make
11 notes of your questions to ask during our discussion.

12 This is not for debate.

13 Last month we asked the City of Del Mar to attend the
14 meeting, provide us an update of their plans.

15 They have representatives here today to do that, and
16 we're very appreciative of your presence here.

17 Now, I'm going to introduce and recognize our CEO,
18 Carlene Moore, to give us a quick briefing on where we are
19 today and to introduce our guests from the City of Del Mar.

20 But I'm also mindful that it is 12:15 and we are
21 working throughout this afternoon, the Board is.

22 So would you like to take a -- invite the Board to
23 break for a short period of time before you get started?
24 What's your preference?

25 MS. MOORE: I think this probably is a good pausing

1 point while we take a bio break and also for the board
2 members to be able to grab lunch to bring back in.

3 So if we could take a few minute break of about 10 or
4 15 minutes while we gather that to come back in.

5 PRESIDENT FREDERICK SCHENK: Thank you, all.

6 MS. MOORE: Versus starting with a presentation.

7 PRESIDENT FREDERICK SCHENK: Yes, Ms. Sullivan?

8 MARTHA SULLIVAN: [off mic]

9 MS. MOORE: Thank goodness, I'm not the only one who is
10 freezing.

11 Thank you.

12 PRESIDENT FREDERICK SCHENK: May I take a poll of the
13 gentlemen in the room?

14 MS. MOORE: Usually it's just me so.

15 All right.

16 So should we reconvene at [multiple speakers]

17 PRESIDENT FREDERICK SCHENK: All right.

18 We will reconvene at 12:30.

19 Martha, and maybe we'll raise the temp a little bit for
20 you.

21 MS. O'LEARY: The lunch is in the board conference room.

22 PRESIDENT FREDERICK SCHENK: We'll reconvene in 12
23 minutes.

24 How's that? And we'll raise the --

25 [The Board took a break at 12:17 p.m.]

1 [The Board reconvened at 12:39 p.m.]

2 MR. RIVERA: The room is live.

3 PRESIDENT FREDERICK SCHENK: All right.

4 It is approximately 12:40.

5 We've taken a brief break.

6 We thank those in the audience for giving us a few

7 minutes for a brief lunch.

8 We're going to be here all day so, and you're all

9 welcome to be here but I certainly wouldn't ask it of you.

10 All right, so we're back on with 7C.

11 Affordable housing.

12 And good afternoon.

13 ASHLEY JONES: Good afternoon.

14 MS. MOORE: Good afternoon.

15 Oh, just as a reminder to the Board at last month's

16 meeting, the Board requested that the City of Del Mar, you

17 know, come and speak to us about, you know, affordable

18 housing and what plans they have, how they are addressing

19 it.

20 We are one of the pieces to this you know potentially

21 to this puzzle.

22 And so with that, we're joined today by Del Mar City

23 Manager Ashley Jones and Amanda Lee.

24 And forgive me, Amanda, I always forget your title.

25 But she worked -- we worked very closely with this team

1 as you'll find out but with this team regarding affordable
2 housing and also to some of the HAP grant funds and other
3 things that will be mentioned throughout this.

4 ASHLEY JONES: Thank you very much, Carlene.

5 First of all, good afternoon, Board Chair Schenk and
6 members of the Board.

7 As Carlene mentioned, I'm Ashley Jones, City Manager
8 for the City of Del Mar.

9 I'm joined here today with our principal planner Amanda
10 Lee.

11 Amanda has been the lead on developing and
12 implementation of our housing element.

13 It's really nice to be here and have an opportunity to
14 speak directly to you.

15 There's been a lot of discussion at recent meetings, a
16 lot of questions that you've raised.

17 So we really appreciate the opportunity that you've
18 provided to us to be able to present information about the
19 city's efforts to achieve our housing element goals and
20 answer any questions that you have.

21 I'd also like to acknowledge that our Del Mar Mayor,
22 Terry Gaasterland is here, along with our Deputy Mayor,
23 Tracy Martinez, and Council Member John Spelich.

24 They're here in the audience today.

25 Due to Brown Act constraints they will not be able to

1 speak.

2 But I want to recognize that their attendance today
3 symbolizes the city council's commitment to working
4 collaboratively with the fairgrounds as community leaders
5 to achieve critically needed housing for the region.

6 Next I would like to talk about, and I think it's
7 really important to recognize that there's been a
8 partnership between the fairgrounds and the City of Del Mar
9 for six decades.

10 It goes back 66 years since the city was incorporated.

11 And for the last decade, as mentioned in the agenda
12 report prepared by fairgrounds staff, there's been
13 discussion about the potential for housing at the
14 fairgrounds.

15 So this is not a new concept.

16 The relationship between the city and the fairgrounds
17 is very much a mutually beneficial one, in that the
18 activities that happen here at the fairgrounds generate
19 revenue that comes to the city but we also reinvest those
20 revenues to the benefit of the fairgrounds.

21 Some upcoming examples and some of which you may be
22 aware of, we are going to be early next year, investing
23 \$3.5 million in roadway improvements to Jimmy Durante
24 Boulevard, which is geared towards improving traffic
25 circulation for fairgrounds, activities, and events vents.

1 We're also in the process of designing and we're going
2 to be ultimately constructing a living levy, which will be
3 in the San Dieguito Lagoon.

4 That's critically important both to the City of Del Mar
5 and to the fairgrounds in that it's going to provide
6 protection against flooding and it's going to open up
7 greater development opportunities here at the fairgrounds
8 property.

9 That's a \$4 million project that the City of Del Mar
10 will be investing in that we will both get the benefit of.

11 Also, you're going to hear a lot of today about the
12 city's investment in the pursuit and exploration of
13 potential housing here at the fairgrounds.

14 That's been all in, the city will be putting \$2 million
15 into that, which will include studies that are going to
16 benefit the fairgrounds and looking at development
17 regardless of whether housing ultimately happens here or
18 not.

19 So that's really important to understand.

20 I also want to recognize that there, that we share, the
21 city shares the District's goal in ensuring the long-term
22 stability and the economic vitality of the fairgrounds.

23 We heard your audit today.

24 We know that's a goal.

25 This fairgrounds is not just something that the local

1 communities enjoy, but it is a regional asset.

2 And so I want everybody to understand, the city
3 recognizes that.

4 Your success is our success is vice versa.

5 So we do see this as a mutually beneficial partnership.

6 The fairgrounds I'm sure you are aware has been
7 identified by SANDAG as a mobility hub and was included in
8 the City of Del Mar's housing element as approved by the
9 State Housing and Community Development Department as an
10 opportunity site for housing because of its close proximity
11 to jobs, transit services, schools, healthcare amenities.

12 And all those things are within a one-mile radius.

13 Working together we believe we can protect and enhance
14 the important activities that occur here at the
15 fairgrounds, while demonstrating leadership and being part
16 of the solution to the State's housing crisis has been
17 clearly declared by the governor and many state
18 legislatures.

19 Today, we are providing you with an overview of the
20 city's housing element and the many actions beyond just
21 looking at potential for housing here at the fairgrounds
22 that the city's taking to produce housing units in the City
23 of Del Mar.

24 I also want to acknowledge that there's an extensive
25 FAQ that was provided by the City of Del Mar.

1 It's geared towards trying to answer a lot of the
2 questions that we've heard.

3 It's a lot of information.

4 It's more than we're going to be covering in today's
5 presentation.

6 But I really encourage you if you haven't had a chance
7 to look at it, please do.

8 And we'll be available to answer any questions that you
9 may have following our presentation.

10 So with that, I'm going to hand it over to Amanda Lee,
11 who's going to get into some more details.

12 AMANDA LEE: Thank you, Ashley.

13 So before we jump into presenting our housing plan, we
14 just wanted to set a little context in regard to the
15 housing element.

16 And this is a state law mandated policy document that's
17 required to be in all general plans for cities and
18 counties.

19 It provides the blueprint for future housing needs and
20 currently we're in the sixth cycle, which applies to the
21 years 2021 to 2029.

22 Housing elements need to be updated every eight years
23 and so we're just about to start that planning for the next
24 housing cycle.

25 As part of that, cities are required to address their

1 assigned fair share of the regional housing needs
2 assessment, which is referred to as RHNA.

3 And it's important to note that the state Housing and
4 Community Development Department, referred to as HCD, has a
5 role and oversees this process and also has enforcement
6 authority through this process.

7 So of note, the city council did timely adopt our
8 housing element in March of 2021.

9 And the city does have a state certified housing
10 element.

11 So we are in compliance with state housing law.

12 As part of that, we do have goals to inspire a more
13 diverse, sustainable, and balanced community.

14 We have many programs, 45 to be exact, that will result
15 in economically and socially diversified housing choices.

16 And we also have many strategies to preserve the
17 special character of Del Mar.

18 In terms of the RHNA allocation, it starts with the
19 state.

20 So the state does their research, determines what
21 statewide we have in terms of the housing need.

22 The state assigned the San Diego region for the sixth
23 cycle, about 172,000 units, which then SANDAG oversees for
24 our region.

25 And SANDAG together with HCD allocated Del Mar 175

1 units total.

2 Those units are then broken down into different income
3 categories because the goal is to provide housing for a
4 range of income levels.

5 That includes above moderate, moderate, low, very low,
6 and extremely low.

7 So as part of our assignment, we ended up with 113
8 lower-income units total.

9 And this is a really important part of the city's plan.

10 In terms of just characterizing the approach that our
11 city council adopted, it's a smart growth infill plan.

12 And it, the objective is to be neighborly.

13 It involves preserving what we already have and
14 creating options that minimize impacts so that they are
15 seamlessly being developed within the community.

16 As part of the preservation strategy, the census
17 indicated that we have 2,574 units as of 2020.

18 And part of that 30% are apartment complexes and condo
19 complexes.

20 We have 27 together.

21 That's 30% of our existing housing, and within that, it
22 does provide already naturally occurring moderate-income
23 household housing.

24 And we know that from rent's study data that we have
25 collected.

1 The other part of the that is then creating new housing
2 opportunities and that's to increase our housing stock.

3 And we were assigned 175 units.

4 On top of that, HCD also assigned the City of Del Mar
5 an additional 100 opportunities that we were required to
6 create, which we have already created.

7 So you can see from what we were assigned, it is a
8 challenge for the City of Del Mar because there are so many
9 lower-income units.

10 And it's because of things that we can't control.

11 So we are a small coastal city.

12 We're the smallest in the region.

13 And we have existing constraints that we don't have
14 control over.

15 You have high land cost.

16 You have market conditions.

17 But you also have physical conditions.

18 And we have lots, for the most part, that are less than
19 one acre.

20 And in our commercial corridor, even smaller than that.

21 Most of them are less than a half-acre.

22 Most of lots are also non-vacant.

23 So in a housing strategy, you are looking for
24 properties that are underutilized to see where there's
25 opportunities.

1 And we also have sites those that are vacant are
2 environmentally constrained for the most part.

3 We have very few vacant sites for us to try and build
4 new housing on.

5 In terms of RHNA factors, so this went into the whole
6 SANDAG assignment to the city.

7 There were three main factors.

8 So it related to jobs, transit, and an equity
9 adjustment.

10 And the difficulty with the jobs, this was a big
11 proportion of the number of units we were assigned were
12 attributed to fairgrounds jobs.

13 So the data came from the State Employment Development
14 Department.

15 EDD is the acronym that's referred to.

16 And that information was proprietary.

17 So we didn't have access to it.

18 And there's been a lot of discussion about this, but
19 the data showed that fairgrounds jobs were attributed to
20 55% of total jobs in Del Mar.

21 And in doing the research there, we found out that this
22 was a result of them counting full-time, part-time, and
23 seasonal jobs.

24 So that's one question but it's also a reason why we
25 were assigned so many units.

1 In terms of the transit component, City of Del Mar is
2 served by bus transit so that didn't really factor into a
3 high number of units assigned to our community, but we do
4 have transit.

5 The equity adjustment was a new concept.

6 This was the first time that was incorporated into the
7 RHNA assignment for the different regions.

8 This is what SANDAG incorporated into our region.

9 And this is what kind of flipped for some of the small
10 coastal cities.

11 Coronado is an example for any of you who looked at the
12 FAQs.

13 You can see they also had a huge number of lower-income
14 units that they were assigned.

15 So the city took our assignment and then we went
16 through our public outreach process to create our smart
17 growth infill plan.

18 And we looked for site citywide and we were using sites
19 citywide.

20 You can start at the top, which is the fairgrounds.

21 We're just starting north to south.

22 We also have all of our commercial zones.

23 So our commercial corridor runs pretty much from the
24 fairgrounds to Jimmy Durante Boulevard, connects to Camino
25 del Mar, and then all the way south.

1 This is an area where we created new opportunities.

2 We also have two projects, two affordable housing
3 projects that we've already approved during the sixth
4 cycle.

5 That includes the Watermark Project, which includes 10
6 lower-income units.

7 And then 941 Camino del Mar project, which is within a
8 specific plan that will include two low-income units.

9 The city looked at all of the properties that we own
10 and we came to two small vacant lots that we have that
11 we're able to go forward with our own capital projects.

12 So we are building units on our own 10th Street site
13 and our city-owned 28th Street site.

14 And we'll go into that in a little bit of detail later.

15 We also opened up opportunities in the residential
16 zones.

17 So in Del Mar we have towards the east, that's our
18 Hillside Neighborhood.

19 And then we have as you're going west, that's the area
20 where we have multi-unit development.

21 And so those 27 complexes that I referred to earlier
22 with our older apartments and condos are located pretty
23 much from north to south from our North Beach Neighborhood,
24 going all the way down to our South Bluff Neighborhood.

25 This was actually mentioned earlier.

1 I appreciate you bringing this up.

2 But it's important to understand what is affordable
3 housing.

4 And it really relates to first of all, it includes
5 homes that are moderate income and lower income.

6 And we talked about earlier, lower income is a low-
7 income unit, it's a very-low income unit, and an extremely
8 low-income unit.

9 So for a tenant to be eligible, you look at their
10 household size and then you look at the income level, and
11 you compare it to the area median income level or AMI.

12 And it was mentioned earlier, it currently, so this has
13 changed every year, this is published on the County of San
14 Diego's webpage, so very easy to find and locate so you can
15 have an idea.

16 But currently it's \$130,800.

17 And so then you would then determine, they have a whole
18 schedule that tells you by household what that income
19 criteria is.

20 And then when you're talking about most people, the
21 most frequent question we get asked is rent, what does that
22 mean? And so typically it's a maximum of 30% is what a
23 household is expected to pay for rent and utilities.

24 So that's all folded in.

25 And it was also mentioned who's living in these units.

1 It's people we work with and see every day.

2 So it's very widespread.

3 This graphic shows the makeup and the majority of our
4 plan is completely independent of the fairgrounds.

5 So we have been since 2021 putting all our efforts into
6 implementing all of these strategies.

7 We have our city sites.

8 So we already have a capital improvement project on our
9 work program dedicated city funds to.

10 We have two affordable housing projects that we already
11 approved.

12 And then our city council has adopted many, many
13 ordinances over the years.

14 So in the green category on the screen, that includes
15 some of the ordinances that have created opportunities in
16 the residential areas.

17 So accessory dwelling units.

18 That's an accessory unit that's typically in a single-
19 family zone or you can also have it on a duplex lot or on a
20 multifamily property.

21 We created incentives to encourage some of those to be
22 dedicated for low-income households.

23 We also have an ordinance for condo conversions where
24 you are converting rental units to condominium ownership
25 units.

1 And as a product of that, we require low-income units
2 be dedicated.

3 Same with the Senate Bill 9 housing, which is a
4 requirement for cities to accommodate four unit projects or
5 lot splits in a single dwelling neighborhood.

6 Instead of one unit on that lot, you are ending up with
7 projects with four units on the lot.

8 And the requirement is that at least one of those be
9 dedicated for low income.

10 And the last category is really something that started
11 in the prior housing cycle because you are always preparing
12 for the next upcoming housing cycle.

13 We have processed many density increases, so pretty
14 much all of our commercial zones except for the ones that
15 don't allow housing, which is our specialty beach
16 commercial.

17 So our entire commercial corridor allows for density
18 bonus projects.

19 On this slide, this shows exactly the opportunities and
20 actions and everything we've done.

21 And it's been a tremendous amount of work that the city
22 has dedicated to affordable housing.

23 We have the two private development projects, the
24 Downtown Corridor, which is our Camino del Mar commercial
25 area, the North Commercial Zone, which is off Jimmy Durante

1 Boulevard.

2 We're doing fairgrounds study.

3 So these are feasibility studies that relate to the
4 exclusive negotiating rights agreement that we have in
5 place.

6 And then as mentioned, the prior ordinances that we've
7 adopted related to condo conversions in SB9.

8 And we have incentive programs in place to create low-
9 income units.

10 This was just at city council last night.

11 This is on our work program for next year to add
12 additional incentives to those programs.

13 And then actually building on city-owned properties.

14 This slide shows the two different properties.

15 On the left of the screen, you can see 10th Street is
16 right in our Civic Center.

17 It's a small lot.

18 It's a tenth of an acre.

19 We're looking to build eight lower-income units within
20 a structure that looks like just like a single-family home
21 and will fit right into the neighborhood.

22 And that's a \$4 million project.

23 And the city's already allocated \$500,000 from our
24 affordable housing fund and towards that project.

25 28th Street is in our North Beach Neighborhood.

1 This one is a little more complex.

2 It's a floodplain site.

3 So we did amend our local coastal program.

4 We went through Coastal Commission.

5 We've already prepared the site for development and
6 we're seeking a partnership to create three lower-income
7 units on that site.

8 The market growth infill regulations are in place.

9 This is the ordinances that we explained.

10 This is means that a developer can come in and apply
11 for a any of these sites in these zones, so our Central
12 Commercial Zone, our North Commercial Zone, our
13 Professional Commercial Zone, everything that applies along
14 Camino del Mar, Jimmy Durante.

15 And in those projects, they're all -- any project of
16 two or more units is required to provide lower-income units
17 on site, there's no more in-lieu fee.

18 That was a huge change made to make sure we're able to
19 capture when we get new development, we're actually
20 creating low-income units.

21 And then we also included the condo conversions as a
22 means.

23 For the history in Del Mar, people have been doing in-
24 lieu fees, which it is not a contribution that's great
25 enough to actually build a lower-income unit.

1 So that's also a barrier that we removed.

2 And then SB9 projects.

3 This slide is showing just an example.

4 This is completely a hypothetical to show you.

5 This particular property is right across the street
6 from city hall in our downtown village.

7 The height on this building is already at 30 feet.

8 When you do rent a density bonus scenario, so this zone
9 allows 20 dwelling units per acre.

10 You can produce a 20-unit project.

11 And then with our inclusionary housing, which is 15%
12 for projects that have 30 or fewer units.

13 So 15% of that, that's how you get the three lower-
14 income units.

15 That's what you could build here.

16 You also have the benefit with a density bonus project
17 of seeking incentives, concessions, and deviations to build
18 affordable housing.

19 So that's part of the state law.

20 We implement that locally.

21 And this helps a developer get adjustments in height,
22 floor area, setbacks, lot coverage, and parking.

23 Those are things that are typically needed to
24 accommodate otherwise the standard regulations that are in
25 our zoning code.

1 And then as mentioned, we also have inclusionary
2 housing.

3 So for the larger projects anything more than 30 units
4 is required to set aside 20%.

5 That was also a change that the city made after doing
6 studies to figure out whether it makes a project more
7 feasible if we're only requiring 15% set aside for the
8 smaller projects.

9 Moving on here.

10 The other thing that really is an important positive
11 for Del Mar is the production.

12 Right now, the main type of unit that we're producing
13 are accessory dwelling units.

14 We have already issued building permits and created 118
15 units during the sixth cycle.

16 And when you count all the units that we've approved,
17 that's 199 units.

18 So that includes 81 units that have already been
19 approved that are pending building permits.

20 And you can so from the slide we've already exceeded
21 what we were assigned for the above-moderate category and
22 what we were assigned for the moderate-income category.

23 The lesson here is it is really difficult to build
24 lower-income housing.

25 It's not unique to Del Mar.

1 This is something that if you look at the progress
2 reports for other cities statewide, it is a difficult thing
3 to do.

4 And the fairgrounds is a good opportunity.

5 We did studies in 2022.

6 It showed Del Mar that this is the most feasible site
7 in our city to develop affordable housing because it can
8 accommodate a project that's more than 50 units.

9 That's typically what an affordable housing developer
10 is seeking is to develop something more than 50 units.

11 The fairgrounds does occupy 30% of the city's land
12 area.

13 And the fairgrounds is our largest local employer.

14 So those are two of the key factors.

15 As mentioned, the feasibility studies show us this is
16 our most feasible site.

17 So that kind of helps to explain why this is a big part
18 of our housing element.

19 It's not the only part but it's an important part.

20 And in this case we're seeking 61 units on just one
21 acre.

22 This is part of that ENRA that we were able to execute
23 between our agencies, which is much appreciated.

24 And Ashley had mentioned earlier, this is an optimal,
25 high-resource opportunity area.

1 And it is one that would be great for smart growth to
2 connect housing to jobs, transit, groceries, services,
3 schools, and amenities.

4 Because all of those are within a one-mile radius.

5 We have had significant support from the state and the
6 region and we've also submitted, you know, contributed a
7 lot locally towards.

8 In terms of investment we have \$1.7 million from state
9 grant funds that we've received.

10 We've contributed our own funds.

11 And this is all to collect this information on
12 feasibility and understand affordable housing.

13 So we've, you know, secured our own consultant
14 expertise.

15 And right now we're working together on studies that
16 are in process.

17 And I understand that Dustin Fuller's going to present
18 on that in more detail.

19 We created multiple concepts for the fairgrounds.

20 So this was just as a starter.

21 And it really is a plug and play.

22 And the concepts that were created are something that
23 can go anywhere that you end up deeming feasible as a
24 location.

25 So it's collecting information to ultimately help you

1 make a good business decision in the end, not today, but at
2 the future date when we have that information.

3 So the concepts that we put together we looked at
4 family housing and we looked at senior housing.

5 And when you are developing a family housing project,
6 those require larger units and so you end up yielding fewer
7 units in your total project.

8 And with a senior housing project, you can yield more
9 units within that project.

10 So again, lots of flexibility in terms of future
11 decisions.

12 We also did note there are two state agencies in the
13 region who have done a lot for, you know, recognizing the
14 housing need and coming through on that need.

15 San Marcos was assigned a high number of units and it
16 is because they have two universities within their
17 jurisdiction.

18 And California State University of San Marcos has
19 really stepped up.

20 They have a smaller student population than other
21 universities in the region.

22 But they recognize they didn't have that much housing.

23 And they also recognize their student population is 61%
24 low-income students.

25 Right now they have a really important project.

1 And to show you, it's 555 units they are building on
2 2.5 acres.

3 And 70% of those units are going to be for low income.

4 A really good example of a project of the state agency
5 coming forward.

6 The other is UCSD, which is very, you know, in
7 proximity to us right now, in proximity to Del Mar.

8 We have many residents that work there.

9 Lots of connections to that particular university.

10 UCSD is one of the largest employers in the region, and
11 also one of the largest landlords, not just in the region
12 but the country.

13 Right now they're going through their smart growth
14 strategies.

15 They do their own long-range plans just like we do in
16 our planning department.

17 And as part of that plan, they're not just building
18 housing on campus but they're acquiring and building off
19 campus.

20 And a big part of their strategy is right along the
21 trolley corridor, so the mid-coast trolley line.

22 So again, just good examples for us to think about as
23 we move forward.

24 One of the components that we saw was really the
25 question, I think it came up earlier too, with your Master

1 Site Planning.

2 And this site is in the floodplain.

3 And it's not unique just to the fairgrounds, the City
4 of Del Mar also is located in the floodplain portions of
5 it.

6 So this slide is FEMA slide.

7 It shows you the difference between floodway and
8 floodplain areas.

9 So you can see the bulk of the fairgrounds property is
10 actually in the blue, which is floodplain.

11 The areas with the red hash mark show the San Dieguito
12 River, so that is the actual floodway.

13 And you can kind of see in the overlay, it's a little
14 more difficult looking obviously on a slide but this does
15 overlap onto the fairground's property.

16 And what that means for the future of development is
17 you can't develop structures in that area.

18 It's very limited what you can put in a floodway area.

19 The floodplain, however, the blue area, is developable.

20 It just needs to be adjusted, so flood-proofing
21 measures, you're elevating above the base flood elevation.

22 So a lot of that is putting something in a podium
23 design.

24 So you have, for example, parking at the ground level
25 and then your other uses above.

1 So it is possible.

2 And you can see in Del Mar's example we've already
3 approved affordable housing in a floodplain property.

4 Our North Commercial Zone, which is just south of the
5 fairgrounds, and you can see in red those are all
6 affordable housing sites that were designated in our
7 housing element.

8 We didn't rely on anything along the actual San
9 Dieguito River, so it's all the interior parcels are what
10 we're relying on.

11 And with the yellow outline you can see the actual
12 project, which is the watermark Del Mar project.

13 And then the other sites are potential sites.

14 So we have six sites that we're hoping someone will
15 step forward to build affordable housing on.

16 There is density bonus potential.

17 And the city and our housing element, we actually
18 created concepts and demonstrated feasibility.

19 So we use Keyser Marston Associates who has all the
20 proforma data to show someone look what's feasible on your
21 property.

22 And I can tell you we have lots of development
23 interest, people have people coming into our counter very
24 frequently right now and calling us with interest in these
25 properties.

1 This is just to connect you to that project, which is
2 just south of you at the roundabout, helps you visualize.

3 This roundabout right there.

4 Jimmy Durante Boulevard.

5 And you can see they did build above their parking, so
6 it's first floor parking.

7 And then you have your units above, 50 units.

8 It has 10 lower-income units.

9 Six of those are low income.

10 And we were able to get very low income and extremely
11 low-income units in that project.

12 So as mentioned earlier, this has been a tremendous
13 amount of work.

14 We're in the wrap-up.

15 And we are going to continue.

16 So we're really asking for your support in continuing
17 with the fairgrounds studies that we already have.

18 We have a couple of contracts already executed either
19 with consultants, also with HCD, SANDAG and then between
20 each other as an agency.

21 We're continuing to build on our own properties.

22 So not just working on the fairgrounds, building on our
23 own properties.

24 We're updating incentive today to try and get low-
25 income units sprinkled throughout our community however we

1 can and also through these infill strategies.

2 Again, really important to know, we are continuing to
3 remain in compliance with state housing law.

4 People have inquired with HCD.

5 The answer continues to be Del Mar is in compliance.

6 You can look on their webpage.

7 You can continue to call them, but we are in compliance
8 with state housing law.

9 That is why we have a state-certified housing element.

10 Our zoning already allows affordable housing and
11 density bonus projects.

12 We have already achieved our moderate and above-
13 moderate income targets.

14 And then we also have these multiple projects that are
15 underway to build lower-income housing.

16 So in conclusion, we will continue to follow state
17 housing law.

18 We are recognized as a leader in production.

19 So there was an article in Voice of San Diego that
20 recognized that Del Mar for even as small as we are, we are
21 producing housing.

22 It's just very difficult to produce the lower-income
23 housing, which is where this partnership is so important.

24 When you look at the studies and we're collecting even
25 more studies to help all of us understand what we're doing

1 in terms of opportunities and constraints related to the
2 fairgrounds and the surrounding areas, but this really is a
3 great opportunity for leadership through smart growth.

4 And just want to say, thank you to the Board and thank
5 you to your staff and also, also our state representatives,
6 and our regional partners here today.

7 Because I think this is an opportunity we can
8 demonstrate good leadership that meets the state goals and
9 our region goals, so thank you.

10 MS. MOORE: Oh, you're not on.

11 PRESIDENT FREDERICK SCHENK: Thank you very much for
12 this presentation.

13 Very well done.

14 Carlene, do we have some staff input as well?

15 MS. MOORE: Yes.

16 So actually, if we can, I'll ask Dustin to come up.

17 And so we want to provide you also just information.

18 So thank you very much to the city.

19 And we can have you back up for questions after that.

20 But also to provide you as the Board with some
21 information.

22 It was mentioned in the city's presentation, so some
23 information of some of those benefits that have been
24 referred to that we're already receiving through or, you
25 know, through the grant that was mentioned and so forth.

1 So Dustin Fuller is our Supervisor Environmental
2 Planner and very engaged in this project.

3 And so with that, got it?

4 [multiple speakers]

5 Here we go.

6 DUSTIN FULLER: Who has control?

7 MS. MOORE: I think they got you to the slide.

8 DUSTIN FULLER: Just the greeting, right?

9 MS. MOORE: You should.

10 DUSTIN FULLER: In addition to not being an affordable
11 housing expert, I don't know how to work PowerPoint.

12 Thank you for the introduction.

13 Dustin Fuller, Supervising Environmental Planner.

14 So as a recap of previous actions and meetings, the
15 Affordable Housing Ad Hoc Subcommittee started in February
16 of 2021.

17 We've had numerous meetings over the years.

18 More recently in February 2024, this Board entered into
19 the ENRA with the City of Del Mar.

20 And then in March of 2025, Del Mar previously got a
21 housing acceleration program grant fund.

22 And as part of that we've entered into an agreement
23 where we're doing some studies that, as Carlene mentioned,
24 will benefit our Master Site Planning process.

25 So on the ENRA side, just so you're aware, the

1 exclusive is the 22nd DAA doesn't negotiate with anybody
2 else, Del Mar can.

3 Doesn't commit the 22nd DAA to anything.

4 It doesn't commit us to providing a site.

5 And it does have an expiration date or completion date,
6 I should say, of April 15th, 2026.

7 You can see it does identify a process and timeline for
8 a number of things, site due diligence, which is what the
9 HAP grant studies are doing.

10 And eventually we'll provide a procedures and standards
11 for negotiating a mutually acceptable long-term ground
12 lease agreement if we get to that point.

13 So the city, the numbers I think I'm wrong.

14 It's either 1.5 or \$1.7 million in grants.

15 I think the HAP grant's \$1.5 and these are the criteria
16 that they or the studies that they foresee being done under
17 that grant.

18 For us, we utilize \$771,000 towards an affordable
19 housing feasibility study, CEQA constraints analysis, a
20 sea-level rise vulnerability assessment, the transportation
21 demand mobility study, and an infrastructure study on our
22 sewer and water systems.

23 And it's been said, those are beneficial for us in
24 terms of we can use these studies to help inform our Master
25 Site Planning process.

1 Helps us get further down the road in terms of do we
2 have an environmental constraint here, do we have enough
3 water/sewer to allow for capacity growth in this area.

4 So it's very beneficial in my opinion, having that
5 information early on in the process.

6 You know, we're a unique entity.

7 We're a state institution that can buy and sell land.

8 We can enter into long-term leases.

9 So as we're moving forward in this process and our
10 options, you know, it's, does this align with our purpose,
11 our mission, does it fit into with our Master Site Planning
12 considerations.

13 And so what we're ending up with is the ENRA will end
14 up with giving you an opportunity to make an informed
15 decision on affordable housing at our site.

16 And with that, I would turn it back over to Carlene to
17 discuss the next steps.

18 I'll sit down, but I'll be available if necessary or
19 needed.

20 MS. MOORE: Thank you, Dustin.

21 You know, just to kind of take a step back a moment.

22 If you recall when this request came sort of more
23 formalized in 2021, to this Board, you know, part of the
24 challenge that we saw is we're embarking on our Master Site
25 Planning work and how do we responsibly, you know, proceed

1 with that process while also taking into consideration this
2 request.

3 And so what the, as it's referred to, the ENRA or
4 Exclusive Negotiating Rights Agreement does, is it maps,
5 and in essence it maps out what that process will look
6 like.

7 Often times it's alluded to as if a decision is
8 imminent, we'll be making something soon.

9 Really we're talking decision-making that is 12 to 18
10 months out, possibly even further.

11 And so but the real intent behind it was to identify
12 and through this process as we're exploring other ideas as
13 well for our Master Site Planning, what are, you know, what
14 questions do you as board members perhaps have around this.

15 Can you go back one slide? Sorry.

16 Thank you.

17 You know, what further questions might you have on it.

18 And this, this item on our agenda, again, was
19 originally, you know, planned for last spring.

20 It was really to bring about that discussion.

21 Because there hasn't been much discussion of our why.

22 We're often times asked, you know, why are you
23 considering this for the City of Del Mar.

24 This is that opportunity.

25 It's that opportunity for you as board members to raise

1 questions.

2 In the interest of time today and also so could
3 potentially staff go back and research that further or have
4 the City of Del Mar come back with more information, but
5 that's really the purpose of today's presentation was
6 provide that information and have that discussion of,
7 again, our why.

8 And then, with that, I just want to be clear we may not
9 have answers.

10 Some things you may ask today, we may have the answers
11 to right now.

12 But I think our intent here is to then be coming back
13 regularly throughout this process as we're now embarking on
14 another chapter in our Candy Land as we talked about
15 earlier of the Master Site Plan work.

16 And as we start to go into that purple area of design
17 objectives and we start to consider financial feasibilities
18 and economics of things as well, and this is one of several
19 things for consideration, you know, through this process.

20 But it's something that is very meaningful in the
21 broader community and there's been a lot of attention
22 around that.

23 So, again, we've set out here to help understand what
24 really, about affordable housing and what these
25 requirements are that the City of Del Mar has and why the

1 fairgrounds.

2 Hopefully, you understand the HAP, or the HAP grants
3 and those benefits to us.

4 But if there's any further questions around it.

5 And again, I just want to reiterate we're still in that
6 consideration process as we learn so many things about our
7 Master Site Plan.

8 So with that, I think that whenever you are ready for
9 it, we're ready for the broader discussion as well.

10 Thank you.

11 PRESIDENT FREDERICK SCHENK: All right.

12 Well thank you all for that.

13 I'm going to entertain discussion from the Board.

14 But before we do that, I'm going to first invite the
15 public to have 2 minutes of discussion per person and then
16 we're going to get to the Board.

17 All right.

18 I know.

19 I'm watching it.

20 Yeah, I know that but I've got to do public comment.

21 I've got to -- no, I can't do that, I'm sorry.

22 All right, with that, please line up.

23 I don't know anyone on the screen indicating.

24 So I'm going to invite people to queue up, because we
25 really do have, as you're hearing, a tight agenda this

1 afternoon.

2 So please queue up.

3 Be mindful of the 2 minutes.

4 And I hate interrupting people as they are speaking.

5 I feel that's rude of my but I also would appreciate
6 the same, you know, gesture on the speaker's part to
7 acknowledge that you've got the 2 minutes and be prepared.

8 Welcome.

9 MS. KUTLOW: Thank you, Chairman Schenk and Members of
10 the Board.

11 My name is Diana Kutlow.

12 I here representing Catherine Blakespear our State
13 Senator.

14 And I thank you for the opportunity to speak on this
15 topic.

16 As you know, Senator Blakespear has made addressing
17 homelessness and affordable housing a top priority in our
18 role.

19 The senator and Governor Newsom agree that state-owned
20 land will help California meet the state goals of building
21 2.5 million new units by 2030.

22 The governor has also made it easier by streamlining
23 development process for state land.

24 So the way ahead is clear.

25 Nowhere is affordable housing more needed or harder to

1 build than in our coastal regions.

2 There are few opportunities to put affordable housing
3 right where it is needed.

4 And the kind of housing you've been discussing for
5 years accomplishes this goal.

6 I think of residents as also being community
7 ambassadors for the fairgrounds.

8 The senator encourages the Board of the 22nd DAA and
9 the City of Del Mar to expeditiously work together towards
10 developing housing on this state land that will provide
11 much needed housing for people working and living in our
12 communities.

13 As the senator stated, the solution for our critical
14 housing crisis is not to sprawl out into the back country
15 but to sprinkle in additional housing near new jobs in a
16 way that protects native habitat, reduces commutes and
17 emissions, and takes advantage of existing transportation
18 infrastructure.

19 Housing here will accomplish those goals.

20 Housing here will provide homes for our local
21 workforce.

22 And housing here will show that we can come together in
23 our coastal community to find reasonable solutions to a
24 problem that will not go away without your creativity and
25 collaboration.

1 Thank you.

2 PRESIDENT FREDERICK SCHENK: Thank you.

3 Thank you.

4 Who else would like to speak? I think these ladies are
5 queued up.

6 If you wouldn't mind queuing up.

7 Thank you.

8 SALMA ISMAIL: Hi, everyone.

9 Thank you for having me.

10 I'm Salma here from Assembly Member Tasha Boerner's
11 office, who represents District 77.

12 I'm here as a surrogate for the assembly member to
13 speak in support of this affordable housing project.

14 The City of Del Mar and Del Mar Fairgrounds have been
15 working diligently to create a plan to address the housing
16 crisis, which is not only prevalent in San Diego County but
17 statewide.

18 Californians deserve affordable housing and this
19 project is a creative solution which will serve as an
20 example for other cities that want to provide housing in
21 livable areas.

22 As a renter herself, Assembly Member Boerner is a
23 strong supporter of building more affordable housing.

24 She recognizes the importance of having housing options
25 that are in livable areas.

1 And the City of Del Mar's housing strategies align with
2 smart growth principles that will benefit the region as a
3 whole.

4 Assembly Member Boerner would like to join San Diego
5 County, SANDAG, and City of Solana Beach, and Senator
6 Blakespear in support of the City of Del Mar and Del Mar
7 Fairgrounds in the mission to build more affordable
8 housing.

9 Thank you, again, for having me voice Assembly Member
10 Boerner's support.

11 PRESIDENT FREDERICK SCHENK: Thank you.

12 Welcome.

13 JEWEL EDSON: Thank you for allowing me to speak, Board.

14 I'm Jewel Edson, Solana Beach City Councilmember.

15 And at this point I'm here today to address my city's
16 support for sustainable fairgrounds facility and the ENA
17 between the City of Del Mar and the 22nd DAA as you work
18 together through a meaningful manner, thoughtful,
19 meaningful manner to build affordable housing project on
20 the Del Mar Fairground's property.

21 This location provides significant opportunities to
22 support a multiunit affordable housing project in proximity
23 to government services, schools, parks, jobs and
24 transportation.

25 The continuing action demonstrates the agency's

1 diversified approach to accommodate housing in the small
2 coastal community and our region.

3 The City of Solana Beach applauds the 22nd DAA and Del
4 Mar for their leadership and commitment as they work
5 diligently to explore land uses on the fairgrounds to
6 address the housing crisis in our region.

7 The need for workforce housing in our region is real.

8 Supporting and approving affordable housing here on the
9 fairgrounds will not only help support the state's housing
10 goals but will support the needs of the 22nd DAA and
11 surrounding communities.

12 The City of Solana Beach look forward to supporting the
13 22nd DAA and City of Del Mar as they explore solutions to
14 the region's housing affordability needs and to helping
15 build coastal communities that provide housing
16 opportunities for residents of every income level.

17 Thanks.

18 DARREN PUDGIL: Good afternoon, President Schenk and
19 members of the Board.

20 My name is Darren Pudgil.

21 I'm here on behalf of Seaside Ridge, the proposed
22 affordable housing project that would be built just chooses
23 across Camino del Mar.

24 As I've said before, we support any and all efforts to
25 build affordable housing in Del Mar.

1 What we don't support, however, is the attempt by the
2 city to site an affordable housing project on these
3 fairgrounds outside of your master planning effort.

4 This one in a generation planning opportunity and
5 public outreach effort should not be compromised because
6 the city has not historically delivered on its housing
7 obligations.

8 And is now up against a state deadline next month.

9 Meanwhile, Seaside Ridge is a fully defined site that
10 is shovel-ready and 49% affordable.

11 Our project gives Del Mar a way to help meets its
12 housing requirements today while giving this board the time
13 to carefully craft its masterplan.

14 Next month will mark the three years since we submitted
15 our project application to the city and even though Seaside
16 Ridge would significantly help Del Mar with its
17 obligations, it is not allowed our project to proceed, have
18 has forced us to take legal action.

19 As you consider allowing Del Mar to put affordable
20 housing on your property, you might ask yourself, why
21 compromise your master planning effort, why try to
22 accommodate a city that is expressed positions on the
23 proposed LOSSAN rail alignment that directly counters the
24 wishes of this board, which have caused you to call off
25 housing talks with the city, not once, but twice.

1 And finally, why work with a city that claims it's so
2 serious about building affordable housing but is backing an
3 anti-housing state ballot measure that constitutes an all-
4 out assault on our governor and his efforts to create
5 affordable housing in this state.

6 In addition to these, your staff report has pointed out
7 other reasons why you might not want to consider moving
8 forward with this project prematurely.

9 If Del Mar is truly serious about affordable housing,
10 there is a beautifully designed project they could move
11 forward on today and it's Seaside Ridge.

12 Thank you.

13 PRESIDENT FREDERICK SCHENK: Thank you.

14 good afternoon.

15 ROSE ANN SHARP: Good afternoon.

16 My name is Rose Ann Sharp.

17 And I'm a resident of Del Mar and I know some of you.

18 In two days, it will be seven years since I first
19 appeared before you to ask you to close the gun shows.

20 And I thank you, again, for what you've done.

21 And not only did you do it well, with thorough studies
22 and everything else, but you set the precedent for this
23 state and now there are no gun shows on any state-owned
24 property.

25 So I'm here today to ask you to set precedent again and

1 to put public housing, affordable housing on your property
2 and lead the way for the rest of the state to follow by
3 your good example.

4 I thank you very much.

5 PRESIDENT FREDERICK SCHENK: Thank you, Rose Ann.

6 Again, if people would like to speak, I'll ask that you
7 queue up and it will save time.

8 Good afternoon.

9 BROOKE MILLER: Good afternoon, honorable chair and
10 board members.

11 I'm Brooke Miller with Sheppard Mullin.

12 I'm legal counsel for the Seaside Ridge development
13 project.

14 And I'm here to tell you that we're doing everything we
15 can to make the Seaside Ridge project get done.

16 We've appealed city staff's determination that the
17 project application is incomplete and we've done an appeal
18 now to the city council, and that's following an appeal
19 procedure that's been identified by staff, even though the
20 city council has adopted no specific procedure to do that.

21 Although the city posted on their website the responses
22 determining that the project application's been incomplete,
23 which is referenced in your staff report.

24 They have not posted all of our comprehensive legal
25 responses explaining why the project application actually

1 is complete under state law, those housing state laws that
2 you've been hearing about.

3 We also appealed the trial court's ruling and the
4 reference litigation that even required us to appeal that
5 incomplete determination to the city council because that's
6 also not required by state law.

7 In the meantime, we have appealed the staff's
8 determination to the city council.

9 Rather than hearing that appeal or setting it for
10 hearing, they have required us to go through an initial
11 consideration procedure to determine whether they will even
12 take up our appeal on the incomplete determination.

13 That is now set for September 22nd.

14 And we believe if the city council is serious about
15 affordable housing that they will take up the appeal and
16 find our application to be complete.

17 I want to be clear that the City of Del Mar has a legal
18 obligation to process the Seaside Ridge project development
19 application regardless of what happens here today.

20 As you've heard, repeatedly, you have a long road to
21 planning the future of the fairgrounds.

22 And that must include CEQA consideration of the project
23 development.

24 But even if you were to approve the housing on the
25 fairground's site today, the city would still have an

1 obligation by state law to process our housing application.

2 MS. O'LEARY: I'm sorry, your time is up.

3 BROOKE MILLER: Thank you for your time.

4 PRESIDENT FREDERICK SCHENK: Thank you very much.

5 CAROL LAZIER: Good afternoon, President Schenk and

6 members of the board.

7 I am Carol Lazier, I live in Poway and I'm the owner of

8 the property.

9 I believe that the highest and best use for the

10 property to date is affordable housing.

11 One of the biggest issues, as you know, in the region

12 is the lack of affordable housing.

13 I care very deeply about this issue.

14 And believe that everyone should have the opportunity

15 to access safe, high-quality housing so families can

16 flourish.

17 Seaside Ridge would be a wonderful mixed-income

18 community.

19 These are real homes for real families.

20 20% of them are set aside for lower income.

21 Seaside Ridge will not only help the city move the

22 needle on housing obligations, it could also serve as an

23 asset for the fairgrounds.

24 Imagine 200 families being able to walk over the street

25 and access your wonderful events.

1 Also, I wanted to just point out that it would not cost
2 the City of Del Mar or the fairgrounds a dime to build our
3 project.

4 The city has asked you to help shoulder their burden
5 for affordable housing because you provide jobs but we're
6 stepping up and delivering housing on our land, taking
7 responsibility for sites that the city would otherwise
8 expect you to cover.

9 And this relieves the pressure on the Del Mar
10 Fairgrounds, 22nd District Agricultural Association to make
11 a proper decision to spend the amount of time that you need
12 to make the right decision with your masterplan.

13 So I thank you for listening to me.

14 And I welcome your support.

15 Thank you.

16 PRESIDENT FREDERICK SCHENK: Thank you.

17 Are there any other members of the public who would
18 like to speak and address the Board?

19 Good afternoon.

20 JOSEPH SMITH: Good afternoon, President Schenk and
21 members of the board.

22 My name is Joseph Smith of California Coastal Works.

23 I also work on the Seaside Ridge development team.

24 I actually wasn't going to speak, but I did see a slide
25 on Seaside Ridge that popped up before Dustin spoke so I

1 felt compelled to at least make one link for you.

2 The reason why Seaside Ridge is even being talked
3 about.

4 The 54 units that were discussed at the fairgrounds,
5 there was a statement in the packet about a statement we
6 had made about Seaside Ridge is a substitute for
7 fairgrounds housing, we've never said that.

8 What Seaside Ridge is 42 units of those 54 units.

9 So yes, housing would still be required beyond the 42
10 but this is one project alone.

11 You met the owner.

12 She does care very deeply about affordable housing.

13 In fact, we have units in every single income category.

14 Two in extremely, two in very, 38 in low, 30 -- sorry,
15 43 in moderate and the rest are above moderate.

16 There's been statements they were 49% affordable.

17 I just want to clarify that.

18 49% is based on what you get when you do your base
19 zoning.

20 So at 25 units an acre the property is 6.9 acres in
21 size, that's 173 units.

22 49% of those are in the affordability range, which does
23 include moderate-income units.

24 So we're at 24% lower, that's low, very low, extremely
25 low, 25% moderate.

1 And that's how you get the 49%.

2 Of course, you get density bonus.

3 This is a 50% density bonus project.

4 Those are 86 market units that are added on top of 88
5 market units Based on the math and those market units help
6 subsidize the cost of affordable housing.

7 It's very expensive to build on the bluff in Del Mar.

8 I did just also want to note I appreciate the master
9 planning discussion.

10 Seaside Ridge site is also in proximity to jobs, jobs
11 here.

12 It's also in proximity to transit, grocery down Via de
13 la Valle.

14 One thing that Carol didn't note is that she has
15 actually opened up her blufftop property to the public.

16 There are trails --

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

18 JOSEPH SMITH: Thank you for your time.

19 PRESIDENT FREDERICK SCHENK: Thank you very much.

20 Is there anybody else who would like to address the
21 Board on this topic? All right.

22 Now, I'm going to open it up to board discussion.

23 And I think I'm just going to go around the loop.

24 Director DeBerry.

25 MS. DEBERRY: [off mic] Do you mind going the other way?

1 PRESIDENT FREDERICK SCHENK: Not at all.

2 I'm going to go around the other side of the loop.

3 Director Blair, she owes you one.

4 MR. BLAIR: Director DeBerry, I'll remember this, thank
5 you.

6 I have some more sort of basic questions that someone
7 can answer.

8 If someone moves into a low, very low, moderate housing
9 unit and wins the California lottery, do they have to move
10 out? Or once you're in, can you stay and regardless of
11 whatever income level you got in there -- [Indiscernible]

12 PRESIDENT FREDERICK SCHENK: Is this how many angels can
13 dance on the head of a pin question?

14 MR. BLAIR: Well, I mean --

15 ASHLEY JONES: Okay, I'll take a stab at it, Board
16 Member DeBerry, and then you can, you can back me up.

17 So and I haven't done affordable housing in a very long
18 time admittedly, I spent about 10 years of my career
19 building affordable housing in the city of Poway so I'm
20 pretty well versed in it.

21 To answer your question specifically, it really depends
22 on how the project's funded.

23 It depends on what kind of funding and what the
24 requirements are.

25 Typically, there is annual recertification for people

1 that live in affordable housing to see if they still meet
2 the income requirements.

3 Depending on the funding structure and the management
4 rules for the development, they may be given notice to move
5 out or they can continue to live there.

6 But they do annually get certified and they evaluate
7 whether they continue to qualify.

8 Would you like to add anything to that?

9 MS. DEBERRY: I've actually worked on several projects
10 but you answered it correctly.

11 There is a recertification because incomes change, jobs
12 change, lots of things, family size change, all of those
13 things are taken into account.

14 So there is a yearly recertification.

15 Thank you.

16 MR. BLAIR: So probably these, the ones that are -- the
17 ones that are being requested to be on our land will
18 probably involve recertification every year?

19 ASHLEY JONES: We absolutely will.

20 MR. BLAIR: Okay.

21 ASHLEY JONES: That's required no matter what.

22 They're required annually to recertify and provide all
23 of their income information.

24 How then that's handled if someone is deemed to longer
25 meet the income qualifications is a little bit of a more

1 complicated answer.

2 But the goal with affordable housing is to make sure
3 that as people no longer need affordable housing that they
4 are able to transition into market-rate housing to free up
5 those units for other people.

6 MR. BLAIR: Okay.

7 PRESIDENT FREDERICK SCHENK: Director DeBerry, do you
8 have anything that you're chomping at the bit to
9 [Indiscernible]

10 MS. DEBERRY: I'm chomping.

11 No, actually you are right on it.

12 Yes.

13 MR. BLAIR: And if we find a location, do we then just
14 hand that over to you probably with a long-term land lease
15 and the City of Del Mar will find the developer and see
16 that it's constructed and maintained.

17 Who, if we find a site, who then takes over and is
18 responsible long term?

19 ASHLEY JONES: So that's a great question.

20 That is totally up to you.

21 If you want to provide us with a site, which would
22 include a long-term land lease and the fairgrounds wants to
23 have a totally hands off approach to that, the city will
24 exercise the process going through, doing an RFQ for
25 affordable housing developer.

1 Typically, affordable housing developers have an arm
2 that then manages those developments after they're built.

3 So we would make sure -- one thing I really want to
4 point out, and as we go through this process, I'm happy to
5 take anybody on a tour anytime of some of the affordable
6 housing in San Diego.

7 But I'm sure that Board Member DeBerry can attest to
8 the fact that these projects are built with the intention
9 of being very aesthetically pleasing, very well managed.

10 You know, some of these, we've had some affordable
11 housing developments in Poway, I site that because it's my
12 background, that are nicer than market rate from the
13 aesthetics.

14 And they've done exactly what they've intended to do.

15 The exterior and the improvements have then had a
16 trickledown effect where you'll see an entire block or
17 entire street where you have multifamily development and
18 those private owners start saying, hey, I want my property
19 to look nice, too.

20 So we make sure they're well developed.

21 We also make sure that if you've got bad actors for
22 whatever the reason that get into your development, there's
23 very strict rules about what you have to comply with and if
24 you can't do that you're moved out.

25 So I want to assure everybody, when you think about, I

1 know a lot of times there is stigma surrounding affordable
2 housing and you know, that was true 20, 30, 40 years ago.

3 But that is really evolved over time.

4 These properties are well managed.

5 They become assets and gems of the community.

6 That's, you know, that's definitely changed.

7 That perception.

8 And we work hard to change that perception.

9 MR. BLAIR: And the last question.

10 I know we're not going to make any decisions today or
11 in the near future But we keep hearing about deadlines that
12 the City of Del Mar is facing.

13 How vague a commitment do you need?

14 Could it be so vague as in our design, we will look for
15 a space and if we find it, we'll let you develop it.

16 Or -- [multiple speakers]

17 ASHLEY JONES: So the ENR --

18 MR. BLAIR: Or is that so vanilla that it doesn't do you
19 any good?

20 ASHLEY JONES: Well, I think, you know, we need to take
21 this one step at a time.

22 We have an ENRA that has a list of deliverables and a
23 schedule for that.

24 As Carlene mentioned previously, there are extensions
25 that can be exercised.

1 One of the most critical things is making sure that the
2 decision to potentially site affordable housing here at the
3 fairgrounds is also happening in conjunction and in
4 alignment with your master and site planning efforts.

5 We want to make sure that they're not in conflict with
6 each other, that they're actually happening together, which
7 is why those extensions are built into the agreement to
8 provide for that.

9 So I want to make sure that everybody understands, the
10 fairgrounds housing initiative isn't a, it's not an
11 either/or, it's not fairgrounds housing or Seaside Ridge,
12 or fairgrounds housing or something else.

13 It's all of the above.

14 I think we all should understand that there is no one
15 thing that's going to happen in Del Mar that's going to
16 require or enable us to abandoned this initiative.

17 We will need to pursue this no matter what and
18 hopefully that was made clear today when you saw our
19 presentation and we saw the whole basket of all the things
20 that we're work towards.

21 So private development plays a really important part in
22 that, and we've approved several private development
23 applications and those projects are going to move forward.

24 And we're going to continue to consider every
25 application that comes forward.

1 But regardless, we still need to work collaboratively
2 to pursue the potential of affordable housing here at the
3 fairgrounds.

4 I also want to make a comment.

5 And we've shared this with your consultants that are
6 working on your master planning.

7 It's not, you know, we the City of Del Mar are looking
8 to build a standalone affordable housing development
9 because this for all the reasons we talked about is the
10 site that's most conducive to that.

11 However, you're not limited to that.

12 And as part of your master and strategic planning, you
13 have the opportunity to look more broadly.

14 Do you want that to be part of a larger housing
15 development.

16 Is that something that makes sense for this location.

17 There's some things that I think as you're going
18 through this process that you can look at.

19 But you know, we're only focused right now on just the
20 piece that the City of Del Mar is working on, which is the
21 affordable housing component.

22 MR. BLAIR: So when do you think you need a commitment
23 from us? Is it five years away or could it be 10 years
24 away?

25 ASHLEY JONES: No, no.

1 We -- the ENRA is very clear that we have deadlines.

2 I don't have them off the top of my head but we can
3 certainly follow up and provide the deadlines.

4 MR. BLAIR: [off mic]

5 ASHLEY JONES: It's within the next 12 to 18 months that
6 we need to be at a point where through the site planning,
7 all the studies, so I think Carlene was touching on
8 earlier.

9 We're doing all these studies right now.

10 Those studies are going to help inform whether there's
11 a potential for affordable housing in conjunction with
12 other development opportunities that you as a board will be
13 considering for your property.

14 When you get to the conclusion of those studies and in
15 compliment to your master and strategic planning, there
16 will be a decision as to whether or not you feel you can
17 accommodate affordable housing at this location.

18 MR. BLAIR: But 12 to 18 months.

19 ASHLEY JONES: That's about the timeframe roughly, yes.

20 MR. BLAIR: Okay.

21 Thank you.

22 PRESIDENT FREDERICK SCHENK: Director Nejabat.

23 MR. NEJABAT: Just out of curiosity, when was the last
24 time staff has met with Del Mar folks, discussions.

25 ASHLEY JONES: Yesterday morning.

1 MS. MOORE: Yesterday morning.

2 Last week.

3 Actually, we meet pretty frequently.

4 We have a standing monthly meeting on calendar.

5 Sometimes there's not, we don't have a new update on
6 that sometimes we have met more frequently than that.

7 And a lot of that work is being done with regard to the
8 consultants in terms of these studies and things that
9 Dustin leads the effort on.

10 And so, connecting it at the staff level is pretty
11 frequent.

12 But I would say it's averaging about monthly.

13 PRESIDENT FREDERICK SCHENK: Any questions to our
14 speakers?

15 Director Mead?

16 MS. MEAD: Hi.

17 I have a couple of questions.

18 I'm having a little bit of a cognitive dissonance here
19 around that you're saying you are looking at all
20 applications, but for the better part of a year we have
21 heard Seaside Ridge come to present to us that they have
22 been working on a project for the last three years.

23 And I'm really, I've heard them speak but I've not
24 heard you speak about what the issue is that this is taking
25 three years for this to at least be moving forward given

1 that you are considering all applications.

2 ASHLEY JONES: I really appreciate you asking that
3 question.

4 I was hoping someone would ask the question today.

5 I want to remind all of you that we are a local
6 government agency.

7 We're not in the business of going out and disparaging
8 an applicant even when the applicant is disparaging us.

9 So we're very cautious about that.

10 I'm sure Carlene has been in situations where you're
11 dealing with things as a matter of business and the reality
12 is as a public agency, our elected officials and staff are
13 not going to come out, we're not going to show up, we're
14 not going to be giving you the counterpoints to Seaside
15 Ridge's arguments.

16 What I want to assure you is that we have fully
17 considered their application, we've responded to every
18 communication they have given us.

19 We're complying with state law.

20 I also want to remind you that that bluff is a
21 sensitive coastal resource.

22 It requires CEQA, it needs to be compliant, anything
23 that's built there needs to comply with the Coastal Act.

24 That's what the city has deemed problematic with that
25 application.

1 The application is incomplete.

2 If I knew that we were going to have a legal debate
3 today I would have invited our city attorney.

4 Because again, you are hearing from one legal counsel
5 in their opinion, you are not hearing the whole story.

6 It is totally inappropriate to have a legal debate here
7 in a public meeting with the fair board who doesn't have
8 the jurisdictional insight and authority over regulating
9 development, so I would ask that you take that into
10 consideration.

11 This will be heard by the city council on September
12 22nd.

13 Further, this is probably an item that's going to go to
14 the State of California courts and let them decide.

15 The application of state law that the representatives
16 from Seaside Ridge are trying to apply in this case, the
17 city, in conjunction with our own special and in-house
18 legal counsel, absolutely do not agree with.

19 So respectfully, I would ask that you take that into
20 consideration.

21 We are not not considering Seaside Ridge and we would
22 love nothing more for there to be an application that we
23 can consider that is complete and that we can process.

24 Because at the end of the day, we don't just need
25 fairgrounds housing, we need all opportunities for

1 affordable housing.

2 But if Seaside Ridge moved forward tomorrow, we would
3 still need to pursue housing at the fairgrounds because it
4 does not provide out of 259 units that they're seeking, 42
5 units is not going to be sufficient to meet our needs.

6 We will have to pursue housing at the fairgrounds
7 regardless.

8 Again, it's not an either/or, and it's unfortunate that
9 there's been so much emphasis and effort to undermine this
10 project here at the fairgrounds, because I think the city
11 deserves all opportunities, including the fairgrounds and
12 Seaside Ridge.

13 MS. MEAD: Thank you.

14 I agree, we're not interested in a legal debate
15 occurring today.

16 But I'm interested, there is a hearing on September
17 22nd.

18 Is there information on your website or somewhere else
19 posted where we can understand the issues with the
20 application?

21 ASHLEY JONES: Yes.

22 And in the FAQs, there's a link to that webpage that
23 provides all of the information.

24 It's a statement about the city's position with regard
25 to the project, why we've come to certain determinations

1 about the project.

2 I want to clarify though that there was an initial
3 lawsuit, it was dismissed by the court on a technical issue
4 sending the developer back to the city to fully exercise
5 their due process, which they are doing.

6 The city council is not being asked to weigh in on the
7 merits of the project.

8 They are being asked to weigh-in on whether the project
9 is, the application for the project is complete or not.

10 That's what they are going to be looking at.

11 But I'm happy to follow up.

12 I'll work through Carlene.

13 We can recirculate the city's webpage and you can look
14 at any and all information we have available.

15 MS. MEAD: Thank you.

16 And then one of your comments brings up another
17 question that I have, which is if I'm not mistaken, I heard
18 and saw on your presentation that some of the affordable
19 housing that you are considering has a 10 or 15% affordable
20 housing component.

21 Now, there is a much larger need so why is it that you
22 are not considering 20%, 30%, 40% component of affordable
23 housing in these developments?

24 ASHLEY JONES: So I love the question.

25 Thank you.

1 I could do this with you all day because you're asking
2 me so many good questions.

3 So thank you for asking that, because I think --
4 [off mic]

5 ASHLEY JONES: I know, thank you.

6 So and again, I know Board Member DeBerry is very
7 familiar with all of this.

8 So one thing I want to qualify for you is that is state
9 law and that also plays into the comment, why are we
10 pursuing and supporting an initiative that is regarding
11 housing.

12 This is why.

13 Because we can't require housing more than 15 to 20%.

14 It's state law.

15 So I would like nothing more than to say, I want 50%,
16 60% of your development to be low-income housing.

17 The challenge there is it's really all about economics
18 and getting developers.

19 Developers aren't in the business of building things
20 for free.

21 They need to make money on it.

22 And so, unless it's an affordable housing developer
23 that is only going to build affordable housing we're
24 talking about private development that is conditioned to
25 produce some affordable housing units in conjunction with

1 state law.

2 State law does not require, does not allow for us to
3 require more than that.

4 So that's a really important piece of the puzzle.

5 That's also part of the city's frustration and why Del
6 Mar, Encinitas, and lots of other cities have signed on in
7 support of this initiative.

8 This state housing initiative has nothing to do with
9 anything related to affordable housing.

10 No state laws related to affordable housing will
11 change.

12 What we're frustrated with is that we're being
13 required, all cities in California are being required to
14 process developments that don't in many cases even require
15 affordable housing at all.

16 So in the instance of you know SB9 and some of the
17 other things, which we won't get into every piece of
18 legislation and our frustration about it, we're actually
19 precluded from getting deed restrictions and other things
20 that require units to be affordable.

21 That's what we're seeking.

22 That's what many other communities are seeking.

23 Because we're being asked, understandably, to provide
24 housing and to deal with the state housing but we're not
25 given the tools to do it.

1 And so that's what we're working hard on.

2 That's why we've got so much interest from all of our
3 legislators that are here in support of this project.

4 Because we've got to be part of the solution.

5 MS. MEAD: One last question and then I'll -- one of the
6 things that you indicated was that there is -- that you
7 cannot require.

8 However, you can work with developers who are
9 voluntarily having a higher percentage of affordable
10 housing.

11 Like Seaside Ridge indicated that I think their number
12 was something like 28 of low, lower, and lowest.

13 [chuckling]

14 I don't remember the categories but.

15 So I understand that there's, you cannot require that,
16 but are you looking at developers that are interested in
17 doing more affordable housing?

18 ASHLEY JONES: Yes, regularly.

19 We are talking to developers, trying to recruit
20 developers.

21 We're doing everything we can.

22 And Amanda talked about, we're trying to incentivize
23 development, not just to meet the minimum requirements but
24 to go above and beyond.

25 MS. MEAD: Thank you.

1 PRESIDENT FREDERICK SCHENK: All right.

2 We really do need to move along but all those were

3 important, so thank you.

4 I'm going to start with Director DeBerry.

5 MR. ARABO: She's saying no.

6 PRESIDENT FREDERICK SCHENK: Okay.

7 MS. DEBERRY: [off mic]

8 PRESIDENT FREDERICK SCHENK: Covered.

9 They were very well addressed.

10 Thank you for that, Director Mead.

11 Director Arabo.

12 MR. ARABO: Okay.

13 Thank you.

14 I'm going to actually request for this item to come

15 back probably November because a couple of reasons.

16 One reason is we are behind time, a lot of busy agenda

17 action items we need to get to.

18 Thank you for coming.

19 Thank you for the cities and the state representatives

20 and the developer.

21 I think we're very close.

22 We agree on a lot of more than we disagree with.

23 I think everyone is in alignment.

24 This is affordable housing crisis and we need to do

25 everything we can to fix it.

1 So the lens I have is let's fix the problem, just so
2 you can see my perspective as one board member out of the
3 nine and my colleagues.

4 There's some history with the City of Del Mar and the
5 District.

6 And we're partners, we're friends and we've seen the
7 city say something like the train realignment, this board
8 paused it, we fixed it, we came back.

9 And then we see recently the City of Del Mar supporting
10 a ballot initiative that goes against what our great
11 governor pushes, which is more housing.

12 And I scratch my head and say well why if they want to
13 fix the problem of affordable housing, why would you
14 support a ballot initiative that goes against what the
15 state is pushing for.

16 Then we say, okay, let's revisit it.

17 And the third thing today I see is a developer, the
18 owner of the land actually showing up to the fairgrounds
19 and saying, let's be part of the solution.

20 We want to fix this problem with the city.

21 And the city and the development for one reason or
22 another, which is your guys' business, not ours, you can't
23 get along or find a solution.

24 And so, I think we need to really study this.

25 I do think it's early and presumptuous to think that

1 your masterplan shows this district approving it because
2 we're just studying it.

3 I mean any board member can ask the president to put it
4 on the agenda.

5 And five votes could cancel or pause it at any time.

6 We obviously, my perspective is I hope that we do see
7 something developed.

8 But I do really encourage you to sit down with this,
9 not just Seaside, but any developer with an open heart and
10 an open mind and find a solution.

11 Because if they're saying we're going to give you 42
12 units and you're saying we need 54, which I understand, so
13 but it's a different conversation is we need this 113
14 units.

15 They're giving us 42, give us 50 also.

16 That's one conversation.

17 It shows harmony.

18 It shows that we want to solve the problem.

19 But when I see we don't like the state laws, we're
20 going to fight it.

21 Okay.

22 This developer gives us a solution, we don't like their
23 solution.

24 But the District we want you guys to help us because
25 our numbers are this because of the jobs that we provide.

1 It's hard for me to reconcile all those things.

2 So I encourage you and the city to come into some type
3 of harmony and be solutions minded and so we can fix this
4 really bad crisis we all have.

5 Because I'm very pro affordable housing and
6 development.

7 But I hope the City of Del Mar leads the effort and I
8 put it on the speaker said it today, I thank you for saying
9 it.

10 I hope the City of Del Mar shows the example and leads
11 by example and says, yes, Seaside Ridge, yes, this
12 development, yes any development that gives us affordable
13 housing units.

14 And then I hope we can do it as well, so thank you.

15 And I hope to whoever the president will be at the
16 time, we revisit this whole conversation in November or
17 October.

18 I really want to now that both parties come to today's
19 meeting, I really want to, personally want to follow this
20 to see what happens between the city, Seaside Ridge and
21 other developments.

22 I'm searching for data points more than rhetoric.

23 Rhetoric is great but the data points is what matters
24 for me.

25 ASHLEY JONES: Thank you.

1 I just wanted to -- I'm sorry, Chair Schenk.

2 PRESIDENT FREDERICK SCHENK: Go ahead.

3 ASHLEY JONES: I just wanted to encourage, and this will
4 be part of what I share with Carlene, is to please tune in.

5 I think, I know, you are interested in learning more,
6 this is not the appropriate forum.

7 But watching the council meeting on the 22nd, that's
8 going to provide you with a lot of information.

9 You'll be able to hear the presentation, you'll be able
10 to hear from the developer.

11 You'll get a really good sense of where the points of
12 disagreement and concern are.

13 And so I would really encourage you to pay attention.

14 And we'll circulate the -- and it's recorded.

15 If it's not convenient to watch it live, you can watch
16 it at any time.

17 MR. ARABO: Great.

18 MS. DEBERRY: I do have one question for you.

19 How many developers are you engaged in conversation
20 with, one, two, three?

21 ASHLEY JONES: So we, as Amanda mentioned, we get
22 inquiries from developers regularly.

23 We are in frequent communication with developers about
24 all of these potential development locations.

25 A lot of what we talk about, you know, understandably

1 is confidential, so I can't share, you know, the details of
2 that.

3 But we're regularly in communication with developers
4 about development opportunities in our community.

5 Not just in a responsive way but in a proactive way.

6 We're also actively working with and talking to
7 affordable housing developers.

8 MS. DEBERRY: Okay.

9 Are you in any type of MOUs or any type of agreements
10 or anything at this point with any developers at all?

11 ASHLEY JONES: Well, so the private development,
12 Watermark and 941, those have been approved.

13 They're ready to - they've been entitled.

14 Yeah.

15 [multiple speakers]

16 ASHLEY JONES: The housing agreements are being worked
17 on now.

18 So yes, it's two developers that we're in discussions
19 with, entering into agreements with.

20 We're also in talks with a developer or a potential
21 development partner for our city site.

22 And I wanted to point out, too, I mean, Amanda, you
23 know, we had covered a lot of information.

24 But we're trying to maximize these little, tiny postage
25 stamp sites to try to get as many units as we can possibly

1 squeeze on them.

2 So we're trying to leverage the property that we have
3 that we actually have site control over to the greatest
4 degree that we possibly can.

5 MS. DEBERRY: Go on.

6 Yeah.

7 AMANDA LEE: And I think it helps clarify.

8 So we get many, many inquiries and a lot, including the
9 whole North Commercial Zone that I pointed out and then
10 also the neighborhood of Seaside has also inquired.

11 The reason they haven't submitted is because they
12 recognize what the true development process is.

13 And the Seaside Ridge application is not reflective of
14 the true development process.

15 So that's what's going on here.

16 MS. DEBERRY: Okay.

17 I was specifically asking about contracts or
18 agreements.

19 So two is what I'm hearing right now.

20 AMANDA LEE: Yeah.

21 MS. DEBERRY: And those two, there's a process, right?
22 That you, is that a state mandated or are you looking at
23 your city processes?

24 ASHLEY JONES: So our city process is follow state law.

25 And that's really important.

1 Like we're following our same process with every
2 development project that gets submitted to us.

3 When it doesn't comply with state law, we can't process
4 it beyond that.

5 So that's part of the issue right now.

6 We can't as a city take latitude and do things we're
7 precluded from doing under state law.

8 That's a really important piece of this dynamic.

9 It's not about not getting along or not looking for
10 solutions.

11 In fact, we initiated a process to try to find
12 solutions.

13 The issue here is that we can't go beyond what state
14 law allows us to do and that's the constraint that we have.

15 MR. ARABO: Okay, I have a follow-up question too.

16 PRESIDENT FREDERICK SCHENK: Okay.

17 Keep in mind, I've got board members at 3:00, keep that
18 in mind.

19 MR. CAPLAN: I also just wanted to remind the Board to
20 continue to focus the discussion on the agenda item, which
21 is discussion of the City of Del Mar's request to site
22 affordable housing here.

23 The conversation seems to be evolving into a discussion
24 on affordable housing outside of the fairgrounds property.

25 And that's not really within the confines of the agenda

1 item.

2 To the extent to this Board want to expand the
3 discussion, the Board can certainly do that, but the agenda
4 item would need to reflect that.

5 MR. ARABO: Okay.

6 My request is for the October meeting to expand it to
7 incorporate what Josh Caplan just said.

8 PRESIDENT FREDERICK SCHENK: Whoever is the chair?

9 MR. ARABO: Whoever it is, as an agenda item.

10 Because it's not an agenda item so I can't put that.

11 But as the next agenda item.

12 PRESIDENT FREDERICK SCHENK: I think that's a good idea,
13 Mark.

14 MR. ARABO: Okay.

15 Thank you.

16 Do we need a motion?

17 PRESIDENT FREDERICK SCHENK: No, it's a request and it
18 will happen.

19 MR. ARABO: All right.

20 Thank you.

21 PRESIDENT FREDERICK SCHENK: It will from our
22 perspective.

23 Hopefully, our friends from our neighboring
24 communities.

25 MR. ARABO: We're inviting you back.

1 PRESIDENT FREDERICK SCHENK: Yeah.

2 With that in mind, Lisa.

3 MS. BARKETT: Thank you.

4 It's been very informational, which is great.

5 So I think where I come down, and I'm not saying I'm
6 this old, but we've been dealing with mandated housing
7 since 1969 from the State of California.

8 And when it really came to be a major issue was in
9 2010.

10 And at that time, I was on the community relations
11 committee.

12 And so, and I want to point out that Russ Penniman, who
13 was the president, I don't know in 2010 but prior to that,
14 we were all talking about it.

15 It was right at the heart of the issue.

16 And I can't believe it's 2025, and we're still dealing
17 with it.

18 And what bothers me and I just want to say, is still
19 this this line.

20 And it's the one on page 25, where it talks about the
21 data identified the fairgrounds as the largest local
22 employer and generator of housing demand in Del Mar.

23 I still find that very difficult to believe considering
24 we have state employees.

25 And you know, there's no way they could afford to live

1 in Del Mar, you know, alone, maybe there are roommates, I'm
2 not sure but I still think that percentage is off.

3 I believe the figure, correct me if I'm wrong, came
4 from SANDAG, is that correct?

5 ASHLEY JONES: So the figure was from the State
6 Employment Development Department.

7 And it didn't distinguish between full time, part time
8 and seasonal.

9 So it's the numbers, it's the data that's driving that
10 distinction of you being the largest employer.

11 And that being a generator for housing means you have
12 to accommodate.

13 And to your point, you've got people working here at
14 the fairgrounds that are in that category of qualifying for
15 affordable housing.

16 That's where that balance, that's where those
17 methodologies come from.

18 You know, where are the jobs and providing housing in
19 proximity to the jobs.

20 That's a City of Del Mar designation, but I just wanted
21 you to understand.

22 [multiple speakers]

23 MS. BARKETT: But I mean if we were to poll our
24 employees, I mean, I would wonder what that number would be
25 that live in Del Mar.

1 I would think it would be very minuscule.

2 ASHLEY JONES: I just want to clarify for everyone's
3 benefit, it's not where you live, it's about providing
4 housing so people can live close to work.

5 So to your point, nobody at the fairgrounds, maybe, I
6 don't know, Carlene, can afford to live here.

7 MS. BARKETT: But you would have to take it one step
8 further.

9 Do you want to live in Del Mar and maybe they don't.
10 You know, so I don't know.

11 PRESIDENT FREDERICK SCHENK: Lisa, any other questions?

12 MS. BARKETT: No, thank you so much.

13 Thank you.

14 Great presentation.

15 ASHLEY JONES: Thank you for having us.

16 PRESIDENT FREDERICK SCHENK: Vice President Gelfand.

17 MR. GELFAND: I have a bunch of questions, but we'll
18 save them for October.

19 Just three things.

20 One, I think having this on the agenda coming back for
21 more Q and A in October is important.

22 I would like staff to come back every month or every
23 time we have a meeting and give us an update on where
24 things are.

25 And that leads to my final question or comment.

1 And that is that if we're going to have affordable
2 housing on fairgrounds property and it has to be in the
3 City of Del Mar, I'm very concerned from a master planning
4 standpoint about the location.

5 And I understand there's been, you know, studies
6 underway, including the HAP related studies.

7 And I want to know if you are considering the location
8 immediately adjacent to Denny's? And a potential
9 realignment of Jimmy Durante.

10 Because that would put the housing essentially outside
11 of what would be a total master planned area close to
12 transit, close to shopping, et cetera.

13 Is that location being currently considered?

14 ASHLEY JONES: That location has not been considered.

15 MR. GELFAND: Is there a reason?

16 ASHLEY JONES: There's a lot of constraints with that
17 location.

18 Yeah.

19 AMANDA LEE: I was just going to clarify.

20 So the fact that those are HAP grant studies as part of
21 the \$1.5 million grant that we were able to secure and we
22 shared it with your organization.

23 So it's actually your consultant that is working on
24 those studies right now.

25 It's Harris Associates.

1 And Dustin is the lead on that.

2 [multiple speakers]

3 MR. GELFAND: So, but is there --

4 [multiple speakers]

5 AMANDA LEE: They are studying sites right now, and

6 formulating a report, and that will come to you.

7 You are getting all this good information about

8 environmental constraints, what are the opportunities, what

9 are the constraints, your infrastructure, water, sewer

10 plans for your whole site.

11 It helps you beyond housing all of you future planning

12 needs are being addressed.

13 ASHLEY JONES: And I just want to clarify, Member

14 Gelfand.

15 I thought you asked if it had already been studied

16 because two locations on the fairgrounds have already been

17 studied.

18 And then these other studies will inform additional

19 sites.

20 We don't have additional insight on that right now.

21 It will be the completion of the studies that we'll

22 better understand that.

23 MR. GELFAND: Thank you.

24 That's all, Fred.

25 PRESIDENT FREDERICK SCHENK: Thank you.

1 I have one question.

2 I'll reserve the rest for October.

3 Joyce, please you go first.

4 MS. MOORE: You're muted, Joyce.

5 PRESIDENT FREDERICK SCHENK: Well --

6 MS. ROWLAND: Hang on, I'm here.

7 So I think it was a great conversation.

8 Lots of good information, good questions.

9 And I just wanted to point out if you look at the

10 transcripts, we have had some really good conversations in

11 the past about this.

12 And one of the reasons why we decided to support

13 looking at public housing on the fairgrounds is it was in

14 support of public policy and consistent with public policy

15 needs.

16 So that has been kind of an underlying theme for us

17 regardless of what anyone else was doing around us.

18 I also want to point out that we asked for the "E" in

19 ENRA.

20 We are the ones who asked for it to be exclusive so

21 we're not inundated by all sorts of other people coming in

22 and asking for sites on the fairgrounds.

23 We think we could manage one and in conversations with

24 Del Mar and given the linkages we have to their numbers

25 being created it seemed like a fair way to proceed.

1 And I think as pointed out, I personally have no doubt
2 that the numbers that you are receiving based on what is
3 happening at the fairgrounds employment are predicated on,
4 I hate to say it, but they're predicated on a lie.

5 And I hate that.

6 And I know that we can't I guess do anything about it
7 relative to this cycle but it really has to be looked at
8 and pushed on for future cycles because it's just wrong.

9 I mean, if it were right, no problem, but the way
10 they're doing it is wrong.

11 You just can't count seasonal people and full-time
12 employees in the same way.

13 I guarantee that our thousand people that came to work
14 here for the summer probably did not need a place to live
15 based on where they were hired.

16 So I just want to make sure that we're -- I think we do
17 have a special relationship to Del Mar relative to these
18 issues.

19 I have no doubt that we can find someplace that will
20 not disturb our masterplan.

21 And I have no doubt that Del Mar is highly motivated to
22 make whatever needs to happen to make that land available
23 to us if that is the best for our masterplan and allows us
24 to proceed without worrying about will it fit into the
25 masterplan in the future.

1 With respect to Seaside Ridge, I think that's somebody
2 else's issue.

3 I think that we have our own reasons for doing what we
4 do and that we should distance ourselves from that
5 particular discussion.

6 PRESIDENT FREDERICK SCHENK: Do you have any questions?

7 MS. ROWLAND: No.

8 PRESIDENT FREDERICK SCHENK: No, all right.

9 I have a question with regard to the data regarding the
10 55% of the employees, that data.

11 Do you know when that was collected?

12 ASHLEY JONES: I want to say that goes back to what
13 2018? 2017, 2018.

14 Yeah.

15 KAREN BRINDLEY: Good afternoon.

16 Karen Brindley, Planning and Community Development
17 Director.

18 Typically, as Amanda indicated, the RHNA process, the
19 housing element process generally starts about three years
20 prior to the actual adoption timeframe that we're required
21 to.

22 So that data was probably collected back around 2018
23 and provided to SANDAG through that planning process.

24 PRESIDENT FREDERICK SCHENK: All right.

25 And you do realize that that data is no longer, it's

1 obsolete data, you realize that, right?

2 ASHLEY JONES: Yeah.

3 PRESIDENT FREDERICK SCHENK: And yet you're telling us
4 that data but you know that data is totally obsolete,
5 correct?

6 ASHLEY JONES: I want to be clear, we're not using that
7 data.

8 PRESIDENT FREDERICK SCHENK: You are using that data.

9 ASHLEY JONES: No, SANDAG used that data.

10 PRESIDENT FREDERICK SCHENK: You presented the data
11 today.

12 ASHLEY JONES: We wanted you to understand the basis of
13 the data that SANDAG used to assign RHNA for the entire
14 region and the it's the same formula they used for every
15 city.

16 The challenge is because we have a unique use, it drove
17 up the numbers.

18 But we agree with you, the numbers are totally wrong.

19 We totally agree with you.

20 PRESIDENT FREDERICK SCHENK: Please do not come before
21 this Board ever again and present data that is seven years
22 old, eight years old, representing it to be a reflection of
23 why you need our help in getting this done.

24 I'm not opposed it but I really take offense.

25 And nobody else has asked the question until I'm the

1 last one to ask it.

2 Why wasn't that voluntarily offered to us? That's a
3 shame on the City of Del Mar for not properly accurately
4 representing the data to us.

5 Next month I would like to know accurate data please.

6 MS. ROWLAND: Wait, wait, wait.

7 [multiple speakers]

8 ASHLEY JONES: Obtained by SANDAG.

9 PRESIDENT FREDERICK SCHENK: If you are telling me it's
10 55% of the employees and you are telling us, do you know
11 how many employees we have today versus what we had in
12 2018.

13 I know.

14 Do you know that?

15 ASHLEY JONES: We agree with you.

16 That's what I'm trying to say is that we're agreeing
17 with you.

18 We're trying to help the Board understand that SANDAG
19 used bad data.

20 We don't have the numbers but commonsense tells us we
21 don't have 4,000 people working in the City of Del Mar nor
22 do you have 2,200 people working here on the site.

23 They counted people who worked a one-day event, like a
24 KAABOO.

25 They counted people who work here part time or

1 seasonally like the teachers for the summer.

2 What I'm trying to tell you is that we wanted you to
3 understand how SANDAG determine our numbers.

4 What dataset SANDAG used.

5 It's not our data and we're not standing behind that
6 data, but you deserve to understand how did SANDAG
7 determined that 55% of our jobs numbers are here at the
8 fairgrounds, SANDAG did that, not us.

9 PRESIDENT FREDERICK SCHENK: And yet you allowed us to
10 have a conversation for the last hour making some
11 assumptions until I asked this question.

12 So --

13 MS. ROWLAND: No, I don't think that's true.

14 PRESIDENT FREDERICK SCHENK: I think it is true.

15 I think you --

16 MS. ROWLAND: No.

17 PRESIDENT FREDERICK SCHENK: You put it up on the screen
18 reflecting a number that is invalid.

19 I take offense to that, not to anything else, but to
20 that I take offense that you would present numbers that are
21 wholly inaccurate.

22 Next month I invite you either take that down from the
23 slide or get correct data.

24 It's meaningless.

25 Why give us data that is meaningless.

1 Give us something that really makes sense that we can
2 work with that we should be addressing, not numbers that
3 reflect things that happened seven or eight years ago, that
4 are no longer true and correct.

5 Will you do that for me?

6 ASHLEY JONES: I can't commit to that because we don't
7 have the numbers.

8 So you have to ask SANDAG.

9 PRESIDENT FREDERICK SCHENK: Just pick it out of your
10 PowerPoint --

11 ASHLEY JONES: Okay.

12 It's only to help you understand how SANDAG determined
13 the highest employer, that's it.

14 PRESIDENT FREDERICK SCHENK: It doesn't help me to have
15 incorrect numbers today.

16 MS. ROWLAND: They are not incorrect.

17 They are absolutely not incorrect.

18 [multiple speakers]

19 ASHLEY JONES: We -- we can't use -- so the RHNA process
20 doesn't allow you each year to look at it fresh.

21 It goes through a period of time.

22 They use a stagnant data point.

23 And they come up with methodology and it's applied for
24 eight years.

25 At the end of the eight year cycle going into the next

1 cycle, they will get all new data.

2 But the process can is a snapshot and point of time.

3 So even if the data changes every year, SANDAG doesn't
4 reevaluate that and reassign numbers.

5 PRESIDENT FREDERICK SCHENK: But you are relying on that
6 and representing to us that we have a responsibility.

7 In fact, you're saying we have a burden to make
8 corrections to fix your problem based on that data and you
9 know it to be inaccurate.

10 We're done with that for now.

11 Next month either take it out of your slide deck or
12 don't raise that number again please.

13 MS. MEAD: Quick question.

14 Did you appeal those data to SANDAG?

15 ASHLEY JONES: Yes, we've been doing that.

16 We hired special counsel to do that.

17 This issue has been raised by Solana Beach, it's been
18 raised by Coronado.

19 The process doesn't allow for a correction.

20 So the city understandably, and as Amanda mentioned,
21 the data is proprietary.

22 It took us almost four years to get the data that they
23 used, the job numbers, to understand how they came up the
24 numbers.

25 Immediately when we did that we started engaging them.

1 The issue is there is no process in state law that
2 allows for a correction to the process.

3 All they are willing to do is consider this on a moving
4 forward basis for the next cycle.

5 Whether any of us agree with the numbers or not, those
6 are the numbers that were used countywide to come up with
7 the assigned units for each jurisdiction.

8 That's all --

9 MS. MEAD: And then I have a suggestion.

10 I think we've been aware they have been using seasonal
11 data for some time.

12 I would just suggest to support Fred's comments that
13 there's an asterisk or something that states that this is
14 from the report that those data are not accurate in terms
15 of understanding that we employ that many people at the
16 fairgrounds.

17 Thank you.

18 ASHLEY JONES: Yes.

19 PRESIDENT FREDERICK SCHENK: Would anybody else like to
20 have a comment? Thank you very much, all, very much.

21 I appreciate your time today.

22 With that, I'm losing two board members in 45 minutes.

23 And we've got some action items that we must deal with.

24 So I'm going to juggle the calendar here, the agenda,
25 and we're going to go to elections.

1 Because our --

2 >> [off mic]

3 PRESIDENT FREDERICK SCHENK: You want to do D? All
4 right.

5 MS. MOORE: D is about continuing conversations so it
6 might be just from an action standpoint it might be
7 helpful.

8 MR. ARABO: I'll do a motion to authorize continued
9 affordable housing discussions with the ENRA with the
10 caveat, City of Del Mar comes back next month and we talk
11 about everything to do with affordable housing including
12 what they have in their city, what they could also use to
13 solve the problem.

14 MR. GELFAND: Second.

15 PRESIDENT FREDERICK SCHENK: There's a second.

16 MS. MEAD: Friendly amendment.

17 I would like to just add is Director Gelfand's question
18 about what I would like to see is staff come back each
19 month with an update on the conversations they are having
20 with Del Mar and updates on reporting, et cetera, that is
21 provided.

22 [multiple speakers]

23 PRESIDENT FREDERICK SCHENK: I need to take public
24 comment.

25 MR. GELFAND: That's okay with me, too.

1 PRESIDENT FREDERICK SCHENK: There has been a friendly
2 amendment on that.

3 All right, so there's been a friendly amendment.

4 Would any members of the public like to speak to this?

5 I didn't think so.

6 I didn't think so.

7 All right.

8 MS. O'LEARY: Who was the second?

9 PRESIDENT FREDERICK SCHENK: But you are welcome to.

10 Please.

11 No, all right.

12 Any further discussion on the motion made by Director

13 Arabo and seconded by Gelfand.

14 Thank you.

15 Any further discussion? Hearing none.

16 MS. O'LEARY: Okay.

17 President Schenk.

18 PRESIDENT FREDERICK SCHENK: Aye.

19 MS. O'LEARY: Vice President Gelfand.

20 MR. GELFAND: Aye.

21 MS. O'LEARY: Vice President Rowland.

22 MS. ROWLAND: Aye.

23 MS. O'LEARY: Director Arabo.

24 MR. ARABO: Aye.

25 MS. O'LEARY: Director Barkett.

1 MS. BARKETT: Aye.

2 MS. O'LEARY: Director Blair.

3 MR. BLAIR: Aye.

4 MS. O'LEARY: Director DeBerry.

5 MS. DEBERRY: Aye.

6 MS. O'LEARY: Director Mead.

7 MS. MEAD: Aye.

8 MS. O'LEARY: Director Nejabat.

9 MR. NEJABAT: Aye.

10 PRESIDENT FREDERICK SCHENK: All right, we're going to

11 move on to elections.

12 And we'll take maybe a 60 second break here in case

13 people would like to take their leave.

14 Thank you all for being a part of this robust

15 conversation this afternoon.

16 [The Board recessed for a break at 2:16 p.m.]

17 [The Board reconvened at 2:24 p.m.]

18 MS. ROWLAND: I can't hear you.

19 I can't hear you.

20 I can't hear anything.

21 Where are you?

22 PRESIDENT FREDERICK SCHENK: Can you hear us, Joyce?

23 MS. ROWLAND: Yes, thank you.

24 PRESIDENT FREDERICK SCHENK: All right.

25 Great.

1 We are back.

2 It is 2:25 and we're going to modify our agenda for
3 this afternoon.

4 Some of these matters we may have to table.

5 I think we've covered the action items.

6 So some of these information items we'll cover or
7 table.

8 But Russ, I'm going to make sure yours is included.

9 I appreciate you sitting through this.

10 We're going to move on to the vote for the new chair
11 and vice chair for the 22nd DAA.

12 I'm just going to say for me, what an honor and
13 privilege it has been to serve as the chair of this board
14 for the last two years.

15 This is my second time doing this.

16 And there won't be a third, I assure you.

17 But you know, it's really been an honor to work with
18 each of you, new and long term, and some sitting in the
19 back there.

20 A lot of familiar faces.

21 And I'm not leaving the Board unless and until somebody
22 that happens, I will continue to be a backbencher and do my
23 job and help whoever is chair and vice chair because I
24 believe in the District.

25 With that, the Nominating Committee was made up of Lisa

1 Barkett and Don Mosier.

2 Dr. Mosier is no longer on the Board, and so I was
3 asked to step in sort of in the last minute.

4 And you know, as chair, I was willing to do that.

5 But the committee did not come up with a
6 recommendation.

7 So we're going to treat this as a non-committee matter
8 because the committee doesn't have a recommendation.

9 Typically, we would have a recommendation coming out of
10 committee but I don't have a history of that committee.

11 The last time this happened Lisa asked me if I would do
12 it, I said no.

13 She said Fred, do it.

14 I said, no.

15 And she finally said, Fred, you know, we need you.

16 Whether we needed me or not, I agreed to do it one last
17 time.

18 And then, with Michael as my vice chair, I said I would
19 do it for a year.

20 And then, Michael said I think I could use another year
21 of training.

22 So I said, okay.

23 But that time has now come for me to pass the torch and
24 the gavel.

25 All right, so how we're going to do this is as the

1 chair I'm not -- I have no intention of making any motions
2 and nor to move nor to second.

3 What I'm going to do is I'm going to go through the
4 seniority rank of vice president, second vice president.

5 By the way, I don't think we need to have a second vice
6 president.

7 It has been a real challenge with Bagley-Keene every
8 month trying to work around, and Josh knows the challenges.

9 I'm a stickler, as some of you know, about not talking
10 with any of you about things in between meetings.

11 And that's really important to me.

12 I'm a slave to Bagley-Keene and to Robert's Rules.

13 And those things are very important to all of us, they
14 should be.

15 So I highly recommend that we just do a chair and vice
16 chair.

17 And our bylaws allow for that, correct, counsel?

18 MR. CAPLAN: Yes.

19 PRESIDENT FREDERICK SCHENK: Counsel?

20 MR. CAPLAN: [off mic]

21 PRESIDENT FREDERICK SCHENK: I just want to make sure I
22 get approval from our counsel.

23 I'm not going to make a motion but I'm going to start
24 by offering, and what I'm going to suggest we do is because
25 of time, I wanted to do it differently.

1 But I'm going to suggest that, you know, not doing
2 slates, you know, doing one slate or two slates.

3 If there's a motion and it's seconded, I'll invite the
4 person who is nominated to say a few words.

5 If that, if there is no second, then I'll entertain
6 another nomination.

7 And until there's a first and a second, and then a
8 vote, and if that slate doesn't get approved then we're
9 going to go back and revote on whatever slate, you know,
10 until there's white smoke essentially.

11 MR. ARABO: Quick question.

12 MS. BARKETT: We have a quick question.

13 You know Robert's Rules, I have them right here too.

14 The chair who is you, calls from nominations from the
15 floor.

16 PRESIDENT FREDERICK SCHENK: Right.

17 That's what I'm going to do.

18 MS. BARKETT: And when we call for nominations we can
19 either do it as a president, for president, and vice
20 president or we could do it just for president.

21 I recommend that it be done for president, we start
22 with president and then go to, you know, vice president
23 afterwards.

24 PRESIDENT FREDERICK SCHENK: I don't have a problem with
25 that.

1 MR. ARABO: One point of clarification.

2 I think with Robert's Rules, I looked at it, if there's
3 multiple nominations then it's a vote.

4 It's not one goes and pass or fails.

5 PRESIDENT FREDERICK SCHENK: That's correct.

6 And but that can't be a slate.

7 But the way it's presented on our minutes, I mean, on
8 our agenda, thank you, is that it's a slate.

9 So that's the problem.

10 Either so either we vote today or on a slate or we
11 postpone it.

12 But if it's slate, I have to go with thought the agenda
13 read.

14 MR. ARABO: Just a question.

15 Can we do a slate, but an election based on the slate?

16 PRESIDENT FREDERICK SCHENK: Yes.

17 MR. ARABO: Okay.

18 Great.

19 PRESIDENT FREDERICK SCHENK: What I'm going to do is I'm
20 going to start -- and look, this is what if the president
21 and if you don't want to do a slate, a vice president,
22 that's fine with me.

23 If you want to just do president, we'll have a motion
24 and a second.

25 And if there is a second person that wants to be

1 nominated for president and not vice president but just
2 president, then we can have each of the individuals who
3 have been moved and seconded speak to their candidacy and
4 then we could have discussion.

5 MS. BARKETT: Yes, that's correct.

6 MR. ARABO: Based on the agenda --

7 PRESIDENT FREDERICK SCHENK: Wait.

8 Please.

9 MR. CAPLAN: I want to make sure the Board keeps in
10 mind, and this is a policy you all adopted.

11 This usually isn't an issue when you are voting on
12 action items.

13 But there are nine of you in the room today, and based
14 on your own Policy 3.05, you need five yeses to nominate
15 any president or vice president.

16 If you abstain from a vote, based on your own policy,
17 an abstention is effectively a no vote.

18 I just want you to keep that in mind.

19 Because if you are thinking I'm not going to vote for
20 myself, I'm going to abstain, your abstention vote is
21 essentially a no.

22 PRESIDENT FREDERICK SCHENK: What I was saying earlier
23 is about nominating.

24 I'm not going to nominate.

25 I can vote but as chair I'm not going to nominate and I

1 won't second.

2 I'm managing the election, so I'm not going to move nor
3 second.

4 MR. ARABO: My question is based on the agenda, so we're
5 supposed to nominate a president and vice president at once
6 since it's a slate?

7 PRESIDENT FREDERICK SCHENK: You could do it separately.

8 MR. ARABO: Okay.

9 PRESIDENT FREDERICK SCHENK: All right, so --

10 MR. GELFAND: If you do it separately, if there's a
11 motion and a second, is there a vote on that or is there --

12 PRESIDENT FREDERICK SCHENK: Yes.

13 MR. GELFAND: A motion and second and then potentially
14 an additional motion and second or for an additional
15 candidate?

16 PRESIDENT FREDERICK SCHENK: If there is more than one
17 candidate, we're going to have each person give a 2 or 3
18 minute talk about why he or she would be the best
19 qualified.

20 If there isn't then we'll have a discussion about that
21 one individual.

22 MR. ARABO: But then both are voted on at the same time.

23 PRESIDENT FREDERICK SCHENK: Yes.

24 MS. BARKETT: Who were voted on, the president is voted
25 on, he goes to slate with the vice president that's voted

1 on.

2 MR. ARABO: Okay.

3 MS. BARKETT: That's your slate.

4 MR. ARABO: So we'll do it one by one, okay.

5 PRESIDENT FREDERICK SCHENK: Okay.

6 With that, in order of ranking and vice president and

7 second vice president, which we still have.

8 I can't make the motion.

9 Michael, are you interested in making a motion?

10 MR. GELFAND: No.

11 PRESIDENT FREDERICK SCHENK: All right.

12 Next is Joyce.

13 MS. ROWLAND: Okay, all right.

14 I may be completely confused because I'm not in the

15 room but I'll give it a shot.

16 I guess I believe in either continuing or starting a

17 cadence.

18 And the one I really like is the one we put in place

19 where we talked about having, you know, a vice chair or

20 first vice president prepping to go into the role of

21 president.

22 And whether that's a longstanding past practice or a

23 recent past practice, I think it's a good practice.

24 So I would like to nominate Michael Gelfand as

25 president.

1 And I don't know if I'm nominating a slate or not, but
2 I'll nominate two people if that's okay, one for president
3 and one for vice president.

4 PRESIDENT FREDERICK SCHENK: We're going to hold off on
5 vice president.

6 MS. ROWLAND: We'll save the vice president.

7 All right.

8 Anyway, so that's my nomination.

9 PRESIDENT FREDERICK SCHENK: Okay.

10 There's been a motion made, is there a second?

11 MR. BLAIR: I'll second.

12 PRESIDENT FREDERICK SCHENK: All right, there's a motion
13 and a second.

14 Now, I will entertain, Lisa, you would be next, so.

15 In terms of ranking and tenure.

16 MS. BARKETT: Okay, so I'm going to make a motion to
17 have Sam Nejabat as our president.

18 PRESIDENT FREDERICK SCHENK: Okay, is there a second?

19 MR. ARABO: I will second it.

20 PRESIDENT FREDERICK SCHENK: All right.

21 So there is a motion for Director Nejabat and a second.

22 Is there a motion for any other individuals for the
23 office of chair of this Board? All right.

24 Thankfully not hearing my name --

25 MS. ROWLAND: Wait for it though.

1 Wait for it, it could still happen.

2 PRESIDENT FREDERICK SCHENK: I'm not waiting for it.

3 Five years is enough, almost five years.

4 All right, so with that, I'm going to offer Michael and

5 Sam an opportunity to speak to their candidacies.

6 Since I didn't know where this was going, I could do a

7 flip of a coin or.

8 MR. GELFAND: You want to go first? Go ahead.

9 PRESIDENT FREDERICK SCHENK: All right.

10 Thank you, gentlemen, for not making flip a coin.

11 MR. NEJABAT: First off, thank you, President Schenk,

12 for your service.

13 Since joining in 2019, it's been a pleasure serving

14 with you and watching you lead the way.

15 Thank you, Director Barkett, for nominating me, and

16 Director Arabo for the second.

17 I believe I can bring value to the organization through

18 my experiences and through my network.

19 Observing for the last couple of years how the

20 organization is run and seeing where I could be a voice for

21 each board member.

22 Because at the end of the day I believe that each board

23 member should be relaying that to the president and the

24 president should be reflective of the overall Board.

25 So I'm fortunate enough to be elected.

1 I look forward to working with the community and the
2 Board to further the advocacy and representation for all
3 the stakeholders.

4 Thank you.

5 PRESIDENT FREDERICK SCHENK: Thank you, Director
6 Nejabat.

7 Director Gelfand, your turn.

8 MR. GELFAND: First of all, again, thank you, Fred.

9 It's really been a pleasure working with you.

10 I'm honored to be nominated as president of the 22nd
11 District Agricultural Association.

12 I have phenomenal respect for the fairgrounds and the
13 many important roles that it plays in our county and
14 beyond.

15 My primary role as president would be to work toward
16 the fulfillment of our mission by assuring robust and fair
17 debate and consideration of all issues that come before us.

18 The Board president should encourage a culture of
19 inquiry, constructive deliberation and mutual respect.

20 I recognize that my past board member advocacy has not
21 exactly emphasized presidential neutrality.

22 I want to assure you I understand these are
23 fundamentally different roles requiring different
24 approaches.

25 As a board member, my job has been to thoroughly

1 evaluate issues and then express and advocate for my
2 opinions.

3 The Board president's role is markedly different.

4 And the president's individual advocacy should not take
5 precedence over the Board's collective decision-making.

6 As the president, to the extent I have opinions on
7 issues before us, I'll always express my opinions last if
8 at all.

9 And I'll always avoid biasing debate before it begins.

10 As president I would propose that we add new business
11 to every agenda so that any board member can ask that their
12 concerns be placed on future board or committee agendas.

13 I suggest that the Board engage a consultant to assist
14 us in self-assessment and in the development of Board
15 policies and procedures that ensures successful and
16 productive meetings and that all concerns are heard.

17 I appreciate the commitment and sincerity of those of
18 you that may have questions or concerns about me as
19 president.

20 I'm committed to demonstrating thorough my actions as
21 president that I can facilitate productive dialogue even
22 particularly with those of you who disagree with some of my
23 past positions.

24 I want you to know that I truly have no foregone
25 conclusions about what the future of the fairgrounds should

1 be.

2 I believe in the process of the Board over any of us as
3 individuals, including myself.

4 I believe in our mission.

5 I also believe we can develop a plan for the future
6 that continues that mission in ways that simultaneously
7 serve our customers, neighbors, and staff, and that honors
8 our traditions and environmental responsibilities.

9 I also believe that we can do all this while improving
10 our financial viability.

11 I have the time to do this.

12 I'm committed to our cause.

13 The challenges facing the fairgrounds I really believe
14 require all of us to work together.

15 I'm asking for your trust that I can lead that
16 collaborative effort.

17 And I appreciate your support.

18 PRESIDENT FREDERICK SCHENK: Thank you, both.

19 And by the way, I'm grateful to have the two of you as
20 colleagues for so long as we've had.

21 I admire you both.

22 All right.

23 With that, I'm going to open it up for -- this is not --
24 - I guess I'm going to open it up for public comment.

25 I have to do that.

1 If there's anybody who really feels that they would
2 like to voice in, now would be the time.

3 Okay, Ms. Sullivan, go right ahead.

4 MARTHA SULLIVAN: Martha Sullivan from Imperial Beach.

5 I want to thank you for this opportunity.

6 As many of you know, I've been coming to these meetings
7 for several years now.

8 And in my observation -- I'm going to keep this short.

9 In my observation I think that Michael Gelfand is the
10 one who's ready, able, and willing to become president of
11 this Board.

12 I think the experience that he's had as First Vice
13 President is very valuable.

14 And I think that that's an experience that you should
15 make use of.

16 Thank you.

17 PRESIDENT FREDERICK SCHENK: All right.

18 Would anybody else like to address the Board? All
19 right.

20 I'm going to do this -- I've got -- and I'm really
21 mindful of the clock here.

22 So I'm going to start with Director Blair, if there's
23 anything that you would like to speak to.

24 Okay.

25 Director -- well, no.

1 Sam, anything further? Okay.

2 All right.

3 MR. ARABO: I'll be very brief.

4 I seconded Director Nejabat.

5 I think he's the best person at this time for the
6 position.

7 And I have a lot of respect for Vice President Gelfand.

8 I see a lot of myself in Vice President Gelfand in the
9 sense that he's smart, he's vocal, and he has an opinion on
10 a lot of great issues and I feel like I have the same.

11 I think this Board is very unique in that we have nine
12 individuals who are very opinionated and smart in talk.

13 And I think we need a president that's a really good
14 listener, not a talker.

15 A president that can bring us together.

16 A president that could call anyone in the federal
17 government, state government and local government and
18 they'll pick up the phone call and they'll answer back and
19 they'll listen to us.

20 And I do think we need a new, almost like a new
21 generation of leadership.

22 And I think one thing that I would love to see in this
23 organization, and I think we're getting there with the
24 appointment of Director DeBerry and others, diversity.

25 And I think shows a huge statement to San Diego County,

1 the State of California, and our federal government to have
2 someone of Sam's qualifications and his hard work ethic.

3 But also to be the first Persian in the history of the
4 fairgrounds to be president.

5 Now, I don't know if that's true or not, but I can tell
6 you that he brings the new generation of leadership.

7 And the reputation precedes him.

8 He sits on many, multiple boards, and he would be a
9 great listening and doing president.

10 Those are my comments.

11 Thank you.

12 PRESIDENT FREDERICK SCHENK: Thank you.

13 MS. BARKETT: Okay.

14 And thank you for the floor.

15 I want to congratulate both of you.

16 I mean, it's an honor to serve with both of you and the
17 others on this Board.

18 And having been on the Board a long time, I see Del Mar
19 Fairgrounds going in a very different direction.

20 The landscape has changed.

21 And I have to say that our nominee, Nejabat, is a
22 humble man.

23 He never touts himself.

24 And to see what he's done in the six-plus years that
25 he's been on this Board is, I think, amazing.

1 And so I just want to briefly tell you for his
2 background, he's a businessman.

3 He ran a property company for the family and does it
4 very well.

5 He's president of that company.

6 He graduated from Dartmouth with a JD.

7 PRESIDENT FREDERICK SCHENK: Dartmouth doesn't have a
8 JD.

9 [multiple speakers]

10 MS. BARKETT: I mean, a Master.

11 Wait, where's your JD? He's from Berkeley.

12 I'm sorry.

13 I know it was one or the other, which gives him the
14 legal background that is, as you can see, is needed on this
15 Board.

16 He ran for city council in 2020, which I don't know if
17 many of you know.

18 But I went to those speeches that he gave and the crowd
19 loved him.

20 The grassroots crowd loved him.

21 And I just think, you know, nobody knew the name type
22 of thing.

23 But I think definitely in the future he will be one of
24 our leaders in the city of not nationally.

25 He worked for the Obama Administration.

1 He was at DOJ.

2 He was a senior advisor there.

3 He was appointed to GO-Biz.

4 And that deals with all the business affairs for

5 economics external affairs and that's worldwide.

6 He is currently a CSU trustee.

7 People have great confidence in him obviously.

8 This doesn't come by way of, you know, just being, you

9 know, okay, I want to do this, no, you have to perform.

10 He stresses tech.

11 He stresses biotech.

12 You're in the medical community also.

13 So these are all things when I think of a pandemic when

14 I think of where we're heading in the tech world, the

15 social media world, biotech, we're right in the hot tub of

16 it, you know, where we live.

17 Your quality of life that you mentioned when you were

18 running for city council impressed me.

19 You talked about grassroots with homelessness.

20 And that really did touch my heart.

21 In fact, I think you helped me on the governor's

22 initiative for homelessness at the fairgrounds.

23 And you were, you know, right by my side on that, which

24 I appreciate.

25 You want to increase housing supply.

1 And that is for the low income, without, you know,
2 without imparting and, you know, you want to help a
3 residential community embrace them.

4 And I think that's extremely important.

5 And we're dealing with those issues right now.

6 You discussed infrastructure and how important it was
7 for good roads, to get rid of the potholes, to make sure
8 your water quality is great.

9 I mean, you've done a lot of issues, you've looked at
10 them, you've promoted them and but you've done it quietly
11 but you've done it, you know, saying we can do this.

12 You have a can-do attitude.

13 You listen.

14 I've never seen you get upset.

15 You're so calm, which I think is a great attribute.

16 And you know, the way you approach women is very
17 respectfully, and that is why I brought your name forward
18 to be our next president.

19 We're going into a future that is not only like Mark
20 said, dealing with the state but it's dealing nationally,
21 and it's dealing internationally.

22 And you have that international, national and state
23 component.

24 You're not just local.

25 And we need that for where Del Mar Fairgrounds is going

1 into the future and for our strategic planning.

2 Thank you.

3 PRESIDENT FREDERICK SCHENK: Thank you.

4 Director Gelfand, would you like to --

5 Joyce.

6 MS. ROWLAND: I think I've heard quite a bit, quite
7 enough.

8 Thank you.

9 PRESIDENT FREDERICK SCHENK: I'm sorry.

10 Anything further?

11 MS. MEAD: So call for the vote?

12 PRESIDENT FREDERICK SCHENK: As we said, I get to speak
13 last.

14 All right.

15 When I first joined this Board I had been vice
16 president of the Lawrence Family JCC, and that was in 1998.

17 And we were building out our new property in La Jolla,
18 which was completed in 2000.

19 And you'll remember that Gray Davis was governor in
20 1998.

21 And in 1999 the governor offered me a position on the
22 22nd DAA, and I turned it out.

23 I turned it down because I knew I was going to become
24 chair of the board of the JCC in 2000.

25 And I knew that was going to be a lot of

1 responsibility.

2 And so I said no to the governor.

3 And I said to the governor, if there's an opportunity
4 when I'm done in two years, which would be 1992, I'd be
5 delighted to have the honor to serve on the 22nd.

6 My term expired in October of '22, and I'm not sure,
7 Lisa, if you and I were appointed in December, but I was
8 appointed in December of 2002.

9 And I served for several years and then I was thanked
10 and excused and then returned when Jerry Brown became
11 governor.

12 Adam Day was the chair of the Board in 2012 and I
13 became the vice chair.

14 And I served under Adam Day whose father was Tom Day.

15 Thomas Day was the president of San Diego State.

16 Very well-regarded leader at San Diego State for a long
17 time.

18 And Adam was our chair here.

19 And I served for one year as the vice chair.

20 And then Adam three months into his second year left
21 the Board and with a little over a year's experience I
22 became the chair.

23 And I don't think it was enough time for me to really
24 learn all that I needed to know to be a chair of the 22nd
25 Ag, setting aside connections and influence, but just

1 understanding the rudimentary engagement of what it takes
2 to run this Board, along with our professional staff is a
3 major undertaking.

4 I did that all working full-time at a law firm.

5 And I did it for almost three years.

6 So when the opportunity came that I didn't seek but
7 Lisa asked of my two years ago to consider doing it again,
8 my initial response was no.

9 Because it was a huge undertaking and I was about to
10 leave my law firm and to go on a new adventure.

11 But because Lisa asked me, I did it, and I had I would
12 do it for a year knowing that I what I was really going to
13 be doing is training the vice chair.

14 Because I feel very strongly that it's not just about
15 coming into this position, it is about knowing this
16 position.

17 And when Michael a year later, a year ago said Fred, I
18 think it would be wise to have you complete a second year
19 so that I can really get to know this job.

20 I respected that request and much to my wife's chagrin,
21 I accepted a second year.

22 This is a major undertaking, this position.

23 It is not one that one can do and do well while being
24 involved in several other boards.

25 And that is a line in the sand for me.

1 Michael I've seen go out of this room to take a call
2 and then come back in but not avoid being at a meeting.

3 He's at the meetings unless he's out of the country.

4 But when he's here, he is here.

5 He is engaged.

6 He's dynamic.

7 He is thoughtful.

8 He asks questions of the people standing at the podium.

9 He engages with people at the podium.

10 And sometimes that may be viewed like I was today, a
11 little brusque but sometimes it has to happen.

12 My concern is when one is chairing this, what are you
13 not doing for your community service that you've
14 undertaken.

15 What I did was I was going to stay at my law firm, my
16 birthday is next week and I intended to stay until my
17 birthday.

18 And I said no to my law firm and yes to a second year
19 here.

20 Adam Day, when he left this Board to have me be the
21 chair, he left to join the Cal State University Board.

22 That's why he left being president of this Board.

23 And Sam, today, your board is meeting in Long Beach and
24 you're not there, right? Yes.

25 So, my friends, I love you Sam, but I've got to say no

1 for you, not against you.

2 I got to say no, that sometimes you have to know when
3 to say no.

4 Because it's just not the right thing to do.

5 And if you are here today and you are Senate appointed
6 by the State of California --

7 MR. NEJABAT: [off mic] Unanimously.

8 PRESIDENT FREDERICK SCHENK: I have no doubt about that.

9 I have no doubt about that, but the point is you're
10 here, not there.

11 And those kinds of conflicts, just, that's a problem
12 for me.

13 It's not about you.

14 It's about sometimes you have to learn to say no to
15 things.

16 And so I hope that one day you will be this chair.

17 But not when you have the Cal State Board and the
18 Convention Center Board on which, a board you serve, that's
19 so much responsible that it scares me.

20 It doesn't worry me about you.

21 It just scares me that I know, having done this for
22 almost five years what it takes.

23 And nobody else in this room knows what I know.

24 All right, with that, we will vote.

25 MR. ARABO: Call the vote.

1 PRESIDENT FREDERICK SCHENK: Yeah.

2 [multiple speakers]

3 PRESIDENT FREDERICK SCHENK: We're going to just say who

4 you vote for.

5 MS. O'LEARY: Okay, so I'm just going to call the names

6 and then everyone's going to say who they're voting for,

7 right? Got it.

8 MS. O'LEARY: President Schenk.

9 PRESIDENT FREDERICK SCHENK: Director Gelfand.

10 MS. O'LEARY: Vice President Gelfand.

11 MR. GELFAND: Gelfand.

12 MS. O'LEARY: Vice President Rowland.

13 MS. ROWLAND: Gelfand.

14 MS. O'LEARY: Director Arabo.

15 MR. ARABO: Director Nejabat.

16 MS. O'LEARY: Director Barkett.

17 MS. BARKETT: Director Nejabat.

18 MS. O'LEARY: Director Blair.

19 MR. BLAIR: Director Gelfand.

20 MS. O'LEARY: Director DeBerry.

21 MR. RIVERA: Microphone please.

22 MS. O'LEARY: You need a microphone.

23 MS. DEBERRY: I'm going with Director Nejabat.

24 MS. O'LEARY: Director Mead.

25 MS. MEAD: Director Nejabat.

1 PRESIDENT FREDERICK SCHENK: All right.
2 We have a 5-4, for Director Nejabat.
3 [multiple speakers]
4 PRESIDENT FREDERICK SCHENK: Oh, I'm sorry.
5 Director Nejabat.
6 There you go, okay.
7 So we have five for Director Nejabat, four for Michael
8 Gelfand.
9 Now, we have a few minutes.
10 I'm going to open it up for the election for vice
11 president.
12 Is there anybody who would like to make a nomination?
13 MR. ARABO: I would like to nominate Director Barkett
14 for vice president.
15 PRESIDENT FREDERICK SCHENK: Okay, are there any other
16 motions for vice president?
17 MS. ROWLAND: I would like to nominate Director Blair.
18 PRESIDENT FREDERICK SCHENK: Okay.
19 Is there a second for Director Barkett?
20 MR. NEJABAT: Second.
21 PRESIDENT FREDERICK SCHENK: Okay, is there a second for
22 Director Blair?
23 MR. GELFAND: Second.
24 PRESIDENT FREDERICK SCHENK: All right.
25 How about if we do a minute each, is that okay?

1 MS. BARKETT: Sure.

2 I'm honored at this.

3 I -- I've been vice president three other times on this

4 Board.

5 And it has been an honor.

6 And was asked to be president many times.

7 But I had other obligations at that time which took me

8 away from the City of San Diego.

9 So it was difficult from that circumstance.

10 And one other time I had a husband, I still have him.

11 I have a husband who was terminally ill.

12 So it was a difficult decision not to serve because I

13 truly would be honored to serve this Board in that capacity

14 And in the vice president capacity.

15 I've sat on every committee.

16 I've served with the best.

17 I mean, they have all been incredible.

18 I learned so much.

19 I love these communities.

20 I love the Del Mar Fairgrounds.

21 I love being here.

22 It's part of me.

23 And so, since being on the Board since 2002, I feel

24 like I've grown up here.

25 And now that I'm a seasoned adult, I think hopefully I

1 can you know serve Chairman Nejabat in anyway, capacity he
2 needs, and also this Board.

3 So I thank you for this opportunity.

4 PRESIDENT FREDERICK SCHENK: Thank you.

5 Director Blair.

6 MR. BLAIR: Thank you.

7 And I'm honored to be nominated.

8 The thing that got me interested in the thing was the
9 strategic plan.

10 I think there's so much possibility that we can do here
11 that I'm excited to come on the Board during this time.

12 I mean, I asked to be on this Board because of that
13 issue.

14 I had a 50-year career running a huge business,
15 staffing company, and I am now winding down from that.

16 And I think this was a great project to learn from.

17 And I love these issues.

18 And the other thing, I live in Del Mar.

19 I'm the only board member that lives here.

20 And I think having a foot in both territories helps us
21 segue on issues like we saw today.

22 And can be helpful in smoothing some rough edges on
23 both sides because of living in there.

24 And the other thing, and I talked about this a little
25 earlier, I think we're a hidden secret up here.

1 And I'm very involved in the San Diego community as
2 opposed to state or national.

3 I'm on the Chamber of Commerce Board.

4 Very involved in EDC, the Workforce Partnership, the
5 San Diego Tourism Authority, and I think there's a big hook
6 there.

7 And I think getting us more visibility in the San Diego
8 community, which is our market, would be a real plus as we
9 go forward and learn about what we could be here.

10 And I think it's phenomenal.

11 This is an exciting time for all of us to serve with
12 this exciting project going forward.

13 That is my reason to be interested.

14 I love learning new issues, and I think being vice
15 president would be a great way to learn more faster and
16 hopefully be more productive for the Board.

17 Thank you.

18 PRESIDENT FREDERICK SCHENK: All right.

19 Real quick, we're going to go around the room and
20 comments.

21 Sam?

22 MS. MEAD: I would just like to comment that I did not
23 get to make the second, although I would have, for Lisa
24 Barkett.

25 And the reason I am supporting Lisa in this role is

1 predominantly because Lisa's experience sitting on almost
2 all of, I think, in fact, every one of our committees.

3 I think it's important for whether it's the chair or
4 every board member to ask to sit on committees like the
5 Finance Committee, the Audit Committee, where you really
6 learn about the business of the business.

7 And I don't even know if we have a Food and Beverage
8 Committee anymore, but we did at one point.

9 And the reasons why we have the contracts that we do
10 and I just think it's really crucial to understand that and
11 having Lisa served as vice president previously I think
12 will really benefit us going forward.

13 So Lisa, thank you for accepting the nomination and for
14 your willingness to serve.

15 PRESIDENT FREDERICK SCHENK: Director DeBerry, would you
16 like to offer any comments?

17 Okay.

18 Director Arabo.

19 MR. ARABO: Yeah, it's such an honor to nominate
20 Director Barkett.

21 When I first joined the Board a few years ago, she was
22 the one -- everyone was nice, but she was overly welcoming
23 in an amazing way.

24 I always look at her and almost the ChatGPT of the
25 fairgrounds.

1 I mean, she knows so many things.

2 And she's so amazing with the, again, national leaders,
3 state leaders, local leaders.

4 I see the fairgrounds as a national asset, not just a
5 regional or statewide asset.

6 And I do think the combination, I see now President
7 Nejabat almost like Obama and Lisa is like Biden.

8 There's that new generation and there's the vice
9 president can lean on if he ever needs it, not that he
10 would but just that combination of the two.

11 And your wisdom, you knowledge, all your philanthropy,
12 Don Diego, and so many, USC, Rady Children's, I think you'd
13 be an amazing vice president.

14 And thank you for accepting the nomination.

15 PRESIDENT FREDERICK SCHENK: Lisa, anything?

16 MS. BARKETT: No.

17 PRESIDENT FREDERICK SCHENK: Michael?

18 Joyce?

19 MS. ROWLAND: Yeah, I would just like to say, you know,
20 having put forward the nomination for Director Blair, that
21 I've had a chance to work with him very closely on the
22 Personnel Committee, People and Culture Committee.

23 And I can tell you that he was a tremendous thought
24 partner.

25 I think his business leadership really shined through

1 and not just in the human resources area, but in all the
2 facets of business that you might consider to be critical
3 to running any kind of operation.

4 I think he is very forward-looking, in terms of what he
5 envisions for the fairgrounds.

6 And I think that's demonstrated by his desire to
7 participate in the strategic planning and his actual
8 participation in that.

9 So I think that he would be a quality addition to the
10 leadership team.

11 And so I think he would be excellent in the role.

12 PRESIDENT FREDERICK SCHENK: Okay.

13 I'll be brief.

14 I think we have two great choices.

15 I've worked with Lisa over the years as vice president
16 and I think the world of her.

17 And I think, Phil, there will be a lot of opportunities
18 for you to be chair in this organization.

19 My view is with Sam and Lisa, that would be the better
20 combination at this point.

21 Because, Sam, I think you will benefit tremendously by
22 having someone with Lisa's -- just I'm saying what I said
23 before.

24 It's not a job you just can step into.

25 And so I think, Lisa, you're going to have a huge

1 responsibility, whether you like it or not if you get
2 elected.

3 Because it's going to take a lot of that.

4 I just want you to know.

5 That's all I have to say.

6 We can vote.

7 MS. O'LEARY: President Schenk.

8 PRESIDENT FREDERICK SCHENK: Barkett.

9 MS. O'LEARY: Vice President Gelfand.

10 MR. GELFAND: Blair.

11 MS. O'LEARY: Vice President Rowland.

12 MS. ROWLAND: Blair.

13 MS. O'LEARY: Director Arabo.

14 MR. ARABO: Director Barkett.

15 MS. O'LEARY: Director Barkett.

16 MS. BARKETT: Director Barkett.

17 MS. O'LEARY: Director Blair.

18 MR. BLAIR: Blair.

19 MS. O'LEARY: Director DeBerry.

20 MS. DEBERRY: I resign.

21 I'm so new.

22 MS. O'LEARY: Director DeBerry.

23 MS. DEBERRY: I heard my name.

24 MS. O'LEARY: Okay.

25 MS. DEBERRY: This is a difficult decision because I am

1 fairly new and I have not had the chance to really meet
2 people and I know I need to say who.

3 But I'm going to go with Director Blair.

4 MS. O'LEARY: Director Mead.

5 MS. MEAD: Director Barkett

6 MS. O'LEARY: Director Nejabat.

7 MR. NEJABAT: Director Barkett.

8 PRESIDENT FREDERICK SCHENK: We have our slate.

9 Congratulations to you both.

10 MS. MEAD: Did somebody -- Joyce?

11 [multiple speakers]

12 PRESIDENT FREDERICK SCHENK: I thought Joyce voted.

13 [multiple speakers]

14 PRESIDENT FREDERICK SCHENK: That's right.

15 But I wish you both God speed and do a great job for
16 this district because we're going to be needing your
17 leadership over the next year.

18 MS. BARKETT: Thank you.

19 PRESIDENT FREDERICK SCHENK: All right, so we'll now
20 move on to for those who cannot stay, I think it the rest
21 are informational.

22 By the way, this starts October.

23 So you still have me for the next however much time
24 we've got left in this meeting.

25 Let's move on to DMTC.

1 Director Arabo.

2 MR. ARABO: Thank you, everyone.

3 Thank you, President Schenk.

4 DMTC Liaison Committee, we had a tremendous summer
5 meet.

6 We have Josh Rubinstein here and also Chris, general
7 counsel for DMTC.

8 We're very, what reports I've read in the media and
9 I've seen, record-breaking summer meet.

10 The single circuit has defied all odds in the sense of
11 doing better and better every single day.

12 So thank you, DMTC.

13 If you want to come up and do some brief comments about
14 the tremendous value you add.

15 I know we saw earlier today with our audit, I guess we
16 net operating revenue was \$4 million last year because of
17 horse racing.

18 We received around \$9.5 million that shows the
19 tremendous value that DMTC and horse racing does for the
20 District.

21 I want thank you for your commitment to equine safety.

22 Thank you for everything you do for the backstretch
23 workers.

24 And such a tremendous value for us.

25 We had a great meeting with Director Barkett, our

1 meeting, DMTC.

2 And I'll also speak about the RTA on the next one.

3 But for now, Josh, please.

4 JOSH RUBINSTEIN: Thank you, Director Arabo.

5 And excuse me.

6 Good afternoon, directors, district directors, and
7 staff.

8 I'll be very, very brief.

9 As Director Arabo said, our eight-week season concluded
10 on Sunday.

11 Pleased to say the results were very strong, increases
12 in wagering, on track attendance, and field size.

13 Food and beverage sales for the summer meet were over
14 \$11.5 million and that falls directly to the District.

15 Moving forward to the fall meet, we're thrilled to be
16 host thing Breeders' Cup World Championships.

17 This will be the fourth time in nine years that the
18 World Championships will be held at the fairgrounds.

19 And that's something for us to be very proud of.

20 And yes, it is a testament to this world-class facility
21 that we have, but I think it also says a lot about the San
22 Diego community and the support they have for horse racing.

23 The Breeders' Cup is truly an international event with
24 the world's best horses, jockeys, and trainers competing in
25 14 championship races worth over \$34 million.

1 Breeders' Cup week hotel and restaurants will be at
2 full capacity as an international audience descends upon
3 San Diego.

4 Again, I'm being very brief.

5 Happy to answer any questions.

6 MR. BLAIR: Josh, I've got a quick question.

7 When you talk about \$11 million in food sales, is that
8 net profit to the fair or is that gross?

9 JOSH RUBINSTEIN: Gross sales.

10 That's gross sales, so over \$11.5 million of gross
11 sales that revenue falls to the 22nd Ag District.

12 MR. BLAIR: So what comes out of that? What is the net
13 profit on food?

14 JOSH RUBINSTEIN: So, what we use in the operating
15 agreement is a 42% profit margin.

16 That can shift depending on how much financial
17 responsibility the race meet is given for Premier's overall
18 expenses.

19 So I can only speak to what's in the operating
20 agreement, and that's a 42% profit margin of that \$11
21 million.

22 MR. BLAIR: Of that \$11 million?

23 JOSH RUBINSTEIN: Yes.

24 MR. BLAIR: Thank you.

25 MR. ARABO: Josh, hopefully the next meeting when you

1 present if you could give us solid numbers of what you
2 think.

3 I think one thing the Board would like to see, I would
4 like to see the report, what is the net dollar amount
5 because of horse racing that the District receives? We
6 could use the 42% operating agreement, so that we know
7 exactly.

8 I mean, we know for a fact last year based on the audit
9 operating income was \$4.5 million.

10 How much did horse racing contribute to that? So we see
11 that.

12 JOSH RUBINSTEIN: Yeah, so I would be happy to work with
13 Carlene on drilling down more on that food and beverage
14 number.

15 We know our direct rent payment to the District.

16 We know the facility rental fee the Breeders' Cup
17 provides.

18 Like I said, the one number that is a little fluid is
19 food and beverage and the net revenue for that.

20 I'm happy to work with Carlene and report back at the
21 October meeting.

22 MR. ARABO: Not at this meeting but other meetings, keep
23 in mind anything you think we could do to reinvest in horse
24 racing to make sure the industry, it's a single circuit
25 now, so hopefully we could defy the odds.

1 And safety first but also you have to thrive as an
2 industry.

3 JOSH RUBINSTEIN: Director Arabo, thank you for pointing
4 out the single circuit.

5 I did have that in my remarks, but trying to abbreviate
6 things a little bit.

7 I do think it is worth noting the single circuit
8 shifting all horse racing to Southern California tracks;
9 namely, Del Mar and Santa Anita, that has really helped our
10 racing product and increased handle and field size and
11 we're very bullish on the future.

12 MR. ARABO: Okay, great.

13 That's important to note, especially whenever you come
14 to the Board to talk about how you feel the industry is
15 going and how DMTC is going.

16 We want to be very clear eyed and to see the
17 opportunity and challenges.

18 But thank you for everything you do, we're very
19 grateful.

20 JOSH RUBINSTEIN: Thank you.

21 MR. ARABO: Any other questions from Board Members to
22 DMTC? Okay.

23 Thank you.

24 PRESIDENT FREDERICK SCHENK: Thank you, Josh.

25 We will take public comment at this time.

1 MARTHA SULLIVAN: Martha Sullivan from Imperial Beach.

2 Josh Rubinstein says this year summer meet wagering
3 handle is up 6.7%.

4 The rest of the story was published yesterday by the
5 Daily Racing Forum.

6 Quote, Del Mar showed a slight decline in all sources
7 handle at its 31 day summer meeting that ended on Sunday
8 according to figures compiled by Daily Racing Forum.

9 Handle from races run at Del Mar increase, I'm sorry,
10 decreased 1.4% to \$355.7 million from \$350.9 million at the
11 corresponding meeting in 2024.

12 The figures do not include simulcasting conducted in
13 conjunctions with race days or on days without live racing.

14 Average daily handle this summer on races run at Del
15 Mar was \$11.4 million compared to \$11.6 million in 2024.

16 And a statement published on Sunday evening, Del Mar
17 sited total handle of \$535.1 million for the season
18 compared to \$500.1 million for last year's corresponding
19 meet.

20 These figures include simulcasting on race days and
21 days without live racing, end quote.

22 That's \$179.4 million from simulcasting, some of which
23 was redirected from outside of Southern California, where
24 no live horse racing this year.

25 As strongly advocated by the Del Mar Thoroughbred Club

1 along with the Stronach Group first racing owner Santa
2 Anita Park in L.A.

3 County.

4 So just bear in mind, DMTC spins a story for its
5 benefit but it's not telling you everything.

6 Rely on the reporters who will.

7 PRESIDENT FREDERICK SCHENK: All right.

8 Would anybody else like to offer public comment on DMTC
9 liaison?

10 CHAUN REYNOLDS: Three-year-old gelding was euthanized
11 following his injury near the finish line of race two on
12 Pacific Classic day Saturday, August the 22nd at Del Mar
13 racing.

14 This was the tenth time that General Jackson was raced
15 in 2025 after the first time on June 29th, 2024, in the Los
16 Alamitos race course thoroughbred meet.

17 He was claimed out of the June 2025 race at Los Al,
18 which published research shows increases the risk for
19 fatality for thoroughbred race horses.

20 Quote, Dr. Tim Parkin presented data at the 2014 Jockey
21 Club Welfare and Safety Summit that showed switching barns,
22 which horses probably do more than non-claimers increases
23 the risk of fatal injury.

24 A horse that's been in his trainer's barn for only one
25 month has a 60% higher risk of fatal injury than one that's

1 been with its trainer for four years.

2 With the risk declining in a linear fashion the longer
3 the horse remains in the same barn.

4 General Jackson was the third horse death at Del Mar
5 Racing in seven weeks of racing after three-year-old
6 Uncrowned King's August 2nd racing death and July 30th death
7 of hard-working, 21-year-old pony horse, Mr. Viejo,
8 reported by the California Horse Racing Board.

9 General Jackson is the 42nd horse death reported by the
10 CHRB in 2025.

11 Thank you.

12 PRESIDENT FREDERICK SCHENK: Thank you.

13 Anyone else who would like to address the Board? Okay.

14 We will move onto race track --

15 MR. RIVERA: We have one online.

16 PRESIDENT FREDERICK SCHENK: Oh, do we? I'm sorry.

17 Oh, there it is.

18 Jim Coleman.

19 Thank you.

20 JIM COLEMAN: Well, good afternoon, Board Members.

21 It's another summer thoroughbred race meet concluded
22 and once again, DMTC has done an impeccable job with it.

23 It's added to the excitement and vitality in our local
24 business community.

25 An entire region returning to meet and exceed pre-COVID

1 times.

2 Our hotels and restaurants were filled, local retailers
3 reporting increased revenues.

4 Many visitors to the area stayed beyond the racing
5 visit and explored other areas of San Diego as well, which
6 benefited all of San Diego County.

7 Thoroughbred racing at Del Mar does indeed benefit our
8 business community.

9 But beyond business, the DMTC's leadership brings many
10 other contributions that I personally appreciate.

11 They provide over 3,500 jobs at a time unemployment is
12 increasing.

13 Thousands of free meals for the backstretch workers as
14 well as free medical and dental services.

15 They use local vendors whenever possible to keep the
16 money local.

17 And they met and exceeded thoroughbred safety
18 protocols, making Del Mar the safest race track in North
19 America.

20 Also important to me, they're really good neighbors.

21 They reinvest in the people and the community,
22 sponsoring events benefiting equine safety, retired horses,
23 injured, retired jockeys, and local charitable
24 organizations helping our youth, business community and
25 those less fortunate.

1 And now we look forward to the fall.

2 And the major impact the Breeders' Cup will have on our
3 area.

4 Excitement is already building and all thanks to the
5 efforts of the entire DMTC team.

6 I'm proud to support the DMTC and all they do for our
7 community, and to say thank you to the 22nd DAA for your
8 continued support.

9 PRESIDENT FREDERICK SCHENK: Thank you, Mr. Coleman.

10 Anybody else? I don't see anybody on the screen.

11 So we'll move on, Director Arabo.

12 To The State Race Track Leasing Commission.

13 MR. ARABO: Thank you, President Schenk.

14 We had the meeting, the RTA and the Commission a couple
15 of weeks ago.

16 We had the Commissioner Mead, Commissioner Barkett and
17 folks from throughout the state.

18 The commission adopted a ticket policy to encourage
19 commissioners to attend.

20 Thank you, Mr. Caplan, and for the Board Commission for
21 putting that together.

22 The RTA also created a committee with Michael Flores
23 and Lisa Barkett.

24 Board Member Flores and Board Member Barkett to expand
25 on the living memorial for the Race Track Authority.

1 It's going to be -- the committee is working on it.
2 And hopefully it's going to be all donated.
3 And as a thank you to the volunteers who have served, I
4 hope one day we'll see that also for the District.
5 I want to thank the RTA for taking up and approving it.
6 We had a great meeting.
7 And look forward to some other great work.
8 Any other comments from the Board or fellow
9 commissioners? Commission Mead and Commissioner Barkett,
10 any comments?
11 MS. MEAD: I think you just failed to acknowledge the
12 new ticket girl that's going to support the new ticket
13 policy.
14 MR. ARABO: You're right.
15 Yeah.
16 I apologize.
17 And Commissioner Mead is going to be the ticket
18 administrator.
19 So the Commission doesn't have staff, and so we're also
20 going to be working with DGS, and we're very thankful to
21 Carlene.
22 She was helping out, the District was helping the
23 Commission.
24 And we're going to look into who is going to be the
25 long-term staff for the Commission, which agency.

1 And so the ticket policy, we needed a point person to
2 do it.

3 We're very thankful for Commissioner Mead for stepping
4 up and being that for the commission.

5 PRESIDENT FREDERICK SCHENK: Very good.

6 Well, congratulations or condolences, I'm not sure.

7 Director Barkett, any other comments?

8 MS. BARKETT: No.

9 PRESIDENT FREDERICK SCHENK: Okay.

10 We'll take public comment.

11 MARTHA SULLIVAN: Martha Sullivan from Imperial Beach.

12 Ron Platter editor of Horse Racing News, published a
13 column last week titled quote, Oklahoma walkover fits all
14 too well in summer of 2025, end quote.

15 About a one-hour horse race run at Remington Park in
16 Oklahoma, which is a good thumbnail about the current state
17 of U.S. horse racing industry.

18 Quote, Thursday's Ignominy of Remington Park was a
19 graceless punctuation mark on a summer, which has included
20 minuscule fields for grade one races at Del Mar Racing and
21 Saratoga.

22 The storied tradition of timing faults at Kentucky
23 downs and the stupefying shrinkage of a 1.8-mile race into
24 1 and 1/16th mile to Saratoga.

25 That also is where 14 horses who were injured while

1 racing or training died since June.

2 Fourteen also was the number in 2023 when the Federal
3 Horse Racing Integrity and Safety Authority launched an
4 investigation, which resulted in a 214 page report, end
5 quote.

6 These two State of California bodies, the Race Track
7 Authority and the Race Track Leasing Commission need to be
8 planning for the inevitable demise of live horse racing,
9 which is the only sure bet left in U.S. horse racing.

10 Thank you.

11 PRESIDENT FREDERICK SCHENK: Thank you.

12 Mr. Reynolds.

13 CHAUN REYNOLDS: Chaun Reynolds, Imperial Beach.

14 On August 25th, the Federal Horse Racing Integrity and
15 Safety Authority, HISA, released its report on U.S.
16 thoroughbred horse racing metrics for the second quarter of
17 2025, dominated by the startling news that racing
18 fatalities increased from 0.76 per thousand starts in 2024,
19 to 1.24 per thousand starts in 2025.

20 This spike in racing fatalities, 63% overall from 2024,
21 was during April 1st through June 30th, which includes
22 Kentucky Derby week at Churchill Downs, the flagship money-
23 making event for U.S. horse racing for which horse
24 fatalities increased almost four-fold from 0.58 to 2.06
25 fatalities per thousand racing starts.

1 Oak Lawn Park is often touted as an example of the U.S.
2 horse racing industry and it had an even bigger increase in
3 racing fatalities from 0.65 to 3.64 per thousand starts or
4 an almost six-fold increase.

5 Parks Racing, a major track in Pennsylvania, increased
6 from 0.68 to 2.11 racing fatalities per thousand starts,
7 that's a three-fold increase.

8 Two years after the implementation of the Federal Horse
9 Racing and Integrity Safety Act, this is not a particularly
10 helpful trajectory for already declining U.S. horse racing
11 industry.

12 And the Del Mar Thoroughbred Club cannot sustain itself
13 apart from the rest of this industry.

14 Unfortunately, these two state bodies must start
15 planning for the end of live horse racing at this Del Mar
16 Fairgrounds.

17 PRESIDENT FREDERICK SCHENK: Thank you, sir.

18 All right.

19 Any further discussion from the Board? All right,
20 hearing none.

21 We will move onto Finance Committee report.

22 Director, Vice President Gelfand.

23 Oh, I'm sorry, yes, we're going to be tabling fair ops
24 because it's going to be a long conversation.

25 And I -- with every body's approval, we'll put that

1 over.

2 I mean, we've been here all day.

3 And I think it would be better to be fresh and vibrant
4 and excited about the recap and the launch.

5 We always are.

6 We always are.

7 But it is 3:30.

8 So I know.

9 So instead, we're going to be so excited about the
10 Finance Committee Report instead.

11 Okay.

12 MR. GELFAND: Yeah, I would just refer everyone to what
13 is in the packet, unless there are questions.

14 PRESIDENT FREDERICK SCHENK: Okay, fair enough.

15 Any public comment?

16 MARTHA SULLIVAN: Martha Sullivan from Imperial Beach.

17 Regarding this Committee's report on next steps and the
18 operating agreement for live horse racing ending in 2030.

19 It's just practical business to plan an exit from U.S.
20 horse racing with ownership entities down 46% since 2024,
21 trainers down 58% since 2000, wagering down 57% since 2003
22 adjusted for inflation.

23 And 50 tracks closed since 2000, 30 of them since 2013.

24 Per the Jockey Club 2025 fact book for California, from
25 2004 to 2024, the number of races dropped 48.4%, racing

1 starts dropped 52.1%, and race days dropped 50.3%.

2 The 2024 San Diego County Fair provided \$17.9 million
3 in food and beverage revenues to the 22nd DAA, and 25 fair
4 days or about 716,000 per day.

5 The Del Mar Thoroughbred Club provided \$6.1 million in
6 food and beverage revenues to the 22nd DAA in 2024 and 47
7 race days or about 130,000 per day.

8 With additional daily revenues to the fair such as
9 concession fees and commissions and ticket sales, adding 10
10 days to the San Diego County Fair would replace the live
11 horse racing and put the fairgrounds on more solid future
12 financial footing.

13 Thank you.

14 PRESIDENT FREDERICK SCHENK: Thank you.

15 Would anybody else like to offer public comment on the
16 Finance Committee Report?

17 CHAUN REYNOLDS: Chaun Reynolds, Imperial Beach.

18 Regarding this Committee's report on the next steps and
19 the operating agreement for live horse racing ending in
20 2030, you should note this recent social media post by
21 Marshall Graham, economics Ph.D.

22 and professor whose primary research focus is on
23 gambling and betting markets with over a dozen academic
24 publications related to the sport of horse racing.

25 Quote, the handle was down by 20% adjusted for

1 inflation between 2021 and 2024 and is down thus far for
2 this year.

3 There is absolutely no need to boycott when many are
4 already outright quitting.

5 Adding 10 days to the annual San Diego County Fair
6 would fully replace the revenue received by the state-owned
7 and operated Del Mar Fairgrounds from the 47 days of Del
8 Mar Racing each year.

9 PRESIDENT FREDERICK SCHENK: Thank you, Mr. Reynolds.

10 We will now move on to the Executive Report.

11 MS. MOORE: All right.

12 In the interest of everyone's time, I'm going to keep
13 my introduction on this one brief.

14 So primarily I think and again, we will focus on the
15 emergency response planning briefing.

16 You know, we are more than just a major events venue in
17 our community, we're also this community gathering place.

18 And we as the staff report speaks to in your packets,
19 we really do embrace our vital role in serving this
20 community, both in times of celebration, as well as in
21 times of need.

22 And very much the staff takes it to heart.

23 We have the team here as diligently worked year in and
24 year out in terms of updating the emergency response plans
25 and things like that.

1 We really stepped that up and elevated that about a
2 year ago and have undertaken a number of things which staff
3 is going to speak to.

4 So it was also really timely when earlier this year
5 Director Barkett reached out as a past board member having
6 reached out to her, who will be coming up to present as a
7 part of this as well, to also provide some history and
8 context for those who perhaps haven't been around for some
9 of that service in moments of need.

10 And so, with that, we are joined today by Russ
11 Penniman, former board member here of the 22nd District
12 Agricultural Association.

13 We do have a presentation, including our team as well.

14 But for Russ to be able to share some of the history,
15 lessons learned.

16 He has some thoughts and recommendations.

17 And then our staff will pick up where we're at today
18 and how we're continuing to move this forward.

19 With that, thank you, Russ, joining us.

20 RUSS PENNIMAN: Good afternoon and thank you.

21 And I want to thank all of you.

22 Having been out here for 16 years, Mark, sat in your
23 seat in DMTC for 14 years.

24 And to go through these meetings, particularly the
25 marathons, my hats off to you, there's a piece of this that

1 I don't miss.

2 I was hoping to congratulate Josh while he was up here
3 but he snuck out.

4 And I got a chance to work with Josh for years when I
5 was on RTA, RTLIC.

6 And one of the goals was to get the Breeders' Cup here
7 in '17, which is Super Bowl of horse racing which required
8 a lot of work and a lot of stuff, you know, fixing up the
9 track and a lot of money to do it.

10 And their relationships put it together and the fact
11 they are back now for the fourth time.

12 It is the Super Bowl of horse racing in the country.

13 That speaks a lot.

14 A lot of places would love to have it four times out of
15 nine years.

16 That's a big deal.

17 I'm speaking from two positions, one as a former board
18 member who's been through four of these fires.

19 I'm going to speak to three of them.

20 We evacuated, our family evacuated, for all four.

21 We live in Rancho Santa Fe.

22 And in the 2014 fires we had horses and my wife and
23 daughter were living in the barn.

24 Uncle Sam had me half way across the Pacific doing a
25 training exercise.

1 So I always consider when I was sitting on this Board,
2 we've got three no-fail missions, one is the fair, one is
3 the races, and one is to be a sanctuary for San Diego when
4 there is a major catastrophe, usually related to fire when
5 people are looking for a place to go with scared children,
6 scared animals and they need to be leaving right now and
7 they and all their stuff is packed up generally head today
8 the coast because the fires are coming this direction.

9 So just going over the history a little bit.

10 So the Cedar Fire, 280,000 acres burned in 2003.

11 And 15 fatalities, 2,800 buildings destroyed.

12 The good news for us was it started out in the
13 Cleveland National Forest well east of here, started
14 moving.

15 Horses evacuated, they went to interim places.

16 They had to evacuate again as the fire advanced and
17 then they came into Horse Park, came into here.

18 We had a time to see it developing and happening and
19 horses coming in, not in a huge hurry but arriving.

20 But ultimately, a lot of them ended up here.

21 The Witch Creek Fire in 2007.

22 I happened to be president of the Board.

23 And it was two fires, the Witch Creek and Harris Fires.

24 It was the biggest fire to date.

25 And it had 500,000 residents displaced.

1 On Sunday night I called Tim, Tim had a staff meeting,
2 had talked to the EOC.

3 They were using Qualcomm as an evacuation.

4 We were sort of a backup, 6:30 I get a call we're being
5 evacuated.

6 The reverse 9-1-1 call evacuating the fairgrounds is
7 where you, you know, one of the evacuation places.

8 My next call was to Tim, and he goes, we've had the
9 gates open, we've had horses coming in pretty much all
10 night as the fire was moving.

11 Our expectation of what was going to happen and what
12 happened were completely different.

13 The 2017 Lilac Fires, the reason I want to bring this
14 one up, there was what some call poor planning on the part
15 of San Luis Ray in anticipation of the fire arriving.

16 When it arrived, they didn't have the capacity to move
17 the horses.

18 They were late moving the horses.

19 It was a fast moving fire.

20 Vehicles could not get in to pick horses up.

21 Vehicles were being turned away going in to pick horses
22 up.

23 And as a net result, I've seen some numbers but at a
24 minimum there were 45 horses lost, race horses lost in that
25 fire.

1 Preventable with anticipation and prior things in place
2 and the horses moving earlier that might have turned out a
3 little bit different.

4 So critical take aways from the various fires.

5 We don't know where it's going to start, we don't know
6 when it's going to start, we don't know how fast it will
7 move but we know it's only a matter of time.

8 Development is going up in San Diego County.

9 Water is going down.

10 You go to Lake Hodges, it's at a record low.

11 You have Lake Wohlford.

12 It's at a record low.

13 So water is also a challenge.

14 Doing research there are about 10,000 horses in San
15 Diego County.

16 There are far more horses than trailers.

17 When a trailer shows up, that trailer is probably going
18 back to pick up more horses.

19 I would guess you probably between here and 15, you
20 probably have about a thousand horses, a lot of them in
21 Rancho Santa Fe, a lot of them in Del Mar.

22 You go down El Camino Road, you've got a lot of horses
23 within 10 miles of here I would say you probably have north
24 of a thousand horses.

25 Most of those horses are going to be coming this

1 direction.

2 After the 2003 fires, 2007 they came to the
3 fairgrounds.

4 And they all packed up and they were moved and this
5 place was irrespective of how well you prepare, it's chaos.

6 You have roads blocked up, you have people trying to
7 get in.

8 You have people wanting to drop horses and take off.

9 It is chaotic.

10 So the big thing is, and I have had the pleasure of
11 having meetings with Carlene and staff and Lisa, and it was
12 great talking over what I had seen leaving them notes.

13 And it's also great to see there are a number of folks
14 on staff who were here at the fires.

15 What you don't have though is unfortunately, is the
16 staff's much smaller.

17 You no longer have an Equestrian Department.

18 You no longer have full staff at Horse Park.

19 So a lot of the resident equestrian expertise you used
20 to have here no longer exists.

21 You have a smaller footprint for a larger job.

22 And so, I know Carlene is going to talk about, looking
23 to the way this is supposed to work through the county EOC
24 and with Animal Services and Humane Society being able to
25 step up and fill in and take over a big chunk of that.

1 But the important thing is when they start coming this
2 direction, if the gates are shut, if they can't get out to
3 big dirt, which is a conversation, then Via de la Valle is
4 going to turn into a parking lot.

5 And I've seen that happen a couple of times.

6 So this is a video that staff put together following
7 the 2007 fire.

8 It's about 8 minutes and 30 seconds.

9 I've cut it down to about 5 minutes.

10 It will kind of go through the salient points.

11 But it will kind of give you an idea of the chaos that
12 was going on and the various folks making contributions.

13 [video playing]

14 >> I couldn't see the flames, but I could see where it
15 was coming from and I saw how fast the winds were coming.

16 >> It is blowing very quickly.

17 >> It's crazy right now with how bad the winds are, and
18 they're driving this fire much faster than anybody had
19 anticipated.

20 [music]

21 >> A huge column of smoke coming off the North Shore
22 [indiscernible]

23 [music]

24 >> We got three kids.

25 We got two cars worth of people.

1 [indiscernible]

2 RUSS PENNIMAN: We had nursing home folks dropped off

3 without sufficient medical care.

4 >> Just a home, actually.

5 Thank God that's all it was.

6 I mean, I got my family out.

7 I got my stuff that I needed out.

8 I got my family together.

9 It's just a place to stay.

10 That's all it was.

11 [music]

12 >> We're carrying a caravan of animals and people here.

13 >> [indiscernible] - very, very unpredictable.

14 [music]

15 >> We need tents.

16 We need sleeping bags.

17 We need cots There are a lot more people that are

18 staying overnight that we weren't anticipating.

19 [music]

20 >> When I heard we were bringing so many people to a

21 stadium my heart said, let's make this a good experience.

22 [music]

23 RUSS PENNIMAN: [indiscernible]

24 [music]

25 >> I have to say that the folks behind me have done

1 everything to do just that.

2 [music]

3 >> I cannot tell you how proud I am to say that I am
4 from San Deigo.

5 [music]

6 >> And my kid went up to the high school, my 20-year
7 old, I'm going to cry, was singing the older people to
8 sleep.

9 [music]

10 RUSS PENNIMAN: [indiscernible]

11 >> You had to turn them away because they weren't Red
12 Cross certified, but my kids went up to the principals and
13 said, I went to school here, and I'm helping.

14 And they came home yesterday afternoon.

15 [music]

16 >> It's just a home actually.

17 Thank God that's all it was.

18 >> We've seen how people have come together.

19 And these evacuation centers we have seen how everyone
20 has volunteered, the nurses, the doctors.

21 How the grocers came in and delivered water and food
22 and so on and so forth.

23 It was really spectacular to see how people came
24 together.

25 And of course, the incredible, heroic, and dedicated

1 firefighters.

2 We have, without any doubt, the greatest, the most
3 experienced, the smartest, the bravest firefighters.

4 So let's give them a big hand for their great work.

5 [cheers and applause]

6 [music]

7 >> People aren't being selfish about it.

8 They're saying, yeah, my house is burned but look,
9 everybody else's are too.

10 And I think people are more of a tight-knit community.
11 You see how San Diegans are coming together.
12 We're not having problems with looters.
13 We're not having problems with vandalism.
14 I think that says a lot about who we are as San
15 Diegans.

16 [music]

17 RUSS PENNIMAN: [indiscernible]

18 >> It was great.

19 And everything that you can think of is there.
20 There's medical.

21 [music]

22 >> The way this has been handled from the start, the
23 way the people are cooperating.

24 [music]

25 >> We send our prayers and thoughts to those who have

1 been affected.

2 >> You guys ought to be a model for the whole country.

3 Wow, I take that as high praise.

4 [music]

5 RUSS PENNIMAN: [indiscernible]

6 >> It's just a home actually.

7 Thank God that's all it was.

8 I mean, I got my family out.

9 I got my stuff that I needed out.

10 I got my family together.

11 It's just a place to stay.

12 [music]

13 >> We really need paper plates, plastic utensils

14 because we have a lot of food but no way for people to eat.

15 We need wheelchairs to get to the elderly.

16 [music]

17 >> It's just a home actually.

18 RUSS PENNIMAN: So a few lessons learned from that.

19 And I've shared what I have with staff.

20 We've discussed it about how to approach it.

21 Things have changed a little bit.

22 One of the issues we had with the Emergency Operations

23 Center, we couldn't talk to them.

24 We couldn't get ahold of them by phone.

25 We'd leave messages but, you know, they are down there

1 somewhere and there is no communication.

2 So that's one of the big things is You got to know
3 who's who is in the zoo and you have to know who's
4 responsible.

5 And you got to know how to be able to reach out and
6 touch folks.

7 I know that they are doing things now.

8 We're doing military, we group chat.

9 There are a lot of different things we could do.

10 You are in chat rooms and things so rather than trying
11 the phone.

12 Because if you are on the phone, you are not going to
13 be able to talk to people.

14 However, on the other part of this, I call Department
15 of Food and Ag and the governor's office and the military
16 and the navy who I had connections with.

17 Where the cots came from, not the way the system is
18 supposed to work but it was the workaround to get to where
19 the system was going to work correctly.

20 So hopefully the EOC is set up now so a lot of the
21 communications can be done pretty much real time.

22 People will be in there that will respond.

23 One of the things that was establishment beforehand
24 what assisting organizations will do for you.

25 One of the ones that showed up, we got a call in on

1 Monday.

2 They showed up.

3 The National Guard came in, what can we do.

4 They were golden.

5 We were able to deploy them.

6 We had them doing security.

7 And then they were going around doing whatever else we

8 were asking them to do.

9 The marines delivered cots.

10 The Navy helped Premier Food Services.

11 They were golden.

12 I mean, they were just invaluable when the Red Cross

13 didn't show up.

14 Premier started serving food when people showed up.

15 Then there was the expectation, the Red Cross is going

16 to take it over the next day, and Red Cross was nowhere to

17 be found.

18 They had one rep here.

19 You know, and she's speaking for the Red Cross and most

20 of the Red Cross and their efforts are down at Qualcomm.

21 We've got about 2,000 people living under the

22 Grandstand.

23 FEMA, the Red Cross, talk about Red Cross, FEMA I think

24 we had about \$80,000 in feed bills.

25 And FEMA was forever figuring out how to pay us for

1 that.

2 And finally, they reclassified horses as livestock.

3 And then livestock fell into a different category, so
4 we've got cents on the dollar back for what we're supposed
5 to be getting.

6 It's real important to have, you know, in theory, the
7 state is supposed to back us up .

8 And I'm sure Carlene will talk a little bit about this.

9 But you need to know who is going to do what and it
10 needs to be in writing under a memorandum of assistance or
11 understanding that everybody knows what their part is in
12 how they are going to step up and do that.

13 Stable area supplies to have on hand.

14 You're going to have horses dropped off with nothing.

15 They will have a halter on them and they expect someone
16 to be there to get them with a line, to put them somewhere.

17 A lot of the people that show up in trailers will not
18 packing bedding.

19 They will not be packing feed.

20 They're just going to show up with the animal and
21 whatever valuable they got in the stable area.

22 They're going to show up and they may be going back for
23 another horse.

24 So it was really invaluable to have folks from the area
25 that had equestrian backgrounds that show up that actually

1 understood, not livestock, but horses and could manage
2 animals.

3 And a horse scared is a dangerous animal.

4 So I've been hurt twice by horses, both times on the
5 ground, both scared trying to get away from something.

6 And you could see the back barn area was just chaotic.

7 And then be prepared for the unexpected.

8 We had the nursing residents show up.

9 And that's basically when I called the governor's
10 office and said, we've got a problem down here.

11 There was one small, interesting moment when there was
12 someone back in Mission Tower that had Alzheimer's that got
13 lost.

14 It was reported that we were missing somebody.

15 So then we had to go find them.

16 It was a happy ending to the story.

17 We got him back with the group.

18 But it was like, okay, we're not prepared to deal with
19 this.

20 So expect the unexpected.

21 So recommendations that I've got based on what we went
22 through.

23 Kind of falls down into using military terms,
24 operational and tactical.

25 Operational is kind of like getting all the folks, and

1 who's who in the zoo that's going to run it.

2 Sit down at a table and have a conversation about what
3 everyone is supposed to be doing, what they bring to the
4 table and capabilities and limitations.

5 So I know looking to the county and the Humane Society
6 to hand off, you know, horse responsibilities, they are not
7 staffed well that way.

8 So it's important to make sure that you got volunteers
9 for here and that are working with them so when the time
10 comes you have a sufficient number of trained people that
11 are going to show up out in the stable areas that can help
12 out.

13 As you saw in the video, we had about 1,000 volunteers
14 here.

15 probably had 2 or 300 equestrian folks back in the barn
16 area with a volunteer running each one of the barn aisles.

17 Same thing going on over at Horse Park.

18 So probably a big thing would be to partner with Animal
19 Services and the Humane Society.

20 We chatted a little bit about this the other day.

21 Maybe get a group together, you know, do a training
22 session here.

23 And get folks, you know, here and then and that leads
24 into an annual training exercise when you actually have the
25 folks at the tactical level where you get everybody into a

1 training and they go around and see where they are supposed
2 to be doing it, where they're supposed to be doing it, who
3 they are talking to, kind of the relationship building and
4 who is who in the zoo.

5 But the big things are access when the starts.

6 Having access so that people can get in, drop horses
7 off if necessary and leave.

8 The other part is for 1,000 horses coming in, I think
9 it would probably be okay for the Humane Society and Animal
10 Services and the staff to have that work.

11 You have 3,000 horses or 2,700 horses on the property
12 and it is a complete circus.

13 And then if you don't, if you can't scale to that you
14 are going to have a hard time handling that kind of a
15 problem.

16 All you got to do is look up Pacific Palisades and look
17 what happened up there.

18 And that was a lot of poor planning on a lot of parts,
19 a lot of stuff that didn't work.

20 And now you end up with a whole residential area burned
21 to the ground.

22 With that, I'm open to questions or I'll turn it over
23 to Carlene to chat or I'm happy to stick around after.

24 PRESIDENT FREDERICK SCHENK: Can we ask questions of
25 Russ --

1 MS. MOORE: Okay, and then the staff report?

2 PRESIDENT FREDERICK SCHENK: Yeah.

3 Any questions?

4 MS. BARKETT: Comment.

5 I want to thank you, Russ, really for your time,
6 putting this all together.

7 It couldn't be more important and I think timely in
8 light of what we're looking at with weather conditions, and
9 like I said, what happened in the Palisades.

10 And I would like to see a tabletop exercise done with
11 staff and with the Board so we know, you know, where we're
12 supposed to be, what we're supposed to do.

13 And you did a brilliant job I have to say during these
14 times.

15 And we commend you for your leadership.

16 So thank you.

17 RUSS PENNIMAN: Well, thank you.

18 It was probably getting the Breeders' Cup here, hosting
19 the best fair in the country, and that experience of 2007,
20 you know, what we were able to accomplish, and
21 successfully.

22 You know, with all the moving parts and all the things
23 we didn't have and all the things we needed to figure out,
24 but the staff figured it out and did a spectacular job.

25 The video I think is a testament to that.

1 Thank you.

2 MR. ARABO: I want to echo Director Barkett's comments.

3 Thank you very much for all your leadership, your
4 service, the presentation, we'd love to see that video one
5 day on our website or something.

6 RUSS PENNIMAN: It's on YouTube.

7 MR. ARABO: Great.

8 Maybe our website.

9 And just see the ongoing value the fairgrounds gives to
10 the whole region.

11 You've been on the Board 16 years, president twice.

12 What do you think two or three actionable items we
13 could do to make sure we're ready if something happens?
14 What would they be? I got the recommendations but what you
15 knowing everything you know about the fairgrounds and
16 knowing in your position this expertise which is extremely
17 valuable, we could say we are an emergency resource if God
18 forbid there's a fire.

19 RUSS PENNIMAN: Well, a big part, and we had a longer
20 discussion with Carlene and Lisa about specific things to
21 have.

22 I mean, some of the things we had a challenge with we
23 were running out of feed.

24 So we ran Carter's Hay & Grain ran out of feed.

25 And Mary's I think we ran Mary's Tack and Feed out of

1 feed.

2 We couldn't get hay in because I-8 was closed.

3 I went -- so I mean, your alfalfa lives on the other
4 side of the mountains.

5 So trying to get a quantity of alfalfa sufficient that
6 it's going to feed 2,700 horses was -- you know, getting
7 everyone fed was a challenge.

8 And then the other part was the who is who in the zoo
9 and how do you contact them? Because when the system didn't
10 work, when we couldn't talk to the EOC, you know, and I'm
11 calling randomly to the governor's office trying to get
12 people to respond, they did.

13 But not only is it important that Carlene and staff
14 have immediate contact with the EOC, it's important that I
15 would say for the president and vice president of the Board
16 knowing, okay, if that goes sideways or off track, who can
17 I call to get the governor's attention.

18 I think the governor's office was my default but that
19 was when we've got people here with no medical care from
20 nursing homes and I'm going like, okay, this could really
21 turn bad.

22 MR. ARABO: We wouldn't need cots, right? They bring the
23 cots in? Or do you think we would need cots?

24 RUSS PENNIMAN: Well, so I think I may be getting into
25 Carlene's territory.

1 What we did after 2007 was we bought a thousand cots
2 and we had sufficient water for a thousand people for three
3 days.

4 And we had two tractor trailers set up out back.

5 Now my understanding is the county has the tractor
6 trailers in.

7 We also have tractor trailers that were with a lot of
8 things I was talking about for barn aisle stuff.

9 Anticipating that people are not going to bring things
10 in to take care of their horses.

11 And there are other things in there for keeping track
12 of the horses, keeping track of where they are.

13 I ran this by my daughter.

14 She goes, you need tape to write the names on the doors
15 and who the horse belongs to.

16 We did have a case where we had people that were trying
17 to steal horses off the property.

18 There needs to be an exit strategy so when people leave
19 the property they come in with their documentation, they
20 are who they are before they take a horse off the property.

21 When the horses come in, they are cataloged.

22 They take pictures so that everybody knows that, you
23 know, that horse belongs to this person, so it goes out the
24 gate to the right person.

25 PRESIDENT FREDERICK SCHENK: We have Joyce who has to

1 leave in a little bit.

2 So I'm going to invite her to --

3 Russ, don't go anywhere.

4 I want Joyce to have an opportunity to talk with you.

5 RUSS PENNIMAN: I'm sorry.

6 MS. ROWLAND: That's okay.

7 If I could stay, I would save the questions until I

8 heard the staff report and pull it all together.

9 I'm on the East Coast and I do have to leave at 7:00,

10 which is almost is here.

11 I think it was a great presentation.

12 I certainly remember 2007.

13 I was just down the road and saw the horse trailers

14 going by.

15 PRESIDENT FREDERICK SCHENK: Any comments or questions

16 to Russ? Okay.

17 Joyce?

18 RUSS PENNIMAN: I can stick around for a little bit or

19 you've got my phone number.

20 [multiple speakers]

21 PRESIDENT FREDERICK SCHENK: Don't leave yet.

22 RUSS PENNIMAN: Okay.

23 MR. GELFAND: Yeah, really helpful presentation.

24 Do you think that we could accommodate more than 2,700

25 horses somehow? I mean, is there, what do you see as the

1 actual max worksheet if we had the wherewithal?

2 RUSS PENNIMAN: That's a bit of a loaded question.

3 And my question back is what's going on here and what's
4 going on in Horse Park?

5 [multiple speakers]

6 RUSS PENNIMAN: So what ended up happening was every
7 stall was filled.

8 Some stalls had more than one animal in them.

9 And in some cases they had animals like I think down in
10 the rings at Horse Park that were loose.

11 They were confined but they were loose like they were
12 in a field.

13 You know, they were confined but they were loose like
14 they were in a field.

15 I mean, you count the number of stalls and that's sort
16 of reasonable.

17 But you get beyond stalls and in some cases you're
18 going to have people who keep the horses in the trailers.

19 PRESIDENT FREDERICK SCHENK: So Russ, you and I served
20 together on this Board for a number of years.

21 It was great working with you.

22 When we last spoke about this I posed a question to
23 you, which is, why isn't there a foundation set up funded
24 in preparation? What you just showed us, we now have the
25 benefit of hindsight.

1 We don't have the personnel.

2 We don't have the funding.

3 But we have a community that is invested and in need
4 and wants to do the right thing.

5 So I would encourage you and others who have that, who
6 are invested and who have the ability to set up a
7 foundation.

8 Because we don't have the people anymore that we used
9 to have.

10 Back then we had twice as many people as we do now and
11 we were still scrambling.

12 So I think we would benefit better if we had an
13 organized effort with the community not just having you
14 come in here representing but having a foundation set up
15 that could self-fund all of this and it could be done.

16 But asking the fairgrounds to underwrite it is not
17 realistic.

18 And I don't think that's what you are asking us to do
19 in the end.

20 But if you are, we need more than, you know, the Humane
21 Society because they are not set up to do this.

22 To do this right and to do this effectively and to do
23 it smartly, it takes money and people, and we don't have
24 either.

25 RUSS PENNIMAN: Well, one of the reasons I brought it

1 up, perfect segue.

2 We had the chat the other day about who's going to pay
3 for what.

4 PRESIDENT FREDERICK SCHENK: I asked that question.

5 RUSS PENNIMAN: Yeah.

6 Yeah, and I agree.

7 That's like getting all the agreements in place, we
8 knew who was supposed to pay for the food but FEMA didn't
9 pay for the food.

10 And then there's a question of you need to have some
11 things here because you don't know what the access is going
12 to be.

13 Via de la Valle is going to be, everything is coming
14 this way, so getting down there to get feed is going to be
15 interesting.

16 So you're going to get a lot of things donated but
17 initially you're going to need to have something here.

18 And that's where I think a tabletop, you know, sitting
19 down, probably board members present with the Humane
20 Society and the San Diego County Animal Services folks, and
21 the top three of them are new.

22 So I went up and met with those folks.

23 And it's like they're within, I think Carlene, the last
24 year.

25 So they're all new to this.

1 So but my understanding is they don't have a lot of
2 money to run that.

3 Humane Society does.

4 The people that got turned away over at San Luis Ray,
5 those were volunteers.

6 There is a foundation to set up to move the horses,
7 there's just not a foundation set up to take care of the
8 horses when they get to where they are going.

9 PRESIDENT FREDERICK SCHENK: That's what I think that
10 needs to be done.

11 It's critical.

12 It won't happen without funding and personnel.

13 And there's a tremendous need that's not going to be
14 met without those things.

15 Phil.

16 MR. BLAIR: I mean, right or wrong, I think the reality
17 is this is a rich person's issue.

18 When we talk about the horses coming from rather than
19 Santa Fe, you're going to have a problem with normal people
20 thinking what about all the people there that were being
21 evacuated.

22 Can't the wealthy take care of their wealthy pets,
23 right.

24 I'm not saying it's right or wrong but that's the
25 perception.

1 So I think the foundation idea is very good.

2 That the people who have horses put a foundation
3 together when, unfortunately, when, not if this happens
4 again.

5 RUSS PENNIMAN: Good point.

6 I'll tell you there are a lot of folks that have horses
7 near here, not necessarily Rancho Santa Fe, and they put
8 everything in their horse.

9 They are not necessarily rich people.

10 They spend money, a lot of them are younger spending
11 money on animals they really can't afford, but no one is
12 going to tell them not to have them.

13 We have a daughter sort of like that but anyway.

14 MR. GELFAND: Is there a licensing kind of thing with
15 horses like you have with dogs? Dog license.

16 RUSS PENNIMAN: No.

17 Well, for race horses.

18 But a whole, when you talk about thoroughbreds, but
19 it's a whole different thing for a whole different purpose.

20 MR. GELFAND: I'm just wondering if the county could
21 somehow charge people with horses for this kind of purpose.

22 Like it would cost that much per horse to be ready in
23 these situations.

24 MR. ARABO: That's a great idea actually.

25 Like a county-funded emergency center for horses that

1 they pay that's self-funded.

2 Have you spoke to DMTC or anyone on that side? Maybe

3 they could fund it.

4 I mean --

5 [multiple speakers]

6 RUSS PENNIMAN: I know they have a charitable kind of

7 deal.

8 I've talked to them about their ability to participate.

9 And normally they have folks working the barn area but

10 they rotate.

11 Most of the folks at DMTC in the barn area rotate with

12 the meet.

13 MR. ARABO: Yeah.

14 We'll talk to them.

15 That's a great idea.

16 It's a good thing to do for the horse community and for

17 everyone, not just the horse community.

18 But to Phil's point -- [multiple speakers]

19 RUSS PENNIMAN: If I could finish answering Mark.

20 Just percolating on this.

21 The best thing, so staff is going to need to do some

22 things having to do with training and things like that.

23 And it's money out of pocket anticipating what event

24 you don't think is going to happen but it will.

25 And that's money well spent.

1 PRESIDENT FREDERICK SCHENK: All right.
2 We still have staff to do a presentation, Russ.
3 RUSS PENNIMAN: That's what I'm saying.
4 But Mark asked a question about, you know, what would I
5 do.
6 It would just be, you know, there's preparation and
7 training that's required and 100% support on that.
8 And then Board participation would be good as well.
9 PRESIDENT FREDERICK SCHENK: Are we good?
10 MS. MEAD: We're good.
11 PRESIDENT FREDERICK SCHENK: All right.
12 Thank you all for your questions.
13 Russ, thank you for --
14 MS. MOORE: Thank you.
15 So while we transition, and I think we will try to keep
16 this at a high level, so only taking up a few more minutes,
17 maybe 15 minutes of time.
18 So Tristan and the team, you can come up.
19 As Tristan is making his way up, I know I'm not the
20 only one up here who is also potentially having a little
21 bit of PTSD and flashbacks.
22 And a lot of you could just update the clothing, let's
23 say to the new times in terms of experiences and things
24 like that.
25 I think you know it's so what we want to do is now

1 transition over to the work that we have been doing with
2 regard to planning.

3 And echoing, you know, many of the things that Russ
4 brought up through this process.

5 Kind of a where we're at on things.

6 How some things have transitioned.

7 But there are a lot, and he spoke to lessons learned.

8 And one of those big ones is the establishment and
9 advance of things with regard to relationships.

10 And building the network and the connections versus
11 operating on an island and sort of waiting until it
12 happens.

13 Every emergency event is very different.

14 And it all begins with chaos.

15 I mean, everyone.

16 Whether it's fire, whether it's flood, whether it was a
17 pandemic, but it begins with chaos and not knowing and not
18 understanding.

19 And really that role that we serve in is then helping
20 to transition that into sort of a managed chaos.

21 Having hosted something similar to this at other places
22 that I've been at, or you know, we have a lot of team with
23 a lot of experience from other locations as well in
24 addition to the folks that are here, I describe what we
25 just saw on the video as it would be like putting on a San

1 Diego County Fair that we had not planned for.

2 Where literally you have your attendees are arriving,
3 the resources are arriving, vendors are arriving.

4 I still remember seeing the huge Duracell semi show up.

5 Who knew that batteries came on a semi load.

6 Just because when this happens, and we've seen it
7 throughout our state, we've seen it throughout our region,
8 we've seen it throughout our country and even the world.

9 You know, the people just step up and it all starts to
10 descend.

11 And so with that, it's starting to then filter and put
12 things into place.

13 But importantly, is that prework and those
14 relationships to help make that transition for those
15 impacted by these emergencies as smooth as possible.

16 But again, each one is uniquely different.

17 So with that, I am going to hand it off to Tristan and
18 potentially the rest of the team.

19 TRISTAN HALLMAN: Yes, I believe as you alluded to
20 there, I think it's an old Mike Tyson saying.

21 Everyone has a plan until they get punched in the
22 mouth, right.

23 But we're still trying to plan regardless.

24 I do think in that video I saw some chairs that we
25 still have actually.

1 So there's some things that haven't changed in that.

2 I do want to say thank you, Russ, for your passion and
3 interest in this issue and for taking the time to meet with
4 us and talk these things over.

5 Really appreciate your experience on that.

6 I do want to take a little bit of a step back on this
7 and give kind of a holistic view of we're really taking
8 this whole issue of emergency management seriously.

9 And I would apply that to both when we have guests on
10 the property -- we have more than 2 million people who come
11 visit here every year -- and when we don't, and when we're
12 called into action.

13 We have to be a place that people can turn to into
14 times of disaster.

15 And as you saw, it's a very popular thing in that poll
16 for us to be able to do.

17 So first thing I want to say is, you know, there was
18 some talk about us having staff levels.

19 And I do want to say, we have a team here that has a
20 lot of experience in different types of horrible things
21 that you could think of.

22 I know, you know, the wildfire evacuations, our CEO has
23 been involved in that and other fairgrounds where she's
24 worked.

25 We have had other people who, you know, have worked at

1 other fairgrounds that have had this.

2 And we've had a lot of people here who have done those
3 wildfire evacuations that were mentioned earlier.

4 You know, we've set up, as I know was one of Fred's
5 passions, was the COVID-19 vaccination superstation.

6 When I was in Dallas we did something similar.

7 We actually set it up at a couple of locations.

8 Preparation testing sites.

9 That was something I don't think anyone had a plan for
10 but that's one of those things that just comes together at
11 the last minute.

12 There is, you know, one of our public safety director
13 was the undersheriff in San Diego County.

14 He's got experience.

15 It felt like when I was in Dallas it was one disaster
16 after another, which is probably why I'm up here.

17 Because I'm the grim reaper of these things.

18 We had gas explosions.

19 We had a tornado.

20 We had power outages for days during an ice storm.

21 We had mass demonstrations and riots.

22 Anything you could imagine, I was having to spend time
23 in the EOC.

24 Really you shouldn't have brought me here.

25 But I am here.

1 And so, but my point is we do have a good staff of
2 people here who have this kind of experience.

3 And in that chaos, they can draw off of that
4 experience.

5 Because it's not something you get to practice very
6 often.

7 So, and people who will do the right things.

8 And there's also, you know, regardless of how many
9 people you have there's going to be some people who are on
10 vacation or out of the country.

11 Maybe they are in the impacted area and they're worried
12 about getting themselves and their family safe first.

13 There is always those variables in play.

14 But with that said, we do have a good team here.

15 Of course, with all of that experience we also know
16 that emergency management is constantly evolving.

17 So we need to update those plans and go through that.

18 So one of the this first things I did when I got here
19 was updated the crisis communications plan.

20 We did crisis communication training with Carlene and
21 Katie ahead of the 2024 Fair using Southwest Strategies.

22 We have established additional communications channels
23 and updating some of the protocols with that.

24 So here's an example.

25 And any time we look at sort of business needs we're

1 also looking at operational needs in terms of an emergency.

2 We identified an need.

3 We needed an emergency text alert system to be able to
4 get alerts out to our staff very quickly.

5 So we procured one of those.

6 We had an email platform that was very slow.

7 Which is fine for marketing because you can plan and
8 schedule those things ahead of time.

9 It was sending, you know, it takes 24 hours sometimes
10 to send it to the entire list because it's a large list.

11 We had, you know, from a marketing perspective it's
12 better if it's faster.

13 But it's also better from an emergency perspective.

14 We were trying to put out mass notifications.

15 So we paid for a better service with that.

16 So there's all kinds of these little things that you
17 notice that you use in the normal course of business that
18 are good for emergencies as well.

19 And we've established a lot of different communication,
20 channels and protocols through that.

21 Providing additional training for staff.

22 You know that's something that we've really emphasized.

23 We do monthly staff meetings where we talk about safety
24 issues.

25 We have you know, these safety cards that we put out

1 last year for our temporary staff.

2 Because we don't have many opportunities to sort of
3 train with them.

4 But giving them the information during orientation and
5 constantly providing updates and reminders about those
6 kinds of things that they need.

7 We also this year established a command center during
8 the fair.

9 So we actually centralized our dispatch operations.

10 And what that allowed us to do is have a place with
11 cameras as well, but have a central gathering place where
12 if something goes wrong we all know where to go and we have
13 the infrastructure set up to be able to handle it.

14 And so that's during the fair.

15 I believe the Breeders' Cup has also expressed interest
16 in using that space for the same purpose.

17 In that, we've also engaged with Texas P2P.

18 Now who that is the guy I was spending time with in the
19 EOC.

20 That's Rocky Vaz the former City of Dallas Management
21 Director.

22 He actually had the lowest cost proposal we sought out.

23 But he was also the head of the command center at the
24 State Fair of Texas now that he's retired.

25 He's got a lot of experience in all those things.

1 But he's helped us.

2 They've updated our action plan.

3 They're updating our handbooks and we're updating our
4 action plans.

5 We're still working on developing the handbook.

6 We actually did a couple of tabletop exercises during
7 our summer school to help fill out that handbook based on
8 realistic potential scenarios, of bad things that can
9 happen during the fair.

10 I won't discuss those publicly but it was a good
11 exercise for our team to go through and you see the who's
12 who in the zoo over here.

13 In the back, our team.

14 They were engaged in that and they're going to continue
15 to be engaged in that process as we go along.

16 We're also, and I'll get to a little bit of this, we're
17 engaging of course with the Office of Emergency Services.

18 We are working to develop a new MOA on wildfire
19 evacuation.

20 Just to take a step back here, and I'll go through this
21 part quickly.

22 There are four phases of emergency management that we
23 looked at as we go through this.

24 There's mitigation is the first one.

25 All of these connect to each other.

1 But this is of course when a disaster happens, do you
2 have the things in place to help lessen the impacts of it.

3 So we do a lot of different things.

4 And to do that, whether it's for wildfire evacuations,
5 having supplies at the ready or potential other horrible
6 things that could happen, preparedness, it's similar, feeds
7 off of mitigation but this is the readiness.

8 This is the coming up with the plans.

9 This is having a list of assets from our facilities
10 team at the ready to know what we have onsite.

11 If we need a forklift, we know where that is, et
12 cetera.

13 Doing safety inspections regularly.

14 Doing risk assessments.

15 You know, our facility's condition assessment report
16 which I believe will be brief next month.

17 Helps kind of provide that information about
18 preparedness and mitigation.

19 Having that centralized response location, that's
20 preparedness so we're ready in the event something happens
21 and we're actually actively monitoring the whole property
22 and things that are going on.

23 So response.

24 This is the ball game, right.

25 So this is when the EOC is activated.

1 it is chaos regardless of whatever is happening.

2 That's where we want action plans so we can go down the
3 checklist of whatever we might need.

4 That's what we're working to update.

5 In that, we still have to respond to variables.

6 We have to focus heavily on getting the communication
7 out.

8 We went through the last tabletop exercise, where it's
9 like well, even to the granular part, Carlene needs to call
10 the Board.

11 Or if Carlene is not available someone else needs to
12 let the Board president know what's going on.

13 And by the way, there's never a convenient time for any
14 disaster as we saw in that last presentation.

15 And then there's deactivation after action reporting
16 and the recovery.

17 You hope for that rapid recovery thing where there's an
18 incident that happens and you are able to end it quickly
19 and figure it out quickly.

20 That's probably most things on a small scale.

21 But the kind of stuff that we're talking about is more
22 large scale, so that's going to take longer-term recovery
23 process that might involve going over insurance claims,
24 requiring assistance, mutual aid, longer-term investments.

25 So you know, if we lost a structure, or COVID-19 was an

1 ongoing, never-ending disaster where we had to constantly
2 sort of go through this whole cycle over and over again
3 with response, mitigation, repair, preparedness, et cetera.

4 So the wildfire activation part.

5 I think Russ touched on this, so I'm not going to spend
6 a lot of time on this.

7 There have been the last couple of years, we were a
8 temporary evacuation point if you remember during the fair.

9 It was not actually on a fair day.

10 But we were able to you know open up our main parking
11 lot.

12 And we had the San Luis Ray evacuation earlier this
13 year during the wildfires that DMTC was very, very helpful
14 with.

15 As we talked to the county, there's several activation
16 considerations that they are going to have just for your
17 knowledge.

18 First of all, Horse Park is going to be our first line
19 of defense generally speaking.

20 It's going to depend on our calendar availability, you
21 know, granted if it gets to a point where it doesn't
22 matter, that's when we're really in bad shape.

23 If we're having to do it during the horse races or
24 during the fair, that means something really bad has
25 happened.

1 But for the most part they're going to look at the
2 venues, they're going to look at Sports Arena, Snapdragon
3 or the Convention Center.

4 And they're going to look at all of these sites and
5 they're going to, you know, there's proximity.

6 Where's the disaster happening.

7 That's generally for people.

8 For horses I think we're going to be a little bit more
9 active in that.

10 But if it's people having to drive from East County,
11 may not be activated in that circumstance.

12 So the decisions are made at the county EOC level.

13 You know, we're working to sort of update our internal
14 plans and provide additional training to staff, as I
15 mentioned.

16 And we could be used in a variety of different
17 contexts.

18 I mentioned sort of the temporary evacuation point.

19 There is the scale of evacuations.

20 You know, county doesn't like, for example, for people
21 they are not going to turn to congregate sheltering unless
22 they have to.

23 They prefer to put people in hotels if it's a wide-
24 scale disaster.

25 And if we're hosting people then it's gotten very, very

1 bad.

2 It's probably more likely that we'll be used for horses
3 and livestock.

4 But we do know that there is a possibility that we'll
5 be used for a people shelter in what is probably the worst
6 possible circumstance.

7 So in that process, we are engaging with the county and
8 OES.

9 We are engaging with the Department of Animal Services
10 and San Diego Humane Society, Encinitas Fire Department,
11 California Department of Social Services, anyone and
12 everyone who will talk to us about this we will do.

13 What you find often in disasters too is you make new
14 friends and new partners but you prefer to have those
15 people on your speed dial and to be able to talk to them
16 ahead of time.

17 Because you don't want the first time you're meeting
18 someone to be in a disaster.

19 You don't want it.

20 Often you will have to out of necessity.

21 I mean I think, you know, a lot of volunteers they are
22 not going to be very interested in raising their hands as
23 volunteers until something terrible happens and it tears at
24 their heart strings.

25 In which case we want those established organizations

1 that have those volunteer pipelines to be able to reach
2 into their networks and draw on people.

3 So that's where that Animal Services, that Humane
4 Society factor will come in.

5 But we do need them to you know, draw on people who
6 have not livestock experience but actual equestrian
7 experience as well.

8 We're talking to them.

9 We hope to develop a new memorandum of agreement that
10 spells out these responsibilities and roles and participate
11 and coordinate these kind of tabletop trainings and
12 exercises as much as possible.

13 We discuss these matters with HITS and with DMTC as
14 well.

15 And we're providing additional training to staff on
16 things like the FEMA training and those kinds of things.

17 It's FEMA training not FEMA, you know, what are they
18 going to do when they show up, we don't know.

19 But they have a lot of good training and resources
20 available to people.

21 MS. MOORE: If I could, sorry to interrupt here just for
22 a moment.

23 One of the reasons, you know, going back to what was
24 said earlier with Russ back in 2003 and 2007 and really the
25 questions around who is going to pay for all this.

1 How's that going to be reimbursed.

2 Those are some of the things that through a memorandum
3 of agreement will be worked out in advance.

4 Another big takeaway, and I think it has continued on,
5 you know, 15 years later, 20 years later since some of
6 those events, is we're -- we're much better off served
7 having those local, state, relationships working our way
8 up.

9 This isn't go directly to FEMA's reputation continues.
10 I will leave it at that.

11 As do some of the other organizations.

12 So again, some of those learning lessons, not just for
13 us, but really for industry and for our state.

14 I mean, the State of California has been, has had its
15 fair share of wildfires in the last few years.

16 It's having that structure in place in advance.

17 And then I also just want to clarify one another thing,
18 while the official decision to open, to activate evacuation
19 centers and things like that, that official call is made at
20 the local level.

21 Counties, it can even be city.

22 On occasion it is done by the state.

23 The decision of whether or not to open our gates,
24 that's our decision.

25 And it's something that we will always and I think you

1 know throughout time fairgrounds called upon and looked at
2 from our community and I have yet to come across someone in
3 this industry who said, I waited until I got that official
4 call.

5 So I just want -- rest assured you know, the opening
6 our gates and getting the traffic in while we sort of
7 through some of that chaos and figure things out will still
8 remain.

9 TRISTAN HALLMAN: And thank you.

10 Because I was rushing through I actually meant to
11 mention that.

12 Yes, you know, in this situation of sort of where it's
13 triage, we're still going to open.

14 Ready or not as we say.

15 And it's -- it could happen at 2:00 in the morning when
16 we're all asleep.

17 So we are constantly trying to stay ready.

18 We want to do additional tabletop exercises.

19 And we're going to do that because I think everyone
20 liked them when we did them during the summer school.

21 They are not going to tell me if they didn't.

22 But and once we complete we'll be able to distribute
23 our emergency handbook and have it at the ready for people.

24 We'll have it in their cloud as well, which is another
25 one of those things where it's, you know, cloud based or

1 obviously better than server based because if something
2 goes wrong with the servers we're not able to access it.

3 So having things like emergency resources that are
4 available wherever you are and you are able to get an
5 Internet connection is also, these little things contribute
6 in a major way to being able to respond appropriately to
7 any sort of disaster or crisis or emergency.

8 PRESIDENT FREDERICK SCHENK: Are you done?

9 TRISTAN HALLMAN: Yes.

10 PRESIDENT FREDERICK SCHENK: Okay.

11 I was waiting.

12 TRISTAN HALLMAN: In the interest of time.

13 PRESIDENT FREDERICK SCHENK: Thank you.

14 MR. GELFAND: I've been evacuated twice from my home
15 because of fires.

16 So I have an app on my phone, I can't remember what the
17 name of it is, but I get notices of every fire, where it
18 is, and how big it is and whatever.

19 Do you guys have that? Because obviously, as much
20 advanced notice of a pending fire, the better.

21 TRISTAN HALLMAN: We don't have anything native to us.

22 But yes, we have -- mm-hmm.

23 MR. GELFAND: We used to have a big concern with Lake
24 Hodges.

25 TRISTAN HALLMAN: We still do.

1 PRESIDENT FREDERICK SCHENK: Well -- [multiple speakers]
2 TRISTAN HALLMAN: I don't like to talk about it but we
3 still do.
4 [multiple speakers]
5 MR. GELFAND: Watch Duty.
6 Okay, yeah.
7 I mean, now they've lowered the water level to a point
8 where I don't think it's as much of a concern.
9 But they don't know what to do with that dam so it's
10 another interesting issue.
11 TRISTAN HALLMAN: And that's one of those where the
12 immediate response is "run," not you know --
13 MR. GELFAND: Right, especially here.
14 TRISTAN HALLMAN: Yeah, there's some things where we're
15 not going to stand up an EOC first, we're going to try to
16 get out of there.
17 MS. MEAD: There's two things that I want to share.
18 I apologize, I'm going to through some PTSD.
19 Phil and I are two people that lost homes in wildfires.
20 It's hard to have these conversations.
21 But I will say that the fact that the fairgrounds is
22 here and is available to families when this occurs is just
23 a godsend.
24 And I just want to thank the staff and everyone because
25 the chaos starts.

1 And then, you know, when Russ talks about bringing
2 their animals here and they're leaving because they're
3 checking on their children and they're checking on their
4 moment and they're not just abandoning their animals here
5 but this is what they have to do.

6 Second thing I want to say is I do know a little
7 something about fundraising.

8 And I will tell you, Fred, that two things that happen
9 is that most people don't give money for future
10 emergencies.

11 But never waste a crisis.

12 Thank you, Donna.

13 Never waste a crisis.

14 And I will say that there are two things we should be
15 prepared to do.

16 And I'm happy to working with staff on this.

17 Number one, the San Diego Foundation, we should have a
18 relationship with them now in terms of preparing for this
19 because they get the majority of emergency donations and
20 they decide how they are going to be distributed.

21 And we should be at the top of that for animals and
22 there's money for people, we're putting them up, there's
23 food, et cetera.

24 Second thing is we should be establishing a GoFundMe
25 process now.

1 We should be able to initiate a GoFundMe campaign
2 almost immediately.

3 Because people are giving \$5, \$10, whatever they can do
4 at the time.

5 And if the money is given to us at the fairgrounds we
6 can actually separate some of that money for future use.

7 If we say that what we're doing is collecting money for
8 now's crisis and for future crisis and do that.

9 So the only thing is missing, and Fred brought it up
10 earlier, is the fundraising opportunity when these crises
11 occur.

12 And I'm happy to work with the team on that.

13 PRESIDENT FREDERICK SCHENK: That's a great idea.

14 TRISTAN HALLMAN: Director Mead, actually, so in Dallas
15 we had the Mayor's Disaster Relief Fund, which we set up
16 with the Dallas Foundation, which was similar.

17 It's like no one contributes, of course, until that
18 moment comes and everyone's reaction is how can I help.

19 And that's the quickest thing that you can put out
20 there to be able to obtain those resources and get the
21 money quickly.

22 So yes, yes.

23 And but -- right.

24 But you set up those protocols in place whether it's
25 through a crowd funding source or through traditional fund.

1 MS. MEAD: And I said the San Diego Foundation, but the
2 Rancho Santa Fe Foundation too.

3 TRISTAN HALLMAN: Whoever wants to sponsor it, we'll
4 take whoever's proposal.

5 PRESIDENT FREDERICK SCHENK: All right.
6 Anything?

7 MR. ARABO: A couple of points just for the handbooks, I
8 think I'm sure you're going to distribute to the entire
9 staff and the Board.

10 I think I would also do like temporary workers, so it's
11 probably in Spanish and English.

12 And also the emergency handbooks, training calendars.

13 For points of communications, I think I mentioned this
14 at the previous meeting, I don't know if we looked at like
15 walkie-talkies.

16 I know somewhere we could -- especially when you have
17 temporary workers and then right away you could immediately
18 connect with them.

19 TRISTAN HALLMAN: So we have a system of radios.

20 There's also some walkie-talkies.

21 Yes, we have a whole -- and we're looking at upgrading
22 at some point soon, too, to a digital-based system.

23 But and then there's apples some emergencies where our
24 outage for example, we're going to lose some radio channels
25 et cetera.

1 But I don't respect to have as many redundancies in
2 place as possible.

3 So, yes.

4 MR. ARABO: As many layers of communications as
5 possible.

6 TRISTAN HALLMAN: Right.

7 MR. ARABO: I mean, there's an emergency press or
8 something, everyone gets it.

9 TRISTAN HALLMAN: Mm-hmm.

10 MS. BARKETT: Tristan, before you go, can you just
11 introduce everybody -- [off mic]

12 TRISTAN HALLMAN: Sure.

13 Well, does Carlene want to do that.

14 MS. MOORE: All right, peanut gallery.

15 Those new troopers for staying here.

16 Thank you very much.

17 Brad Mason is our facilities director.

18 Kaitlyn Findley-Thorn is our compliance manager and
19 serving double duty right now.

20 Lena Jouldjian is our ticketing services director.

21 Michael Sadegh, our finance director.

22 Jennifer Hellman, our marketing director.

23 And Rachelle Weir, our director of agriculture,
24 education and the arts.

25 PRESIDENT FREDERICK SCHENK: Good to have you all here.

1 MS. MOORE: And that's just a portion of our team.

2 TRISTAN HALLMAN: Yes.

3 MS. MOORE: And when Tristan is referring to the
4 tabletop exercises and things like that that we did during
5 summer school this just represents probably about a quarter
6 even of that team that was there for it.

7 And the continued not only doing our internal tabletop
8 exercising but as we discussed in that conversation with
9 Lisa and Russ, and that is you know, we're looking to
10 potentially host something.

11 And we also had that conversation with the county, OES
12 as well as, to host things as well so that we're really
13 integrated very well into all of this.

14 Oh, I'm sorry, how could I forget Henry Rivera, our
15 production director.

16 Oh, and Mark Elvin.

17 you guys are just old hats here at the meetings.

18 And Mark Elvin, who it was mentioned before, our public
19 safety director.

20 And I'm just say it again, and our former undersheriff.

21 PRESIDENT FREDERICK SCHENK: Anything else, Carlene?

22 MS. MOORE: No.

23 Thank you.

24 PRESIDENT FREDERICK SCHENK: Tristan, anything more?

25 TRISTAN HALLMAN: If you want less of a downer, we could

1 always do the fair presentation now.

2 [multiple speakers]

3 PRESIDENT FREDERICK SCHENK: All right, Tristan, thank
4 you very much.

5 Russ, thank you very much.

6 Moving onto construction projects and facilities
7 updates.

8 MS. MOORE: I really don't have any further updates.
9 You could go to adjournment.

10 PRESIDENT FREDERICK SCHENK: Bless you.

11 Well, I think I'm going to take this moment to say
12 thank you to all of you present and not.

13 And say for the last time as chair of the 22nd DAA, we
14 stand adjourned.

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16 [Meeting adjourned at 4:30 pm PST]

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CERTIFICATE OF TRANSCRIBER

I, Antha A. Ward, do hereby certify that the 22nd District Agricultural Association Board of Directors Meeting was transcribed from audio by me; that said digital audio recording of said proceedings are a true and accurate record to the best of my knowledge, skills, and ability; that I am neither a member for, related to, nor employed by the District in which this was taken; and, further, that I am not a relative or employee of any member or staff employed by the District hereto, nor financially or otherwise interested in the outcome of this action.

Antha A. Ward
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