1	CERTIFIED COPY
2	
3	
4	BOARD OF DIRECTORS MEETING
5	22ND DISTRICT AGRICULTURAL ASSOCIATION
6	DEL MAR FAIRGROUNDS via ZOOM
7	2260 JIMMY DURANTE BOULEVARD
8	DEL MAR, CALIFORNIA 92014
9	
10	
11	
12	
13	WEDNESDAY, SEPTEMBER 14, 2022
14	10:02 A.M.
15	
16	
17	
18	
19	
20	
21	
22	
23	REPORTED BY: CLAUDINE METOYER, CDLR 110
24	
25	

1	IN ATTENDANCE
2	OFFICERS:
3	G. Joyce Rowland, President
4	Richard Valdez, Second Vice President
5	DIRECTORS PRESENT:
6	Lisa Barkett, Director
7	Michael Gelfand, Director
8	Kathlyn Mead, Director (via ZOOM/telephone)
9	Don Mosier, Director
10	OFFICERS AND DIRECTORS ABSENT:
11	Frederick Schenk, First Vice President
12	Sam Nejabat, Director
13	ALSO PRESENT:
14	Carlene Moore, Chief Executive Officer, 22nd DAA
15	Katie Mueller, Chief Operations Officer, 22nd DAA
16	Melinda Carmichael, Chief Administrative Officer, 22nd DAA
17	Josh Caplan, Deputy Attorney General
18	Donna O'Leary, Executive Assistant, 22nd DAA
19	Dustin Fuller, Supervising Environmental Planner, 22nd DAA
20	Henry Rivera, Moderator
21	Wayne Rosenbaum, Environmental Law Group
22	Thea Lemberger, Great Ecology
23	Davis Ladd, Great Ecology
24	Chris Trees, San Elijo Joint Powers Authority
25	

1	BOARD OF DIRECTORS MEETING	PAGE
2	Call to Order	5
3	Roll Call	5
4	Adjournment to Closed Session	6
5	Reconvene Open Session	6
6	Consent Calendar	6
7	Public Comment	
8	Martha Sullivan	7
9	General Business	9
10	Fair Operations	10
11	Public Comment	
12	Martha Sullivan	14
13	Jane Cartmill	14
14	Out-of-State Travel	18
15	Public Comment	
16	Martha Sullivan	25
17	Jane Cartmill	27
18	Finance Committee Report	33
19	Public Comment	
20	Martha Sullivan	39
21	Jane Cartmill	40
22	Management Report	
23	San Elijo Wetlands and Treatment Center	40
24	Tennis Center Operations	59
25	Construction Projects/Facilities Update	68

1	Industry News and Updates 72
2	Premier Foods Report
3	Mark Wiggins
4	Public Comment
5	Martha Sullivan 79
6	Jessica Frazee 80
7	Zhixuan Wang 82
8	Jane Cartmill 84
9	JZ Keegan 85
10	Jason Wood 87
11	General Public Comment
12	Martha Sullivan 89
13	Jane Cartmill 89
14	Adjournment
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	
	i

1	DEL MAR, CALIFORNIA, WEDNESDAY, SEPTEMBER 14, 2022
2	10:02 A.M.
3	000
4	PRESIDENT JOYCE ROWLAND: Good morning. This is the
5	September meeting of the 22nd DAA, and I am President Joyce
6	Rowland. I'll call the meeting to order.
7	And our first order of business is our roll call.
8	And after roll call, we'll be going immediately into closed
9	session.
10	MS. O'LEARY: President Rowland.
11	PRESIDENT JOYCE ROWLAND: Here.
12	MS. O'LEARY: Vice President Schenk has an excused
13	absence.
14	Vice President Valdez.
15	MR. VALDEZ: Present.
16	MS. O'LEARY: Director Barkett.
17	MS. BARKETT: Here.
18	MS. O'LEARY: Director Gelfand.
19	MR. GELFAND: Here.
20	MS. O'LEARY: Director Mead.
21	MS. MEAD: Here
22	MS. O'LEARY: Director Mosier.
23	MR. MOSIER: Here.
24	MS. O'LEARY: And Director Nejabat will not be in
25	attendance today also.

1	PRESIDENT JOYCE ROWLAND: Thank you.
2	So with the roll call, we're going to go into closed
3	session and we anticipate that it will be about two hours and
4	so if it becomes any significantly longer than that, we will
5	post something to let folks know.
6	So thank you.
7	(The meeting adjourned to closed
8	session at 10:04 a.m.)
9	* * *
10	(The open session was resumed at
11	12:35 p.m.)
12	PRESIDENT JOYCE ROWLAND: Okay. Good afternoon, and
13	this is the 22nd DAA Board reconvening to open session from our
14	closed session, and we have no actions to report from the
15	closed session.
16	We will now move to the Consent Calendar, and I'll
17	take any Board input on items to be moved from the Consent
18	Calendar. We already have one we know of which is removing the
19	out-of-state travel discussion to General Business.
20	Any other considerations from the Board on movement
21	of items?
22	Okay. Hearing none, I'll also say that we are going
23	to because of the flow of business, we're going to move item
24	7, General Business, up after the Consent Report so it'll be
25	Consent Calendar so it'll be Consent Calendar next. We'll

1 get the public comment on the Consent Calendar and then the 2. Consent Calendar will be followed by General Business and then 3 by the Management Report. Okay. So our next item is public 4 comment on the Consent Calendar. 5 We have two members of the public who have asked to 6 speak on the Consent Calendar. The first member of the public 7 to speak is Martha Sullivan. MARTHA SULLIVAN: Hello, this is Martha Sullivan. 8 I just want to confirm: So the out-of-state travel 9 is moved out of this item and into General Business? 10 PRESIDENT JOYCE ROWLAND: That is correct. 11 12 MARTHA SULLIVAN: Is that correct? 13 PRESIDENT JOYCE ROWLAND: That is correct. 14 MARTHA SULLIVAN: Okay. The other thing I wanted to mention for this Consent Calendar item is -- regards the Sports 15 16 Book RFP that was issued and the responses are due today. 17 A minimum requirement in the RFP is that the proposer 18 is a racetrack operator, and that pretty much limits it to 19 Del Mar, the Stronach Group, and Los Alamitos. I'm wondering did this District use Del Mar's proposal to prepare this RFP 20 21 because that would be a pretty big conflict of interest. It's 22 very esoteric and arcane industry so I'm -- you know, that 23 raised a big red flag for me. PRESIDENT JOYCE ROWLAND: Okay. Okay. I couldn't 24 25 quite hear what you said, but Carlene Moore did.

And so the answer is no. 1 2. MS. MOORE: Absolutely not. And the reason why, 3 within the scope, it has to do with the language in Proposition 4 26. It is what limits the -- limits the opportunity to the 5 operators of the four tracks in four specific counties, 6 San Diego County, L.A. County, Orange County, and Alameda 7 County. And so it's actually Proposition 26 that provides that limit, and the Sports Book RFP is based on if that were to be 8 passed this coming November. 9 PRESIDENT JOYCE ROWLAND: Okay. So --10 11 MARTHA SULLIVAN: Okay. Thank you. I get the reason 12 for it. I just was very -- you know, it was a red flag for me 13 again because Del Mar had proposed this and it is a very 14 esoteric and arcane undertaking and I just would be curious about where the District got the expertise for this if it 15 16 didn't use Del Mar's proposal. 17 PRESIDENT JOYCE ROWLAND: Okay. So the -- I think 18 we've answered that. And then, so we have the next member of 19 the public to speak. 20 Martha, nothing else, I assume? Okay. The next member of the public signed up to 21 22 speak on the Consent Calendar is Doug Schaufner (spelled 23 phonetically). MR. RIVERA: He is no longer in the queue. 24 25 PRESIDENT JOYCE ROWLAND: Okay. So we'll move to a

```
motion to adopt the Consent Calendar with the changes noted.
1
 2.
               MR. GELFEND: So moved.
 3
               PRESIDENT JOYCE ROWLAND: So we have Director
 4
     Gelfand, Director Barkett. And now we'll have a roll call.
 5
               MS. O'LEARY: President Rowland.
 6
               PRESIDENT JOYCE ROWLAND: Aye.
               MS. O'LEARY: Vice President Valdez.
 7
 8
               MR. VALDEZ: Aye.
               MS. O'LEARY: Director Barkett.
 9
10
               MS. BARKETT: Aye.
11
               MS. O'LEARY: Director Gelfand.
12
               MR. GELFAND: Aye.
13
               MS. O'LEARY: Director Mosier.
14
               MR. MOSIER: Aye.
15
               MS. O'LEARY: Director Mead is trying to call on the
16
     phone.
17
               MS. MEAD: (Inaudible response.)
18
               PRESIDENT JOYCE ROWLAND: Okay. I think we'll have
19
     to put that down as a "couldn't understand," and she'll try
20
     again, I'm sure.
21
               Okay. Now she's in.
22
               MS. MEAD: Director Mead, aye.
23
               PRESIDENT JOYCE ROWLAND: Aye.
                                               Thank you.
               So that is the Consent Calendar, and now we'll move
24
25
     to General Business. And we have a few action items on
```

1 General Business.

2.

Okay. So now we will move to General Business, and the first item under General Business is the Fair Ops

Committee.

And I think you are handling that for Director Schenk?

MS. MOORE: Yes. So in the absence of both

Director Schenk as well as Director Nejabat, actually Chief

Operating Officer Katie Mueller, yes, will handle the report of
the Fair Ops Committee and the couple of action items that we
have before you.

MS. MUELLER: Right. Good afternoon.

The first item is the approval of our commercial and concessions rates. If you read the Operations Committee Report on Page 20, that outlines what we are proposing. Basically, we are proposing -- again, concession fees for the food concessionaires would pay 25 percent of their gross. The only thing that would change for that one is that we would be requesting a minimum guarantee. In the past, it's been \$1500, and we would propose raising that to \$5,000. That's just applied towards their rent once they get to the fair, but it's a guarantee of their space here at the fair.

We haven't had an increase in many, many years, and I think that \$5,000 is more than justified as they bring home -- they take away a lot more money than that. And also, there's a

```
lot of work on our part to commit that space, and it would be
 1
 2.
     very difficult for us to find alternatives if they were to, you
 3
     know, cancel or that kind of thing. So we're requesting an
 4
     increase in the deposit fee.
 5
               And then, in the commercial buildings, you'll see on
 6
     Page 21 the space rental schedule. We are requesting these
 7
     rates not change from 2022 to 2023. If you recall, we used the
     fee schedule from 2019, which included a 27-day fair, and we
 8
     feel that the rates are at a level that doesn't need to be
 9
10
     increased this year. We had some challenges last year in our
11
     commercial buildings just because of the supply chain issues,
12
     the labor shortages, that kind of thing, so we'd like to keep
13
     the fees the same and let everyone kind of get back on their
14
     feet another year before we look at increases again.
15
               PRESIDENT JOYCE ROWLAND: Okay. Do we want to go
16
     ahead and --
17
               MS. MUELLER: Um-hum.
18
               PRESIDENT JOYCE ROWLAND: -- move to --
19
               MS. MOORE: Or do we want to have the report, then,
20
     on the theme so we can have a discussion --
21
               PRESIDENT JOYCE ROWLAND: Yeah. Let's go through --
22
               MS. MOORE: -- of both?
23
               PRESIDENT JOYCE ROWLAND: Let's go through everything
     on the action items here before we move into the actual public
24
25
     comment on the items.
```

2.

MS. MUELLER: Okay. So if you look at Page 22 of your board packet, we were directed after the last board meeting to kind of narrow the scope a little bit more to define a little bit better our proposal for a "Let's Go Retro" theme in 2024. So we had a Fair Operations Committee meeting with myself, Carlene, and Fred -- Sam was unable to attend -- and we discussed the "Let's Go Retro" theme and themes in general, and if you recall, you know, many of our most favorable past themes have been rooted in the past.

If you think of themes like, you know, Alice in Wonderland, Dr. Seuss, the Beatles, the Wizard of Oz, but they've really been celebrations of past events, and I just --some of our most successful themes have been because when people come to the fair, they come to -- they are coming to enjoy themselves and sort of be transported out of their regular world and into a place that's fun and light-hearted and spirited.

So we took the "Let's Go Retro" theme and we kind of applied that thinking to it, but we also recognize that, you know, there was kind of a desire to look into the future a little bit; so not only will we be celebrating the past with this theme concept, you know, the past decades, music, pop culture, those kind of things, but also looking to the future, what will people consider retro, you know, 50 years into the future?

1	One of the things we can look back on now that people
2	will say, "Wow, that really made an impact," or "What they did,
3	you know, during the 2020s really made an impact on our
4	future," and that kind of thing. So the concept can include
5	both, you know, the historical look back and also the
6	futuristic look about what could be based on what kind of
7	choices we make at this time. And, of course, it's just a
8	concept, and we will be further defining and narrowing the
9	scope of that, but it's a great way to tie in, you know,
10	entertainment and food and shopping and exhibits and all of the
11	things that we do at the fair and make it a really unique, fun
12	experience for people coming to the fair to feel nostalgic
13	about the past but also to look forward and imagine what the
14	future might be like as well.
15	PRESIDENT JOYCE ROWLAND: Okay. Thank you.
16	And so next, we'll do the Finance Committee report.
17	MS. MOORE: So there should be public comment on 7A,
18	and then separate on 7B.
19	PRESIDENT JOYCE ROWLAND: Okay. It's not it's not
20	separated that way, but okay, we can absolutely do that.
21	So let's open up public comment on item 7A, the Fair
22	Ops Committee.
23	And before we get to that, any questions or comments
24	from the Board of Directors on the Fair Ops Report and the
25	impending action items?

2.

PRESIDENT JOYCE ROWLAND: No? Okay. Then we'll go to public comment. And so we're public commenting on 7A, the Fair Operations Committee, and the first member of the public is Martha Sullivan.

MARTHA SULLIVAN: Hello. This is Martha Sullivan again.

I guess I would just like to express my disappointment at sticking with the "Let's Go Retro" theme for 2024. It doesn't seem like the committee gave a whole lot of consideration to the fairly extensive discussion that this Board had about this and pointing out that looking back is not a way for this organization to move forward the way it really needs to move forward.

I hope that the suggestion that the look back will be in some kind of futuristic way as well to look back on things that have happened during, for example, 2020 because I think that could be very illuminating and educational in terms of the big changes, the big shifts that are happening in our society currently, particularly around things at the Fairgrounds, like the horseracing and like animal agriculture, cannabis, things that really need to be becoming more of the future and not be bogged down by the past.

Thank you.

PRESIDENT JOYCE ROWLAND: Okay. The next member of the public to speak on item 7A is Jane Cartmill.

1 MR. RIVERA: Star six, Jane. You're in the meeting.

JANE CARTMILL: Rather than fun and entertainment, a story in the Sacramento Bee about a goat named Peter is a sad reminder of what the 4H youth programs actually mean for its participants.

In Shasta County, Jessica Long's family bought a four-month-old goat and took it home where she raised and cared for the animal and came to love him. In June, she took the goat to be exhibited at the Shasta Fair Livestock Auction. The girl realized she did not want the goat to be slaughtered and tried to back out of the auction, but fair officials refused. A state senator bid \$902 for Cedar's meat. Jessica's mother took Cedar from the fair, offering to pay any losses, but the fair's livestock director threatened her with grand theft charges. Two sheriff's deputies from Shasta County drove over 500 miles to Sonoma County where the family had taken the goat in order to confiscate the child's beloved pet.

Of the \$902 bid for his meat, the fair was entitled to only \$63.14. The ensuing civil rights lawsuit alleges that officials violated the family's constitutional rights against unreasonable search and seizure and due process and seeks punitive damages.

Cedar was seized without a warrant and was then killed, destroying the plaintiff's property interest. Long's attorney, Ryan Gordon of Redondo Beach, said the dispute is not

1	an isolated one. And I believe that because I have personally
2	witnessed kids at Del Mar sobbing at the end of our fair when
3	they have had to part with their animals and realize that they
4	will be killed and eaten.
5	"So the case is more important than Cedar," Gordon
6	said. Quote, "Every year, the firm I work at gets calls from
7	kids in these 4H programs and they want out but are told they
8	can't." Unquote.
9	Apparently, one of the Hs in 4H stands for heartless.
10	Who would force a young child under 10 years old to hand over
11	the animal they raised and loved for slaughter?
12	PRESIDENT JOYCE ROWLAND: Okay. We'll now move to
13	the Finance Committee report.
14	MS. BARKETT: No, we've got to do the action items
15	PRESIDENT JOYCE ROWLAND: I'm sorry. That's right.
16	We're not going to go all the way through.
17	MR. GELFAND: Is there a time constraint on these
18	public comments?
19	PRESIDENT JOYCE ROWLAND: Two minutes.
20	MR. GELFAND: Two minutes? Okay.
21	PRESIDENT JOYCE ROWLAND: Okay. So we'll move back
22	to action item on the 2023 concessions and commercial rates.
23	So I need a motion.
24	MS. BARKETT: So moved.
25	MR. MOSIER: Second.

1	PRESIDENT JOYCE ROWLAND: Director Barkett.
2	Director Mosier.
3	Roll call.
4	MS. O'LEARY: Okay.
5	President Rowland.
6	PRESIDENT JOYCE ROWLAND: Aye.
7	MS. O'LEARY: Vice President Valdez.
8	MR. VALDEZ: Aye.
9	MS. O'LEARY: Director Barkett.
10	MR. BARKETT: Aye.
11	MS. O'LEARY: Director Gelfand.
12	MR. GELFAND: Aye.
13	MS. O'LEARY: Director Mead.
14	MS. MEAD: Aye.
15	MS. O'LEARY: And Director Mosier.
16	MR. MOSIER: Aye.
17	PRESIDENT JOYCE ROWLAND: Okay. Thank you.
18	So next we need a motion and a second on the theme
19	concept for 2024.
20	MS. BARKETT: So moved.
21	PRESIDENT JOYCE ROWLAND: Director Barkett. And a
22	second?
23	MR. VALDEZ: I'll second.
24	PRESIDENT JOYCE ROWLAND: Director Valdez will
25	second.

1	And roll call, please.
2	MS. O'LEARY: Okay.
3	President Rowland.
4	PRESIDENT JOYCE ROWLAND: Aye.
5	MS. O'LEARY: Vice President Valdez.
6	MR. VALDEZ: Aye.
7	MS. O'LEARY: Director Barkett.
8	MS. BARKETT: Aye.
9	MS. O'LEARY: Director Gelfand.
10	MR. GELFAND: Aye.
11	MS. O'LEARY: Director Mead.
12	MS. MEAD: Aye. Aye.
13	MS. O'LEARY: Thank you.
14	And Director Mosier.
15	MR. MOSIER: Aye.
16	PRESIDENT JOYCE ROWLAND: Okay. Thank you.
17	MS. MUELLER: Thank you very much.
18	PRESIDENT JOYCE ROWLAND: Okay. Shall we go to the
19	out-of-state travel first or to the Finance Committee? Does it
20	matter in terms of anything that
21	Let's go to out-of-state travel first, Carlene. Is
22	that okay?
23	Yeah. Why don't we go to out-of-state travel first
24	since there is an action item required on that. So I think
25	are you up and ready to go?
I	

2.

MS. MOORE: Yes. I will provide kind of some -- a little bit of background to this and in terms of why it was originally on the Consent Calendar. And then -- which -- really this was anticipated at the time that the agenda was done for the change so there really are two different pieces here or two different requests within it.

One is to change from what would have been staff attending the Western Fairs Association Feature Fair Tour at the New Mexico State Fair, but, well, we would already be on our way, and so with a change of this. But there is an opportunity at the end of this month for what's called the Sponsorship Mastery Summit, which is an incredible opportunity with regard to industry leaders and professionals within the sponsorship world coming together, connect, and because we deal a lot with sponsorships, just getting up to speed on some of the latest information, things like that, in anticipation not only for this year but next year. And so to make that adjustment that particular opportunity is held in the state of Washington.

The second one -- and so under, I guess, kind of normal circumstances or what was anticipated is this would have just been on Consent for the change. But the second one is something that just recently, since the agenda was posted, which is, again, the reason for moving this from Consent to action and for discussion, is for the board to consider the

opportunity to seek an exception to the travel ban for the
International Association of Fairs and Expositions.

So historically as an organization, we have attended

this networking and learning opportunity. Our team has gone to it. But for the past -- the past few years, we've been unable to attend in part due to its relocation from the state of Nevada to the state of Texas, which was added to the banned state list I believe back in 2017 or '18.

Also in part, though, because for the last couple of years, it really -- the District -- we were not in a position to really afford anything outside of critical travel -- critical travel needs. So it's been a number of years since staff has attended. This year, it had moved from -- the organizers of that convention and trade show have moved it from the state of Texas to Indiana in anticipation that this would allow the California fairs to participate. But just last month, AB 1887 --

MS. BARKETT: -- '89.

MS. MOORE: -- was updated; 1887 was updated to include the state of Indiana. This is an opportunity that takes place in November and December.

MR. GELFAND: Included in the ban?

MS. MOORE: To include it in the ban, yes.

So at this point, staff is unable to. However,

within AB 1887, there are exceptions. There are limited

2.

exceptions that can be considered, the process of which -- it would start with this Board first approving and then a request being made to the Governor's Office for approval of that. And part -- the exception, if we were to pursue it, is because of this not being provided or offered in a state that staff can travel to that is an accepted state for travel.

And so some may ask the question of: Well, but you go to the Western Fairs Association Convention and travel, kind of. But there are -- there are differences. A large one, a large difference, is the oppor- -- the learning opportunities and networking opportunities at IAFE, as it's referred to, as compared to WFA, Western Fairs. There are a -- there are more large fairs throughout the country, and then there are some that come internationally to it, as compared to with WFA. We are very large. There are few of us kind of on the western states as compared to when you get into that opportunity with the mid-west and even eastern states. Many state fairs and provinces and things like that attend it.

In additional to that, it's also the programing of IAFE, as compared to WFA, in that several things that are offered and are offered in more of a workshop type of setting, several hours, sometimes even, you know, a full day kind of learning-lesson classroom activity, as compared to sessions where you're getting, you know, good information but information in that. And those are really paramount to our

```
operations in terms of continuing to set the bar high for us
 1
 2.
     and for what we represent in our community, and those can range
 3
     in anything from leadership and government -- governance to
 4
     even consumer protection program trainings and things that are
 5
     offered.
 6
               So it's here before you. Happy to answer any -- any
 7
     questions or things, recognizing -- and I think it's important
     to recognize the purpose, you know, behind AB 1887 and the
 8
     travel bans -- is to limit and to protect employees from states
 9
     who might not otherwise have laws and things in place that
10
11
     support civil rights. And so a consideration may also be to
12
     put restrictions around if employees -- if we were to get the
13
     approval from not only this Board but the Governor's Office
14
     perhaps any restrictions that may be -- want to be placed
15
     around any employees attending in terms of, you know, staying
16
     in hotel and conference center only or something to that
17
     effect.
               But with that, I will open up to any questions you
18
19
     may have.
20
               PRESIDENT JOYCE ROWLAND: Yeah. And I would also
21
     add, if this were to be approved here and approved by the
22
     Governor's Office, then it's a one-time --
23
               MS. MOORE: Right. It is --
               PRESIDENT JOYCE ROWLAND: -- designed as a one-
24
     time --
25
```

1	MS. MOORE: on a per-case basis.
2	PRESIDENT JOYCE ROWLAND: Um-hum. Right.
3	So I will open this up first to questions from the
4	Board.
5	Director Mosier.
6	MR. MOSIER: Yes. Carlene, some of the conferences I
7	used to attend are now available via webinars, and I just
8	wanted to ask whether any of these sessions are available as
9	webinars so that you wouldn't have to attend in person but you
10	could listen to the presentation?
11	MS. MOORE: Unfortunately, most of especially those
12	workshop learning lessons right now are not not to say that
13	something may change, but it is something they had modified the
14	last, you know, couple of years. They did in 2020, was it?
15	And but it really is it's designed to be an in-person
16	attended event. So but we would continue to explore that
17	whether or not we attended it, if there are those opportunities
18	for some of them to be provided that way.
19	PRESIDENT JOYCE ROWLAND: So it might be a future
20	opportunity to encourage them.
21	So I see Director Valdez and then I think
22	Director Gelfand.
23	MR. VALDEZ: Quick question on whether or not we have
24	incurred any costs to attend the function, understanding that
25	your belief was that this was going to be held in a state that

1	was not on the ban, and when you had that belief, did the
2	District incur any costs for attending that?
3	MS. MOORE: We had not. Registration actually just
4	opened about around the same time as the announcement.
5	PRESIDENT JOYCE ROWLAND: Okay.
6	And Director Gelfand?
7	MR. VALDEZ: Thank you.
8	MR. GELFAND: Well, I'm familiar with IAFE, and they
9	really do have a great, you know, annual conference.
10	What is it about Indiana that got them on the list
11	that they weren't on before; do you know?
12	MS. MOORE: Four states were added to the list.
13	MR. VALDEZ: I can speak to that if
14	MS. MOORE: I was okay.
15	MR. VALDEZ: I do actually know. It was the recent
16	enactment actually, it was their overriding of the veto of
17	the governor hold on one second.
18	It was based upon HB 1041, which overrode a veto from
19	the governor prohibiting transgender girls from participating
20	in girls' sports girls' school sports consistent with their
21	gender identity. That was the specific action that their
22	legislature took to place them on the travel ban.
23	MR. GELFAND: And so part of the intent of the travel
24	ban is that we're not
25	MS. MOORE: Supporting

1	MR. GELFAND: supporting the state financially
2	through tourism and other kinds of things. So, you know, sort
3	of consistent with that, you could go there and stay in the
4	hotel and not, you know, spend money
5	MS. MOORE: Not participate in tourist activities and
6	things.
7	MR. GELFAND: Okay.
8	PRESIDENT JOYCE ROWLAND: Anything else from our
9	directors before I open it up for public comment?
10	So this is an item that was added to General
11	Business, and we do have only two people who were signed up for
12	General Business public comment, Martha Sullivan and Jane
13	Cartmill. So I will give you the opportunity if you want to
14	speak to this issue.
15	And no one else signed up?
16	Okay. No one else signed up. So Martha Sullivan,
17	we'll open it up for you if you want to make any comments on
18	this item.
19	MARTHA SULLIVAN: Hello, this is Martha Sullivan
20	again.
21	I would just like to know what, quote, "licensure or
22	similar standards required for holding a position," end quote,
23	would necessitate an exemption from this ban of travel to
24	Indiana because that, the exemption reason to fight it.
25	So what licensure or similar standards required for

holding a position would be addressed by attending this 1 conference? 2. 3 PRESIDENT JOYCE ROWLAND: Okay. Thank you for your 4 comment. 5 I think it's a little bit broader than that so, 6 Carlene, if you want to just address what is actually covered 7 in that. MS. MOORE: Yes. 8 So in terms of that, it is, again, staying -- also 9 remaining competitive within our industry and in what we do, 10 11 knowledgeable of the information, practices -- best management 12 practices -- safety procedures, things like that that we need 13 to have in place for the protection of our consumers, our 14 employees, those attending. It's not just specific to the fair, but oftentimes sessions are also about facilities and 15 16 operations of that nature as well. 17 And so -- and as a -- as a part of this process --18 again, if approved by this Board -- we would be submitting the 19 appropriate information and documents and things to the 20 Governor's Office. 21 PRESIDENT JOYCE ROWLAND: So it's really the similar 22 standards comments that you're relying on for that. 23 MS. MOORE: Um-hum. PRESIDENT JOYCE ROWLAND: And I'm sure the office has 24 25 probably made decisions of a lot of organizations and so

they'll have their own standards as to what is similar enough. 1 2. So... 3 Okay. Jane Cartmill, if you would like to make comments on this item as well. 4 5 JANE CARTMILL: I don't have anything further on this 6 item. 7 PRESIDENT JOYCE ROWLAND: Okay. So if there's nothing additional from the Board, we have -- I'm sorry. 8 Director Mosier. 9 10 MR. MOSIER: Yeah. I just want to say that I grew up 11 in Indiana, and I'm not particularly happy with current 12 politics in Indiana, but one of the goals of AB 1887 is to not 13 only ban travel but to get events moved out of those states 14 that pass discriminatory actions. And to the extent you try to 15 bypass the travel ban, you're defeating that goal; so I'm -- I 16 understand the advantage of going to the meeting, but I must 17 say that I have real reservations about bypassing the travel 18 ban in this instance. Maybe one or two people won't make a 19 difference, but if a few people do this, you're basically 20 negating the effect that -- the legislative act of California. 21 PRESIDENT JOYCE ROWLAND: Yeah. And I agree with 22 I think that that's important. I think the unfortunate 23 circumstance here is I believe they moved it from Texas to

to a state -- and as you know, there's a lot of advance

avoid the travel ban issues associated with Texas and moved it

24

25

```
1
     planning that occurs -- moved it to a state that subsequent to
 2.
     all the planning going into it and setting the location and
 3
     letting everyone know, then they end up on the travel ban
 4
     too -- in July?
 5
               MS. MOORE: Um-hum. Effective August 1st.
 6
               PRESIDENT JOYCE ROWLAND: So I think -- what struck
 7
     me is that this is an organization that was actually willing to
     be sensitive to the travel ban issues and probably next year
 8
     would make a different choice -- or in future years. And in my
 9
     mind, I didn't want to, frankly, punish them because the
10
11
     California delegation is -- you know, it's not just us.
12
               But I hear what you are saying. I think that that's
13
     why in my mind I saw it as a one-time.
14
               MS. BARKETT: I think that this year is an
15
     aberration. I really do.
16
               MR. MOSIER: Well, I appreciate that very much.
17
     Again, I'm not a fan of Indiana's decisions, and I think the
18
     decision should have got them on the travel ban earlier.
19
               MR. GELFAND: I was going to say, could we condition
     the motion that along with our seeking approval from the
20
21
     Governor to have our group go there, that we send a letter to
22
     the organization saying we're not going to go again if it
     continues to be in a state that's banned.
23
               PRESIDENT JOYCE ROWLAND: Oh, yeah. And I think
24
25
     that's easily done, and they know.
```

I would perhaps recommend that we have --1 MS. MOORE: 2. because there are two different items on this, either the 3 motion speaks to both or --4 PRESIDENT JOYCE ROWLAND: Well, there's the out-of-5 state, and then there's the banned travel exception. 6 MS. MOORE: Right. Correct. 7 PRESIDENT JOYCE ROWLAND: So, yes. So we'll do two action items on that, the first being the regular out-of-state 8 travel; so I need a motion on that. 9 10 MR. GELFAND: So moved. 11 PRESIDENT JOYCE ROWLAND: Oh, I'm sorry. Richard. 12 MR. VALDEZ: That's okay. I just wanted to make 13 sure -- I'm fine with separating them, but I wanted to make sure my comments were made. And I'll defer to you, President 14 15 Rowland, as to whether or not you want to take care of the 16 first one and then hear back on the ban. I have a comment 17 regarding the ban as well. 18 PRESIDENT JOYCE ROWLAND: No, actually. Go ahead. 19 MR. VALDEZ: You know, I've kind of quarreled with this with myself. I appreciate it having been taken off of 20 Consent so that we could have this discussion. I think it's a 21 22 healthy one and an important one to have. 23 I also recognized the fact that it was taken out of Texas and put into a state that perhaps was intended to be one 24 that was not on the travel ban. I think that is assuming 25

2.

something, perhaps, and giving them benefit where they may be entitled to; I'm not sure. I agree with Director Mosier that I'm actually surprised that it took until July 1st for Indiana to be placed on the ban, but that's for the Governor's Office to decide.

Having said that, it is the Governor's Office that decided to enact AB 1887. It was them that placed Indiana onto the ban list, and I think we're working within a finite amount of exceptions. And the way I read the exception -- and I'll read it -- is to "...complete job-required training necessary to maintain licensure or similar standards"; and it's either "licensure or similar standards" that I'm quarreling with that perhaps was stated before: "...required for holding a position in the event that comparable training cannot be obtained in California or a different state not subject to the travel prohibition."

I'm quarreling with myself as to whether I would be supportive of voting in favor to allow the Governor's Office just to make this call for us or whether it's our job to make that call as a board. And I recognize the importance to the staff on attending this, and of course, it wouldn't be something that would be beneficial or the staff wouldn't be requesting us to send them anyway, whether it was in a banned state or not banned state. So I recognize that. I hope that staff knows me well enough to know that I don't take lightly

1	taking contrary positions that staff is recommending, but I do
2	find myself having difficulty voting in favor of this for
3	similar reasons as expressed by Director Mosier.
4	PRESIDENT JOYCE ROWLAND: Okay. Thank you.
5	And with that, we will make the do the vote on
6	MS. O'LEARY: I don't think I have a motion yet.
7	PRESIDENT JOYCE ROWLAND: Yeah. I I know. I'm
8	going to get there.
9	We'll do the vote first on the just straight
10	out-of-state not banned state but out-of-state travel.
11	And I'll need a motion and a second on that.
12	MR. GELFAND: Motion.
13	MS. BARKETT: Second.
14	PRESIDENT JOYCE ROWLAND: Okay. You have those.
15	Director Gelfand and Barkett.
16	So roll call, please.
17	MS. O'LEARY: President Rowland.
18	PRESIDENT JOYCE ROWLAND: Aye.
19	MS. O'LEARY: Vice President Valdez.
20	MR. VALDEZ: Aye.
21	MS. O'LEARY: Director Barkett.
22	MS. BARKETT: Aye.
23	MS. O'LEARY: Director Gelfand.
24	MR. GELFAND: Aye.
25	MS. O'LEARY: Director Mead.

1	MR. GELFAND: She's muted.
2	MS. O'LEARY: Director Mosier.
3	Director Mead?
4	MS. MEAD: Aye. Aye.
5	MS. O'LEARY: Yes, I hear you. Thank you.
6	MR. MOSIER: Aye, belated.
7	PRESIDENT JOYCE ROWLAND: Okay. Thank you for all
8	that.
9	Okay. So that passes.
10	So the second motion is on allowing it to go forward
11	to the Governor's Office for an exception to one-time banned
12	travel to the state of Indiana for this conference. And so I
13	need a motion, and I need a second.
14	MS. BARKETT: So moved.
15	PRESIDENT JOYCE ROWLAND: Director Barkett.
16	Need a second.
17	MR. GELFAND: I'll second it.
18	PRESIDENT JOYCE ROWLAND: Director Gelfand.
19	MS. O'LEARY: President Rowland.
20	MR. GELFAND: Before you vote, can I make a comment
21	because I do second it reluctantly, and I do so with
22	PRESIDENT JOYCE ROWLAND: It's just a governance
23	item.
24	MR. GELFAND: I understand, but I have a family
25	member who's trans and, you know, I'm sensitive to the issue,

```
1
     but because the organization intended to go to a state that
 2
     wasn't banned and this is a one-time deal, I'm okay with it.
 3
               PRESIDENT JOYCE ROWLAND: Yeah. And I'm okay, you
 4
     know, letting it go forward to the Governor's Office for them
 5
     to apply the standard that they have developed, whichever way
 6
     it goes.
 7
               So aye.
               MS. O'LEARY: Then Vice President Valdez.
 8
               MR. VALDEZ: Nay.
 9
               MS. O'LEARY: And then Director Barkett.
10
11
               MS. BARKETT: Yes.
12
               MS. O'LEARY: Director Gelfand.
               MR. GELFAND: Aye.
13
14
               MS. O'LEARY: Director Mead.
15
               Director Mead.
16
               MS. MEAD: Director Mead?
17
               MS. O'LEARY: Yes, it is.
18
               DIRECTOR MEAD: Director Mead, no.
19
               MS. O'LEARY: And then Director Mosier.
20
               MR. MOSIER: No.
21
               PRESIDENT JOYCE ROWLAND: Okay. So motion fails.
22
               Okay. And so the next item here, which is an
23
     informational item, is the Finance Committee Report.
                            Okay. I'm going to ask Carlene to
24
               MR. VALDEZ:
25
     address the issue regarding monthly financials, and then she'll
```

pass it back to me on a couple of topics I wanted to cover as
well.

So on to you, Carlene.

MS. MOORE: Okay. Thank you.

both the committee report or the executive summary, as well as the financial reports. This is through May. And as you recall, we are still working through that, and that was that third-party popcorn failure. June being the busiest month of all that activity taking place, but we're nearly through all of that. And of course, next -- at next month's meeting, we will have the full report in terms of the fair so including even the operations through July so we'll be bringing that forward.

Just, you know, a few things to note in terms of -again we still -- we maintain a strong cash position. This is
very important to note, especially as we start to head into,
you know, the winter months, recognizing that our busiest time
of year is usually our spring and summer months. So a strong
position there.

I also wanted to speak to -- on Page 26, in terms of the income statement, in that some may be wondering as: "Gosh, we're approaching the fair; we're gearing up for things. Why aren't these -- the revenues higher?" We operate on accrual basis so, for example, deposits and ticket buying and things like that that are occurring even in the month of May for, you

2.

know, commercial space, you know, tickets to concerts and things. That money, in essence, gets recognized in the month in which that activity happens so you'll see a big change when you see -- in looking at the June financials and -- which will be a part that -- again, the fair financial report. So because it's an accrual base, you aren't seeing -- because we haven't earned yet those admissions dollars, those parking dollars for the fair, anything that is, in essence, sold or deposited on in advance of the fair, but that does impact our cash flow and so therefore, the cash balance on the previous page, on Page 25.

And so with that, unless there are any specific questions regarding the financial statements, I will turn it back over to Richard.

PRESIDENT JOYCE ROWLAND: Yes. And Richard, you had a couple comments as well.

MR. VALDEZ: I did.

I wanted to -- as stated in the staff report, we will be embarking on, you know, typical budget time in the next month or so. And as part of that, we found ourselves having the opportunity -- which I think is a great one after having survived the pandemic -- being able to have some healthy discussions that we would like to embark on with the Board starting probably in November about the Board's desire and parameters for what we would envision, if any, with regard to reserves.

And then also, you're going to hear a report later on 1 2. from Melinda Carmichael talking about -- touching upon some 3 construction-related issues and knowing that historically we 4 had used RTA and bond money for capital improvements and 5 whatnot that is not necessarily going to happen in the future, 6 how do we set aside the necessary funds for capital 7 improvements? And we're going to embark on an assessment over the next probably 12 months on our facilities and so we'll ask 8 the Board for some guidance and some discussion, again, in 9 10 November about creating perhaps some monies to set aside for 11 that purpose as well. 12 So I want to just kind of plant the seed for that. 13 It's actually exciting conversation to be had, and we'll look 14 forward to having that discussion in -- likely in November. 15 PRESIDENT JOYCE ROWLAND: And I might have -- would 16 you just say something, a little bit -- you or Carlene -- about 17 the audit for the good-faith payment to Premier relative to the 18 underbilling, potential underbilling, and the delay of the 19 special audit; just kind of brief us on that a little bit more. MR. VALDEZ: Carlene, you take that, and I'll fill in 20 21 any gaps. MS. MOORE: Okay. 22 23 So it -- earlier this year, back in May, we were notified by Premier that through the process of their audit, it 24 25 had been identified that they had underbilled us in 2021, and

2.

it's related to the change from being -- from taking cash to going cashless. It's related to, in essence, the tip monies that were collected via, in essence, credit card that were paid out to employees, that Premier had paid out to them but had not sought the reimbursement from us on. And this is because the revenues -- as the revenues -- our relationship with Premier is such that the revenues that they generate, as those come in, those are actually deposited into the 22nd DAA's bank account, and then we reimburse Premier for their operating expenses so what they had identified as a potential underbilling.

Well, if you -- rewinding back to November of 2021, we had actually contacted -- and so we had already booked an amount as a potential liability because in November there was a significant amount of money that we had received in that account that was not accounted for in the P&L statements of Premier at that -- at that time. So we're aware of that.

In addition to the -- but, again, this was found through their audit. So then what we did is we have sought out a special audit for this of, in essence, the Premier account, and in light of just the various changes and things that have occurred going back even to January of 2020. The delay on that audit was just the resources of our own audit firm. And so they have since then -- have reengaged on it.

So we had anticipated that that was going to be undertaken almost immediately; would have been done during the

summer months, but that has just been taken back up. 1 2. the committee had discussion around this and since, again, the 3 belief that there most likely is -- and we feel good about that 4 because of these funds that we're sitting on to make a good-5 faith payment now because we recognize it's taken longer than 6 had been anticipated to resolve the matter to finally settle 7 it. PRESIDENT JOYCE ROWLAND: So between knowing what 8 Premier's audit was and knowing where we were sitting relative 9 10 to cash position that was a little bit of an anomaly, as you 11 sorted it out, you feel good in making the good-faith payment. 12 You know, and I assume that, you know, if it turned out to be 13 otherwise that, you know, there are ways to recoup that so --14 should it become necessary. 15 MS. MOORE: Um-hum. 16 PRESIDENT JOYCE ROWLAND: Okay. Thank you. 17 MS. MOORE: Did I miss anything? 18 MR. VALDEZ: I don't think so. And I think -- I 19 think that the contract between the District and Premier contemplates the possibility of embarking on an audit like 20 this, and it is one that I believe that the costs are borne by 21 22 Premier, I believe, on the audit. We just felt that it was 23 necessary for us to go back and doublecheck. PRESIDENT JOYCE ROWLAND: Sure. 24 25 MR. VALDEZ: But we did have an understanding that

there was a certain amount owed. 1 2. PRESIDENT JOYCE ROWLAND: Okay. Any other -- before 3 we go to public comment, any other questions from the Board? 4 Okay. Since this is still an item of General 5 Business and we still have Martha Sullivan and Jane Cartmill 6 signed up for General Business, we'll open it back up to see if 7 there are any questions about the Finance Committee Report --8 or comments, excuse me. 9 MARTHA SULLIVAN: Hi. This is Martha Sullivan again. 10 And I appreciate that -- can you hear me? PRESIDENT JOYCE ROWLAND: Yes, we can. 11 12 MARTHA SULLIVAN: Hello? 13 PRESIDENT JOYCE ROWLAND: Yes, we can hear you. 14 MARTHA SULLIVAN: I appreciate the discussion about 15 the special audit because that was something that jumped out at me. But I also just wanted to -- just a flag that the report 16 17 from the Finance Committee was labeled 5B instead of 7B, which 18 can be confusing when you're going through and trying to keep 19 track of where you're at. And too, I also wanted to point out that at the 20 21 bottom -- I think it's near the bottom of Page 24 -- there was a reference to the employee -- the trackside employee housing 22 23 still awaiting that assessment which doesn't sync with the item we're going to hear about later in the management report so I 24 25 wanted also wanted to point that out just as a, you know, an

1	attempt to try to sync stuff up when you're doing the board
2	packet.
3	Thank you.
4	PRESIDENT JOYCE ROWLAND: Okay. And Jane Cartmill,
5	any comments on the Finance Report?
6	JANE CARTMILL: I don't have any further comment on
7	this item.
8	Thanks.
9	PRESIDENT JOYCE ROWLAND: Okay. Thank you very much.
10	We will now move to the let's see Management
11	Report, and I believe we're going to start with the San Elijo
12	Wetlands and Treatment Center presentation; correct?
13	MS. MOORE: Yes. And so coming up to the podium is
14	our supervising environmental planner oh, walking away from
15	it now Dustin Fuller. So and he is getting our guests
16	for the presentation.
17	PRESIDENT JOYCE ROWLAND: Who have been patiently
18	waiting.
19	MS. MOORE: Yes. Thank you very much.
20	PRESIDENT JOYCE ROWLAND: So I would just say we're
21	going to go all the way through the Management Report and then
22	go to public comment because members of the public may have
23	comment on any aspect of the Management Report so we'll wait
24	until the end.
25	DUSTIN FULLER: If I could have just one moment.
1	

1	Wayne's coming. He's the presenter. I'm just going to
2	introduce everybody.
3	PRESIDENT JOYCE ROWLAND: Okay. Fine.
4	DUSTIN FULLER: So I'll go ahead and start.
5	Dustin Fuller, Supervising Environmental Planner. I was here
6	back in May, gave you a rambling discussion about our Water
7	Quality Improvement Project in the backstretch and the ponds.
8	Back then, it was Great Ecology working for us. We
9	had just installed the nanobubblers about a month earlier, and
10	we had just gotten San Elijo Joint Powers Authority under
11	contract to help us with the operation maintenance of the
12	Truman (spelled phonetically) building. And I brought the
13	dream team.
14	We have Wayne Rosenbaum, our environmental attorney.
15	We have Thea Lemberger and Davis Ladd from Great Ecology and
16	Chris Trees from San Elijo Joint Powers Authority. And I'm
17	going to turn it over to Wayne, and I'll be back later.
18	PRESIDENT JOYCE ROWLAND: Great. Thank you.
19	WAYNE ROSENBAUM: Don't go too far.
20	Good afternoon. Wayne Rosenbaum, Environmental Law
21	Group.
22	We're here to talk to give you sort of an update
23	as to where we are with our stormwater project for the 22nd DAA
24	on the trackside. And we really, I think, are bringing you
25	good news today.

Is somebody controlling the slides? 1 2. HENRY RIVERA: It's coming up right now. 3 WAYNE ROSENBAUM: Thank you. 4 HENRY RIVERA: You should have the clicker on your 5 podium. It's the green button. 6 WAYNE ROSENBAUM: Oh. Okay. Don't go anywhere. 7 Don't go too fast. Okay. Back in 2013, the 22nd Ag made a commitment to 8 the regional board and California Coastal Commission to 9 10 implement a large-scale stormwater project. And then several 11 years later, we had some I'll call it "additional impetus" from 12 the San Diego coast keeper and Surf (spelled phonetically) and 13 so we entered into a consent judgment to build a system that was designed to address stormwater from a large CAFO, Confined 14 15 Animal Feeding Operation. In order to do that, the baseline is 16 you need to be able to capture and treat the 24-hour, 25-year 17 storm event and meet the discharge standards that -- wherever 18 you're going to discharge to; okay. 19 So the first task was the installation of a dedicated roof drain system to collect all the runoff from the barns 20 because if we could divert that, then it didn't come into 21 contact with the horses, and therefore, we didn't have to treat 22 23 it. And then the second step was to divert all the remaining CAFO-related water and some other associated water -- because 24 25 in some cases it was more difficult to not collect the water

than to collect it -- and take all of that water and put it into the eastern receiving lake.

And this gives you some sense of what we were talking about. These are the CAFO areas and some of the non-CAFO areas, then, where we are collecting all that stormwater and we're putting it first into that eastern lake. And from the eastern lake -- I'm sorry -- yeah. That is the eastern lake.

MR. GELFAND: The one that says "Basin Seven"?

MS. MOORE: Yes.

2.

WAYNE ROSENBAUM: And from there, the water then moves on to a two-part treatment technology. The first step is a constructed wetland that was -- the engineering was done by Fuscoe. The biological treatment system was designed by Great Ecology. Unfortunately, Ian was -- isn't available today, but you're going to hear from the folks about -- from Great Ecology as to how that part of the system works. But it's basically a nature-based solution. It's a wetland. And as a wetland, what does it do? It helps us remove sediment. It helps us uptake nutrients. To a certain extent, it helps us uptake metals so that we're removing that in an actual way from the water. And we're doing it in an esthetic setting that as these facilities mature, they grow in, they look nice. They are appropriate for their environment from an esthetics standpoint.

The second component, then, is a stormwater -- a more traditional stormwater treatment facility. Here, what we are

2.

doing is we are filtering the water and then treating it with UV to kill the bacteria, at which point we have the opportunity to, one, recirculate that water because what we are beginning to find is that most of the year, we have a water -- we don't have enough water. We need to add water to the system. It's very rare that we have such a surplus that we have to discharge it. But when we have to discharge it, again, we have two options. We can -- and our folks from San Elijo will talk about this as well -- but we can discharge to the sanitary sewer or we can discharge to the creek.

Now for certain reasons right now, we are sending our discharge to the sanitary sewer. One, this is good water. Why should we be wasting it? And two, there are some -- there basically are some problems with the basin plan in which the basin plan assumes that the creek into which we would be discharging is absolutely fresh water. There is no seawater infiltration. So we have some freshwater standards that are -- you know, we are still wrestling with, but we think it is best to send that de minimis amount of water to San Elijo in the first place.

Ongoing maintenance and management. And, again, the folks who are actually doing this are going to talk to you in a moment, but our problems? We still have some excessive algae growth that we are working with, both -- which is primarily a wetland -- to a certain extent a wetland health issue, but

2.

mostly an esthetics issue. And we're beginning to manage that both in terms of physical raking and harvesting and adding some additives that will help us deal with the nutrient loads, the nanobubblers that you approved for this system which help us remove volatile compounds, including ammonia.

And at this point, I think the next slide belongs to you guys from -- and I'd like to introduce Great Ecology.

DAVIS LADD: Good morning, everyone. I'm Davis Ladd.

I'm with Great Ecology, and I'm joined by Thea Lemberger, a

co-worker of mine.

Thank you, Wayne, for introducing us, and we'll go through some of the management practices that we're undertaking right now at the wetland mostly around the algae control, in addition to just helping the wetland function at its highest efficiency.

So on the previous slide, there were four management solutions that were mentioned right now. The first of these is raking and harvesting which I'll talk about in just a second. But to recap, the other three were additives to the system, there were the installation of nanobubblers, as well as continued consulting on our part for other issues that happen to arise.

So related to the raking and harvesting of the system, we come out and we physically rake the algae at the surface and subsurface level on a monthly basis. This is

2.

something we had planned out. We send a physical crew. They remove the algae. So it's a major esthetic improvement to the system but it also helps the system operate at high functional levels. The algae can be compromising to the wetland health, so we want to make sure we get it out of there as soon as possible. And, of course, from the Fairgrounds perspective, not only do you want the wetland system to operate at its highest function, but you also want it to look great, given its prominence inside the system. So we want to make sure that algae is out of there as fast as possible so we have monthly management to come out and physically remove the algae that is within the system.

In additional to that, we also have an annual harvest that occurs, and this is related to the wetland vegetation. So as the vegetation grows throughout the year, it uptakes nutrients that are existing inside the water and the system that, you know, you're flowing through it. So by removing portions of the wetland vegetation, we're essentially setting a reset button which allows more vegetation to grow back in and start the process all over again. So over from harvest one to harvest two, you have growth and uptake in nutrients; come out and harvest that vegetation to a certain point, and again it just starts all over. So it's just one of the components in the system.

So in addition to the raking and harvesting, we also

2.

have additives that are put into the system to help control the nutrient levels which ultimately result in more algae. So one of these is biochar bags, in addition to barley pellets. These are added into the system at various points throughout the wetland; help to lower the nutrient levels, and as you'll hear a couple times in these slides, the less nutrients, the less algae we're going to have.

And in addition to that, we also add pond dye to the system. This is a practice that is used; pretty common in, like, golf courses and other managed ponds and lakes of similar sizes. The pond dye helps to reduce the amount of light that gets into the system itself which means less algae growth. If it can't penetrate all the way to the bottom of the system, it's not going to allow the levels of algae to grow that would exist if the pond dye wasn't there. So these are just three of the additives that we're using as part of our adaptive management to help make sure that we're keeping the algae levels low in addition to actually removing any algae that does grow within the system.

PRESIDENT JOYCE ROWLAND: What's the chemical nature of the pond dye? What's in it?

THEA LEMBERGER: The chemicals that make up the pond dye, I'd have to get back to you on what it is comprised of, exactly, but it's not -- it doesn't require additional permitting or limit use.

MR. GELFAND: I've used it before. It's like a food 1 2. dye, food quality typically. 3 DAVIS LADD: Essentially just changes the coloring 4 and makes it darker. You might have noticed --5 PRESIDENT JOYCE ROWLAND: So we could eat it? 6 would be okay? 7 THEA LEMBERGER: I wouldn't recommend that you eat it. 8 PRESIDENT JOYCE ROWLAND: Go ahead. 9 10 DAVIS LADD: So in addition to the raking-harvesting 11 as well as the additives to the system, there has also been 12 nanobubblers installed. So from Great Ecology's point of view, 13 we help to coordinate the facilitation of Moleaer, the company 14 that installed the nanobubblers with the fairgrounds, 15 themselves. And the nanobubblers are essentially systems that 16 create millions of microscopic nanobubbles that help to aerate 17 the water. 18 So the aeration helps in a few ways. First, it's 19 going to reduce ammonia. It's going to remove -- or I'm sorry, not remove but reduce volatile organic chemicals and other 20 21 things that are in the system that all contribute to algae 22 growth as well as some other factors that may hinder the 23 performance of the wetland itself. So -- and ultimately, again, less nutrients, less algae growth. And so the 24 25 nanobubblers help kind of facilitate some of the removal of the nutrients and other things like ammonia that exist within the system.

As I understand it, there is a pilot phase that was a part of the installation from Moleaer that I believe has ended, and now the Fairgrounds and Moleaer are coordinating on an implementation of a larger, more permanent system for the nanobubblers. And we can say that as part of our monthly management, when we've been out there during the period in which the nanobubblers were active, we did see a visible reduction in algae.

So in addition to the other three slides we had, as part of the adaptive management is continued consultations. So obviously, we have plans for going out there and removing the algae that exists. I've already spoken about some of the additives. But sometimes in a natural system, things arise that we're not maybe expecting or they just happen. Things happen. It's a natural environment. You never know exactly what's going to show up.

So as part of adaptive management is making sure that we're not only available to deal with something that comes up but knowing how to do so. So we work with our team. We work with the Fairgrounds and any other people who are involved in the treatment system to deal with those things that arise related to algae and the entire system overall from that adaptive management perspective. And as Great Ecology, we try

2.

to find the most nature-based solution to resolving that, and then we will, you know, move to things like biochar and barley pellets and we move ourself down the line.

In addition to that, we also help to control biofuel -- biothaline organisms that can disrupt the performance of the wetland itself, and then we continue to coordinate with the Fairgrounds staff and management of the entire system and planning out that management.

So just as a summary, we are continuing algae management. It's ongoing. We're removing algae from the surface and the subsurface and we are also doing what we can with biochar pellets and other methods to ensure the wetland health is as, you know, high as possible and to reduce the levels of algae that are growing overall, and we are seeing success with that.

In addition, we also have monthly, bi-annual, and annual maintenance scheduled through the remainder of 2022.

This is the various methods that I spoke about in the slides, in addition to larger plans in 2023, all evolving around the different management practices that we're already using. And then as part of adaptive management, we're always open to new ideas and applying new ways of controlling the algae and other issues that may arise; so if there's something that comes up, we're going to deal with it however we need to because our goal is to make sure that the wetland is operating at its highest

function so you guys can meet the regional discharge water 1 2. requirements that are needed through the system. 3 PRESIDENT JOYCE ROWLAND: Thank you. 4 DAVIS LADD: Thank you very much. 5 CHRIS TREES: My turn. 6 Good afternoon, Madam Chair, members of the Board. 7 I'm Chris Trees. I'm the Director of Operations of the San Elijo Joint Powers Authority, and I appreciate the 8 opportunity to introduce myself and my agency to you today. 9 We are a public agency that was formed in 1965 to 10 treat wastewater from the Solana Beach Sanitation District and 11 12 the Cardiff Sanitation District. Over the years, we have evolved to recycled water as well. Our headquarters is located 13 14 just two exits north off of Manchester Ave. on the 5 Freeway. We are governed by a board of directors, four members 15 16 that are two members from the Solana Beach City Council and two 17 members from the Encinitas City Council. Those are appointed 18 positions that are appointed each year by the city council of 19 each city. Our core functions are wastewater treatment. 20 21 operate a 5.25 million gallon per day wastewater treatment 22 facility. We operate a three million gallon per day recycled 23 water treatment storage and distribution facility. We have a state-accredited environmental laboratory onsite. We also 24 25 operate and maintain an ocean outfall off the coast of

2.

Cardiff State Beach that -- where the -- for any water that can't be recycled, we send it out to the ocean. It goes about a mile and a half offshore.

Our urban runoff and clean water services is what we are providing to you. We operate pump stations and stormwater treatment systems for different public agencies, and we also operate and maintain sewer pump stations that are owned by the City of Solana Beach, the City of Encinitas, and the City of Del Mar.

As far as staffing, we have a highly-qualified, certified and experienced staff including engineers, operators, mechanics. The California Water Environment Association, in association with the State of California, maintains the certification programs that require testing and annual continuing education credits for our operators and maintenance staff.

As far as wastewater, we collect from the south half of the city of Encinitas out into Olivenhain, all of Solana Beach, about half of Rancho Santa Fe, the city of Del Mar, which includes the Del Mar Fairgrounds wastewater so when you -- any wastewater that comes offsite here comes to us for treatment and then we recycle that and provide it to you for irrigation.

Our recycled water program produces a little over half a billion gallons of recycled water annually that is used

2.

for irrigation for the racetrack, golf courses, homeowners associations, schools, parks, and CalTrans uses it on the freeway for the medians all the way from the Fairgrounds all the way up to La Costa Avenue on the 5 Freeway. The recycled water supply is not affected by drought and reduces wastewater discharge to the ocean.

So particularly for the 22nd District Agriculture Association, we are creating value through our knowledge and experience in operating pumps, filters, and ultraviolet light disinfection systems, instrumentation and controls. We are also helping to maintain environmental compliance by reducing discharges to the creek and providing reliable service.

Beginning in May, we optimized operation of the treatment system. We replaced some leaking pump seals. There was a failed drum filter motor we replaced, some of the ultraviolet lightbulbs had burned out. We replaced some of those and some of the ballasts associated with those. We repaired level sensors in the wetland and the main track pump station; and on opening day of the race season this year, we responded to one of the pump stations that had failed, and we found some construction debris that was clogging the pumps and so we fixed that and got that back online right away.

An example of some troubleshooting that we did was the wetland treatment system. The level sensor went out. We responded and opened up the control cabinet, and it was full of

The ants had climbed onto the circuit board and shorted 1 ants. 2. it out and burned it up. So we were able to replace that 3 circuit board, and then, before we put it back in service, we 4 sealed up all of the openings in the cabinet so the ants can't 5 get back in there again. 6 Thank you for your time today. PRESIDENT JOYCE ROWLAND: Thank you. WAYNE ROSENBAUM: So all the team is here and 8 available for any questions. 9 10 PRESIDENT JOYCE ROWLAND: Hang on for a second. 11 Yes. Are you going to take questions now? 12 that... 13 WAYNE ROSENBAUM: Yeah. I thought I could do a 14 summary slide and then take questions. 15 PRESIDENT JOYCE ROWLAND: Okay. Very good. Yes. 16 WAYNE ROSENBAUM: In summary, yes, we're still having 17 some teething problems, but this is the -- this project is the 18 first of its kind that we're aware of that incorporates this 19 natural component with some of the more traditional mechanical treatment systems. The addition -- having a team of some of 20 the best biologists -- and clearly the folks from San Elijo who 21 22 understand the mechanics and the pumps and the valves and the 23 sensors -- has put -- allowed us to put a team together that has helped us really begin to see how effective and valuable 24 25 the system is.

1	That data that we have shows significant reductions
2	in sediment, bacteria and nutrients, and, in fact, other than
3	salt, our discharges are could fully comply. We're still
4	having a little bit of a salt problem, but everything else is
5	well within the requirements.
6	Since the project's been operational, we have not had
7	to discharge to San Elijo Creek. We've been discharging to
8	I'm sorry; to Steven's Creek. We've been discharging to
9	San Elijo where that water, then, because it's kind of nicely
10	cleaned up, is being used to recycle recycling and reuse
11	purposes.
12	And on that, I'm going to be quiet, but we have the
13	entire team here so any questions that we can answer for you,
14	that's why we're here.
15	PRESIDENT JOYCE ROWLAND: Thank you.
16	I think Director Gelfand, then Director Mosier.
17	MR. GELFAND: Well, having operated similar
18	facilities, I appreciate the complexity of what you are doing,
19	and I endorse the approach you have taken.
20	I'm just curious. When you do the raking of the
21	algae and also the annual harvesting, what happens with that
22	material? Is it going to be composted? Is there any reuse
23	potential?
24	THEA LEMBERGER: Yeah.
25	PRESIDENT JOYCE ROWLAND: Microphone.

THEA LEMBERGER: Yeah. 1 That's a very potent question 2. for me right now because I am exploring -- I'm exploring ways 3 to, you know, make other uses of that material. In the past, 4 what's been done is we've actually disposed of it in a 5 landfill, and it hasn't been reused. 6 There would need to be a lot more testing and time 7 done to be able to see if there are other uses, and that's primarily because this is nutrient-rich water. We all know 8 what's in -- what we mean nutrients where this water is coming 9 10 from on the Fairgrounds. 11 MR. GELFAND: Including heavy metals and other kinds 12 of toxic materials in there? 13 THEA LEMBERGER: I mean, it's also -- I mean, 14 potentially, you know, things related to feces like E.coli or 15 something like. We don't know so it's something that would 16 need to be tested even on every stage, when it's dried, when 17 it's wet. We would just need to do a lot more testing before 18 we offered and used it in another way. But I am very 19 interested in that topic as well of what we could do with it. 20 MR. GELFAND: Thank you very much. 21 THEA LEMBERGER: Yeah. MR. MOSIER: Yes. The water -- tell me where the 22 23 water comes from; from the barns? Is that recycled water? Because we've been in an extended drought. How much are you 24 washing down the horses? Where does the water come from? 25

WAYNE ROSENBAUM: No, no. Okay. The stuff we wash 1 2. the horses with, that goes to the sanitary sewer. This is 3 purely precipitation. Purely rainwater that hits the ground 4 and then is --5 MR. MOSIER: What rainwater? 6 PRESIDENT JOYCE ROWLAND: Well, yes. Yes, Director Mosier, we understand. There's not as much as there might have 7 been. 8 WAYNE ROSENBAUM: "One of these days, it's going to 9 rain, " said Moses. But in the meantime -- well, okay. Last 10 11 year, you'll recall we had those few days, that period where we 12 really did have some significant rains. So the system really 13 did have to capture all that water. We had to process it, and 14 we had to -- at that point, that was the only time we had to 15 discharge, effectively, to San Elijo. The balance of the year, 16 yes, you're right. We have these esthetic ponds into which we 17 are adding water to keep the levels up. 18 MR. MOSLER: Yeah. That's what I was going to ask. 19 You have to actually put potable water in there to keep the 20 flora surviving --21 PRESIDENT JOYCE ROWLAND: They're saying no; so let's 22 don't concretize the potable part of that. 23 WAYNE ROSENBAUM: Yeah. We are adding reclaimed water to keep those levels up because you wouldn't want dry 24 25 ponds in the middle of the racing season anyway.

1 MR. MOSIER: But you don't have reclaimed water if it 2 hasn't rained.

WAYNE ROSENBAUM: No, no. We are getting our reclaimed water from San Elijo.

MR. MOSIER: Oh, you're getting from San Elijo. So you have pipes that are... Perfect. Excellent. Great.

MR. GELFAND: So I had another question for Great Ecology, and that is are there other biological controls that you can use for algae growth? There are fish that eat algae; there --

Go ahead.

THEA LEMBERGER: So, again, Davis touched on this a lot, but, I mean, we are constantly exploring new ways to try and precedent research other projects that are in this climate and this area that have had success using X, Y, or Z controls of algae. It's hard to -- I mean, in science and in biology, it's hard to take those precedent projects and apply it to your own project and your own area without knowing what's going to happen. And that comes with risks.

So us, you know, introducing a biocontrol of a fish that comes in is going to have a cascade of environmental effects to the constructed wetland we've also created. So we can't just, like, throw something like that in there without doing the proper amount of research, the proper amount of consideration of all the other domino effects that are going to

1	come into play there.
2	There are countless examples of just using, you know,
3	mammals and rodents to control, you know, like pests for a
4	forest disease, and then they are taking over and now there is
5	invasive, you know, mammals running around.
6	MR. GELFAND: Create osprey fee.
7	WAYNE ROSENBAUM: Yes.
8	THEA LEMBERGER: I appreciate the creativity, and we
9	want we are trying to you know, we are open to that as
10	well, but that would be coming down the line. Not right now.
11	PRESIDENT JOYCE ROWLAND: Thank you.
12	Any other questions from the Board?
13	Okay. So thank you all very much.
14	WAYNE ROSENBAUM: Thank you so much for your time.
15	PRESIDENT JOYCE ROWLAND: Yeah. Really appreciate
16	it.
17	As I mentioned, we'll go through all the Management
18	Report, and then we'll take questions from the public. So hang
19	in there, folks.
20	So the next item on the Management Report is the
21	Tennis Center Operations.
22	MS. MOORE: And just before moving on to that, if I
23	could just add, in terms of the complexity and what we are
24	doing and, you know, Wayne spoke to it a little bit as well
25	with regard to, you know, as a state entity, I find we found

it very interesting as the construction project was wrapping up, as we started to look to -- and so we are so appreciative of both Great Ecology and San Elijo JPA and the expertise that they bring because I think it's worth being aware or knowing that there are not civil service positions within the state of California that really delve in -- because if you think about it, typically water districts or cities operate water sewer treatment-type of plants. And so really, when we say this being like the first of its kind, it really is for the state of California, and so we are just so appreciative of their help with it and that support.

Okay. So moving on now to the Tennis Center.

As you recall, last month we had issued an RFP for the Tennis Center operator. We had actually received three bids in response to that original RFP. But, unfortunately, two of the three were actually disqualified on technicalities, leaving really only one for possible consideration. And so -- and those that were disqualified, they were notified with regard to their deficiencies and things, but as a result of that, that really -- you know, the spirit of RFP is to have competition, and so we cancelled that RFP, again, having notified those other proposers of their deficiencies, and we, in essence, issued a new RFP. That has caused a timeline delay.

So originally, we would have been presenting at this

2.

Board meeting for the Board's approval an operator agreement with the selected proposal. That timeline which would have then started in October, October 1, and so that timeline has moved forward.

In the meantime, and around the same time that this was all happening, we received a letter from the current operator at the end of August who had been operating on a month-to-month agreement since July as we were going through the RFP process, that in anticipation of the RFP, he -- the contract date starting October 1st, he had begun shutting down his business and operations. And so I immediately reached out to him to see if he would be interested in continuing operations for the month of October, but, unfortunately, it was too far -- he said he was too far into that process to pull back on it -- to have pulled back on it now.

So this was, in essence, leaving a gap in those services, but, again, he was winding down -- winding down his - his business. So if nothing else changes, what the current situation would be is that -- so the RFP is out. I believe those responses are actually due tomorrow. But that process would not bring that contract forward to this board until the October board meeting for any approval. It would commence in November, leaving a gap of the month of October in terms of tennis operations. So that's kind of where we -- where we stand at today.

It's also important to understand, as I start talking about our options, what I've explored in that the operator agreement is such that it's a rental; so any membership, dues, camps, classes and so on that the public are participating in, they are paying those to the operator. The operator is paying rent to the District so we don't have any collection of those fees. We're not involved in the operations themselves.

So in terms of -- so, again, this leaves us with a gap for the month of October currently, and we have received some phone calls as well as emails just with regard -- obviously, of, you know, express -- citizens that are very concerned about, you know, what does this mean; what does this look like for the month of October?

And so really, there are four potential options that can be considered for that particular month. The first one, which is the one I was just kind of describ- -- which is just status quo. There simply is a gap, and a new operator takes over on November 1st.

A second option could be the District running it.

And I -- while that could be done, I think to just recognize that the District does not have the expertise as well as there are potential insurance implications for us with regard to our pool. A lot of things would have to be investigated, put into place, really, for the District to even -- for us to truly consider being able to operate it for a month. This is not

something that us -- nor really as a state entity -- that we would typically be operating.

2.

A third option would have been to extend -- so, again, the current operator -- to extend it for another month while we finish out the RFP process, but, again, he was not interested and was unable to do that. So that option really does not exist either.

The fourth one is to treat the Tennis Center in essence as a rental agreement for 30 days, meaning that if an entity or even an individual came forward that could meet all of the insurance requirements, indemnification and so on, and in essence pay that rental fee to the District for the month of October, we could, in fact, enter into a rental agreement for that month. But again, so similar to, you know, whether it was of the Beyond Van Gogh coming in, it's, you know, a home and garden show, or things of that nature, it would be done through a rental agreement, not through the operator agreement component of the RFP process.

But in consideration of that, anyone who has submitted a proposal for it, any entity or individual, could not be -- should not be considered for that opportunity because, in essence, it could allow someone who we are in the process of evaluating to in essence be operating, and that could be perceived as -- whether it could favor them favorably or unfavorably in an evaluation process. So it really needs to

```
be a different -- it would need to be a different entity other
 1
 2.
     than those who are -- would be submitting proposals tomorrow.
 3
               But that is how -- so what we're really left with,
 4
     again, are, I think, two practical things, one of which is --
 5
     and we can communicate this -- we'll be communicating this --
 6
     this option and opportunity back to anybody who might be
 7
     interested in it, but that is how I was planning to proceed
     forward with it versus the gap in tennis services.
 8
               So with that, I will open up if there are any
 9
10
     questions by the Board.
11
               PRESIDENT JOYCE ROWLAND: Director Gelfand.
12
               MR. GELFAND: I have a few questions.
13
               Did the existing operator bid in the old RFP?
14
               MS. MOORE:
                           No. Actually there's a letter included
15
     in your packet where he had actually sent a letter during that
16
     RFP process that he was not going to be participating in it
17
     moving forward.
18
               MR. GELFAND: Okay. And the two that were rejected
19
     for technical reasons, is it possible that they will re-bid?
20
               MS. MOORE: Quite possible. Um-hum.
               MR. GELFAND: And when we did the RFP, we didn't know
21
22
     that the existing operator wasn't going to participate in the
23
     RFP.
               MS. MOORE: Wouldn't be submitting a proposal;
24
25
     correct.
```

MR. GELFAND: So what's the difference between that and your fourth option where we had a rental and the person operating the rental participates in the --

2.

MS. MOORE: What we have is a -- it's a different contract for the operator because it is a -- it's a year-round -- yes, it's a different type -- it's an operator agreement as compared to a rental agreement, and rental agreements being short term, and that's where, you know, this being a 30 -- in essence, this being 31 days that we could operate so we explored if that was a possibility for us because it would not be through the operator agreement which is what's out to be competitively bid.

MR. GELFAND: I don't see that much of a conflict there, but does staff have a preference in terms of these three potential outcomes?

MS. MOORE: They would be to open -- it would be to open up the opportunity and see if there's, you know, someone, an individual or an entity, that, you know, could come -- would come forward, keeping in mind that, again, any -- you know, dues, payment, things like that that were made to the current operator, you know, someone else stepping -- this -- it's a new operator at that point, and whatever fees, whether they would, you know, just do it in the good faith that those folks have -- I don't know what the arrangements are, in other words, with the club that's -- and membership that is closing down with

```
regard to that. But it would be that someone -- we would
1
 2.
     provide the opportunity.
 3
               MR. GELFAND: And there's a pool also associated with
 4
     the --
 5
               MS. MOORE: No, no. That's a separate -- that is a
 6
     separate operation.
 7
               MR. GELFAND: Yeah. I thought you said something
8
     about the pool being included.
               MS. MOORE: Oh, no. I think I was referring to our
 9
10
     in- -- our insurance pool.
               PRESIDENT JOYCE ROWLAND: It was a different kind of
11
12
     pool.
13
               MS. MOORE: Sorry. Not swimming pool.
14
               MR. GELFAND: Have you had any conversations with
15
     your insurance --
16
               MS. MOORE: Not as yet.
17
               MR. GELFAND: -- carrier?
18
               MS. MOORE: This has all happened very quickly.
19
               MR. GELFAND: I'd be very surprised if they just
20
     didn't roll it in without any increase in fees or anything else
     but --
21
               MS. MOORE: It also -- it has -- it's not so much --
22
23
     it has to do with participation waivers because typically the
     fair industry is not putting on athletic competitions itself.
24
25
     So there -- there -- even for those who -- even for those who
```

1	rent for there can be different requirements and
2	qualifications, and what would be taken into consideration is
3	what risk does this place the pool at for the industry.
4	MR. GELFAND: Okay. Thanks.
5	PRESIDENT JOYCE ROWLAND: Small. They know it.
6	MS. MOORE: But it is but it is a process.
7	PRESIDENT JOYCE ROWLAND: Yes. It is different than
8	what they are accustomed to.
9	Yes, Director Mosier.
10	MR. MOSIER: I had a similar question about the RFP.
11	My understanding is that the tennis courts need some
12	upgrades. Is that part of the requirements in the RFP or is it
13	just operation?
14	MS. MOORE: It well, in terms of any improvements
15	that any potential operator wants to make, they make that as
16	part of their proposal. So it's not a require we are not
17	requiring that any work be done to the Tennis Center.
18	MR. MOSIER: Thank you.
19	PRESIDENT JOYCE ROWLAND: Any other directors have
20	any comments about that?
21	Yeah. I would just say you know, personally I
22	hope we are broad thinking broadly about the, you know, the
23	gap time and the kinds of organizations that might come forward
24	if it were a non-profit, if, you know, some truly organized
25	organization that could do this for a period of time, maybe not

1	even at a normal rate because right now we have a gap for us
2	anyway. You know, maybe there is something that the Board
3	would have to approve or could approve for the month. It might
4	be a little bit unique, but hopefully something will develop.
5	
	Okay. So moving on.
6	MR. GELFAND: No action required?
7	PRESIDENT JOYCE ROWLAND: No action required. That
8	was just a report.
9	The next item are the construction
10	MS. MOORE: We're doing that after pub after all
11	of Management Report.
12	PRESIDENT JOYCE ROWLAND: Yeah. Because public
13	comment's on any aspect of the Management Report. We have not
14	forgotten you.
15	MS. MOORE: So with that
16	PRESIDENT JOYCE ROWLAND: Yes.
17	MS. MOORE: So moving on to our construction projects
18	and facilities updates, so our Chief Administrative Officer
19	Melinda Carmichael has an update. There is a report that was
20	included in your Board packet. And so that began on Page 15
21	of your Board packet, and this speaking primarily to the front-
22	side housing project.
23	But with that, I will turn it over to Melinda.
24	MS. CARMICHAEL: All right. Good afternoon.
25	One of the few other minor construction updates
1	

2.

first, before I get to that lovely piece, just as a reminder, last May, we shared the work that was done over at our RV Park for Surf and Turf across the street which is funded by SB 5, Prop 68. We have a few lingering things over there that are getting done. Recognized we needed some ADA railing along one of the ADA platforms so we are installing that this week. We've also added some fence changing because we had moved the entry to the park to the east side so we're making some adjustments there, and some other minor things. And this project will be ongoing for a few months, probably into early next year with the things that are remaining.

We have an electrical box that needs to be replaced, but it's on back order so I'm told we may not get that until the end of the year or early Spring. But this will be wrapped by early next year, and that's when it needs to conclude. The funding ends in March of 2023.

And then moving forward, we had a facility condition assessment out to bid so we partnered with California Construction Authority, CCA, and they put out to bid an RFP to do an entire facility condition assessment. Say that three times fast. And so that will be looking at all of our property and infrastructure from top to bottom, and this will give us some great insight into what Vice President Valdez referred to as our capital improvement needs. So that will be very helpful to us, along with future master planning.

2.

And so with that, we have The Center and our new entertainment venue. We've got most of the majority of that work done. Along the way, we found some minor things like plumbing leaks and such from the exterior so we've been working on those items. And all of those are, for the most part, buttoned up with the exception of the outside office space. We found some issues, minor things, leaky windows and such, so we're trying to get all those things buttoned up and working through those.

And we do have something that we will need to consider, especially for our capital expenditures. There is -- and hopefully some of this will get paid for in other ways, but something to be mindful of of the board is the air conditioning was de-scoped during that project for all the office space surrounding so the inside of the venue is on the newer digital controls, and the outside office space are on the old pneumatic controls. So we will need to look at a solution to tie those in to make it functional from a -- just to -- being able to be in the office space and it be controlled.

All right. And then as Carlene mentioned, on Page 15, there's a write-up on front-side housing. As you recall, we invested about 75,000 this last year to take care of some repairs and make that item functional. And based on getting some of those repairs done, we decided to do a structural assessment of the building. And so through CCA, they had

brought in the company NV5 which has a report in your Board packet on Pages 16 through 18, and that's the summary page.

The three-page summary cites what they -- their findings were and their recommendations for the site. And in the writeup in your packet, that's also recapped.

So with that, this information really is informational today and just for your insight so that we can consider future construction projects, what we need to do with that building. There are three options outlined in the report included in your packet, but some things for you to look at.

And with that, that concludes my report.

MS. MOORE: And so with that, and to Melinda's point, this is -- this is informational, an awareness for it, and as Vice President Valdez had spoken of with regard to the Finance Committee and some of the worth that they'll be looking at this fall and things that we'll be bringing back, and I think this is a really great example of just some of what we may be anticipating in terms of that facility's assessed -- condition assessment report.

Again, the RFP is out on that. But in terms of timeline of that, we should just all understand that's probably a year from now before we get that report. So in the meantime, we just -- we are continuing to address the facilities issues as we become either aware of them or even in planning on our 20- -- as we are working on 2023 budget planning. So we'll

```
have more information to come on this item, but if there are
1
 2.
     any questions that we can answer on it, we'd be happy to do so.
 3
               In the meantime, the front-side housing is habitable.
 4
     The investment that we made into it was for this year so it
 5
     is -- it's a safe structure to be in currently, and -- but this
 6
     is definitely something we're going to have to look at with
 7
     regard to 2023 and beyond.
               PRESIDENT JOYCE ROWLAND: Okay. All right. Thank
 8
9
     you.
10
               Are there any questions?
11
               Okay. All right. So we'll move to industry news and
12
     updates.
13
               MS. MOORE: There really isn't anything for that,
14
     which will then move us to the Premier -- Premier's Financial
15
     Report.
16
               And with that --
17
               MR. GELFAND: I do have a question --
18
               PRESIDENT JOYCE ROWLAND: Hang on a second.
19
               MR. GELFAND: -- on the front-side housing.
20
               How will this decision get made in terms of which of
21
     these three approaches we're going to take?
22
               MS. MOORE: It's probably going to be a lengthy
23
     discussion for a while. I would think there will be various
     committees as well as this Board involved. This is -- it's
24
25
     a -- this is pretty significant and -- the capital outlay for
```

```
it. Part of what we'll do is we'll bring back some information
 1
 2
     on, in essence, how the building is utilized, to what extent,
     you know, for what purposes, things like that; how much
 3
 4
     activity does -- you know, does it generate; what may other
 5
     alternatives be outside of, you know, perhaps, you know,
 6
     construction; are there other solutions that we can provide,
 7
     you know, to, you know, replace that, temporary -- just things
     of that -- of that scale.
 8
               MR. GELFAND: So it will be brought back to the
 9
10
     Board?
11
               MS. MOORE: Yes.
12
               MR. GELFAND: Okay. And -- because as far as I know,
13
     the only time it's really utilized is for racing.
14
               MS. MOORE: Correct. So it's primarily used during
15
     the racing season. We have used it during the fair but not to
16
     the extent that -- not to the extent utilizing all of it.
17
               So, for example, when junior livestock auction or
18
     things like that have come in, but there's also more
19
     opportunity for us to host those campers and things in other
     places so that will be -- but that's part of what we'll explore
20
21
     and do an analysis on and be bringing it back. And most
22
     likely, in terms of this, either -- because of its impact to
23
     racing either through DMTC liaison and/or through the Finance
     Committee.
24
25
               MR. GELFAND: I mean, from a strategic planning-
```

master planning aspect, it would be awfully nice to not make a 1 2. huge investment there. 3 MS. MOORE: Right. And -- well, and that's -- so our 4 approach so far this year with regard to facilities are taking 5 care of the now and what's needed, and that's really the 6 approach we plan to have even for 2023 pending that facilities 7 report that we get because we also don't want to invest in places where it's not going to -- it doesn't make sense from a 8 long-term perspective. And to be putting money -- but if the 9 roof needs to be taken care of, you know, or I think we've got 10 11 asphalt we have -- you know, argyling that is taking place. 12 need -- there are needs we're going -- we will be addressing 13 this next year, and we will bring that forward through the 14 budget process. 15 MR. GELFAND: Okay. Thank you. 16 PRESIDENT JOYCE ROWLAND: So if we needed to move 17 forward and use it for another season, we could with making 18 sure it's still safe. So it could be a longer-term issue than 19 a year. 20 MS. MOORE: Potential, based on what -- that's part of what we would have to explore, based on now, what it is we 21 22 know today. 23 PRESIDENT JOYCE ROWLAND: Right. All right. Thank you for that. 24 25 MS. MOORE: So with that, I will invite Mark Wiggins

to give the Premier Report. 1 2. MARK WIGGINS: Thank you, Carlene. 3 Very good July. The month of July, we have revenues 4 at 4,364,410, compared to our budget of 3,155,831. Huge 5 increase from last year. We saw catering really come back for 6 us for the light needs, and we also saw a huge increase in per 7 capita spending. So -- and this is not this month. This is following through through July, August, and September, so we 8 continue to see that trend throughout the year. 9 Our cost of goods came in at 1,047,559, 24 percent, 10 11 compared to a budget of 666,870, at 21.3 percent. We did see a 12 big increase in product cost as everybody's seen lately in the 13 news and at the grocery stores. We've been affected hugely by 14 that. Payroll came in at 1,281 -- 1,281,331, 29.34 percent 15 16 compared to 1,214,444, at 38.84 percent in 2021. Or that's the 17 2020 budget; sorry. And then actual for 2021 was 1,134,896 at 18 34 percent. So we've had actually over -- compared to 2019 and 19 2021, we've had a decrease in our labor cost. 20 Operating expense came in at 402,858, and 9.23 percent, compared a budget of 349,078 at 11.06 percent. 21 22 And then, our net profits came in at 1,633,662, at 23 37.43 percent, compared to a budget of 925,441, at 29.32 24 percent. 25 Year-to-date our revenues are at 8,282,523, compared

1	to a budget of 5,862,685.
2	Our cost of goods is at 22 percent year to date,
3	compared to a budget of 18.8 percent.
4	Our payroll came in at 38.34 percent, compared to a
5	50.27 percent.
6	Operating expenses for year to date is at 1,002,444,
7	compared to 911,582.
8	And the net profit was 2,274,596, compared to a
9	budget of 901,005.
10	So we are way, way ahead of budget that we came in.
11	I think not knowing what Covid was going to do, and when we
12	were a year old from about a year ago so I think we are very
13	happy. And a lot of these numbers are very, very close to
14	2019. So we're excited about this year and the comeback and we
15	only think that we're going to go up from here.
16	PRESIDENT JOYCE ROWLAND: So questions from the
17	Board?
18	Okay. Very good. Thank you.
19	So anything else, Carlene, before we move to public
20	comment?
21	MS. MOORE: Nope. That concludes my report.
22	PRESIDENT JOYCE ROWLAND: Okay. One item.
23	In terms of The Center Operations, is there anything
24	that we
25	MR. GELFAND: Yeah.

PRESIDENT JOYCE ROWLAND: 1 -- have in that -- expect 2. on that? Any excitement coming? 3 MS. MOORE: Coming. 4 PRESIDENT JOYCE ROWLAND: Coming? 5 MS. MOORE: Yes. 6 MR. GELFAND: Nothing to report now? 7 MS. MOORE: We are in --8 PRESIDENT JOYCE ROWLAND: Can't help ourselves. MS. MOORE: I know. 9 What we are in the process of doing is determin- --10 11 you know, now that it has been built and furniture and things 12 like that are being ordered, but is determining what, in 13 essence, exactly what those seating charts are. You know, 14 while it was designed to be a, you know, 1,982-person, is that 15 really what that -- what that is for then setting the target 16 goals in terms of with our operator, the Belly Up? So we are 17 continuing to work with them with regard to the space and 18 getting it ready for its debut. 19 We'll have some soft events where we are allowing for 20 the use of it so that we can test the systems ourselves, you 21 know, the flow even of food and beverage service; the flow of 22 custodial services and things like that; you know, how, in 23 essence, the sound system is performing; you know, the lighting and things of that nature. So we're in the process of working 24 25 through those things and expect to have some -- some bigger

```
news I believe next month.
1
 2.
               PRESIDENT JOYCE ROWLAND: We're all for the bigger
 3
     news.
 4
               Director Gelfand.
               MR. GELFAND: Well, a couple questions.
 5
 6
               So we've got this symphony-related --
 7
               MS. MOORE: So Mainly Mozart is one of those soft
     openings. They've got -- so the 12th, 14th, and 15th -- they
 8
     skip a day; is that correct? Right? They skip the 13th -- of
9
     October.
10
11
               MR. GELFAND: So from a seating perspective, is that
12
     going to be, like, table seating down at the lower levels as --
13
     or just all chairs?
14
               MS. MOORE: It's -- it's not -- it's not a full
     house, to begin with, so it's limited seating. They are
15
16
     limiting it to I believe it's 800.
               MR. RIVERA: That's correct. And if -- I contacted
17
18
     that -- or I put the link of Mainly Mozart on the information I
19
     sent you. Each date has a different seating configuration it
20
     looks like a little bit. So if you look at their website, they
21
     have more information on that.
22
               MR. GELFAND: So will there be like -- I assume
23
     beverage but...?
24
               MR. RIVERA: Beverage service, yes.
25
               MR. GELFAND: So beverage but not food?
```

1	MR. RIVERA: I don't think so. I
2	MS. MOORE: It's not a dinner show.
3	MR. RIVERA: reached out to Denise and put them in
4	contact so I'm not exactly sure what they're doing so maybe
5	Mark could answer that.
6	MARK WIGGINS: Well, (indiscernible) that goes along
7	with that, and we'll also have some (indiscernible) those type
8	of things at the bar. We don't have any in the stands open
9	inside (indiscernible), so we will have a long bar with some
10	grab-and-go
11	PRESIDENT JOYCE ROWLAND: Josh is looking distressed.
12	JOSH CAPLAN: I'm going I'm going to jump in.
13	I appreciate that this is part of Carlene's update,
14	but this is now turning into a full-throated discussion about a
15	Mainly Mozart event that's not on the agenda so to the extent
16	the Board wants to discuss it in more detail, it can be
17	agendized for the next month's board meeting.
18	PRESIDENT JOYCE ROWLAND: Right.
19	So okay. Moving into public comment, then, we have
20	seven members of the public who have signed up to comment on
21	the Management Report, various aspects. Most are on the phone,
22	one is in the room, and we will get to all of you.
23	And so the first person signed up for public comment
24	on the Management Report is Martha Sullivan.
25	MARTHA SULLIVAN: Hello, this is Martha Sullivan

again. 1 2. I first just wanted to really, really thank you for 3 the presentation on the stormwater treatment plant. You heard 4 me ask for that for several months now so that was really -- I 5 found that very informative and very helpful and I appreciate 6 it. So thank you very much for that, and I look forward to 7 maybe future updates. I think that would be a tremendous educational 8 feature for maybe next year's fair, to have, you know --9 PRESIDENT JOYCE ROWLAND: Wetland tours. 10 11 MARTHA SULLIVAN: -- appropriate exhibits about that 12 and may be a tour or something. I also just wanted to mention about the front-side 13 housing. I just want to make the observation that, I mean, 14 this strikes me as a real contrast between the tens of millions 15 16 of dollars that have been spent on the racetrack infrastructure 17 like the grandstand and the satellite wagering facility and so 18 forth. And this housing, which was built in 1983, before all 19 that, is so decrepit that it can't be repaired any further, basically. It needs to just be torn down. 20 So I think this is really a reflection on the 21 22 priorities in the horseracing industry. You know, that they --23 they really exploit all of their labor, human and animals. 24 Thank you. 25 PRESIDENT JOYCE ROWLAND: Okay. The next member of

the public signed up to speak is Jessica Frazee.

JESSICA FRAZEE: Hi. This is Jessica Frazee.

Can you hear me?

PRESIDENT JOYCE ROWLAND: Yes, we can hear you. Go
ahead.

JESSICA FRAZEE: Hi. Thank you.

Yeah. I'm the tennis pro at Surf and Turf Tennis
Club and I heard you guys talking about that gap month and I
just wanted to express some major concerns about that.

As a full-time teaching pro at the club, you know, I have -- one, my family is dependent on that income. I have, you know, kids, and so I can't -- I don't know what the solution is there, but I know that if it's related to insurance that there are certainly people here at the club that are more than happy to pay the fee and get that insurance, whatever is needed, and to pay for the month of the rental until the new operator takes possession.

This not only affects my family but, you know, all of my students who I have taught week in and week out for seven years. I have several students that are super, super dedicated that have never missed a lesson with me in seven years of coaching them. And then I also have students that are signed up for independent study PE through school and the school districts require them to do their physical education hours with me at the Tennis Club and there are several other pros in

1	the same boat with their students, all signed up for ISPE. So
2	this directly affects kids' grades and their eligibility with
3	their PE if you if we're not able to coach them and get
4	their weekly hours at the club where they are set up to do
5	their ISPE program.
6	And then also, all of the clinics and the members and
7	the leagues that are, you know, super consistent and wanting
8	to, you know, continue to play and enjoy the sport that they,
9	you know
10	MS. O'LEARY: Miss Frazee, your time is up.
11	PRESIDENT JOYCE ROWLAND: But thank you. I think
12	JESSICA FRAZEE: Thank you.
13	PRESIDENT JOYCE ROWLAND: I think we hear your
14	points. Thank you.
15	The next member of the public signed up to speak is
16	Racula (sic) Pimenta.
17	MS. O'LEARY: Or Raluca.
18	PRESIDENT JOYCE ROWLAND: Sorry.
19	MR. RIVERA: Raluca, you are in the meeting.
20	You want to skip her and we'll come back?
21	PRESIDENT JOYCE ROWLAND: Is it a star-six issue?
22	MR. RIVERA: No. She's on a computer.
23	PRESIDENT JOYCE ROWLAND: Oh, okay.
24	Okay. We will come back.
25	The next member of the public signed up to speak is
1	

```
Zhixuan Wang. Sorry if I mispronounced. I'm sure I have.
 1
 2.
               ZHIXUAN WANG: Oh, can you guys hear me?
 3
               PRESIDENT JOYCE ROWLAND: We can hear you. Please go
 4
     ahead.
 5
               ZHIXUAN WANG: Thank you. Thank you for letting me
 6
     have the chance to speak here.
               So I also want to express some -- my concern about
     the tennis court. So my kids are having lessons at that tennis
 8
     court, and we certainly are informed that there is a
 9
     possibility there will be a one-month long gap operation in
10
11
     that tennis court. And we are very concerned about that.
12
               Yeah. You all know the financial impact of it for
13
     you for the Fairground but also impacts all the pros who
     certainly don't have one month's of income, or the kids who
14
15
     training their hearts are not missing -- certainly don't have
16
     place to practice tennis for the entire month. Maybe also the
17
     attrition that will cause for the next operator of the tennis
18
     courts due to this one. People needs to move around to other
19
     places to get to play the tennis.
               So I really wants the board to make the decision to
20
21
     keep it operating for the month of October. And --
22
               PRESIDENT JOYCE ROWLAND: I think we lost him.
23
               ZHIXUAN WANG: (Indecipherable.) Good-bye.
               PRESIDENT JOYCE ROWLAND: Thank you. I think there's
24
25
     a little gap. Yes. Yeah. But I think we understand what you
```

1 | are saying.

2.

Okay. The next member of the public signed up to speak is Jane Cartmill.

MR. RIVERA: Star six, Jane. You're in the meeting.

JANE CARTMILL: It was very concerning to read the engineering report describing the dismal state of the employee housing, specifically the front-side building used during the fair and the race meets.

From the sound of the report, the roof, exterior stairs and walkway were unstable, requiring \$75,000 worth of temporary repairs just to allow their use for the fair and race meet this year. Apparently the housing is so dilapidated and unsound that the engineering firm determined it would be more difficult to bring the structures up to code than to build entirely new residential housing.

That is a pretty sorry state of affairs for the workers on whom these events depend for their success. You know, in these board meetings we have often heard from Del Mar's worker advocate who excoriates opponents of live horseracing for allegedly not caring about the needs of the backstretch workers. I think this report makes it abundantly clear that it is racing insiders, not outsiders, who are failing these workers.

Given the staggering wealth of horseracing breeders, owners and trainers, there's no excuse for the conditions of

demolish the old and build new housing is pocket change in this industry, yet these dangerous conditions persisted until demergency repairs had to be made. I think it's appalling and shameful. PRESIDENT JOYCE ROWLAND: Thank you for your comments. Do we want to go back to MR. RIVERA: Let's try her, and then Mr. Jason Wood actually just popped back in. He was he dropped out of the queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently manage the Surf and Turf Tennis Center; however, I am not	1	this housing. The \$3- to \$5-million estimated as the cost to
emergency repairs had to be made. I think it's appalling and shameful. PRESIDENT JOYCE ROWLAND: Thank you for your comments. Do we want to go back to MR. RIVERA: Let's try her, and then Mr. Jason Wood actually just popped back in. He was he dropped out of the queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	2	demolish the old and build new housing is pocket change in this
shameful. PRESIDENT JOYCE ROWLAND: Thank you for your comments. Do we want to go back to MR. RIVERA: Let's try her, and then Mr. Jason Wood actually just popped back in. He was he dropped out of the queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	3	industry, yet these dangerous conditions persisted until
PRESIDENT JOYCE ROWLAND: Thank you for your comments. Do we want to go back to MR. RIVERA: Let's try her, and then Mr. Jason Wood actually just popped back in. He was he dropped out of the queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	4	emergency repairs had to be made. I think it's appalling and
Do we want to go back to MR. RIVERA: Let's try her, and then Mr. Jason Wood actually just popped back in. He was he dropped out of the queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	5	shameful.
Do we want to go back to MR. RIVERA: Let's try her, and then Mr. Jason Wood actually just popped back in. He was he dropped out of the queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	6	PRESIDENT JOYCE ROWLAND: Thank you for your
MR. RIVERA: Let's try her, and then Mr. Jason Wood actually just popped back in. He was he dropped out of the queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	7	comments.
actually just popped back in. He was he dropped out of the queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	8	Do we want to go back to
queue; so do you want to go Jason or do you want to try Raluca first? PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	9	MR. RIVERA: Let's try her, and then Mr. Jason Wood
12 first? 13 PRESIDENT JOYCE ROWLAND: Let's try Raluca first. 14 MR. RIVERA: Oop. She just dropped out of the queue. 15 PRESIDENT JOYCE ROWLAND: Okay. Then we're going to 16 go to JZ Keegan, and then we'll go back to Jason Wood. 17 MR. RIVERA: Okay. 18 JZ KEEGAN: Hi. JZ Keegan. Really nice to see 19 everyone. 20 I wanted to let everyone know I manage currently	10	actually just popped back in. He was he dropped out of the
PRESIDENT JOYCE ROWLAND: Let's try Raluca first. MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	11	queue; so do you want to go Jason or do you want to try Raluca
MR. RIVERA: Oop. She just dropped out of the queue. PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	12	first?
PRESIDENT JOYCE ROWLAND: Okay. Then we're going to go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	13	PRESIDENT JOYCE ROWLAND: Let's try Raluca first.
go to JZ Keegan, and then we'll go back to Jason Wood. MR. RIVERA: Okay. JZ KEEGAN: Hi. JZ Keegan. Really nice to see everyone. I wanted to let everyone know I manage currently	14	MR. RIVERA: Oop. She just dropped out of the queue.
17 MR. RIVERA: Okay. 18 JZ KEEGAN: Hi. JZ Keegan. Really nice to see 19 everyone. 20 I wanted to let everyone know I manage currently	15	PRESIDENT JOYCE ROWLAND: Okay. Then we're going to
JZ KEEGAN: Hi. JZ Keegan. Really nice to see 19 everyone. 20 I wanted to let everyone know I manage currently	16	go to JZ Keegan, and then we'll go back to Jason Wood.
19 everyone. 20 I wanted to let everyone know I manage currently	17	MR. RIVERA: Okay.
I wanted to let everyone know I manage currently	18	JZ KEEGAN: Hi. JZ Keegan. Really nice to see
	19	everyone.
21 manage the Surf and Turf Tennis Center; however, I am not	20	I wanted to let everyone know I manage currently
	21	manage the Surf and Turf Tennis Center; however, I am not
22 speaking on behalf of the current operator. I am speaking on	22	speaking on behalf of the current operator. I am speaking on
behalf of the members, the clients, and the pros and myself.	23	behalf of the members, the clients, and the pros and myself.
First, I want to thank everybody, the Fairgrounds in	24	First, I want to thank everybody, the Fairgrounds in
25 particular, for taking such swift and quick action to address	25	particular, for taking such swift and quick action to address

2.

the concern of the October dark period -- for lack of a better word -- that is facing the club, and I do appreciate the four options that you have so promptly outlined for us today.

I want to highlight, as the other pros, the ISPE, the Independent PE, and the tremendous impact that will have on the children and their ability to fulfill their public high school and middle school PE. This is not something that is easily done. You need to please be aware that other businesses need to be contracted in order to fulfill the PE requirements, and the contracts do exist within the pros that are doing it now.

I would also like to highlight that the pros that work at the Surf and Turf Tennis Club, the majority of them hold their own, individual business licenses and insurance that is attached so if the Fairgrounds would consider access to those courts, they can fulfill their teaching and allow them to make money and support the children and the families that need the physical activity and their ISPE.

I want to also suggest that the Board consider a emergency Board meeting after the operator is announced.

Perhaps the dates can even be moved. I know the RFP is going to be submitted -- the bids -- tomorrow, and I understand that the announcement is going to be made on September 26th.

Perhaps in light of this dark period that we're looking at, the Board could consider moving the dates so the protest period could be a little earlier, and if, in fact, the Board is faced

1	with no protest, perhaps they would consider an emergency board
2	meeting to approve the new operator who, as I understand per
3	the RFP, needs to have insurance and everything else in place
4	in order to even put the RFP forward. Therefore, they would be
5	able to move on a dime to take over in the month of October.
6	Lastly, I would like to mention that as the manager,
7	I am capable to manage the Surf and Turf, but I would need the
8	Fairgrounds to provide the insurance. And please understand
9	that the an outside business coming in for just one month
10	probably wouldn't be able to do all the moving parts.
11	So
12	MS. O'LEARY: Ms. Keegan, your time is up.
13	JACY KEEGAN: thank you very much for giving me
14	the opportunity.
15	PRESIDENT JOYCE ROWLAND: Thank you.
16	So we'll go back to Jason Wood.
17	JASON WOOD: Hello.
18	MR. RIVERA: Hello, Jason. We hear you.
19	JASON WOOD: Hi, there.
20	Thank you for listening or having me on. I want
21	to echo a lot of what JZ just mentioned. I'm one of the tennis
22	pros at the club. I've worked there for about 10 years.
23	Worked in San Diego since I moved down in 2002 for college.
24	And I want to echo what she said.
25	You know, having talked to other pros, the students

1	of mine, and different members at the club, you know, it's just
2	a lot of craziness going on and stress, and so I am
3	appreciative that you have those four options. I know that two
4	of them, from what I heard earlier, weren't really viable
5	options, but any way can get the club to stay open for that
6	month would be great. It's you know, the coaches are ready
7	to coach. The kids are ready to be coached, and, you know,
8	being a teacher, a tennis teacher, and knowing students and
9	anybody, schedule is just super important; right? So a routine
10	is important. And to take that away from some kids that may or
11	may not come back November 1, it's just a tough thing to ask
12	them to do.
13	So yeah. Thank you for listening. I hope we can
14	move, you know, quickly and find a way to keep the tennis
15	courts', you know, lights on. And yeah. Like I said, coaches
16	are ready to coach. The kids are you know, the ones I know
17	are ready to be coached and want to have a place to go in
18	October.
19	So thank you.
20	PRESIDENT JOYCE ROWLAND: Okay. Thank you very much,
21	Jason.
22	So we now move to public comment, and we have two
23	members of the public who are what?
24	I'm sorry. Did you have something else?
25	MS. MOORE: I was just just for the audience.

Just so everybody's aware, this is -- because this is 1 2. not an agendized item, that the Board would not be taking 3 action with regard to the Tennis Center, but just appreciating 4 all the public comment that has come in today. 5 PRESIDENT JOYCE ROWLAND: Right. We're not allowed 6 to take action at this point so. Okay. MS. MOORE: Operationally, we will. 8 PRESIDENT JOYCE ROWLAND: Public comment. We have 9 two members of the public signed up for general public comment. 10 11 The first is Martha Sullivan. 12 MARTHA SULLIVAN: I think I'm unmuted. Can you hear 13 me? 14 PRESIDENT JOYCE ROWLAND: Yes. We can hear you. 15 MARTHA SULLIVAN: Okay. Thank you. 16 I wanted to use this opportunity, after the Del Mar 17 races for the summer have concluded, to recap for you that 18 there were four young horses who lost their lives in August at 19 Del Mar: Night Girl, Money Won, Throw Your Cards, and Miss Sugar Hill, three of which were sudden deaths of two- and 20 21 three-year-old horses. So I was -- a recurring phrase you hear 22 from me is no legitimate sport would tolerate the deaths of its 23 athletes, certainly not four in one month in one venue, which are among 43 now in the state of California reported by the 24 25 California Horse Racing Board in nine months -- less than nine

months. So over one athlete per week is being killed for
gambling.

As I say, no legitimate sport would tolerate this, and we certainly shouldn't.

Thank you.

PRESIDENT JOYCE ROWLAND: The next member of the public signed up to speak is Jane Cartmill.

JANE CARTMILL: Well, I, too, was concerned about the sudden deaths in the horses. It seems to be becoming a recurring feature in California racehorse fatalities. And although scientific and veterinary publications indicate that for most cardiac conditions, the risk of sudden death is highest during physical activity that requires bursts of extreme exertion, intensive training programs, exercising in conditions of high heat, humidity and altitude, and when those factors are true for horses, racing becomes a veritable formula for sudden death.

But, in addition, Del Mar's Ship & Win incentive program presents another risk to racehorses. As reported in the Paulick Report, pleuropneumonia is the most severe form of bacterial pneumonia a horse can contract. It occurs when pneumonia extends from the main airway to the thin membrane on the surface of the lungs in the thoracic cavity. The condition is often associated with long-distance hauling and is also called "shipping fever."

1	Miss Sugar Hill was shipped to Del Mar where she had
2	three workouts since August 4th. Her previous workout and last
3	race was in Saratoga, New York. According to track
4	veterinarians, Miss Sugar Hill was thought to have suffered
5	respiratory arrest causing her sudden death on August 18th.
6	PRESIDENT JOYCE ROWLAND: Okay. I'm not sure if
7	that concluded your remarks or if we have lost you, but in
8	either case, we don't hear you any longer so I will assume that
9	that was your conclusion.
10	And I think we have no one else signed up.
11	MR. RIVERA: That is correct.
12	PRESIDENT JOYCE ROWLAND: Okay. Anything on any
13	other matters of information?
14	If not, then we are adjourned.
15	(The meeting adjourned at 2:38 p.m.)
16	-000-
17	
18	
19	
20	
21	
22	
23	
24	
25	
26	

1	STATE OF CALIFORNIA)
2) ss.
3	COUNTY OF LOS ANGELES)
4	
5	I do hereby certify that the testimony in the
6	foregoing hearing was taken at the time and place therein
7	stated; that the testimony of said witnesses were recorded by
8	the electronic reporting method and transcribed into
9	typewriting under my supervision.
10	And I further certify that I am not of counsel nor
11	attorney for either or any of the parties to said hearing nor
12	in any way interested in the outcome of the cause named in said
13	caption.
14	I certify that the foregoing is a correct transcript,
15	to the best of my ability, from the electronic sound recording
16	of the proceedings in the above-entitled matter.
17	IN WITNESS WHEREOF, I have hereunto set my hand this
18	21st day of September, 2022.
19	
20	Claudin Metayer
21	
22	CLAUDINE METOYER Certified Legal Reporter
23	No. CDLR-110
24	
25	

WORD INDEX	37:21 75:17	500 15: <i>16</i>	accrual 34:23	aeration 48:18
	2020s 13:3	59 3:24	35:6	affairs 84:16
<\$>	2021 36:25 37:11	5B 39:17	accustomed 67:8	afford 20:11
\$1500 10: <i>19</i>	75:16, 17, 19		act 27:20	afternoon 6:12
\$3 85: <i>1</i>	2022 1:13 5:1	< 6 >	action 9:25 10:10	10:12 41:20 51:6
\$5,000 10:20, 24	11:7 50:17 92:18	6 3:4, 5, 6	11:24 13:25	68:24
\$5-million 85:1	2023 11:7 16:22	666,870 75:11	16:14, 22 18:24	Ag 42:8
\$63.14 15: <i>19</i>	50:19 69:16	68 3:25 69:4	19:25 24:21 29:8	agencies 52:6
\$75,000 84:10	71:25 72:7 74:6	00 3.23 03.7	68:6, 7 85:25	agency 51:9, 10
\$ 902 15:12, 18	2024 12:5 14:9	<7>	89:3, 6	agenda 19:4, 23
ψ, σ, 13.12, 10	17:19	7 3:8 6:24	actions 6:14	79: <i>15</i>
<1>	21 11:6	72 4:1	27:14	agendized 79:17
1 61:3 88:11	21.3 75:11	74 4:3	active 49:9	89:2
1,002,444 76:6	21st 92:18	75,000 70:22	activities 25:5	ago 76:12
1,047,559 75:10	22 12:1 76:2	79 4:5	activities 23.3	agree 27:21 30:2
1,134,896 75:17	22 12.1 70.2 2260 1:7	7A 13:17, 21	34:10 35:3 73:4	agreement 61:1, 8
1,214,444 75: <i>16</i>	22ND 1:5 2:14,	14:2, 25	86:17 90:13	62:3 63:9, 13, 17
1,214,444 75.10 1,281 75:15	15, 16, 18, 19 5:5	7B 13:18 39:17	actual 11:24	65:7, 11
1,281,331 75:15	6:13 37:8 41:23	/ B 13.16 39.17	43:20 75:17	1
1,633,662 75:22	42:8 53:7	< 8 >	ADA 69:5, 6	agreements 65:8 AGRICULTURAL
1,055,002 /5.22 1,982-person	23 34:5	8,282,523 75:25	adaptive 47:16	1:5
77:14	23 34:3 24 39:21 75:10	80 4:6		agriculture 14:20
10 3:10 16:10	24 39:21 75:10 24-hour 42:16	800 4:0 800 78:16	49: <i>12</i> , <i>19</i> , <i>25</i> 50: <i>21</i>	53:7
87:22	24-nour 42:10 25 3:16 10:17	800 78:70 82 4:7	add 22:21 44:5	ahead 11:16
10:02 1:14 5:2	35:10	84 4:8	47:8 59:23	29:18 41:4 48:9
10:02 1:14 3:2 10:04 6:8		85 4:9	added 20:7 24:12	
10:04 0:8 1041 24:18	25-year 42:16	85 4:9 87 4:10	25:10 47:4 69:7	58:11 76:10 81:5 83:4
	26 8:4, 7 34:5, 20	l .		
11.06 75:21	26th 86:22	89 4:12, 13 20:18	adding 45:2	air 70:13
110 1:23	27 3:17	.0.	57:17, 23	airway 90:22
12 36:8	27-day 11:8	<9>	addition 37:17	Alameda 8:6
12:35 6:11	29.32 75:23	9 3:9	45:14 46:25 47:3,	Alamitos 7:19
12th 78:8	29.34 75:15	9.23 75:20	8, 18 48:10 49:11	algae 44:23
13th 78:9		901,005 76:9	50:4, 16, 19 54:20	45:13, 24 46:2, 4,
14 1:13 3:12, 13	<3>	91 4:14	90:18	10, 11 47:2, 7, 12,
5:1	3,155,831 75:4	911,582 76:7	additional 21:19	14, 17, 18 48:21,
14th 78:8	30 63:9 65:9	92014 1:8	27:8 42:11 46:13	24 49:10, 14, 24
15 68:20 70:21	31 65:9	925,441 75:23	47:24	50:9, 10, 14, 22
15th 78:8	33 3:18		additives 45:3, 19	55:21 58:9, 16
16 71:2	34 75:18	<a>	47:1, 16 48:11	Alice 12:10
18 3:14 20:8	349,078 75:21	A.M 1:14 5:2	49:15	allegedly 84:20
71:2	37.43 75:23	6:8	address 26:6	alleges 15:19
18.8 76:3	38.34 76:4	AB 20:17, 25	33:25 42:14	allow 20:16
1887 20:17, 19, 25	38.84 75:16	22:8 27:12 30:7	71:23 85:25	30:18 47:14
22:8 27:12 30:7	39 3:20	aberration 28:15	addressed 26:1	63:22 84:11
18th 91:5	1.45	ability 86:6 92:15	addressing 74:12	86: <i>15</i>
1965 51: <i>10</i>	<4>	able 35:21 42:16	adjourned 6:7	allowed 54:23
1983 80:18	4,364,410 75:4	54:2 56:7 62:25	91:14, 15	89:5
1st 28:5 30:3	40 3:21, 23	70:18 82:3 87:5,	Adjournment 3:4	allowing 32:10
61:10 62:18	402,858 75:20	10	4:14	77:19
1.2.	43 89:24	above-entitled	adjustment 19:18	allows 46:19
<2>	4H 15:4 16:7, 9	92:16	adjustments 69:9	alternatives 11:2
2,274,596 76:8	4th 91:2	absence 5:13 10:7	Administrative	73:5
2:38 91: <i>15</i>		ABSENT 2:10	2:16 68:18	altitude 90:15
20 10: <i>15</i> 71:25	<5>	Absolutely 8:2	admissions 35:7	ammonia 45:5
2002 87:23	5 3:2, 3 51:14	13:20 44:16	adopt 9:1	48:19 49:1
2013 42:8	53:4 69:3	abundantly 84:21	advance 27:25	amount 30:8
2017 20:8	5,862,685 76:1	accepted 21:6	35:9	37:13, 14 39:1
2019 11:8 75:18	5.25 51:21	access 86:14	advantage 27:16	44:19 47:11
76:14	50 12:24	account 37:8, 15,	advocate 84:19	58:24
2020 14: <i>16</i> 23: <i>14</i>	50.27 76:5	19	aerate 48:16	analysis 73:21
		accounted 37:15		
I				

and/or 73:23 ANGELES 92:3 **animal** 14:20 15:8 16:11 42:15 **animals** 16:*3* 80:23 announced 86:19 announcement 24:4 86:22 annual 24:9 46:13 50:17 52:14 55:21 annually 52:25 **anomaly** 38:10 answer 8:1 22:6 55:13 72:2 79:5 answered 8:18 anticipate 6:3 anticipated 19:4, 21 37:24 38:6 anticipating 71:18 anticipation 19:16 20:15 61:9 ants 54:1, 4 anybody 64:6 88:9 anyway 30:23 57:25 68:2 appalling 85:4 **Apparently** 16:9 84:12 **applied** 10:21 12:19 apply 33:5 58:17 applying 50:22 appointed 51:17, appreciate 28:16 29:20 39:10, 14 51:8 55:18 59:8, 15 79:13 80:5 86:2 appreciating 89:3 appreciative 60:2, 10 88:3 approach 55:19 74:4, 6 approaches 72:21 approaching 34:22 appropriate 26:19 43:22 80:11 **approval** 10:13 21:3 22:13 28:20 61:1, 22 **approve** 68:3 87:2 approved 22:21 26:18 45:4 approving 21:2 arcane 7:22 8:14

area 58:15, 18 areas 43:4, 5 argyling 74:11 arrangements 65:24 arrest 91:5 **aside** 36:6, 10 asked 7:5 **aspect** 40:23 68:13 74:1 aspects 79:21 **asphalt** 74:11 assessed 71:18 assessment 36:7 39:23 69:18, 20 70:25 71:19 Assistant 2:18 associated 27:24 42:24 53:17 66:3 90:24 ASSOCIATION 1:5 19:8 20:2 21:8 52:12, 13 53:8 associations 53:2 **assume** 8:20 38:12 78:22 91:8 **assumes** 44:15 assuming 29:25 **athlete** 90:1 athletes 89:23 athletic 66:24 attached 86:14 **attempt** 40:1 **attend** 12:6 20:6 21:18 23:7, 9, 24 ATTENDANCE 2:1 5:25 attended 20:3, 13 23:16, 17 attending 19:8 22:15 24:2 26:1, 14 30:21 Attorney 2:17 15:25 41:14 92:11 attrition 83:17 **Auction** 15:9, 11 73:17 audience 88:25 audit 36:17, 19, 24 37:18, 19, 22 38:9, 20, 22 39:15 August 28:5 61:7 75:8 89:18 91:2, Authority 2:24 41:10, 16 51:8 69:19 available 23:7, 8

43:14 49:20 54:9 Ave 51:14 Avenue 53:4 avoid 27:24 awaiting 39:23 **aware** 37:16 54:18 60:4 71:24 86:8 89:1 awareness 71:13 awfully 74:1 **Aye** 9:6, 8, 10, 12, 14, 22, 23 17:6, 8, 10, 12, 14, 16 18:4, 6, 8, 10, 12, 15 31:18, 20, 22, 24 32:4, 6 33:7, 13 < B > back 11:13 13:1, 5 14:11, 14, 15 15:11 16:21 20:8 29:16 34:1 35:13 36:23 37:11, 21 38:1, 23 39:6 41:6, 8, 17 42:8 46:19 47:23 53:22 54:3, 5 61:15 64:6 69:13 71:16 73:1, 9, 21 75:5 82:20, 24 85:8, 10, 16 87:16 88:11 background 19:2 backstretch 41:7 84:21 bacteria 44:2 55:2 bacterial 90:21 **bags** 47:3 **balance** 35:10 57:15 ballasts 53:17 ban 20:1, 22, 23 24:1, 22, 24 25:23 27:13, 15, 18, 24 28:3, 8, 18 29:16, 17, 25 30:4, 8 **bank** 37:8 banned 20:7 28:23 29:5 30:23. 24 31:10 32:11 33:2 **bans** 22:9 **bar** 22:1 79:8, 9 Barkett 2:6 5:16, 17 9:4, 9, 10 16:14, 24 17:1, 9, 10, 20, 21 18:7, 8 20:18 28:14 31:13, 15, 21, 22

32:14, 15 33:10, 11 barley 47:3 50:2 barns 42:20 56:23 base 35:6 **based** 8:8 13:6 24:18 70:23 74:20, 21 baseline 42:15 Basically 10:15 27:19 43:16 44:14 80:20 **Basin** 43:8 44:14, 15 basis 23:1 34:24 45:25 **Beach** 15:25 51:11, 16 52:1, 8, 19 **Beatles** 12:11 becoming 14:21 90:9 **Bee** 15:3 began 68:20 beginning 44:3 45:1 53:13 **begun** 61:10 **behalf** 85:22, 23 belated 32:6 belief 23:25 24:1 38:3 **believe** 16:1 20:8 27:23 38:21, 22 40:11 49:4 61:19 78:1, 16 Belly 77:16 belongs 45:6 **beloved** 15:17 beneficial 30:22 **benefit** 30:1 best 26:11 44:18 54:21 92:15 better 12:4 86:1 beverage 77:21 78:23, 24, 25 **Beyond** 63:15 72:7 **bi-annual** 50:16 **bid** 15:12, 18 64:13 65:12 69:18, 19 **bids** 60:15 86:21 **big** 7:21, 23 14:18 35:3 75:12 bigger 77:25 78:2 **billion** 52:25 biochar 47:3 50:2, 12 biocontrol 58:20 **biofuel** 50:5

biological 43:13 58:8 biologists 54:21 **biology** 58:16 biothaline 50:5 **bit** 12:3, 4, 21 19:2 26:5 36:16, 19 38:10 55:4 59:24 68:4 78:20 **BOARD** 1:4 3:1 6:13, 17, 20 12:2 13:24 14:11 19:25 21:2 22:13 23:4 26:18 27:8 30:20 35:22 36:9 39:3 40:1 42:9 51:6, 15 54:1, 3 59:12 61:1, 21, 22 64:10 68:2, 20, 21 70:13 71:1 72:24 73:10 76:17 79:16, 17 83:20 84:18 86:18, 19, 24, 25 87:1 89:2, 25 **Board's** 35:23 61:1 **boat** 82:1 **bogged** 14:22 **bond** 36:4 **Book** 7:16 8:8 **booked** 37:12 **borne** 38:21 **bottom** 39:21 47:13 69:22 bought 15:6 **BOULEVARD** 1:7 **box** 69:12 breeders 84:24 **brief** 36:19 **bring** 10:24 60:4 61:21 73:1 74:13 84:14 **bringing** 34:13 41:24 71:16 73:21 **broad** 67:22 broader 26:5 broadly 67:22 **brought** 41:12 71:1 73:9 **budget** 35:18 71:25 74:14 75:4, 11, 17, 21, 23 76:1, 3, 9, 10 **build** 42:13 84:14 85:2 **building** 41:*12* 70:25 71:9 73:2 84:7

buildings 11:5, 11 **built** 77:11 80:18 **burned** 53:16 54:2 **bursts** 90:13 busiest 34:9, 17 **Business** 3:9 5:7 6:19, 23, 24 7:2, 10 9:25 10:1, 2, 3 25:11, 12 39:5, 6 61:11, 18 86:13 87:9 businesses 86:8 **button** 42:5 46:19 **buttoned** 70:6, 8 **buying** 34:24 **bypass** 27:15 bypassing 27:17 < C > **cabinet** 53:25 54:4 CAFO 42:14 43:4 **CAFO-related** 42:24 Calendar 3:6 6:16, 18, 25 7:1, 2, 4, 6, 15 8:22 9:1, 24 19:3 **CALIFORNIA** 1:8 5:1 20:16 27:20 28:11 30:15 42:9 52:12, 13 60:6, 10 69:18 89:24, 25 90:10 92:1 Call 3:2, 3 5:6, 7, 8 6:2 9:4, 15 17:3 18:1 30:19, 20 31:16 42:11 **called** 19:11 90:25 calls 16:6 62:10 CalTrans 53:2 **campers** 73:19 camps 62:4 **cancel** 11:3 cancelled 60:21 cannabis 14:20 capable 87:7 capita 75:7 **capital** 36:4, 6 69:24 70:11 72:25 **Caplan** 2:17 79:12 **caption** 92:13 capture 42:16 57:13 card 37:3 **cardiac** 90:12

Cardiff 51:12 52:1 Cards 89:19 care 29:15 70:22 74:5, 10 cared 15:7 **caring** 84:20 Carlene 2:14 7:25 12:6 18:21 23:6 26:6 33:24 34:3 36:16, 20 70:20 75:2 76:19 **Carlene's** 79:13 Carmichael 2:16 36:2 68:19, 24 **carrier** 66:17 **Cartmill** 3:13, 17, 21 4:8, 13 14:25 15:2 25:13 27:3, 5 39:5 40:4, 6 84:3, 5 90:7, 8 **cascade** 58:21 case 16:5 91:8 cases 42:25 cash 34:15 35:9, 10 37:1 38:10 cashless 37:2 catering 75:5 cause 83:17 92:12 **caused** 60:23 causing 91:5 cavity 90:23 CCA 69:19 70:25 **CDLR** 1:23 **CDLR-110** 92:22 Cedar 15:13, 23 16:5 Cedar's 15:12 celebrating 12:21 celebrations 12:12 Center 3:23, 24 22:16 40:12 59:21 60:12, 14 63:8 67:17 70:1 76:23 85:21 89:3 **certain** 39:*1* 43:19 44:11, 25 46:22 certainly 81:14 83:9, 14, 15 89:23 90:4 certification 52:14 **CERTIFIED** 1:1 52:11 92:22 certify 92:5, 10, 14 **chain** 11:11 **Chair** 51:6 **chairs** 78:13 challenges 11:10 chance 83:6

change 10:18 11:7 19:5, 7, 10, 22 23:13 35:3 37:1 85:2 changes 9:1 14:18 37:20 48:3 61:18 changing 69:7 **charges** 15:15 **charts** 77:13 chemical 47:20 chemicals 47:22 48:20 Chief 2:14, 15, 16 10:8 68:18 **child** 16:10 **children** 86:6, 16 child's 15:17 choice 28:9 choices 13:7 Chris 2:24 41:16 51:5, 7 **circuit** 54:1, 3 circumstance 27:23 circumstances 19:21 **cites** 71:3 cities 60:7 citizens 62:11 City 51:16, 17, 18, 19 52:8, 18, 19 civil 15:19 22:11 60:5 classes 62:4 classroom 21:23 CLAUDINE 1:23 92:21 clean 52:4 **cleaned** 55:10 clear 84:22 **clearly** 54:21 clicker 42:4 **clients** 85:23 **climate** 58:14 climbed 54:1 clinics 82:6 clogging 53:21 close 76:13 **Closed** 3:4 5:8 6:2, 7, 14, 15 **closing** 65:25 club 65:25 81:8, 10, 14, 25 82:4 86:2, 12 87:22 88:1,5 coach 82:3 88:7, coached 88:7, 17 **coaches** 88:6, 15

coaching 81:22 coast 42:12 51:25 Coastal 42:9 **code** 84:14 collect 42:20, 25 43:1 52:17 collected 37:3 collecting 43:5 collection 62:6 **college** 87:23 coloring 48:3 come 12:14 21:14 37:7 42:21 45:24 46:11, 21 56:25 59:1 65:18, 19 67:23 72:1 73:18 75:5 82:20, 24 88:11 89:4 comeback 76:14 comes 49:20 50:23 52:21 56:23 58:19, 21 coming 8:9 12:14 13:12 19:14 40:13 41:1 42:2 56:9 59:10 63:15 77:2, 3, 4 87:9 commence 61:22 **Comment** 3:7, 11, 15, 19 4:4, 11 7:1, 4 11:25 13:17, 21 14:2 25:9, 12 26:4 29:16 32:20 39:3 40:6, 22, 23 76:20 79:19, 20, 23 88:22 89:4, 9, commenting 14:2 comments 13:23 16:18 25:17 26:22 27:4 29:14 35:15 39:8 40:5 67:20 85:7 **comment's** 68:13 commercial 10:13 11:5, 11 16:22 35:1 Commission 42:9 **commit** 11:*1* commitment 42:8 Committee 3:18 10:4, 10, 14 12:5 13:16, 22 14:3, 9 16:13 18:19 33:23 34:6 38:2 39:7, 17 71:15 73:24 committees 72:24 **common** 47:9 communicate 64:5

communicating 64:5 community 22:2 **company** 48:13 71:*1* comparable 30:14 **compared** 21:12, 14, 16, 20, 23 65:7 75:4, 11, 16, 18, 21, 23, 25 76:3, 4, 7, 8 competition 60:21 competitions 66:24 competitive 26:10 competitively 65:12 complete 30:10 complexity 55:18 59:23 compliance 53:11 **comply** 55:3 component 43:24 54:19 63:18 components 46:23 composted 55:22 compounds 45:5 comprised 47:23 compromising 46:4 computer 82:22 **concept** 12:22 13:4, 8 17:19 concern 83:7 86:1 concerned 62:12 83:11 90:8 concerning 84:5 concerns 81:9 concerts 35:1 concession 10:16 concessionaires 10:17 concessions 10:14 16:22 **conclude** 69:*15* concluded 89:17 91:7 concludes 71:11 76:21 conclusion 91:9 concretize 57:22 condition 28:19 69:17, 20 71:18 90:23 conditioning 70:13 conditions 84:25 85:3 90:12, 15 conference 22:16 24:9 26:2 32:12 conferences 23:6 configuration 78:19

Confined 42:14 confirm 7:9 confiscate 15:17 conflict 7:21 65:13 confusing 39:18 **connect** 19:*14* **Consent** 3:6 6:16, 17, 24, 25 7:1, 2, 4, 6, 15 8:22 9:1, 24 19:3, 22, 24 29:21 42:13 consider 12:24 19:25 62:25 70:11 71:8 86:14, 18, 24 87:1 consideration 14:10 22:11 58:25 60:17 63:19 67:2 considerations 6:20 considered 21:1 62:15 63:21 consistent 24:20 25:3 82:7 constantly 58:13 constitutional 15:20 constraint 16:17 constructed 43:12 58:22 Construction 3:25 53:21 60:1 68:9, 17, 25 69:19 71:8 73:6 constructionrelated 36:3 consultations 49:12 consulting 45:21 consumer 22:4 consumers 26:13 **contact** 42:22 79:4 contacted 37:12 78:17 contemplates 38:20 **continue** 23:16 50:6 75:9 82:8 continued 45:21 49:12 continues 28:23 continuing 22:1 50:9 52:15 61:12 71:23 77:17 contract 38:19 41:11 61:10, 21 65:5 90:21

contracted 86:9 contracts 86:10 contrary 31:1 contrast 80:15 contribute 48:21 **control** 45:13 47:1 50:4 53:25 59:3 controlled 70:19 controlling 42:1 50:22 controls 53:10 58:8, 15 70:16, 17 convention 20:14 21:8 conversation 36:13 conversations 66:14 coordinate 48:13 50:7 coordinating 49:5 **COPY** 1:1 core 51:20 correct 7:11, 12, 13 29:6 40:12 64:25 73:14 78:9. 17 91:11 92:14 cost 75:10, 12, 19 76:2 85:1 Costa 53:4 costs 23:24 24:2 38:21 Council 51:16, 17, 18 **counsel** 92:10 counties 8:5 countless 59:2 **country** 21:13 County 8:6, 7 15:6, 15, 16 92:3 **couple** 10:10 20:9 23:14 34:1 35:15 47:6 78:5 course 13:7 30:21 34:11 46:6 **courses** 47:10 53:1 court 83:8, 9, 11 **courts** 67:11 83:18 86:15 88:15 **cover** 34:1 covered 26:6 Covid 76:11 **co-worker** 45:10 craziness 88:2 create 48:16 59:6 created 58:22 creating 36:10 53:8

creativity 59:8 credit 37:3 **credits** 52:15 creek 44:10, 15 53:12 55:7, 8 crew 46:1 critical 20:11, 12 **culture** 12:23 curious 8:14 55:20 **current** 27:11 61:6, 18 63:4 65:20 85:22 currently 14:19 62:9 72:5 85:20 custodial 77:22 < D > **DAA** 2:14, 15, 16, 18, 19 5:5 6:13 41:23 **DAA's** 37:8 damages 15:22 dangerous 85:3 dark 86:1, 23 **darker** 48:4 data 55:1 date 61:10 76:2, 6 78:19 dates 86:20, 24 **Davis** 2:23 41:15 45:8 48:3, 10 51:4 58:12 day 21:22 51:21, 22 53:19 78:9 92:18 days 57:9, 11 63:9 65:9 de 44:19 deal 19:14 33:2 45:3 49:20, 23 50:24 death 90:12, 17 91:5 deaths 89:20, 22 90:9 debris 53:21 **debut** 77:18 decades 12:22 **December** 20:21 **decide** 30:5 decided 30:7 70:24 decision 28:18 72:20 83:20 decisions 26:25 28:17 decrease 75:19 decrepit 80:19 dedicated 42:19

81:20 defeating 27:15 defer 29:14 deficiencies 60:19, **define** 12:3 defining 13:8 definitely 72:6 **DEL** 1:6, 8 5:1 7:19, 20 8:13, 16 16:2 52:9, 19, 20 84:19 89:16, 19 90:18 91:1 delay 36:18 37:21 60:24 delegation 28:11 **delve** 60:6 demolish 85:2 **Denise** 79:*3* **depend** 84:17 dependent 81:11 deposit 11:4 deposited 35:8 37:8 deposits 34:24 **deputies** 15:15 **Deputy** 2:17 **de-scoped** 70:14 **describ** 62:16 describing 84:6 designed 22:24 23:15 42:14 43:13 77:14 **desire** 12:20 35:23 destroying 15:24 detail 79:16 determin 77:10 determined 84:13 determining 77:12 develop 68:4 developed 33:5 **Diego** 8:6 42:12 87:23 difference 21:10 27:19 65:1 differences 21:9 **different** 19:5, 6 28:9 29:2 30:15 50:20 52:6 64:1 65:4, 6 66:11 67:1, 7 78:19 88:*1* difficult 11:2 42:25 84:14 difficulty 31:2 digital 70:15 dilapidated 84:12 **dime** 87:5 **dinner** 79:2

directed 12:2 directly 82:2 **Director** 2:6, 7, 8, 9, 12 5:16, 18, 20, 22, 24 9:3, 4, 9, 11, 13, 15, 22 10:5, 8 15:14 17:1, 2, 9, 11, 13, 15, 21, 24 18:7, 9, 11, 14 23:5, 21, 22 24:6 27:9 30:2 31:3, 15, 21, 23, 25 32:2, 3, 15, 18 33:10, 12, 14, 15, 16, 18, 19 51:7 55:16 57:6 64:11 67:9 78:4 **DIRECTORS** 1:4 2:5, 10 3:1 13:24 25:9 51:15 67:19 disappointment 14:8 discharge 42:17, 18 44:6, 7, 9, 10, 12 51:1 53:6 55:7 57:15 discharges 53:12 55:3 discharging 44:16 55:7, 8 discriminatory 27:14 **discuss** 79:16 discussed 12:7 discussion 6:19 11:20 14:10 19:25 29:21 36:9, 14 38:2 39:14 41:6 72:23 79:14 discussions 35:22 disease 59:4 disinfection 53:10 dismal 84:6 disposed 56:4 **dispute** 15:25 disqualified 60:16, 18 disrupt 50:5 distressed 79:11 distribution 51:23 **DISTRICT** 1:5 7:20 8:15 20:10 24:2 38:19 51:11, 12 53:7 62:6, 19, 21, 24 63:12 districts 60:7 81:24 divert 42:21, 23 **DMTC** 73:23 documents 26:19 **doing** 40:1 43:21 44:1, 22 50:11

55:18 58:24 59:24 68:10 77:10 79:4 86:10 dollars 35:7 80:16 domino 58:25 **Don** 2:9 **Donna** 2:18 doublecheck 38:23 **Doug** 8:22 **Dr** 12:11 drain 42:20 **dream** 41:13 **dried** 56:16 **dropped** 85:10, 14 drought 53:5 56:24 **drove** 15:15 drum 53:15 dry 57:24 due 7:16 15:21 20:6 61:20 83:18 dues 62:3 65:20 **DURANTE** 1:7 **Dustin** 2:19 40:15, 25 41:4, 5 **dve** 47:8, 11, 15, 21, 23 48:2 < E >

E.coli 56:14 **earlier** 28:18 36:23 41:9 86:25 88:4 early 69:10, 14, 15 earned 35:7 easily 28:25 86:7 east 69:8 **eastern** 21:17 43:2, 6, 7 eat 48:5, 7 58:9 **eaten** 16:4 echo 87:21, 24 Ecology 2:22, 23 41:8, 15 43:14, 15 45:7, 9 49:25 58:8 60:3 **Ecology's** 48:12 education 52:15 81:24 educational 14:17 80:8 effect 22:17 27:20 Effective 28:5 54:24 effectively 57:15 effects 58:22, 25 efficiency 45:15 either 29:2 30:11

63:7 71:24 73:22,

23 91:8 92:11 electrical 69:12 **electronic** 92:8, 15 eligibility 82:2 Elijo 2:24 3:23 40:11 41:10, 16 44:8, 19 51:8 54:21 55:7, 9 57:15 58:4, 5 60:3 **emails** 62:10 embark 35:22 36:7 embarking 35:18 38:20 emergency 85:4 86:19 87:1 employee 39:22 84:6 employees 22:9, 12, 15 26:14 37:4 **enact** 30:7 enactment 24:16 Encinitas 51:17 52:8, 18 encourage 23:20 ended 49:4 endorse 55:19 ends 69:16 engineering 43:12 84:6, 13 engineers 52:11 enjoy 12:15 82:8 **ensuing** 15:19 **ensure** 50:12 **enter** 63:13 **entered** 42:13 entertainment 13:10 15:2 70:2 **entire** 49:24 50:8 55:13 69:20 83:16 **entirely** 84:15 **entitled** 15:18 30:2 entity 59:25 63:1, 10, 20 64:1 65:18 **entry** 69:8 environment 43:23 49:17 52:12 **Environmental** 2:19, 21 40:14 41:5, 14, 20 51:24 53:11 58:21 envision 35:24 esoteric 7:22 8:14 especially 23:11 34:16 70:11 essence 35:2, 8

37:2, 3, 19 60:23

61:16 63:9, 12, 22, 23 65:9 73:2 77:13, 23 essentially 46:18 48:3, 15 esthetic 43:21 46:2 57:16 esthetics 43:23 45:*1* estimated 85:1 evaluating 63:23 evaluation 63:25 event 23:16 30:14 42:17 79:15 events 12:12 27:13 77:19 84:17 everybody 41:2 85:24 everybody's 75:12 89:1 **evolved** 51:*13* evolving 50:19 exactly 47:24 49:17 77:13 79:4 **example** 14:*16* 34:24 53:23 71:17 73:17 examples 59:2 Excellent 58:6 exception 20:1 21:4 29:5 30:9 32:11 70:6 exceptions 20:25 21:1 30:9 excessive 44:23 **excited** 76:14 excitement 77:2 **exciting** 36:*13* excoriates 84:19 excuse 39:8 84:25 excused 5:12 Executive 2:14, 18 34:6 exemption 25:23, exercising 90:14 exertion 90:14 exhibited 15:9 exhibits 13:10 80:11 exist 47:15 49:1 63:7 86:10 existing 46:16 64:13, 22 exists 49:14 exits 51:14 expect 77:1, 25

expense 75:20 expenses 37:9 76:6 experience 13:12 53:9 experienced 52:11 expertise 8:15 60:3 62:21 **exploit** 80:23 **explore** 23:16 73:20 74:21 explored 62:2 65:10 exploring 56:2 58:13 Expositions 20:2 express 14:7 62:11 81:9 83:7 expressed 31:3 **extend** 63:3, 4 extended 56:24 extends 90:22 extensive 14:10 **extent** 27:14 43:19 44:25 73:2, 16 79:15 **exterior** 70:4 84:9 **extreme** 90:14 < F > faced 86:25 facilitate 48:25 facilitation 48:13 facilities 26:15 36:8 43:21 55:18 68:18 71:23 74:4, facility 43:25 51:22, 23 69:17, 20 80:17 **facility's** 71:18 facing 86:2 fact 29:23 55:2 63:13 86:25 **factors** 48:22 90:16 failed 53:15, 20 **failing** 84:23 **fails** 33:21 failure 34:9 **Fair** 3:10 10:3, 10, 21, 22 11:8 12:5, 14 13:11, 12, 21, 24 14:3 15:9, *11, 13, 18* 16:2 19:8, 9 26:15

34:12, 22 35:5, 8,

9 66:24 73:15

expenditures

70:11

80:9 84:8, 11 Fairground 83:13 **FAIRGROUNDS** 1:6 14:19 46:6 48:14 49:5, 22 50:7 52:20 53:3 56:10 85:24 86:14 87:8 **fairly** 14:10 Fairs 19:8 20:2, 16 21:8, 12, 13, 17 fair's 15:14 faith 38:5 65:23 **fall** 71:16 familiar 24:8 **families** 86:16 **family** 15:6, 16 32:24 81:11, 18 **family's** 15:20 **fan** 28:17 far 41:19 52:10, 17 61:14 73:12 74:4 fast 42:7 46:10 69:21 fatalities 90:10 **favor** 30:18 31:2 63:24 **favorable** 12:8 favorably 63:24 Fe 52:19 Feature 19:8 80:9 90:10 **feces** 56:14 **fee** 11:4, 8 59:6 63:12 81:15 **Feeding** 42:15 **feel** 11:9 13:12 38:3, 11 **fees** 10:16 11:13 62:7 65:22 66:20 **feet** 11:14 felt 38:22 **fence** 69:7 fever 90:25 **fight** 25:24 **fill** 36:20 **filter** 53:15 filtering 44:1 filters 53:9 finally 38:6 **Finance** 3:18 13:16 16:13 18:19 33:23 39:7, 17 40:5 71:14 73:23 financial 34:7 35:5, 12 72:14 83:12 financially 25:1

expecting 49:16

financials 33:25
35:4
find 11:2 31:2 44:4 50:1 59:25
44:4 50:1 59:25
88:14
findings 71: <i>3</i> fine 29: <i>13</i> 41: <i>3</i>
finish 63:5
finite 30:8
firm 16:6 37:22
84:13
First 2:11 5:7
7:6 10:3, <i>13</i> 14:3
18:19, 21, 23 21:2
23:3 29:8, 16 31:9 42:19 43:6,
31:9 42:19 43:0, 11 44:20 45:17
48:18 54:18 60:9
62:15 69:1 79:23
80:2 85:12, 13, 24
89:11
fish 58:9, 20
fixed 53:22
flag 7:23 8:12
39:16
flora 57:20
flow 6:23 35:9 77:21
flowing 46:17
folks 6:5 43:15
44:8, 22 54:21
59:19 65:23
followed 7:2
following 75:8
food 10:16 13:10
48:1, 2 77:21
78:25
Foods 4:2 force 16: <i>10</i>
foregoing 92:6, 14
forest 59:4
forgotten 68:14
form 90:20
formed 51:10
formula 90: <i>16</i>
forth 80:18
forward 13:13
14: <i>12</i> , <i>13</i> 32: <i>10</i> 33: <i>4</i> 34: <i>13</i> 36: <i>14</i>
61:4, 21 63:10 64:8, 17 65:19
67:23 69:17
67:2 <i>3</i> 69: <i>17</i> 74: <i>13</i> , <i>17</i> 80: <i>6</i>
87: <i>4</i>
found 35:19
37:17 53:21
59:25 70:3, 7
80:5
four 8:5 24:12 45:16 51:15
45.10 31.13

62:14 86:2 88:3 89:18, 23 four-month-old 15:7 **fourth** 63:8 65:2 **frankly** 28:10 **Frazee** 4:6 81:1, 2, 6 82:10, 12 Fred 12:6 Frederick 2:11 Freeway 51:14 53:3, 4 fresh 44:16 freshwater 44:17 **front** 68:21 front-side 70:21 72:3, 19 80:13 84:7 **fulfill** 86:6, 9, 15 full 21:22 34:12 53:25 78:14 Fuller 2:19 40:15, 25 41:4, 5 full-throated 79:14 **full-time** 81:10 **fully** 55:3 **fun** 12:16 13:11 15:2 function 23:24 45:*14* 46:8 51:*1* functional 46:3 70:18, 23 functions 51:20 **funded** 69:3 **funding** 69:16 **funds** 36:6 38:4 furniture 77:11 **further** 13:8 27:5 40:6 80:19 92:10 **Fuscoe** 43:*13* **future** 12:20, 23. 25 13:4, 14 14:21 23:19 28:9 36:5 69:25 71:8 80:7 futuristic 13:6 14:*15* <G> gallon 51:21, 22 **gallons** 52:25 gambling 90:2 gap 61:16, 23 62:9, 17 64:8 67:23 68:1 81:8 83:10, 25 gaps 36:21 **garden** 63:16 gearing 34:22 Gelfand 2:7 5:18, 19 9:4, 11, 12

16:17, 20 17:11,

12 18:9, *10* 20:22 23:22 24:6, 8, 23 25:1, 7 28:19 29:10 31:12, 15, 23, 24 32:1, 17, 18, 20, 24 33:12, 13 43:8 48:1 55:16, 17 56:11, 20 58:7 59:6 64:11, 12, 18, 21 65:1, 13 66:3, 7, 14, 17, 19 67:4 68:6 72:17, 19 73:9, 12, 25 74:15 76:25 77:6 78:4, 5, 11, 22, 25 **GELFEND** 9:2 **gender** 24:21 **General** 2:17 3:9 4:11 6:19, 24 7:2, 10 9:25 10:1, 2, 3 12:7 25:10, 12 39:4, 6 89:10 generate 37:7 73:4 **getting** 19:*15* 21:24 40:15 58:3, 5 69:5 70:23 77:18 **girl** 15:10 89:19 girls 24:19, 20 give 25:13 41:22 69:22 75:1 given 46:8 84:24 **gives** 43:*3* **giving** 30:1 87:13 **go** 6:2 11:15, 21, 23 12:4, 7, 18 14:1.8 16:16 18:18, 21, 23, 25 21:8 25:3 28:21, 22 29:18 32:10 33:1, 4 38:23 39:3 40:21, 22 41:4, 19 42:6, 7 45:11 48:9 58:11 59:17 76:15 81:4 83:3 85:8, 11, 16 87:16 88:17 goal 27:15 50:24 goals 27:12 77:16 **goat** 15:3, 7, 9, 10, 16 goes 33:6 52:2 57:2 79:6 Gogh 63:15 going 5:8 6:2, 22, 23 16:16 23:25 27:16 28:2, 19, 22 31:8 33:24 36:1, 5, 7 37:2, 21, 24 39:18, 24 40:11,

21 41:1, 17 42:18 43:15 44:22 47:7. 14 48:19 49:13, 18 50:24 54:11 55:12, 22 57:9, 18 58:18, 21, 25 61:8 64:16, 22 72:6, 21, 22 74:8, 12 76:11, 15 78:12 79:12 85:15 86:20, 22 88:2 golf 47:10 53:1 Good 5:4 6:12 10:12 21:24 38:3, 4, 11 41:20, 25 44:12 45:8 51:6 54:15 65:23 68:24 75:3 76:18 **Good-bye** 83:23 good-faith 36:17 38:11 goods 75:10 76:2 **Gordon** 15:25 16:5 Gosh 34:21 **gotten** 41:10 governance 22:3 32:22 **governed** 51:*15* government 22:3 **governor** 24:17, 19 28:21 Governor's 21:3 22:13, 22 26:20 30:4, 6, 18 32:11 33:4 grab-and-go 79:10 grades 82:2 **grand** 15:14 grandstand 80:17 Great 2:22, 23 13:9 24:9 35:20 41:8, 15, 18 43:13, 15 45:7, 9 46:8 48:12 49:25 58:6, 7 60:3 69:23 71:17 88:6 **green** 42:5 grew 27:10 **grocery** 75:13 **gross** 10:17 **ground** 57:*3* **Group** 2:21 7:19 28:21 41:21 grow 43:22 46:19 47:14, 19 **growing** 50:14 **grows** 46:15 **growth** 44:24 46:21 47:12 48:22, 24 58:9

guarantee 10:19, guess 14:7 19:20 **guests** 40:15 guidance 36:9 guvs 45:7 51:1 81:8 83:2 <H> habitable 72:3 half 52:3, 17, 19, 25 **hand** 16:10 92:17 **handle** 10:9 handling 10:5 Hang 54:10 59:18 72:18 **happen** 36:5 45:21 49:16, 17 58:19 happened 14:16 66:18 happening 14:18 61:6 happens 35:3 55:2*1* **Happy** 22:6 27:11 72:2 76:13 81:15 hard 58:16, 17 harvest 46:13, 20, 21, 22 harvesting 45:2, *18*, *23* 46:25 55:21 **hauling** 90:24 **HB** 24:18 **head** 34:16 headquarters 51:13 **health** 44:25 46:4 50:13 healthy 29:22 35:21 hear 7:25 28:12 29:16 32:5 36:1 39:10, 13, 24 43:15 47:5 81:3, 4 82:13 83:2, 3 87:18 89:12, 14, *21* 91:8 **heard** 80:3 81:8 84:18 88:4 Hearing 6:22 92:6, 11 heartless 16:9

hearts 83:15

heavy 56:11

held 19:18 23:25

heat 90:15

Hello 7:8 14:5 25:19 39:12 79:25 87:17, 18 help 41:11 45:3, 4 47:1, 5, 17 48:13, 16, 25 50:4 60:10 77:8 **helped** 54:24 **helpful** 69:24 80:5 **helping** 45:14 53:11 helps 43:18, 19 46:3 47:11 48:18 Henry 2:20 42:2, hereunto 92:17 **Hi** 39:9 81:2, 6 85:18 87:19 **high** 22:1 46:3 50:13 86:6 90:15 **higher** 34:23 highest 45:14 46:8 50:25 90:13 highlight 86:4, 11 highly-qualified 52:10 Hill 89:20 91:1, 4 **hinder** 48:22 historical 13:5 historically 20:3 36:*3* **hits** 57:3 hold 24:17 86:13 holding 25:22 26:1 30:13 **home** 10:24 15:7 63:15 homeowners 53:1 **hope** 14:14 30:24 67:22 88:13 hopefully 68:4 70:12 Horse 89:25 90:21 horseracing 14:20 80:22 84:20, 24 horses 42:22 56:25 57:2 89:18, 21 90:9, 16 host 73:19 hotel 22:16 25:4 hours 6:3 21:22 81:24 82:4 house 78:15 housing 39:22 68:22 70:21 72:3, 19 80:14, 18 84:7, 12, 15 85:1, 2 **Hs** 16:9

huge 74:2 75:4, 6 hugely 75:13 human 80:23 **humidity** 90:15 < I > **IAFE** 21:11, 20 24:8 Ian 43:14 ideas 50:22 identified 36:25 37:10 **identity** 24:21 illuminating 14:17 **imagine** 13:*13* immediately 5:8 37:25 61:11 **impact** 13:2, 3 35:9 73:22 83:12 86:5 **impacts** 83:13 impending 13:25 **impetus** 42:11 implement 42:10 implementation 49:6 implications 62:22 importance 30:20 important 16:5 22:7 27:22 29:22 34:16 62:1 88:9, 10 **Improvement** 41:7 46:2 69:24 improvements 36:4, 7 67:14 Inaudible 9:17 incentive 90:18 include 13:4 20:20, 23 included 11:8 20:22 64:14 66:8 68:20 71:10 includes 52:20 including 34:12 45:5 52:11 56:11 income 34:21 81:11 83:14 incorporates 54:18 increase 10:23 11:4 66:20 75:5, 6, 12 increased 11:10 increases 11:14 incredible 19:12 incur 24:2 incurred 23:24 Indecipherable 83:23 indemnification

63:11

independent 81:23 86:5 **Indiana** 20:15, 20 24:10 25:24 27:11, 12 30:3, 7 32:12 **Indiana's** 28:17 indicate 90:11 indiscernible 79:6, 7,9 individual 63:10, 20 65:18 86:13 Industry 4:1 7:22 19:13 26:10 66:24 67:3 72:11 80:22 85:3 infiltration 44:17 information 19:16 21:24, 25 26:11, 19 71:6 72:1 73:1 78:18, 21 91:13 informational 33:23 71:7, 13 informative 80:5 informed 83:9 infrastructure 69:22 80:16 **in-person** 23:15 **input** 6:17 inside 46:9, 16 70:15 79:9 insiders 84:22 insight 69:23 71:7 installation 42:19 45:20 49:4 installed 41:9 48:12, 14 installing 69:6 instance 27:18 instrumentation 53:10 insurance 62:22 63:11 66:10, 15 81:13, 15 86:13 87:3, 8 **intended** 29:24 33:1 **intensive** 90:14 **intent** 24:23 interest 7:21 15:24 interested 56:19 61:12 63:6 64:7 92:12 interesting 60:1 International 20:2 internationally 21:14 introduce 41:2 45:7 51:9

introducing 45:11 58:20 invasive 59:5 **invest** 74:7 invested 70:22 investigated 62:23 investment 72:4 74:2 **invite** 74:25 involved 49:22 62:7 72:24 irrigation 52:23 53:*1* isolated 16:1 **ISPE** 82:1, 5 86:4, 17 issue 25:14 32:25 33:25 44:25 45:1 74:18 82:21 issued 7:16 60:13, 23 issues 11:11 27:24 28:8 36:3 45:21 50:23 70:7 71:23 item 6:23 7:3, 10. 15 10:3, 13 13:21 14:25 16:22 18:24 25:10, 18 27:4, 6 32:23 33:22, 23 39:4, 23 40:7 59:20 68:9 70:23 72:1 76:22 89:2 items 6:17, 21 9:25 10:10 11:24, 25 13:25 16:14 29:2, 8 70:5 it'll 6:24, 25 its 15:4 20:6 45:14 46:7.8 50:25 54:18 60:9 73:22 77:18 89:22 < J > **JACY** 87:13 **Jane** 3:13, 17, 21 4:8, 13 14:25 15:1, 2 25:12 27:3, 5 39:5 40:4, 6 84:3, 4, 5 90:7, **January** 37:21 Jason 4:10 85:9, 11, 16 87:16, 17,

18, 19 88:21

Jessica 4:6 15:6

81:1, 2, 6 82:12

Jessica's 15:12

JIMMY 1:7 **job** 30:19 **job-required** 30:10 **joined** 45:9 **Joint** 2:24 41:10, *16* 51:8 **Josh** 2:17 79:11, 12 **Joyce** 2:3 5:4, 5, 11 6:1, 12 7:11, 13, 24 8:10, 17, 25 9:3, 6, 18, 23 11:15, 18, 21, 23 13:15, 19 14:1, 24 16:12, 15, 19, 21 17:1, 6, 17, 21, 24 18:4, 16, 18 22:20, 24 23:2, 19 24:5 25:8 26:3, 21, 24 27:7, 21 28:6, 24 29:4, 7, 11, 18 31:4, 7, 14, 18 32:7, 15, 18, 22 33:3, 21 35:14 36:15 38:8, 16, 24 39:2, 11, 13 40:4, 9, 17, 20 41:3, 18 47:20 48:5, 9 51:3 54:7, 10, 15 55:15, 25 57:6, 21 59:11, 15 64:11 66:11 67:5, 7, 19 68:7, 12, 16 72:8, 18 74:16, 23 76:16, 22 77:1, 4, 8 78:2 79:11, 18 80:10, 25 81:4 82:11, 13, 18, 21, 23 83:3, 22, 24 85:6, 13, 15 87:15 88:20 89:5, 9, 14 90:6 91:6, 12 **JPA** 60:3 **judgment** 42:13 July 28:4 30:3 34:13 61:8 75:3, **jump** 79:12 **jumped** 39:15 June 15:8 34:9 35:4 **junior** 73:17 justified 10:24 **JZ** 4:9 85:16, 18 87:21 < K > Kathlyn 2:8 **Katie** 2:15 10:9

T Z 4.0
Keegan 4:9
85:16, 18 87:12,
13
keep 11:12 39:18 57:17, 19, 24
57:17, 19, 24
83:21 88:14
83:21 88:14 keeper 42:12
keeping 47: <i>17</i>
65:19
kids 16:2, 7
81:12 82:2 83:8,
14 88:7, 10, 16
kill 44:2
killed 15:24 16:4
90:1
kind 11:3, 12, 13 12:3, 18, 20, 23
12:3, 18, 20, 23
13:4, 6 14:15
19:1, 20 21:8, 15,
17.1, 20 21:0, 13,
22 29:19 36:12,
19 48:25 54:18
55:9 60:9 61:24
62:16 66:11
kinds 25:2 56:11
67:23
know 6:5, 18
67:23 know 6:5, 18 7:22 8:12 11:3
12:8, 10, 20, 22, 24
12.3, 5, 0, 21.22
13:3, 5, 9 21:22,
24 22:8, 15 23:14
24 22.8, 13 25.14 24:9, 11, 15 25:2, 4, 21 27:25 28:3, 11, 25 29:19 30:25 31:7 32:25
4 21 27.25 28.3
11 25 20:10
20.25 21.7 22.25
30:25 31:/ 32:25
33: <i>4</i> 34: <i>14</i> , <i>17</i>
35:1, 18 38:12, 13
39:25 44:18
46:17 49:17 50:2,
13 56:3, 8, 14, 15
58:20 59:2, 3, 5, 9, 24, 25 60:20 62:11, 12 63:14, 15 64:21 65:8, 17,
24, 25 60:20
62:11 12 63:14
15 64.21 65.0 17
15 04.21 05:0, 1/,
18, 19, 21, 23, 24
67:5, 21, 22, 24
68:2 73:3, 4, 5, 7,
12 74:10, 11, 22
77:9, 11, 13, 14, 21,
22, 23 80:9, 22
81:10, 12, 13, 18
82:7, 8, 9 83:12
04.10 05.20
84:18 85:20
86:20 87:25 88:1,
86:20 87:25 88:1, 3, 6, 7, 14, 15, 16
knowing 36: <i>3</i>
28.8 0 40.21
38:8, 9 49:21
58:18 60:4 76:11
88:8
knowledge 53:8
knowledgeable
Miowicugeable
i .

```
26:11
knows 30:25
< L >
L.A 8:6
La 53:4
labeled 39:17
labor 11:12
75:19 80:23
laboratory 51:24
lack 86:1
Ladd 2:23 41:15
45:8 48:3, 10
51:4
lake 43:2, 6, 7
lakes 47:10
landfill 56:5
language 8:3
large 21:9, 10, 13,
15 42:14
larger 49:6 50:19
large-scale 42:10
Lastly 87:6
lately 75:12
latest 19:16
Law 2:21 41:20
laws 22:10
lawsuit 15:19
leaders 19:13
leadership 22:3
leagues 82:7
leaking 53:14
leaks 70:4
leaky 70:7
learning 20:4
21:10 23:12
learning-lesson
21:23
leaves 62:8
leaving 60:17
61:16, 23
left 64:3
Legal 92:22
legislative 27:20
legislature 24:22
legitimate 89:22
90:3
Lemberger 2:22
41:15 45:9 47:22
48:7 55:24 56:1,
13, 21 58:12 59:8
lengthy 72:22
lesson 81:21
lessons 23:12
83:8
letter 28:21 61:6
64:14, 15
letting 28:3 33:4
83:5
level 11:9 45:25
53:18, 24
```

```
levels 46:4 47:2,
5, 14, 18 50:14
57:17, 24 78:12
liability 37:13
liaison 73:23
licenses 86:13
licensure 25:21,
25 30:11, 12
light 37:20 47:11
53:9 75:6 86:23
lightbulbs 53:16
light-hearted
12:16
lighting 77:23
lightly 30:25
lights 88:15
limit 8:8 22:9
47:25
limited 20:25
78:15
limiting 78:16
limits 7:18 8:4
line 50:3 59:10
lingering 69:4
link 78:18
Lisa 2:6
list 20:8 24:10,
12 30:8
listen 23:10
listening 87:20
88:13
little 12:3, 4, 21
19:2 26:5 36:16,
19 38:10 52:24
55:4 59:24 68:4
78:20 83:25
86:25
live 84:19
lives 89:18
Livestock 15:9, 14
73:17
loads 45:3
located 51:13
location 28:2
long 79:9 83:10
long-distance
90:24
longer 6:4 8:24
38:5 91:8
longer-term 74:18
Long's 15:6, 24
long-term 74:9
look 11:14 12:1,
20 13:1, 5, 6, 13
14:14, 15 36:13
43:22 46:8 60:2
62:13 70:17
71:10 72:6 78:20
80:6
looking 12:23
14:11 35:4 69:21
```

71:15 79:11 86:23 looks 78:20 Los 7:19 92:3 losses 15:13 **lost** 83:22 89:18 91:7 **lot** 10:25 11:1 14:9 19:15 26:25 27:25 56:6, 17 58:13 62:23 76:13 87:21 88:2 **love** 15:8 loved 16:11 **lovely** 69:1 low 47:18 **lower** 47:5 78:12 lungs 90:23 < M > **Madam** 51:6 main 53:18 90:22 maintain 30:11 34:15 51:25 52:7 53:11 maintains 52:13 maintenance 41:11 44:21 50:17 52:15 major 46:2 81:9 majority 70:2 86:12 **making** 38:11 49:19 69:8 74:17 mammals 59:3, 5 manage 45:1 85:20, 21 87:7 **managed** 47:10 Management 3:22 7:3 26:11 39:24 40:10, 21, 23 44:21 45:12, 16 46:11 47:17 49:8, 12, 19, 25 50:7, 8, 10, 20, 21 59:17, 20 68:11, 13 79:21, 24 manager 87:6 Manchester 51:14 **MAR** 1:6, 8 5:1 7:19 8:13 16:2 52:9, 19, 20 89:16, *19* 91:*1* March 69:16 Mark 4:3 74:25 75:2 79:5, 6 Mar's 7:20 8:16 84:19 90:18 Martha 3:8, 12, 16, 20 4:5, 12 7:7, 8, 12, 14 8:11, 20

14:4, 5 25:12, 16, 19 39:5, 9, 12, 14 79:24, 25 80:11 89:11, 12, 15 master 69:25 74:*1* **Mastery** 19:12 material 55:22 56:3 materials 56:12 matter 18:20 38:6 92:16 matters 91:13 mature 43:22 **Mead** 2:8 5:20, 21 9:15, 17, 22 17:13, 14 18:11, *12* 31:25 32:3, 4 33:14, 15, 16, 18 mean 15:4 56:9, 13 58:13, 16 62:12 73:25 80:14 meaning 63:9 means 47:12 meat 15:12, 18 mechanical 54:19 mechanics 52:12 54:22 medians 53:3 meet 42:17 51:1 63:10 84:12 MEETING 1:4 3:1 5:5, 6 6:7 12:*3*, *5* 15:*1* 27:16 34:11 61:1, 22 79:17 82:19 84:4 86:19 87:2 91:15 **meetings** 84:18 **meets** 84:8 Melinda 2:16 36:2 68:19, 23 Melinda's 71:12 member 7:6 8:18, *21* 14:3, 24 32:25 80:25 82:15, 25 84:2 90:6 members 7:5 40:22 51:6, 15, 16, 17 79:20 82:6 85:23 88:1, 23 89:10 membership 62:3 65:25 membrane 90:22 **mention** 7:15 80:13 87:6 mentioned 45:17 59:17 70:20 87:21

Mozart 78:7, 18

metals 43:19
56:11 method 92:8
methods 50:12, 18
METOYER 1:23
92:2 <i>1</i>
Mexico 19:9
Michael 2:7
Microphone 55:25
microscopic 48:16
middle 57:25
86:7
mid-west 21:17
mile 52:3
miles 15:16
million 51:21, 22
millions 48:16
80:15
mind 28:10, 13
65:19
mindful 70:13
mine 45:10 88:1 minimis 44:19
minimum 7:17
10:19
minor 68:25 69:9
70:3, 7
minutes 16:19, 20
mispronounced
83:1
missed 81:21
missing 83:15
Moderator 2:20
modified 23:13 Moleaer 48:13
49:4, 5
moment 40:25
44:23
money 10:25
25:4 35:2 36:4
37:14 74:9 86:16
89:19
monies 36:10
37:2
month 19:11
20:17 34:9, 25
35:2, 19 41:9 60:13 61:13, 23
62:9, 13, 15, 25
63.4 12 14 68.3
63:4, 12, 14 68:3 75:3, 7 78:1 81:8, 16 83:16, 21 87:5,
16 83:16, 21 87:5.
9 88:6 89:23
monthly 33:25
45:25 46:10 49:7
50:16
months 34:17, 18
36:8 38:1 69:10
80:4 89:25 90:1
month's 34:11 79:17 83:14
17.17 03.14

month-to-month 61:8 Moore 2:14 7:25 8:2 10:7 11:19, 22 13:17 19:1 20:19, 23 22:23 23:1, 11 24:3, 12, 14, 25 25:5 26:8, 23 28:5 29:1, 6 34:4 36:22 38:15, 17 40:13, 19 43:9 59:22 64:14, 20, 24 65:4, 16 66:5, 9, 13, 16, 18, 22 67:6, 14 68:10, 15, 17 71:12 72:13, 22 73:11, 14 74:3, 20, 25 76:21 77:3, 5, 7, 9 78:7, 14 79:2 88:25 89:8 morning 5:4 45:8 Moses 57:10 Mosier 2:9 5:22, 23 9:13, 14 16:25 17:2, 15, 16 18:14, 15 23:5, 6 27:9, 10 28:16 30:2 31:3 32:2, 6 33:19, 20 55:16 56:22 57:5, 7 58:1, 5 67:9, 10, 18 **MOSLER** 57:18 **mother** 15:12 **motion** 9:1 16:23 17:18 28:20 29:3, 9 31:6, 11, 12 32:10, 13 33:21 **motor** 53:15 move 6:16, 23 8:25 9:24 10:2 11:18, 24 14:12, *13* 16:*12*, *21* 40:10 50:2, 3 72:11, 14 74:16 76:19 83:18 87:5 88:14, 22 moved 6:17 7:10 9:2 16:24 17:20 20:13, 14 27:13, 23, 24 28:1 29:10 32:14 61:4 69:7 86:20 87:23 movement 6:20 moves 43:11 moving 19:24 59:22 60:12 64:17 68:5, 17 69:17 79:19 86:24 87:10

79:15 Mueller 2:15 10:9, 12 11:17 12:1 18:17 music 12:22 **muted** 32:1 < N > named 15:3 92:12 nanobubblers 41:9 45:4, 20 48:12, 14, 15, 25 49:7, 9 nanobubbles 48:16 **narrow** 12:3 narrowing 13:8 **natural** 49:15, 17 54:19 nature 26:16 47:20 63:16 77:24 nature-based 43:17 50:1 Nay 33:9 near 39:21 **nearly** 34:10 necessarily 36:5 necessary 30:10 36:6 38:14, 23 necessitate 25:23 need 11:9 14:21 16:23 17:18 26:12 29:9 31:11 32:13, 16 42:16 44:5 50:24 56:6, 16, 17 64:1 67:11 70:10, 17 71:8 74:12 86:8, 16 87:7 **needed** 51:2 69:5 74:5, 16 81:16 needs 14:13 20:12 63:25 69:12, 15, 24 74:10, 12 75:6 80:20 83:18 84:20 87:3 negating 27:20 Nejabat 2:12 5:24 10:8 net 75:22 76:8 networking 20:4 21:11 Nevada 20:7 never 49:17 81:21 New 19:9 50:21, 22 58:13 60:23 62:17 65:21 70:1 81:16 84:15 85:2

87:2 91:3 newer 70:15 News 4:1 41:25 72:11 75:13 78:1, nice 43:22 74:1 85:18 nicely 55:9 Night 89:19 nine 89:25 non-CAFO 43:4 non-profit 67:24 **Nope** 76:21 normal 19:21 68:*1* **north** 51:14 nostalgic 13:12 **note** 34:14, 16 **noted** 9:1 noticed 48:4 notified 36:24 60:18, 22 November 8:9 20:21 35:23 36:10, 14 37:11, 13 61:23 62:18 88:11 **number** 20:12 **numbers** 76:13 nutrient 45:3 47:2, 5 nutrient-rich 56:8 nutrients 43:19 46:16, 21 47:6 48:24 49:1 55:2 56:9 NV5 71:1 < 0 > **o0o** 5:3 91:16 observation 80:14 **obtained** 30:14 **obviously** 49:13 62:11 occurred 37:21 occurring 34:25 occurs 28:1 46:14 90:21 ocean 51:25 52:2 53:6 **October** 61:3, 10, 13, 22, 23 62:9, 13 63:13 78:10 83:21 86:1 87:5 88:18 offered 21:5, 21 22:5 56:18 **offering** 15:*13* **Office** 21:3 22:13, 22 26:20, 24 30:4,

6, 18 32:11 33:4 70:6, 14, 16, 19 Officer 2:14, 15, 16 10:9 68:18 OFFICERS 2:2. 10 officials 15:11, 20 offshore 52:3 **offsite** 52:21 oftentimes 26:15 **Oh** 28:24 29:11 40:14 42:6 58:5 66:9 82:23 83:2 Okay 6:12, 22 7:3, 14, 24 8:10, 11, 17, 21, 25 9:18, 21 10:2 11:15 12:1 13:15, 19, 20 14:1, 24 16:12, 20, 21 17:4, 17 18:2, 16, 18, 22 24:5, 14 25:7, 16 26:3 27:3, 7 29:12 31:4, 14 32:7, 9 33:2, 3, 21, 22, 24 34:4 36:22 38:16 39:2, 4 40:4, 9 41:3 42:6, 8, 18 48:6 54:15 57:1, 10 59:13 60:12 64:18 67:4 68:5 72:8, 11 73:12 74:15 76:18, 22 79:19 80:25 82:23, 24 84:2 85:15, 17 88:20 89:7, 15 91:6, 12 **old** 16:10 64:13 70:16 76:12 85:2 **O'Leary** 2:18 5:10, 12, 16, 18, 20, 22, 24 9:5, 7, 9, 11, 13, 15 17:4, 7, 9, 11, 13, 15 18:2, 5, 7, 9, 11, 13 31:6, 17, 19, 21, 23, 25 32:2, 5, 19 33:8, 10, 12, 14, 17, 19 82:10, 17 87:12 Olivenhain 52:18 **once** 10:21 **one-month** 83:*10* ones 88:16 one-time 22:22 28:13 32:11 33:2 **Ongoing** 44:21 50:10 69:10 **online** 53:22 **onsite** 51:24 **Oop** 85:14

Open 3:5 6:10,
13 13:21 22:18
23:3 25:9, 17
39:6 50:21 59:9
64:9 65:16, 17
79:8 88:5
opened 24:4
53:25
opening 53:19 openings 54:4
openings 54:4
78:8
operate 34:23 46:3, 7 51:21, 22,
25 52:5, 7 60:7
62:25 65:10
apprented 55:17
Operating 10:9 37:9 50:25 53:9 61:7 63:2, 23 65:3 75:20 76:6 83:21
37:9 50:25 53:9
61:7 63:2, 23
65:3 75:20 76:6
83:21
operation 41: <i>11</i>
42:15 53:13 66:6
67:13 83:10
operational 55:6
Operationally 89:8
Operations 2:15
3:10, 24 10:14
12:5 14:3 22:1
26:16 34:13 51:7
59:21 61:11, 13,
24 62:7 76:23 operator 7:18
60: <i>14</i> 61: <i>1</i> , 7
62:2, 5, 17 63:4,
17 64:13, 22 65:5,
6, 11, 21, 22 67:15
77:16 81:17
83:17 85:22
86:19 87:2
operators 8:5
52:11, 15
opponents 84:19
oppor 21:10
opportunities
21:10, 11 23:17
opportunity 8:4 19:11, 12, 18 20:1,
4, 20 21:16 23:20
25:13 35:20 44:2
51:9 63:21 64:6
65:17 66:2 73:19
87:14 89:16
Ops 10:3, 10
13:22, 24
optimized 53: <i>13</i>
option 62:19
63:3, 6 64:6 65:2
options 44:8 62:2,
<i>14</i> 71:9 86: <i>3</i>
Ì

```
88:3, 5
Orange 8:6
Order 3:2 5:6, 7
15:17 42:15
69:13 86:9 87:4
ordered 77:12
organic 48:20
organisms 50:5
organization
14:12 20:3 28:7,
22 33:1 67:25
organizations
26:25 67:23
organized 67:24
organizers 20:14
original 60:15
originally 19:3
60:25
osprey 59:6
ourself 50:3
outcome 92:12
outcomes 65:15
outfall 51:25
outlay 72:25
outlined 71:9
86:3
outlines 10:15
out-of 29:4
Out-of-State 3:14
6:19 7:9 18:19,
21, 23 29:8 31:10
outside 20:11
70:6, 16 73:5
87:9
outsiders 84:22
overall 49:24
50:14
overriding 24:16
overrode 24:18
owed 39:1
owned 52:7
owners 84:25
Oz 12:11
< P >
P&L 37:15
```

<P>P&L 37:15
p.m 6:11 91:15
packet 12:2 34:5
40:2 64:15 68:20,
21 71:2, 5, 10
PAGE 3:1 10:15
11:6 12:1 34:20
35:10 39:21
68:20 70:20 71:2
pages 34:5 71:2
paid 37:3, 4 70:12
pandemic 35:21
parameters 35:24
paramount 21:25
Park 69:2, 8

parking 35:7 **parks** 53:2 **part** 11:1 16:3 20:6, 9 21:4 24:23 26:17 35:5, 19 43:16 45:21 47:16 49:4, 7, 12, 19 50:21 57:22 67:12, 16 70:5 73:1, 20 74:20 79:13 participants 15:5 participate 20:16 25:5 64:22 participates 65:3 participating 24:19 62:4 64:16 participation 66:23 particular 19:18 62:15 85:25 particularly 14:19 27:11 53:7 **parties** 92:11 partnered 69:18 **parts** 87:10 pass 27:14 34:1 passed 8:9 passes 32:9 patiently 40:17 **Paulick** 90:20 pay 10:17 15:13 63:12 81:15, 16 paying 62:5 **payment** 36:17 38:5, 11 65:20 **Payroll** 75:15 76:4 **PE** 81:23 82:3 86:5, 7, 9 **pellets** 47:3 50:3, 12 pending 74:6 penetrate 47:13 people 12:14, 24 13:1, 12 25:11 27:18, 19 49:22 81:14 83:18 **per-case** 23:1 perceived 63:24 **percent** 10:17 75:10, 11, 15, 16, 18, 21, 23, 24 76:2, 3, 4, 5 Perfect 58:6 performance 48:23 50:6 performing 77:23 period 49:8 57:11 67:25 86:1,

23, 24 permanent 49:6 permitting 47:25 persisted 85:3 **person** 23:9 65:2 79:23 personally 16:1 67:21 perspective 46:6 49:25 74:9 78:11 **pests** 59:*3* **pet** 15:17 **Peter** 15:3 **phase** 49:3 **phone** 9:16 62:10 79:21 phonetically 8:23 41:12 42:12 **phrase** 89:21 physical 45:2 46:1 81:24 86:17 90:13 physically 45:24 46:11 **piece** 69:1 pieces 19:5 **pilot** 49:3 **Pimenta** 82:16 **pipes** 58:6 **place** 12:16 20:21 22:10 24:22 26:13 34:10 44:20 62:24 67:3 74:11 83:16 87:3 88:17 92:6 **placed** 22:14 30:4.7 places 73:20 74:8 83:19 plaintiff's 15:24 **plan** 44:14, 15 74:6 **planned** 46:*1* **Planner** 2:19 40:14 41:5 **planning** 28:1, 2 50:8 64:7 69:25 71:24, 25 73:25 74:1 plans 49:13 50:19 **plant** 36:12 80:3 **plants** 60:8 platforms 69:6 **play** 59:1 82:8 83:19 **please** 18:1 31:16 83:3 86:8 87:8 pleuropneumonia 90:20

plumbing 70:4 pneumatic 70:16 pneumonia 90:21, 22 pocket 85:2 **podium** 40:13 42:5 point 20:24 39:20, 25 44:2 45:6 46:22 48:12 57:14 65:22 71:12 89:6 **pointing** 14:11 **points** 47:4 82:14 politics 27:12 **pond** 47:8, 11, 15, 21, 22 ponds 41:7 47:10 57:16, 25 **pool** 62:23 66:3, 8, 10, 12, 13 67:3 **pop** 12:22 popcorn 34:9 **popped** 85:10 **portions** 46:18 **position** 20:10 25:22 26:1 30:13 34:15, 19 38:10 positions 31:1 51:18 60:5 possession 81:17 possibility 38:20 65:10 83:10 **possible** 46:6, 10 50:13 60:17 64:19, 20 **post** 6:5 **posted** 19:23 potable 57:19, 22 **potent** 56:1 potential 36:18 37:10, 13 55:23 62:14, 22 65:15 67:15 74:20 potentially 56:14 **Powers** 2:24 41:10, 16 51:8 practical 64:4 practice 47:9 83:16 practices 26:11, 12 45:12 50:20 precedent 58:14, 17 precipitation 57:3 preference 65:14 Premier 4:2 36:17, 24 37:4, 6, 9, 16, 19 38:19, 22 72:14 75:1

Premier's 38:9 72:14 prepare 7:20 **PRESENT** 2:5, 13 5:15 presentation 23:10 40:12, 16 80:3 presenter 41:1 presenting 60:25 presents 90:19 **President** 2:3, 4, 11 5:4, 5, 10, 11, 12, 14 6:1, 12 7:11, 13, 24 8:10, 17, 25 9:3, 5, 6, 7, 18, 23 11:15, 18, 21, 23 13:15, 19 14:1, 24 16:12, 15, 19, 21 17:1, 5, 6, 7, *17*, *21*, *24* 18:*3*, *4*, 5, 16, 18 22:20, 24 23:2, 19 24:5 25:8 26:3, 21, 24 27:7, 21 28:6, 24 29:4, 7, 11, 14, 18 31:4, 7, 14, 17, 18, 19 32:7, 15, 18, 19, 22 33:3, 8, 21 35:14 36:15 38:8, 16, 24 39:2, 11, 13 40:4, 9, 17, 20 41:3, 18 47:20 48:5, 9 51:3 54:7, 10, 15 55:15, 25 57:6, 21 59:11, 15 64:11 66:11 67:5, 7, 19 68:7, 12, 16 69:23 71:14 72:8, 18 74:16, 23 76:16, 22 77:1, 4, 8 78:2 79:11, 18 80:10, 25 81:4 82:11, 13, 18, 21, 23 83:3, 22, 24 85:6, 13, 15 87:15 88:20 89:5, 9, 14 90:6 91:6, 12 pretty 7:18, 21 47:9 72:25 84:16 previous 35:10 45:16 91:2 primarily 44:24 56:8 68:21 73:14 priorities 80:22 pro 81:7, 10 probably 26:25 28:8 35:23 36:8 69:10 71:21 72:22 87:10 problem 55:4

problems 44:14, 23 54:17 procedures 26:12 proceed 64:7 proceedings 92:16 **process** 15:21 21:1 26:17 36:24 46:20 57:13 61:9, 14, 20 63:5, 18, 23, 25 64:16 67:6 74:14 77:10, 24 produces 52:24 **product** 75:12 professionals 19:13 **profit** 76:8 **profits** 75:22 program 22:4 52:24 82:5 90:19 programing 21:19 programs 15:4 16:7 52:14 90:14 prohibiting 24:19 **prohibition** 30:16 **Project** 41:7, 23 42:10 54:17 58:18 60:1 68:22 69:10 70:14 projects 58:14, 17 68:17 71:8 project's 55:6 **Projects/Facilities** 3:25 prominence 46:9 promptly 86:3 **Prop** 69:4 **proper** 58:24 property 15:24 69:21 proposal 7:20 8:16 12:4 61:2 63:20 64:24 67:16 proposals 64:2 **propose** 10:20 proposed 8:13 proposer 7:17 proposers 60:22 proposing 10:15, 16 **Proposition** 8:3, 7 **pros** 81:25 83:13 85:23 86:4, 10, 11 87:22, 25 protect 22:9 protection 22:4 26:13 **protest** 86:24 87:*1*

provide 19:*1* 52:22 66:2 73:6 87:8 provided 21:5 23:18 provides 8:7 providing 52:5 53:12 provinces 21:18 **pub** 68:10 **Public** 3:7, 11, 15, 19 4:4, 11 7:1, 3, 5, 6 8:19, 21 11:24 13:17, 21 14:2, 3, 25 16:18 25:9, 12 39:3 40:22 51:10 52:6 59:18 62:4 68:12 76:19 79:19, 20, 23 81:1 82:15, 25 84:2 86:6 88:22, 23 89:4, 9, 10 90:7 publications 90:11 **pull** 61:14 **pulled** 61:15 pump 52:5, 7 53:14, 18, 20 pumps 53:9, 21 54:22 **punish** 28:10 punitive 15:22 **purely** 57:3 purpose 22:8 36:11 purposes 55:11 73:*3* **pursue** 21:4 put 9:19 22:12 29:24 43:1 47:1 54:3, 23 57:19 62:23 69:19 78:18 79:3 87:4 putting 43:6 66:24 74:9 < Q > qualifications 67:2 **Quality** 41:7 48:2 quarreled 29:19 quarreling 30:12, question 21:7 23:23 56:1 58:7 67:10 72:17 questions 13:23 22:7, 18 23:3 35:12 39:3, 7 54:9, 11, 14 55:13 59:12, 18 64:10,

12 72:2, 10 76:16 78:5 queue 8:24 85:11, **Quick** 23:23 85:25 **quickly** 66:18 88:14 quiet 55:12 quite 7:25 64:20 quo 62:17 Quote 16:6 25:21, 22 < R > race 53:19 84:8, 11 91:3 racehorse 90:10 racehorses 90:19 races 89:17 racetrack 7:18 53:1 80:16 racing 57:25 73:13, 15, 23 84:22 89:25 90:16 **Racula** 82:16 railing 69:5 rain 57:10 rained 58:2 rains 57:12 rainwater 57:3, 5 raised 7:23 15:7 16:*11* **raising** 10:20 rake 45:24 raking 45:2, 18, 23 46:25 55:20 raking-harvesting 48:10 **Raluca** 82:17. 19 85:11, 13 rambling 41:6 **Rancho** 52:19 range 22:2 rare 44:6 rate 68:1 rates 10:14 11:7, 9 16:22 **reached** 61:11 79:3 **read** 10:14 30:9, 10 84:5 **ready** 18:25 77:18 88:6, 7, 16, 17 real 27:17 80:15 realize 16:3 realized 15:10 really 12:12 13:2, 3, 11 14:12, 21

19:4, 5 20:10, 11 21:25 23:15 24:9 26:21 28:15 41:24 54:24 57:12 59:15 60:6, 8, 9, 17, 20 62:14, 24 63:1, 6, 25 64:3 71:6, 17 72:13 73:13 74:5 75:5 77:15 80:2, 4, 21, 23 83:20 85:18 88:4 reason 8:2, 11 19:24 25:24 reasons 31:3 44:11 64:19 re-bid 64:19 recall 11:7 12:8 34:8 57:11 60:13 70:21 recap 45:19 89:17 recapped 71:5 received 37:14 60:14 61:6 62:9 receiving 43:2 recirculate 44:3 reclaimed 57:23 58:1,4 recognize 12:19 22:8 30:20, 24 38:5 62:20 recognized 29:23 35:2 69:5 recognizing 22:7 34:17 recommend 29:1 48:7 recommendations 71:4 recommending 31:*1* Reconvene 3:5 reconvening 6:13 recorded 92:7 recording 92:15 **recoup** 38:13 recurring 89:21 90:10 recycle 52:22 55:10 **recycled** 51:*13*, 22 52:2, 24, 25 53:4 56:23 recycling 55:10 **red** 7:23 8:12 Redondo 15:25 **reduce** 47:11 48:19, 20 50:13 reduces 53:5 reducing 53:11

reduction 49:10 reductions 55:1 reengaged 37:23 reference 39:22 **referred** 21:*11* 69:23 referring 66:9 reflection 80:21 **refused** 15:11 regard 19:13 35:24 59:25 60:19 62:10, 22 66:1 71:14 72:7 74:4 77:17 89:3 regarding 29:17 33:25 35:12 regards 7:15 regional 42:9 51:*1* Registration 24:3 regular 12:16 29:8 reimburse 37:9 reimbursement 37:5 rejected 64:18 **related** 37:1, 2 45:23 46:14 49:24 56:14 81:13 relationship 37:6 relative 36:17 38:9 reliable 53:12 relocation 20:6 reluctantly 32:21 relying 26:22 remainder 50:17 remaining 26:10 42:23 69:11 remarks 91:7 reminder 15:4 69:1 removal 48:25 **remove** 43:18 45:5 46:2, 11 48:19, 20 removing 6:18 43:20 46:17 47:18 49:13 50:10 rent 10:21 62:6 67:*1* rental 11:6 62:3 63:9, 12, 13, 17 65:2, 3, 7 81:16 repaired 53:18 80:19 repairs 70:23, 24 84:11 85:4 **replace** 54:2 73:7

replaced 53:14, 15, 16 69:12 **Report** 3:18, 22 4:2 6:14, 24 7:3 10:9, 14 11:19 13:16, 24 16:13 33:23 34:6, 12 35:5, 17 36:1 39:7, 16, 24 40:5, 11, 21, 23 59:18, 20 68:8, 11, 13, 19 71:1, 9, 11, 19, 22 72:15 74:7 75:1 76:21 77:6 79:21, 24 84:6, 9, 21 90:20 REPORTED 1:23 89:24 90:19 Reporter 92:22 reporting 92:8 reports 34:7 represent 22:2 request 21:2 requesting 10:19 11:3, 6 30:23 requests 19:6 **require** 47:24 52:14 67:16 81:24 required 18:24 25:22, 25 30:13 68:6, 7 requirement 7:17 requirements 51:2 55:5 63:11 67:1, 12 86:9 **requires** 90:13 requiring 67:17 84:10 research 58:14, 24 reservations 27:17 reserves 35:25 reset 46:19 residential 84:15 resolve 38:6 resolving 50:1 resources 37:22 respiratory 91:5 responded 53:20, 25 response 9:17 60:15 responses 7:16 61:20 restrictions 22:12, 14 result 47:2 60:19 resumed 6:10 **Retro** 12:4, 7, 18, 24 14:8

reuse 55:10, 22 reused 56:5 revenues 34:23 37:6, 7 75:3, 25 rewinding 37:11 **RFP** 7:16, 17, 20 8:8 60:13, 15, 20, 21, 23 61:9, 19 63:5, 18 64:13, 16, 21, 23 67:10, 12 69:19 71:20 86:20 87:3, 4 Richard 2:4 29:11 35:13, 14 **Right** 10:12 16:15 22:23 23:2, 12 29:6 42:2 44:11 45:13, 17 53:22 56:2 57:16 59:10 68:1, 24 70:20 72:8, 11 74:3, 23 78:9 79:18 88:9 89:5 rights 15:19, 20 22:11 risk 67:3 90:12, risks 58:19 **Rivera** 2:20 8:24 15:1 42:2, 4 78:17, 24 79:1, 3 82:19, 22 84:4 85:9, 14, 17 87:18 91:*11* rodents 59:3 **Roll** 3:3 5:7, 8 6:2 9:4 17:3 18:*1* 31:*16* 66:*20* **roof** 42:20 74:10 84:9 room 79:22 rooted 12:9 Rosenbaum 2:21 41:14, 19, 20 42:3, 6 43:10 54:8, 13, 16 57:1, 9, 23 58:3 59:7, 14 **round** 65:6 routine 88:9 **Rowland** 2:3 5:4, 6, 10, 11 6:1, 12 7:11, 13, 24 8:10, 17, 25 9:3, 5, 6, 18, 23 11:15, 18, 21, 23 13:15, 19 14:1, 24 16:12, 15, 19, 21 17:1, 5, 6, 17, 21, 24 18:3, 4, 16, 18 22:20, 24 23:2, 19 24:5 25:8 26:3, 21, 24 27:7,

21 28:6, 24 29:4, 7, 11, 15, 18 31:4, 7, 14, 17, 18 32:7, 15, 18, 19, 22 33:3, 21 35:14 36:15 38:8, 16, 24 39:2, 11, 13 40:4, 9, 17, 20 41:3, 18 47:20 48:5, 9 51:3 54:7, 10, 15 55:15, 25 57:6, 21 59:11, 15 64:11 66:11 67:5, 7, 19 68:7, 12, 16 72:8, 18 74:16, 23 76:16, 22 77:1, 4, 8 78:2 79:11, 18 80:10, 25 81:4 82:11, 13, 18, 21, 23 83:3, 22, 24 85:6, 13, 15 87:15 88:20 89:5, 9, 14 90:6 91:6, 12 RTA 36:4 running 59:5 62:19 runoff 42:20 52:4 **RV** 69:2 **Ryan** 15:25 $\langle S \rangle$ Sacramento 15:3 sad 15:3 safe 72:5 74:18 **safety** 26:12 salt 55:3, 4 Sam 2:12 12:6 San 2:24 3:23 8:6 40:11 41:10. 16 42:12 44:8, 19 51:8 54:21 55:7, 9 57:15 58:4.5 60:3 87:23 sanitary 44:9, 12 57:2 Sanitation 51:11, 12 **Santa** 52:19 Saratoga 91:3 satellite 80:17 saw 28:13 75:5, 6 saying 28:12, 22 57:21 84:1 says 43:8 **SB** 69:3 **scale** 73:8 Schaufner 8:22 **schedule** 11:6, 8 88:9 scheduled 50:17 **Schenk** 2:11 5:12 10:6, 8

school 24:20 81:23 86:6, 7 schools 53:2 science 58:16 scientific 90:11 **scope** 8:*3* 12:*3* 13:9 sealed 54:4 seals 53:14 **search** 15:21 season 53:19 57:25 73:15 74:17 **seating** 77:13 78:11, 12, 15, 19 seawater 44:16 **Second** 2:4 16:25 17:18, 22, 23, 25 19:20, 22 24:17 31:11, 13 32:10, 13, 16, 17, 21 42:23 43:24 45:18 54:10 62:19 72:18 sediment 43:18 55:2 see 11:5 23:21 35:3, 4 39:6 40:10 49:9 54:24 56:7 61:12 65:13, 17 75:9, 11 85:18 seed 36:12 seeing 35:6 50:14 seek 20:1 **seeking** 28:20 seeks 15:21 seen 75:12 **seized** 15:23 **seizure** 15:21 selected 61:2 **senator** 15:12 send 28:21 30:23 44:19 46:1 52:2 **sending** 44:11 sense 43:3 74:8 sensitive 28:8 32:25 **sensor** 53:24 **sensors** 53:18 54:23 **sent** 64:15 78:19 **separate** 13:*18* 66:5, 6 separated 13:20 separating 29:13 **SEPTEMBER** 1:13 5:1, 5 75:8 86:22 92:18 **service** 53:12 54:3 60:5 77:21 78:24

• 50 4
services 52:4
61:17 64:8 77:22
Session 3:4, 5 5:9
6:3, 8, 10, 13, 14,
15
sessions 21:23
23:8 26:15
25.0 20.15
set 22:1 36:6, 10
82:4 92:17
setting 21:21
28:2 43:21 46:18
77:15
settle 38:6
Seuss 12:11
Seven 43:8 79:20
81:19, 21
severe 90:20
sewer 44:10, 12
52:7 57:2 60:7
shameful 85:5
shared 69:2 Shasta 15:6, 9, 15
Shasta 15:6, 9, 15
she'll 9: <i>19</i> 33: <i>25</i>
sheriff's 15: <i>15</i> shifts 14: <i>18</i>
shifts 14:18
Ship 90:18
shipped 91:1
shipping 90:25
shopping 13: <i>10</i>
short 65:8
shortages 11:12
shorted 54: <i>1</i>
show 20:14 49:18 63:16 79:2 shows 55:1
63:16 79:2
shows 55:1
shutting 61:10
sic 82:16
side 68:22 69:8
signed 8:21
25:11, 15, 16 39:6
79:20, 23 81:1, 22
82:1, 15, 25 84:2
02.1, 13, 23 04.2
89:10 90:7 91:10
significant 37:14
55:1 57:12 72:25
significantly 6:4
similar 25:22, 25 26:21 27:1 30:11,
26:21 27:1 30:11,
<i>12</i> 31: <i>3</i> 47: <i>10</i>
55:17 63:14
67:10
simply 62:17
site 71:4
sitting 38:4,9
situation 61:19
six 15:1 84:4
sizes 47:11
sizes 47:11 skip 78:9 82:20
slaughter 16:11
slaughtered 15:10

slide 45:6, 16 54:14 slides 42:1 47:6 49:11 50:18 **Small** 67:5 sobbing 16:2 **society** 14:18 soft 77:19 78:7 **Solana** 51:11, 16 52:8, 18 **sold** 35:8 **solution** 43:17 50:1 70:17 81:13 solutions 45:17 73:6 somebody 42:1 **Sonoma** 15:16 soon 46:5 **sorry** 16:15 27:8 29:11 43:7 48:19 55:8 66:13 75:17 82:18 83:1 84:16 88:24 sort 12:15 25:2 41:22 **sorted** 38:11 sought 37:5, 18 sound 77:23 84:9 92:15 **south** 52:17 **space** 10:22 11:1, 6 35:1 70:6, 14, 16, 19 77:17 speak 7:6, 7 8:19, 22 14:25 24:13 25:14 34:20 81:1 82:15, 25 83:6 84:3 90:7 speaking 68:21 85:22 **speaks** 29:3 **special** 36:19 37:19 39:15 **specific** 8:5 24:21 26:14 35:11 specifically 84:7 **speed** 19:15 spelled 8:22 41:12 42:12 **spend** 25:4 spending 75:7 **spent** 80:16 **spirit** 60:20 spirited 12:17 **spoke** 50:18 59:24 **spoken** 49:14 71:14 **Sponsorship**

19:12, 14

sponsorships 19:15 sport 82:8 89:22 90:3 **Sports** 7:15 8:8 24:20 **spring** 34:18 69:14 ss 92:2 staff 19:7 20:13, 24 21:5 30:21, 22, 25 31:*1* 35:*1*7 50:7 52:11, 16 65:14 staffing 52:10 stage 56:16 staggering 84:24 **stairs** 84:10 stand 61:25 standard 33:5 standards 25:22, 25 26:22 27:1 30:11, 12 42:17 44:17 standpoint 43:23 stands 16:9 79:8 Star 15:1 84:4 star-six 82:21 **start** 21:2 34:16 40:11 41:4 46:20 62:*1* **started** 60:2 61:3 starting 35:23 61:10 starts 46:23 state 15:12 19:9, 18 20:6, 7, 8, 15, 20 21:5, 6, 17 23:25 25:1 27:25 28:1, 23 29:5, 24 30:15, 24 31:10 32:12 33:1 52:1, 13 59:25 60:5, 9 63:1 84:6, 16 89:24 92:1 state-accredited 51:24 **stated** 30:13 35:17 92:7 statement 34:21 statements 35:12 37:15 states 21:16, 17 22:9 24:12 27:13 **station** 53:19 **stations** 52:5, 7 53:20 status 62:17 stay 25:3 88:5 **staying** 22:15

26:9 step 42:23 43:11 stepping 65:21 Steven's 55:8 sticking 14:8 **storage** 51:23 **stores** 75:13 storm 42:17 stormwater 41:23 42:10, 14 43:5, 24, 25 52:5 80:3 **story** 15:3 straight 31:9 strategic 73:25 **street** 69:3 stress 88:2 **strikes** 80:15 Stronach 7:19 **strong** 34:15, 18 struck 28:6 structural 70:24 structure 72:5 structures 84:14 students 81:19, 20, 22 82:1 87:25 88:8 **study** 81:23 **stuff** 40:1 57:1 **subject** 30:15 submitted 63:20 86:21 submitting 26:18 64:2, 24 subsequent 28:1 subsurface 45:25 50:11 success 50:15 58:15 84:17 successful 12:13 **sudden** 89:20 90:9, 12, 17 91:5 suffered 91:4 Sugar 89:20 91:1, **suggest** 86:18 suggestion 14:14 **Sullivan** 3:8, 12, 16, 20 4:5, 12 7:7, 8, 12, 14 8:11 14:4, 5 25:12, 16, 19 39:5, 9, 12, 14 79:24, 25 80:11 89:11, 12, 15 summary 34:6 50:9 54:14, 16 71:2, 3 **summer** 34:18 38:1 89:17 **Summit** 19:12 **super** 81:20 82:7 88:9

Supervising 2:19 40:14 41:5 supervision 92:9 **supply** 11:11 53:5 **support** 22:11 60:11 86:16 Supporting 24:25 25:1 supportive 30:18 sure 9:20 26:24 29:13, 14 30:2 38:24 46:5, 9 47:17 49:19 50:25 74:18 79:4 83:1 91:6 **Surf** 42:12 69:3 81:7 85:21 86:12 87:7 surface 45:25 50:11 90:23 surplus 44:6 surprised 30:3 66:19 surrounding 70:15 survived 35:21 surviving 57:20 swift 85:25 **swimming** 66:*13* symphony-related 78:6 sync 39:23 40:1 system 42:13, 20 43:13, 16 44:5 45:4, 19, 24 46:3, 7, 9, 12, 16, 24 47:1, 4, 9, 12, 13, 19 48:11, 21 49:2, 6, 15, 23, 24 50:8 51:2 53:14, 24 54:25 57:12 77:23 **systems** 48:15 52:6 53:10 54:20 77:20 <T>

table 78:12 take 6:17 10:25 29:15 30:25 36:20 43:1 54:11, 14 58:17 59:18 70:22 72:21 87:5 88:10 89:6 taken 15:16 29:20, 23 38:1, 5 55:19 67:2 74:10 92:6 takes 20:21 62:17 81:17 talk 41:22 44:8,

22 45:18
talked 87:25
talking 36:2 43:3
62: <i>1</i> 81:8
target 77:15
task 42:19
taught 81:19
teacher 88:8
teaching 81:10
86:15
team 20:4 41:13
49:21 54:8, 20, 23
55:13
technical 64:19
technicalities
60:16
technology 43:11
teething 54:17
tell 56:22
temporary 73:7
84: <i>11</i>
Tennis 3:24
59:21 60:12, 14
61:24 63:8 64:8
67:11, 17 81:7, 25
83:8, 11, 16, 17, 19
85:21 86:12 87:21 88:8, 14
87:21 88:8, 14
89:3
tens 80:15
term 65:8
terms 14:17
18:20 19:2 22: <i>1</i> ,
<i>15</i> 26:9 34: <i>12</i> , <i>14</i> ,
20 45:2 59:23
61:23 62:8 65:14
67:14 71:18, 20
72:20 73:22
76:23 77:16 test 77:20
tested 56:16
testimony 92:5, 7
testing 52:14
56:6, 17
Texas 20:7, 15
27:23, 24 29:24
Thank 6:1, 6
8.11 9.23 13.15
14:23 17:17 18:13, 16, 17 24:7 26:3 31:4 32:5, 7 34:4 38:16 40:3,
18:13, 16, 17 24:7
26:3 31:4 32:5, 7
34:4 38:16 40:3.
9, 19 41:18 42:3
45:11 51:3, 4
54:6, 7 55:15
56:20 59:11, 13,
14 67:18 72:8
74:15, 23 75:2
76:18 80:2, 6, 24
81:6 82:11, 12, 14
83:5, 24 85:6, 24

87:13, 15, 20 88:13, 19, 20 89:15 90:5 **Thanks** 40:8 67:4 **Thea** 2:22 41:15 45:9 47:22 48:7 55:24 56:1, 13, 21 58:12 59:8 theft 15:14 theme 11:20 12:4, 7, 18, 22 14:8 17:18 themes 12:7, 8, 10, thin 90:22 thing 7:14 10:18 11:3, 12 13:4 88:11 things 12:23 13:1, 11 14:15, 19, 20 19:16 21:18, 20 22:4, 7, 10 25:2, 6 26:12, 19 34:14, 22, 24 35:2 37:20 48:21 49:1, 15, 16, 23 50:2 56:14 60:19 62:23 63:16 64:4 65:20 69:4, 9, 11 70:3, 7, 8 71:10, 16 73:3, 7, 18, 19 77:11, 22, 24, 25 79:8 think 8:17 9:18 10:5, 24 12:10 14:16 18:24 22:7 23:21 26:5 27:22 28:6, 12, 14, 17, 24 29:21, 25 30:8 31:6 35:20 38:18, 19 39:21 41:24 44:18 45:6 55:16 60:4, 6 62:20 64:4 66:9 71:16 72:23 74:10 76:11, 12, 15 79:1 80:8, 21 82:11, 13 83:22, 24, 25 84:21 85:4 89:12 91:10 **thinking** 12:19 67:22 **third** 63:*3* third-party 34:9 **thoracic** 90:23 **thought** 54:13 66:7 91:4 threatened 15:14 three 45:19 47:15 49:11 51:22 60:14, 16

65:14 69:20 71:9 72:21 89:20 91:2 three-page 71:3 three-vear-old 89:21 throw 58:23 89:19 ticket 34:24 tickets 35:1 tie 13:9 70:17 time 13:7 16:17 19:4 22:25 24:4 34:17 35:18 37:16 54:6 56:6 57:14 59:14 61:5 67:23, 25 73:13 82:10 87:12 92:6 timeline 60:23 61:2, 3 71:21 times 47:6 69:21 tip 37:2 today 5:25 7:16 41:25 43:14 51:9 54:6 61:25 71:7 74:22 86:3 89:4 **told** 16:7 69:13 tolerate 89:22 90:3 **tomorrow** 61:20 64:2 86:21 top 69:22 topic 56:19 **topics** 34:1 torn 80:20 **touched** 58:12 touching 36:2 tough 88:11 **Tour** 19:8 80:12 tourism 25:2 tourist 25:5 tours 80:10 toxic 56:12 track 39:19 53:18 91:3 tracks 8:5 trackside 39:22 41:24 trade 20:14 traditional 43:25 54:19 trainers 84:25 **training** 30:10, 14 83:15 90:14 trainings 22:4 trans 32:25 transcribed 92:8 transcript 92:14 transgender 24:19 transported 12:15 **Travel** 3:14 6:19 7:9 18:19, 21, 23

20:1, 11, 12 21:6, 8 22:9 24:22, 23 25:23 27:13, 15, 17, 24 28:3, 8, 18 29:5, 9, 25 30:15 31:10 32:12 treat 42:16, 22 51:11 63:8 treating 44:1 Treatment 3:23 40:12 43:11, 13, 25 49:23 51:20, 21, 23 52:6, 22 53:14, 24 54:20 80:3 treatment-type 60:8 **Trees** 2:24 41:16 51:5, 7 tremendous 80:8 86:5 **trend** 75:9 **tried** 15:11 troubleshooting 53:23 true 90:16 truly 62:24 67:24 **Truman** 41:12 try 9:19 27:14 40:1 49:25 58:13 85:9, 11, 13 trying 9:15 39:18 59:9 70:8 **Turf** 69:3 81:7 85:21 86:12 87:7 turn 35:12 41:17 51:5 68:23 turned 38:12 **turning** 79:14 **two** 6:3 7:5 15:15 16:19, 20 19:5, 6 25:11 27:18 29:2, 7 44:7, 13 46:21 51:14, 16 60:15 64:4, 18 88:3, 22 89:10, 20 two-part 43:11 **type** 21:21 65:6 79:7 typewriting 92:9 **typical** 35:18 typically 48:2 60:7 63:2 66:23 <U> ultimately 47:2 48:23

ultraviolet 53:9, 16

Um-hum 11:*17* 23:2 26:23 28:5 38:15 64:20 unable 12:6 20:5, 24 63:6 underbilled 36:25 underbilling 36:18 37:10 understand 9:19 27:16 32:24 49:3 54:22 57:7 62:1 71:21 83:25 86:21 87:2, 8 understanding 23:24 38:25 67:11 undertaken 37:25 undertaking 8:14 45:12 unfavorably 63:25 unfortunate 27:22 Unfortunately 23:11 43:14 60:15 61:13 **unique** 13:11 68:4 **unmuted** 89:12 Unquote 16:8 unreasonable 15:2*1* **unsound** 84:13 unstable 84:10 Update 3:25 41:22 68:19 79:13 **updated** 20:19 Updates 4:1 68:18, 25 72:12 80:7 upgrades 67:12 **uptake** 43:18, 19 46:2*1* **uptakes** 46:15 urban 52:4 use 7:20 8:16 47:25 58:9 74:17 77:20 84:11 89:16 uses 53:2 56:3, 7 **usually** 34:18 utilized 73:2, 13 utilizing 73:16 **UV** 44:2 < V >

24 25 16 26 20
24 35:16 36:20 38:18, 25 69:23
38:16, 23 69:23
71:14
valuable 54:24
value 53:8
valves 54:22
Van 63:15
various 37:20
47:4 50:18 72:23
79:21
vegetation 46:14,
15, 18, 19, 22
venue 70:2, 15
89:23
veritable 90:16
versus 64:8
veterinarians 91:4
veterinary 90:11
veto 24:16, 18
viable 88:4
Vice 2:4, 11 5:12,
14 9:7 17:7 18:5
21.10 22.8 60.23
31: <i>19</i> 33:8 69: <i>23</i> 71: <i>14</i>
view 48:12
violated 15:20
visible 49:9
volatile 45:5
48:20
vote 31:5, 9 32:20
voting 30:18 31:2
< W >
wagering 80:17
wait 40:23
waiting 40:18 waivers 66:23
waivers 66:23
walking 40: <i>14</i>
walkway 84:10
Wang 4:7 83:1, 2
5, 23
want 7:9 11:15,
19 15:10 16:7
22:14 25:13, 17
26:6 27:10 28:10
29:15 36:12 46:5
7, 8, 9 57:24 59:9
7,0,7 31.24 33.9
74:7 80:14 82:20 83:7 85:8, 11, 24
05.7 05.0, 11, 24
86:4, 18 87:20, 24
88:17
wanted 7:14 23:8
29:12, 13 34:1, 20
35:17 39:16, 20,
25 80:2, 13 81:9
85:20 89:16

wanting 82:7

wants 67:15

79:16 83:20

warrant 15:23

```
wash 57:1
washing 56:25
Washington 19:19
wastewater 51:11,
20, 21 52:17, 20,
21 53:5
wasting 44:13
Water 41:6
42:24, 25 43:1, 10,
20 44:1, 3, 4, 5, 12,
16, 19 46:16
48:17 51:1, 13, 23
52:1, 4, 12, 24, 25
53:5 55:9 56:8, 9,
22, 23, 25 57:13,
17, 19, 24 58:1, 4
60:7
wav 13:9, 20
14:12, 15 16:16
19:10 23:18 30:9
33:5 40:21 43:20
47:13 53:3, 4
56:18 70:3 76:10
88:5, 14 92:12
Wayne 2:21
41:14, 17, 19, 20
42:3, 6 43:10
45:11 54:8, 13, 16
57:1, 9, 23 58:3
59:7, 14, 24
Wayne's 41:1
ways 38:13 48:18
50:22 56:2 58:13
70:12
wealth 84:24
webinars 23:7, 9
website 78:20
WEDNESDAY
1:13 5:1
week 69:6 81:19
90:1
weekly 82:4
well 10:8 13:14
14:15 19:9 21:7
24:8 26:16 27:4
28:16 29:4, 17
30:25 34:2, 6
35:15 36:11
37:11 44:9 45:20
48:11, 22 51:13
55:5, 17 56:19
57:6, 10 59:10, 24
62:10, 21 67:14
72:24 74:3 78:5
79:6 90:8
went 53:24
we're 6:2, 23
11:3 14:2 16:16
24:24 28:22 30:8
34:10, 22 36:7
37:16 38:4 39:24
```

```
40:11, 20 41:22
43:6, 20, 21 45:1,
12 46:18 47:7, 16,
17 49:16, 20
50:10, 20, 21, 24
54:16, 18 55:3, 14
62:7 64:3 68:10
69:8 70:8 72:6,
21 74:12 76:14,
15 77:24 78:2
82:3 85:15 86:23
89:5
Western 19:8
21:8, 12, 15
wet 56:17
wetland 43:12, 17
44:25 45:13, 14
46:4, 7, 14, 18
47:5 48:23 50:6,
12, 25 53:18, 24
58:22 80:10
Wetlands 3:23
40:12
we've 8:18 16:14
20:5 49:8 55:7, 8
56:4, 24 58:22
69:7 70:2, 4
74:10 75:13, 18,
19 78:6
WFA 21:12, 14, 20
whatnot 36:5
WHEREOF 92:17
whichever 33:5
Wiggins 4:3
74:25 75:2 79:6
willing 28:7
Win 90:18
winding 61:17
windows 70:7
winter 34:17
WITNESS 92:17
witnessed 16:2
witnesses 92:7
Wizard 12:11
Won 89:19
wondering 7:19
34:21
Wonderland 12:11
Wood 4:10 85:9,
16 87:16, 17, 19
word 86:2
words 65:24
work 11:1 16:6
49:21 67:17 69:2
70:3 77:17 86:12
worked 87:22, 23
worker 84:19
workers 84:17, 21,
23
working 30:8
34:8 41:8 44:24
```

```
70:4, 8 71:25
77:24
workout 91:2
workouts 91:2
works 43:16
workshop 21:21
23:12
world 12:16
19:14
worth 60:4 71:15
84:10
Wow 13:2
wrapped 69:14
wrapping 60:1
wrestling 44:18
writeup 71:4
write-up 70:21
< Y >
Yeah 11:21
18:23 22:20
27:10, 21 28:24
31:7 33:3 43:7
54:13 55:24 56:1,
21 57:18, 23
59:15 66:7 67:21
68:12 76:25 81:7
83:12, 25 88:13,
15
year 11:10, 14
16:6 19:17 20:13
28:8, 14 34:18
36:23 44:4 46:15
51:18 53:19
57:11, 15 65:5
69:11, 14, 15
70:22 71:22 72:4
74:4, 13, 19 75:5,
9 76:2, 6, 12, 14
```

57:11, 15 65:5 69:11, 14, 15 70:22 71:22 72:4 74:4, 13, 19 75:5, 9 76:2, 6, 12, 14 84:12 years 10:23 12:24 16:10 20:5, 10, 12 23:14 28:9 42:11 51:12 81:20, 21 87:22 year's 80:9 Year-to-date 75:25 York 91:3 young 16:10 89:18 youth 15:4

<Z>
Zhixuan 4:7 83:1,
2, 5, 23
ZOOM 1:6
ZOOM/telephone
2:8