



In the Matter Of:

OC FAIR & EVENT CENTER

BOARD OF DIRECTORS MEETING

October 22, 2020

Case No:

CERTIFIED COPY

32ND DISTRICT AGRICULTURAL ASSOCIATION
ORANGE COUNTY FAIR & EVENT CENTER
BOARD OF DIRECTORS MEETING
THURSDAY, OCTOBER 22, 2020
9:00 A.M.

Reported by:

Patricia Garrido

CSR No. 14364

CERTIFIED COPY

32ND DISTRICT AGRICULTURAL ASSOCIATION

ORANGE COUNTY FAIR & EVENT CENTER

BOARD OF DIRECTORS MEETING

THURSDAY, OCTOBER 22, 2020

9:00 A.M.

Meeting of the OCFEC Board of
Directors, stenographically reported by Patricia
Garrido, a Certified Shorthand Reporter for the State of
California, commencing at 9:00 a.m. and ending at
11:35 a.m., Thursday, October 24, 2020, Via Zoom.

APPEARANCES OF BOARD MEMBERS:

Natalie Rubalcava-Garcia, Board Chair
Doug La Belle, Vice Chair
Sandra Cervantes, Member
Robert Ruiz, Member
Barbara Bagneris, Member
Ashleigh Aitken, Member
Newton Pham, Member
Nick Kovacevich, Member

ALSO PRESENT:

Michele Richards, CEO
Ken Karns, Chief Operating Officer
Joan Hamill, Chief Business Development Officer
Summer Angus, Meeting Secretary Executive Assistant

1 APPEARANCE OF BOARD COUNSEL:

2 DEPUTY ATTORNEY GENERAL
3 JOSHUA CAPLAN
4 600 West Broadway, Suite 1800
5 San Diego, California 92101-3375
6 Phone: 619-738-9000
7 Fax: 619-645-2271
8

9 PUBLIC SPEAKERS:

10 Cindy Massaro
11 Gibran Stout
12 Reggie Mundekis
13 Lisa Sabo
14 Jeanine Robbins
15 Mike Robbins
16
17
18
19
20
21
22
23
24
25

32ND DISTRICT AGRICULTURAL ASSOCIATION
ORANGE COUNTY FAIR & EVENT CENTER
BOARD OF DIRECTORS MEETING
THURSDAY, OCTOBER 22, 2020
9:00 A.M.

CEO RICHARDS: It's nine o'clock, Natalie. We do have a quorum.

CHAIR RUBALCAVA-GARCIA: Okay. Perfect. We'll go ahead and get started. I'd like to call this meeting to order. All matters noticed on this agenda in any category may be considered for action as listed. Any item not so noticed may not be considered. Items listed on this agenda may be considered in any order at the discretion of the chairperson.

The mission of the Orange County Fair & Event Center is celebration of Orange County's communities, interest, agriculture, and heritage with results justifying resources expended. At this time I'd like to ask Director Ruiz to lead us in the Pledge of Allegiance.

DIRECTOR RUIZ: Morning and thank you. All

1 rise, please, if you could, and if you have a hat, if
2 you could please remove it. Put your right hand over
3 your heart and begin.

4 (Pledge of Allegiance conducted.)

5 DIRECTOR RUIZ: Thank you.

6 CHAIR RUBALCAVA-GARCIA: Thank you, Director
7 Ruiz. Summer, can you please take roll call?

8 SECRETARY ANGUS: Chair Rubalcava-Garcia?

9 CHAIR RUBALCAVA-GARCIA: Present.

10 SECRETARY ANGUS: Vice Chair La Belle?

11 VICE CHAIR LA BELLE: Here.

12 SECRETARY ANGUS: Director Cervantes?

13 DIRECTOR CERVANTES: Here.

14 SECRETARY ANGUS: Director Ruiz?

15 DIRECTOR RUIZ: Present.

16 SECRETARY ANGUS: Director Bagneris? Director
17 Aitken?

18 DIRECTOR AITKEN: Here.

19 SECRETARY ANGUS: Director Pham?

20 DIRECTOR PHAM: Here.

21 SECRETARY ANGUS: And Director Kovacevich?
22 Okay.

23 CHAIR RUBALCAVA-GARCIA: Okay. Perfect.
24 Thanks, Summer.

25 At this time the Board will be going into

1 Closed Session, and if you would like to speak during
2 one of the items on the agenda, please coordinate with
3 Summer Angus. Thank you.

4 (Closed session held from 9:03 a.m. until 9:46
5 a.m.)

6 SECRETARY ANGUS: Vice Chair La Belle?

7 VICE CHAIR LA BELLE: Present.

8 SECRETARY ANGUS: Director Cervantes? Director
9 Ruiz?

10 DIRECTOR RUIZ: Present.

11 SECRETARY ANGUS: Director Bagneris? Director
12 Aitken?

13 DIRECTOR AITKEN: Present.

14 SECRETARY ANGUS: Director Pham?

15 DIRECTOR PHAM: Here.

16 SECRETARY ANGUS: Director Kovacevich?

17 DIRECTOR KOVACEVICH: Present.

18 SECRETARY ANGUS: And Director Cervantes, are
19 you with us? Maybe one more time. Director Cervantes?

20 CHAIR RUBALCAVA-GARCIA: I'm going to give her
21 a minute to join. I know the transition can be tough.

22 SECRETARY ANGUS: That looks like that's her.
23 Director Cervantes, are you with us?

24 DIRECTOR CERVANTES: Yes, I am.

25 SECRETARY ANGUS: Thank you.

1 CHAIR RUBALCAVA-GARCIA: Perfect. We'll go
2 ahead and get started. The 32nd DAA Board of Directors
3 has considered the advice of legal counsel on the
4 matters identified on the Closed Session portion of the
5 agenda. Closed Session agenda today included discussion
6 about pending litigation regarding the outdoor Market
7 Place.

8 I want to assure members of the public, the
9 district is making all efforts to reopen and to mitigate
10 losses caused by Spectra's breach of contract with the
11 32nd DAA. At this time I have nothing further to report
12 on Closed Session, and we can go ahead and move on to
13 the next agenda item.

14 But before we do move forward, I just also
15 wanted to mention that, you know, the fairgrounds does
16 not actually have -- they have no authority to operate
17 the Market Place. That was done by Spectra, and it's
18 actually against state policy for the fairgrounds to
19 operate independently. So if there are any questions,
20 we can have that in -- during public comment.

21 So back to Item No. 6, CEO Operational
22 Announcements and Updates. Unmute.

23 CEO RICHARDS: Thank you, Natalie.

24 CHAIR RUBALCAVA-GARCIA: No problem.

25 CEO RICHARDS: The OC Fair was once again

1 honored by the OC Register readers as the best fair or
2 festival in Orange County. And that's an amazing
3 achievement since there was no fair this year, canceled
4 due to Covid-19, but certainly a testament to how much
5 the fair means to the people of Orange County.

6 The Register recognized our efforts to bring a
7 little magic through our OC Virtual Fair this year.
8 They were quoted as saying "As familiar as a trip to the
9 beach, a visit to the OC Fair is an enduring summer
10 tradition and it comes as no surprise that it again tops
11 the list." So we're very honored for that -- that
12 award. Our new weed abatement team has arrived and they
13 are busy on the job from sun up to sun down mowing down
14 the weeds on the Pacific Amphitheater's berm.

15 They've proven to be a very productive team.
16 They show up on time ready to spring into action every
17 day. They do their share of the work and with very
18 little complaining. And this week they were joined by
19 two miniature donkeys who act as their protectors
20 against any predators in the area. So it's -- the
21 project is off to a great start and going very well.

22 We were obviously disappointed to hear that our
23 two big industry fair conventions were canceled, but
24 thrilled to learn this week that both are going virtual.
25 Our team will still be able to access great training

1 workshops, networking opportunities, and keynote
2 presentations from the International Association of
3 Fairs and Expositions and from Western Fairs
4 Associations. So great learning and continuing
5 education opportunities for our staff.

6 Last month and again this week during our
7 monthly all-employee meeting, I shared our 8-point plan
8 for fulfilling our mission during the time of Covid-19.
9 Since we committed to taking the Board and the public on
10 the journey with us as we plan for the potential return
11 of the OC Fair in 2021 and as we face the uncertain
12 future in the new year, we wanted to share with our --
13 what our operational focus will be over the next 12
14 months.

15 So very quickly, that 8-point plan includes
16 presenting Imaginology 2021 in a virtual format.
17 Developing a plan for a modified 2021 OC Fair that is
18 healthy, safe, and on budget. We're already hard at
19 work with our existing promoters and our new promoters
20 and partners to provide events that are financially
21 self-sustaining and comply with current health and
22 safety regulations, and Joan will have an update on that
23 in just a few minutes.

24 We want to research, plan, and implement two
25 new self-produced events that provide fun and education

1 that are healthy, safe, and on budget. Another goal is
2 to develop a sponsorship, partnering, and donations
3 program to help offset the cost of reopening Centennial
4 Farm and Heroes Hall which we hope to do within the next
5 couple of weeks.

6 We're going to continue use of the OC Fair &
7 Event Center for emergency purposes as directed by the
8 State of California and/or the County of Orange. And,
9 in fact, the Covid testing has been extended -- that's
10 taking place on the property now -- and the county will
11 be doing free flu shots by appointment on Friday,
12 October 30th, one week from today.

13 So please, everyone, go online. You can access
14 that through our website and get signed up for your free
15 flu shot, if you haven't already done that. We want to
16 continue to organize and develop our workforce to
17 respond to the 2021 operational needs. So as work has
18 sort of gone down in some areas, it's gone up in others.
19 So this will give us the opportunity to redeploy our
20 staff to where they're most needed.

21 And then, lastly, to create a financially
22 responsible budget for 2021 which includes realistic
23 revenue projections and cost control measures in order
24 to reduce the organization's deficit by 35 to 40
25 percent. And staff has been in almost back to back

1 meetings this week working on that budget which we'll be
2 bringing to the public study session next month.

3 A quick look at our financials. Our si- --
4 September financial report reflects the full effects of
5 the cancelation of events in the 2020 OC Fair. Our
6 year-to-date revenue for the nine-month period ending
7 September 30th was 3,011,789 dollars against a budgeted
8 amount of 4.8 million dollars. So we are unfavorable to
9 budget on the revenue side by 45.8 million.

10 On the expense side, we're 27.8 million
11 favorable to budget, obviously, due to the elimination
12 of fair expenses, and I have to mention the very hard
13 work that our staff is doing to hold down cost. As of
14 the end of September, we are 17.11 million dollars
15 unfavorable to budget. Our cash reserves continue to
16 decline with a year over year decrease of 14.9 million.
17 Now, as we began in the spring, we want to update the
18 Board and the public each month on our year-end
19 reforecast for 2020.

20 Now this is the worst case senario which
21 includes the mandated salary cuts for our employees, but
22 it does not include any scheduled events through the end
23 of the year. We hope to be able to make up a lot of
24 revenue with the events that we are able to have. So
25 our reforecast includes nine months of actual revenue

1 and expenses and a projection for the remaining three
2 months. The revised projection now shows a loss of 16.8
3 million dollars by the end of the year. That's a
4 significant reduction from the 18.5 million loss that we
5 originally projected.

6 And it also reflects a 288,000 dollar
7 improvement from last month. So again, watching those
8 costs has really, really helped us. Our reforecasted
9 cash balance, at the end of 2020, is now 38 million
10 dollars. So I'd like to turn over to Joan for a quick
11 events update.

12 JOAN HAMILL: Let me go ahead and unmute there.
13 Thank you, and good morning. Before I move on to the
14 next couple of slides, I wanted to highlight a few
15 things of notes: Last week the Autosonic Concerts
16 wrapped up with Sweet and Tender Hooligans, Queen
17 Nation, and Starship, and it was indeed a wonderful
18 concert series.

19 Additionally, the promoters of the October
20 International Subiefest World Record Attempt and Charity
21 Drive Through confirmed, in fact, that a Guinness Book
22 World Record was set for the largest parade of Subaru
23 cars that went for nearly six hours straight. It was a
24 very well staged event and a wonderful charity function
25 as well. And also, I want to share some very special

1 news. Last month, OCFEC experienced a financial
2 milestone of sorts.

3 The month of September recorded the highest
4 amount of total revenue for the district since the
5 pandemic hit and that amount is 235,762 dollars. So
6 that is very good news. So moving on. I couldn't get
7 the slide up. You were quick. Tomorrow, October 23rd,
8 will be the final day of the on-site Covid-19 testing.

9 Again, this testing is by appointment only from
10 7:00 a.m. to 3:00 p.m. And as Michele mentioned, on
11 September 30th Orange County Health Care Agency and 360
12 Clinic will utilize the current site and set up to
13 administer flu shots. Again, it's one day only on
14 October 30th during their regular operating hours and
15 vaccines are by appointment only.

16 CEO RICHARDS: And, Joan, if I could add that
17 we just learned that the county is interested in
18 extending the Covid testing through the end of the year.

19 JOAN HAMILL: Wonderful. Thank you for adding
20 that.

21 Urban Legend Drive-Thru Haunt continues to
22 scare one and all through November 1st with the added
23 date of Tuesday, October 27th. Some dates and time
24 slots are still available. And as a reminder, tickets
25 must be purchased online in advance at

1 urbanlegendshaunt.com. Of course our Farmers Market is
2 here every Thursday from 9:00 to 1:00 p.m., so I
3 encourage you to come out to get your fruits and
4 vegetables and all your fresh items, flowers as well
5 from -- every Thursday from 9:00 to 1:00 p.m.

6 And this Saturday, October -- oops. We're
7 going to go -- Okay. The original and one and only OC
8 Fair -- OC Fair Food Drive-Thru wraps up this weekend,
9 Friday, Saturday, and Sunday. So I would encourage
10 everyone to make sure they come out and get their OC
11 Fair food fix before it's gone. The times are from
12 11:00 a.m. to 7:00 p.m. on Friday and Saturday, and
13 Sunday from 11:00 to 6:00 p.m., and I'll note that for
14 the entire Fair Food Drive-Thru program, the total food
15 sales will be approximately one million dollars with an
16 estimated commission to the district of over 180,000
17 dollars, so very successful.

18 Power of One. Excuse me. Power of One made
19 its return last Saturday in October and will do so again
20 on October 31st providing food to those in our community
21 who are in need. That'll take place. And then, lastly,
22 Flying Miz Daisy will be here this Saturday, October
23 24th. This is Orange County's premiere outdoor vintage
24 market, and this takes place from 9:00 a.m. to 3:00
25 p.m., admission is free, and parking is seven dollars.

1 And then the next slide. As I mentioned last
2 month, staff is still in the process of planning and
3 opening Centennial Farm and Heroes Hall with all the
4 approved health and safety guidelines in place and
5 strictly enforced. Pending approvals, we hope to be
6 able to open in a limited capacity very soon. As you
7 can see here on the left, our animals at Centennial Farm
8 are ready and waiting to welcome back the public, as is
9 the staff.

10 And in Heroes Hall, the newly installed
11 exhibit: Private Charles W. Miller, World War II
12 paintings from the South Pacific will be on display.
13 This will be on the lower level of Heroes Hall and
14 includes watercolors and -- watercolors and sketches
15 from Private Miller from his time during World War II in
16 the South Pacific. This exhibit is on loan to us from
17 the Wright Museum in New Hampshire. And that concludes
18 my report, unless there are any questions.

19 CEO RICHARDS: Thank you, Joan. We'll hand it
20 back to you, Natalie.

21 CHAIR RUBALCAVA-GARCIA: Michele, I have a
22 question. So for the Flying Miz Daisy -- Daisy outdoor
23 market, do vendors from the Orange County Market Place
24 have the opportunity to work with that operator to
25 potentially have a booth at that event?

1 CEO RICHARDS: Yes. And many of them have
2 already reached out to the promoter of Flying Miz Daisy,
3 and I understand that there are several that will now be
4 part of that outdoor shopping experience. And I know
5 the promoter would welcome any -- any vendor to apply to
6 be part of that -- that shopping experience.

7 CHAIR RUBALCAVA-GARCIA: Okay. That's great.
8 Because I think I noticed over the last couple of days
9 it looks like the Orange County Market Place's website,
10 which is not operated by the Orange County Fairgrounds
11 because they're a separate operator, is no longer live,
12 is that correct?

13 CEO RICHARDS: That's correct. Yeah.

14 CHAIR RUBALCAVA-GARCIA: Thank you. And thank
15 you for your report. That was wonderful.

16 So now on to agenda Item No. 7. Can I get a
17 motion from the Board to approve the September Board
18 meeting minutes?

19 DIRECTOR CERVANTES: I (inaudible) approve.

20 DIRECTOR AITKEN: Second.

21 CHAIR RUBALCAVA-GARCIA: Thank you -- thank you
22 Sandra and Ashleigh.

23 SECRETARY ANGUS: I can take the roll vote.

24 CHAIR RUBALCAVA-GARCIA: Thank you.

25 SECRETARY ANGUS: Chair Rubalcava-Garcia?

1 CHAIR RUBALCAVA-GARCIA: Yes.

2 SECRETARY ANGUS: Vice Chair La Belle?

3 VICE CHAIR LA BELLE: Yes.

4 SECRETARY ANGUS: Director Cervantes?

5 DIRECTOR CERVANTES: Yes.

6 SECRETARY ANGUS: Director Ruiz?

7 DIRECTOR RUIZ: Abstain.

8 SECRETARY ANGUS: Director Aitken?

9 DIRECTOR AITKEN: Yes.

10 SECRETARY ANGUS: Director Pham?

11 DIRECTOR PHAM: Yes.

12 SECRETARY ANGUS: And Director Kovacevich?

13 DIRECTOR KOVACEVICH: Yes.

14 SECRETARY ANGUS: Thank you.

15 DIRECTOR BAGNERIS: (Inaudible) Director --

16 SECRETARY ANGUS: Oh, Director Bagneris.

17 DIRECTOR BAGNERIS: Yes. I'm on the call now,
18 and I say yes.

19 SECRETARY ANGUS: Okay. Thank you.

20 CHAIR RUBALCAVA-GARCIA: Thank you, Summer.

21 Now on to agenda Item No. 8, Matters of Public Comment.

22 Public comment is allowed on issues not on the current

23 agenda. However, no debate by the Board shall be

24 permitted on such public comments and no action will be

25 taken on such public comment items at this time. A law

1 requires formal public notice prior to any action on a
2 docket item.

3 Speakers are requested to sign in prior to the
4 start of the meeting and are limited to three minutes.
5 Comments will be accepted on agenda items during the
6 meeting. Speakers wishing to address the board on items
7 on the agenda are requested to sign in prior to the
8 start of the meeting and identify the agenda item on
9 which you desire to address the Board. Speakers are
10 limited to three minutes. And I believe for public
11 comment we have five speakers.

12 SECRETARY ANGUS: Yes, that's correct. We have
13 Cindy Massaro, followed by Gibran Stout, Lisa Sabo,
14 Susie Gyor, Jeanine Robbins. If you can be ready to
15 speak, and Cindy Massaro, when you're ready, please go
16 ahead.

17 CINDY MASSARO: Good morning. Thank you. Can
18 you hear me?

19 SECRETARY ANGUS: Yes. Go ahead.

20 CINDY MASSARO: Wonderful. Dear Orange County
21 Fair Board, thank you so much for your service to our
22 community and making our fairgrounds a place of pride in
23 our city, our county, and our state. I want to thank
24 you for forming the Diversity Committee and for their
25 commitment to the taking of the flag issue that's been

1 raised over the last several months.

2 I'm really looking forward to seeing this flag
3 issue resolved. For those of you that might be on this
4 call that are not aware of what I'm speaking of, in
5 addition to our United States of America national flag,
6 the State of California flag, and the Orange County
7 Fairgrounds flag, only one other flag is also flown
8 year-round, the LGBTQ pride flag. This flag is being
9 flown year-round not just during pride month.

10 About a year ago, the Board decided to fly this
11 one particular special interest flag to make people that
12 this flag represents feel included and welcome.

13 However, there are also other groups that do not feel
14 included or welcome. Therefore, it seems right, fair,
15 welcoming, and inclusive to recognize these other
16 groups' flags as well. If only one single special
17 interest flag is flown, other groups will continue to
18 feel disenfranchised if their flags are not also
19 recognized.

20 We can avoid this through a fair and equitable
21 resolution to fly other groups' flags for equal and fair
22 inclusion or simply remove any and all special interest
23 flags and only fly the United States and California
24 state flags which represent all of us. I am really
25 grateful to this Board for creating the Diversity

1 Committee and to their commitment for taking up this
2 issue. And I look forward to the fair and equitable --
3 (Interference.) Thank you.

4 SECRETARY ANGUS: Okay. Thank you. We have
5 Gibran Stout, when you're ready. Gibran, you're going
6 to have to unmute yourself. Are you there, Gibran?

7 GIBRAN STOUT: Can you hear me?

8 SECRETARY ANGUS: Yeah. We can hear you now,
9 Gibran. Go right ahead, please.

10 GIBRAN STOUT: Apologies. I had my cell
11 phone -- anyway, yes. I just wanted to say, we're all
12 struggling through each day and dealing with these
13 trying times and the deep ripple effect of Covid, and
14 myself and my fellow equestrians know that the
15 equestrian center is indeed a jewel. And throughout the
16 pandemic, many great programs continue to connect people
17 and foster healing, both physical and emotional.

18 And I just wanted to point out that, like us,
19 horses come in all colors and have always been
20 instrumental in creating harmony, unity, and healing,
21 and they will continue to do so. Likewise, I want you
22 to know that we continue to meet, discuss, plan, and
23 implement many programs as they continue and they are
24 adjusted for Covid and for this new world that we're all
25 navigating.

1 And I just wanted to extend a hand or encourage
2 the Board to when the time is right, we look forward to
3 sharing our vision, ideas, and plans with the Board to
4 help create a brighter future to our entire committee,
5 and to just try to foster some more harmony. So I just
6 really want to invite the Board to include us in these
7 conversations because we have been working a lot, and we
8 really want to collaborate. So thank you so much.

9 SECRETARY ANGUS: Okay. Thank you, Gibran.
10 Lisa Sabo, when you're ready.

11 LISA SABO: Yes. Can you hear me okay?

12 SECRETARY ANGUS: Yes. Go right ahead.

13 LISA SABO: Okay. I was caught -- and I have
14 you on my iPad as I'm driving here, but I have my
15 headset on. So I just want to ditto everything that
16 Gibran just said. The equestrians are, you know, we
17 just treasure the jewel that we have at the equestrian
18 center, and we're all working on moving forward and we
19 want to be a part of the process of moving forward. And
20 we want to be a part of the solution, not the problem.
21 We always want to be helping you guys out.

22 And the other thing is changing strides, our
23 nonprofit was able, this summer, to hold a Covid-safe
24 camp for about 10 at-risk youth, and it was a great
25 camp. And we also continue to do private lessons with

1 some of the at-risk youth, and it's all donation. We --
2 we have been really struggling even with any sort of
3 fundraising efforts. But we got a great nonprofit
4 going, and we look forward to doing more in the future
5 when timing is right. So thank you guys so much.
6 Appreciate all you do.

7 SECRETARY ANGUS: Thank you, Lisa. Susie Gyor,
8 when you're ready. Susie, are you there? Okay. We'll
9 move forward. Jeanine Robbins, when you're ready.

10 JEANINE ROBBINS: Yes. This is Jeanine
11 Robbins. Good morning to everybody. I did some
12 research and went through the superior court website and
13 pulled up the court case against the Market Place and
14 printed it out and sent it out to all the other vendors
15 too. And going through it, with a fine-tooth comb,
16 there seems to be quite a lot of conflicting information
17 from what we were told and what I have been told by the
18 Orange County Health Care Agency in the reopening of the
19 Market Place.

20 Now, since you've requested a jury trial, you
21 have put this case off a minimum of two years. That's
22 400 businesses that will close that will have gone
23 bankrupt, people who will be facing homelessness, among
24 other issues -- and I don't know of anything much worse
25 than being homeless -- because of your inability to

1 renegotiate the contract with Spectra.

2 However, I would like to know, and I would like
3 it addressed: Are you looking for another operator, or
4 did you simply take advantage of this to get rid of the
5 swap meet? I would like to know the answer to that
6 question, and I will find it out. So thank you very
7 much, and have a great day.

8 SECRETARY ANGUS: Okay. Thank you, Jeanine.
9 Susie Gyor, if you're on the line, you are next. Susie
10 Gyor, one more time. If not, Mike Robbins, when you're
11 ready.

12 MIKE ROBBINS: Hi. Good morning, Fair Board
13 members. 50 years ago, 40 years ago and 30 years ago,
14 the Orange County Fairgrounds used to wait every month
15 for the check from the Orange County Market Place to pay
16 its employees. Literally, they survived on the Orange
17 County Market Place. Right now, certainly you're in a
18 deficit, and if they were renting that empty parking lot
19 for half the rent or less, you could still be making a
20 million dollars a year off that empty parking lot at
21 10,000 dollars a day.

22 And remember that's net, net, net. It's just
23 an empty parking lot that they would normally rent for
24 4,000 dollars a day. This is something that has to be
25 addressed. You should bring it back immediately. The

1 Orange County Fairgrounds wouldn't even be there without
2 the Orange County Market Place at this time. It would
3 have -- it would have been sold off 30 years -- 20 -- it
4 was 30 years ago, 20 years ago they talked about selling
5 it off.

6 If it wasn't for the Market Place paying the
7 employees and the rent, I wouldn't even be there. So we
8 ask you now to help us 400 vendors, it's time. It's
9 Covid-19. You have to step up and finish this and it'll
10 be just a positive million dollars a year for the Orange
11 County Fairgrounds instead of perhaps a little more, but
12 a million dollars net, net, net is a million dollars
13 net, net, net. Thank you very much.

14 SECRETARY ANGUS: Thank you, Mike. Chair
15 Rubalcava-Garcia, that's it for public comment.

16 CHAIR RUBALCAVA-GARCIA: Thank you, Summer.
17 And thank you all of the speakers. Michele, can I
18 request something be put onto the agenda for November?

19 CEO RICHARDS: Sure.

20 CHAIR RUBALCAVA-GARCIA: I'd like to add the
21 equestrian center. I know that the contract's currently
22 expired, and I'd just like to put that on the agenda so
23 we can discuss a strategy for that moving forward.

24 CEO RICHARDS: Sure.

25 CHAIR RUBALCAVA-GARCIA: Thank you. All right.

1 So onto Item No. 9 which is Consent Calendar. All
2 matters listed under Consent Calendar are operational
3 matters about which the Board has governing policies,
4 implementation of which is delegated to the CEO. They
5 will be enacted in one motion.

6 There will be no discussion of these items
7 prior to the time the Board of Directors votes on the
8 motion, unless members of the Board, staff, or public
9 request specific items to be discussed separately and/or
10 removed from the section. Any member of the public who
11 wishes to discuss Consent Calendar items should notify
12 the Chair of the Board at the time requested and be
13 recognized by invitation of the Chair to address the
14 Board.

15 Is there any -- anything to pull from the
16 Consent Calendar?

17 CEO RICHARDS: Nothing from staff, Natalie.

18 CHAIR RUBALCAVA-GARCIA: Thank you. If there
19 is nothing to be pulled, we can go ahead and get a
20 motion to approve.

21 DIRECTOR CERVANTES: I (inaudible) approve.
22 Sandra.

23 CHAIR RUBALCAVA-GARCIA: Thank you, Sandra.

24 VICE CHAIR LA BELLE: Second.

25 CHAIR RUBALCAVA-GARCIA: Thank you, Doug.

1 Summer, can you please take roll call?

2 SECRETARY ANGUS: Yes. Chair Rubalcava-Garcia?

3 CHAIR RUBALCAVA-GARCIA: Yes.

4 SECRETARY ANGUS: Vice Chair La Belle?

5 VICE CHAIR LA BELLE: Yes.

6 SECRETARY ANGUS: Director Cervantes? Director
7 Ruiz?

8 DIRECTOR RUIZ: Yes.

9 SECRETARY ANGUS: Director Bagneris?

10 DIRECTOR BAGNERIS: Yes.

11 SECRETARY ANGUS: Director Aitken?

12 DIRECTOR AITKEN: Yes.

13 SECRETARY ANGUS: Director Pham?

14 DIRECTOR PHAM: Yes.

15 SECRETARY ANGUS: Director Kovacevich?

16 DIRECTOR KOVACEVICH: Yes.

17 SECRETARY ANGUS: And Director Cervantes, one
18 more time.

19 DIRECTOR CERVANTES: Yes.

20 SECRETARY ANGUS: Thank you.

21 CHAIR RUBALCAVA-GARCIA: Thank you. We'll go
22 ahead and move on to agenda Item 10 which is the
23 governance process. Okay. So to assure compliance with
24 Bagley-Keene, committee reports are only for the purpose
25 of the Committee Chair, Ad Hoc Committee members or

1 liaisons to provide a verbal update. Should the Board
2 want to discuss any committee work item not already on
3 the agenda, those would need to be agendized for a
4 future board meeting.

5 So at this time does the Financial Monitoring
6 Committee have a report?

7 DIRECTOR PHAM: Hello?

8 CHAIR RUBALCAVA-GARCIA: Hey.

9 DIRECTOR PHAM: Yes. So staff reviewed the
10 statements with committee. Reports are posted on the
11 website with the Board meeting materials. We were
12 briefed on the revenue and budget as you saw earlier in
13 the CEO Update. You know, revenue creates, as you
14 heard, primarily from a couple of events that -- Fair
15 Food Drive, original Fair Fun, and rental incomes of
16 some other small events.

17 Year-to-date operating expenses are actually
18 favorable as well for obvious reasons. You know, the --
19 the budget forecast for 2020 is now indicating a budget
20 deficit of 16.8 million which is actually an
21 improvement. And, you know, we're projecting about 38
22 million dollars in cash at the end of the year.

23 CHAIR RUBALCAVA-GARCIA: Great. Thank you.

24 VICE CHAIR LA BELLE: If I might, Natalie, add
25 to Director Pham's report and indicate that the

1 Financial Monitoring Committee will be having a public
2 workshop to begin the discussion process relative to the
3 2021 budget on November 5th or 10th. I can't remember.
4 5th, I think it is at 10:00 a.m.

5 CEO RICHARDS: Doug, Doug, this is Michele. It
6 is the 10th. November 10th at 10:00 a.m.

7 VICE CHAIR LA BELLE: Right. Thank you.

8 CEO RICHARDS: You're welcome.

9 CHAIR RUBALCAVA-GARCIA: Thank you. The
10 Governance Committee -- we'll go ahead and hold off on
11 that because we have a full agenda item on the agenda.
12 Can I go ahead and get a report from the Facilities
13 Committee?

14 DIRECTOR AITKEN: We have a separate item
15 below, as does branding, so I'll wait for my two reports
16 for the agendized item.

17 CHAIR RUBALCAVA-GARCIA: Great. Are there any
18 other committees that would like to give a report today?

19 Okay. Hearing that there are none, I'm going
20 to go ahead and move on to Agenda B. And I'll go ahead
21 and turn it over to Director Aitken for the presentation
22 of Final Branding Recommendations and Vote on Whether or
23 Not to Approve.

24 DIRECTOR AITKEN: Yes. Thank you. So as we
25 discussed at the last meeting, this is one of the items

1 that we are trying to wrap up. So unless we have any
2 other comments or suggestions from the Board, I think we
3 are looking for a motion to give us the final approval
4 to make these recommendations. I do want to put forward
5 that we did get a e-mail from the equestrian community
6 about the horse that we used in our -- in our branding.

7 So, you know, in trying to just open up that
8 conversation and be collaborative with the equestrian
9 committee, I would like to have a member make a motion
10 to approve the Final Branding recommendations presented
11 at our last meeting with the caveat that either we pull
12 back and bring the equestrian center logo back next
13 month or granting Michele and I the authority to make
14 just a minor change to the -- to the horse.

15 DIRECTOR CERVANTES: I so move. This is Sandra
16 Cervantes.

17 VICE CHAIR LA BELLE: This is Doug. I would
18 second that motion, and if Sandra's okay with it,
19 provide the authority to the committee to make that
20 final decision in terms of the equestrian center logo.

21 DIRECTOR CERVANTES: Yes, I agree. That's
22 perfect.

23 CHAIR RUBALCAVA-GARCIA: Thank you. Summer,
24 can we get roll call, please?

25 SECRETARY ANGUS: Chair Rubalcava-Garcia?

1 CHAIR RUBALCAVA-GARCIA: Yes.

2 SECRETARY ANGUS: Vice Chair La Belle?

3 VICE CHAIR LA BELLE: Yes.

4 SECRETARY ANGUS: Director Cervantes?

5 DIRECTOR CERVANTES: Yes.

6 SECRETARY ANGUS: Director Ruiz?

7 DIRECTOR RUIZ: Yes.

8 SECRETARY ANGUS: Director Bagneris?

9 DIRECTOR BAGNERIS: Yes.

10 SECRETARY ANGUS: Director Aitken?

11 DIRECTOR AITKEN: Yes.

12 SECRETARY ANGUS: Director Pham?

13 DIRECTOR PHAM: Yes.

14 SECRETARY ANGUS: And Director Kovacevich?

15 DIRECTOR KOVACEVICH: Yes.

16 CHAIR RUBALCAVA-GARCIA: Thank you. So now
17 we'll move on to agenda Item C which is a report on and
18 acknowledge of infrastructure and audit reports and
19 direction on next steps. I'm going to go ahead and turn
20 this over to the Facilities Committee and Ken.

21 DIRECTOR AITKEN: Okay. Thank you, everybody.
22 I wanted to just kind of give a brief update. We had a
23 infrastructure audit and review committee open meeting
24 on October 7th, where we had several members of the
25 Board of the Directors plus members of the public give

1 input on the initial draft of the infrastructure audit.

2 We recognize that it's very voluminous. It's a
3 lot of material, even the executive summary is quite
4 detailed. And so what we're looking for today is just
5 some direction from the Board, now that the Facilities
6 Committee has brought it back. I want to give a special
7 thank you to my comember, Director Pham, as well as
8 Director La Belle who was on the call with us, as well
9 as the staff.

10 We had -- they've done an excellent job in
11 shepherding us through this very intense, very long
12 process. And also to -- a special shout out to Michele,
13 Ken, and Jerry who have been wonderful answering a lot
14 of my questions, questions from the public, and really
15 getting back to us in a detailed and expeditious manner.

16 So with that, what we're really looking for is
17 direction from the Board. I just want to highlight that
18 this infrastructure audit is meant as -- it's an
19 opinion. It's not requiring the Board to take any
20 specific action. It's really just meant as a tool as we
21 look at our next coming years, when we get into the
22 budgetary process, when we look at capital expenditure
23 projects, that this is going to really help us, kind of,
24 develop a plan about what projects we want to focus on
25 in the next three to five years, what projects we need

1 to focus on, et cetera.

2 So with that, I'm just going to -- I would like
3 to turn it over to the Board and to staff if there's any
4 other comments and to Director Pham. Anything that I
5 left out or if anyone else has comments.

6 CHAIR RUBALCAVA-GARCIA: So hearing that there
7 are no comments, I think we do have public comment on
8 this, correct me if I'm wrong. We have two public
9 comments.

10 SECRETARY ANGUS: We do.

11 VICE CHAIR LA BELLE: Natalie, I do have some
12 comments, but I will wait until we have the public
13 comments.

14 CHAIR RUBALCAVA-GARCIA: Okay. Perfect. Thank
15 you.

16 SECRETARY ANGUS: We have Reggie Mundekis,
17 followed by Gibran Stout. Reggie, when you're ready.

18 REGGIE MUNDEKIS: Hi. Good morning. I'm
19 Reggie Mundekis, and thank you for this opportunity to
20 address you this morning. So I'd like to thank the
21 Board and staff for the good workshop we had. This is a
22 very large report, and I appreciate everybody's time and
23 effort in the work of this enormous project.

24 So you received the letter from Friends and
25 Neighbors of the OC Fairgrounds regarding some specific

1 issues raised in the infrastructure report that need to
2 be addressed -- that should be addressed and some
3 additional future issues, such as additional power, and
4 other issues.

5 We are also suggesting that the Board consider
6 ways to have emergency back-up power, lighting, and
7 paging throughout the grounds in the event of a power
8 failure or if the property has to be used in case of a
9 natural disaster, such as an earthquake, when grid power
10 isn't available. That type of emergency infrastructure
11 would assist in evacuating events held at night, such as
12 the OC Fair and Pacific Amphitheatre concerts.

13 That's a long-term item, so I ask that you
14 start thinking about how we want to move forward on
15 that. And during the workshop, I think it was Director
16 La Belle suggested that we -- that in the process of
17 setting up a -- a budget for yearly maintenance, which
18 is different than a capital budget that -- we come to an
19 agreement that there's going to be a dollar limit and
20 some project scope limits for the -- for the projects
21 that are under the maintenance budget. And I think
22 that's a good idea that's a step in the right direction.
23 So thank everybody for their work and look forward to
24 our next steps on this.

25 SECRETARY ANGUS: Thank you, Reggie.

1 DIRECTOR AITKEN: Chair Rubalcava-Garcia, would
2 it be -- okay. I know that we -- we received that
3 letter, and I reached out to the facilities team. And I
4 was wondering if COO Karns can, maybe, give us a brief
5 update about our emergency power backup and some of the
6 other issues that were raised by Ms. Mundekis.

7 CHAIR RUBALCAVA-GARCIA: That works for me.
8 Yeah.

9 COO KARNs: Sure, Ashleigh. So first, on this
10 process and all the feedback, we certainly appreciate
11 the feedback and support from the Board and the public,
12 and a lot of valuable content and recommendations and
13 things for us to look at because we're always looking to
14 improve. And on the emergency power and emergency
15 response, again, great feedback and always looking to
16 improve, but we do have some items in place year-round
17 in fair time.

18 Our administration building is on full
19 emergency power backup. Our security and IT -- security
20 building and IT infrastructure is on full emergency
21 generator power backup. All the buildings have
22 emergency exit lighting, battery-powered emergency exit
23 lighting. With regards to fair, our security team and
24 our parking lot team is fully equipped with flashlights.
25 We rent three emergency additional emergency generators

1 for distribution and tie in where needed and we also own
2 a portable emergency generator for distribution and tie
3 in where required.

4 The -- all the grounds PA system has been in
5 the capital and has been improved upon over the years
6 but continues to need improvement. And, yes, we want to
7 ensure that it is also tied into one of our generators.
8 So there's a few items that -- that exist, and, yes, we
9 would always love to continue to improve.

10 CHAIR RUBALCAVA-GARCIA: Thank you, Ken. And
11 we have one more public speaker on this -- or comment on
12 this agenda item.

13 SECRETARY ANGUS: Yes. Gibran Stout, when
14 you're ready.

15 GIBRAN STOUT: Hi, there. Can you hear me?

16 SECRETARY ANGUS: We can hear you. Go ahead.

17 GIBRAN STOUT: Okay. Great. I just wanted to
18 say that as a daily facility user and a 25-year real
19 estate professional, I thoroughly reviewed pertinent
20 sections of the infrastructure report. I noticed some
21 fairly good-sized areas that are omitted along with
22 several inaccuracies that would impact expenses and
23 budget planning.

24 I had briefly discussed with Ken a couple weeks
25 ago, but I've been faced with some personal

1 challenges -- by the way of completion of the list, he
2 had asked me to submit a list to him. I expect to
3 complete and submit said list late next week, and we'll
4 submit that to staff. And I just ask that the committee
5 please include this information when reviewing and
6 before finalizing the report. So that's really it.
7 Thank you.

8 SECRETARY ANGUS: Thank you. That's it for
9 public comment, Chair Rubalcava-Garcia.

10 CHAIR RUBALCAVA-GARCIA: Thank you. And
11 Director La Belle, did you have additional comments
12 on -- on this agenda item?

13 VICE CHAIR LA BELLE: Yes, I did, Natalie.
14 First of all, I want to, again, compliment staff
15 Ken, Jerry, Michele for all of their hard work and the
16 committee, Ashleigh and Newton. The report by EMG over
17 the course of a number of years I got an opportunity to
18 review many of these, and I have to say that this is
19 probably one of the best reports that I have ever looked
20 at in terms of its comprehensive approach to looking at
21 issues relative to the infrastructure and facilities and
22 certainly provide the full Board with a -- a good work
23 plan as we move into the budgeting process in the next
24 couple of months, in the next couple of years.

25 The report basically identifies over the course

1 of the next 20 years leads in the area of 100 million
2 dollars and on the short-term basis three to five years
3 of about 10 million dollars. Obviously -- or hopefully
4 we'll be back to full-share mode if not in 2021, in 2022
5 and the revenues that will be generated off of the fair,
6 obviously, will go back into -- to completing a number
7 of these projects.

8 First, I would like to say that in the
9 executive summary EMG has identified three projects that
10 we -- or they're recommending that we look at
11 immediately. Relative to the electrical panels, that's
12 not something that we can do until we're back to full
13 operation. So I think we probably need to put that in
14 abeyance until the fair is in place but they are
15 recommending that we move forward with replacing the
16 entire domestic water system on the property. And I
17 would like to have staff include that as an item for
18 discussion in the budget process.

19 I think they're absolutely right that before we
20 start doing anything above the surface we need to go in
21 and make sure that we have the water utility in the
22 condition that it needs to be. They're also
23 recommending that we video the various on-site sanitary
24 sewer lines. That's a process I'm familiar with. I've
25 never done it, but I'm familiar with. And I think that

1 that's something that we ought to proceed with
2 immediately.

3 I would presume that the same district or -- of
4 the city or maybe both would have the equipment to
5 basically do that -- that survey for us. And I would
6 like to ask staff to look into that as well. Also, in
7 terms of the budget process, I'd like to suggest that
8 the -- the report in the various zones identifies a
9 number of safety and ADA issues and I think we should
10 look at breaking those out and addressing those at the
11 earliest possible time, and that is something that I
12 think we should put to the top of the list.

13 Additionally, I noticed in a number of the
14 areas, the maintenance that needs to be done relative to
15 the, you know, the parking lot areas. It's kind of an
16 ongoing process, and that would fall into two
17 categories. I would like to ask staff to contact the
18 City of Costa Mesa and the County of Orange, I'm sure
19 one or both of those would have a street maintenance
20 patch crew that most cities do that would be able to
21 come in on an as-needed basis and do the minor asphalt
22 repair.

23 The big job, ultimately, should occur after we
24 completed all of the underground utility work, but that
25 would probably be a major capital project, and I think

1 we need to look at that but on a short-term basis I
2 think it would be beneficial to see if we can enter into
3 some sort of contract with the -- the city or the county
4 to do some on-site patch work for us. I know Ken and
5 Jerry, they have a crew of, I don't know, 20, 20-plus
6 people that have specialties in a number of areas.

7 Obviously, I think we want to utilize them to
8 the maximum extent possible and that falls into the
9 category of identifying maintenance areas that can be
10 done in-house, by our home crews, via painting or
11 plumbing or air conditioning repair, et cetera, et
12 cetera. And, as Reggie mentioned, I think it -- I do
13 think it would be appropriate that we break out of the
14 capital projects that would go through CCA and the big
15 process, from ongoing general maintenance projects.

16 I think that's all my initial thoughts, and,
17 again, I would just compliment staff and the committee
18 for all their hard work. I believe this is an excellent
19 report, and it's going to give us a nice road map to
20 move forward near-term and long-term.

21 CHAIR RUBALCAVA-GARCIA: I agree. So Director
22 La Belle, are the -- just to the comments that you just
23 made right now, are those for prioritizing the
24 recommendations made by the committee or are those
25 recommended edits to the recommendation made by the

1 committee? Just to -- just to get it.

2 VICE CHAIR LA BELLE: I think -- I think my
3 thought process is to prioritize the three projects that
4 are summarized in EMG's executive summary. The water
5 lines, the sanitary sewer, and the electrical panels, I
6 think those are something that should go to the top of
7 the list. We shouldn't be doing anything above ground
8 until we can get those addressed.

9 And I guess my number one priority would be to
10 go through each of the zone areas and make sure we --
11 either from the maintenance standpoint or from our
12 capital project standpoint -- are getting all of the
13 immediate safety items and ADA items addressed at the
14 earliest possible date.

15 So those are my comments there, and I think we
16 can, from a budget standpoint, when the budget workshop
17 is held on the 10th and then ultimately the Board will
18 have their workshop in next month's meeting and then in
19 December I think all of this could kind of fall into
20 place. And I think everybody is going to need to weigh
21 in and make some, you know, make some policy decisions
22 relative to what comes first, second, and third.

23 CHAIR RUBALCAVA-GARCIA: Perfect. Thank you,
24 Director La Belle, for your comment. And I just want to
25 say, you know, as a former member of that committee, I

1 know how much time and effort and work goes into the
2 entire process. And from the Board's perspective, you
3 know, we are volunteers.

4 So I -- I just want to commend Newton and
5 Ashleigh for all of their hard work and, of course, you
6 know, Ken and team, and Michele. Thank you guys for the
7 heavy lift that led in to just completing this part of
8 it.

9 So are there any other comments from the Board
10 on this (Interference) -- and hearing that there are
11 none, can I get a motion to approve?

12 DIRECTOR CERVANTES: I so move to approve.
13 This is Sandra Cervantes.

14 CHAIR RUBALCAVA-GARCIA: Thank you, Director
15 Cervantes. Can I get a second?

16 VICE CHAIR LA BELLE: Second.

17 DIRECTOR RUIZ: This is Director --

18 VICE CHAIR LA BELLE: I defer to Director Ruiz.

19 CHAIR RUBALCAVA-GARCIA: Perfect. Thank you.

20 DIRECTOR RUIZ: Thank you.

21 CHAIR RUBALCAVA-GARCIA: Summer, can you please
22 take a roll call?

23 SECRETARY ANGUS: Sure. Vice Chair -- Excuse
24 me. Chair Rubalcava-Garcia?

25 CHAIR RUBALCAVA-GARCIA: Yes.

1 SECRETARY ANGUS: Vice Chair La Belle?

2 VICE CHAIR LA BELLE: Yes.

3 SECRETARY ANGUS: Director Cervantes?

4 DIRECTOR CERVANTES: Yes.

5 SECRETARY ANGUS: Director Ruiz?

6 DIRECTOR RUIZ: Yes.

7 SECRETARY ANGUS: Director Bagneris?

8 DIRECTOR BAGNERIS: Yes.

9 SECRETARY ANGUS: Director Aitken?

10 DIRECTOR AITKEN: Yes.

11 SECRETARY ANGUS: Director Pham?

12 DIRECTOR PHAM: Yes.

13 SECRETARY ANGUS: And Director Kovacevich?

14 DIRECTOR KOVACEVICH: Yes.

15 CHAIR RUBALCAVA-GARCIA: Perfect. Thank you.

16 So moving on to agenda Item D, this is consideration of
17 and vote on whether or not to approve two new work
18 condition policies and board resolutions in order to
19 become qualified to receive AB-1499 funding which is
20 something that Michele mentioned to the Board last
21 month.

22 I'm going to go ahead and turn this agenda item
23 over to Michele, but the gist of this is really fair
24 time seasonal employees. And the Board will need to
25 decide whether or not we can waive exemption

1 requirements for paying overtime. So Michele, take it
2 away.

3 CEO RICHARDS: Yes. Thank you. It gets a
4 little complicated, but it really is a very simple
5 conclusion.

6 So some of you might remember back in July of
7 2018, the State passed Assembly Bill-1499 which required
8 retailers who sell tangible products on real property at
9 the California state designated fairgrounds, like the OC
10 Fair & Events Center, they have to separately report the
11 amount of those sales tax on their sales use tax
12 returns. And in return, the State has designated three
13 quarters of one percent of that sales tax be collected
14 and designated for fair funding.

15 We now have the opportunity as a class seven
16 fair in California to become qualified to receive
17 830,170 dollars in funding for that general operational
18 support. And, again, this is from a portion of the
19 sales tax that is generated from transactions that
20 happen on the ground, but in order to become qualified
21 for that money, the Board today needs to consider and
22 approve two separate policies and then for our Board
23 Chair to sign a resolution confirming those two
24 policies.

25 The first policy is to meet certain required

1 work conditions for all non-management employees
2 including our seasonal and part-time employees who work
3 during the annual fair. And as Natalie indicated
4 before, the fairs in California have an exemption in
5 paying our part-time seasonal employees time and a half
6 when they work over eight hours in a day or if they work
7 more than 40 hours in a week. We would waive that
8 exemption and provide that overtime pay for employees
9 who work the fair.

10 And the way that we would manage it from a
11 budget standpoint is to ensure that we only schedule
12 people for eight-hour shifts at least as much as
13 possible.

14 The second policy requires those same work
15 conditions for the non-management employees of any
16 tenants who have rights to occupy the fairgrounds for
17 one year or longer when they have more than 50 full-time
18 employees. And currently, we don't have any leases like
19 that, but should we enter into a lease with an entity
20 that has more than 50 full-time employees, we would have
21 to ensure that they, as well, comply with those
22 regulations.

23 The work conditions also require regular meal
24 periods which we already complied with. So we feel that
25 it's a very -- that these two policies are very, very

1 simple for us to manage from an operation standpoint and
2 for the organization to accept. If we adopt these two
3 policies today and we have a signed resolution from our
4 Board Chair and from me, then we can become qualified to
5 receive 830,170 dollars from the State.

6 So you also received copies of those policies
7 in the packet, and they were posted for the public as
8 well, and I'm happy to take any questions about this.

9 CHAIR RUBALCAVA-GARCIA: Summer, do you have
10 any public comments on this item? We have one?

11 SECRETARY ANGUS: I'm sorry. I was muted. We
12 do not.

13 CHAIR RUBALCAVA-GARCIA: Okay. Perfect. Any
14 questions from the Board?

15 DIRECTOR AITKEN: Chair Rubalcava-Garcia, this
16 is Director Aitken. Michele, so it sounds like this is
17 going to be, you know, that's going to be positive for
18 our budget going forward. And so I guess my two
19 comments would be -- let's say for the second point,
20 that would be, let's say, if Ovations had -- that did
21 hire, because they are more than a 12-month tenant of
22 our property -- they did hire additional employees, we
23 would require them to then pay paid overtime. We would
24 not be required to pay their paid overtime.

25 CEO RICHARDS: That's correct. We would enter

1 into a written agreement where they confirm that they
2 are indeed paying overtime to their non-management
3 full-time employees.

4 DIRECTOR AITKEN: Wonderful. And then I'm
5 assuming -- just I would want to make sure that this
6 went to the Governance Committee and they're fine with
7 it, with that I wouldn't have any further comments and I
8 would move to approve.

9 CHAIR RUBALCAVA-GARCIA: Again, and I can
10 comment on the Governance side. So I was briefed on the
11 subjects, so it does look good for us and we're happy to
12 accept the motion.

13 DIRECTOR CERVANTES: Again, Sandra.

14 CHAIR RUBALCAVA-GARCIA: Perfect. We have a
15 second. So -- Director Cervantes has second (inaudible)
16 motion. Can we get a roll call, Summer? And we'll take
17 them together.

18 SECRETARY ANGUS: Okay. Chair
19 Rubalcava-Garcia?

20 CHAIR RUBALCAVA-GARCIA: Yes.

21 SECRETARY ANGUS: Vice Chair La Belle?

22 VICE CHAIR LA BELLE: Yes.

23 SECRETARY ANGUS: Director Cervantes?

24 DIRECTOR CERVANTES: Yes.

25 SECRETARY ANGUS: Director Ruiz?

1 DIRECTOR RUIZ: Yes.

2 SECRETARY ANGUS: Director Bagneris?

3 DIRECTOR BAGNERIS: Yes.

4 SECRETARY ANGUS: Director Aitken?

5 DIRECTOR AITKEN: Yes.

6 SECRETARY ANGUS: Director Pham?

7 DIRECTOR PHAM: Yes.

8 SECRETARY ANGUS: And Director Kovacevich?

9 DIRECTOR KOVACEVICH: Yes.

10 CEO RICHARDS: Yes. Thank you, everyone. It's
11 not often that we get offered that kind of money from
12 the State, so we're very happy to accept. Thank you.

13 CHAIR RUBALCAVA-GARCIA: Thank you. And it
14 just seems like it's the right policy to have in place
15 anyway when it comes to part-time employees. So I think
16 it was a good decision either way.

17 So on to agenda Item E, review or vote on
18 whether or not to approve Group 4 Board governance
19 policies.

20 So Barbara and I -- and I think Barbara is on
21 mute at this point, but I'll go ahead and start this one
22 out. And I know we have some slides to share, but on
23 September 30th, the Governance Committee held a
24 workshop, a public workshop. And I want to thank the
25 members of the public who attended that workshop and

1 provided great feedback on the governance policies.

2 As you know, the objective is to maintain a
3 transparent process and make sure that we're capturing
4 all feedback. So thank you to those who attended. We
5 did have quite a few Board members who also attended in
6 support of the review of the governance policies. So
7 thank you to Director Aitken and La Belle. If I missed
8 anybody, I apologize, but I also want to thank staff
9 because we did hold this meeting in the evening. So it
10 did go beyond normal work hours. So thank you for all
11 of your time and dedication to that process.

12 So with that said, I would like to go ahead and
13 put up the Group 4 policies. So if everybody will bear
14 with me. I think it's important, that although
15 everybody had copies of these, for us to briefly go
16 through them, these will be the policies that govern
17 decisions made by the Board, so we'll go ahead and view
18 them and then get a vote to accept or make
19 modifications.

20 CEO RICHARDS: Summer, are you able to get
21 those policies up on the screen?

22 SECRETARY ANGUS: Yes. Bear with me just one
23 moment.

24 CEO RICHARDS: Sure, sure.

25 CHAIR RUBALCAVA-GARCIA: Take your time.

1 SECRETARY ANGUS: Okay. I think we're nearly
2 there. Can everyone see that?

3 CEO RICHARDS: Yes.

4 CHAIR RUBALCAVA-GARCIA: If you could move it
5 up a little bit that would be great because my old eyes
6 are not allowing me to see it well.

7 SECRETARY ANGUS: Okay. Does that look okay?

8 CHAIR RUBALCAVA-GARCIA: A little bigger. It
9 was bigger and then it kind of jumped back. Sorry.

10 SECRETARY ANGUS: No, it's okay. That too big?

11 CEO RICHARDS: That's good.

12 CHAIR RUBALCAVA-GARCIA: So the first set of
13 policies that we have up right now is the general
14 responsibilities. Does anybody have any questions or
15 concerns about this policy? It basically outlines the
16 vision and strategy of the Board. Okay, and hearing
17 that there are none, we'll go ahead and move on to the
18 next policy.

19 So this is 4.02 which is Authority and
20 Accountability. Any questions or concerns about this
21 policy? And I can assure you -- so we -- just to kind
22 of lay down some background for this, we did hire a
23 consulting company to help us with these governance
24 policies. The company hired was Moss Adams. They did a
25 great job outlining, but it doesn't stop there. It

1 actually came back to Michele Richards, to the
2 Governance Committee, and we then gave it another review
3 and additional modifications.

4 It then went to our DAG's office, Josh, to
5 review and make sure that everything was in compliance.
6 And then we did another review and then we held a public
7 workshop. So there were definitely multiple times where
8 we went in and reviewed, made revisions, until it got to
9 this point.

10 So hearing that there are no changes to this
11 one, we can go ahead and move on to the next policy
12 which is organizational planning, 4.03. Any questions
13 or concerns about this one? Okay. Planning --

14 VICE CHAIR LA BELLE: Natalie, this is Doug.

15 CHAIR RUBALCAVA-GARCIA: Hi, Doug.

16 VICE CHAIR LA BELLE: I think the policy is
17 excellent, and it refers to the development of a
18 strategic plan. I just wanted to mention that probably
19 six years ago, the Board retained Kelly and Associates
20 to do a plan, a strategic plan. We went through a very
21 comprehensive review of strengths, weaknesses,
22 opportunities, and that report obviously needs to be
23 updated. But that could be a good beginning for the
24 work process.

25 And I was just wondering what sort of timeframe

1 you were envisioning for moving forward with the
2 development of the strategic plan should that be
3 something that's incorporated into this year's budget
4 process, or were you thinking a little more on the
5 long-term basis?

6 CHAIR RUBALCAVA-GARCIA: You know, that's a
7 great question, you know, and we can probably -- I'd
8 actually like to discuss that with the Board. So maybe
9 that's something that we can put on to the November
10 agenda, Michele?

11 CEO RICHARDS: Yes.

12 VICE CHAIR LA BELLE: Very good idea. Great
13 idea.

14 CHAIR RUBALCAVA-GARCIA: Thank you. I mean I
15 think it's definitely a full Board process, and we need
16 to make sure that we're getting everybody's opinion. So
17 thank you for bringing that up. So any additional
18 questions on this policy? Okay.

19 So hearing that there are none, we'll go ahead
20 and move on to the next policy. So this is 4.04. This
21 is Board Planning. And this basically outlines the
22 responsibilities related to developing an annual board
23 work plan. Any questions, concerns?

24 CEO RICHARDS: Natalie, there is some -- there
25 is something on page four. Oh, sorry. That's the next

1 policy coming up. I'm sorry.

2 CHAIR RUBALCAVA-GARCIA: That's okay. All
3 right. So hearing that there are no comments here, and,
4 you know, we'll open this up to the Board discussion
5 after we have public comment. We have one comment on
6 this agenda item, so -- but I just wanted to go through
7 the policies before we took public comment. And this
8 does outline training, and we'll have more to share on
9 that at the next board meeting.

10 Okay. This is 4.05. This is Financial
11 Stewardship. Michele, did you have a comment on this
12 item?

13 CEO RICHARDS: I did. It's on page four. The
14 committee wanted to bring this back to the full Board
15 for consideration and discussion. This essentially
16 changes the threshold for talent guarantees without
17 approval from the Board. Currently the threshold is at
18 300,000 dollars that the Board has given the CEO for --
19 to execute talent guarantees for our headline talent at
20 the Pacific Amphitheatre.

21 Anything over 300,000 has to come back to the
22 Board for approval. It was suggested by the committee
23 that because of the increasing cost of headline talent
24 that it might be a good idea to increase that amount
25 from 300 to 400,000.

1 VICE CHAIR LA BELLE: This is Doug. I -- I
2 certainly have no problem with increasing up to -- to
3 400,000. I'm hopeful that when we come out of the
4 pandemic, it's going to be going the other way in terms
5 of us being able to acquire talent at maybe even a
6 discounted rate given the -- given the current
7 situation. But, that being said, I have no specific
8 problem with the 400,000. It ultimately comes to the
9 Board for approval, anyway.

10 CHAIR RUBALCAVA-GARCIA: Perfect.

11 DIRECTOR AITKEN: Michele, this is -- oh,
12 sorry. Thank you so much, Natalie. Do we -- can you
13 enumerate whether we have had any acts in the last
14 couple of years that have been over the 400,000 dollars
15 limit?

16 CEO RICHARDS: We have not.

17 CHAIR RUBALCAVA-GARCIA: Okay. Great. So any
18 questions or concerns about the 400 -- we just -- the
19 intent there is to provide a little bit of flexibility
20 on this front so -- and it's -- so that was the
21 recommendation but open to additional comments there.

22 So hearing that there are none, go ahead,
23 Summer, to the next policy. And the one thing I wanted
24 to know -- and Michele, you can answer this, or
25 Barbara -- but the travel policies in that past one that

1 we reviewed, and as you know, the Board has had issues
2 with prior leadership who not always complied with the
3 travel policies in place by the State, and we just
4 wanted to make sure they were outlined in this
5 governance policy. And they are very clear there which
6 provide directions to staff and other individuals who
7 might be impacted by that policy.

8 So the next policy is 4.06 which is Risk
9 Management. Any questions or concerns about this
10 policy? Okay. And this policy is basically outlining
11 the responsibilities of the Financial Monitoring
12 Committee as well as the Audit and Compliance Committee.
13 And these are important because, as you know, we had --
14 we had issued with our audits in the past and this just
15 provides additional guidance for staff and for the Board
16 when conducting business on behalf of the fairgrounds.

17 So hearing that there are no additional
18 comments or questions, we'll go ahead and move on to the
19 next policy which is Records Management. Any questions
20 or concerns about this policy? And there's a -- oh, go
21 ahead. Sorry.

22 CEO RICHARDS: I was just going to say that
23 this -- this comment is from the -- the consultant
24 that's helping us with this project. They pulled the
25 records management policy from CDFA. And so now the

1 32nd DAA's policy mirrors the State policy exactly.

2 CHAIR RUBALCAVA-GARCIA: Perfect. And I mean
3 that was something, you know, we -- the committee asked
4 to also include additional detail because for us
5 transparency is key. We want to make sure that the
6 public request policy and guidelines are followed and
7 clearly stated for members of the public as well. So
8 although this is one of the shorter policies, it's
9 probably one of the most important.

10 All right. Hearing that there are no comments,
11 we'll go ahead and move on to the next one. So this is
12 Personnel. Any questions or concerns here? This mainly
13 outlines that staff, not including the CEO, the CEO had
14 delegated authority on this front for personnel
15 management at the fair -- at the fairgrounds, not just
16 the fair. Any questions or comments on this policy?

17 Okay. Perfect. So hearing that there are
18 none, we're going to go ahead and move on to Community
19 Relations and Advocacy. And this is mainly to outline
20 the community relations and advocacy responsibilities of
21 the Board and the CEO. Any questions -- and I think one
22 of the most important parts of this policy is that not
23 one Board member or one member of the OC Fair staff
24 represents the interests of the fairgrounds.

25 So that was one of the things we wanted to make

1 sure we highlight. It's, you know, the Board as a whole
2 is the voice of the -- of the fairgrounds. So any
3 questions or concerns about this? All right. Hearing
4 that there are none, we will move on. And I promise you
5 we are almost done. We only have two left.

6 So the next one is Sponsorships. This one just
7 outlines -- provides direction on the types of sponsors
8 we can accept on fairground property. We also have in
9 here -- outline as to certain amounts or a percentage
10 that can be assumed for any one sponsor.

11 Michele, did you have any additional comments
12 on this one because this really does --

13 CEO RICHARDS: I do. Summer, if you could
14 scroll one more -- one more page or maybe -- one more
15 after that. There's a comment at the top that I think
16 is important. So drafted into the policy is to ensure
17 that the 32nd DAA is perceived as a welcoming and
18 inclusive organization. The 32nd DAA will not enter
19 into part -- sponsorship discussions with organizations
20 that have a primary focus on either party politics or
21 religious organizations and/or activities.

22 And a note from our consultant on the project
23 is that this type of guideline can be controversial, so
24 the Board should definitely discuss the implications
25 within the context of the 32nd DAA. So we just wanted

1 to highlight that if -- if the Board wanted to provide
2 any additional input.

3 And then very important, there is a typo in the
4 original draft. That the CEO has authority to approve
5 those revenue-generating contracts but by policy the
6 Board must approve any sponsorship agreements that
7 exceed a certain percentage of the overall revenue
8 budget for the year. And there was a typo that was
9 originally three per- -- it has been three percent up
10 until now, but instead of deleting three percent, a one
11 was added.

12 So it read "that doesn't exceed 31 percent"
13 which would have been an insane amount of money for a
14 sponsorship. I think our sales team would be doing back
15 flips if we could get that. So we went back and
16 researched. It is indeed a typo. It should be five
17 percent of the overall revenue budget of the year. So
18 we just wanted to correct that.

19 CHAIR RUBALCAVA-GARCIA: Yeah. And on this
20 one, I actually thought it wouldn't be too bad to
21 increase that if we wanted to since this is
22 revenue-generating opportunities. But that's just
23 something the Board can decide. So we can keep it at
24 five percent this time and probably bring that up at the
25 future meeting, but just to remind the Board and members

1 of the public: Sponsorships are revenue-generating
2 opportunities and we -- the Board doesn't always vote on
3 what those are. Usually we're reviewing consent
4 calendar items that are related to any outgoing money
5 from the fair. In case that comes up as a question.

6 DIRECTOR AITKEN: I had a question, Chair.
7 When we're talking about sponsorship agreements, just to
8 clarify for the public, we're not talking about -- it's
9 very different than rental agreements, for instance, so
10 we cannot -- let's say, for the section that talks about
11 not entering into discussions with organizations
12 surrounding party politics or religious organizations,
13 if somebody wanted to get a booth at the Orange County
14 Fair, that would be acceptable or if somebody wanted to
15 rent the Pacific Amphitheater for a Easter or another
16 religious service, that would still be allowed?

17 CEO RICHARDS: Yes, it would. Yes, it would.
18 Yes. And thank you for the clarification. This -- this
19 policy does not involve rental agreements. This
20 involves sponsorship partnerships for the self-produced
21 events that we do.

22 CHAIR RUBALCAVA-GARCIA: So just to clarify the
23 end, simply because our consultant also brought this up,
24 so the fair would not entertain a sponsorship from a
25 political party or (inaudible) for example.

1 CEO RICHARDS: As this policy is written,
2 that's correct.

3 CHAIR RUBALCAVA-GARCIA: Okay. Anybody have
4 any questions related to this? Concerns? I also wanted
5 just to bring up -- so on page two, the last bullet does
6 talk about the family-friendly focused sponsorships that
7 we allow or that are not permitted on the fairgrounds.
8 Currently we have tobacco or vaping products, cannabis
9 or CBD products, and then hard liquor or spirits.

10 And Michele, this is just related to -- this
11 would not be like if we wanted to have a cannabis show
12 similar to the gun show on property, right? This is
13 more sponsorships from these types of businesses.

14 CEO RICHARDS: Right. It's the same -- same
15 question, again, that this is not rental agreements.
16 This is us entering into a sponsorship partnership with
17 a particular brand.

18 CHAIR RUBALCAVA-GARCIA: So if we -- let's just
19 say, how would that work out if let's just say we had a
20 cannabis -- somebody who wanted to host a
21 cannabis-related convention, or I don't know what it
22 would be called here, on fairgrounds property, what
23 would that process look like.

24 CEO RICHARDS: Well, right now there is a Board
25 policy in place that does not allow for any -- any

1 rental agreements with, you know, a cannabis-related
2 show or even CBD products. So first, we would have to
3 alter that policy in order to host an event involving --
4 involving cannabis.

5 CHAIR RUBALCAVA-GARCIA: Okay. And then was
6 that -- and I should know this, so I apologize for
7 asking this question -- was that policy put in place
8 during this revisit of our governance policies or was
9 that before it was legal in California?

10 CEO RICHARDS: It was -- it was as it became
11 legal in California.

12 CHAIR RUBALCAVA-GARCIA: Got it. Okay. And we
13 will be reviewing that in future governance policies
14 because I think we're down to our last group of policies
15 to review, right? And I don't recall seeing that there.

16 CEO RICHARDS: Yes, we are. We're reviewing
17 Groups 3 and 5 in a public review in November.

18 CHAIR RUBALCAVA-GARCIA: Okay. Okay. Great.
19 And the only reason I bring it up -- and we'll bring it
20 up -- we can review that further at that -- at meeting,
21 but there are revenue opportunities, especially with it
22 being legal in California. So -- and I won't speak more
23 about that, but we can discuss that at our -- at our
24 workshop. We could just highlight that item.

25 All right. So if there are no other questions,

1 we'll go ahead and move on to the next policy item on
2 the agenda, and that is District Response to Acts of
3 Hate and Discrimination. And this is a real important
4 policy. I know for many of us on the Board of Directors
5 as well as our CEO and the fair staff, you know, we have
6 had some issues in the past, and we just wanted to make
7 sure that the language within this policy is
8 comprehensive and works for everybody on the Board and
9 members of the public. So any questions, concerns,
10 additions to this policy?

11 All right. So hearing that there are none, why
12 don't we go ahead and take public comments on the
13 governance policies.

14 SECRETARY ANGUS: We have Reggie Mundekis.
15 Reggie, when you're ready.

16 REGGIE MUNDEKIS: Hi.

17 SECRETARY ANGUS: Go right ahead, Reggie.

18 CHAIR RUBALCAVA-GARCIA: Reggie, you're on
19 mute.

20 REGGIE MUNDEKIS: Okay. Better? Okay.

21 SECRETARY ANGUS: We can hear you now.

22 REGGIE MUNDEKIS: Okay. Thank you, Board and
23 staff and consultants, for these policies. We have come
24 a long way from where we were just a short period of
25 time ago. And these are policies which make a

1 difference, and I'm looking forward to the next set of
2 policies at the next workshop.

3 And regarding cannabis, the City of Costa Mesa
4 has a ballot initiative this November ballot regarding
5 cannabis sales in the city of Costa Mesa. So you may
6 want to wait to see where that comes out when -- you
7 know, before you start formulating policy to see if the
8 City is going to maintain a ban on sales with certain
9 cannabis-related activities outside of a small area
10 north of the 405 or if they're going to allow those
11 activities in other parts of the city. So thank you.

12 SECRETARY ANGUS: That's all for public
13 comment, Chair Rubalcava-Garcia.

14 CHAIR RUBALCAVA-GARCIA: Sorry. I'm -- I do
15 that mute thing at least once a day. So thank you so
16 much.

17 Can I go ahead and get a motion or any further
18 discussion on this agenda item from the Board of
19 Directors?

20 DIRECTOR CERVANTES: I so move that we approve.

21 CHAIR RUBALCAVA-GARCIA: Thank you.

22 VICE CHAIR LA BELLE: Second.

23 CHAIR RUBALCAVA-GARCIA: Perfect. Can I get a
24 roll call, please, Summer.

25 SECRETARY ANGUS: Yes. Chair Rubalcava-Garcia?

1 CHAIR RUBALCAVA-GARCIA: Yes.

2 SECRETARY ANGUS: Vice Chair La Belle?

3 VICE CHAIR LA BELLE: Yes.

4 SECRETARY ANGUS: Director Cervantes?

5 DIRECTOR CERVANTES: Yes.

6 SECRETARY ANGUS: Director Ruiz?

7 DIRECTOR RUIZ: Yes.

8 SECRETARY ANGUS: Director Bagneris?

9 DIRECTOR BAGNERIS: Yes.

10 SECRETARY ANGUS: Director Aitken?

11 DIRECTOR AITKEN: Yes.

12 SECRETARY ANGUS: Director Pham?

13 DIRECTOR PHAM: Yes.

14 SECRETARY ANGUS: And Director Kovacevich?

15 DIRECTOR KOVACEVICH: Yes.

16 SECRETARY ANGUS: Thank you.

17 CHAIR RUBALCAVA-GARCIA: Perfect. Thank you.

18 All right. So we are on to our -- one of our final
19 agenda items but Item F which is an update on the 2021
20 OC Fair planning. I'm going to go ahead and turn this
21 over to CEO Michele Richards for an informational item.

22 CEO RICHARDS: Thank you. So the overview that
23 we gave last month has continued to evolve as we build
24 the 2021 budget particularly focusing on the OC Fair.
25 Moving into November, we will begin working on

1 operational details and continue to report out each
2 month on our progress. So our resulting budget and the
3 changing Covid-19 landscape will be huge factors that go
4 into our 2021 fair planning.

5 We are focusing on big picture items right now
6 in order to complete the budget. And then we'll be able
7 to drill down on the myriad of operational details that
8 will need to be addressed. And we said that we wanted
9 to take the Board and the public on this journey with
10 us. So I'd like to share some of the dashboard metrics
11 and sources of information that we are continuing to
12 watch.

13 First and foremost, we will be meeting next
14 week on Tuesday with Dr. Clayton Chau who is the public
15 health officer for the Orange County Healthcare Agency.
16 We believe it will be critically important to have him
17 walk alongside us as we plan the fair to truly
18 understand what all the emerging guidelines are.

19 We are obviously closely watching other
20 California fairs and theme parks, and we've all been
21 following the information coming out of Disneyland. It
22 was a little bit of a setback for us regarding
23 Disneyland reopening guidelines, but we realized we're
24 not a theme park. And so we are also working very
25 closely with the California Department of Food and

1 Agriculture to take our questions to the governor's
2 office.

3 So we're asking for guidance on what that might
4 mean for fairs in 2021. Okay. We also look at
5 California and Orange County Covid infection rates.
6 Right now those rates are steady. We're just on the
7 cusp of going from red tier into the orange tier. We've
8 already been informed that theme parks will only be
9 allowed to open once the county reaches the yellow tier.
10 How long that will take is anyone's guess, but we're
11 keeping a close eye on that as well.

12 We're also very much studying the California
13 fair industry, and sadly, there are 11 California fairs
14 that are currently in layoff mode, and mainly due to
15 financial challenges and really the inability to even
16 have enough working capital to host a fair.

17 We already know that the Riverside County Fair
18 that was originally scheduled for February -- 14th
19 through the 23rd has been canceled. And then CDFA, the
20 California Department of Food and Agriculture, is
21 actually actively working on governor's orders with a
22 handful of California fairs to begin transitioning them
23 from the State system into more of a JPA model or a
24 non-profit fair association or add association model,
25 and that's really just to be able to have those fairs

1 survive from a financial standpoint. Okay.

2 So some information -- we -- I presented this
3 last month, but I'll go through and remind everyone and
4 then we have a few updates on the big picture planning.
5 We are still doing our planning around a modified 21-day
6 fair to open on July 16th, closing on August 8th, will
7 be dark on Mondays. So that's 21 days with dark on
8 Mondays.

9 Now the budget that we will review with the
10 Board in the study session and with the public is going
11 to be based on these assumptions, but we plan to do our
12 monthly reforecast depending on what the landscape looks
13 like during that timeframe. We're still holding on a
14 30,000 person per day capacity for our attendance. And
15 that's a 50 percent reduction of our typical daily
16 attendance at the fair.

17 Advanced ticket sales only, it's the only way
18 that we'll be able to truly cap attendance and control
19 the number of people that will be here. Just to give
20 everybody an idea, 30,000 dollars per day is a very,
21 very slow, sleepy day at the OC Fair. In fact, it's
22 quite depressing for us on a regular year. If we were
23 to dip that low in a daily attendance, some staff would
24 not be happy. So I just want to set the stage for
25 really truly how few people that is on the fairgrounds

1 in a single day.

2 We are working on contactless transactions at
3 our gate operations when we welcome guests during the
4 time that they enter the parking lot and pay for parking
5 and when they purchase carnival tickets. So all of that
6 is going contactless, and we're -- we're working on the
7 plans now. We will not be offering the super pass this
8 year. There's no way for us to be able to control
9 capacity if people can come in with a super pass at any
10 time that they want.

11 We have sold, prior to Covid we sold 5500 super
12 passes for 2020. We will honor those super passes. We
13 are going to strategically reduce the number of
14 concessionaires to meet the demand. We don't need as
15 many concessionaires but we want to take lots of things
16 into consideration including a good mix of food, the
17 sizes of the different food concessionaire stands, and
18 then our layout.

19 Unfortunately, because of restrictions, we will
20 not be able to host our Club OC group event area. We
21 will welcome group ticket sales, but it will have to go
22 on the advanced tickets sales plan. And again, another
23 part of the fair that we welcome is the opportunity to
24 thank all of our business contacts, our partners, the
25 people that help make the fair happen. We host a

1 business development dinner on a nightly basis, and
2 unfortunately because of restrictions, we will have to
3 suspend with that in 2021.

4 We're going to use the Breezeways, the
5 Promenade, and the Pavilion to host our competitive
6 exhibits and close the buildings and move our shopping
7 program outdoors. We will be strategically realigning
8 our stages and other entertainment venues that won't
9 allow for fixed or socially-distanced attendance. So
10 those attractions that have a -- an unstructured large
11 crowd gathering, we will have to realign that to allow
12 for proper distancing.

13 And then we have a great opportunity as we sort
14 of bring the fair down to a smaller level is to focus
15 our programming that showcases our agriculture and our
16 heritage and service of our mission. So we will be
17 working diligently to complete the budget. Once we have
18 our budget worked out then we'll be able to go in and
19 complete all of those operational details and we'll have
20 more to present to the Board in November and December.

21 CHAIR RUBALCAVA-GARCIA: Perfect. Thank you,
22 Michele. I actually have a question. I think it was
23 10D, one of your slides back towards the beginning of
24 your presentation of the state.

25 CEO RICHARDS: Yes.

1 CHAIR RUBALCAVA-GARCIA: Can you elaborate on
2 that a little bit? It kind of went by really quickly.

3 CEO RICHARDS: Are you talking about the
4 transition from -- from a state being a state agency as
5 opposed to -- yes. So I'm on regular calls with CDFA,
6 along with the CEOs of all of the California fairs, and
7 the District Ag Associations have been instructed to
8 begin conversations about transitioning away from the
9 state model.

10 You might remember that in the -- the
11 governor's made revise of the budget there was a
12 statement regarding fairs, that the State would be
13 working with fairs over the course of the next year or
14 so to do that transition. It's absolutely necessary for
15 a lot of the smaller fairs that are in deep, deep
16 financial trouble, they're a burden on the State, and
17 the State is asking that they be transitioned into a
18 more local non-profit-type model.

19 That's not something that fits us right now.
20 We are not on that list, but I think it's really
21 interesting to see what's happening with other fairs
22 across the state. So we'll -- I'm staying very close to
23 the folks at CDFA regarding that. But right now, we're
24 in decent shape financially. We hope to be able to
25 weather the storm, and I hope we'll never get to the

1 situation that a lot of our smaller fairs are dealing
2 with throughout California.

3 CHAIR RUBALCAVA-GARCIA: Thank you. And I
4 don't know if members of the Legislative Committee think
5 it's appropriate, but I almost feel like we should have
6 somebody from that committee on these called just to be
7 aware of what's going on because from a transparency
8 perspective I think it might be good -- Director Aitken,
9 you're on that committee, what are your thoughts?

10 DIRECTOR AITKEN: No. I would be happy to do
11 that with -- with Michele because one of my concerns in
12 going forward is just recognizing the sensitive nature
13 that this is given the history before any of us were on
14 the board, but given the history of what can be done.

15 I also would like to really -- I don't know if
16 Michele has any information on this, but when we're
17 talking about how they're transitioning to more local
18 control, are they talking about moving more towards the
19 non-profit model that the LA fair is doing, or are they
20 talking about trying to transition the fairs into more
21 of a county controlled? Because given our success, I
22 know that there's -- probably would be a lot of local
23 jurisdiction that would like to take a piece of our pie
24 to -- for a lack of a better term.

25 So is there any insight on, you know, what

1 they're trying to do with the smaller non-profitable
2 fairs at this time.

3 CEO RICHARDS: I wish I could say that things
4 are very organized but they are not, and the discussions
5 are very early on. We felt it was important to put it
6 out there in full transparency that these discussions
7 have started with some of the smaller fairs. And I
8 don't know that there would be one size fits all,
9 Director Aitken, I think it would depend entirely on,
10 you know, the location of those fairs that are affected.

11 So some it would make more sense if they
12 already have a, you know, a fair foundation that it
13 might transition to, you know, to oversight by that --
14 that foundation, that nonprofit. Some that maybe have a
15 more robust relationship with local government, you
16 know, at a county level, it might make more sense for
17 those fairs to go in that direction.

18 But I have not heard of any fair yet that
19 has -- has fully transitioned. So it's very, very early
20 on in those discussions, and I would certainly welcome
21 your involvement in those calls. I think that's a great
22 idea.

23 CHAIR RUBALCAVA-GARCIA: Perfect. Thank you.
24 Thank you, Director Aitken. So I think we had one
25 public comment on this, correct me if I'm wrong, Summer,

1 I might be.

2 SECRETARY ANGUS: No, no. You're completely
3 correct. Reggie Mundekis, when you're ready.

4 REGGIE MUNDEKIS: Hi, Reggie Mundekis, and I'd
5 like to thank staff for their work on the 2021 fair.
6 We're in a very tricky time as we all know, and thank
7 you for working on this knowing that plans can change at
8 any moment. Regarding the neighbors -- I'm just raising
9 an issue just to get it on the -- in the list of things
10 that have to be considered -- parking in the
11 neighborhoods is an issue every year every fair and even
12 with some large events.

13 So if we have a 2021 fair, think about how
14 we're going to make sure there's no parking in the
15 neighborhoods. It's -- something like that would go
16 from just being an annoyance to people being really
17 upset because you would have large numbers of people
18 potentially in the neighborhoods. One way of handling
19 that may be when tickets are sold, you have to buy a
20 parking pass that's good for the day of your ticket.
21 And there's some other ways of handling that, but I just
22 want to get that in the queue of the many things that
23 are being considered.

24 And I share your concerns about transitioning
25 fairgrounds from state controlled to private or other

1 governmental control. And I appreciate you fronting the
2 issue, and if we can get more information on this. I
3 realize it's a fluid situation, and that it's not a
4 clear-cut decision process at this point. But maybe
5 some things like what fairgrounds are in discussions for
6 being transitioned?

7 Knowing too much about the way this is, you
8 know, how bad somebody's fairgrounds are, and I have my
9 own list that I think may be on the list including Kern
10 County Fairgrounds, but maybe figure, you know, start to
11 discuss in public, like, who's being transitioned and
12 how it's being done. And I share everybody's concerns
13 that we don't go through the very painful period of time
14 that we went through when our property -- when our
15 fairgrounds was put up for sale, so thank you and --

16 CHAIR RUBALCAVA-GARCIA: Thank you. Thank you,
17 Michele. And as we move to the close of our agenda, I
18 want to take a minute and first recognize somebody who
19 served during one of the -- probably the most difficult
20 times in the fair's history. I want to take a minute to
21 recognize on behalf of the Orange County Fair Board,
22 Sandra Cervantes, our past Chair. We would like to
23 honor her commitment and dedication to the Board of
24 Directors during her term in 2019 and 2020.

25 And just to highlight, I know I don't even have

1 to say this, but she did lead during a very difficult
2 time (inaudible) having to decide to cancel the fair,
3 transitioning from the previous CEO who served under
4 five years to our new CEO. She was really front and
5 center during some major, major, major issues that were
6 occurring at the fair.

7 She also implemented various things from making
8 sure the governance process was moving forward. We were
9 able to complete several audits under her leadership, so
10 I know I'm missing some things, but I just wanted to
11 make sure that she -- acknowledge all of her work and
12 dedication. So if any other Board members would like to
13 say anything on behalf of the Board, please feel free to
14 do so now.

15 VICE CHAIR LA BELLE: Chair Natalie, I would
16 like to ditto what you said. Probably the most
17 difficult time for a chairperson and the CEO is what
18 we've gone through in the last year. And I want to
19 compliment Sandra on her leadership and her diligence
20 and her support to move the efforts of the OC Fair &
21 Event Center forward and much appreciate all the work
22 that she has done not only as Chair but as Board member
23 over the years that she's been on the board.

24 DIRECTOR RUIZ: Yes. I wanted to also echo and
25 thank Sandra for her leadership. It was a pleasure

1 working with her when I was a Chair. She did a great
2 job, like Natalie and Doug both said, during this year,
3 this pandemic. She did a fantastic job, along with
4 Michele, and I just wanted to say thank you for her
5 leadership and her friendship which means a lot to me.
6 Thank you.

7 CHAIR RUBALCAVA-GARCIA: So Sandra, on behalf
8 of the Board, we do have a plaque for you with a gavel
9 which we hope that you'll appreciate. But that's not
10 all. We also actually received a recognition from the
11 Consulate of Mexico which I actually I -- Michele, do
12 you have a copy of it? I have a picture of it that I
13 can share if I can share my screen.

14 CEO RICHARDS: Yes. Oh, I don't have a picture
15 of it. I'd have to hold my phone up, but go ahead and
16 describe it, Natalie, it's such an honor.

17 CHAIR RUBALCAVA-GARCIA: So Mario Cuevas
18 Zamora, he is the Mexican Consul, and he did provide a
19 recognition for Sandra in honor of her dedication and
20 commitment to the fairgrounds during her term. So this
21 is a great honor to get, and I just wanted to make sure
22 that Sandra was -- it was mentioned because she did work
23 very hard during her -- her time as Board Chair.

24 And Sandra, anything you'd like to say?

25 DIRECTOR CERVANTES: Thank you so much,

1 Director Rubalcava-Garcia. It was a real pleasure being
2 part of that transition period on the Board, as you and
3 Director La Belle have stated. It was -- it was tough.
4 It was great that we were able to go ahead and move
5 forward with an early cancellation of the actual OC Fair
6 so we could move and manage and be proactive and get a
7 lot of other things done and bring them to completion.
8 And I am honored that I was given that opportunity to go
9 ahead and work with you and work with everybody. And
10 thank you. Thank you, again.

11 CHAIR RUBALCAVA-GARCIA: No. Thank you for
12 your work. And I also didn't mention the virtual fair
13 which was an idea that definitely was led, driven, and
14 pushed by Chair Cervantes, so thank you.

15 DIRECTOR CERVANTES: Well, thank you again for
16 all of you guys.

17 CHAIR RUBALCAVA-GARCIA: You're welcome. So
18 the final item on here is the Board of Directors matter
19 of information. Would anybody like to share? We can go
20 ahead and start with Director Aitken.

21 DIRECTOR AITKEN: Thank you. I also want to
22 echo congratulation to past Chair Cervantes. It's a
23 thankless job, it's a lot of work, and she just did it
24 with grace.

25 One thing I just wanted to share for those of

1 you that have had -- been able to go to our Speak Up
2 Veterans events that we previously have had at Heroes
3 Hall, Chance Theater, which is the theater in Anaheim
4 that puts that program on, is having their -- it's a
5 virtual variety hour telethon on Friday, October 30th.

6 It's a free event that they're trying to --
7 that they're going to be putting on so if anyone has any
8 interest to have a free, fun, Friday date night and just
9 support the artists at Chance Theater. You can go to
10 their website which is chancetheater.com, and I'll put a
11 link up -- up on my Facebook page for those that are
12 interested. But they've supported Heroes Hall before
13 and would love to have anyone in the audience that would
14 like to support them be there, so that's it. Thank you
15 very much.

16 CHAIR RUBALCAVA-GARCIA: Thank you. Director
17 Ruiz, anything to add?

18 DIRECTOR RUIZ: Yeah. I just wanted to, again,
19 congratulate ex-Vice Chair -- I mean Chair Sandra
20 Cervantes and, again, the great work that she did. And
21 I'm looking forward as you being our Chair, Natalie,
22 keep up the great work, great meeting, and I look
23 forward to working with you the next 10, 11 months.

24 CHAIR RUBALCAVA-GARCIA: Thank you. Director
25 La Belle?

1 VICE CHAIR LA BELLE: Yes. Again,
2 congratulation, and thanks to Sandra Cervantes for all
3 of her hard work and efforts. And I know she's going to
4 continue to be a very active member of the Board. And
5 I'm also looking forward to working with all of the
6 Board in terms of the next year or so and all the
7 challenge that we know we're going to face with
8 Covid-19. And somewhere down the road this will sort of
9 sort itself out and we'll all get better and in the
10 interim everybody stay safe and that's it. Stay safe.

11 CHAIR RUBALCAVA-GARCIA: Thank you. Director
12 Cervantes?

13 DIRECTOR CERVANTES: Well, again, thank you,
14 everybody. Stay safe, and certainly one of the items
15 that was forgotten is that Natalie Rubalcava-Garcia also
16 received the same recognition from Mario Cuevas, the
17 Mexican Consulate, also for her strong commitment to the
18 community. And also I am so excited that she was able
19 to go ahead and bring to the Board this year the
20 information sharing on divisibility of Hispanic Heritage
21 Month in a really positive and constructive way that had
22 a beginning and an ending. So thank you so much for
23 that. And thank you Director Ruiz and Director Aitken
24 for all of your hard work as well. Buh-bye.

25 CHAIR RUBALCAVA-GARCIA: Thank you. Director

1 Kovacevich?

2 DIRECTOR KOVACEVICH: Yeah. Echo the
3 congratulation to Director Cervantes, and, you know, I
4 wasn't on the Board during the whole last year, but from
5 what I know, it was certainly difficult as being a
6 leader of a company through everything that's happened
7 in the last year. I know it's not easy, and I
8 appreciate the commitment from all the directors and
9 certainly from Director Cervantes as a Chair, and for
10 you as well, Chair Rubalcava-Garcia, for stepping up and
11 continuing to lead the Board.

12 This was a great meeting. I appreciate
13 everybody who participated. I appreciate the management
14 team for working really hard on thinking through next
15 year's fair. You know, just reading everything that,
16 you know, seems like it went into consideration, it's a
17 lot of work. This is a whole new world and having to
18 reinvent the way that we do things is not easy. So
19 tremendous work so far. I know you guys are going to do
20 a phenomenal job next year when we can actually put on a
21 fair and we all look forward to that. So thank you and
22 stay safe, everyone.

23 CHAIR RUBALCAVA-GARCIA: Thank you. Director
24 Pham?

25 DIRECTOR PHAM: Yeah. You know, echo everyone

1 else, everyone, you know, said it pretty succinctly.
2 Really appreciate everything Sandra's done, especially
3 during these challenging times.

4 CHAIR RUBALCAVA-GARCIA: Thank you. Director
5 Bagneris, I'm not sure if you're able -- or if you're on
6 the call. Is she on here? I -- I think Director
7 Bagneris had to jump off. So I'll -- I think I got
8 everybody. Did I miss anybody? My only final comments
9 are thank you to staff and everybody for making another
10 successful board meeting and allowing us to engage the
11 public this past month and today.

12 And I also just wanted to highlight, you know,
13 during this economic recovery period there are several
14 economic forecasts that are being conducted. So one of
15 the ones I wanted to highlight is the fall forecast that
16 is conducted by Cal State Fullerton and the Orange
17 County Business Council. I high encourage that you take
18 a -- take some time to look at the projections that are
19 being made and some of the impacts that we're seeing to
20 not only our business community seems to be recovering
21 well when you look at certain industry sectors.

22 But some of our most vulnerable in our
23 community include, you know, hospitality workers,
24 tourism which is a major industry here in Orange County,
25 and those are not recovering well. So I -- I just

1 encourage you to take a look at this and see how you
2 might be able to help, or, you know, just -- I think
3 knowledge is power, so if you can get as much
4 information on the topic, it's definitely helpful to
5 you, your business, and your community, so I'll give a
6 link to that to Michele and perhaps we can put it
7 somewhere on social media or something, if that's okay,
8 Michele. And with that, this meeting is adjourned, so
9 thank you.

10 (Whereupon, the OCFEC Board of Directors
11 Meeting was hereby adjourned at 11:35 a.m.)
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE
OF
CERTIFIED SHORTHAND REPORTER

* * * *

The undersigned Certified Shorthand Reporter of the
State of California does hereby certify:

That the foregoing Proceeding was taken before me
at the time and place therein set forth.

That the statements made at the time of the
Proceeding were recorded stenographically by me and were
thereafter transcribed, said transcript being a true and
correct copy of the proceedings thereof.

In witness whereof, I have subscribed my name, this
date: 10/30/2020

Patricia Garrido

Patricia Garrido, CSR No. 14364

<hr/> <p>1</p> <hr/> <p>10 21:24 26:22 37:3 77:23 10,000 23:21 100 37:1 10:00 28:4,6 10D 68:23 10th 28:3,6 40:17 11 65:13 77:23 11:00 14:12,13 11:35 81:11 12 9:13 12-month 45:21 14.9 11:16 14th 65:18 16.8 12:2 27:20 16th 66:6 17.11 11:14 18.5 12:4 180,000 14:16 1:00 14:2,5 1st 13:22</p> <hr/> <p>2</p> <hr/> <p>20 24:3,4 37:1 39:5 20-plus 39:5 2018 43:7 2019 73:24 2020 4:4 11:5,19 12:9 27:19 67:12 73:24 2021 9:11,16,17 10:17,22 28:3 37:4 63:19,24 64:4 65:4 68:3 72:5,13 2022 37:4 21 66:7 21-day 66:5 22 4:4 235,762 13:5</p>	<p>23rd 13:7 65:19 24th 14:23 25-year 35:18 27.8 11:10 27th 13:23 288,000 12:6</p> <hr/> <p>3</p> <hr/> <p>3 60:17 3,011,789 11:7 30 23:13 24:3,4 30,000 66:14,20 300 52:25 300,000 52:18,21 30th 10:12 11:7 13:11,14 47:23 77:5 31 57:12 31st 14:20 32nd 4:1 7:2,11 55:1 56:17,18,25 35 10:24 360 13:11 38 12:9 27:21 3:00 13:10 14:24</p> <hr/> <p>4</p> <hr/> <p>4 47:18 48:13 4,000 23:24 4.02 49:19 4.03 50:12 4.04 51:20 4.05 52:10 4.06 54:8 4.8 11:8 40 10:24 23:13 44:7 400 22:22 24:8 53:18 400,000 52:25 53:3,8,14 405 62:10</p>	<p>45.8 11:9</p> <hr/> <p>5</p> <hr/> <p>5 60:17 50 23:13 44:17, 20 66:15 5500 67:11 5th 28:3,4</p> <hr/> <p>6</p> <hr/> <p>6 7:21 6:00 14:13</p> <hr/> <p>7</p> <hr/> <p>7 16:16 7:00 13:10 14:12 7th 30:24</p> <hr/> <p>8</p> <hr/> <p>8 17:21 8-point 9:7,15 830,170 43:17 45:5 8th 66:6</p> <hr/> <p>9</p> <hr/> <p>9 25:1 9:00 4:5 14:2,5, 24 9:03 6:4 9:46 6:4</p> <hr/> <p>A</p> <hr/> <p>a.m. 4:5 6:4,5 13:10 14:12,24 28:4,6 81:11 AB-1499 42:19 abatement 8:12 abeyance 37:14 absolutely 37:19 69:14</p>	<p>Abstain 17:7 accept 45:2 46:12 47:12 48:18 56:8 acceptable 58:14 accepted 18:5 access 8:25 10:13 Accountability 49:20 achievement 8:3 acknowledge 30:18 74:11 acquire 53:5 act 8:19 action 4:15 8:16 17:24 18:1 31:20 active 78:4 actively 65:21 activities 56:21 62:9,11 acts 53:13 61:2 actual 11:25 76:5 Ad 26:25 ADA 38:9 40:13 Adams 49:24 add 13:16 24:20 27:24 65:24 77:17 added 13:22 57:11 adding 13:19 addition 19:5 additional 33:3 34:25 36:11 45:22 50:3 51:17 53:21 54:15,17 55:4 56:11 57:2 Additionally 12:19 38:13 additions 61:10 address 18:6,9 25:13 32:20 addressed 23:3, 25 33:2 40:8,13 64:8 addressing 38:10</p>	<p>adjourned 81:8, 11 adjusted 20:24 administer 13:13 administration 34:18 admission 14:25 adopt 45:2 advance 13:25 advanced 66:17 67:22 advantage 23:4 advice 7:3 advocacy 55:19, 20 affected 71:10 Ag 69:7 agency 13:11 22:18 64:15 69:4 agenda 4:14,17 6:2 7:5,13 16:16 17:21,23 18:5,7, 8 24:18,22 26:22 27:3 28:11,20 30:17 35:12 36:12 42:16,22 47:17 51:10 52:6 61:2 62:18 63:19 73:17 agendized 27:3 28:16 agree 29:21 39:21 agreement 33:19 46:1 agreements 57:6 58:7,9,19 59:15 60:1 AGRICULTUR AL 4:1 agriculture 4:21 65:1,20 68:15 ahead 4:13 7:2, 12 12:12 18:16, 19 20:9 21:12 25:19 26:22 28:10,12,20 30:19 35:16</p>
---	---	---	--	--

42:22 47:21 48:12,17 49:17 50:11 51:19 53:22 54:18,21 55:11,18 61:1, 12,17 62:17 63:20 75:15 76:4,9,20 78:19 air 39:11 Aitken 5:17,18 6:12,13 16:20 17:8,9 26:11,12 28:14,21,24 30:10,11,21 34:1 42:9,10 45:15,16 46:4 47:4,5 48:7 53:11 58:6 63:10,11 70:8,10 71:9,24 76:20,21 78:23 all-employee 9:7 Allegiance 4:24 5:4 allowed 17:22 58:16 65:9 allowing 49:6 80:10 alongside 64:17 alter 60:3 amazing 8:2 America 19:5 amount 11:8 13:4,5 43:11 52:24 57:13 amounts 56:9 Amphitheater 58:15 Amphitheater's 8:14 Amphitheatre 33:12 52:20 Anaheim 77:3 and/or 10:8 25:9 56:21 Angus 5:8,10,12, 14,16,19,21 6:3, 6,8,11,14,16,18, 22,25 16:23,25 17:2,4,6,8,10,12,	14,16,19 18:12, 19 20:4,8 21:9, 12 22:7 23:8 24:14 26:2,4,6,9, 11,13,15,17,20 29:25 30:2,4,6,8, 10,12,14 32:10, 16 33:25 35:13, 16 36:8 41:23 42:1,3,5,7,9,11, 13 45:11 46:18, 21,23,25 47:2,4, 6,8 48:22 49:1,7, 10 61:14,17,21 62:12,25 63:2,4, 6,8,10,12,14,16 72:2 animals 15:7 Announcements 7:22 annoyance 72:16 annual 44:3 51:22 answering 31:13 anyone's 65:10 Apologies 20:10 apologize 48:8 60:6 apply 16:5 appointment 10:11 13:9,15 approach 36:20 approval 29:3 52:17,22 53:9 approvals 15:5 approve 16:17, 19 25:20,21 28:23 29:10 41:11,12 42:17 43:22 46:8 47:18 57:4,6 62:20 approved 15:4 approximately 14:15 area 8:20 37:1 62:9 67:20 areas 10:18 35:21 38:14,15 39:6,9 40:10	arrived 8:12 artists 77:9 as-needed 38:21 Ashleigh 16:22 34:9 36:16 41:5 asphalt 38:21 Assembly 43:7 assist 33:11 Associates 50:19 association 4:1 9:2 65:24 Associations 9:4 69:7 assumed 56:10 assuming 46:5 assumptions 66:11 assure 7:8 26:23 49:21 at-risk 21:24 22:1 Attempt 12:20 attendance 66:14,16,18,23 68:9 attended 47:25 48:4,5 attractions 68:10 audience 77:13 audit 30:18,23 31:1,18 54:12 audits 54:14 74:9 August 66:6 authority 7:16 29:13,19 49:19 55:14 57:4 Autosonic 12:15 avoid 19:20 award 8:12 aware 19:4 70:7 <hr/> B <hr/> back 7:21 10:25 15:8,20 23:25 29:12 31:6,15	37:4,6,12 43:6 49:9 50:1 52:14, 21 57:14,15 68:23 back-up 33:6 background 49:22 backup 34:5,19, 21 bad 57:20 73:8 Bagley-keene 26:24 Bagneris 5:16 6:11 17:15,16,17 26:9,10 30:8,9 42:7,8 47:2,3 63:8,9 80:5,7 balance 12:9 ballot 62:4 ban 62:8 bankrupt 22:23 Barbara 47:20 53:25 based 66:11 basically 36:25 38:5 49:15 51:21 54:10 basis 37:2 38:21 39:1 51:5 68:1 battery-powered 34:22 beach 8:9 bear 48:13,22 began 11:17 begin 5:3 28:2 63:25 65:22 69:8 beginning 50:23 68:23 78:22 behalf 54:16 73:21 74:13 75:7 Belle 5:10,11 6:6, 7 17:2,3 25:24 26:4,5 27:24 28:7 29:17 30:2, 3 31:8 32:11 33:16 36:11,13 39:22 40:2,24 41:16,18 42:1,2	46:21,22 48:7 50:14,16 51:12 53:1 62:22 63:2, 3 74:15 76:3 77:25 78:1 beneficial 39:2 berm 8:14 big 8:23 38:23 39:14 49:10 64:5 66:4 bigger 49:8,9 Bill-1499 43:7 bit 49:5 53:19 64:22 69:2 board 4:3 5:25 7:2 9:9 11:18 16:17 17:23 18:6,9,21 19:10, 25 21:2,3,6 23:12 25:3,7,8, 12,14 27:1,4,11 29:2 30:25 31:5, 17,19 32:3,21 33:5 34:11 36:22 40:17 41:9 42:18,20,24 43:21,22 45:4,14 47:18 48:5,17 49:16 50:19 51:8,15,21,22 52:4,9,14,17,18, 22 53:9 54:1,15 55:21,23 56:1,24 57:1,6,23,25 58:2 59:24 61:4, 8,22 62:18 64:9 66:10 68:20 70:14 73:21,23 74:12,13,22,23 75:8,23 76:2,18 78:4,6,19 79:4, 11 80:10 81:10 Board's 41:2 Book 12:21 booth 15:25 58:13 brand 59:17 branding 28:15, 22 29:6,10 breach 7:10
---	--	--	---	---

<p>break 39:13</p> <p>breaking 38:10</p> <p>Breezeways 68:4</p> <p>briefed 27:12 46:10</p> <p>briefly 35:24 48:15</p> <p>brighter 21:4</p> <p>bring 8:6 23:25 29:12 52:14 57:24 59:5 60:19 68:14 76:7 78:19</p> <p>bringing 11:2 51:17</p> <p>brought 31:6 58:23</p> <p>budget 9:18 10:1, 22 11:1,9,11,15 27:12,19 28:3 33:17,18,21 35:23 37:18 38:7 40:16 44:11 45:18 51:3 57:8, 17 63:24 64:2,6 66:9 68:17,18 69:11</p> <p>budgetary 31:22</p> <p>budgeted 11:7</p> <p>budgeting 36:23</p> <p>Buh-bye 78:24</p> <p>build 63:23</p> <p>building 34:18, 20</p> <p>buildings 34:21 68:6</p> <p>bullet 59:5</p> <p>burden 69:16</p> <p>business 54:16 67:24 68:1 80:17,20 81:5</p> <p>businesses 22:22 59:13</p> <p>busy 8:13</p> <p>buy 72:19</p>	<p style="text-align: center;">C</p> <hr/> <p>Cal 80:16</p> <p>calendar 25:1,2, 11,16 58:4</p> <p>California 10:8 19:6,23 43:9,16 44:4 60:9,11,22 64:20,25 65:5, 12,13,20,22 69:6 70:2</p> <p>call 4:13 5:7 17:17 19:4 26:1 29:24 31:8 41:22 46:16 62:24 80:6</p> <p>called 59:22 70:6</p> <p>calls 69:5 71:21</p> <p>camp 21:24,25</p> <p>cancel 74:2</p> <p>cancellation 11:5</p> <p>canceled 8:3,23 65:19</p> <p>cancellation 76:5</p> <p>cannabis 59:8, 11,20 60:4 62:3, 5</p> <p>cannabis-related 59:21 60:1 62:9</p> <p>cap 66:18</p> <p>capacity 15:6 66:14 67:9</p> <p>capital 31:22 33:18 35:5 38:25 39:14 40:12 65:16</p> <p>capturing 48:3</p> <p>Care 13:11 22:18</p> <p>carnival 67:5</p> <p>cars 12:23</p> <p>case 11:20 22:13, 21 33:8 58:5</p> <p>cash 11:15 12:9 27:22</p> <p>categories 38:17</p> <p>category 4:15 39:9</p>	<p>caught 21:13</p> <p>caused 7:10</p> <p>caveat 29:11</p> <p>CBD 59:9 60:2</p> <p>CCA 39:14</p> <p>CDFA 54:25 65:19 69:5,23</p> <p>celebration 4:20</p> <p>cell 20:10</p> <p>Centennial 10:3 15:3,7</p> <p>center 4:2,20 10:7 20:15 21:18 24:21 29:12,20 43:10 74:5,21</p> <p>CEO 4:10 7:21, 23,25 13:16 15:19 16:1,13 24:19,24 25:4,17 27:13 28:5,8 43:3 45:25 47:10 48:20,24 49:3,11 51:11,24 52:13, 18 53:16 54:22 55:13,21 56:13 57:4 58:17 59:1, 14,24 60:10,16 61:5 63:21,22 68:25 69:3 71:3 74:3,4,17 75:14</p> <p>CEOS 69:6</p> <p>Cervantes 5:12, 13 6:8,18,19,23, 24 16:19 17:4,5 25:21 26:6,17,19 29:15,16,21 30:4,5 41:12,13, 15 42:3,4 46:13, 15,23,24 62:20 63:4,5 73:22 75:25 76:14,15, 22 77:20 78:2, 12,13 79:3,9</p> <p>cetera 32:1 39:11,12</p> <p>Chair 4:12 5:6,8, 9,10,11,23 6:6,7, 20 7:1,24 15:21 16:7,14,21,24,25 17:1,2,3,20 24:14,16,20,25</p>	<p>25:12,13,18,23, 24,25 26:2,3,4,5, 21,25 27:8,23,24 28:7,9,17 29:17, 23,25 30:1,2,3, 16 32:6,11,14 34:1,7 35:10 36:9,10,13 39:21 40:2,23 41:14, 16,18,19,21,23, 24,25 42:1,2,15 43:23 45:4,9,13, 15 46:9,14,18, 20,21,22 47:13 48:25 49:4,8,12 50:14,15,16 51:6,12,14 52:2 53:1,10,17 55:2 57:19 58:6,22 59:3,18 60:5,12, 18 61:18 62:13, 14,21,22,23,25 63:1,2,3,17 68:21 69:1 70:3 71:23 73:16,22 74:15,22 75:1,7, 17,23 76:11,14, 17,22 77:16,19, 21,24 78:1,11,25 79:9,10,23 80:4</p> <p>chairperson 4:18 74:17</p> <p>challenge 78:7</p> <p>challenges 36:1 65:15</p> <p>challenging 80:3</p> <p>Chance 77:3,9</p> <p>chancetheater. com 77:10</p> <p>change 29:14 72:7</p> <p>changing 21:22 64:3</p> <p>charity 12:20,24</p> <p>Charles 15:11</p> <p>Chau 64:14</p> <p>check 23:15</p> <p>Cindy 18:13,15, 17,20</p> <p>cities 38:20</p>	<p>city 18:23 38:4, 18 39:3 62:3,5,8, 11</p> <p>clarification 58:18</p> <p>clarify 58:8,22</p> <p>class 43:15</p> <p>Clayton 64:14</p> <p>clear 54:5</p> <p>clear-cut 73:4</p> <p>Clinic 13:12</p> <p>close 22:22 65:11 68:6 69:22 73:17</p> <p>closed 6:1,4 7:4, 5,12</p> <p>closely 64:19,25</p> <p>closing 66:6</p> <p>Club 67:20</p> <p>collaborate 21:8</p> <p>collaborative 29:8</p> <p>collected 43:13</p> <p>colors 20:19</p> <p>comb 22:15</p> <p>comember 31:7</p> <p>commend 41:4</p> <p>comment 7:20 17:21,22,25 18:11 24:15 32:7 35:11 36:9 40:24 46:10 52:5,7,11 54:23 56:15 62:13 71:25</p> <p>comments 17:24 18:5 29:2 32:4,5, 7,9,12,13 36:11 39:22 40:15 41:9 45:10,19 46:7 52:3 53:21 54:18 55:10,16 56:11 61:12 80:8</p> <p>commission 14:16</p> <p>commitment 18:25 20:1 73:23 75:20 78:17 79:8</p> <p>committed 9:9</p>
---	--	---	---	--

committee 18:24 20:1 21:4 26:24, 25 27:2,6,10 28:1,10,13 29:9, 19 30:20,23 31:6 36:4,16 39:17,24 40:1,25 46:6 47:23 50:2 52:14,22 54:12 55:3 70:4,6,9 committees 28:18 communities 4:20 community 14:20 18:22 29:5 55:18,20 78:18 80:20,23 81:5 company 49:23, 24 79:6 competitive 68:5 complaining 8:18 complete 36:3 64:6 68:17,19 74:9 completed 38:24 completely 72:2 completing 37:6 41:7 completion 36:1 76:7 compliance 26:23 50:5 54:12 complicated 43:4 complied 44:24 54:2 compliment 36:14 39:17 74:19 comply 9:21 44:21 comprehensive 36:20 50:21 61:8 concerns 49:15, 20 50:13 51:23 53:18 54:9,20 55:12 56:3 59:4 61:9 70:11 72:24	73:12 concert 12:18 concerts 12:15 33:12 concessionaire 67:17 concessionaires 67:14,15 concludes 15:17 conclusion 43:5 condition 37:22 42:18 conditioning 39:11 conditions 44:1, 15,23 conducted 5:4 80:14,16 conducting 54:16 confirm 46:1 confirmed 12:21 confirming 43:23 conflicting 22:16 congratulate 77:19 congratulation 76:22 78:2 79:3 connect 20:16 consent 25:1,2, 11,16 58:3 consideration 42:16 52:15 67:16 79:16 considered 4:15, 16,17 7:3 72:10, 23 constructive 78:21 Consul 75:18 Consulate 75:11 78:17 consultant 54:23 56:22 58:23 consultants 61:23 consulting 49:23	contact 38:17 contactless 67:2, 6 contacts 67:24 content 34:12 context 56:25 continue 10:6,16 11:15 19:17 20:16,21,22,23 21:25 35:9 64:1 78:4 continued 63:23 continues 13:21 35:6 continuing 9:4 64:11 79:11 contract 7:10 23:1 39:3 contract's 24:21 contracts 57:5 control 10:23 66:18 67:8 70:18 73:1 controlled 70:21 72:25 controversial 56:23 convention 59:21 conventions 8:23 conversation 29:8 conversations 21:7 69:8 COO 34:4,9 coordinate 6:2 copies 45:6 48:15 copy 75:12 correct 16:12,13 18:12 32:8 45:25 57:18 59:2 71:25 72:3 cost 10:3,23 11:13 52:23 Costa 38:18 62:3, 5 costs 12:8	Council 80:17 counsel 7:3 county 4:2,19 8:2,5 10:8,10 13:11,17 15:23 16:9,10 18:20,23 19:6 22:18 23:14,15,17 24:1,2,11 38:18 39:3 58:13 64:15 65:5,9,17 70:21 71:16 73:10,21 80:17,24 County's 4:20 14:23 couple 10:5 12:14 16:8 27:14 35:24 36:24 53:14 court 22:12,13 Covid 10:9 13:18 20:13,24 65:5 67:11 Covid-19 8:4 9:8 13:8 24:9 64:3 78:8 Covid-safe 21:23 create 10:21 21:4 creates 27:13 creating 19:25 20:20 crew 38:20 39:5 crews 39:10 critically 64:16 crowd 68:11 Cuevas 75:17 78:16 current 9:21 13:12 17:22 53:6 cusp 65:7 cuts 11:21 <hr/> D <hr/> DAA 7:2,11 56:17,18,25 DAA's 55:1	DAG's 50:4 daily 35:18 66:15,23 Daisy 14:22 15:22 16:2 dark 66:7 dashboard 64:10 date 13:23 40:14 77:8 dates 13:23 day 8:17 13:8,13 20:12 23:7,21,24 44:6 62:15 66:14,20,21 67:1 72:20 days 16:8 66:7 dealing 20:12 70:1 Dear 18:20 debate 17:23 December 40:19 68:20 decent 69:24 decide 42:25 57:23 74:2 decided 19:10 decision 29:20 47:16 73:4 decisions 40:21 48:17 decline 11:16 decrease 11:16 dedication 48:11 73:23 74:12 75:19 deep 20:13 69:15 defer 41:18 deficit 10:24 23:18 27:20 delegated 25:4 55:14 deleting 57:10 demand 67:14 Department 64:25 65:20 depend 71:9
---	--	---	--	---

<p>depending 66:12 depressing 66:22 describe 75:16 designated 43:9, 12,14 desire 18:9 detail 55:4 detailed 31:4,15 details 64:1,7 68:19 develop 10:2,16 31:24 developing 9:17 51:22 development 50:17 51:2 68:1 difference 62:1 difficult 73:19 74:1,17 79:5 diligence 74:19 diligently 68:17 dinner 68:1 dip 66:23 directed 10:7 direction 30:19 31:5,17 33:22 56:7 71:17 directions 54:6 Director 4:23,25 5:5,6,12,13,14, 15,16,18,19,20, 21 6:8,10,11,13, 14,15,16,17,18, 19,23,24 16:19, 20 17:4,5,6,7,8, 9,10,11,12,13, 15,16,17 25:21 26:6,8,9,10,11, 12,13,14,15,16, 17,19 27:7,9,25 28:14,21,24 29:15,21 30:4,5, 6,7,8,9,10,11,12, 13,14,15,21 31:7,8 32:4 33:15 34:1 36:11 39:21 40:24 41:12,14,17,18, 20 42:3,4,5,6,7,</p>	<p>8,9,10,11,12,13, 14 45:15,16 46:4,13,15,23, 24,25 47:1,2,3,4, 5,6,7,8,9 48:7 53:11 58:6 62:20 63:4,5,6,7,8,9, 10,11,12,13,14, 15 70:8,10 71:9, 24 74:24 75:25 76:1,3,15,20,21 77:16,18,24 78:11,13,23,25 79:2,3,9,23,25 80:4,6 directors 4:3 7:2 25:7 30:25 61:4 62:19 73:24 76:18 79:8 81:10 disappointed 8:22 disaster 33:9 discounted 53:6 discretion 4:18 Discrimination 61:3 discuss 20:22 24:23 25:11 27:2 51:8 56:24 60:23 73:11 discussed 25:9 28:25 35:24 discussion 7:5 25:6 28:2 37:18 52:4,15 62:18 discussions 56:19 58:11 71:4,6,20 73:5 disenfranchised 19:18 Disneyland 64:21,23 display 15:12 distancing 68:12 distribution 35:1,2 district 4:1 7:9 13:4 14:16 38:3 61:2 69:7</p>	<p>ditto 21:15 74:16 Diversity 18:24 19:25 divisibility 78:20 docket 18:2 dollar 12:6 33:19 dollars 11:7,8,14 12:3,10 13:5 14:15,17,25 23:20,21,24 24:10,12 27:22 37:2,3 43:17 45:5 52:18 53:14 66:20 domestic 37:16 donation 22:1 donations 10:2 donkeys 8:19 Doug 25:25 28:5 29:17 50:14,15 53:1 75:2 draft 31:1 57:4 drafted 56:16 drill 64:7 Drive 12:21 27:15 Drive-thru 13:21 14:8,14 driven 76:13 driving 21:14 due 8:4 11:11 65:14</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>e-mail 29:5 earlier 27:12 earliest 38:11 40:14 early 71:5,19 76:5 earthquake 33:9 Easter 58:15 easy 79:7,18 echo 74:24 76:22 79:2,25</p>	<p>economic 80:13, 14 edits 39:25 education 9:5,25 effect 20:13 effects 11:4 effort 32:23 41:1 efforts 7:9 8:6 22:3 74:20 78:3 eight-hour 44:12 elaborate 69:1 electrical 37:11 40:5 elimination 11:11 emergency 10:7 33:6,10 34:5,14, 19,20,22,25 35:2 emerging 64:18 EMG 36:16 37:9 EMG's 40:4 emotional 20:17 employees 11:21 23:16 24:7 42:24 44:1,2,5,8,15,18, 20 45:22 46:3 47:15 empty 23:18,20, 23 enacted 25:5 encourage 14:3,9 21:1 80:17 81:1 end 11:14,22 12:3,9 13:18 27:22 58:23 ending 11:6 78:22 enduring 8:9 enforced 15:5 engage 80:10 enormous 32:23 ensure 35:7 44:11,21 56:16 enter 39:2 44:19 45:25 56:18 67:4 entering 58:11</p>	<p>59:16 entertain 58:24 entertainment 68:8 entire 14:14 21:4 37:16 41:2 entity 44:19 enumerate 53:13 envisioning 51:1 equal 19:21 equestrian 20:15 21:17 24:21 29:5,8,12,20 equestrians 20:14 21:16 equipment 38:4 equipped 34:24 equitable 19:20 20:2 essentially 52:15 estate 35:19 estimated 14:16 evacuating 33:11 evening 48:9 event 4:2,19 10:7 12:24 15:25 33:7 60:3 67:20 74:21 77:6 events 9:20,25 11:5,22,24 12:11 27:14,16 33:11 43:10 58:21 72:12 77:2 everybody's 32:22 51:16 73:12 evolve 63:23 ex-vice 77:19 exceed 57:7,12 excellent 31:10 39:18 50:17 excited 78:18 Excuse 14:18 41:23 execute 52:19 executive 31:3</p>
---	---	--	--	---

37:9 40:4 exemption 42:25 44:4,8 exhibit 15:11,16 exhibits 68:6 exist 35:8 existing 9:19 exit 34:22 expect 36:2 expeditious 31:15 expended 4:22 expenditure 31:22 expense 11:10 expenses 11:12 12:1 27:17 35:22 experience 16:4, 6 experienced 13:1 expired 24:22 Expositions 9:3 extend 21:1 extended 10:9 extending 13:18 extent 39:8 eye 65:11 eyes 49:5	9:11,17 10:6 11:5,12 14:8,11, 14 18:21 19:14, 20,21 20:2 23:12 27:14,15 33:12 34:17,23 37:5,14 42:23 43:10,14, 16 44:3,9 55:15, 16,23 58:5,14,24 61:5 63:20,24 64:4,17 65:13, 16,17,24 66:6, 16,21 67:23,25 68:14 70:19 71:12,18 72:5, 11,13 73:21 74:2,6,20 76:5, 12 79:15,21 fair's 73:20 fairground 56:8 fairgrounds 7:15,18 16:10 18:22 19:7 23:14 24:1,11 32:25 43:9 44:16 54:16 55:15,24 56:2 59:7,22 66:25 72:25 73:5,8,10, 15 75:20 fairly 35:21 fairs 9:3 44:4 64:20 65:4,13, 22,25 69:6,12, 13,15,21 70:1,20 71:2,7,10,17 fall 38:16 40:19 80:15 falls 39:8 familiar 8:8 37:24,25 family-friendly 59:6 fantastic 75:3 Farm 10:4 15:3,7 Farmers 14:1 favorable 11:11 27:18 February 65:18 feedback 34:10, 11,15 48:1,4	feel 19:12,13,18 44:24 70:5 74:13 fellow 20:14 felt 71:5 festival 8:2 figure 73:10 final 13:8 28:22 29:3,10,20 63:18 76:18 80:8 finalizing 36:6 financial 11:4 13:1 27:5 28:1 52:10 54:11 65:15 66:1 69:16 financially 9:20 10:21 69:24 financials 11:3 find 23:6 fine 46:6 fine-tooth 22:15 finish 24:9 fits 69:19 71:8 fix 14:11 fixed 68:9 flag 18:25 19:2,5, 6,7,8,11,12,17 flags 19:16,18, 21,23,24 flashlights 34:24 flexibility 53:19 flips 57:15 flowers 14:4 flown 19:7,9,17 flu 10:11,15 13:13 fluid 73:3 fly 19:10,21,23 Flying 14:22 15:22 16:2 focus 9:13 31:24 32:1 56:20 68:14 focused 59:6 focusing 63:24 64:5 folks 69:23	food 14:8,11,14, 20 27:15 64:25 65:20 67:16,17 forecast 27:19 80:15 forecasts 80:14 foremost 64:13 forgotten 78:15 formal 18:1 format 9:16 forming 18:24 formulating 62:7 forward 7:14 19:2 20:2 21:2, 18,19 22:4,9 24:23 29:4 33:14,23 37:15 39:20 45:18 51:1 62:1 70:12 74:8, 21 76:5 77:21,23 78:5 79:21 foster 20:17 21:5 foundation 71:12,14 free 10:11,14 14:25 74:13 77:6,8 fresh 14:4 Friday 10:11 14:9,12 77:5,8 Friends 32:24 friendship 75:5 front 53:20 55:14 74:4 fronting 73:1 fruits 14:3 fulfilling 9:8 full 11:4 28:11 34:18,20 36:22 37:12 51:15 52:14 71:6 full-share 37:4 full-time 44:17, 20 46:3 Fullerton 80:16 fully 34:24 71:19	fun 9:25 27:15 77:8 function 12:24 funding 42:19 43:14,17 fundraising 22:3 future 9:12 21:4 22:4 27:4 33:3 57:25 60:13
G				
				gate 67:3 gathering 68:11 gave 50:2 63:23 gavel 75:8 general 39:15 43:17 49:13 generated 37:5 43:19 generator 34:21 35:2 generators 34:25 35:7 Gibran 18:13 20:5,6,7,9,10 21:9,16 32:17 35:13,15,17 gist 42:23 give 6:20 10:19 28:18 29:3 30:22,25 31:6 34:4 39:19 66:19 81:5 goal 10:1 good 12:13 13:6 18:17 22:11 23:12 32:18,21 33:22 36:22 46:11 47:16 49:11 50:23 51:12 52:24 67:16 70:8 72:20 good-sized 35:21 govern 48:16 governance 26:23 28:10 46:6,10 47:18,23 48:1,6 49:23

50:2 54:5 60:8, 13 61:13 74:8 governing 25:3 government 71:15 governmental 73:1 governor's 65:1, 21 69:11 grace 76:24 granting 29:13 grateful 19:25 great 8:21,25 9:4 16:7 20:16 21:24 22:3 23:7 27:23 28:17 34:15 35:17 48:1 49:5, 25 51:7,12 53:17 60:18 68:13 71:21 75:1,21 76:4 77:20,22 79:12 grid 33:9 ground 40:7 43:20 grounds 33:7 35:4 group 47:18 48:13 60:14 67:20,21 groups 19:13,17 60:17 groups' 19:16,21 guarantees 52:16,19 guess 40:9 45:18 65:10 guests 67:3 guidance 54:15 65:3 guideline 56:23 guidelines 55:6 64:18,23 guildelines 15:4 Guinness 12:21 gun 59:12 guys 21:21 22:5	41:6 76:16 79:19 Gyor 18:14 22:7 23:9,10 <hr/> H <hr/> half 23:19 44:5 Hall 10:4 15:3, 10,13 77:3,12 HAMILL 12:12 13:19 Hampshire 15:17 hand 5:2 15:19 21:1 handful 65:22 handling 72:18, 21 happen 43:20 67:25 happened 79:6 happening 69:21 happy 45:8 46:11 47:12 66:24 70:10 hard 9:18 11:12 36:15 39:18 41:5 59:9 75:23 78:3, 24 79:14 harmony 20:20 21:5 hat 5:1 Hate 61:3 Haunt 13:21 headline 52:19, 23 headset 21:15 healing 20:17,20 health 9:21 13:11 15:4 22:18 64:15 Healthcare 64:15 healthy 9:18 10:1 hear 8:22 18:18 20:7,8 21:11 35:15,16 61:21 heard 27:14 71:18	hearing 28:19 32:6 41:10 49:16 50:10 51:19 52:3 53:22 54:17 55:10,17 56:3 61:11 heart 5:3 heavy 41:7 held 6:4 33:11 40:17 47:23 50:6 helped 12:8 helpful 81:4 helping 21:21 54:24 heritage 4:21 68:16 78:20 Heroes 10:4 15:3,10,13 77:2, 12 Hey 27:8 high 80:17 highest 13:3 highlight 12:14 31:17 56:1 57:1 60:24 73:25 80:12,15 hire 45:21,22 49:22 hired 49:24 Hispanic 78:20 history 70:13,14 73:20 hit 13:5 Hoc 26:25 hold 11:13 21:23 28:10 48:9 75:15 holding 66:13 home 39:10 homeless 22:25 homelessness 22:23 honor 67:12 73:23 75:16,19, 21 honored 8:1,11 76:8	Hooligans 12:16 hope 10:4 11:23 15:5 69:24,25 75:9 hopeful 53:3 horse 29:6,14 horses 20:19 hospitality 80:23 host 59:20 60:3 65:16 67:20,25 68:5 hour 77:5 hours 12:23 13:14 44:6,7 48:10 huge 64:3 <hr/> I <hr/> idea 33:22 51:12, 13 52:24 66:20 71:22 76:13 ideas 21:3 identified 7:4 37:9 identifies 36:25 38:8 identify 18:8 identifying 39:9 II 15:11,15 Imaginology 9:16 immediately 23:25 37:11 38:2 impact 35:22 impacted 54:7 impacts 80:19 implement 9:24 20:23 implementation 25:4 implemented 74:7 implications 56:24 important 48:14 54:13 55:9,22	56:16 57:3 61:3 64:16 71:5 improve 34:14, 16 35:9 improved 35:5 improvement 12:7 27:21 35:6 in-house 39:10 inability 22:25 65:15 inaccuracies 35:22 inaudible 16:19 17:15 25:21 46:15 58:25 74:2 include 11:22 21:6 36:5 37:17 55:4 80:23 included 7:5 19:12,14 includes 9:15 10:22 11:21,25 15:14 including 44:2 55:13 67:16 73:9 inclusion 19:22 inclusive 19:15 56:18 incomes 27:15 incorporated 51:3 increase 52:24 57:21 increasing 52:23 53:2 independently 7:19 indicating 27:19 individuals 54:6 industry 8:23 65:13 80:21,24 infection 65:5 information 22:16 36:5 64:11,21 66:2 70:16 73:2 76:19 78:20 81:4
--	---	---	---	--

informational 63:21 informed 65:8 infrastructure 30:18,23 31:1,18 33:1,10 34:20 35:20 36:21 initial 31:1 39:16 initiative 62:4 input 31:1 57:2 insane 57:13 insight 70:25 installed 15:10 instance 58:9 instructed 69:7 instrumental 20:20 intense 31:11 intent 53:19 interest 4:21 19:11,17,22 77:8 interested 13:17 77:12 interesting 69:21 interests 55:24 Interference 20:3 41:10 interim 78:10 International 9:2 12:20 invitation 25:13 invite 21:6 involve 58:19 involvement 71:21 involves 58:20 involving 60:3,4 ipad 21:14 issue 18:25 19:3 20:2 72:9,11 73:2 issued 54:14 issues 17:22 22:24 33:1,3,4 34:6 36:21 38:9 54:1 61:6 74:5	item 4:16 7:13,21 16:16 17:21 18:2,8 25:1 26:22 27:2 28:11,14,16 30:17 33:13 35:12 36:12 37:17 42:16,22 45:10 47:17 52:6,12 60:24 61:1 62:18 63:19,21 76:18 items 4:16 6:2 14:4 17:25 18:5, 6 25:6,9,11 28:25 34:16 35:8 40:13 58:4 63:19 64:5 78:14 <hr/> J <hr/> Jeanine 18:14 22:9,10 23:8 Jerry 31:13 36:15 39:5 jewel 20:15 21:17 Joan 9:22 12:10, 12 13:16,19 15:19 job 8:13 31:10 38:23 49:25 75:2,3 76:23 79:20 join 6:21 joined 8:18 Josh 50:4 journey 9:10 64:9 JPA 65:23 July 43:6 66:6 jump 80:7 jumped 49:9 jurisdiction 70:23 jury 22:20 justifying 4:22	<hr/> K <hr/> Karns 34:4,9 keeping 65:11 Kelly 50:19 Ken 30:20 31:13 35:10,24 36:15 39:4 41:6 Kern 73:9 key 55:5 keynote 9:1 kind 30:22 31:23 38:15 40:19 47:11 49:9,21 69:2 knowing 72:7 73:7 knowledge 81:3 Kovacevich 5:21 6:16,17 17:12,13 26:15,16 30:14, 15 42:13,14 47:8,9 63:14,15 79:1,2 <hr/> L <hr/> La 5:10,11 6:6,7 17:2,3 25:24 26:4,5 27:24 28:7 29:17 30:2, 3 31:8 32:11 33:16 36:11,13 39:22 40:2,24 41:16,18 42:1,2 46:21,22 48:7 50:14,16 51:12 53:1 62:22 63:2, 3 70:19 74:15 76:3 77:25 78:1 lack 70:24 landscape 64:3 66:12 language 61:7 large 32:22 68:10 72:12,17 largest 12:22 lastly 10:21	14:21 late 36:3 law 17:25 lay 49:22 layoff 65:14 layout 67:18 lead 4:23 74:1 79:11 leader 79:6 leadership 54:2 74:9,19,25 75:5 leads 37:1 learn 8:24 learned 13:17 learning 9:4 lease 44:19 leases 44:18 led 41:7 76:13 left 15:7 32:5 56:5 legal 7:3 60:9,11, 22 Legend 13:21 Legislative 70:4 lessons 21:25 letter 32:24 34:3 level 15:13 68:14 71:16 LGBTQ 19:8 liaisons 27:1 lift 41:7 lighting 33:6 34:22,23 Likewise 20:21 limit 33:19 53:15 limited 15:6 18:4,10 limits 33:20 lines 37:24 40:5 link 77:11 81:6 liquor 59:9 Lisa 18:13 21:10, 11,13 22:7	list 8:11 36:1,2,3 38:12 40:7 69:20 72:9 73:9 listed 4:15,16 25:2 Literally 23:16 litigation 7:6 live 16:11 loan 15:16 local 69:18 70:17,22 71:15 location 71:10 logo 29:12,20 long 31:11 61:24 65:10 long-term 33:13 39:20 51:5 longer 16:11 44:17 looked 36:19 loss 12:2,4 losses 7:10 lot 11:23 21:7 22:16 23:18,20, 23 31:3,13 34:12,24 38:15 67:4 69:15 70:1, 22 75:5 76:7,23 79:17 lots 67:15 love 35:9 77:13 low 66:23 lower 15:13 <hr/> M <hr/> made 14:18 39:23,24,25 48:17 50:8 69:11 80:19 magic 8:7 maintain 48:2 62:8 maintenance 33:17,21 38:14, 19 39:9,15 40:11 major 38:25 74:5
--	--	---	--	--

OC FAIR & EVENT CENTER
Board of Directors Meeting on 10/22/2020

80:24 make 11:23 14:10 19:11 29:4,9,13,19 37:21 40:10,21 46:5 48:3,18 50:5 51:16 54:4 55:5,25 61:6,25 67:25 71:11,16 72:14 74:11 75:21 making 7:9 18:22 23:19 74:7 80:9 manage 44:10 45:1 76:6 management 54:9,19,25 55:15 79:13 mandated 11:21 manner 31:15 map 39:19 Mario 75:17 78:16 market 7:6,17 14:1,24 15:23 16:9 22:13,19 23:15,17 24:2,6 Massaro 18:13, 15,17,20 material 31:3 materials 27:11 matter 76:18 matters 4:14 7:4 17:21 25:2,3 maximum 39:8 meal 44:23 means 8:5 75:5 meant 31:18,20 measures 10:23 media 81:7 meet 20:22 23:5 43:25 67:14 meeting 4:3,13 9:7 16:18 18:4,6, 8 27:4,11 28:25 29:11 30:23 40:18 48:9 52:9	57:25 60:20 64:13 77:22 79:12 80:10 81:8,11 meetings 11:1 member 25:10 29:9 40:25 55:23 74:22 78:4 members 7:8 23:13 25:8 26:25 30:24,25 47:25 48:5 55:7 57:25 61:9 70:4 74:12 mention 7:15 11:12 50:18 76:12 mentioned 13:10 15:1 39:12 42:20 75:22 Mesa 38:18 62:3, 5 metrics 64:10 Mexican 75:18 78:17 Mexico 75:11 Michele 13:10 15:21 24:17 28:5 29:13 31:12 36:15 41:6 42:20,23 43:1 45:16 50:1 51:10 52:11 53:11,24 56:11 59:10 63:21 68:22 70:11,16 73:17 75:4,11 81:6,8 Mike 23:10,12 24:14 milestone 13:2 Miller 15:11,15 million 11:8,9, 10,14,16 12:3,4, 9 14:15 23:20 24:10,12 27:20, 22 37:1,3 miniature 8:19 minimum 22:21 minor 29:14 38:21	minute 6:21 73:18,20 minutes 9:23 16:18 18:4,10 mirrors 55:1 missed 48:7 missing 74:10 mission 4:19 9:8 68:16 mitigate 7:9 mix 67:16 Miz 14:22 15:22 16:2 mode 37:4 65:14 model 65:23,24 69:9,18 70:19 modifications 48:19 50:3 modified 9:17 66:5 moment 48:23 72:8 Mondays 66:7,8 money 43:21 47:11 57:13 58:4 Monitoring 27:5 28:1 54:11 month 9:6 11:2, 18 12:7 13:1,3 15:2 19:9 23:14 29:13 42:21 63:23 64:2 66:3 78:21 80:11 month's 40:18 monthly 9:7 66:12 months 9:14 11:25 12:2 19:1 36:24 77:23 morning 4:25 12:13 18:17 22:11 23:12 32:18,20 Moss 49:24 motion 16:17 25:5,8,20 29:3,9, 18 41:11 46:12, 16 62:17	move 7:12,14 12:13 22:9 26:22 28:20 29:15 30:17 33:14 36:23 37:15 39:20 41:12 46:8 49:4,17 50:11 51:20 54:18 55:11,18 56:4 61:1 62:20 68:6 73:17 74:20 76:4,6 moving 13:6 21:18,19 24:23 42:16 51:1 63:25 70:18 74:8 mowing 8:13 multiple 50:7 Mundekis 32:16, 18,19 34:6 61:14,16,20,22 72:3,4 Museum 15:17 mute 47:21 61:19 62:15 muted 45:11 myriad 64:7 <hr/> N <hr/> Natalie 4:10 7:23 15:20 25:17 27:24 32:11 36:13 44:3 50:14 51:24 53:12 74:15 75:2,16 77:21 78:15 Nation 12:17 national 19:5 natural 33:9 nature 70:12 navigating 20:25 near-term 39:20 needed 10:20 35:1 neighborhoods 72:11,15,18 neighbors 32:25 72:8	net 23:22 24:12, 13 networking 9:1 newly 15:10 news 13:1,6 Newton 36:16 41:4 nice 39:19 night 33:11 77:8 nightly 68:1 nine-month 11:6 non-management 44:1,15 46:2 non-profit 65:24 70:19 non-profit-type 69:18 non-profitable 71:1 nonprofit 21:23 22:3 71:14 normal 48:10 north 62:10 note 14:13 56:22 notes 12:15 notice 18:1 noticed 4:14,16 16:8 35:20 38:13 notify 25:11 November 13:22 24:18 28:3,6 51:9 60:17 62:4 63:25 68:20 number 36:17 37:6 38:9,13 39:6 40:9 66:19 67:13 numbers 72:17 <hr/> O <hr/> objective 48:2 obvious 27:18 OC 7:25 8:1,7,9 9:11,17 10:6 11:5 14:7,8,10 32:25 33:12 43:9
---	--	--	--	--

<p>55:23 63:20,24 66:21 67:20 74:20 76:5 occupy 44:16 occur 38:23 occurring 74:6 OCFEC 13:1 81:10 October 4:4 10:12 12:19 13:7,14,23 14:6, 19,20,22 30:24 77:5 offered 47:11 offering 67:7 office 50:4 65:2 officer 64:15 offset 10:3 omitted 35:21 on-site 13:8 37:23 39:4 ongoing 38:16 39:15 online 10:13 13:25 oops 14:6 open 15:6 29:7 30:23 52:4 53:21 65:9 66:6 opening 15:3 operate 7:16,19 operated 16:10 operating 13:14 27:17 operation 37:13 45:1 operational 7:21 9:13 10:17 25:2 43:17 64:1,7 68:19 operations 67:3 operator 15:24 16:11 23:3 opinion 31:19 51:16 opportunities 9:1,5 50:22</p>	<p>57:22 58:2 60:21 opportunity 10:19 15:24 32:19 36:17 43:15 67:23 68:13 76:8 opposed 69:5 orange 4:2,19,20 8:2,5 10:8 13:11 14:23 15:23 16:9,10 18:20 19:6 22:18 23:14,15,16 24:1,2,10 38:18 58:13 64:15 65:5,7 73:21 80:16,24 order 4:14,17 10:23 42:18 43:20 60:3 64:6 orders 65:21 organization 45:2 56:18 organization's 10:24 organizational 50:12 organizations 56:19,21 58:11, 12 organize 10:16 organized 71:4 original 14:7 27:15 57:4 originally 12:5 57:9 65:18 outdoor 7:6 14:23 15:22 16:4 outdoors 68:7 outgoing 58:4 outline 52:8 55:19 56:9 outlined 54:4 outlines 49:15 51:21 55:13 56:7 outlining 49:25 54:10 Ovations 45:20</p>	<p>oversight 71:13 overtime 43:1 44:8 45:23,24 46:2 overview 63:22</p> <hr/> <p>P</p> <hr/> <p>p.m. 13:10 14:2, 5,12,13,25 PA 35:4 Pacific 8:14 15:12,16 33:12 52:20 58:15 packet 45:7 paging 33:7 paid 45:23,24 painful 73:13 painting 39:10 paintings 15:12 pandemic 13:5 20:16 53:4 75:3 panels 37:11 40:5 parade 12:22 park 64:24 parking 14:25 23:18,20,23 34:24 38:15 67:4 72:10,14,20 parks 64:20 65:8 part 16:4,6 21:19,20 41:7 56:19 67:23 76:2 part-time 44:2,5 47:15 participated 79:13 partnering 10:2 partners 9:20 67:24 partnership 59:16 partnerships 58:20 parts 55:22 62:11</p>	<p>party 56:20 58:12,25 pass 67:7,9 72:20 passed 43:7 passes 67:12 past 53:25 54:14 61:6 73:22 76:22 80:11 patch 38:20 39:4 Pavilion 68:5 pay 23:15 44:8 45:23,24 67:4 paying 24:6 43:1 44:5 46:2 pending 7:6 15:5 people 8:5 19:11 20:16 22:23 39:6 44:12 66:19,25 67:9,25 72:16,17 per- 57:9 perceived 56:17 percent 10:25 43:13 57:9,10, 12,17,24 66:15 percentage 56:9 57:7 perfect 4:12 5:23 7:1 29:22 32:14 40:23 41:19 42:15 45:13 46:14 53:10 55:2,17 62:23 63:17 68:21 71:23 period 11:6 61:24 73:13 76:2 80:13 periods 44:24 permitted 17:24 59:7 person 66:14 personal 35:25 personnel 55:12, 14 perspective 41:2 70:8 pertinent 35:19</p>	<p>Pham 5:19,20 6:14,15 17:10,11 26:13,14 27:7,9 30:12,13 31:7 32:4 42:11,12 47:6,7 63:12,13 79:24,25 Pham's 27:25 phenomenal 79:20 phone 20:11 75:15 physical 20:17 picture 64:5 66:4 75:12,14 pie 70:23 piece 70:23 place 7:7,17 10:10 14:21,24 15:4,23 18:22 22:13,19 23:15, 17 24:2,6 34:16 37:14 40:20 47:14 54:3 59:25 60:7 Place's 16:9 plan 9:7,10,15, 17,24 20:22 31:24 36:23 50:18,20 51:2,23 64:17 66:11 67:22 planning 15:2 35:23 50:12,13 51:21 63:20 64:4 66:4,5 plans 21:3 67:7 72:7 plaque 75:8 pleasure 74:25 76:1 pledge 4:23 5:4 plumbing 39:11 point 20:18 45:19 47:21 50:9 73:4 policies 25:3 42:18 43:22,24 44:25 45:3,6</p>
---	---	--	---	---

<p>47:19 48:1,6,13, 16,21 49:13,24 52:7 53:25 54:3 55:8 60:8,13,14 61:13,23,25 62:2</p> <p>policy 7:18 40:21 43:25 44:14 47:14 49:15,18, 21 50:11,16 51:18,20 52:1 53:23 54:5,7,8, 10,19,20,25 55:1,6,16,22 56:16 57:5 58:19 59:1,25 60:3,7 61:1,4,7,10 62:7</p> <p>political 58:25</p> <p>politics 56:20 58:12</p> <p>portable 35:2</p> <p>portion 7:4 43:18</p> <p>positive 24:10 45:17 78:21</p> <p>posted 27:10 45:7</p> <p>potential 9:10</p> <p>potentially 15:25 72:18</p> <p>power 14:18 33:3,6,7,9 34:5, 14,19,21 81:3</p> <p>predators 8:20</p> <p>premiere 14:23</p> <p>present 5:9,15 6:7,10,13,17 68:20</p> <p>presentation 28:21 68:24</p> <p>presentations 9:2</p> <p>presented 29:10 66:2</p> <p>presenting 9:16</p> <p>presume 38:3</p> <p>pretty 80:1</p> <p>previous 74:3</p> <p>previously 77:2</p> <p>pride 18:22 19:8, 9</p>	<p>primarily 27:14</p> <p>primary 56:20</p> <p>printed 22:14</p> <p>prior 18:1,3,7 25:7 54:2 67:11</p> <p>prioritize 40:3</p> <p>prioritizing 39:23</p> <p>priority 40:9</p> <p>private 15:11,15 21:25 72:25</p> <p>proactive 76:6</p> <p>problem 7:24 21:20 53:2,8</p> <p>proceed 38:1</p> <p>process 15:2 21:19 26:23 28:2 31:12,22 33:16 34:10 36:23 37:18,24 38:7,16 39:15 40:3 41:2 48:3,11 50:24 51:4,15 59:23 73:4 74:8</p> <p>productive 8:15</p> <p>products 43:8 59:8,9 60:2</p> <p>professional 35:19</p> <p>program 10:3 14:14 68:7 77:4</p> <p>programming 68:15</p> <p>programs 20:16, 23</p> <p>progress 64:2</p> <p>project 8:21 32:23 33:20 38:25 40:12 54:24 56:22</p> <p>projected 12:5</p> <p>projecting 27:21</p> <p>projection 12:1,2</p> <p>projections 10:23 80:18</p> <p>projects 31:23, 24,25 33:20</p>	<p>37:7,9 39:14,15 40:3</p> <p>Promenade 68:5</p> <p>promise 56:4</p> <p>promoter 16:2,5</p> <p>promoters 9:19 12:19</p> <p>proper 68:12</p> <p>property 10:10 33:8 37:16 43:8 45:22 56:8 59:12,22 73:14</p> <p>protectors 8:19</p> <p>proven 8:15</p> <p>provide 9:20,25 27:1 29:19 36:22 44:8 53:19 54:6 57:1 75:18</p> <p>provided 48:1</p> <p>providing 14:20</p> <p>public 7:8,20 9:9 11:2,18 15:8 17:21,22,24,25 18:1,10 24:15 25:8,10 28:1 30:25 31:14 32:7,8,12 34:11 35:11 36:9 45:7, 10 47:24,25 50:6 52:5,7 55:6,7 58:1,8 60:17 61:9,12 62:12 64:9,14 66:10 71:25 73:11 80:11</p> <p>pull 25:15 29:11</p> <p>pulled 22:13 25:19 54:24</p> <p>purchase 67:5</p> <p>purchased 13:25</p> <p>purpose 26:24</p> <p>purposes 10:7</p> <p>pushed 76:14</p> <p>put 5:2 22:21 24:18,22 29:4 37:13 38:12 48:13 51:9 60:7 71:5 73:15 77:10 79:20 81:6</p>	<p>puts 77:4</p> <p>putting 77:7</p> <hr/> <p>Q</p> <hr/> <p>qualified 42:19 43:16,20 45:4</p> <p>quarters 43:13</p> <p>Queen 12:16</p> <p>question 15:22 23:6 51:7 58:5,6 59:15 60:7 68:22</p> <p>questions 7:19 15:18 31:14 45:8,14 49:14,20 50:12 51:18,23 53:18 54:9,18,19 55:12,16,21 56:3 59:4 60:25 61:9 65:1</p> <p>queue 72:22</p> <p>quick 11:3 12:10 13:7</p> <p>quickly 9:15 69:2</p> <p>quorum 4:11</p> <p>quoted 8:8</p> <hr/> <p>R</p> <hr/> <p>raised 19:1 33:1 34:6</p> <p>raising 72:8</p> <p>rate 53:6</p> <p>rates 65:5,6</p> <p>reached 16:2 34:3</p> <p>reaches 65:9</p> <p>read 57:12</p> <p>readers 8:1</p> <p>reading 79:15</p> <p>ready 8:16 15:8 18:14,15 20:5 21:10 22:8,9 23:11 32:17 35:14 61:15 72:3</p> <p>real 35:18 43:8 61:3 76:1</p>	<p>realign 68:11</p> <p>realigning 68:7</p> <p>realistic 10:22</p> <p>realize 73:3</p> <p>realized 64:23</p> <p>reason 60:19</p> <p>reasons 27:18</p> <p>recall 60:15</p> <p>receive 42:19 43:16 45:5</p> <p>received 32:24 34:2 45:6 75:10 78:16</p> <p>recognition 75:10,19 78:16</p> <p>recognize 19:15 31:2 73:18,21</p> <p>recognized 8:6 19:19 25:13</p> <p>recognizing 70:12</p> <p>recommendation 39:25 53:21</p> <p>recommendation s 28:22 29:4,10 34:12 39:24</p> <p>recommended 39:25</p> <p>recommending 37:10,15,23</p> <p>Record 12:20,22</p> <p>recorded 13:3</p> <p>records 54:19,25</p> <p>recovering 80:20,25</p> <p>recovery 80:13</p> <p>red 65:7</p> <p>redeploy 10:19</p> <p>reduce 10:24 67:13</p> <p>reduction 12:4 66:15</p> <p>refers 50:17</p> <p>reflects 11:4 12:6</p> <p>reforecast 11:19, 25 66:12</p>
--	--	---	---	---

OC FAIR & EVENT CENTER
Board of Directors Meeting on 10/22/2020

reforecasted 12:8 Reggie 32:16,17, 18,19 33:25 39:12 61:14,15, 16,17,18,20,22 72:3,4 Register 8:1,6 regular 13:14 44:23 66:22 69:5 regulations 9:22 44:22 reinvent 79:18 related 51:22 58:4 59:4,10 relations 55:19, 20 relationship 71:15 relative 28:2 36:21 37:11 38:14 40:22 religious 56:21 58:12,16 remaining 12:1 remember 23:22 28:3 43:6 69:10 remind 57:25 66:3 reminder 13:24 remove 5:2 19:22 removed 25:10 renegotiate 23:1 rent 23:19,23 24:7 34:25 58:15 rental 27:15 58:9,19 59:15 60:1 renting 23:18 reopen 7:9 reopening 10:3 22:18 64:23 repair 38:22 39:11 replacing 37:15 report 7:11 11:4 15:18 16:15	27:6,25 28:12,18 30:17 32:22 33:1 35:20 36:6,16,25 38:8 39:19 43:10 50:22 64:1 reports 26:24 27:10 28:15 30:18 36:19 represent 19:24 represents 19:12 55:24 request 24:18 25:9 55:6 requested 18:3,7 22:20 25:12 require 44:23 45:23 required 35:3 43:7,25 45:24 requirements 43:1 requires 18:1 44:14 requiring 31:19 research 9:24 22:12 researched 57:16 reserves 11:15 resolution 19:21 43:23 45:3 resolutions 42:18 resolved 19:3 resources 4:22 respond 10:17 response 34:15 61:2 responsibilities 49:14 51:22 54:11 55:20 responsible 10:22 restrictions 67:19 68:2 resulting 64:2 results 4:21 retailers 43:8	retained 50:19 return 9:10 14:19 43:12 returns 43:12 revenue 10:23 11:6,9,24,25 13:4 27:12,13 57:7,17 60:21 revenue-generating 57:5, 22 58:1 revenues 37:5 review 30:23 36:18 47:17 48:6 50:2,5,6,21 60:15,17,20 66:9 reviewed 27:9 35:19 50:8 54:1 reviewing 36:5 58:3 60:13,16 revise 69:11 revised 12:2 revisions 50:8 revisit 60:8 Richards 4:10 7:23,25 13:16 15:19 16:1,13 24:19,24 25:17 28:5,8 43:3 45:25 47:10 48:20,24 49:3,11 50:1 51:11,24 52:13 53:16 54:22 56:13 58:17 59:1,14,24 60:10,16 63:21, 22 68:25 69:3 71:3 75:14 rid 23:4 rights 44:16 ripple 20:13 rise 5:1 Risk 54:8 Riverside 65:17 road 39:19 78:8 Robbins 18:14 22:9,10,11 23:10,12	robust 71:15 roll 5:7 16:23 26:1 29:24 41:22 46:16 62:24 Rubalcava-garcia 4:12 5:6,8, 9,23 6:20 7:1,24 15:21 16:7,14, 21,24,25 17:1,20 24:15,16,20,25 25:18,23,25 26:2,3,21 27:8, 23 28:9,17 29:23,25 30:1,16 32:6,14 34:1,7 35:10 36:9,10 39:21 40:23 41:14,19,21,24, 25 42:15 45:9, 13,15 46:9,14, 19,20 47:13 48:25 49:4,8,12 50:15 51:6,14 52:2 53:10,17 55:2 57:19 58:22 59:3,18 60:5,12, 18 61:18 62:13, 14,21,23,25 63:1,17 68:21 69:1 70:3 71:23 73:16 75:7,17 76:1,11,17 77:16,24 78:11, 15,25 79:10,23 80:4 Ruiz 4:23,25 5:5, 7,14,15 6:9,10 17:6,7 26:7,8 30:6,7 41:17,18, 20 42:5,6 46:25 47:1 63:6,7 74:24 77:17,18 78:23 <hr/> S <hr/> Sabo 18:13 21:10,11,13 sadly 65:13 safe 9:18 10:1 78:10,14 79:22 safety 9:22 15:4 38:9 40:13	salary 11:21 sale 73:15 sales 14:15 43:11,13,19 57:14 62:5,8 66:17 67:21,22 Sandra 16:22 25:22,23 29:15 41:13 46:13 73:22 74:19,25 75:7,19,22,24 77:19 78:2 Sandra's 29:18 80:2 sanitary 37:23 40:5 Saturday 14:6,9, 12,19,22 scare 13:22 schedule 44:11 scheduled 11:22 65:18 scope 33:20 screen 48:21 75:13 scroll 56:14 seasonal 42:24 44:2,5 SECRETARY 5:8,10,12,14,16, 19,21 6:6,8,11, 14,16,18,22,25 16:23,25 17:2,4, 6,8,10,12,14,16, 19 18:12,19 20:4,8 21:9,12 22:7 23:8 24:14 26:2,4,6,9,11,13, 15,17,20 29:25 30:2,4,6,8,10,12, 14 32:10,16 33:25 35:13,16 36:8 41:23 42:1, 3,5,7,9,11,13 45:11 46:18,21, 23,25 47:2,4,6,8 48:22 49:1,7,10 61:14,17,21 62:12,25 63:2,4, 6,8,10,12,14,16 72:2
--	---	--	---	--

section 25:10 58:10	68:6	solution 21:20	stages 68:8	strictly 15:5
sections 35:20	short 61:24	somebody's 73:8	standpoint 40:11,12,16 44:11 45:1 66:1	strides 21:22
sectors 80:21	short-term 37:2 39:1	sort 10:18 22:2 39:3 50:25 68:13 78:8,9	stands 67:17	strong 78:17
security 34:19,23	shorter 55:8	sorts 13:2	Starship 12:17	struggling 20:12 22:2
self-produced 9:25 58:20	shot 10:15	sounds 45:16	start 8:21 18:4,8 33:14 37:20 47:21 62:7 73:10 76:20	study 11:2 66:10
self-sustaining 9:21	shots 10:11 13:13	sources 64:11	started 4:13 7:2 71:7	studying 65:12
sell 43:8	shout 31:12	South 15:12,16	state 7:18 10:8 18:23 19:6,24 43:7,9,12 45:5 47:12 54:3 55:1 65:23 68:24 69:4,9,12,16,17, 22 72:25 80:16	Subaru 12:22
selling 24:4	show 8:16 59:11, 12 60:2	speak 6:1 18:15 60:22 77:1	stated 55:7 76:3	Subiefest 12:20
senario 11:20	showcases 68:15	speaker 35:11	statement 69:12	subjects 46:11
sense 71:11,16	shows 12:2	speakers 18:3,6, 9,11 24:17	statements 27:10	submit 36:2,3,4
sensitive 70:12	si- 11:3	speaking 19:4	States 19:5,23	success 70:21
separate 16:11 28:14 43:22	side 11:9,10 46:10	special 12:25 19:11,16,22 31:6,12	stay 78:10,14 79:22	successful 14:17 80:10
separately 25:9 43:10	sign 18:3,7 43:23	specialties 39:6	staying 69:22	succinctly 80:1
September 11:4, 7,14 13:3,11 16:17 47:23	signed 10:14 45:3	specific 25:9 31:20 32:25 53:7	steady 65:6	suggest 38:7
series 12:18	significant 12:4	Spectra 7:17 23:1	step 24:9 33:22	suggested 33:16 52:22
served 73:19 74:3	similar 59:12	Spectra's 7:10	stepping 79:10	suggesting 33:5
service 18:21 58:16 68:16	simple 43:4 45:1	spirits 59:9	steps 30:19 33:24	suggestions 29:2
session 6:1,4 7:4, 5,12 11:2 66:10	simply 19:22 23:4 58:23	sponsor 56:10	Stewardship 52:11	summarized 40:4
set 12:22 13:12 49:12 62:1 66:24	single 19:16 67:1	sponsors 56:7	stop 49:25	summary 31:3 37:9 40:4
setback 64:22	situation 53:7 70:1 73:3	sponsorship 10:2 56:19 57:6,14 58:7,20,24 59:16	storm 69:25	summer 5:7,24 6:3 8:9 17:20 21:23 24:16 26:1 29:23 41:21 45:9 46:16 48:20 53:23 56:13 62:24 71:25
setting 33:17	size 71:8	sponsorships 56:6 58:1 59:6, 13	Stout 18:13 20:5, 7,10 32:17 35:13,15,17	sun 8:13
sewer 37:24 40:5	sizes 67:17	spring 8:16 11:17	straight 12:23	Sunday 14:9,13
shape 69:24	sketches 15:14	staff 9:5 10:20,25 11:13 15:2,9 25:8,17 27:9 31:9 32:3,21 36:4,14 37:17 38:6,17 39:17 48:8 54:6,15 55:13,23 61:5,23 66:23 72:5 80:9	strategic 50:18, 20 51:2	super 67:7,9,11, 12
share 8:17 9:12 12:25 47:22 52:8 64:10 72:24 73:12 75:13 76:19,25	sleepy 66:21	stage 66:24	strategically 67:13 68:7	superior 22:12
shared 9:7	slide 13:7 15:1	staged 12:24	strategy 24:23 49:16	support 34:11 43:18 48:6 74:20 77:9,14
sharing 21:3 78:20	slides 12:14 47:22 68:23		street 38:19	supported 77:12
shepherding 31:11	slots 13:24		strengths 50:21	surface 37:20
shifts 44:12	slow 66:21			surprise 8:10
shopping 16:4,6	small 27:16 62:9			surrounding 58:12
	smaller 68:14 69:15 70:1 71:1, 7			survey 38:5
	social 81:7			
	socially- distanced 68:9			
	sold 24:3 67:11 72:19			

<p>survive 66:1 survived 23:16 Susie 18:14 22:7, 8 23:9 suspend 68:3 swap 23:5 Sweet 12:16 system 35:4 37:16 65:23</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>takes 14:24 taking 9:9 10:10 18:25 20:1 talent 52:16,19, 23 53:5 talk 59:6 talked 24:4 talking 58:7,8 69:3 70:17,18,20 talks 58:10 tangible 43:8 tax 43:11,13,19 team 8:12,15,25 34:3,23,24 41:6 57:14 79:14 telethon 77:5 tenant 45:21 tenants 44:16 Tender 12:16 term 70:24 73:24 75:20 terms 29:20 36:20 38:7 53:4 78:6 testament 8:4 testing 10:9 13:8, 9,18 thankless 76:23 That'll 14:21 theater 77:3,9 theme 64:20,24 65:8 thing 21:22 53:23 62:15</p>	<p>76:25 things 12:15 34:13 55:25 67:15 71:3 72:9, 22 73:5 74:7,10 76:7 79:18 thinking 33:14 51:4 79:14 thought 40:3 57:20 thoughts 39:16 70:9 threshold 52:16, 17 thrilled 8:24 Thursday 4:4 14:2,5 ticket 66:17 67:21 72:20 tickets 13:24 67:5,22 72:19 tie 35:1,2 tied 35:7 tier 65:7,9 time 4:22 5:25 6:19 7:11 8:16 9:8 13:23 15:15 17:25 21:2 23:10 24:2,8 25:7,12 26:18 27:5 32:22 34:17 38:11 41:1 42:24 44:5 48:11,25 57:24 61:25 67:4,10 71:2 72:6 73:13 74:2,17 75:23 80:18 timeframe 50:25 66:13 times 14:11 20:13 50:7 73:20 80:3 timing 22:5 tobacco 59:8 today 7:5 10:12 28:18 31:4 43:21 45:3 80:11 told 22:17</p>	<p>Tomorrow 13:7 tool 31:20 top 38:12 40:6 56:15 topic 81:4 tops 8:10 total 13:4 14:14 tough 6:21 76:3 tourism 80:24 tradition 8:10 training 8:25 52:8 transactions 43:19 67:2 transition 6:21 69:4,14 70:20 71:13 76:2 transitioned 69:17 71:19 73:6,11 transitioning 65:22 69:8 70:17 72:24 74:3 transparency 55:5 70:7 71:6 transparent 48:3 travel 53:25 54:3 treasure 21:17 tremendous 79:19 trial 22:20 tricky 72:6 trip 8:8 trouble 69:16 Tuesday 13:23 64:14 turn 12:10 28:21 30:19 32:3 42:22 63:20 type 33:10 56:23 types 56:7 59:13 typical 66:15 typo 57:3,8,16</p>	<hr/> <p style="text-align: center;">U</p> <hr/> <p>ultimately 38:23 40:17 53:8 uncertain 9:11 underground 38:24 understand 16:3 64:18 unfavorable 11:8,15 United 19:5,23 unity 20:20 unmute 7:22 12:12 20:6 unstructured 68:10 update 9:22 11:17 12:11 27:1,13 30:22 34:5 63:19 updated 50:23 updates 7:22 66:4 upset 72:17 Urban 13:21 urbanlegendshau nt.com. 14:1 user 35:18 utility 37:21 38:24 utilize 13:12 39:7</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>vaccines 13:15 valuable 34:12 vaping 59:8 variety 77:5 vegetables 14:4 vendor 16:5 vendors 15:23 22:14 24:8 venues 68:8 verbal 27:1</p>	<p>Veterans 77:2 Vice 5:10,11 6:6, 7 17:2,3 25:24 26:4,5 27:24 28:7 29:17 30:2, 3 32:11 36:13 40:2 41:16,18,23 42:1,2 46:21,22 50:14,16 51:12 53:1 62:22 63:2, 3 74:15 78:1 video 37:23 view 48:17 vintage 14:23 virtual 8:7,24 9:16 76:12 77:5 vision 21:3 49:16 visit 8:9 voice 56:2 voluminous 31:2 volunteers 41:3 vote 16:23 28:22 42:17 47:17 48:18 58:2 votes 25:7 vulnerable 80:22</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>wait 23:14 28:15 32:12 62:6 waiting 15:8 waive 42:25 44:7 walk 64:17 wanted 7:15 9:12 12:14 20:11,18 21:1 30:22 35:17 50:18 52:6,14 53:23 54:4 55:25 56:25 57:1,18,21 58:13,14 59:4, 11,20 61:6 64:8 74:10,24 75:4,21 76:25 77:18 80:12,15 War 15:11,15 watch 64:12 watching 12:7</p>
---	--	--	---	---

OC FAIR & EVENT CENTER
Board of Directors Meeting on 10/22/2020

64:19 water 37:16,21 40:4 watercolors 15:14 ways 33:6 72:21 weaknesses 50:21 weather 69:25 website 10:14 16:9 22:12 27:11 77:10 weed 8:12 weeds 8:14 week 8:18,24 9:6 10:12 11:1 12:15 36:3 44:7 64:14 weekend 14:8 weeks 10:5 35:24 weigh 40:20 welcoming 19:15 56:17 Western 9:3 wishes 25:11 wishing 18:6 wonderful 12:17, 24 13:19 16:15 18:20 31:13 46:4 wondering 34:4 50:25 work 8:17 9:19 10:17 11:13 15:24 27:2 32:23 33:23 36:15,22 38:24 39:4,18 41:1,5 42:17 44:1,2,6,9,14,23 48:10 50:24 51:23 59:19 72:5 74:11,21 75:22 76:9,12,23 77:20,22 78:3,24 79:17,19 worked 68:18 workers 80:23 workforce 10:16 working 11:1 21:7,18 63:25	64:24 65:16,21 67:2,6 68:17 69:13 72:7 75:1 77:23 78:5 79:14 works 34:7 61:8 workshop 28:2 32:21 33:15 40:16,18 47:24, 25 50:7 60:24 62:2 workshops 9:1 world 12:20,22 15:11,15 20:24 79:17 worse 22:24 worst 11:20 wrap 29:1 wrapped 12:16 wraps 14:8 Wright 15:17 written 46:1 59:1 wrong 32:8 71:25	yellow 65:9 youth 21:24 22:1 <hr/> Z <hr/> Zamora 75:18 zone 40:10 zones 38:8	
	<hr/> Y <hr/> year 8:3,7 9:12 11:16,23 12:3 13:18 19:10 23:20 24:10 27:22 44:17 57:8,17 66:22 67:8 69:13 72:11 74:18 75:2 78:6, 19 79:4,7,20 year's 51:3 79:15 year-end 11:18 year-round 19:8, 9 34:16 year-to-date 11:6 27:17 yearly 33:17 years 22:21 23:13 24:3,4 31:21,25 35:5 36:17,24 37:1,2 50:19 53:14 74:4,23		