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BOARD OF DIRECTORS MEETING
22ND DISTRICT AGRICULTURAL ASSOCIATION
DEL MAR FAIRGROUNDS
2260 JIMMY DURANTE BOULEVARD
DEL MAR, CALIFORNIA 92014
(TELECONFERENCE)
FRIDAY, MAY 12, 2026

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Transcribed by:
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104
Riverside, CA 92506

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1 IN ATTENDANCE:

2

3 22ND DAA OFFICERS AND DIRECTORS PRESENT:

4 SAM NEJABAT, CHAIR

5 LISA BARKETT, VICE CHAIR

6 MARK ARABO, DIRECTOR

7 PHIL BLAIR, DIRECTOR

8 DONNA DEBERRY, DIRECTOR

9 KATHLYN MEAD, DIRECTOR

10 TED MIYAHARA, DIRECTOR

11 ELSA MORALES-ROTH, DIRECTOR

12

13 22ND DISTRICT AGRICULTURAL ASSOCIATION STAFF:

14 BECKY BARTLING, CHIEF EXECUTIVE OFFICER

15 KATIE MUELLER, CHIEF OPERATIONS OFFICER

16 TRISTAN HALLMAN, CHIEF COMMUNICATIONS OFFICER

17 MIKE SEYLE, CHIEF ADMINISTRATIVE OFFICER

18 JENNIFER HELLMAN, MARKETING DIRECTOR

19 DUSTIN FULLER, SUPERVISING ENVIRONMENTAL PLANNER

20 HENRY RIVERA, PRODUCTION DIRECTOR

21 ANTIONETTE ROBERTS, EXECUTIVE ASSISTANT

22

23 22ND DISTRICT AGRICULTURAL ASSOCIATION COUNSEL

24 JOSHUA CAPLAN, OFFICE OF THE ATTORNEY GENERAL

1 OTHER SPEAKERS:

2 ASHLEY MCCAUGHAN, EXECUTIVE DIRECTOR, DON DIEGO SCHOLARSHIP
3 FOUNDATION

4 KIRBY MORRISON, BOARD CHAIR, DON DIEGO SCHOLARSHIP
5 FOUNDATION

6 JAMIE HOUTMAN, LEGENDS GLOBAL

7 JOSH RUBINSTEIN, PRESIDENT & COO, DEL MAR THOROUGHBRED
8 CLUB

9 ERIN BAILEY, VP OF MARKETING, DEL MAR THOROUGHBRED CLUB

10

11 PUBLIC COMMENTERS:

12 BRIDGET BROWNING

13 JAMIE RIVERA

14 MARTHA SULLIVAN

15 MIKE SEPTAK

16 VICTORIA WORD

17 JOSH WINTERS

18 IRENE MORENO

19 CHERILYN BESSON

20 SHAUN BEARD

21 LYNN KAIMULOA

22 ASHLEY JONES

23 JOHN SPELICH

24 ABIGAIL HAWTHORNE

1 CHAIR NEJABAT: Good morning, everybody.
2 The room is live.
3 All right.
4 Good morning.
5 Today is Tuesday, May 12, 2026, and the time is 9:35
6 a.m.
7 I now call this meeting of the 22nd DAA Board of
8 Directors to order.
9 Antionette, may we please get the roll?
10 MS. ROBERTS: Director Barkett.
11 MS. BARKETT: Here.
12 MS. ROBERTS: Director Arabo.
13 MR. ARABO: Here.
14 MS. ROBERTS: Director Blair.
15 MR. BLAIR: Here.
16 MS. ROBERTS: Director DeBerry.
17 MS. DeBERRY: Here.
18 MS. ROBERTS: Director Mead.
19 MS. MEAD: Here.
20 MS. ROBERTS: Director Miyahara.
21 MR. MIYAHARA: Here.
22 MS. ROBERTS: Director Morales-Roth.
23 MR. MORALES-ROTH: Here.
24 MS. ROBERTS: Director Nejabat.

1 CHAIR NEJABAT: Here.

2 All right.

3 Thank you.

4 We now have a quorum.

5 Before we move on to item number 3, public comment, I
6 do want to let the public know that we'll be removing item
7 6D1 from the agenda today.

8 So if you're here to speak about this, just a heads
9 up.

10 That is the discussion on whether to terminate the
11 ENRA for the City of Del Mar.

12 With that, we'll now move on to public comment for
13 items not appearing on today's agenda.

14 As a reminder, the board will not debate nor act on
15 any comments heard today.

16 If you're here to speak on an agenda item, please wait
17 until we address that item.

18 If you have two minutes, please be prepared with your
19 remarks and be ready to speak as soon as you're recognized
20 to do so.

21 Do we have any speakers in the room with us today for
22 matters not on the agenda?

23 If so, please queue up.

24 BRIDGET BROWNING: Good morning.

1 My name is Bridget Browning.

2 I am the president of the union that represents the
3 food service workers here.

4 I've actually brought two policies forward that I
5 would like to give you, if that's okay.

6 I can just hand them to you.

7 One is a worker retention policy, which I have to tell
8 you, when there's talks about contracts going out to bid,
9 we have folks who have been here maybe as long as I've been
10 alive.

11 I mean, they've worked here a really long time.

12 And it's very stressful for them if they're not
13 certain that they would be keeping their jobs and starting
14 over in the middle of your career looking for a new place
15 to find a home.

16 I can't tell you how stressful that is for our folks.

17 We have a lot of agencies that have adopted policies
18 like these, and so it would be really great if you'd be
19 willing to consider it at a future meeting.

20 And the other is I know that you've been hearing from
21 our folks about the buyouts because it takes hours away
22 from them.

23 So our legal staff worked on a potential policy for
24 future buyouts.

1 They're willing to work with whatever staff person, if
2 you thought that was appropriate.

3 They could tell you what other agencies have done.

4 But especially because you have to work a certain
5 amount of hours to get your health care, when the buyouts
6 happen, it's just very disruptive for our folks.

7 We're here to help in any way possible.

8 Please let us know how we can be partners to protect
9 our amazing members' jobs going forward.

10 Thank you so much.

11 CHAIR NEJABAT: Thank you.

12 Anyone else in the room would like to speak?

13 JAMIE RIVERA: Good morning, board members.

14 My name is Jamie Rivera, and I'm speaking on behalf of
15 the employees whose livelihoods are directly tied to your
16 decision regarding the Legends Global Contract under
17 Section C of today's agenda.

18 I understand that there are financial and operational
19 considerations before you, and I respect the Finance
20 Committee's recommendation.

21 But I do ask that you consider the human impact of not
22 extending this agreement.

23 For many of us, these jobs are not a temporary side
24 work.

1 They are how we support our families, pay the rent,
2 maintain our health benefits, and stay financially stable
3 in a very difficult economy.

4 The employees are the people serving the guests,
5 representing this venue to the public every day.

6 We continue to show up, work hard, and create a
7 positive experience that generates revenue for this
8 facility and community.

9 Extending the contract would provide stability for
10 hundreds of employees' front line and their families.

11 We are respectfully asking not just for a contract
12 extension, but the opportunity to continue working and
13 supporting this property.

14 Thank you for your time.

15 CHAIR NEJABAT: Anyone else in the room who would like
16 to speak on public comment?

17 Seeing nobody else, we have four members of the public
18 online.

19 We'll begin with Martha Sullivan.

20 MARTHA SULLIVAN: Hello, this is Martha Sullivan.

21 Welcome to the two new board members and the new CEO.

22 As a resident of the City of Imperial Beach since
23 2019, I have attended and commented in these board
24 meetings, and those are the Racetrack Authority and the

1 State Racetrack Leasing Commission.

2 This is after working for the California Public
3 Utilities Commission regulating investor-owned electric,
4 gas, water, and telecommunications utilities for 20 years,
5 and managing environmental impact studies of utility
6 infrastructure for 10 years at the CPC and as a consultant.

7 Ten years later, I used this experience as part of a
8 grassroots coalition to keep the defective San Onofre
9 nuclear power plant closed in 2013.

10 Then I helped lobby for California's ban on the
11 captive breeding of orcas, which passed in 2016.

12 I have been part of a network of volunteers protesting
13 live horse racing for over 10 years.

14 In California, three racetracks remain operating, from
15 nine in 2024.

16 From 2016 to 2019, I sheltered dozens of homeless,
17 often disabled San Diegans in my event venue and residence.

18 Upon my retirement in 2019, four of them joined me in
19 my new home in Imperial Beach, where I continue to share it
20 with four disabled, formerly homeless housemaids and their
21 dogs.

22 In December 2023, this fairgrounds worked with me and
23 the San Diego Housing Emergency Alliance to host a very
24 impactful Homeless Persons Memorial Day event.

1 I look forward to continuing to contribute to the
2 state agency's planning and decision-making.

3 Thank you.

4 CHAIR NEJABAT: Thank you.

5 Next up, we have Mike.

6 MR. RIVERA: Mike is—oh, sorry.

7 Give me one second.

8 He just jumped in.

9 There he goes.

10 Mr.

11 Septak, you're —

12 MIKE SEPTAK: Yeah, can you hear me?

13 Yes.

14 Okay.

15 Sorry.

16 It's too quiet.

17 I can barely hear you guys.

18 Yeah, I just wanted to leave a public comment and say,
19 after reviewing the documents of how the premier increased
20 your revenue for the financial projections I just saw to
21 renew the contract for the next five years, I think
22 everybody at the racetrack does a great job.

23 I think that's what we deserve.

24 Thank you.

1 CHAIR NEJABAT: Joseph.

2 MR. RIVERA: Joseph is not in the queue.

3 CHAIR NEJABAT: Okay.

4 Last, we have Victoria Word.

5 VICTORIA WORD: Yes, I am here.

6 Thank you very much.

7 I apologize that I'm not there in person.

8 I'm speaking to you from Ohio visiting my mother for
9 her 98th birthday, but I did want to join the meeting if
10 possible.

11 Can you hear me?

12 CHAIR NEJABAT: Yes.

13 VICTORIA WORD: Okay, great.

14 Thank you.

15 I just wanted to speak, as Jamie just spoke and
16 Bridget, that our employees had been there for many, many
17 years with Premier, and they know our customers and our
18 customers know us, and we have so much to look forward to.

19 It would affect so many people if their jobs were
20 affected, their livelihoods, their families, their ability
21 to contribute to society for that matter.

22 With Legends Global coming up, they have experience in
23 the hospitality business, and I think they would be a great
24 company to represent us.

1 We have our new GM, Mr. Jamie, who has had great
2 members of experience in the hospitality business
3 throughout his life and knows exactly how to deal with the
4 employees and what is comfortable and good for the public.

5 So again, I would ask that you please extend the
6 service agreement for Premier and Legends Global, and I
7 sure appreciate your time, and I thank you for being
8 willing to listen to us and hear our comments.

9 Thank you so much.

10 CHAIR NEJABAT: Thank you.

11 And with that, that will wrap up public comment.

12 We'll now move on to item 4, which is consent
13 calendar.

14 You can find the information in your board packet
15 beginning on page 9.

16 Do we have any members of the public in the room who
17 wish to speak on consent calendar?

18 Seeing nobody in the room and nobody online, are there
19 any requests from any board members to remove any items
20 from the consent calendar?

21 Seeing none, do I have a motion for approval on the
22 consent calendar?

23 MR. BLAIR: So moved.

24 CHAIR NEJABAT: Director Blair.

1 Second?

2 MS. DeBERRY: SECOND.

3 CHAIR NEJABAT: Director DeBerry.

4 May we please get the roll?

5 MS. ROBERTS: Director Nejabat.

6 CHAIR NEJABAT: Aye.

7 MS. ROBERTS: Director Barkett.

8 MS. BARKETT: Aye.

9 MS. ROBERTS: Director DeBerry.

10 MS. DeBERRY: Aye.

11 MS. ROBERTS: Director Morales-Roth.

12 MR. MORALES-ROTH: Aye.

13 MS. ROBERTS: Director Miyahara.

14 MR. MIYAHARA: Aye.

15 MS. ROBERTS: Director Mead.

16 MS. MEAD: Aye.

17 MS. ROBERTS: Director Arabo.

18 MR. ARABO: Aye.

19 MS. ROBERTS: Director Blair.

20 MR. BLAIR: Aye.

21 CHAIR NEJABAT: All right, the motion carries.

22 With that, we'll move on to item 5, which is the

23 executive report.

24 This includes verbal reports and presentations.

1 At this time, I'd like to recognize our CEO, Becky
2 Bartling, to provide and introduce presenters for our
3 executive report.

4 MS. BARTLING: Thank you.

5 Thank you very much.

6 Today, we have Ashley from the Don Diego Foundation
7 that is here to talk about the gala, I'm assuming, and
8 other great things about the organization.

9 So take it away.

10 ASHLEY MCCAUGHAN: Thank you so much.

11 First, I'd like to introduce our chairman, Kirby
12 Morrison, who would like to introduce himself to the new
13 CEO as well as the board.

14 KIRBY MORRISON: Thank you, Ashley.

15 And thank you, board, for having me this morning.

16 And as Ashley said, I just want to introduce myself.

17 I am the chair of the Don Diego Scholarship Committee.

18 I've been a part of this organization since the
19 beginning.

20 Actually, I was one of the early recipients before it
21 was Don Diego.

22 I was actually a recipient of this scholarship in
23 1979.

24 So I've been involved with this scholarship program

1 here at Don Diego for about 47 years.

2 So anyway, I just want to introduce myself, let you
3 know that the foundation's in great hands.

4 We're doing wonderful things.

5 We have a gala coming up on opening day.

6 Everyone is welcome to come.

7 Ashley's passed on some information on that.

8 She's also putting out some information on just how
9 our scholarship program works.

10 And just for information for this year, we'll be
11 giving out over \$100,000 in scholarships in about a week.

12 That's well over 30 applicants, so one of our stronger
13 years, both in terms of our applicants and the amount of
14 scholarship money that's going out.

15 The other thing that I wanted to make mention too is
16 that on the 27th of June, we have the Don Diego Junior
17 Livestock Auction.

18 We have the auction, right?

19 And that's kind of really the grand finale for the San
20 Diego County youth that are showing their animals here at
21 the fair.

22 You folks are all welcome.

23 It's a lot of fun.

24 We have assigned special seating for all of the 22nd

1 Ag District Board, if you'd like to go.

2 And we also have a couple different ways.

3 If you can't physically attend, but would like to
4 participate, we have what's known as, we have a fund that
5 you can just make a general donation to.

6 And that fund will come and purchase animals on your
7 behalf.

8 So those are a couple things that I just wanted to
9 introduce you guys to, let you know what we were doing.

10 Please take some time, we'd love to see you at the
11 gala, we'd love to see you at the auction, so.

12 ASHLEY MCCAUGHAN: Thank you, Kirby.

13 And I just wanted to emphasize too that we have a
14 ticket form that I handed out to all of you.

15 So if you even wanted to give it to Director Barkett
16 at the end, she'll pass it on to me.

17 Or you can always buy tickets on our website, or give
18 me a call anyway.

19 Also, just a reminder that we are honoring Director
20 Schenk this year, so it would be great to have your
21 support.

22 We'd love to see you all, it's just an exciting night
23 being at opening day of the fair as well.

24 And then I also wanted to mention we have some great

1 live auction items.

2 A dinner at Pamplemousse Grill for 10 people that will
3 be auctioning off.

4 I just found out a new set of tailormade golf clubs.

5 We'll also have two memberships to the DMTC for the
6 races for the summer and fall meet.

7 So lots of exciting items.

8 We'll have a live auctioneer as well, and we would
9 just really love to see you all there.

10 Next week, we also have a Plant Grow Eat, and we've
11 been able to fund buses through individual donors, as well
12 as we received a grant from the Del Mar Foundation.

13 So we're able to sponsor more than 30 buses to Title I
14 schools throughout the county.

15 So we're very excited about that, so yeah.

16 MS. BARKETT: Ashley, would you mind just telling about
17 our designations for the scholars to the scholarship
18 recipients?

19 Because it's quite impressive.

20 ASHLEY MCCAUGHAN: Yeah, so the different categories?

21 Yeah, so everyone who receives a scholarship is
22 related to the fairgrounds in some way.

23 So whether they're an employee, they exhibited here at
24 the fair, they participated in 4-H or FFA, that's one of

1 the qualifications to even apply.

2 And I will tell you, we have outstanding students.

3 I don't know how the panel's going to decide,
4 but we're talking about attending Yale and Harvard, and
5 4.75 GPAs.

6 I mean, it's really amazing.

7 We also give out vocational education scholarships,
8 so those attending trade schools.

9 So it's very exciting.

10 I don't know how they do it, but you can meet all of
11 those scholars at our gala.

12 And so that's kind of a nice evening to just see the
13 future and where everyone's headed, so all right.

14 Thank you so much.

15 MR. ARABO: Thank you.

16 BECKY BARTLING: Thank you, Ashley.

17 And I just want to say when I was here so many years
18 ago, one of the things that I really tried to encourage was
19 scholarships for trades.

20 It's so important, and I think that's been a great
21 asset and addition to this program.

22 Okay, we have, I believe Jamie is here from Legends
23 Global to give us a presentation on the Del Mar
24 Thoroughbred Club race meet.

1 JAMIE HOUTMAN: I think I need a clicker.

2 Unless somebody wants to be my clicker.

3 My name's Jamie Houtman.

4 I'm the general manager here in Del Mar for Legends
5 Global.

6 I've been here for approximately one year.

7 I will say that, and we were talking yesterday kind of
8 about what's coming up with the fair, what's coming up with
9 the horse races and kind of the calendar year and whatnot,
10 and while I get to be the one standing up here, I do have,
11 obviously you can see all the people that are passionate
12 about working here that I've worked here for.

13 I have no idea how many years of sitting over there,
14 but I can say from my personal team that we have three
15 people that have been here for over 60 years, and those are
16 the three creative people that create all these fun things
17 that I get to talk about.

18 I'm more of the logic with passion guy than I am about
19 that kind of fun thing, but you've got Denise and Sean over
20 here who are both huge pieces.

21 And then the only way that we make those things happen
22 is with these people that are all behind them that are far
23 better speakers than maybe I thought they were going to be,
24 which is quite impressive.

1 But the passion that I've had the pleasure of being a
2 part of since I got here has been enormous.

3 I don't ever want to take away from there are people
4 that make this happen that stand in front of the guests, so
5 it is a huge deal.

6 So thank you all very much, and it's a pleasure to be
7 here and talk about the fun stuff that really matters in
8 the world, which is the fair and the horse races.

9 The picture that you see on the screen right now holds
10 an enormous piece to what I do every single day.

11 You come to the fair, and what do you see?

12 You see people making memories from whatever they can
13 come to, and why do they come?

14 Everybody comes to the San Diego Fair because they
15 have to get the photo, they have to have the experience,
16 and they have to be able to connect with the location,
17 which is a huge piece of longevity.

18 That's my son.

19 From 2017, that's my son.

20 I left, I moved to Texas for four years.

21 I came back for a reason.

22 I came back because when this opportunity opened
23 up, it's too good not to be a part of.

24 Right, so that photo right there, which is my wife's

1 favorite photo, is my son with his picked out shirt by my
2 wife, with his eyes that came from my wife.

3 Having the greatest time you could ever fathom.

4 So, while we go through this, we're thinking about
5 memories.

6 We're thinking about long term.

7 We're really thinking about making sure that the
8 impact on the local community, Del Mar, San Diego, Southern
9 California, is at the forefront of absolutely everything
10 that we do.

11 So, while it is food and beverage, it is also
12 memories.

13 We just spoke about Don Diego, they're going to get to
14 experience one of the brand new locations we'll be doing
15 this year.

16 We have a VIP lounge for all the concerts in the
17 Grandstand this year, which will be on the far west end of
18 the Grandstand on the platform.

19 Extending out the platform, making it more of a social
20 space.

21 One of the things that you see in all other areas,
22 whether it be football or baseball or whatever you can put
23 in the golf tournament in Phoenix, right?

24 It's all about experiences.

1 So this VIP lounge will allow people to have a new
2 experience.

3 Where they'll come in, they'll get, whether it's a
4 tray, a glass of champagne, or a snack, or whatever that
5 is.

6 It is a private area to experience the entire concert
7 atmosphere in a different manner, right?

8 It's a huge piece, this year we'll showcase it.

9 Next year, after you all vote, we'll be able to make
10 it the greatest thing on planet Earth, right?

11 But this is where you get people to say, wow, that was
12 amazing, how do I get that next year?

13 And then it just snowballs from there, but it's a
14 pretty incredible piece.

15 MS. BARKETT: Can I just interrupt for one minute?

16 JAMIE HOUTMAN: Sure.

17 MS. BARKETT: I believe, actually, this is where the
18 gala's going to be held this year.

19 JAMIE HOUTMAN: It sure is.

20 So you all get to experience on day one.

21 No pressure.

22 Destination Unknown, which is our original
23 speakeasy, which is on the rooftop of the sixth floor on
24 the east end.

1 Every single year, it has a little bit different of a
2 theme.

3 This year, I guess we're focusing on what we have
4 talked about endlessly, which is it is a rooftop that
5 stares down on Del Mar with the greatest view you could
6 possibly imagine, craft cocktails, fun food, everything
7 else that's up there.

8 This is the new one.

9 This is called the Loose Caboose.

10 This is the arena room, which overlooks the arena.

11 Last year, it was the Hair Of The Dog, the animal
12 theme, which, again, there was two photos of my dogs on the
13 wall, in case you didn't notice.

14 As you walk in, this will be completely transformed to
15 feel like you're inside of a caboose.

16 The purpose behind these are not just for the fact
17 that it's increased our revenue by about \$550,000 a year
18 over the last three years, but to continue to play off of
19 that increase.

20 The other 75% of that is the passion, the experience,
21 the part of the fair that isn't just showing up to go on a
22 ride, right?

23 It's showing up to go into a place that is branded for
24 every single year.

1 It allows the creative piece to come out.

2 It allows Denise's Universal Studios best to come out.

3 It allows all the people that have worked here forever
4 to put that little piece and that stamp on what they've
5 got.

6 So this will be an incredible piece.

7 Three cheers.

8 Longevity in San Diego is the wine bar and the beer
9 bar for the winners of this season come together into one
10 this year, which will be right outside by the front door on
11 the left-hand side.

12 Bringing them together and having all of those
13 offerings from the people that are in the Southern
14 California area that won those awards will be huge and also
15 have a good footprint for those companies, local companies,
16 to come in and be a big part of the fair.

17 So that's exciting to me.

18 Big sports fan.

19 So what do we do at the beginning?

20 We said, what's going to block us from having the
21 maximum revenue and the maximum experience throughout this
22 entire year?

23 The World Cup, right?

24 That's a potential block.

1 Why would you not come?

2 Oh, my game's on today.

3 No longer an issue.

4 So we have the Paddock Club.

5 Ultra is the sponsor of the Paddock Club.

6 Ultra is also the sponsor of FIFA and the World Cup,
7 right?

8 So they are partnering with us to bring in souvenir
9 cups, FIFA cups.

10 We're bringing in screens.

11 We'll have it on in the Paddock.

12 We're also going to bring in an additional screen
13 up on the Pacifico porch, which is above 17 hands, which
14 you'll see shortly here underneath it.

15 But a huge piece to making sure that you can be with
16 your family and say, I'm just going to go watch the game.

17 In those 30 years of food and beverage that I've
18 had, whatever year that was that USA won the first
19 game, the entire world went crazy, right?

20 We had 17 locations that, within five minutes before
21 the game, were packed out the windows watching the game.

22 The excitement, which you still watch Donovan right
23 now, and the highlights of it come through, right?

24 That's the plan with this, but you don't have to leave

1 the fair.

2 Just come watch the game.

3 Chef Eddie on the right-hand side, who won two awards
4 last year inside of the fair tastings, you can see the
5 three new items on the bottom that are all getting
6 submitted into that same thing.

7 We noticed two things.

8 Number one, it was fresh food made from scratch, not
9 the same as the fair.

10 Fridays, with the fries that won from the Discovery
11 Channel and the Food Network last year, our sales on
12 Fridays, because it was on special, increased by probably
13 \$2,500 every single day between 11:30 and 1:30.

14 It's a two-hour window.

15 So obviously a big, huge piece.

16 They're very, very creative.

17 Him and Craig, who you'll see on the news
18 tomorrow, will be going through our new food for this
19 season.

20 Spinning it a little bit into the 2026, bringing in a
21 Mashgin Market at the front door on the left-hand side.

22 If you've been to the Padres, if you've been to the
23 Dodgers, you've been to Anaheim, you see those walk-through
24 markets.

1 There'll be four double-door coolers full of all the
2 options you could ever fathom.

3 At the end will be those Mashgin units, where you
4 basically just drop, pay, run, tap, and go.

5 Nobody asking you for a tip.

6 Nobody asking you for anything weird.

7 You don't have to wait in a line.

8 You just grab it when you're ready to pay you go.

9 If you want to take your time and window shop, you're
10 more than welcome to.

11 But it allows people to get the quick grab and go.

12 On the way out, what's the one thing we want everybody
13 to grab on the way out?

14 A water, right?

15 So it is literally at the exit, after the concert,
16 after the long day, after the heat, you'll be able to grab
17 a quick water, walk out the door, wait for your Uber, meet
18 your family, whatever that is.

19 Options, right?

20 Just trying to increase the options.

21 Table-side portable ordering, before we get into the
22 horse racing piece, but the table-side portable ordering,
23 we've been working with Toast, which I'm sure you've seen
24 it almost everywhere that you go.

1 I implemented Toast in a restaurant group here in San
2 Diego before I left for Houston.

3 It is an incredible operating system.

4 You can change things on the fly.

5 You can pivot as things happen.

6 If guests need certain things, or if you want to
7 change because things aren't selling, you can literally do
8 it in 30 seconds.

9 There's no waiting on upload or anything like that.

10 But we will have 95 handheld units in the grandstand
11 for the horse races.

12 So when you come to the horse races and you're in your
13 box, there'll be a server standing there waiting to say,
14 you'd like another cocktail?

15 Here you go, tap the button.

16 Now it's coming from there, right?

17 It's all, yeah.

18 There you go.

19 It's already coming, but it'll be interesting.

20 So it's already coming.

21 You're not waiting for that server to have to walk, to
22 have to search, to have to wait for a terminal, right?

23 There will be a learning curve with people learning
24 the system.

1 We have got 30 people coming from Toast to support us.

2 I have people that I've worked with in San Diego over
3 the last 30 years that will be on site that use this system
4 and have done so for five plus years every single day, not
5 managers that think they know what they're talking about.

6 They don't actually know the implementation.

7 I've got servers and bartenders coming to help our
8 team side by side.

9 I just did this.

10 How do I do this on the moment?

11 So when we hit horse racing and it's chaos, it's not,
12 oh my god, what do I do?

13 It's, thank you for helping me, right?

14 Good chaos, Josh.

15 Good chaos.

16 Very good chaos.

17 So what happens with it?

18 It means the server has more time to actually be a
19 server, right?

20 The server has more time to make specific things
21 happen when you say, I really want a blue cheese olive.

22 And they go, my god, it's going to take me forever.

23 They can just go do it, because they have more
24 options.

1 It means that everybody can work as a team in a
2 section that has five tables, but now it has eight tables,
3 and maybe it has ten tables, because you're this much more
4 efficient.

5 Great experience.

6 On to horse racing, we go.

7 I have an odd love for horse racing.

8 My grandfather took me to horse races up in Vancouver
9 at Hastings Park, back when I was a young, young man.

10 Our focus with horse racing is the same as you would
11 see in every single other live venue, right?

12 Experience, experience, experience.

13 People over 45, if you love horse racing, you already
14 love it.

15 People under 21, you don't know what you're getting
16 into unless your parents have brought you.

17 Last year on Saturdays, coming in out of nowhere and
18 listening to what people would say, I saw an incredible
19 amount of people between 21 and 30, every single Saturday,
20 they didn't show up by themselves, they didn't show up in
21 twos, they showed up in groups of 10, 20, and 30 people,
22 right?

23 So when people say, what are we going to do about
24 horse racing?

1 We're not going to do anything.

2 We're going to increase the experience and make it
3 that much better.

4 We've got new items that feature towards while still
5 keeping it kind of on the same engaging factor.

6 Focusing on the premium experience at horse racing,
7 right?

8 When you get into horse racing, what do you think?

9 You think old school, high class, Gatsby era type of
10 stuff.

11 Well, come out to the horse races on a Saturday and
12 your whole world changes.

13 The Turf Club, most important place in the building
14 during horse races, right?

15 We're going to make it a better experience.

16 We're going to have stations, bloody Mary bars,
17 champagne station.

18 You're just going to walk in and get handed something
19 that said, here, try this.

20 Warm towels to wipe your hands off with.

21 All these premium experience things that you would
22 have gotten somewhere, whether it be Vegas, or New York, or
23 Miami, they're all coming.

24 I'm not saying they're all coming every single day.

1 They have to make sense.

2 They have to make financial sense.

3 But the experience is the biggest piece of this.

4 And we're bringing a speakeasy.

5 So every single location that you go to is going to be

6 elevated.

7 It's going to have a better presentation.

8 It's going to have new items, old items, fan

9 favorites.

10 We're going to add a speakeasy into the horse races.

11 So, well, the photo is fantastic.

12 Imagine going into the speakeasy as someone that maybe

13 isn't a diehard horse lover, right?

14 You just want to be a part of the experience.

15 Well, now you have that option.

16 When I take my wife to a Padres game, could care less.

17 Does not care about the Padres game.

18 Cares about the experience.

19 Loves the experience and says every year, when are we

20 going to a game?

21 Sometimes we don't even sit in our seats.

22 We just go for the experience.

23 We sit in center field.

24 We go up to the porch.

1 Normally we have some type of group of friends that's
2 also there that we go and meet with.

3 It's all about the experience.

4 I don't spend any less than anybody else, probably
5 more, right?

6 But it's 100% about the experience.

7 And that's what the speakeasy will bring.

8 It'll be an amazing thing that allows our creative
9 team to bring new things to the table.

10 Allows us to work with our current partners inside of
11 our bubble and give them new opportunities to showcase
12 their stuff.

13 It allows us to every single week evaluate, was it
14 good, was it bad?

15 What did we change?

16 Who's right, who's wrong?

17 And have fun in an atmosphere that maybe sometimes
18 isn't felt as fun as you want to.

19 Maybe you lose a race, maybe you win a race, right?

20 Experience is what it's all about.

21 Local partnerships, these are the partnerships that we
22 had last year.

23 There's a couple more in the works, but focusing on
24 bringing in people that are local, companies that are

1 local.

2 So anybody that wants to be a part of the horse races
3 and the location will be reaching out.

4 We're more than welcome to taking things in,
5 but making sure that those businesses have their
6 opportunities.

7 We already have Tanner's in the building, which has
8 been fantastic.

9 But out of \$13 million in sales, they're \$150,000 a
10 year, right?

11 So there's a lot of opportunity out there to make that
12 a bigger piece of this puzzle.

13 Focusing on the ones we already have and moving
14 forward, Fairmont we do the brunch with, which is
15 incredible.

16 But adding those pieces in, whether it be in the Turf
17 Club, down on the first floor, we've seen the chaos opening
18 day, which needs to be a lot more than what it is and will
19 be this year as we continue to expand and make it that much
20 more of an experience.

21 The one thing I want to end on is, we love being here.

22 I'm well aware there's more to this than just standing
23 up and saying what we're going to do.

24 We look forward to utilizing all of these people that

1 are sitting in front of you to showcase how great we can
2 be.

3 And utilizing the next seven months to, I don't want
4 to say win, but I'll say win.

5 But utilizing the next seven months to have the
6 platform to showcase what we can do as a step one of 20,
7 right, it's not just this year, it will continue to get
8 better, it will continue to evolve, and it will continue to
9 adapt to what the guest and the guest experience requires,
10 whatever that is, so.

11 Anyway, that was a lot longer than five minutes, I
12 apologize, but thank you all very much, and we look forward
13 to the season coming up.

14 MS. DeBERRY: So, Jamie, first of all, I'm not going to
15 say that I'm impressed because I expect nothing less than
16 who you are, which is all about first class.

17 I just want to say that I am so excited, and I think
18 I'm speaking on behalf of the board, we can't wait to
19 experience all of this.

20 So, just really, really -

21 JAMIE HOUTMAN: We can't wait to show off.

22 MS. DeBERRY: I'm so impressed.

23 I do have one question, though.

24 JAMIE HOUTMAN: Sure.

1 MS. DeBERRY: I noticed you had local sponsors.
2 Do you have any national sponsors, or is that just
3 basically -

4 JAMIE HOUTMAN: So we, as Legends Corporation, have a
5 lot of sponsorships throughout the country, nation,
6 whatever you want to call it.

7 But everything that happens locally supersedes all of
8 those pieces, right?

9 So, we can bring in pieces, we have beverage directors
10 and people that can bring in new wine companies or non-
11 alcoholic drinks or whatever those pieces are.

12 But I feel like here we already have a very, very good
13 core of what coverage we have with our sponsorships.

14 So, yes, we have it in every single department known
15 to mankind, but in this specific location, all of those
16 contracts supersede anything that we would bring in from
17 the outside.

18 So, we can certainly fill any gaps that are left.

19 I will say right now that the team has done a
20 phenomenal job in looking through that, and Vann and Ryan
21 and Walker have done a great job in filling all those gaps.

22 But as we move forward with things that aren't just
23 food and beverage, we kind of have a little piece of
24 everything.

1 So, more than welcome to be a piece of that.

2 And in the Liaison Committee, we did talk about that a
3 little bit.

4 But bring a lot more to the table than just selling a
5 hot dog.

6 Not that that's not a great thing at all, but.

7 MR. ARABO: Yeah, I'd like to thank you, Jamie.

8 Great presentation.

9 Echo Director DeBerry's comments.

10 And I'll tell you from the different committees with
11 Director Barkett and staff, it's a brand-new company.

12 Legend's perspective now is different than it was, I
13 would even say, a year ago.

14 We're excited about the new execution, atmosphere, and
15 mindset from.

16 So, I want to thank you for leveling up for the
17 Fairgrounds.

18 JAMIE HOUTMAN: Indeed.

19 I will say one thing to showcase kind of how that
20 whole bubble works.

21 At 8:15 this morning, I had a call with Tom
22 Funk, who's the President of Food and Beverage for Legends
23 Global, right?

24 Not one moment of that conversation did he say, what

1 are you going to say in the presentation?

2 It was all about what's coming next, what are you
3 going to do with this, how's opening day, when do you want
4 me to come and showcase anything for you?

5 It wasn't about the micromanaging piece, right?

6 Because I feel like we already have those pieces all
7 in the world.

8 It was about what's next.

9 It was just a call to say, hey, I hear you, and what
10 are we going to do this season?

11 So as you can see, I don't have any notes, right?

12 I live this every single moment of every single day.

13 I call myself ping pong, because my brain never stops
14 thinking about how can I do one area better, and if I do it
15 here, do I do it there?

16 And how do I make somebody else's life better, and how
17 we work together?

18 We're currently working with the CBA on contract with
19 the union, which includes pieces if there's ever a buyout,
20 and how do we cover that?

21 How do we add hours?

22 How do we make sure they're taken care of, right?

23 We're having that conversation right now, and they've
24 been phenomenal to work with.

1 You can hear their passion on their location, their
2 people, their regulars, that they know way better than we
3 ever will.

4 So it's been a great experience.

5 I've only been here for one year, so I'm taking a lot
6 from other people, but I think there's obviously a lot more
7 to come, so.

8 MR. ARABO: Yeah, and to that point, sorry, Director
9 Mead.

10 To that point was, just think about the different
11 items you're saying, what we're doing new this year.

12 So the innovation and what we're doing is new.

13 You're embracing the different ideas different board
14 members have and staff.

15 We appreciate that.

16 And I think from my perspective, it's very important
17 that we do what we can to help the team members and
18 employees, especially when we hear stuff of they lose
19 insurance.

20 That's heartbreaking.

21 And that should never happen.

22 So whatever you could do to close the gaps, to make
23 sure that that does not happen.

24 It's really my perspective appreciated.

1 JAMIE HOUTMAN: It is in process already.

2 MS. MEAD: Thanks.

3 I have a quick question.

4 Excellent presentation.

5 Thank you again.

6 Looking forward to our community experiencing these
7 new opportunities.

8 I have a question about the table side handhelds.

9 I love it.

10 Absolutely.

11 But I'm always thinking about cybercrime and hackers.

12 And you remember last week, anybody might
13 know, colleges were affected by a cyber hacker who shut
14 down Canvas for a day.

15 And basically affected them.

16 Sometimes satellites go out.

17 I suspect you have a backup plan.

18 But how quickly does that turn over to an old
19 fashioned paper pen kind of system?

20 JAMIE HOUTMAN: I mean, we have kits in every single
21 area.

22 So if something did go wrong, we'd certainly go to the
23 paper presentation with the swipes.

24 The problem with the swipes is ultimately going to be

1 they don't have chips, which nowadays, if you don't have a
2 chip, you can fight anything you want to fight.

3 And if you don't chip read it correctly, then you have
4 no coverage.

5 Now I'm not going to say that less than 95% wouldn't
6 be like, yes, it's okay.

7 But the pivot would be immediate.

8 The reason behind going to this style of handhelds
9 and working with Toast is not just because we already had a
10 relationship, but also because every single time you use
11 it, you're using the chip, right?

12 So I can stand in front of you at your table and you
13 can chip read just like you would at a grocery store on the
14 spot.

15 But the pivoting is simple.

16 We have breaker kits, we call them.

17 MS. MEAD: And technology goes down, satellite goes
18 down, and I'm assuming that --

19 JAMIE HOUTMAN: So Toast automatically flips into
20 offline processing.

21 Meaning there's no, I have to go to the back house to
22 switch it, to make it reset the whole thing.

23 It will automatically, after 20 seconds, read without
24 processing.

1 So unfortunately, whether you had money in your
2 account or not, it would work.

3 >> [Crosstalk]

4 JAMIE HOUTMAN: But that would be a 100 million.

5 Yeah, so every single, yes to the tickets in the
6 window, old school style.

7 But also, every single kitchen printer has a large
8 screen in it, an LED screen in it that you're swiping and
9 bringing things back on.

10 If the system goes down, it goes to the old school
11 chip printer.

12 So they all have a backup chip printer, yeah.

13 Which would print a lot of tickets if that happened.

14 But I've been through it already once in my career, so
15 I'll be ready.

16 MS. MEAD: Okay, thank you.

17 MS. DeBERRY: And still have servers just for people
18 like ADA.

19 JAMIE HOUTMAN: Yep, 100%, yep.

20 This is, I've worked with a lot of different systems.

21 I also brought a new system that's different into a
22 place in Houston.

23 But this is the best system usability wise, as far as
24 service for the guest, which was our main focus, obviously.

1 MS. MORALES-ROTH: Got it.

2 Thank you so much for the presentation.

3 Very excited to go through all those experiences as a
4 new board member.

5 I would follow up on Director Arabo, making sure that
6 our workers are compensated, but also that they have access
7 to healthcare, so key.

8 And the third piece would be, what happens, you
9 mentioned, this is a great plan for the next seven months.

10 What happens with the other months, in the sense of
11 creating events?

12 For example, I was asking, are there events around
13 Mother's Day, Father's Day, what happens throughout the
14 rest of the year?

15 Do you have any plans around that to make sure that,
16 again, this is a global destination.

17 I think all of us would love to, beyond the races,
18 what else can we be doing to bring in incoming people?

19 JAMIE HOUTMAN: I think the first piece is working with
20 the 22nd on those events, those larger events, and bringing
21 in whether those big concerts come in, the festivals come
22 in, we just had CrossFit come in.

23 We also have our own team that's kind of taken over
24 the special events piece on our end.

1 A major tech company was just here meeting about a
2 major event, so I don't want to throw names out there until
3 things are signed.

4 We have got probably double the revenue coming in the
5 next 12 to 15 months that we've had in the last 12 months.

6 MS. MORALES-ROTH: Beautiful.

7 JAMIE HOUTMAN: So we already have that piece rolling
8 as far as doubling.

9 And the goals internally, again, part of my
10 conversation this morning with Tom was about how do we
11 continue to grow and utilize our LA people, sending people
12 down to this location based on the fact that we're 150 feet
13 from the ocean, and have all these different facilities,
14 right?

15 And then turning some of these facilities into places
16 that you can showcase to sell those pieces, whether or not
17 that's rebranding an entire interior space, utilizing the
18 camera systems that change the whole opportunities for
19 spaces, and then really capturing what we're doing in the
20 Paddock, which is there's no better place on Earth really
21 to throw anything than in the Paddock.

22 The view up on the sixth floor, and just the
23 experience of being able to pull into anywhere nowadays,
24 and park without restriction, is a huge piece, and then

1 having all of these different pieces.

2 So I can tell you that the premium pieces of
3 expectation elevate every single day, but while we get
4 stage one perfect, stage two, three, four, and all the way
5 through are continuing to grow, and not left in the
6 forefront.

7 So we have bookings that are currently ready to sign
8 for October of 2027, right?

9 So there is a lot in the works right now.

10 MS. MORALES-ROTH: Thank you for that.

11 Appreciate that.

12 MS. DeBERRY: We are a feeder city.

13 JAMIE HOUTMAN: Indeed.

14 MS. DeBERRY: We're from LA, and so if we're not taking
15 advantage of that, that would be sad.

16 MR. RIVERA: Microphones, please.

17 MS. DeBERRY: Yeah, we're not going to lose a lot of
18 battles when it comes to side by side with opportunity and
19 whatnot, and we certainly are here to showcase what all
20 those things are.

21 So I say the Paddock because it's incredible, but
22 there's so many other areas that you can have events on,
23 large events, anywhere from 1,500 people to 50,000 people.

24 Those are the real drivers, so.

1 MS. DeBERRY: Thank you.

2 JAMIE HOUTMAN: Cheers.

3 Thanks, everyone.

4 MS. BARTLING: Thank you, Jamie.

5 That was great.

6 MS. DeBERRY: Yes, so if you don't mind coming back up
7 for a minute, I did have one question for you, and that is,
8 first of all, this is an amazing program.

9 I just can't say enough about it.

10 ASHLEY MCCAUGHAN: Thank you.

11 MS. DeBERRY: What my question for you is, is I heard
12 you say that I think this is what you said, that you have
13 buses and that you were going out to different schools
14 and communities, is that correct, or?

15 ASHLEY MCCAUGHAN: So within San Diego County, teachers
16 have the opportunity, if they come from a Title I school,
17 to have their bus sponsored.

18 So when they actually do that program through the
19 fairgrounds, and then one of those boxes they can check is
20 that they are a Title I school and Don Diego is then able
21 to fund that bus for them.

22 So Plant, Grow, Eat is a program here at the
23 fairgrounds, so not all of the schools are Title I schools,
24 but if they are Title I, then we will pay for their buses.

1 MS. DeBERRY: Can you explain Title I for everybody?

2 ASHLEY MCCAUGHAN: Yeah, so these are, I mean, they
3 have to qualify to receive meals at school every day, and
4 they're usually coming from lower-income communities
5 and don't really have the opportunity to go on field trips.

6 And so coming to the fair is just the greatest
7 experience for them, the smiles and learning about
8 agriculture.

9 This is the second year that we're doing Plant, Grow,
10 Eat before the fair starts.

11 And so we kind of wondered how that would work, and it
12 was a great success last year.

13 And so we're doing it again, just because schools get
14 out earlier.

15 Therefore, they used to come during the fair and then
16 get to enjoy the fair, but now we give them a ticket to
17 return to the fair because it is taking place before the
18 fair begins.

19 MS. DeBERRY: Okay, and my last question, one more.

20 So this is really dear to me personally.

21 And so I'm wondering what you're doing, or is there an
22 opportunity to not just give these underrepresented
23 and underserved communities tickets, but how do we make
24 sure that we're mentoring them?

1 Do they have an opportunity to come and really learn
2 some of this?

3 Just honestly learn the skills.

4 It's like if you don't teach them, if they don't
5 know, they don't have a dream to become that or to be
6 inspired by that.

7 So I'm just trying to see what else can you do, or do
8 you do, that really kind of helps people help these
9 kids, these young students really be inspired.

10 ASHLEY MCCAUGHAN: Yeah, and I would encourage you to
11 come.

12 May 18th through the 22nd, the morning time is usually
13 around 9:30-10:00 is when buses are arriving.

14 If you enter, you can park on the track and just see
15 the whole experience because there's master gardeners that
16 are here that are in different volunteers that are teaching
17 the kids about bees and pollen and the importance and the
18 farm animals.

19 There's just so many different activities that I think
20 they really do leave with a lot of knowledge and learning
21 where their food comes from.

22 MS. BARKETT: Yeah, and I can attest to that because
23 I've volunteered many times.

24 It's very rewarding to see these children come in and

1 plant a vegetable.

2 And then they see the next, this is what happens in
3 three months or whatever.

4 It really is amazing to watch them learn and they
5 follow.

6 I mean, it's so well documented, everything you do.

7 And they can read it.

8 We have questions on it.

9 They have exhibits on it.

10 They get their fingers in the soil.

11 It's really amazing.

12 And one of the most heartwarming things for me was I
13 had a student that kept looking at the ocean.

14 And I said, isn't it beautiful?

15 What a beautiful day and look at the ocean.

16 And he said to me, I've never seen the ocean.

17 This is my first time.

18 Wow.

19 And he lives in San Diego.

20 And I honestly, I wanted to cry because I thought of
21 all the things we take for advantage of, I mean, that's one
22 of them.

23 And so I'm sure other kids have that same experience
24 when they-

1 ASHLEY MCCAUGHAN: Yeah, I know Chana Mannen, the
2 previous Executive Director, she used to tell some bus
3 drivers, take the coast.

4 If you can take the coast a little ways to let them
5 see the ocean, because she had a similar experience.

6 MS. DeBERRY: I can't tell you how many kids I know
7 that live in the county of San Diego that's never seen the
8 ocean.

9 ASHLEY MCCAUGHAN: It's very common, actually.

10 MS. DeBERRY: Hundreds.

11 ASHLEY MCCAUGHAN: Well, maybe, and when you ask what
12 can we do, I think that through the years we can grow this
13 program.

14 And Don Diego can continue to help that through
15 different grants of working with the fair.

16 And like I said, we get money from the Del Mar
17 Foundation.

18 And they love to come out and see the kids' faces and
19 talk to them.

20 And I think there is room for growth as long as we
21 arrange that with our partnership with the fairgrounds.

22 MS. DeBERRY: I'm very proud, thank you.

23 ASHLEY MCCAUGHAN: Yes?

24 MR. BLAIR: Actually, just how supportive Del Mar is of

1 this.

2 I think we pay for the buses, don't we?

3 Isn't it \$10,000?

4 ASHLEY MCCAUGHAN: Yes, we received a \$10,000 grant.

5 MR. BLAIR: To pay for the buses.

6 ASHLEY MCCAUGHAN: Yeah.

7 MR. BLAIR: To bring the kids into our community.

8 ASHLEY MCCAUGHAN: Yeah.

9 MR. BLAIR: For the exact reason we're talking about.

10 ASHLEY MCCAUGHAN: Exactly.

11 And then we have some individual donors as well that
12 just feel very strong about the program.

13 And every year we'll send out letters back to them.

14 But again, on the 20th, we invite the Del Mar
15 Foundation and these individual donors to come.

16 And I have some refreshments.

17 But anyone in here is welcome to come as well just to
18 kind of see the program.

19 And we'll take some photos and just talking to the
20 kids.

21 I think you'd really enjoy that.

22 MS. DeBERRY: An assumption is bilingual.

23 ASHLEY MCCAUGHAN: There's all, yeah, there's, I
24 believe there's, I'm not sure of all the tours are, but I'm

1 sure they have some leaders that take them.

2 MR. ARABO: If any idea you have to, for the
3 fairgrounds to put more horsepower behind it, and this is
4 everyone's community.

5 So no one in San Diego should not be able to see the
6 ocean.

7 Any ideas, please let the board know.

8 MS. BARKETT: It's very important as directors that we
9 get involved in the Don Diego Scholarship Fund.

10 It's very important and it's an extension of what we
11 should do for the county, for California.

12 This to me is a no-brainer and it's, sometimes it's
13 been very hard to get directors involved.

14 And, I mean, I've been involved since the beginning.

15 So I highly encourage this year, make a statement and
16 get involved.

17 JAMIE HOUTMAN: And if you don't mind, I just want to,
18 for the sake of time, just to echo your point, Mark, that
19 your involvement is needed.

20 And what do we get out of it?

21 I'm going to tell you, standing in this room, there's
22 two individuals.

23 One of them is over on my left named Katie.

24 I actually interviewed Katie.

1 Katie was one of our recipients.

2 I was in her, I was one of the panel's judges that
3 gave her her scholarship.

4 The other one that's standing beside for us, was right
5 here, is Ashley.

6 She's a, she's a former scholarship winner as well.

7 So, we do give back in a very interesting way.

8 And I could give you a number of different, I said
9 I've been involved with this for 47 years.

10 And I can give you just a list of, of individuals that
11 are back in this community, that are giving back to the
12 community.

13 That got their start here.

14 Whether it was showing an animal in the fair, going to
15 the auction.

16 And, and, and, and plus all the kids that come through
17 this plant, grow, eat program and where they end up, right?

18 And I think more importantly, as Mark, you said, this
19 is all of our community.

20 And if you know any entities out there, you know,
21 we're, I'm not, I'm, I'm embarrassed to ask, you know,
22 we're always looking for money.

23 Because we put it to good work.

24 And that's, that's kind of what I want to relay to you

1 folks, is that we do put it to good work.

2 Katie's a good example.

3 Ash is a good example.

4 So anyway, with that said, thank you very much.

5 MS. BARTLING: Thank you.

6 And, and I have to do, say that the plant, grow, eat
7 program is a unique program to us.

8 Other fairs do it, different types of things, but it's
9 very, it's phenomenal.

10 And I was always proud when I was here, and I kept
11 talking to people up north about how amazing the program
12 was, so happy to be back and, and involved in that again.

13 Updates, well, let's see.

14 It's been very busy in the last, I don't know how
15 many, 15 days I've been here.

16 Lots going on, lots, lots of meetings.

17 And if you notice, take a little look out on the
18 avenue.

19 We are just in the heart and the heat of it, of, of
20 installation of the fair.

21 And in, in not too long, we will be producing the
22 world's best fair.

23 Yeah.

24 So, and I'm very happy to be here.

1 I'm very proud of this organization, and I'm very
2 happy to be back.

3 Thank you.

4 CHAIR NEJABAT: All right.

5 MR. RIVERA: Microphone.

6 CHAIR NEJABAT: We'll now move on to members of the
7 public in the room who wish to speak on the executive
8 report.

9 Is there anyone in the room?

10 No.

11 We have three members online.

12 Martha Sullivan.

13 MARTHA SULLIVAN: Thank you.

14 I will pass.

15 CHAIR NEJABAT: Josh Winters.

16 JOSH WINTERS: Can you hear me?

17 CHAIR NEJABAT: Yes.

18 JOSH WINTERS: I'd like to make my comments on item 7
19 instead, please.

20 Thank you.

21 CHAIR NEJABAT: All right.

22 We'll move on to Doris Baker.

23 MR. RIVERA: Doris Baker, you're in the meeting.

24 CHAIR NEJABAT: With that, we will now conclude public

1 comment on the executive report.

2 Moving on to item number 6, general business.

3 IRENE MORENO: Let me come up to the.

4 My name is Irene Moreno, and I've been a Turf Club
5 server since 2001, and I absolutely love it.

6 I've also worked at the Inn in Rancho Santa Fe, Four
7 Seasons Carlsbad, and Belize Del Mar.

8 I've been a food server for quite a long time, for 42
9 years.

10 And born raised in Carlsbad, California, right here.

11 So, thank you.

12 Thanks for letting me represent myself.

13 I love my job.

14 Don't take it away.

15 Thank you.

16 CHAIR NEJABAT: Thank you.

17 All right, and we'll now move on to item number 6,
18 general business.

19 The first item is 6A, fair operations committee
20 report.

21 You can find the information beginning on page 29.

22 There is an action item under item 6A, but first we
23 have information items that include a presentation.

24 MS. MEAD: Thank you, Sam.

1 As Katie's coming up to the podium, I just would like
2 to share with the entire board and the community, that my
3 co-director on the Fair Ops Committee was Fred Schenk.

4 And this last week, Fred and I had an opportunity to
5 meet with Katie and Mike and Tristan, and all of the
6 directors involved in putting together this fair.

7 I think the room had 15 to 20 directors with us or
8 so, and each director made a presentation to us to share
9 their preparedness for the fair.

10 And we were about a month out from the fair, and I was
11 incredibly impressed and thankful to all of the directors
12 who shared not only how prepared they are for the fair at
13 that point in time, but shared the information that they
14 needed to be prepared even more so by the time we open the
15 gates on June the 10th.

16 What was really exciting for me was a reminder that
17 during the fair, we hire approximately 1,200 more staff.

18 And one of the things that I learned was about 60% of
19 the staff are returns from prior years, which means that
20 these staff have a great experience working here at the
21 fairgrounds with us.

22 And that is really a testimony to the entire
23 team, that our management team that they're able to work
24 with, that they would like to come back.

1 So I want to assure all of the board that we are
2 ready, that our executive team is prepared.

3 And I want to thank all of you again publicly.

4 Thank you, Katie, especially for your leadership.

5 KATIE MUELLER: Thank you.

6 Good morning.

7 This is my favorite time of year to get up here
8 and tell you all of the exciting things that we have
9 planned for the fair.

10 This presentation is probably not all inclusive,
11 but we're going to hit the highlights of everything going
12 on.

13 The fair starts on June 10th, and it goes through July
14 5th this year.

15 But planning for the fair actually started at last
16 year's fair, when we had the San Diego County Library
17 Systems and the Literacy Council come out and tour the fair
18 and see what it is we do, and help them envision how they
19 could partner with us on a future theme, and here we are.

20 So we're going to start the presentation off, but I
21 want to invite up Jennifer Hellman, who is our Marketing
22 Director.

23 And she's going to give you a little recap of what's
24 been going on for marketing the fair, and then the big

1 plans coming up.

2 Because probably as you've been out and about, you may
3 start seeing billboards, you might start seeing television
4 ads, and lots of other things, and this is the genius
5 behind it all.

6 So we'll let her talk, and then I'll come back up and
7 talk about the program.

8 JENNIFER HELLMAN: Let's see if I can figure this out,
9 I'm such a genius.

10 We're going to kind of go back a little bit before we
11 go forward, because this has been our longest, I think,
12 marketing stretch that we've ever done.

13 We did a lot of things different this year as far as
14 the timeline and the flight to promoting the fair.

15 I don't think this is, is this mine?

16 Okay.

17 This is going to be our front entrance, so this is
18 what you have to look forward to when you stepped up to the
19 gates.

20 And just to reiterate what the fair dates are, June
21 10th through July 5th, closed Mondays and Tuesdays.

22 And this is a sneak peek into our television spots
23 that are starting to air this week.

24 >> Once upon a fair in a land closer than you

1 think, lies the greatest story our community has ever told.

2 Soar, spin, treats you won't forget, and enchantment
3 around every corner.

4 A tale with fluffy friends, pig racing, what?

5 Yes, pigs racing.

6 Start your story at Albertson's Vons Pavilions.

7 Pick up fair admission tickets, and you'll save up to
8 \$8.50 per ticket.

9 Your happily ever after starts here.

10 JENNIFER HELLMAN: I'm glad you like it.

11 [Laughter]

12 [Indiscernible chatter]

13 JENNIFER HELLMAN: So we look forward to seeing you
14 there.

15 So all of our television spots really focus on the
16 theme and on the value.

17 And what we tried to do this year more than we ever
18 have before is we didn't do an in-studio shoot where it's
19 so heavily focused on theme.

20 We really wanted to show all of the different
21 activities that take place here when you get to the fair.

22 And so you'll see really quick clips of, I mean, you
23 can't include it all.

24 There's so much, and most of it is included in your

1 fair ticket.

2 So the value here is really beyond that \$20, \$25
3 ticket that you buy.

4 And so here we go.

5 Going back, this is kind of some recaps on some things
6 that this team has already seen, but our banners for our
7 community banner program are being installed right now.

8 I think we've done three communities so far.

9 So they'll pop up all around town.

10 This is just kind of a summary of the last three
11 years of how many communities participated in this program
12 and the number of banners.

13 So we're at 24 total communities, over 1,100 banners.

14 Something new we did this year with the banner
15 program is we did social videos for each of the communities
16 that participated.

17 So if you follow us on Instagram, it's so fun.

18 We ask different questions of each community.

19 What's your favorite food?

20 What's the first thing you do when you get to the
21 fair?

22 And we got some really good gems in there.

23 And so it was just an additional way to give them a
24 little shout out and highlight them.

1 This is kind of our overall marketing strategy.

2 And just go through it real quick.

3 I know it's a little bit boring, but we really wanted
4 to increase advanced ticket sales this year by leading with
5 the products that we know move the needle.

6 So the season pass and the rides, if we can get them
7 on sale early, it's just an advance in fronting that income
8 for us.

9 So we wanted to increase the interest in
10 urgency through flash sales, tiered artist announcements,
11 and event countdowns.

12 So this is something that we did different.

13 We used to launch the grandstand all at once, kind of
14 festival style.

15 This year we started back in February making sure that
16 we had some really good foundation to launch.

17 But then we continued it in March, again in April, and
18 even into May.

19 So we extended that timeline by four months and really
20 had a lot to talk about.

21 We wanted to increase community participation to
22 result in stronger exhibitions.

23 And so that's going through our ag and ed department.

24 Easy for me to say.

1 That's the department that runs all those fantastic
2 competitions like fine art and woodworking, flower and
3 garden show.

4 And our exhibitions during the fair are really only as
5 good as those competitions.

6 And so we really wanted to increase the people and the
7 entries that are coming through that department.

8 We wanted to pair the brand channels with our
9 performance channels.

10 So discovery turns into measurable ticket sales.

11 And what that means is more and more our campaign is
12 really digital focused.

13 And it makes sense.

14 It's one point away from the point of sale.

15 But in order to communicate all of those things that
16 you come and see, the pig races, for example, that really
17 doesn't show up on a little digital ad.

18 So we really need to still invest in the video, in the
19 radio, that then leads to the performance marketing, and
20 that's the search and the social.

21 We wanted to utilize the community participation and
22 recruitment as early engagement campaigns.

23 And more and more we're seeing increase of sales
24 through social media.

1 So keeping that engagement and keeping people involved
2 in our social media channels is really increasingly
3 important.

4 And then of course we want to reach a diverse audience
5 where they are and in their preferred language.

6 And that's where, you're not going to see a lot of it
7 in the interest of time, but that commercial was also done
8 in Spanish language.

9 About 15% of our overall campaign goes to Spanish
10 language here in San Diego.

11 And that's super important for us.

12 So these are the tactics that we use.

13 So out of home, TV, and streaming video.

14 So that same commercial in various versions will run
15 on streaming.

16 So Hulu, you name it.

17 Same with radio, we have Pandora, we have all those.

18 So radio and streaming, audio, social and display, and
19 search.

20 And each one kind of, it's like a big, huge puzzle.

21 Where each message and where it fits, which is the
22 best channel for that message, is part of that puzzle.

23 It's actually really fun when you go to do it.

24 We look at it as kind of different campaigns, because

1 of course, while it all supports the fair in general,
2 there's different messaging out there.

3 So this is kind of the timeline of that messaging.

4 So entry and participation starts really after the New
5 Year.

6 So February, it kicks in heavily.

7 And we still have competitions that you can open now.

8 So that goes through about now.

9 Employee recruitment, you talked about those 1,200
10 employees that we need to get out here.

11 We spend a little effort in supporting our human
12 resources department in order to get those new 40%.

13 Grandstand and ticketing events, that includes
14 anything that has an upsell to the fair.

15 So the grandstand is our big one.

16 The Sound, and then we have the beer festival is back
17 this year.

18 So it's things like that.

19 Value promotions are all of those amazing, usually
20 tied in with a sponsor like Albertsons.

21 All those really deals and discounts that you can find
22 here at the fairgrounds.

23 And then, of course, the general fair and the FOMO is
24 super important, right?

1 The fair is only here for 20 days, and it's a really
2 big challenge to tell everybody, hey, we're open, and get
3 them here only during those 20 days, right?

4 Legoland and SeaWorld and all those competitors has
5 the ability to do it year round, 20 days.

6 So making people really know that it's different, it's
7 a great tradition, it's summertime in San Diego, is really
8 important.

9 So I wanted to go back and talk a little bit about the
10 entry and participation, because that was something that we
11 really worked hard on with the Ag and Ed department and the
12 coordinators of all of those, and it really paid off this
13 year.

14 So typically, they had really focused on heavy e-
15 blasts to pass participants, but you're really not growing
16 your audience that way, right?

17 Those are already people who know about what we're
18 doing and how to compete in those things.

19 So we really turned to social with really heavily
20 targeted campaign and keywords became really important.

21 So what you see here is one of our Facebook ads.

22 In this particular, it's home arts, it would be the
23 home arts and hobbies competition.

24 And the key word here would be quilting, right?

1 So any kind of quilt-related word we would build into
2 these ads.

3 And you can see the performance below.

4 We are up to 57% in some of these competitions in the
5 number of entries, and up to 67% in the exhibitors.

6 So that's the number of individual people
7 participating in these competitions.

8 Really super proud of it.

9 There was a lot of collaboration between the two
10 departments that took place in order to get here, and it
11 was not easy convincing people that this was a good idea.

12 But now they're hooked.

13 And it's really exciting because they have all
14 those competition coordinators have ideas for next year
15 that they're very excited for.

16 So this is a really great success story.

17 This is just a snippet of some of the artwork that
18 took the place of that quilt.

19 There was probably about 60 different versions of this
20 artwork that played across social media, depending what
21 your hobby is that you might have run into.

22 Here's what the employee recruitment campaign looked
23 like.

24 Again, this is a sample that is good, nice, and easy

1 to show you what English and Spanish and how it translates.

2 This campaign was 1.6 million impressions, and we got
3 about 40,000 people coming through to the site to learn
4 more about our jobs.

5 Our HR department is happy, and they feel like, from
6 last I checked with Caitlin, she said that the hiring is
7 going really well.

8 So that's good news.

9 The early buyer incentive programs.

10 This is something we also did new, and it really was a
11 fun thing to work on.

12 So we created a series of flash sales, and this is
13 where we used the season pass and the ride opportunities to
14 get people involved.

15 This is a summary of what those flash sales included
16 and when they ran.

17 So you can see four days, we did the buy one, get one
18 season pass, so that's what we started with for Black
19 Friday.

20 Then we went into kind of a family four pack that
21 included parking, and we did that around the new year, like
22 make it your resolution to spend more time with your
23 family, buy these tickets now.

24 We had the Ride Lovers, 50 credits for \$25, that is a

1 huge, huge discount.

2 So that was a hot seller, we knew it would be, so we
3 made it four days.

4 And then we did kind of a tiered approach to our Blast
5 Pass overall.

6 And we started off, after that Ride Lover sale ended,
7 we had a 50% more credits.

8 Right now, that tiered approach is continuing, and you
9 get 25% more credits.

10 So this is how this performed, and we're really proud
11 of this, you guys.

12 And in the buy one, get one, remember it was only four
13 days on sale.

14 So it was a huge sense of urgency around Black Friday.

15 We had 813 transactions, so 1,626 tickets.

16 Last year, for the entirety of the year, we only sold
17 973 season passes.

18 Now, that was the first year that we had brought the
19 season pass back since COVID.

20 So that was the 973, but to see this take off like it
21 is, it's an awesome testament to that flash sale.

22 For a pack in parking, we sold 156 of those over the
23 new year.

24 And then the ride promotions, this is another really

1 exciting one.

2 So you can see down at the bottom, that's the three
3 compiled together.

4 Last year, this number I pulled for any carnival
5 product sales that goes through the end of April.

6 So year over year, this is a year over year number.

7 Last year, we were at 85,530, and this year, we're at
8 182,330.

9 So that is a really great front-loaded revenue that we
10 have, even a month out from the fair.

11 So now this is the easy part, just kind of a review of
12 what you're going to see when you're driving around town.

13 Our overall, this is the FOMO, includes a lot of
14 outdoor, because it kind of cuts through the clutter.

15 And we have such a visual product that's a really nice
16 eye-catching one.

17 So we have eight bulletins, 30 posters.

18 We have four digital boards at the border that are in
19 Spanish.

20 We have a wall scape at Fashion Valley, and that's
21 what this on the right side is.

22 And then these two graphics that you see on the
23 left are versions of our digital transit shelters.

24 So the really only real digital billboards aren't a

1 thing here in San Diego, but digital transit shelters are.

2 And the good thing about it is it makes it so easy to
3 change your message whenever you want to.

4 So they're perfect for countdowns.

5 So we had one that was a month to the fair.

6 And then the last 10 days before we open, you'll see
7 the 10-9-8 countdown, which is the yellow one there.

8 This is something new we did really early, and we
9 participated in spring training out at Peoria.

10 And it was a great way, an inexpensive way
11 to affiliate with the Padres for brand affiliation, which
12 is great.

13 It included not only the billboard that you saw, but
14 that ended up showing in the Union Tribune during coverage
15 of the Padres' spring training season.

16 It showed up on their social media a few times, so it
17 was really great.

18 And if a Padre hit the sign, there was a section that
19 got tickets to the fair.

20 So there was an activation there that was really fun,
21 and so it ran on the video boards and that kind of a thing.

22 This is just, there's too much to show you as far
23 as the artwork that is created for all of these value
24 campaigns.

1 It's really intensive, and I have to give a shout out
2 to James Coleman, our graphic designer.

3 He's a one man show, and he creates hundreds
4 and hundreds of these types of graphics that make these
5 campaigns happen.

6 So here we have just a summary of the grandstand and
7 ticketed events.

8 The tactics that we used that we talked about earlier,
9 the television and the social and all those things for each
10 of these.

11 Between these two, this is about 80% of our budget we
12 spend on grandstand ticketed events and value promotions.

13 The other 20 is the competitions, the recruiting, and
14 the FOMO.

15 So this is really where the bulk of it goes.

16 And what you see right there is some in-
17 store promotional signage that is currently up at
18 Albertsons and Vons.

19 So when you do your grocery shopping, even if you
20 normally shop elsewhere, this month go shop at Albertsons
21 Vons because it's really exciting when you walk in there
22 and you see our message everywhere.

23 They do audio messages in stores.

24 You cannot go pick something up without knowing that

1 the fair is coming.

2 So lastly, these are kind of some fun things that
3 don't fall into any other category, and there's a ton of
4 these, really.

5 I mean, this is what happens in the last two months
6 before the fair starts.

7 You get all these opportunities that are fun.

8 But because of our theme, we always have some new
9 partnership opportunities.

10 And Katie mentioned our partnership with the library
11 systems.

12 And so some of the things that we're doing with the
13 library systems are Discover and Go, which is where you can
14 go check out, you can use your library card and get fair
15 tickets.

16 They do this with state parks, they do it with several
17 museums.

18 So it's a really great way to get people who may not
19 be able to afford to come to the fair to get in there and
20 get tickets right in their own backyard.

21 In addition to that, they have a summer reading
22 program where kids, and they even have an adult program,
23 read a certain amount of books.

24 They go in and they tell the librarian about them,

1 they stamp it, and they can come to the fair for free.

2 Additionally, there's the Little Free Libraries
3 system, and you see these in your neighborhoods where one
4 of your really kind neighbors has built a cute box out
5 front and has given a book, take a book kind of thing.

6 So we thought this was really fun, and there's a map
7 of all the Little Free Libraries, and we went on to that
8 map, and we found some of those all the way from Ramona
9 down to San Ysidro, and we contacted the owners of them.

10 We showed up, we gave them a little fair package for
11 themselves for being such great neighbors, and we gave them
12 best of show ribbons.

13 So in addition to that, we went around the county and
14 we have hid, and we are continuing to hide books, and in
15 that book, if someone pulls that book out, there's a little
16 certificate.

17 And if they take a picture of themselves with the book
18 and they send it to us, they get some free fair tickets.

19 So it's just a fun social promotion that we put
20 together with them.

21 Additionally, we've worked with our neighbors at the
22 Del Mar Village Association, and there's Camino Books in
23 the Del Mar Plaza.

24 They helped us get into the San Diego Book Crawl a few

1 weeks ago, and people go to independent bookstores around
2 the county, and it's a really big event for them.

3 And so we participated in that with a fair ticket
4 giveaway.

5 They are doing this billboard on the bottom.

6 They did this for the Breeders' Cup, and Katie reached
7 out to see if they would do it for the fair, and they are.

8 And so this billboard will be going up.

9 It's just the Del Mar, the village, welcomes you to
10 the San Diego County Fair.

11 It's really just a nice kind of entry signage as you
12 come into Del Mar.

13 And then finally, this is really fun.

14 We're working with the bars and restaurants that are
15 participants in the Del Mar Village Association, and these
16 are coasters over to the right.

17 And one side promotes the fair, and the other side
18 promotes the speakeasy.

19 And this is going to be one of the ways that you can
20 get the password, the passphrase, into the speakeasy each
21 night.

22 So it has a phone number on it, and you call that
23 phone number.

24 And up until the fair, it will just be a little teaser

1 about the speakeasy.

2 So when you leave this meeting today, you can call it
3 and see what it says.

4 But during the fair, it will change every day with a
5 new passphrase.

6 And with that, I'm going to turn it back over to
7 Katie.

8 Thank you.

9 MR. BLAIR: Jennifer, where is the billboard in Del
10 Mar?

11 JENNIFER HELLMAN: Is that the turn around?

12 The roundabout?

13 The roundabout?

14 Yeah, it's not a billboard, it's a sign.

15 MR. BLAIR: Just a sign in the island?

16 MS. DeBERRY: Which roundabout?

17 The one that's right here?

18 And that, yeah, that one?

19 Okay.

20 JENNIFER HELLMAN: She has one more question.

21 MS. DeBERRY: Just one more.

22 MR. BLAIR: Viewpoint Brewery, you'll find it.

23 MS. DeBERRY: Okay, two questions, believe it or not.

24 So my first question is, did you do any digital

1 displays at the bus stops?

2 Did you use- Yes, transit shelters are the bus stops?

3 JENNIFER HELLMAN: Yes.

4 MS. DeBERRY: Okay, that was the first one.

5 JENNIFER HELLMAN: That's the countdown and the
6 Albertsons messaging.

7 MS. DeBERRY: Okay, and well, now there's three.

8 The hiring, and I don't know if that's you or not, but
9 for, are you still hiring, number one?

10 JENNIFER HELLMAN: Yes.

11 MS. DeBERRY: Yes.

12 And two, are you working with any of the LBGTQ and the
13 ethnic chambers to get the word out about that there's
14 positions that are available or, you know.

15 JENNIFER HELLMAN: That's a really good question for
16 our HR Director.

17 I don't know the answer to that.

18 I do know that we did two job fairs, one through the
19 community college district, down at City College and
20 [crosstalk].

21 >> [off mic] - and a workforce partnership.

22 MS. DeBERRY: Okay, okay.

23 Well, if you want, that can be put on all those three
24 sites or four sites easily.

1 So just to give you, can you relay that message back,
2 please?

3 And then the very last question, see, I'm less than 60
4 seconds, 60 seconds.

5 As far as your social platforms, social sites that
6 you, did you advertise at all on Black San Diego and any of
7 those influencers?

8 Because it's over 1 million that are on that site.

9 JENNIFER HELLMAN: I was actually at the Padre game
10 with Black San Diego.

11 MS. DeBERRY: Boom, done.

12 JENNIFER HELLMAN: And learned all about them, and it
13 was a really nice interchange.

14 But we do have, we did some ticket exchanges, and we
15 did some promotional partnerships, yes.

16 MS. MORALES-ROTH: Yes, just a couple of questions.

17 I believe there's a program where nonprofits could get
18 tickets and all of that.

19 How are we leverage -

20 KATIE MUELLER: We're going to talk about that.

21 MS. MORALES-ROTH: You're going to talk about, okay,
22 perfect.

23 KATIE MUELLER: Our presentation continues.

24 MS. MORALES-ROTH: Okay, no, just because they can also

1 promote.

2 So that's why I wanted to make sure for that, and also
3 all the chambers.

4 We'll talk about that.

5 JENNIFER HELLMAN: We ask for their help promoting, and
6 Katie will give you the numbers of any tickets and who they
7 were distributed to in just a moment.

8 >> [Multiple speakers]

9 MR. ARABO: Thank you very much, and thank you to the
10 committee for the great work.

11 Couple of quick questions, one to piggyback Director
12 DeBerry's point.

13 Any reach out for the temporary employees to foster
14 youth, or foster homes, or program, have we done that?

15 JENNIFER HELLMAN: I don't know.

16 KATIE MUELLER: As far as employment questions, we'd
17 have to ask our HR department does a lot of the outreach.

18 So we just, it's supported by the marketing
19 department, but we could get specific information about who
20 they've outreached to.

21 MR. ARABO: Great, it's important that as broad as we
22 can get, everyone get included.

23 Other quick question about marketing.

24 Social media, it's a social media world in a sense.

1 Do you have a list of the social media influencers
2 either we're bartering or who we're using?

3 And someone even on the board has recommendations on
4 folks you could use.

5 We could do different targeting through demographics
6 and psychographics.

7 Do you have a list of the social media influencers?

8 JENNIFER HELLMAN: We do.

9 So we have software where we pull proactively
10 for social media and we do that in various categories.

11 So usually kind of the family oriented, the mommy
12 bloggers of sorts.

13 We reach out to them, we reach out to foodies, we
14 reach out to kind of adventure seekers.

15 And then we partner them with different packages to
16 experience when they come here to the fair.

17 We usually proactively contract with about 40, and we
18 do San Diego, Temecula, and Baja as well.

19 And so we do have that, it's a working list.

20 It's that kind of comes later, but we are working on
21 it now.

22 And then we get more than ever, it's crazy how many
23 incoming requests that we get, just like media requests us
24 to come and cover the fair.

1 So what we do when those incoming requests, we put
2 them in our software, we make sure that they meet our
3 parameters.

4 Which really includes, not only should they be in
5 Southern California, but their audience should.

6 So we would make an exception if it was some amazing
7 international or national influencer, of course.

8 But a lot of the requests that we get wouldn't really
9 do us any service to hook them up with a great fair
10 experience if it's not going to result in ticket sales or
11 people coming to the fair in some way, shape, or form.

12 So there's kind of a vetting of that.

13 But if you have someone you want us to look into
14 or you want to suggest, absolutely, feel free to send them
15 our way.

16 MR. ARABO: Yeah, my hope is just that we reach out to
17 all of San Diego.

18 JENNIFER HELLMAN: Yes, yes.

19 MR. ARABO: And beyond, and beyond, correct.

20 KATIE MUELLER: So that was just the marketing part.

21 So I'm going to kind of buzz through this really
22 quick.

23 And if you have questions at the end, please feel free
24 to ask.

1 But basically, these are our deals and discounts.

2 And the point of this slide is that if you buy in
3 advance online, either for parking or admission, there's a
4 discount to be had.

5 So don't wait till the day of to get the best deal.

6 We'll be also parking Torrey Pines High School this
7 year.

8 It wasn't available last year.

9 We used Cathedral Canyon, but this year we'll be back
10 at Torrey Pines.

11 And that is absolutely free parking with a free
12 shuttle.

13 The fare tripper will be back.

14 We highly encourage everybody to take public
15 transportation.

16 That is the best way to get to the fare.

17 You get a free shuttle ride, too, that drops you off
18 right at the front gate.

19 Barely any walking involved.

20 And for one price, you can see up here, it's a tiered
21 price depending on the day that you come.

22 Includes your round trip ride on the coaster, or MTS,
23 and your admission to the fare, so it really is a great
24 deal.

1 And on Juneteenth, which is on a Friday this year,
2 we're offering a low, low price of the round trip on the
3 public transportation and general admission for only \$19,
4 so that's the way to go.

5 Some of the other deals and discounts you'll see
6 around town.

7 Jennifer mentioned Albertsons.

8 Albertsons is the cheapest off-site location to get
9 your ticket, \$16.50 for general admission.

10 Costco is also a wonderful place if you're bringing a
11 family or whatever, it comes with admission, passport to
12 savings book, a parking pass, some riding game credits.

13 And also new this year, a 15% discount on fare-themed
14 merchandise.

15 We'll have the passport to savings back again.

16 We've had that for a number of years.

17 It's discounts, coupons, and deals for our various
18 vendors and food concessions.

19 We will be on military bases.

20 You can go to the base ticket office and purchase your
21 discount tickets.

22 And we'll also offer a discount on GovEx, which is not
23 just, it's also law enforcement, first responders,
24 teachers, and what have you can also receive a discount.

1 Brand new this year, really exciting stuff, opening
2 day.

3 We're introducing a brand-new promotion for the fair,
4 \$5 admission before 5 PM.

5 So opening day, June 10th, is the day to be here.

6 20 bucks, you can get your whole family.

7 But make sure you come before 5 o'clock, because at 5
8 PM, the admission price will tick back to the regular
9 admission.

10 So we're really excited to be rolling that out here
11 shortly and letting people know about that.

12 Kids days are Fridays, so every Friday, kids 12 and
13 under are free.

14 And it's sponsored by Legoland this year.

15 So they are going to receive a two for one coupon for
16 Legoland, only good July 6th and later, but it is like a
17 \$69 value for those coupons.

18 So we're hoping that that's a great incentive for
19 people to come out to the fair.

20 Also, Northgate Market for the first time is going to
21 be offering a package with four admission tickets and a
22 parking pass.

23 It's \$100 value for 86 bucks.

24 So got some good promotions out there.

1 And returning, we've got our pay one price, Pepsi pay
2 one price ride days.

3 So you get \$5 off of a ride wristband.

4 The bonus credits Jen mentioned, we've got game on
5 Fridays.

6 So if you like to play games, any game on Friday from
7 11 to 4 is only four credits, which they're usually about
8 six to eight credits, so it's a really great deal.

9 Foodie Fridays will be back.

10 We've got our 18 Fairtastic food finalists, which I'm
11 going to show you a preview of in just a moment.

12 They're 50% off on Fridays.

13 It's a great day to come and just try some new foods.

14 And then every single day of the fair, we are offering
15 \$15 meal deals.

16 So we have about 40 vendors who are going to be
17 offering a main entree item, a small drink, and a side for
18 15 bucks.

19 I mean, that's cheaper than you can get at a fast food
20 restaurant.

21 So come out and check out all the deals.

22 And then for entertainment this year, announcing Demi
23 Lovato.

24 She will be here on June 24th.

1 This is our final announcement for the grandstand.

2 So we've got Demi Lovato, and we've got Warren
3 Zieters, who's a country music star.

4 He'll be here on July 3rd.

5 And then we have also gone on sale with our 4th of
6 July fireworks.

7 But this year, we are going to have the Marine Band
8 San Diego open for the fireworks.

9 So it will start at 7:30.

10 The fireworks will be at 9:00 p.m. sharp.

11 And then we will also have a parade that we've had the
12 past few years down the main avenue at 2 o'clock.

13 If any of you all would like to participate in the
14 parade, that would be awesome.

15 We'd love to have you.

16 So here, just as a reminder, our entire concert
17 series, it's also online, sdfair.com.

18 >> Katie, don't forget.

19 KATIE MUELLER: Yes, yes, you're right, bond to machos.

20 Let me go back.

21 So on June 21st, we had Pancho Barraza with Bond to
22 Machos.

23 Unfortunately, Pancho Barraza got his visa revoked,
24 so he's not able to perform now.

1 So we actually, it opens up a great opportunity for
2 us.

3 We're going to be offering the Bond to Machos show
4 alone, but we're going to be offering some free tickets.

5 So in the past, we had reserved seats for sale
6 and some free areas of the grandstand.

7 So we're kind of going to be going back to that model
8 with this show.

9 And then we have greatly discounted tickets, like 25
10 bucks, which includes your fair admission for other seats.

11 So this is really a great show, a great value to come
12 and see them.

13 And then this is the Minecraft version, as Molly
14 called it.

15 Not as fancy as Jamie's version of the Terrace C VIP
16 deck.

17 But basically, this is an option when you purchase any
18 concert, you'll see the Terrace C VIP area as an option.

19 It includes fair admission, it includes a concert, it
20 includes a preferred parking pass, it includes access to
21 the private bar.

22 There's going to be a bar up here that's just serving
23 that area.

24 And then there's going to be complimentary water,

1 candy station, popcorn, that kind of stuff.

2 And you've got bathrooms right there too.

3 So it's really going to, and you're really close to
4 the stage, so it's going to be a great new area.

5 Paddock Concert Series, we talked about at the last
6 board meeting.

7 Pretty exciting lineup for that.

8 Belly Up is going to be sponsoring six shows over at
9 The Sound.

10 Really excited, these are kind of a different genre
11 than what you'll see elsewhere at the fair.

12 So they've got a comedian, they've got some
13 reggae, the Pink Floyd Laser Show, which is always really
14 popular.

15 And then we have our cultural festivals.

16 So we've got a brand new one.

17 So we're having a Juneteenth festival that we're
18 really excited about hosting for the first time on Friday,
19 June 19th.

20 Asian and Pacific Islander, Native American Heritage
21 Day, Out at the Fair, Gospel Day.

22 We're having a K-pop music festival and a Bluegrass
23 Music Day.

24 No, Gospel Day's always been part of it.

1 Yeah, yeah.

2 MS. BARTLING: But just to clarify, we used to have a
3 major artist on the grandstand and have a free show, which
4 we're hoping to bring that back.

5 KATIE MUELLER: Yeah, we'll see.

6 The arena has a full slate of entertainment lined up
7 every single day.

8 We start off with a horse show.

9 We've got Native American Heritage Day, another horse
10 event, Gymkhana.

11 We've got wrestling happening in there a couple days,
12 an archery competition.

13 And then we go into what we call Dog Week, because of
14 all the popular pet activities last year, we had to bring
15 some of those back, so great insider tip, sit in the
16 speakeasy and watch Corgi Racing.

17 It's hilarious.

18 People were placing, yeah.

19 We have a Doc Dog competition.

20 Of course, the auction will be on there on the 27th.

21 The Byrne Institute will be back with their Fire Expo.

22 And then the last week, everyone's favorite, the
23 Monster Trucks, so.

24 And then a lot of favorites, Swifty Swine, of course.

1 We've got the Trapeze Artists, the Flying Royals.

2 We've got a Turkey Stampede and Bird Show, which we
3 haven't been able to have for a few years.

4 And we've got a lot of walk-arounds scheduled
5 throughout the fair.

6 And then we've got some new family entertainment for
7 little kids this year.

8 On June 12th, it's actually going to be a family rave.

9 So believe it or not, they've got electronic dance
10 music, and it's geared towards families and little kids.

11 We've got the Little Merman, a Disney tribute coming.

12 We've got the Balboa Park Puppet Guild.

13 And then we've got a new Taylor Swift tribute show
14 called Dreamlike Taylor.

15 So those are appeal to kind of the teenagers and
16 younger.

17 And then everybody wants to know what the new food is.

18 Well, we're going to get to it.

19 I guess we're going to talk about the San Diego
20 marketplace first.

21 So last year, the marketplace, which was that
22 consignment area where local crafters and vendors could
23 have their things on consignment, especially for people who
24 are artisans, but they can't be here for all 20 days.

1 They had about 1,500 square feet last year in Weiland
2 Hall.

3 It was so popular and so crowded all the time that we
4 expanded them to 5,000 square feet.

5 So they're going to be a huge footprint inside of
6 Weiland Hall.

7 It's kind of a new eclectic shopping area that we've
8 developed in that hall.

9 We have the tattoos and piercing location.

10 There's the photographs.

11 They do like the old time Olan Mills style photographs
12 in there.

13 And we've got a new bar concept where it's going to be
14 called the Local 619, but it also has some vinyl record
15 listening stations.

16 So you can sit down, put headphones on, listen to some
17 records.

18 So that's going to be a really fun building.

19 >> [Off mic]

20 KATIE MUELLER: Yes.

21 MS. DeBERRY: A really quick question, is there an
22 extra insurance or anything for that particular one?

23 How does that work here?

24 KATIE MUELLER: Yeah, they have to get inspected by the

1 health department, yeah, and get their permits and all of
2 that kind of stuff together for it, yes.

3 Yes, they do.

4 And then we have privacy rooms that they can do that
5 in, so they're not just out in the public, so.

6 >> [Indiscernible chatter]

7 KATIE MUELLER: We've also got something kind of like
8 the San Diego marketplace, but it's agriculture themed, so
9 you can buy products that are made, that have ingredients
10 from local farms, such as goat milk soap, or people that
11 have cottage kitchen licenses and things like that.

12 And they bake fresh bread, things like that will be
13 featured in this new farmer's market inside of the Farm2U
14 exhibit.

15 Oops, there it goes.

16 And then we've got quite a few new food stands, so
17 we've got a, everybody eats gluten free, it's 100% gluten
18 free.

19 So it's like funnel cakes, corn dogs, all the fair
20 classics, but it's all gluten free.

21 We've got a new dessert stand called Sticky Finger
22 Treats.

23 We've got a new slush factory and a new funnel cake
24 stand.

1 We've also got a brand new Italian stand.

2 We've got a Japanese dessert stand.

3 We've got cream puffs back.

4 And we've got some candy apple Sweeties, it's called,
5 in the fun zone.

6 And then these are all the semi-finalists for the
7 Fairtastic Foods.

8 So if any of you are brave enough to judge on June
9 12th, these are some of the things you're going to get to
10 try.

11 And I have to say, my jaw dropped, actually, when I
12 first saw all these photos.

13 I cannot believe the creativity, since we started this
14 competition, just how everybody really raises the bar every
15 single year on the uniqueness, the quality, the interesting
16 things that they're offering.

17 I have to try that tiramisu temptation cinnamon roll.

18 Yeah, pretty much everything on this list looks
19 absolutely amazing.

20 And we're looking forward to crowning a winner on June
21 12th in partnership with San Diego Magazine again.

22 MR. BLAIR: Katie, are you having the tasting for the
23 awards?

24 KATIE MUELLER: On June 12th, so if anybody would like

1 to be a judge, we're reserving some spots for you guys.

2 MR. BLAIR: For new members, this is great fun.

3 You take like one bite of 12 or 18 different things.

4 I thought it sounded awful, and I did a lot, it's
5 great fun.

6 KATIE MUELLER: It's Friday at 11:30 AM in the Paddock,
7 June 12th.

8 So yeah, so there's just a whole lot of really
9 exciting new things.

10 That other one that I really want to try is that
11 Ricky's Blueberry Breeze Smash Dog.

12 That sounds incredible.

13 I know, I hope I'm not influencing the judging.

14 So yeah, even Australian Battered Potatoes, it's been
15 here forever.

16 They got in on the fun, and they have a cinnamon sugar
17 Australian battered potato this year, so.

18 Lots of fun stuff, and then these are our, so we have
19 different categories.

20 We have sweet, we have savory, and then we have so San
21 Diego, which has to be kind of inspired by San Diego.

22 So lots of fun stuff.

23 More stuff.

24 And these will all be, even if they're not in the

1 competition or they don't win, these will all be featured
2 at the fair.

3 So these are all going to be new food items.

4 Those lobster nachos look pretty good, too.

5 And then our Midway, so our Midway, we won an award at
6 IAFE, which we shared with you guys earlier, the Circle of
7 Excellence Award.

8 We got audited last year during the fair.

9 It underwent an intensive two-day audit, and we were
10 awarded the Circle of Excellence.

11 So we're really proud that we're one of the few
12 independent Midways in the country, but also one of the few
13 that have gotten that award.

14 So we have 16 independent ride operators.

15 We contract with nine independent game operators.

16 We have 72 total rides, and we have 47 games.

17 And then we also have the Sky Ride and the Slingshot,
18 which are our thrill rides.

19 New this year, we are going to have a brand new wheel
20 on the Fun Zone.

21 It's called the Royal Wheel, and those cars are
22 actually enclosed in glass, so that it's, and it's a bigger
23 wheel than we've ever had before.

24 So that's going to be pretty exciting.

1 The Soundstorm is another new ride that'll be on the
2 Fun Zone.

3 And then we've got some new kid rides, the Frog Hop,
4 Ship Ahoy, a new Carousel is coming, and the Wiggle Worm.

5 And then our exhibits, Jen kind of spoke to the
6 success we've had with the increased entries, but we've got
7 a new theme exhibit.

8 On June 8th, we're doing a media event, I hope you all
9 can attend.

10 It's from 5 to 7 PM, where we'll be opening up the
11 theme exhibit, kind of doing a gallery style introduction
12 to it.

13 We're partnering with Dr.

14 Seuss, Scholastic, we're going to have a
15 Scholastic book fair, and of course the San Diego County
16 Library System.

17 So you'll be able, we're going to be bringing
18 children's storybooks especially to life.

19 It's pretty fun walking through the activity center
20 every day and seeing all the amazing things they're
21 creating and building this exhibit.

22 And then Plant Grow Eat, just want to reiterate, the
23 district produces this event.

24 It's our staff, we organize it, we contact all of the

1 educators and everything.

2 And then Don Diego sponsors the buses for the schools
3 to get here.

4 So we put the program together.

5 Originally, it started about 30 years ago, and it was
6 during school.

7 And that was when there was year round, remember the
8 year round school where there was school all summer?

9 And so, but as schools have cut back on their end
10 dates, schools are mostly out by the end of May now.

11 So having them actually come to the fair has become a
12 challenge.

13 So in order for more schools to be able to
14 participate.

15 We moved the program back last year.

16 And we developed this one week period of time where
17 kids come on a field trip and they rotate around to the
18 various learning stations that are sponsored by Master
19 Gardeners, Hollandia Dairy does a milking demonstration.

20 We have Bohemian Bee talking about honeybees and the
21 importance to nature and agriculture.

22 And then we have San Diego Parks and Rec coming out
23 this year to share reptiles and other things.

24 So they go through these learning stations and then

1 they have lunch usually and then they depart.

2 So we have 2,000 students attending plus all of their
3 chaperones.

4 So it really is a lot of fun.

5 I want to invite all of you to come out and volunteer
6 or even if you can just come observe for an hour, it's a
7 really good time.

8 And it is next week, the 18th through the 22nd, if
9 you'd like to participate, volunteer, or just come take a
10 look, we welcome you and love to have you.

11 So it's 8:30 to 2:00 every day.

12 Farm2U will be back.

13 We introduced this exhibit last year.

14 We'll have a culinary stage where we have ongoing chef
15 demos.

16 We're going to have some cooking wars happening
17 between various chefs.

18 We'll have wine and beer tastings every day.

19 We'll have butter making, rope tying, how to make a
20 floral arrangement.

21 And then we'll have a brand new bee exhibit all about
22 honey and bees.

23 And we'll have actually a live hive inside the exhibit
24 where you can observe, kind of like we saw at the Texas

1 State Fair.

2 And then the Master Food Preservers will be in there
3 as well.

4 We've rebranded our farm.

5 We have a brand new activity.

6 If you have any little kids in your life, it's called
7 Little Farmer in the Dell.

8 And they go around to various stations.

9 They put on an apron.

10 They go around to various stations and do farm chores.

11 They feed the chickens.

12 They collect some wool.

13 They plant a plant.

14 And then at the end, they turn everything in.

15 And they get a fake dollar and they get to purchase
16 like a fruit roll or a treat or something in the little
17 store at the end.

18 So it's a fun activity for kids and it's totally free.

19 We're rebranding Barn W, it's called.

20 It's the barn that's on the far north side near the
21 arena.

22 It's called the Big Red Barn.

23 We're going to have a horse exhibit in there.

24 That's where the petting farm will be located.

1 We have a brand new dairy exhibit that's sponsored by
2 our partner, Hollandia Dairy.

3 And that's where the milking demonstrations will be
4 every day as well.

5 We have a brand new industrial mechanics build off.

6 So high school students are going to build actually a
7 picnic table.

8 They're going to construct one doing some welding.

9 The materials are all supplied to them and then they
10 have a period of time to build this thing and then they get
11 judged at the end.

12 So it's a first time event for us, so we're excited
13 about that in the arena.

14 And then everybody asks, when are the animals going to
15 be here?

16 So this is when the animals are going to be here.

17 We're excited this year.

18 There's no restrictions on poultry or on dairy cattle.

19 So we will have both of those here this year, because
20 we get that question a lot.

21 Where's the chickens?

22 Where's the cows?

23 And then our flowering garden show is being built
24 right now.

1 You can pop your head outside and see the progress.

2 We have brand new floral competitions every week this
3 year called Vase Offs.

4 And then we also have a new patio garden competition
5 in our garden show.

6 Our student showcase is returning to the exhibit hall.

7 This is kindergarten through community college.

8 So these are projects that are made in the classroom.

9 Vocational ed, fine art, photography, those are all
10 featured in here.

11 And then home arts and hobbies.

12 Again, their entries were up like 32%, so we're really
13 excited to see all those quilts and crafts and baked goods
14 and hobbies on display.

15 Photography was up 1,000 entries this year.

16 It was huge, really, really big.

17 We have a great department in photography.

18 They have a lot of classes and education throughout
19 the fair about technique and things like that.

20 Same thing with fine art, that'll be back again.

21 We're featuring "America 250".

22 Through a lot of these competitions, they offer
23 divisions and classes with that theme in mind.

24 Woodworking, gems, minerals, and jewelry.

1 Our Fiesta Village will be featuring crafters from
2 Mexico making their craft.

3 They have to make their crafts on site to be able to
4 sell them.

5 So it's fun to watch them create those.

6 And then just a couple new things we have.

7 This year, we're requiring all of our food vendors
8 that their plates, their bowls, their trays, utensils,
9 straws, and other service ware has to be compostable.

10 Last year, it was voluntary.

11 They could participate, and this year, it's mandatory
12 that they will.

13 We're moving away from bottled water, so you will see
14 canned water for sale everywhere as it's more sustainable.

15 We started the edible food recovery program with the
16 food bank last year.

17 And the vendors basically donate any of their non-
18 expired food that they don't use or that they're not taking
19 with them to their next event.

20 And we donated almost 3,000 pounds of food last year.

21 Our Eco Hut is in the infield, and this is put
22 together by Dustin Fuller.

23 And it really educates fair goers about the district's
24 environmental stewardship.

1 So storm water, the wetland restoration project we
2 did, the lease turn nesting sites that we manage.

3 And then we have several partners that come out
4 and educate fair goers as well throughout the fair.

5 And then we will be back at Rady's Children's Hospital
6 this year.

7 So if any of you would like to join us, we do have to
8 get a RSVP for sure because we are really limited on how
9 many people we can bring to the event.

10 It'll be Monday, June 15th, from 2 to 4, we'll have
11 more details for you all.

12 But we'll have our entertainers, we'll have food, all
13 the fun.

14 We had games last year.

15 I know a few of you were able to come, and it really
16 was a special time.

17 And I dare you to come and have a dry eye.

18 It's really, yeah, so it was really a meaningful
19 event.

20 And then our community corner is where non-profit
21 organizations and government agencies can offer interactive
22 activities to educate people about what they do.

23 There's no sales in this area at all.

24 It's just all mission driven.

1 And we also have pet rescue groups, so you get to come
2 out and meet rescue pets every day.

3 No charge now.

4 And then the FIFA World Cup Watch Party, Jamie stole
5 my thunder.

6 Anyways, we're excited about not just having World
7 Cup.

8 We'll have the World Cup playing, obviously, all
9 hours.

10 But there's also the NBA Finals, and there's also
11 NASCAR in San Diego this year.

12 So we'll be playing all of that.

13 You don't have to miss any sporting activities when
14 you come to the fair.

15 >> [Off mic]

16 KATIE MUELLER: Well, yeah, I mean, amongst all of the
17 other things, yes, yeah.

18 But our partner on that is Anheuser-Busch, and they're
19 helping us with some of that.

20 And then this year new, we're going to have a haunted
21 house.

22 We haven't really talked a whole lot about it, because
23 the details have just come together.

24 But it's going to be located in The Sound in the

1 former Saddle Club.

2 It's just kind of a dead area, no pun intended.

3 That's not being used at all, and so it'll be open.

4 We have a promoter that's going to come in and put
5 together a little haunted experience.

6 It's open from 4 to 11 PM.

7 There's 16 different scenes that you go through, like
8 a maze format.

9 And you can buy tickets in advance, or you can buy
10 them as a package with fair admission.

11 And finally, fair for all, we're finally getting to
12 the program that we.

13 So we've had our applications for fair for all open
14 since December, and the deadline was April 15th.

15 186 organizations are receiving tickets through their
16 requests that they've made.

17 Online, we've vetted all of them, made sure that
18 they're legitimate non-profits.

19 And they have to write a little statement about what
20 they're going to do with the tickets and that kind of
21 thing.

22 So we've given out 17,258 tickets.

23 5,000 of those are for area YMCAs, and then another
24 940 just for Boys and Girls Clubs throughout the area.

1 If there's any, I'd be happy to share the list with
2 you all offline, if anybody wants to see what it is.

3 And if anybody has any additions to that that they'd
4 like to see, we can take a look at that and make sure we
5 have enough tickets still to distribute.

6 So come see me after, email me or something, and we'll
7 get that information to you.

8 MS. MORALES-ROTH: Can I ask something real quick?

9 What is the requirement from them?

10 Are we leveraging promotion, or they get the tickets,
11 they bring everything.

12 How are they leveraging that?

13 KATIE MUELLER: So Jennifer, Jennifer, do you want to
14 describe what you've given the organizations to help
15 promote the fair?

16 JENNIFER HELLMAN: We created a private page on the
17 website that we sent out to participants who get tickets,
18 and it's a share your fair page.

19 And so it has suggested copy if they have a
20 newsletter.

21 It has downloadable social graphics.

22 We actually did this for all of our entertainers as
23 well, and our competition entrants.

24 So for those, we had it go through to Canva, and

1 they're all set up and ready to go.

2 And then you can slap your own picture in there, and
3 it says, I'm performing at the fair.

4 So very similar to what we did with Fair for All
5 participants.

6 KATIE MUELLER: All right, and this is what you're
7 going to see when you leave the fair.

8 And that concludes my presentation.

9 Does anybody have any questions?

10 CHAIR NEJABAT: Thank you.

11 [Applause]

12 KATIE MUELLER: We have a great, we have a really great
13 team of people here, so really excited about the program
14 we're going to be presenting this year and excited to show
15 all of you.

16 MR. BLAIR: Katie, is there yoga with puppies?

17 You didn't mention that.

18 KATIE MUELLER: It's not.

19 Yoga with puppies is not going to be here this year.

20 But corgi races is.

21 MR. BLAIR: That was the cutest, little eight week old
22 puppy.

23 And you did yoga and they ran all over you and peed.

24 It was in The Sound, it was absolutely adorable.

1 KATIE MUELLER: That's why you have to come to the fair
2 every year, because the theme changes every single year.

3 Did you have a question?

4 MR. ARABO: Thank you very much for such a great
5 presentation and the great work you do.

6 KATIE MUELLER: Thank you.

7 MR. ARABO: That overwhelming theme.

8 Two comments and a question.

9 First comment.

10 I do think, I would like to see the tickets for the
11 different organizations.

12 But I do think it should be a public document, so the
13 whole public sees all the organizations.

14 I personally believe that.

15 KATIE MUELLER: We can put that list together, sure.

16 MR. ARABO: The other comment I have is leveraging
17 different board members' abilities.

18 I know it's a different committee, but Director
19 DeBerry is great in the entertainment space.

20 We have great people in San Diego like Alicia
21 Keys, Swiss Beats, great folks that, you know, almost like
22 them presenting entertainment.

23 I think it would draw more traffic, more exposure to
24 the fairgrounds.

1 That's the idea of the comment.

2 The question is for entertainment, from what I
3 understand, we spent around \$4 million to \$5 million for
4 the concerts.

5 KATIE MUELLER: The Grandstand.

6 MR. ARABO: The Grandstand concerts.

7 KATIE MUELLER: Right.

8 MR. ARABO: And the net revenue is around \$100,000.

9 What do you think we could do, because it seems like a
10 very low profit for a high spend.

11 What do you think we could do to increase the
12 profit, the bottom line, through the Grandstand concerts?

13 KATIE MUELLER: Well, you're right.

14 When you just look at ticket sales and what we spent
15 on the concert, you know we're netting around \$100,000.

16 But what's not being measured in any of that is the
17 promotional value that the fair gets because of presenting
18 the Grandstand concerts.

19 The sponsorships are not included in that, so we have
20 massive sponsorships from Toyota, Corona, and others that
21 are related too.

22 And then also you're not seeing all of the indirect
23 revenue, so the parking, the spend on the carnival for
24 people that go out afterwards.

1 I bought food while I was here.

2 So the Grandstand contributes not only the
3 entertainment value, but it contributes to the economic
4 engine for the whole fair, honestly.

5 I think we sold somewhere in the neighborhood of
6 55,000 tickets last year.

7 Those are pure attendees.

8 Those are people that bought tickets and spent money
9 to come here to the fair.

10 They're not ones that we comped or any of those kinds
11 of things.

12 So I think it's an important piece of the revenue
13 puzzle for us.

14 But when you say what can we do to drive more
15 tickets, I think there are so many different philosophies
16 about how to do the Grandstand, and I think those
17 conversations we should have more in depth for sure once we
18 get through this fair and we start planning for next year's
19 fair.

20 We are going out to bid for a new talent agency.

21 The paperwork is going out in the next couple of
22 weeks.

23 Actually, this week I think it's going out, so it will
24 hit the streets.

1 We'll see what we get back in terms of proposals.

2 We will have the opportunity to take a look at all of
3 those things.

4 MR. ARABO: I know the tremendous value of having the
5 concerts.

6 I'm just wondering ideas of what you think, either
7 decreasing costs or increasing revenue.

8 Quick question on the talent booking.

9 Is it industry standard that the talent pays the
10 booking agents or is the district paying the booking agents

11 KATIE MUELLER: The district.

12 MR. ARABO: Or are they receiving -- is that a standard
13 philosophy or is usually the talent pays?

14 What is the standard in industry?

15 MS. BARTLING: I can speak to that.

16 First of all, artist management, and then you have the
17 agency that represents the artists.

18 In the past, we went directly to the agents,
19 artists, like Creative Artists Agency or William Morris.

20 We bought directly from them.

21 What has been done in the past since I left is that we
22 contracted with somebody to go to the artists' booking
23 agencies who have the contracts with the artists.

24 In a sense, we had a middleman.

1 MR. ARABO: Do you know how much we paid the middleman?

2 KATIE MUELLER: About \$200,000 a year.

3 MR. ARABO: So we paid the middleman twice the
4 amount as of our net profit revenue for all the contracts.

5 KATIE MUELLER: No, that's included.

6 Their fees are included.

7 MR. ARABO: So if we didn't have that, the district
8 would net, everything else the same, \$300,000 as opposed to
9 \$100,000?

10 KATIE MUELLER: Yeah, but the other thing is you have
11 to take into account, and we'll be looking at all of this
12 when we review things, but we had a full-time employee, so
13 salary, benefits, all of that stuff.

14 We had to manage all the contracts ourselves, so that
15 also took a full-time employee part of their time to do
16 that as well.

17 So you just have to kind of do a cost-of-benefit
18 analysis.

19 And that's what we'll be doing, is kind of looking at
20 the proposals, seeing what comes back and what are people
21 proposing that they can do for us and then deciding, now
22 that we have some expertise on our staff, deciding whether
23 it would be more worthwhile for us to stay in this model or
24 go to a different model.

1 MR. BLAIR: And they may negotiate a better package
2 pricing for us on our behalf.

3 MS. BARTLING: Just you're dealing directly with the
4 artist's booking agency as opposed to having an in-between.

5 So I think it's an important consideration for us, but
6 Katie's right, it does require a lot of time.

7 But I really do want to point out that the
8 entertainment that we have at the fair is to draw people to
9 the fair, and we receive parking, fair admission, food and
10 beverage.

11 But also really, really important is that we have
12 partners in this business with our concessionaires and our
13 vendors and our sponsors who rely on us bringing people to
14 the fair for their bills.

15 We have hundreds of small businessmen and women
16 here that this is their livelihood.

17 So our commitment in entertainment brings those people
18 here, which creates this whole family of entertainment.

19 So it's important that we never forget that it's not
20 just about one entity.

21 It's about the entire organization of the fair.

22 MR. ARABO: Sure, I agree.

23 But the ecosystem, you could add value but maximize
24 revenue at the same time.

1 MS. BARTLING: Agreed.

2 MR. ARABO: They're not mutually exclusive?

3 MS. BARTLING: No.

4 CHAIR NEJABAT: Anything else?

5 MS. BARKETT: I'd just like to say something.

6 When we talked about ticketing price, first time I've
7 ever seen this, Live Nation has had to cancel some of their
8 concerts this year because they just couldn't sell tickets.

9 Shocking.

10 You know, the nosebleed tickets are so expensive that
11 people can't afford them.

12 So to cancel concerts, I mean, and, you know, market
13 yourself out of that, it really has a trickle-down effect
14 too on the workers, the artists.

15 I mean, it's a nightmare.

16 And I think we have to, you know, really look at the
17 economic situation we're in, you know, right now in the
18 nation, in the world, and always keep that in mind because
19 we don't want to get to that stage where we, you know, out-
20 market our area.

21 I mean, we've got to be rational and reasonable.

22 And like you said, bring people in is the number one
23 goal because that has its trickle-down effect.

24 MS. BARTLING: And that's why we went to the \$5 before

1 5 on opening day so we could have a really good value.

2 And then it's also important that we promote all of
3 those other value days and value opportunities, which we
4 have a ton of.

5 But it's more important today than it really has ever
6 been in the past, I believe, that we need to push out our
7 value because it's a different world out there.

8 MS. MORALES-ROTH: Just a very quick comment.

9 I will, like, after the fair is done and
10 everything, but I would like to talk about that talent
11 agency and how we book just because I'm Latina and I've
12 seen every single, basically, all the Sundays, the same
13 type of genre for the Mexican and Latino community.

14 We're not one-sided.

15 We are very diverse.

16 I just want to make sure that we're very conscientious
17 of that and how we pick the artists that are part of the
18 Grandstand to represent the larger community.

19 KATIE MUELLER: Would love to have your input on that.

20 MS. MORALES-ROTH: Perfect.

21 KATIE MUELLER: Absolutely, because, you know, we've
22 been very successful, you know, I keep saying, going back
23 to the EDM thing, but reaching, you know, bringing in a new
24 genre of music that was hugely successful for us last year,

1 and so we're doing it, you know, a lot this year, two on
2 the Grandstand, and then we've got a few in the Paddock,
3 but I would love to take that step with Hispanic music too
4 and, like, find out what other kinds of genres we could be,
5 you know, reaching out to other than -

6 MS. MORALES-ROTH: Yeah, and not only Hispanic, the
7 diversity of the cultures, I would want to see more
8 representation, so happy to support that.

9 KATIE MUELLER: All right, great.

10 MS. MEAD: I just want to take a moment to thank you
11 all for your input, especially around the Grandstand.

12 I do want to share with everyone that there is a
13 particular challenge that I always want you to remember,
14 and that is that we have 20 days to book acts, both in the
15 Paddock and the Grandstand, and many of the acts book based
16 on their touring schedule, so they aren't going to be in
17 San Francisco and come down to San Diego because we have 20
18 days to offer, so there's a level of complexity in terms of
19 booking for the 20 days that we're open.

20 We're very interested in your input and sharing this
21 information, but I also want you to recognize that there's
22 this whole complexity that goes into bringing acts to the
23 fair for the 20 days that we're open.

24 Thank you, guys.

1 CHAIR NEJABAT: Thank you.

2 KATIE MUELLER: Thank you, guys.

3 CHAIR NEJABAT: All right.

4 [Applause]

5 CHAIR NEJABAT: With that, we'll now take up the action
6 item under Committee Report 6A1, consideration vote to
7 delegate authority to the chair to approve contracts that
8 exceed the CEO's delegation of authority beginning May 13th
9 of 2026 through the next regularly scheduled and noticed
10 district board meeting.

11 I've already read this item into the record, so now
12 we'll move on to public comment.

13 If you are in the room, please queue up at the podium.
14 Seeing nobody in the room, we have two members online.
15 We'll begin with Joseph.

16 MR. RIVERA: He is not in the queue.

17 CHAIR NEJABAT: Doris Baker.

18 DORIS BAKER: I have nothing to say.

19 CHAIR NEJABAT: All right.

20 That wraps up public comment online.

21 So that we can begin discussion.

22 I'll entertain a motion.

23 >> [Off mic]

24 CHAIR NEJABAT: Second.

1 Any discussion from the board?

2 All right.

3 Can we please get the roll?

4 MS. ROBERTS: Director Nejabat.

5 CHAIR NEJABAT: Aye.

6 MS. ROBERTS: Director Barkett.

7 MS. BARKETT: Aye.

8 MS. ROBERTS: Director DeBerry.

9 MS. DeBERRY: Aye.

10 MS. ROBERTS: Director Morales-Roth.

11 MR. MORALES-ROTH: Aye.

12 MS. ROBERTS: Director Miyahara.

13 MR. MIYAHARA: Aye.

14 MS. ROBERTS: Director Mead.

15 MS. MEAD: Aye.

16 MS. ROBERTS: Director Arabo.

17 MR. ARABO: Aye.

18 MS. ROBERTS: Director Blair.

19 MR. BLAIR: Aye.

20 CHAIR NEJABAT: All right.

21 The motion carries.

22 The next item in our general business is Item 6B, DMTC

23 Liaison Committee Report.

24 You can find the information in your board

1 packets beginning on page 31.

2 All of these items in the report are informational and
3 the board will take no action.

4 With that, I'd like to recognize Director Arabo on
5 this item.

6 MR. ARABO: Thank you, Mr. Chair, Chair Nejabat.

7 I'd like to say in the beginning you've been such a, I
8 think one of the most consequential chairs in the
9 fairgrounds history, so thank you for everything you do of
10 making everyone on the board's voices heard.

11 For my reports today for DMTC and the next one, I want
12 to keep the focus on one thing, and that is the best
13 interest of the fairgrounds.

14 That means transparency.

15 That means fair process.

16 That means getting the best deal.

17 That means making decisions we can defend in
18 public, in public, and in private.

19 The committee goal is not to disparage anyone.

20 The committee's goal is simple oversight.

21 That is our job as board members.

22 The DMTC Committee Report in the packet is page 31 to
23 50.

24 We have Josh Rubinstein from DMTC to present today.

1 We had a really good meeting with them.

2 Our focus with the DMTC has been on alignment, capital
3 needs, and long-term value.

4 We've received reports on financials, the race meet,
5 and major facility items.

6 And our view for the committee is very simple.

7 The DMTC is a major partner.

8 Horse racing is a major part of this property.

9 We need to protect that relationship while protecting
10 the district.

11 On capital items, we should keep moving forward, but
12 moving fast does not mean moving loose.

13 We still need clear scopes, pricing, and compliance.

14 That is not slowing things down.

15 That is overall good oversight.

16 If anyone has any questions, the items in the
17 packet, I'd like to call Mr. Josh Rubinstein to the podium.

18 We have a long packet, very thorough around.

19 We sat down as a 30-minute presentation.

20 We asked DMTC to shorten it to 10 minutes and to make
21 it very interactive.

22 That way, DMTC could leverage the wisdom and the
23 knowledge of the board members to help add value for the
24 District.

1 Thank you, Josh.

2 JOSH RUBINSTEIN: Thank you, Director Arabo.

3 Good afternoon, directors and staff of 22nd Ag
4 District.

5 I know you guys still have a lot to cover in the
6 agenda, and I have a flight to catch to Sacramento, so I
7 will be brief.

8 As Director Arabo said, our Vice President of
9 Marketing, Erin Bailey, will present our marketing and
10 promotions plan here very shortly, but just a couple of
11 other comments.

12 From a national perspective, the Triple Crown
13 season is underway with the Kentucky Derby two weeks ago.

14 Hopefully some of you got the opportunity to see that.

15 It was historic in the fact that a woman trainer won
16 the Derby for the first time, so really great news, a great
17 story for the industry.

18 And also, viewership of the Kentucky Derby was an all-
19 time record of over 24 million people, so a lot of interest
20 in horse racing nationally, which is terrific.

21 On a macro level, what we're seeing in the
22 industry, our premium brands such as Del Mar, Saratoga,
23 Keeneland are all doing very well, as are marquee
24 events like the Breeders' Cup, which we hosted here for the

1 last two years, and the Triple Crown.

2 Del Mar is very fortunate that we have a diversified
3 revenue stream.

4 Most tracks, 80% of their revenue comes from wagering.

5 We're essentially split 50-50, so 50% of our
6 revenues come from non-wagering, such as tickets,
7 sponsorship, and of course, food and beverage.

8 We're also very proud of our equine safety and welfare
9 efforts.

10 These are industry-leading and have resulted in Del
11 Mar being among the safest tracks in the country.

12 Our backstretch community, the hardworking men and
13 women that take care of the horses are extremely important
14 to us.

15 We began this initiative three years ago, and we're
16 proud to continue it again this year.

17 We provide free meals for these hardworking men and
18 women of the backstretch community each racing day.

19 So last year, that resulted in over 22,000 meals to
20 this very important group for us.

21 As I mentioned, Erin Bailey, our Vice President of
22 Marketing, will make our marketing and promotions
23 presentation to you, and we're happy to answer any
24 questions after.

1 So Erin, take it away.

2 ERIN BAILEY: Thank you, Josh.

3 Thank you, directors, for having me today.

4 I'm going to share my screen now, and I will, as soon
5 as the request has been granted, I will put my slideshow
6 up.

7 And as Director Abo mentioned, I will go very quickly.

8 I know you have a very busy meeting today.

9 MR. RIVERA: Standby, Erin.

10 We're getting it all set up for you.

11 ERIN BAILEY: Thank you.

12 I think I've got it now.

13 MR. ARABO: I would also like to point out that the
14 full packet that was handed out will be uploaded to the
15 website for the public to view, including the presentation
16 Erin will do right now.

17 Thank you.

18 ERIN BAILEY: Can everybody see my screen okay?

19 Okay.

20 So I just want to start with going over kind of
21 our 2026 marketing goals.

22 Again, I'm going to go quickly, but our goals are
23 always to create new fans by showcasing our vibrant on-
24 track experience.

1 A major goal, obviously, is increasing attendance and
2 maximizing food and beverage revenue for the district.

3 And I would add that the lion's share of our marketing
4 budget goes towards driving attendance and promoting our
5 F&B focused events.

6 So this is a very important goal for us.

7 And then we obviously want to promote our world-class
8 racing product.

9 Here is a list of our weekend events.

10 We have largely F&B events every weekend.

11 These do very well for us.

12 I've put dates in here for each of them.

13 I'd like to call out that in the past, we've had
14 several of these events, but this year I'm very excited
15 that we've added two new F&B events.

16 We've added a second family fun day.

17 Those have been very successful for us.

18 And so we've put one earlier in our season rather than
19 just having one on closing weekend.

20 And then we also have a new event this year, our Turf
21 and Surf Fest, which I'll speak about in just a second.

22 On top of the Saturday F&B promotions, we every single
23 day that we're opened Thursday through Sunday, we want to
24 make sure we have F&B promotions going on each day.

1 So we have free and easy Thursdays, which has
2 discounted food and beverage for our diamond club, our
3 loyalty member base.

4 And then happy hour Fridays.

5 And then we've got several things going on in the Turf
6 Club on Friday and on Sunday and then pop-up Sundays.

7 I'll specifically call your attention to pop-up
8 Sundays is an event that we started last year kind of, you
9 know, in collaboration with having these conversations with
10 our Liaison Committee about how can we bring more of the
11 local culinary community on site during the summer meet.

12 So pop-up Sundays became an effort to do just that.

13 I know you saw earlier in Jamie's presentation, some
14 of the partners that we had last year from Monarch to
15 Pamplemousse to Pete support.

16 We're going to do that same thing every Sunday in the
17 plaza this summer.

18 So we're working on all those details right now.

19 Something new for this year is we are really going to
20 focus on value packages.

21 I know I heard the conversation just recently about
22 how their concerts that are not selling out.

23 And there's very price conscious environment in our
24 country.

1 So we are going to work on promoting value packages so
2 that people know that they can come for a very
3 discounted, a very low price point and have a very nice
4 day.

5 So we have a table steal and a ticket steal that will
6 be available this year.

7 Those details are still being worked out.

8 The table steals online.

9 As you may or may not know, we went on sale on Friday
10 and it's been great so far.

11 So we've been able to get our revenues up so far and
12 we will continue to kind of promote these, these value
13 packages throughout the lead up to the meet.

14 And then certainly as we get into the meet with all
15 the media that we pull coming into the first few weeks of
16 the season.

17 As I mentioned some new events, turf and surface, this
18 is, this is going to be kind of a play on where the turf
19 meets the surf, which is Del Mar.

20 So we'll have lobster and Brandt beef steak options
21 and a lot of fun things going on that day.

22 And then we have the additional family fun day and
23 then for our beer fest, which has just been a beer fest in
24 the past, we decided to pick that up, put it on Labor Day

1 weekend and have the barbecue and beer fest kind of in line
2 with the whole Labor Day vibe.

3 So that'll be new for us.

4 Some additional opportunities, Turf Club Fridays.

5 We're going to have experiential lounges every Friday
6 up in the Turf Club.

7 And Jamie touched on a couple of these experiential
8 things as well, but where we'll be kind of focusing on some
9 of our partners and bringing in some, some different
10 experiences to the Turf Club members on key days for us.

11 Jamie also mentioned the speakeasy.

12 That'll be a part of our marketing this year.

13 And then I just want to note that we will also co-
14 promote concerts at The Sound, just so that we can maximize
15 the time on site for, for our patrons to be on the
16 fairgrounds properties.

17 As I mentioned, we have pop-up Sundays that is going
18 to be back.

19 We're, we're adding a couple of different layers to
20 that.

21 Some new beer and cocktail specials and some music and
22 kind of make it more lively environment this year, as we
23 continue to grow on what we created last year.

24 Taste of the Turf Club.

1 We're partnering with the Amaya restaurant at the
2 Fairmont Grand Del Mar.

3 So that's another opportunity where we're bringing in
4 another piece of our vibrant San Diego community to kind of
5 be featured onsite at the track.

6 And then we also we've really learned that opening day
7 turns into opening weekend.

8 And so we've picked up one of our most popular events,
9 tacos and tequila, and we've moved it to opening Saturday.

10 We think that'll give us a really strong buzz and
11 momentum as we go through the early part of the meet.

12 Just want to highlight a couple of our local onsite
13 partners.

14 These are some restaurants you can find around the
15 tracks that bring in some, some of those San Diego
16 community partners.

17 And so we've got Oggi's and Amaya.

18 We've got the pop-up Sundays where we're working with
19 those partners now to try and establish dates, having some
20 really good early conversations.

21 More to come as we get some final dates laid down.

22 I want to quickly, quickly touch on database
23 marketing, general marketing and public relations, social
24 media.

1 These are kind of the cornerstones of our marketing
2 plan.

3 And so database marketing for us, very, very cost-
4 efficient, highly engaged audience.

5 And we have a loyalty membership club, the diamond
6 club.

7 We're in our 21st year with that.

8 Each year we add new members.

9 Last year we added another 10,000 members in the
10 summer meet.

11 But this is an opportunity to really take care of the
12 people who are recurring patrons with admission and F&B
13 specials throughout the season.

14 And then our email marketing database over almost
15 300,000 opt-in recipients.

16 So we have a very engaged audience there that we're
17 speaking to weekly and kind of keeping looped in on all the
18 things that are going on, on site every week.

19 For general market advertising.

20 We're working on our digital media plan.

21 This is something that I'd like to call test and
22 learn.

23 You know, every year we do a digital media plan and we
24 have a lot of data that comes out of those plans based on

1 pixels and other types of things that are in our marketing
2 ads.

3 And so this is becoming more and more efficient year
4 after year.

5 One of the things I just like to call out every time I
6 do this presentation is we have a foot traffic study where
7 we tracked over 30,000 devices that saw our ads and then
8 actually came to the track.

9 So I think it's very compelling data that we're
10 getting from this digital marketing campaign.

11 We have a lot of audiences that we include horse
12 racing, enthusiasts, better event goers, but we really
13 take that diamond club membership that I mentioned, the
14 361,000 people that we've got in there and we create
15 lookalike audiences for them.

16 And that by far is our highest conversion rate of
17 attendees.

18 So it's kind of looking for the fans that we currently
19 have and trying to find similarities in other people to
20 create new fans every day.

21 PR, I'll give it, keep it really high level.

22 We have an incredible PR team.

23 We do focus on national, regional, and local media.

24 In 2025 we had in the 32 days that we are running.

1 We had 387 media placements, which is just an
2 incredible amount of media.

3 And that's everything from national to local.

4 And I just want to call out that we've already been
5 featured in 2026 in Forbes, Timeout, and Town and Country
6 so far this year as, as bigger parts of destination
7 articles.

8 So when people are looking at, should you visit San
9 Diego this summer, Delmar is featured in all of those
10 conversations.

11 And so it's been really exciting to see a lot of those
12 things roll out nice and early as people are making their
13 summer plans.

14 Just a couple quick snapshot of some of the highlights
15 there.

16 One of the things that we spent a lot of time
17 discussing on Friday.

18 So I'd like to kind of give a little bit of time to
19 today's the influencer program.

20 This is something we're in our fifth year of working
21 on this influencer program.

22 And I think it gets better each and every year.

23 We have 68 summer influencers that we worked with last
24 year.

1 And it's an incredible effort for, for us because we
2 end up with a lot of just, if you're, if you're in the San
3 Diego DMA and you're looking through your feeds, there's
4 just so many people who are talking about Delmar and it's
5 creating that fear of missing out.

6 And that opportunity to kind of take people who
7 are, are out in the marketplace and have a huge following
8 and have them talk to their followers about what they can
9 see at Delmar.

10 And so we work with a number, a wide variety of
11 different types of people.

12 We have, we have Asian and Pacific Islander, Hispanic,
13 we have families, we do work with a black San Diego as I
14 think that came up earlier on the conversations and we have
15 families, we have foodies, we have fashion, we have event
16 goers.

17 We have all types of different influencers.

18 They're going to go through a very serious vetting
19 process.

20 And then we've had a very successful campaign.

21 Then I'm going to show you a couple of different ways
22 that we use them here in the next couple of slides.

23 But I do want to mention, one of the things we also do
24 with the influencers is that we've started whitelisting

1 their creative, which means that for us we could use their
2 creative and it gives us almost like on-track videographers
3 and photographers that are helping create our content
4 database for us to in turn use to promote the races
5 throughout the season.

6 So this is a very successful program for us.

7 And I think it gets better each year.

8 We do have a mix of paid and exchange partners.

9 And so I'm going to show you a couple of ways that we
10 use them.

11 This is a quick snapshot of the preseason media party
12 that we had last year.

13 And I will make sure that you all have information as
14 we get coming closer to this year.

15 We, our media party is going to be on July 8th at the
16 Brigham team, most likely from four to six in the
17 afternoon.

18 And I would love for any of you who are available to
19 attend.

20 We invite all members of the media TV broadcast, and
21 then we also have influencers that attend.

22 So last year in this two-hour window, we had 43 media
23 and influencers attend.

24 And so it's a nice way to drum up excitement the week

1 before we go the week before we open.

2 And it's nice to have it right up at the Brigham Team
3 where you get great shots of looking back over the
4 fairgrounds and the track.

5 This is this is someone that we contracted with last
6 year in our influencer program.

7 You all may be familiar with Christina Haack.

8 She is a TV personality.

9 She's had several different shows, including Christina
10 on the Coast.

11 And so she just reached out to us last year, said she
12 would like to come.

13 We set her up with a great experience.

14 We did not pay her anything, but she came with all her
15 friends, and as you can see, posted a wide variety of shots
16 over 2 million followers.

17 So this is just kind of what it does for Delmar is
18 just, it gives us that see and be seen excitement.

19 People who follow Christina look at these kinds of
20 things and think, Hey, I want to go do that and have that
21 same experience.

22 This is another one of our influencers that we worked
23 with.

24 And I just, I'm going to share with you a couple of

1 these things to show how we're using the influencers.

2 So as you can see, when they come to the track, we
3 asked them to post a variety of different things.

4 So we'll ask them to post something about the
5 experience, something about the food and the drinks that
6 they order while they're there.

7 And then this, this girl did a nice little
8 segment, five truths about the Delmar racetrack, which is a
9 little behind the scenes, get to know you piece.

10 That was really well done.

11 And it was a kind of a nice piece of content that went
12 out nice and early for us last year.

13 I also share this with you.

14 This is one that we did for pop-up Sundays.

15 And so this particular pop-up Sunday, we were, we had
16 Pete support onsite in the Plaza, New Mexico.

17 So we had this influencer come out.

18 We told her we'd like her to promote this specific
19 event.

20 And so as a part of that, she's showing the food that
21 she's eating.

22 She's showing her seat there in the Plaza, the beer
23 that she's ordered and the proximity to the Paddock where
24 she can walk over and see the horses as they're walking

1 through the paddock.

2 So we really kind of cater to each influence or a
3 specific tailored experience.

4 And then we asked them to kind of work with those
5 types of details to push out to their following.

6 So this is one we had for taste of the Turf Club.

7 And as you can see, she's at the Turf Club
8 entrance, and then she's showing some of the culinary
9 treats that she's having up in the Turf Club and her
10 experience up there in our beautiful Turf Club.

11 So this is another option I want to show you.

12 This is one from taste of new Orleans.

13 And so you can see, this is more where this was a
14 person who was a little bit younger skewing and she went
15 out to the event that was on the west end of the
16 grandstands.

17 And she, you can see she featuring some of the
18 musicians that were out there and some of the neat
19 cocktails and experience that was going on out there.

20 So we use these influencers in a lot of different
21 ways, but very specific ways to make sure that we're
22 covering all of the kind of see and be seen opportunities
23 throughout the meet.

24 I wanted to share with you a couple of the influencers

1 that we're using right now as our ticket office is on sale.

2 We will have a robust list of influencers for the
3 summer.

4 It's a little bit early, um, for us to have all of
5 those nailed down for the summer, but these are the ones
6 we're working with as we went on sale this last week.

7 These are our paid influencers.

8 And again, this will all be in a leave behind for you.

9 And these are our exchange influencers.

10 And then I want to just, the last slide I'll share
11 with you before we can have a little bit of discussion is
12 the social media.

13 So this is a big part of our strategy.

14 And we've really kind of shifted more and more
15 emphasis to social media as that just seems to be where
16 everybody's kind of going to see what's going on in their
17 communities.

18 So our strategy is going to be continued to create
19 that fear of missing out through promoting events and
20 celebrities.

21 And so this is something that we'll continue to work
22 on expanding this year, increasing the visibility and the
23 familiarity of the jockeys, the horses and the jockeys are
24 the stars of our shows.

1 We've seen a really big impact by partnering with our
2 jockey colony and making sure that we're kind of making
3 their social media feeds also work for us as we do
4 collaborations with them and we partner with them, with our
5 content.

6 So I know I ran through this quickly.

7 I know that Director Arabo wanted to have some
8 conversation and, you know, also maybe have some discussion
9 about if there are influencers that you may know of that
10 you might think would be a good fit for us this summer or
11 if there are partners, culinary partners that you would
12 like to see us kind of reach out to as an effort to have
13 them come onto the track for pocket pop-up Sundays, we are
14 all ears.

15 And with that, I'm going to stop sharing my screen so
16 that I can see you all and answer any questions that you
17 might have.

18 MR. ARABO: Thank you.

19 Thank you, Erin.

20 Very good.

21 And to any of our colleagues on the board, any
22 ideas, we asked the committee that we want this to be very
23 interactive.

24 If you have any advice or guidance or influencers that

1 you know, feel free to provide to Erin and to Josh.

2 I encourage everyone on the board to attend the races.

3 I personally am a member.

4 I pay for the membership.

5 But there are events.

6 There's duties for board members to go there, present

7 awards, be there, be present, see what we could do better

8 and see what we're doing great.

9 So we're very grateful for DMTC.

10 And open it up to the board.

11 Any ideas please provide.

12 MR. BLAIR: Erin, my question is we just heard about

13 package deals for the fair, and granted there's extremely

14 variety of demographics here.

15 But is there any thought about a hotel room and a

16 ticket to the races or two days of tickets?

17 ERIN BAILEY: Yes.

18 MR. BLAIR: And I mean, these sort of go together.

19 And after we have fed them and beverage them all day

20 long, from a selfish point of view for us, is there a way

21 we can bleed that additional business into Solana Beach and

22 Del Mar, both hotel rooms and bars and restaurants besides

23 opening day?

24 I mean, opening day is reserved restaurant on the

1 sidewalk just to watch the people flow out of opening day
2 into Del Mar.

3 ERIN BAILEY: Yes, you're exactly right.

4 MR. BLAIR: Is there a way to keep that flow going to
5 the fair?

6 We've had a lot of competition in the last couple of
7 years, but is there a way we can keep that flow going into
8 the fair?

9 ERIN BAILEY: Yes.

10 We actually have partnered with hotels.

11 we partnered with L'Auberge in the past.

12 We've also partnered with the Fairmont, Grand Del Mar
13 in the past where we've had package deals where you
14 can come to the races.

15 We actually did one last year with Taste of the Turf
16 Club.

17 Fairmont would give you Saturday night or Sunday
18 night at their hotel and we would give Taste of the Turf
19 Club tickets.

20 And so it was kind of like a brunch and stay locally
21 kind of experience.

22 And so we do curate those types of types of things.

23 And I think there's definitely opportunity for us to
24 expand on that.

1 MR. BLAIR: Great.

2 Thanks.

3 MS. DeBERRY: Oh, I'm sorry.

4 May I be next?

5 Thank you.

6 So one of the things I wanted to say is that I was
7 talking to the University Club in Tiffany Tower, and they
8 were telling me about the amount of people that actually
9 come during the races.

10 And so they were interested.

11 I don't know whether or not you're doing this or
12 not, but they were interested in partnering with y'all.

13 ERIN BAILEY: We are.

14 Yeah.

15 I'm glad you brought that up.

16 We are going to have an incredible opportunity with
17 the University Club this summer.

18 We are going to -

19 MS. DeBERRY: You're welcome.

20 ERIN BAILEY: We are designing art for their entrance
21 and we'll have 10 big pieces of art that's kind of like
22 a history of the races and it will be installed right when
23 we open in July.

24 And it will be up as installation for three months.

1 As a part of that package, we're going to create some
2 opportunities for University Club members to come
3 experience maybe the Turf Club at the races this
4 summer, whatever their clientele might be interested in.

5 We're going to do a little cross promotion and I think
6 it'll be really well received.

7 MS. DeBERRY: I promise it will.

8 Thank you.

9 MS. MORALES-ROTH: Just a fairly quick note.

10 Congratulations, again, beautiful.

11 Excited to attend a couple of the events.

12 My only recommendation is specifically around culinary
13 partners.

14 There's so many great chefs are also influencers here.

15 So doing pop-ups with those high end, we have Michelin
16 star restaurants all over beyond, beyond Fairmont Del Mar
17 or Addison.

18 I would encourage if we could have some sort of
19 activity maybe a pop-up within the races.

20 One day you have a featured chef.

21 There's a lot of foodies out there like me that would
22 want to go to the races and have a beautiful experience
23 with a high-end culinary partner.

24 Happy to connect.

1 I actually put on a food and wine event fundraiser.
2 So happy to connect with a couple of culinary partners
3 and same for the fair.

4 JOSH RUBINSTEIN: Fantastic.

5 Thank you.

6 MR. ARABO: Any members of the board?

7 And I want to thank Vice Chair Barkett for being the,
8 you know, great leader on the committee and inside and
9 everything.

10 And any ideas, please feel free to connect them to
11 Josh.

12 Josh has been great of including board members' ideas
13 and vision to execute it.

14 And hopefully the last thing, hopefully Chair Nejabat
15 who was very a visionary and the potential part of opening
16 day.

17 It might be an after party at The Sound, but it's
18 still early, but I want to flag that.

19 That is something that everyone's working on.

20 So thank you.

21 JOSH RUBINSTEIN: All right.

22 Thank you guys.

23 Okay.

24 MR. ARABO: Thank you, Josh.

1 The rest of the packet, updates information's in the
2 packet page 31 to page 50.

3 MR. RIVERA: Sorry.

4 Your microphone was off.

5 CHAIR NEJABAT: We have two members online.

6 Martha Sullivan.

7 MARTHA SULLIVAN: Hello, Martha Sullivan again from
8 Imperial Beach.

9 Published by Kentucky Sports Radio on May 8th.

10 Quote, as the sport of horse racing shrinks, dates are
11 consolidating in their racetrack.

12 New York invested \$455 million to completely renovate
13 Belmont Park, which is scheduled to open this fall.

14 Maryland was preparing to follow a similar plan.

15 Instead of operating two racetracks, the plan was to
16 tear down Pimlico and while spending more than \$400 million
17 to rebuild it.

18 Well, all races at Laurel Park, the host of this
19 year's Preakness that plan might get blown up.

20 Maryland bought foreign land for a training center for
21 \$4.5 million.

22 Then they got buyer's remorse when they learned it
23 would cost about \$100 million to build a training center.

24 Maryland tried to buy pride buying Laurel Park instead

1 of using farmland.

2 They simply move all training operations to Laurel
3 Park at a cost of \$48.5 million.

4 The deal was announced two weeks ago, but now the
5 state is imposing a 45-day delay to go over the finances.

6 Political questions during a routine meeting, which
7 was supposed to approve about \$4 billion in construction
8 equipment.

9 Maryland state treasurer Derek Davis asked a simple
10 question that many more are asking.

11 Quote from Davis.

12 I get the history of horse racing, but at some point,
13 you know, we have to get it to sink or swim, Davis said.

14 Quote again, can it survive?

15 We can't keep pouring massive amounts of dollars into
16 this industry just for the third weekend in May, end quote,
17 from Maryland state treasurer, Derek Davis.

18 The truth is out there.

19 You need to listen to it.

20 Thank you.

21 CHAIR NEJABAT: Thank you.

22 Next up we have Doris Baker.

23 MR. RIVERA: Doris Baker has left the queue.

24 CHAIR NEJABAT: All right.

1 That concludes public comment on this informational
2 item.

3 Before we move on to item 6C, we're going to take a
4 five minute break.

5 Thank you.

6 [Break]

7 MR. RIVERA: We are live.

8 CHAIR NEJABAT: All right.

9 We are back.

10 It is 12:20 PM.

11 We'll now move on to item 6C, which is the finance
12 committee report.

13 The first item is an action item, which is to dis the
14 discussion and vote on whether to extend the contract
15 terms for Legends Global to December 31st, 2031.

16 You can find the information in your board packets
17 beginning on page 51.

18 Because this is an action item, we will begin with
19 public comment first.

20 If you are in the room and wish to speak on this
21 matter, please queue up at the podium.

22 As a reminder, you have two minutes.

23 CHERILYN BESSON: Good afternoon.

24 I'm Cherilyn Besson and I've been working for the

1 racetrack in the food and beverage for 24 years.

2 The reason I'm here to speak to you again is about
3 workers retention.

4 I know that you are all getting ready to make a
5 decision on finding, you know, taking out for bids.

6 All I wanted to say is like, please consider us as
7 you're making that decision.

8 I know by being here this whole meeting that you are.

9 So I do want to say thank you because I do, I do see
10 that you are looking out for the people that are working
11 here and I do appreciate that.

12 I did want to go back though to 6B.

13 I didn't make a comment, but I do at this moment, if I
14 can.

15 When you are considering bringing in anybody like a
16 pop-up, but make sure that they are going to have us
17 working.

18 That's all that, that the people in the food and
19 beverage that are already contracted to work here are the
20 ones that you're taking into consideration.

21 And for that I do thank you.

22 I know you're trying to eat and I know that you've got
23 a lot of decisions to make, but thank you.

24 Thank you.

1 CHAIR NEJABAT: Thank you.

2 Anyone else in the room would like to speak this
3 issue?

4 All right.

5 Seeing nobody else.

6 We have seven members of the public online.

7 The first person is Shaun Beard.

8 Two minutes.

9 SHAUN BEARD: Thank you, but I have nothing to say
10 today.

11 Thank you very much.

12 CHAIR NEJABAT: Thank you.

13 Martha Sullivan.

14 MR. RIVERA: She's no longer in the queue.

15 CHAIR NEJABAT: Mike Septak.

16 MR. RIVERA: Also no longer in the queue.

17 CHAIR NEJABAT: Lynn?

18 MR. RIVERA: Lynn, you're in the meeting.

19 Lynn, you're unmuted, but we can't hear you.

20 LYNN KAIMULOA: Can you hear me now?

21 CHAIR NEJABAT: Yes.

22 LYNN KAIMULOA: Oh, my gosh.

23 Okay.

24 So sorry about that.

1 I just called and canceled my doctor's appointment
2 because I felt that everything that was going on here was
3 way more important than what I have going on at the doctor.

4 I apologize.

5 So coming back from break, I was like getting so
6 excited listening to Erin talk about the DMTC stuff.

7 This is going to be, I think by 36 season.

8 And I've heard three coworkers talk about how much we
9 love working there and how much we appreciate our jobs.

10 So I don't want to be redundant, but I obviously agree
11 with them.

12 But I just wanted to touch on what we do or I do on my
13 end, as far as like marketing.

14 Some of the stuff that she was talking about is stuff
15 that it's almost like I remember the numbers.

16 I remember when it was the biggest thing that
17 happened, you know, all year at the racetrack.

18 And then here comes, you know, technology and the
19 casinos and watching the numbers dwindle.

20 But I've done that.

21 I've taken my camera when I've had breaks and I, as
22 long as I don't have a line of beautiful people dressed and
23 asked if they minded, if I post it online and they're
24 usually happy to do it.

1 And so I kind of promote myself, which is promoting
2 you guys.

3 And so Erin, I'm totally a fan of everything that
4 you're doing.

5 Because when I started in hospitality, like 45 years
6 ago, I worked for a club owner who said, we don't have to
7 compete.

8 We're the Halcyon.

9 We don't have to compete.

10 And, and it ended up closing down.

11 We do need to stay relevant.

12 We need to stay progressive.

13 So while I was very excited to hear that a woman being
14 a woman -

15 CHAIR NEJABAT: Thank you.

16 LYNN KAIMULOA: Oh, sorry.

17 CHAIR NEJABAT: All right.

18 Next up we have Bridget.

19 MR. RIVERA: Bridget is not in the queue.

20 CHAIR NEJABAT: Doris Baker.

21 MR. RIVERA: Also not in the queue.

22 CHAIR NEJABAT: Mari Jones.

23 MR. RIVERA: Mari, you're in the meeting.

24 Please unmute.

1 CHAIR NEJABAT: All right.

2 We, we can't hear you.

3 So if we don't get anything we have to move on.

4 MR. RIVERA: We still have nothing.

5 CHAIR NEJABAT: Okay.

6 All right.

7 That concludes the list of members who'd like to speak
8 on public comment.

9 So that we can begin discussion, I will entertain a
10 motion.

11 MR. ARABO: I make a motion to not extend the option
12 for Legends.

13 CHAIR NEJABAT: Do you have a second?

14 MS. MEAD: I'll second it for discussion purposes.

15 Thank you.

16 CHAIR NEJABAT: We have a motion and a second.

17 Any discussion on the motion from the board?

18 MR. ARABO: Yeah.

19 Thank you, Director Mead and my colleagues on the
20 board.

21 Everyone has been following this board they saw that
22 there's been competing ideas, factions on the board, so to
23 speak.

24 This is one item previous board that actually that I

1 agreed with and Director Gelfand agreement at the time to
2 show the, how important it is and aligned the two factions
3 on the previous board.

4 I'm going to be very direct and the question is very
5 simple.

6 The question is, are we getting the best deal for the
7 fairgrounds?

8 Are we or are we not on food and beverage?

9 The Finance Committee, two different meetings are
10 recommending not to extend right now, not because anyone's
11 doing a bad job, but because we should test the
12 market first.

13 Once you extend, you lose all leverage.

14 If you improve the structure and go out to RFP, the
15 district will make \$4 to \$5 million more annually just by
16 changing the structure.

17 And the current operator, Legends, hopefully we'll bid
18 on that and other companies could as well.

19 \$4 to \$5 million more.

20 The District will make to its bottom line if you just
21 change the structure because the structure is bad, not the
22 vendor, but our structure that we've inherited from
23 previous administrations.

24 \$4 to \$5 million a year is real money.

1 It's real money for facilities.

2 It's real money for repairs.

3 It's real money for public benefit, and it's real
4 money for the future of the fairgrounds.

5 The reason the Finance Committee is saying to pause,
6 review, test, then decide is because the Finance Committee
7 is guided as fiduciaries, which I think all of us should be
8 what we are as the board.

9 As a fiduciary, I don't see an argument, the committee
10 doesn't see an argument of why you would not open it up for
11 an RFP and redo the structure.

12 And hopefully Legends, our current operator, would
13 bid, and hopefully the fairgrounds will get the best deal
14 possible.

15 This is not disruption.

16 This is good governance.

17 We all have a lot of work in our committees, and I
18 respect everyone's work in their specific committee.

19 We've studied this.

20 I've studied this with Director Gelfand.

21 I've studied it with Director Nejabat.

22 Both different committees have said we should not
23 extend the agreement currently and go out to bid.

24 If we were to change the structure to what they do in

1 the OC Fair, the District will make \$4 to \$5 million
2 dollars more a year.

3 You could put changes in there to say, well, if
4 quality goes down, then you could take it away.

5 I do think if we end up extending their option, we're
6 not acting as fiduciaries, because it's not good for the
7 fairgrounds.

8 I want to be very clear on record, because we've
9 studied this issue.

10 And one thing I want to really mention, from the
11 finance perspective, is the only ones getting rich are the
12 vendors, not the fairgrounds, over and over and over again.

13 It's not a fairgrounds-first mentality, but now we're
14 going that route, and this is the beginning of that route.

15 I'm one of nine board members, and the Finance
16 Committee does, and very few things that me and Director
17 Gelfand agreed on, this is one of them we both did.

18 That's how strongly we feel about it.

19 And I've been consistent.

20 Whatever's best for their fairgrounds should be always
21 done, and I'm open to comments and questions.

22 CHAIR NEJABAT: Director Miyahara.

23 MR. MIYAHARA: Thanks for that report.

24 I would tend to agree that competition's

1 good, competition's healthy.

2 I think it's best practice, especially in the public
3 sector.

4 So, question, this contract will end, or go stale, end
5 of year.

6 From now to the end of the year, for the procurement
7 process to go through a competitive RFP process, is that
8 sufficient time in order for us to thoroughly evaluate, to
9 solicit bids and thoroughly evaluate and then award a new
10 contract?

11 MS. BARTLING: It is a rush.

12 It can be done.

13 The only caveat that I have to say about it is it
14 doesn't give potential vendors an opportunity to come to
15 the Fair and the race meet because the contract is up at
16 the end of December, the race meet will be over.

17 But that doesn't mean that we couldn't send out a
18 notice that we intend that we will be going out to bid so
19 that those folks could come out and see the races, or see
20 the races, really, is what we're talking about here.

21 But the RFP would most likely not be out until
22 probably September.

23 MR. MIYAHARA: I'm sure we've telegraphed that this
24 might be coming and to your point, we could telegraph that

1 now.

2 Well, obviously, we could potentially end or decide
3 not to renew the contract, but the market will know that
4 we're going to have a competitive RFP.

5 Is that right?

6 MS. BARTLING: Well, we have not sent out any notices
7 at this point, but the industry is aware.

8 MR. MIYAHARA: Okay.

9 And then just one other question for the committee.

10 Is the structure change that you mentioned, you're
11 comparing that against other fairgrounds.

12 I guess my question is, what's the basis for it?

13 Like, is it compared to market, or what's the
14 methodology behind that?

15 MR. ARABO: Great question.

16 From what I understand, the OC Fair's market is a
17 percentage of the gross.

18 So I think it's 35% or so, it's of the gross.

19 The way the contract is at the fairgrounds now, it's
20 we pay for all their expenses, and then we get a share of
21 the net.

22 And so sometimes their budgets are a little
23 bloated, sometimes it's not.

24 The OC Fair does not have horse racing, but the OC

1 Fair makes more money, revenue, than the Del Mar
2 fairgrounds.

3 So even with horse racing, they beat us because they
4 have this model.

5 And this is not a knock on any vendor or the
6 employees, and one thing, if the board decides to do this
7 RFP, I do definitely think we should put in their
8 protections for workers to make sure these buyouts don't
9 affect them, to make sure we protect their health
10 insurance, and to make sure we work with the local
11 unions, and to make sure hopefully the employees from
12 Legends will go on, either stay with Legends, or go with
13 the next operator.

14 There's protections we could do, I believe, and layers
15 to protect the workforce, to protect the industry.

16 But the lens is, this is the first really, for me,
17 litmus test.

18 Are we going to worry about what's best for the
19 fairgrounds?

20 Or do we just do business as usual and give all the
21 money away to vendors, because that's the way it's always
22 been.

23 No one could deny that changing the model, the
24 District will make around \$20 to \$25 million net more over

1 the next five years.

2 Because if we don't do anything, we're on contract
3 till 2031.

4 That's five years, four to five million a year in net
5 revenue, net-net.

6 Assuming everything stays the same, the district would
7 lose out on \$20 to \$25 million.

8 And I think it's, I mean, it's one thing, I'll tell
9 you, that whoever followed, I know Phil has, other
10 people, Kathlyn has, few things that we would agree on.

11 This is one we really, really agreed on, that it's the
12 best deal for the fairgrounds.

13 MR. MIYAHARA: Just one more follow-up, if I may.

14 So I think experience is paramount here, right?

15 Making sure that folks coming to the fairgrounds have
16 the best experience.

17 We want a best-in-class vendor, right?

18 And there are components to that.

19 So when it comes to, and I'm catching up, so forgive
20 me on that as a new board member, the procurement policy is
21 not such that we have to select lowest qualified, right?

22 Do we have flexibility?

23 Because I guess what I want to make sure of is that
24 we're selecting the best vendor with the different areas of

1 consideration to be made, not just, you know.

2 MS. BARTLING: Lowest price.

3 That's correct.

4 MR. MIYAHARA: Okay, thank you.

5 This is something I can support.

6 Thank you.

7 CHAIR NEJABAT: Mead, then, Director Blair.

8 MR. BLAIR: Go ahead.

9 MS. MEAD: Thank you, Phil.

10 Thank you, Chair Nejabat.

11 I have a couple of questions.

12 Well, first, let me start with a statement.

13 The fact that the Finance Committee has reviewed
14 this and is making this recommendation is important to
15 me because most of our work is done in committees because
16 we cannot meet and address these issues all together at a
17 board.

18 So thank you, Mark, for sharing that.

19 The Finance Committee has really thoroughly looked at
20 this.

21 That said, I feel at a bit of a disadvantage because I
22 don't understand how the current contract reads.

23 And there are questions that I have and I'm wondering
24 whether we have somebody to talk about the contract.

1 For example, does not terminate, does extending the
2 option for five years mean that we cannot negotiate the
3 terms?

4 So does just simply extending preclude us from
5 saying, let's negotiate different terms, as you had stated?

6 So from a contract management perspective, I feel like
7 we need to understand the components of the contract, what
8 they would allow us to do and what they would not allow us
9 to do as we think about what is best for the
10 fairgrounds under the terms of this contract or any other.

11 MR. ARABO: So that's a great question.

12 I actually asked that question in committee.

13 And my understanding, and Josh would know, and I asked
14 Josh to look at a review, that we cannot renegotiate the
15 deal because the idea is we want a better deal for the
16 fairgrounds.

17 The vendor's great, but it's a really bad deal.

18 So it's a great vendor, bad deal.

19 What the committee was told is you cannot negotiate
20 anything new unless it's a new RFP.

21 I don't know, is that true or is that?

22 That's what we've been told.

23 MS. MEAD: Okay, let's see what staff, if staff has a
24 response to that.

1 MR. ARABO: I don't know if our council -- Josh, are we
2 able to renegotiate a deal in the current contract while we
3 extend the option?

4 MR. CAPLAN: It's really a term-by-term question,
5 Director Arabo.

6 There are specific limitations on amending
7 contracts that have been awarded following a competitive
8 bidding process.

9 And so if it changes the substantive terms of that
10 deal, financial terms can be substantive, you may need to
11 go out to bid.

12 And the reason for that is if you had included these
13 new terms that you want to negotiate now, go back in time
14 and introduce them at the time that the RFP went out, you
15 may have had additional companies bid on that proposal.

16 But you're essentially creating, you're limiting the
17 marketplace to one provider and giving that one provider
18 the only opportunity to negotiate a different deal.

19 But again, it depends on the terms you're looking to
20 negotiate, right?

21 If there's a lot of support making changes around the
22 edges, I think you likely could do that in the next
23 iteration of the contract.

24 But it sounds like from the framing of this

1 question, it looks like you're looking for more wholesale
2 changes, right?

3 Percent of gross versus percent of net, which is, I
4 think that would be considered a substantive term that
5 state contracting laws would require you to go out to
6 bid even on an amendment to a contract award option.

7 MS. MEAD: Thank you, that's very helpful.

8 MS. BARKETT: Josh, well, I have the actual agreement
9 here.

10 Okay, so we need to look at the actual agreement.

11 So on page 13, renewal, default, and termination.

12 B, 1B, in the event the parties do not reach an
13 agreement on all new terms as of 90 days, calendar days
14 prior to the expiration of the initial term, then this
15 agreement shall terminate.

16 So obviously, new terms are allowed.

17 MR. CAPLAN: Director Barkett, I don't want to disagree
18 with you on the record, but here I will because California
19 law trumps contracting terms in an agreement.

20 And so even if the contract says, even if there's an
21 indirect reference to accepting new terms, the phrase "new
22 terms" is very specific, right?

23 It's silent as to whether it's new substantive
24 terms, new financial terms, new terms related to the length

1 of the contract because certainly the district and
2 Legends couldn't negotiate a 30-year extension, right?

3 Even if both parties accepted that new term, that
4 would contradict state law.

5 So I think that that's language that certainly would
6 need to be fixed when we go out to bid.

7 But I think when you look at a disagreement between
8 the contract terms and state law, state law always
9 controls.

10 MS. BARKETT: Okay, well, I'm very confused then by
11 this.

12 Because we are currently going for a -- Let's see.
13 They wanted a five-year extension, right?

14 MR. ARABO: Yeah, if we don't give them 180 days.

15 MS. BARKETT: Right, so in here, the renewal talks
16 about, notwithstanding language on page 4, so I have to go
17 back to page 4, district and contractor will have the
18 option to renew this agreement for two additional three-
19 year terms.

20 So how did we get the five-year term?

21 MR. CAPLAN: It's my understanding that that contract
22 you're looking at has several amendments.

23 I think you need to find amendment three to the food
24 and beverage contract.

1 It's either amendment three or amendment four.

2 It was the amendment where Legends committed a few
3 million dollars in capital to the district to help with
4 improvements at the new concert facility, and that
5 amendment identified this option term.

6 And so it's not going to be in the original
7 contract, it's going to be in an amendment.

8 MS. BARKETT: Amendment three, I have it here.

9 It's on the last pages of this.

10 So let's see.

11 And I just, I really think that each director should
12 have been given this before we vote on something like this.

13 MR. CAPLAN: Our office was not asked to provide these
14 materials to the board.

15 So I just want to be sure the board's
16 understanding, we were asked to provide guidance.

17 MS. BARKETT: I just think we're not fully advised as
18 directors here.

19 We should all be able to read this agreement and
20 discuss it.

21 And so I'm going to need a minute here.

22 And Mark, you're familiar with this?

23 Amendment three?

24 MR. ARABO: No, but I'm familiar with the contract.

1 MS. BARKETT: Okay, well this is a problem then.

2 MR. ARABO: No, no.

3 MS. BARKETT: Because it should have been brought in
4 Finance Committee before we make a decision like this.

5 MR. ARABO: So the Finance Committee went over the
6 questions of the contract, and we trust our counsel.

7 The main question, overarching theme that we asked.

8 Director Gelfand and myself and Josh, yeah.

9 And our former CEO, which we all agreed upon.

10 And then me and Sam, our committee, we agreed upon
11 this.

12 We had two committee meetings with different board
13 members, and we agreed upon not extending.

14 Not because the vendor's bad, the vendor's excellent.

15 Because the deal is very bad.

16 It's a terrible deal for the fairgrounds.

17 And it's not to par.

18 The OC Fair has a better deal than us.

19 The Sonoma State Fair, our new CEO is, has a better
20 deal than us.

21 And it's more money for, the question that was asked
22 was, can we change from a percentage of the net to
23 percentage of the gross?

24 And they said, you can't.

1 It's impossible, to what Josh just said.
2 Because of this.
3 It has to be open to everybody, and it's a process.
4 We can put protections in to protect the workforce.
5 And frankly, the contract should have been shared by a
6 CEO to the board.

7 MS. BARKETT: Amendment three, let me stop you right
8 now.

9 Amendment three talks about three years.
10 There's no five years.

11 It's three years.

12 MR. ARABO: Okay, then.

13 MS. BARKETT: So we don't even have a proper action
14 item on the agenda.

15 For a five year or a termination right now.

16 Because we were not given the right information on the
17 lease.

18 So Josh, do you want to see this, amendment three?

19 Because I don't know what amendment three you're
20 looking at.

21 MR. CAPLAN: I don't have any amendment in front of me.
22 I'm speaking from memory.

23 MS. BARKETT: I have it here.

24 MR. CAPLAN: I would want to see the contract with all

1 of the amendments.

2 I'm not sure if they're in the book.

3 MS. BARKETT: It's all here.

4 [Indiscernible chatter]

5 MS. BARKETT: So I think we should move on and let Josh

6 - [off mic]

7 CHAIR NEJABAT: Okay.

8 Director Blair has a comment.

9 MR. BLAIR: Yeah.

10 Well let me ask the first question is, when was the
11 last time this was put out to bid?

12 MR. ARABO: That's a good question.

13 MR. MIYAHARA: 2012.

14 MR. BLAIR: 2012.

15 That was 13, 14 years ago.

16 The motion you made, Mark, was a bit draconian, right?

17 Cancel their contract.

18 I think the motion needs to be we agree we should put
19 it out to bid.

20 I don't think any contract in this economy should just
21 keep being rolled over and rolled over and rolled over.

22 Maybe your new way of doing business will work or
23 maybe not.

24 But let's find out.

1 But I think to Ted's point, we don't want to go with
2 the cheapest one.

3 We're valued, we have a reputation to protect.

4 But I would, if you would change your motion to put it
5 out to bid.

6 MR. ARABO: I would amend it.

7 MR. BLAIR: I would second that.

8 MR. ARABO: Yeah, I'm happy to amend it.

9 CHAIR NEJABAT: Let's see what Josh has to say.

10 MR. CAPLAN: If I had one of those overhead
11 projectors, I would put this page on the projector.

12 But Amendment three does include the five-year option
13 we're talking about.

14 I'll just read it.

15 MS. BARKETT: Where is it?

16 Yeah, because I didn't see it at the top.

17 Is it buried?

18 MR. CAPLAN: It's not buried.

19 MS. BARKETT: Below?

20 MR. CAPLAN: It's the first thing that the District
21 agrees to in the amendment.

22 It's on page 2.

23 In consideration of the \$2 million in capital
24 investment by Premier SMG in the SSRP music venue to extend

1 the term of the agreement by five years from December 31st,
2 2021, to December 31st, 2026.

3 In further consideration, but if and only if both
4 parties at the sole discretion of each agree to extend the
5 agreement for an additional five years from December 31st,
6 2026, to December 31st, 2031.

7 So this was the first thing the district agreed to in
8 the terms of this third amendment, which was two five-year
9 options.

10 This agreement extended the agreement by five
11 years with one five-year option to renew at the discretion
12 of each.

13 So Legends could decide, we don't want to extend this
14 agreement by five years.

15 The District can decide, we don't want to extend this
16 agreement by five years.

17 MS. BARKETT: Right.

18 So can we agree to extend it by a year within the five
19 years?

20 MR. CAPLAN: I think the way this is written, you
21 probably could.

22 MS. BARKETT: So that's an option.

23 MR. CAPLAN: And the reason for that is, I don't like
24 to give legal advice in public, but I think this is an

1 important issue.

2 This agreement does say to extend the agreement for an
3 additional five years.

4 It doesn't say to extend the agreement for an
5 additional five-year term.

6 So I think there may be some flexibility.

7 Legends may disagree.

8 But there would need to be mutual agreement between
9 the District and Legends.

10 And the term, so long as it doesn't exceed five
11 years, you could agree to that without going out to bid.

12 But if you want to make changes to the form of
13 agreement, including the percent revenue that the district
14 realizes from food and beverage sales, you could not make
15 those changes if the agreement is extended.

16 MR. ARABO: And that's the Finance Committee's
17 perspective to what Josh just said, the latter part.

18 MS. BARKETT: And the SSRP that you read in there, does
19 that only refer to?

20 MR. BLAIR: While they're doing that, the other
21 consideration is this \$2 million.

22 We need to be very clear that if it isn't the \$2
23 million loan that they're talking about for equipment, if
24 the contract isn't extended for the second five years, do

1 we owe the \$1 million back?

2 We need to understand that because that's very key.

3 MR. ARABO: I've asked that question too.

4 I'll give you what I understand what they're saying
5 was.

6 We could ask whoever the new vendor is to assume that.

7 If RFP says Legends is not the one, someone else is
8 the one, then that could be a conversation with the new
9 vendor.

10 I am totally okay with amending the motion to
11 accommodate to say we'll go out to RFP within the next five
12 years.

13 I just don't want to lose the window.

14 This is a very good vendor, a very bad deal, a
15 terrible deal for the district.

16 Great for the vendor, bad for the district.

17 It's black and white.

18 So much so that it brought two factions together
19 unanimously.

20 We're like, absolutely, extend it.

21 MR. BLAIR: So do we have a new motion on the table?

22 MS. DeBERRY: Not yet, not yet.

23 MR. BLAIR: Well, you accepted my --

24 MR. ARABO: I accepted, I amended the motion.

1 I'm happy to amend the motion saying to what Phil
2 said about going out to RFP.

3 Going out to RFP now.

4 MS. DeBERRY: He's going to second that.

5 MR. BLAIR: So I'll second that.

6 MS. DeBERRY: Are we in discussion from the amendment?

7 MS. MEAD: But now we still have discussion.

8 MS. DeBERRY: Still discussion.

9 MS. MEAD: Still discussion.

10 So I'm concerned about two things at this point, and
11 that is that we appear almost to be negotiating a
12 contract in a public session with bits and pieces of a
13 contract.

14 And I think we all know that contracts, all of the
15 provisions of a contract work together.

16 So I just have a real discomfort about the way this is
17 going.

18 I do know that we have another board meeting scheduled
19 for June the 9th.

20 And between now and June the 9th, this is really a
21 staff responsibility to review contracts, make
22 recommendations to the board, and certainly I think the
23 committee.

24 And I know we don't have to make the decision about

1 this until July, so I think we have time to do this
2 properly by asking the staff to review the contract, come
3 back to us and tell us what we can and cannot do, and make
4 a decision at the next meeting as opposed to not having
5 enough information with us today to do that.

6 MS. DeBERRY: Also, is this something that we should be
7 discussing in closed session?

8 MS. BARKETT: No.

9 MS. DeBERRY: Okay.

10 MS. BARKETT: I'd like to say one other thing.

11 I think we are not looking at apples to
12 apples, oranges to oranges here.

13 We are unlike any other fair.

14 The expectations on this grounds are to elevate.

15 We have the Breeders' Cup.

16 All we've been talking about is elevating new video
17 boards, new escalators, new elevators to bring up the whole
18 experience.

19 I think we can go back and negotiate terms, maybe look
20 at a one-year extension, and maybe the committee should go
21 back and talk to Legends about that.

22 But you have to realize that the quality of what's
23 being presented, and we're going to hold them to that, we
24 all saw it today, is essential to this racetrack.

1 I don't really care what any other racetrack is
2 doing because they don't have a racetrack.

3 We've been around as the pinnacle of racetracks in
4 California, if not the nation.

5 So I really think you have to sit down and reconsider.

6 Go back in your committee and really look at this
7 contract.

8 I know this is not my committee.

9 It will come to my committee because I'm now on Food
10 and Ag, right?

11 So this is going to come to my committee.

12 And I think this deserves way more consideration than
13 what we're doing today.

14 MR. ARABO: I'll tell you, I understand your
15 perspective because you weren't on the committee meetings.

16 I had a committee meeting with Director Gelfand and
17 Carlene Moore.

18 I had a committee meeting with Chair Nejabat and I
19 believe it was Katie.

20 So this committee has seen it.

21 It's asked the questions.

22 We are not allowed to renegotiate major terms without
23 doing an RFP.

24 And also we're negotiating against ourselves because

1 we're assuming Legends isn't going to rebid.

2 Why would they not rebid?

3 The committee is just asking for a better deal for the
4 fairgrounds.

5 Legends is great, on record, a tremendous job,
6 especially this year.

7 This is a terrible deal for the fairgrounds.

8 It's terrible.

9 It's not bad.

10 It's terrible.

11 Why?

12 Because this deal, the vendor has all their costs.

13 They put all their costs in and we get a percentage of
14 the net and their costs are bloated.

15 They're above market.

16 So OC Fair, why they make more money than us?

17 And they do a great job.

18 I've been to the OC Fair.

19 It's because percentage of the gross, you tell the
20 operator, operate efficiently and operate in a lean
21 manner and you could put conditions in there.

22 If the quality goes down, you go out and say, no,
23 we'll cancel the bid or the contract.

24 There's protections we could put, I believe, end of

1 contract to protect the fairgrounds, but throwing away \$20
2 to \$25 million over the next five years, that's not what a
3 fiduciary would do.

4 That is definitely not what I'm recommending.

5 MS. BARKETT: Well, Mark, I'm going to disagree with
6 you.

7 First of all, we only have two board members allowed,
8 right, on a conversation.

9 MR. ARABO: Yep.

10 MS. BARKETT: So I'm just assuming that was you and
11 Gelfand.

12 Is that correct?

13 MR. ARABO: It was me and Gelfand and then there was an
14 opening and then the chair assumed that.

15 CHAIR NEJABAT: And now for the record, it's Director
16 Miyahara so everyone knows that.

17 MR. ARABO: Now we have him.

18 MS. BARKETT: Yeah, now we have him.

19 >> [Indiscernible chatter]

20 MS. BARKETT: We just have to be careful with how we're
21 doing this in committees from now on.

22 MR. ARABO: Yeah.

23 I'm a big proponent of that.

24 MS. BARKETT: And now I'm Food and Ag, and now I feel

1 responsible, okay?

2 So now I've pulled the contract.

3 And so this is just too convoluted for me right
4 now, and I am not going to vote for this.

5 MR. ARABO: Sure, and I respect that.

6 MS. BARKETT: And I would like to at least hold this
7 off until the June 9th meeting, and I personally would like
8 to see a one-year extension if it can be done.

9 And, Josh, I'd like you to take that back within the
10 context of this agreement and see if at least a one-year
11 extension would be plausible.

12 And then we go to Legends, see if they agree.

13 That way we're going through this year in comfort.

14 Because if you put an RFP out there, I'm not going to
15 speak for Legends, but, you know, it might not turn out the
16 way we thought it was going to turn out.

17 No, until they get to the following year.

18 I'm hoping, but this is a way for them to prove
19 themselves.

20 MR. ARABO: Are you okay with going to RFP while you
21 extend it for one year?

22 MS. BARKETT: Yes.

23 MR. ARABO: No, no, okay.

24 So I can amend the motion again then?

1 MS. BARKETT: Yes.

2 MR. ARABO: Are you okay with going out to RFP with the
3 understanding we'll extend for one year?

4 MS. BARKETT: They have an extension of one year, but
5 that has to be vetted by legal, who has to get permission
6 from Legends.

7 MR. ARABO: Because if we've been sitting in a bad deal
8 for 13 years.

9 MS. BARKETT: Right, but you're going to have to wait
10 until June 9th to make this motion.

11 Because it has to be vetted by legal, and it has to be
12 agreed to by Legends.

13 MR. ARABO: I don't know, Josh, let us know.

14 What can we do today, what can we not do?

15 MR. CAPLAN: Well, what you can do today is you're
16 constrained by what's on the agenda, which is you're
17 voting on whether or not to extend the contract term to
18 December 31st, 2031.

19 So what you can't vote on today is whether to
20 extend the contract term to December 31st, 2030, 2029,
21 2028, or 2027.

22 MR. ARABO: So we could vote not to extend with the
23 understanding we'll come back in June to refine it.

24 Because I worry about locking us in into another five-

1 year bad deal.

2 With a great vendor, bad deal.

3 MR. BLAIR: Can we just table this topic until the 9th?

4 I mean, that seems like the most logical, it sounds
5 like we all need a lot of information.

6 The two things we need to keep in mind is there's a
7 difference between catering toward the demographics of an
8 expensive horse racing and just fairs and also the
9 discomfort of changing major vendors is painful.

10 So I think putting it out to bid, and then the concern
11 about our current employees, right?

12 I mean, we hear that, long and strong.

13 I'm in the HR business, so I don't know that new
14 vendor comes along.

15 You have to hire these people, right?

16 I don't know we go that far.

17 MS. BARKETT: They're not going to do it.

18 MR. ARABO: They usually do it.

19 They don't have to, but they usually do.

20 MS. BARKETT: Plus you have the Breeders' Cup coming up
21 again.

22 MR. BLAIR: But I think the point is we table this and
23 understand what we can extend, what we can't, and then we
24 can make a much more educated decision.

1 MR. ARABO: But I got to tell the chair, why would it
2 be out of Finance Committee?

3 Why don't you stay in finance?

4 Because the whole moving, this is a dollars and cents
5 conversation.

6 This isn't who makes the best corndog conversation.

7 CHAIR NEJABAT: Yeah, well, we can have that discussion
8 later because we haven't created that committee yet.

9 >> [Indiscernible chatter]

10 MR. ARABO: No.

11 I could pull it, okay.

12 No, he could pull it.

13 Okay, is anyone comfortable with this motion?

14 Not extending it to December 31st, 2031.

15 MS. DeBERRY: But is that on the -

16 MR. ARABO: Yeah, that's the agenda language.

17 That way we know it's not extended for five years.

18 Till December 31st, 2031.

19 So we know that we're not giving them another five
20 year option at least.

21 No, okay, I want to amend the motion one last time.

22 My motion is to not extend the Legends global
23 contract till December 31st, 2031, that's the motion.

24 MR. BLAIR: I'd rather table it.

1 That sounds very ominous.

2 Versus we're putting it out to bid, hope Legends wins
3 it, staff hopes you win it, you know, we hope you come back
4 more competitive to avoid the change and not take that
5 lightly because that's painful for all of us.

6 MS. BARTLING: Can I just interject something?

7 MR. BLAIR: I'd rather table the topic and have a
8 really in-depth presentation.

9 MR. ARABO: I'm happy to withdraw the motion.

10 MS. BARTLING: Just for informational purpose, I'm not
11 sure if everybody understands how the contract is formed.

12 It's, as Director Arabo said, they take the gross
13 sales, they subtract labor, cost of goods, I believe
14 there's some administrative overhead in there, and then the
15 net is then split.

16 Legends gets 12.5%, we get the rest.

17 The question I asked Josh, which he is going to do
18 some legal analysis on, could we cap labor?

19 I think labor is extremely high.

20 Could we come up to some other concept on cost of
21 goods?

22 Are there some other options that would increase that
23 bottom line?

24 And there's definitely, when you go to a

1 percentage, you can increase the bottom line, and it's
2 simple.

3 There's just not a lot of accounting involved in it at
4 all, as it is now.

5 We take all the money, and then we have to pay them
6 back.

7 So there is a lot of work that goes in that.

8 But there is a challenge that you go to a percentage
9 basis, and they start cutting labor, they start doing
10 things that are simple, they start doing, you know, grab
11 and go, which I heard you talk about earlier, Jamie, and it
12 can lessen the quality of what you have.

13 We are an elite racetrack here.

14 People expect to have high-quality food.

15 Could we put something in a contract that could state
16 our ability to cancel the contract or have some other
17 terms?

18 Probably, but it is, I would think that that would be
19 somewhat of a legal challenge to really prove that so I
20 just want to point it out.

21 Yes, you can make more money on a percentage
22 basis, but is the quality going to be there, and can we
23 control it?

24 MR. ARABO: And then what percentage right now of labor

1 to gross sales?

2 What's that percentage?

3 MS. BARTLING: They're running about 48%.

4 MR. ARABO: Okay.

5 How much revenue do we bring in from the food and

6 beverage contract?

7 MS. BARTLING: About \$4 million.

8 MR. ARABO: \$4 million.

9 \$4 million?

10 MS. BARTLING: Yep.

11 Total throughout the whole property?

12 Was it?

13 MS. BARTLING: Five this last year.

14 MR. ARABO: \$5 million?

15 Okay, so we bring in \$5 million a year from food and

16 beverage on the property, and 48% of that money, so around

17 \$2.5 million, \$2.3, \$2.2 million, is paid for their labor

18 costs.

19 Is that right?

20 That's not right?

21 No, what's the gross?

22 Sorry.

23 What's the gross?

24 Gross food and beverage revenue we get?

1 >> [Off mic]

2 MR. ARABO: How much?

3 \$23.7.

4 Wow, okay.

5 So the district gets \$23.7 million revenue in
6 annually, and the number's 48%?

7 Okay.

8 And 48%, so around \$11 to \$12 million is spent on
9 their labor costs.

10 That's the deal right now.

11 Who could say that's a good deal?

12 Go back to business school.

13 That's a terrible deal, I'll tell you that right now.

14 And right now we're paying for all their bloated labor
15 costs, and it's on us to manage the quality, not on them.

16 You don't just outsource the contract.

17 You outsource the contract and you oversee quality.

18 That's our job.

19 MR. BLAIR: But if we table this, we'll get all that
20 information instead of people trying to remember and 48% of
21 what is what.

22 We want to maximize profit to our facility.

23 >> [Indiscernible crosstalk]

24 MR. BLAIR: We're not doing that now without a lot more

1 information.

2 MR. ARABO: With the chair's blessing, hopefully the
3 Finance Committee could bring it back with a really
4 thorough review on the dollars and cents and analysis of
5 what we're spending now.

6 We could run a pro forma of what we could do, what it
7 looks like with our Director, Director Ted.

8 MR. MIYAHARA: Miyahara.

9 MR. ARABO: Miyahara, sorry.

10 MR. MIYAHARA: One thing I just want to
11 acknowledge that to the extent we can, I think what I'm
12 hearing from the board is that we want to go through an RFP
13 process, but we want to do it the right way.

14 And hearing from the president and CEO, she has a real
15 time crunch in order to do that, to do it thoroughly,
16 right?

17 So what I'm hearing is we, to the extent
18 possible, when we have council review this, we would like
19 to extend a year, which would then give us the necessary
20 amount of time to really go through a fully vetted RFP
21 process.

22 MR. BLAIR: I think the other question is, are there
23 other vendors in the market that do as good a job as
24 Legends?

1 Forget the pricing.

2 MS. DeBERRY: I literally feel that.

3 MR. BLAIR: Are there 10, 20, 50 of them?

4 MS. DeBERRY: I mean, you have to compare, for an RFP
5 process, you better be comparing apples to apples 100%.

6 MR. MIYAHARA: And I think it was absolutely
7 necessary to do an RFP.

8 I mean, I think we need the market to tell us what is
9 out there right now.

10 What's the going rate.

11 What are good business terms.

12 MR. BLAIR: I'm sure there's competitors out there to
13 bid on this.

14 MS. BARTLING: There are.

15 MR. ARABO: There's facilities.

16 There's Petco Park.

17 There's a convention center.

18 Everyone has a food and beverage operator.

19 This isn't a unicorn.

20 The idea is having this conversation we're not able to
21 do.

22 If we never brought this issue to the board, we'd be
23 locked in to a bad deal.

24 So I'm happy to table it from the committee and

1 hopefully come back.

2 CHAIR NEJABAT: So it sounds like the committee has
3 some homework before June.

4 >> [Indiscernible chatter]

5 MS. BARTLING: Oh, thank you.

6 I would recommend that at the next meeting that
7 Legends comes and can discuss why labor is at the level
8 that it is, cost of goods, and if there's anything they'd
9 like to provide to the board as to why it is that way or
10 options to lower it.

11 MR. ARABO: Yes, and any paperwork they could do, maybe
12 you could do a one-way communication to the board members
13 to study it.

14 MS. BARTLING: Sure.

15 CHAIR NEJABAT: Okay, great.

16 All right.

17 Looks like we're in agreement with that.

18 So now we'll move on to the rest of the informational
19 items on the Finance Committee report.

20 MR. ARABO: Okay, the next one in the packet, on page
21 everyone's packet is 61-63.

22 I actually came up with it.

23 It's a great segue from our last conversation.

24 I do believe the District, you know, our job is

1 oversight.

2 We're fiduciaries.

3 The District suffers from, I call "RWI disease", which
4 is redundancy, waste, and inefficiencies.

5 The thorough report is in your packets.

6 I ask that the CEO and the staff and the team look
7 into where they believe the redundancy, waste, and
8 inefficiencies exist with vendors in the fairgrounds.

9 The Finance Committee believes it could be upwards of
10 \$4 to \$8 million a year that there's redundancy waste and
11 inefficiencies.

12 So I do hope that our CEO and staff does a deep dive
13 and see what areas they have where we could maximize
14 efficiencies, reduce waste, and get rid of redundancies.

15 The District, I believe, should always be, have the
16 lens of fairgrounds first.

17 And we are fiduciaries.

18 We have to protect the fairgrounds.

19 It's great to help out local municipalities or local
20 vendors, but we have to take care of the fairgrounds first
21 and foremost.

22 With that, if there are any questions from my
23 colleagues on the board, I'm happy to.

24 MR. BLAIR: Is this an education item or a motion?

1 MR. ARABO: No, it's an education item.

2 Sunlight is the best disinfectant.

3 Do you want to show it out to the world?

4 MR. BLAIR: Nobody could not support that concept of
5 looking at expenses.

6 MR. ARABO: Right.

7 Which was a segue from our current food and beverage
8 contract.

9 Okay, the next item, page 64 to 67, District insurance
10 policies.

11 I want to thank staff.

12 I want to thank Mike Seyle for his great work on this.

13 We went to all the carriers and we said that we want a
14 better deal.

15 We want more coverage.

16 We're able to double the values of the coverage for
17 all the buildings for the fairgrounds and everyone almost
18 remains flat.

19 We decided to insure all the buildings on the
20 property.

21 Previously around only 25% were insured for
22 earthquake.

23 We're insured for fire, but before we found out that
24 only 25% of the buildings were insured for earthquake.

1 Now every building is insured for earthquake.
2 So we went to the carriers and to our broker.
3 They did a great job.
4 Mike did a great job.
5 We said, look, we need a better deal and better
6 coverage.
7 So I'm happy to report we have a better deal and
8 better coverage.
9 So thank you, Mike.
10 MR. BLAIR: Maybe we should hope for an earthquake and
11 get rid of all the buildings.
12 Now that they're insured.
13 MR. ARABO: Hopefully not.
14 But we're able to double the values.
15 The values are old.
16 We're able to double the values for them.
17 And that wraps up, Mr.
18 Chair, the Finance Committee report.
19 CHAIR NEJABAT: Thank you, Director Arabo.
20 We'll now move on to item 6D, which is the Master Site
21 Planning Committee meeting report.
22 There is another action item, which is item 6D2
23 discussion and vote to appoint CEO Bartling to the
24 California Construction Authority Board of Directors.

1 You can find the information in your board
2 packets beginning on page 69.

3 We'll begin with public comment.

4 Anyone in the room would like to speak on this item?

5 Seeing nobody in the room and nobody online so that we
6 can begin discussion.

7 I'll entertain a motion.

8 MS. BARKETT: So moved.

9 MR. ARABO: I'll second.

10 CHAIR NEJABAT: Second, Director Arabo.

11 Any discussion?

12 Yep, from the board.

13 MS. BARKETT: I'm going to do the section two at the
14 same time.

15 The alternate.

16 CHAIR NEJABAT: Yep.

17 MS. BARKETT: Can we do it all in one?

18 MS. BARTLING; I believe so.

19 Yeah.

20 Just modify the motion.

21 CHAIR NEJABAT: We'll modify the motion to add the
22 Facilities Director.

23 MS. BARTLING: As an alternate.

24 CHAIR NEJABAT: As an alternate.

1 Do we have a second?

2 MS. DeBERRY: Second.

3 CHAIR NEJABAT: Second.

4 All right.

5 Any other discussion from the board?

6 All right.

7 Can we get the roll?

8 MS. ROBERTS: Director Nejabat.

9 CHAIR NEJABAT: Aye.

10 MS. ROBERTS: Director Barkett.

11 MS. BARKETT: Aye.

12 MS. ROBERTS: Director DeBerry.

13 MS. DeBERRY: Aye.

14 MS. ROBERTS: Director Morales-Roth.

15 MR. MORALES-ROTH: Aye.

16 MS. ROBERTS: Director Miyahara.

17 MR. MIYAHARA: Aye.

18 MS. ROBERTS: Director Mead.

19 MS. MEAD: Aye.

20 MS. ROBERTS: Director Arabo.

21 MR. ARABO: Aye.

22 MS. ROBERTS: Director Blair.

23 MR. BLAIR: Aye.

24 CHAIR NEJABAT: All right.

1 Motion carries.

2 We'll now transition to the information item which is
3 the update on the City of Del Mar's San Dieguito Lagoon
4 Levee Habitat Enhancement and Trail Project.

5 With that, we'd like to recognize our Supervising
6 Environmental Planner, Dustin Fuller.

7 DUSTIN FULLER: It feels like it's really close.

8 Thank you very much.

9 So I'm going to address two topics on this or excuse
10 me, two items on the same topic.

11 The first is our comment letter on the draft CEQA
12 document for the proposed project.

13 And then the second is the letter from Del Mar that
14 was received I think yesterday afternoon.

15 I didn't get to see it until this morning.

16 So we comment on the draft environmental document to
17 ensure that we are included in the administrative record
18 for the project.

19 The comments that we made are specific to the document
20 that was released.

21 They don't reflect any discussions and or
22 presentations that occurred after that.

23 So when I refer to timing of the project, it's the
24 timing that's listed within that draft document.

1 So our highlights for that are our opposition to that
2 timing 2027 for construction.

3 We provided a thorough evaluation of all the
4 environmental issue areas included in the draft document.

5 That includes potential impacts, mitigation, and then
6 suggested revisions.

7 If you recall, the development of the project would
8 take up a substantial portion of the property.

9 If my calculations are correct, it's about four acres
10 along the southern bank or the southern portion of our
11 property.

12 We refer to that as the red lot.

13 So it's an area of about 115 feet wide, stretching
14 about 1,485 feet long.

15 MR. BLAIR: Could you show us on the map where you're
16 talking about?

17 Try to ignore Vanna White.

18 DUSTIN FULLER: So as you can see from the picture, we
19 have uses there.

20 We have parking for the Fair.

21 We have our RV parking lot.

22 We have our recycle yard.

23 We have an internal road that's used for emergency
24 access.

1 Those uses would be displaced by this project.

2 So we were also listed as a responsible agency for the
3 CEQA document, which means that portion of the project
4 could not move forward without this board's approval of the
5 CEQA document.

6 That's in your discretion.

7 I will say that I don't feel that we had enough
8 meaningful interaction with the city on this project.

9 I feel like we should have been having meetings
10 monthly discussing the consent order.

11 That's the trigger that's needed for that 100-foot
12 buffer.

13 We could have been discussing the relocation of uses.

14 We could have been discussing a lot of different
15 things instead of me kind of panicking at the last
16 minute, doing 2027 is just around the corner.

17 What are we doing with these uses?

18 So for the next steps for the city, and Ashley's here.

19 She can correct me if I'm wrong, but they will respond
20 to the comments received on the draft document, not just
21 ours, but everybody's.

22 Those comments, along with any revisions to the draft
23 document, will go to the city's Planning Commission.

24 That Planning Commission will make a recommendation

1 that will move forward to the city council.

2 And they will vote on that CEQA document, that final
3 CEQA document at a later date.

4 The second item was the letter from the City of Del
5 Mar.

6 And honestly, I don't believe, I don't feel there is
7 as many touch points on this project as listed in here, not
8 meaningful touch points.

9 That being said, you know, I don't know what
10 transpired in some meetings.

11 So to the best of my ability, if you have specific
12 questions on the letter, I will address those.

13 But I believe that that covers all of them, all the
14 stuff I wanted to discuss.

15 MS. BARKETT: And I read the letter, but it was late
16 last night that I read this letter and I apologize.

17 But somewhere in here, it talked about that there was
18 already an agreement in place that they could not move
19 forward the city, meaning Del Mar, until our barns have
20 been, yeah, the halls.

21 So thank you.

22 And that's somewhere in this letter.

23 I can't find it right now.

24 DUSTIN FULLER: So that was an agreement that we

1 entered into with the California coast commission, the
2 consent restoration, cease and desist orders.

3 And that document, you know, there's a very small
4 three-line blurb that states that when the read, when our
5 exhibit halls are redeveloped in the area, reworked a 100-
6 foot buffer area, all parties agree the a 100-foot buffer
7 area would kick in.

8 It's Coastal Commission standard practice when
9 approving permits on the coast to have a 100-foot
10 buffer, but because of our existing uses and predating the
11 coastal act, we didn't have that.

12 We had a 25 foot with varying buffer.

13 And then the caveat of when you redevelop, you will go
14 to that a 100-foot buffer.

15 MS. BARKETT: Thank you.

16 MS. DeBERRY: I have a question for you.

17 Are you asking for an extension on the timeline at
18 all?

19 Because I heard you say that, you know, you, because
20 you were not a part of the conversations, you didn't know
21 what's going on.

22 Is this a moment in time that you're asking for any
23 type of extension?

24 DUSTIN FULLER: We didn't necessarily ask for an

1 extension.

2 The city has commented at the last board meeting and
3 then in other discussions that I've been made aware of that
4 they are not looking to build in 2027.

5 I have not been involved in any discussions that
6 identify that timeline.

7 I just want to make sure that it's sufficient for us
8 to include in our master planning process, sufficient
9 enough for us to have the time and the ability to move
10 things around, relocate uses.

11 MS. DeBERRY: I know, but that's, that's the
12 challenge I'm having is just like, if we haven't had this
13 opportunity to have a conversation around this, is that
14 something that we're, we should be considering asking for
15 time?

16 DUSTIN FULLER: Yes.

17 MS. DeBERRY: Yes.

18 DUSTIN FULLER: Yes.

19 And I believe that there was a conversation that
20 occurred with the former CEO that we need to now engage the
21 new CEO.

22 MS. DeBERRY: Yeah.

23 We need time.

24 MS. BARTLING: Yes.

1 Thank you.

2 So the, the levee plan has some significant impacts to
3 our property.

4 So I believe there's a lot of discussion that needs to
5 be done on that.

6 And if we could just go back and provide a little
7 history lesson, Dustin.

8 So if you all remember, or you may not, but the South
9 lot here used to be a parking lot for us.

10 It was a very strategic parking lot for us.

11 The lagoon.

12 Yes.

13 Right.

14 Which is now a beautiful restoration project, right.

15 But it also caused difficulties for us because we had
16 to figure out where to locate relocate those cars during
17 the fair.

18 So it was a long process that we went through with the
19 Coastal Commission.

20 And we ended up agreeing to have that converted into a
21 wetlands project, which is very beautiful.

22 But we also made an agreement that we would not have
23 to do any kind of long or a 100-foot setback on the, along
24 the river until we replaced the exhibit halls.

1 So now we're looking at something that's asking us to
2 move forward with some modification of that.

3 That will impact our operations that, and it's not
4 just, it is a significant emergency road that goes behind
5 the exhibit halls and behind the maintenance
6 facilities, but it's also a daily utilized transit road for
7 operations on the fairgrounds.

8 So it's, it's not a simple project for us.

9 MR. MIYAHARA: Bottom line, improvements can't take
10 place on fairground property without the DAA's approval.

11 Is that right?

12 DUSTIN FULLER: I believe so.

13 I would defer to Josh.

14 This is the first instance in my career here that we
15 are a responsible agency.

16 So when the question was posed to me, I didn't know
17 the exact answer and process by which we would approve
18 or disapprove of a CEQA document.

19 Sorry.

20 MR. ARABO: Great question.

21 MR. CAPLAN: So yeah, my understanding in reviewing the
22 material, in reviewing the draft environmental documents
23 was that this agency does have discretionary approval
24 authority.

1 So to answer your question, Director Miyahara, if this
2 board elects not to allow any work to move forward on the
3 District's property, then that, then the property won't be
4 touched, but we need to wait to see what the final
5 environmental with the final environmental document looks
6 like.

7 And then we'll have to review to see what changes the
8 city has made.

9 And we can just confirm that our role may be perhaps
10 changes.

11 They may shift the role.

12 It's hard to predict what changes they'll make because
13 they have to take into account all of the comments they've
14 received, not just from the fairgrounds, but from other
15 interested organizations and the surrounding community.

16 MR. MIYAHARA: Right.

17 Thanks for clarifying that I asked because to me, it
18 seems like it would be in the city of Del Mar's best
19 interest to do this collaboratively with, with us, you
20 know, because they would be the ones at risk.

21 So if they're designing this levee project and, you
22 know, their CEQA document that wouldn't otherwise meet what
23 it would take for this board to approve such improvements,
24 we're in a standstill.

1 So I'll leave my comments at that.

2 MR. BLAIR: Is there a sense of urgency about this
3 topic?

4 I missed that part.

5 DUSTIN FULLER: No, it's just the close the comment
6 periods coming up.

7 So we wanted to provide you with the letter that we
8 submitted addressing the draft environmental document.

9 MR. BLAIR: So that was your concern because we still
10 use the territory.

11 It's an emergency exit.

12 So that's the response.

13 DUSTIN FULLER: Yes.

14 The sense of urgency was the timing identified within
15 that draft document and expressed to me via grants and when
16 those had to be spent.

17 MR. BLAIR: Is this an action item or an information
18 item?

19 DUSTIN FULLER: It's not.

20 It's an information item.

21 MR. BLAIR: Oh, okay.

22 MR. ARABO: Yeah.

23 I want to echo Director Miyahara's point.

24 And I hope that's the lens that's adopted in your

1 conversations with the city that if you don't
2 collaborate, it's hard to get buy-in.

3 And if this board says no, it's not going to happen.
4 So they should collaborate if they want buy-in.

5 CHAIR NEJABAT: Okay.

6 Any other questions?

7 DUSTIN FULLER: Thank you very much.

8 CHAIR NEJABAT: Thank you, Dustin.

9 All right.

10 With that, that will conclude -

11 >> [Off mic]

12 CHAIR NEJABAT: Yeah, at the end.

13 Any members of the public who wish to speak in the
14 room?

15 ASHLEY JONES: So first of all, good afternoon, board
16 chair and board members.

17 There's some new faces here today.

18 I'm Ashley Jones.

19 For those of you who don't already know me, I feel
20 like I'm back.

21 Ashley Jones, city manager, City of Del Mar.

22 I'm joined here today by our mayor and deputy mayor.

23 I very much appreciate the opportunity to provide some
24 comment on this because I want to reassure you and remind

1 the board members that were here in April for your board
2 meeting, there was a thorough presentation on this project.

3 What I think is the most important thing to take away
4 from all of this is that this is the first step in taking a
5 concept and trying to scope a project.

6 And you're absolutely one of the key stakeholders in
7 this whole process.

8 To your point, this is your property that's being
9 envisioned as part of the project.

10 And, you know, last month they talked a lot about the
11 mutual benefits to the city, to the fairgrounds, for this
12 project to create potential development
13 opportunities, mitigate flooding.

14 But there's also reality of there's going to be
15 impacts and we want to work with you to understand what
16 those impacts are so we can try to scope the project in a
17 way that we either minimize or eliminate those impacts.

18 So this is a win-win for both parties.

19 I welcome the opportunity to work with your new CEO.

20 We're just getting to know each other.

21 We had a lot of conversations last week with
22 definitely more to come.

23 You've got a great team and we really want to be part
24 of the, you know, the process, the partnership.

1 We're here to do that.

2 So I welcome that.

3 We appreciate your feedback and definitely more to
4 come on this.

5 This isn't the end of the process.

6 This is just the beginning.

7 So let's see if we can figure out something that is
8 going to work well for everybody and be a win-win.

9 So with that, I have no additional comments.

10 Thank you.

11 CHAIR NEJABAT: Thank you.

12 Anyone else?

13 JOHN SPELICH: I know it's getting late in your
14 meeting.

15 I'm John Spelich, Deputy Mayor of Del Mar.

16 I just want to extend the idea that the tonality of
17 this discussion is troubling to me because it feels like
18 we're trying to inflict something on the fairground, and I
19 think it's the furthest thing from the truth.

20 I think what we're trying to do is protect our mutual
21 interest from flooding.

22 I mean, your biggest risk of flooding is from the San
23 Dieguito River.

24 It's not from the ocean.

1 This levee is of no cost to you.
2 It's funded by grants.
3 And so it would be, I would think, a net positive.
4 It would keep more of your land dry.
5 And so we do want to work together.
6 And I just think, generally speaking, we know we have
7 some trust to rebuild.
8 There's a lot of new faces on this board.
9 You've probably heard stories about some of the
10 animosity that was in place before.
11 Some of us, Mayor Martinez, myself, actually want to
12 bury that hatchet, try to move forward constructively.
13 This is important to both of us.
14 We can't have our levee unless you have your levee
15 because FEMA says we can't flood your land.
16 Fair point.
17 But we also want to protect our North Beach community.
18 They deserve this.
19 And, again, at no cost to you.
20 I don't see many people getting up here telling you
21 they want to do something nice at no cost to you.
22 So I just wanted to make that point and to say,
23 generally speaking, we want a constructive relationship.
24 We want to move forward.

1 And that goes for anything we have to do.
2 We are symbiotically interdependent here.
3 We love having you in your city.
4 We love what you do for our city with the people you
5 bring in.

6 We want to be good hosts to those people who come.
7 So I just would like to leave that on the table to
8 say, can we please move forward?

9 MS. DeBERRY: Mayor, I don't think that the -

10 CHAIR NEJABAT: Public comment.

11 Anyone else in the room would like to speak on this
12 issue?

13 Seeing nobody else, we have two members online.
14 Abigail?

15 ABIGAIL HAWTHORNE: Hi.

16 I had wanted to speak about the ENRA termination, but
17 that item was pulled.

18 So I submitted another public comment for item E.
19 Should I wait?

20 CHAIR NEJABAT: I can't give advice.

21 ABIGAIL HAWTHORNE: Oh, okay.

22 I'll just wait until item E.

23 Thank you.

24 CHAIR NEJABAT: Item E is Director's one-way request.

1 ABIGAIL HAWTHORNE: Well, my name is Abigail Hawthorne.

2 I'm a board member and I've called in a couple of
3 times to talk about the need for affordable housing.

4 I had planned to speak on the termination.

5 But I'm just asking that the board members requests
6 request that this item be rescheduled to a specific
7 upcoming meeting.

8 CHAIR NEJABAT: The item was pulled.

9 ABIGAIL HAWTHORNE: Okay.

10 Thank you.

11 Sorry.

12 CHAIR NEJABAT: Thank you.

13 No worries.

14 Josh Winters.

15 All right.

16 Going once.

17 Going twice.

18 All right.

19 That concludes item 6D2.

20 We'll now conclude our general business today with
21 item 6E, which is the Board of Directors one-way request
22 for placement of information or action items on the agenda
23 for future meetings.

24 Any requests from board members?

1 MR. ARABO: I have a request.

2 If we could, before the next meeting, I know the HAP

3 grant studies are in.

4 If we get a, maybe a one-way communication sent out to

5 all the board members so we can do our own due diligence on

6 what the studies, the results of the studies are.

7 CHAIR NEJABAT: Noted.

8 Anything else?

9 MS. DeBERRY: Can I ask Tristan a question?

10 CHAIR NEJABAT: Sure.

11 MS. DeBERRY: Tristan, this is for you.

12 I just want to verify or ask the question, are you

13 advertising anywhere that the Fair is a safe place?

14 Remember the conversation we had?

15 TRISTAN HALLMAN: Yeah.

16 I just, Josh is saying, hold on.

17 MR. CAPLAN: I would say if you have questions for

18 Tristan, you can ask him when the meeting is over.

19 But we can't talk about anything substantive during

20 this agenda item.

21 MS. DeBERRY: Today is just not my day.

22 MR. CAPLAN: Apologies, Director DeBerry.

23 MS. DeBERRY: Thank you.

24 CHAIR NEJABAT: Okay.

1 So anyone?

2 Go ahead, Director Miyahara.

3 MR. MIYAHARA: Director Arabo, can you repeat that?

4 MR. ARABO: Oh, I was asking if the staff could do one-
5 way to all the board members for the results of all the
6 HHAP grant studies.

7 Really, all the results for all of the affordable
8 housing studies to each board director so we could do our
9 due diligence prior to the next meeting.

10 We've been sitting down.

11 There's all the grants, so I'd like to see them.

12 But do you want to add anything, please?

13 MR. MIYAHARA: Yeah.

14 I mean, to the extent possible, because I know there's
15 a lot of information to digest.

16 I would love to see a staff report and potentially
17 recommendation.

18 MS. BARTLING: Absolutely.

19 I'll work with Dustin.

20 He may have already done an analysis on the studies.

21 But we'll do an analysis, and then we'll send the
22 studies out to everybody.

23 MR. MIYAHARA: Okay.

24 Thank you.

1 MR. ARABO: Yeah, piggyback.

2 But he also asked for a staff report.

3 A staff report and recommendations along with the
4 studies.

5 That's great.

6 CHAIR NEJABAT: Okay.

7 Anything else?

8 No.

9 Any public comment from members in the room on this
10 item?

11 I'm seeing nobody in the room.

12 We do have one member, Abigail.

13 But I know you just clarified that issue.

14 In the event that you want to speak on this
15 item, which is Director's one-way request.

16 ABIGAIL HAWTHORNE: Yeah.

17 I was just wanting to confirm that you would be
18 scheduling that item that was removed.

19 I took this item to mean that those requests would
20 have to come from you guys.

21 Okay.

22 I was just hoping that in the future that that would
23 come forward.

24 And it sounds like it is.

1 So any commitment towards that would be really
2 appreciated because this is such an important issue.

3 So thank you again.

4 CHAIR NEJABAT: Thank you.

5 That concludes public comments on this informational
6 item.

7 Before we move to closed session.

8 I'd like to note under item 7 of our agenda, we have
9 matters of information, which includes correspondence
10 updated committee assignments as of April 30th, a review of
11 contracts executed for the CEO's delegation of authority,
12 and a review of contracts executed by the Chief Operations
13 Officer.

14 You can find more information beginning on page 75 of
15 your board packet.

16 The board will now move on to our closed executive
17 session to discuss matters described under item 8 of our
18 agenda.

19 The current time is 1:31 p.m. and pursuant to the
20 authority of Government Code section 11126(a), (b), and (e)
21 the board of directors will meet in closed executive
22 session on the items described on today's agenda.

23 [The Board has recessed to closed session at 1:31
24 p.m.]

1 [The Board has returned from closed session at 2:16
2 p.m.]

3 MR. RIVERA: The room is live again.

4 CHAIR NEJABAT: All right.

5 The time is 2:16 p.m.

6 We have returned from our closed executive session.

7 The 22nd DAA Board of Directors considered the advice
8 of counsel on the items listed on the closed session
9 portion of the agenda.

10 And we have nothing to report.

11 With that, since seeing no other business before the
12 Board of Directors, the time is 2:16 p.m. on Tuesday, May
13 26, and this meeting of the 22nd Board of Directors is
14 hereby adjourned.

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