



In the Matter Of:

O.C. FAIR AND EVENT CENTER

BOARD OF DIRECTORS MEETING

November 17, 2022

Case No:

CERTIFIED COPY

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 IN THE MATTER OF:

2 32ND DISTRICT AGRICULTURAL ASSOCIATION

3 ORANGE COUNTY FAIR AND EVENT CENTER

4 BOARD OF DIRECTORS MEETING

5 NOVEMBER 17, 2022

6 9:30 a.m.

7  
8  
9 Meeting of the OCFEC Board of Directors, stenographically  
10 reported by Charissa De La Torre, a stenographer, commencing  
11 at 9:30 a.m. and ending at 12:20 p.m., Thursday,  
NOVEMBER 17, 2022, at 88 Fair Drive, Costa Mesa, California  
and Zoom.

12  
13  
14  
15  
16  
17  
18 **CERTIFIED COPY**

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 APPEARANCES OF BOARD MEMBERS:

2 Newton Pham, Chair  
3 Nick Kovacevich, Vice Chair  
4 Doug La Belle, Chair  
5 Natalie Rubalcava-Garcia, Member  
6 Sandra Cervantes, Member  
7 Ashleigh Aitken, Member  
8 Robert Ruiz, Member

9 ALSO PRESENT:

10 Michelle Richards, Chief Executive Officer  
11 Ken Karns, Chief Operating Officer  
12 Joan Hamill, Chief Business Development Officer  
13 Josh Caplan, Deputy Attorney General  
14 Summer Angus, Meeting Secretary

15 PUBLIC SPEAKERS:

16 Reggie Mundekis  
17 David "DL" Silva  
18 Greg Silva  
19 Jeanine Robbins  
20 Mike Robbins  
21 Aileen Anderson  
22 Leigh-Ann Kazolas  
23 Brian Cummings  
24 Sonia Jahn  
25 Carolyn Beaver  
26 Claudia Berglund  
27 Gibran Stout  
28 Lisa Sabo  
29 Tom Conklin

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 32ND DISTRICT AGRICULTURAL ASSOCIATION

2 ORANGE COUNTY FAIR AND EVENT CENTER

3 BOARD OF DIRECTORS MEETING

4 THURSDAY, NOVEMBER 17, 2022

5 9:30 A.M.

6

7 CHAIR PHAM: All right. Calling this meeting to  
8 order. Welcome, everyone. Before we start everything, we  
9 have a special presentation. Before we get started on the  
10 agenda, I'll turn it over to Doug to present the print of the  
11 Sky Hawk painting to Ed Arnold.

12 MR. LA BELLE: Thank you, Chair Pham. Mr. Arnold,  
13 can I ask you to come up here? I have known Ed for 40 years,  
14 but the first 30 was on TV as I saw him. I think everyone  
15 knows that Ed was a long-time broadcaster and sportscaster  
16 with KTLA and KNBC Eyewitness News. And he has been a  
17 long-time supporter. He has been in Orange County since the  
18 late 50s, a Marine, he came to Orange County and he stayed,  
19 as most people did. Ed has been a very, very strong  
20 supporter of veterans. Both during his tenure and working  
21 and since his retirement. He also was instrumental of  
22 getting the original Skyhawk moved to the Civic Center in  
23 Santa Ana, and then was very helpful to the District and the  
24 foundation in getting the Skyhawk moved to his permanent  
25 location, forever at the Heroes Hall Veterans Museum. And on

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 behalf of the Heroes Hall Veteran's Foundation, board members  
2 Nick Baradino, the President, and all the board members, as  
3 well as the District, it is our pleasure -- honor, to present  
4 you with the first print of the original photo -- of the  
5 original painting by a local artist.

6 Let me take this off. Just give me a hand here.  
7 The original is on permanent display in the Heroes Hall  
8 Veterans Museum. So what you see is the A-4 Skyhawk. It's  
9 got Marines on the side, which is the current designation out  
10 there. And we want to present this to you. And thank you,  
11 again, very much for all you have done for veterans.

12 VICE CHAIR KOVACEVICH: Thank you.

13 MR. LA BELLE: Thank you. We'll have someone help  
14 you get it to the car. And there's a sign on the back that  
15 tells you a little bit about it, so, perfect.

16 MR. ARNOLD: Thank you, Doug. I'm very emotional  
17 because of what we went through to get this initially. You  
18 know, and then to see the way it was treated by the  
19 government and the county, and then Santa Ana. And then,  
20 thank the good Lord that we had the wonderful people here at  
21 the fairgrounds and Nick and Bobby, Nick, Donald. The things  
22 that they did to get this aircraft moved, it was not an  
23 easy -- to get them out in the first place, we went through  
24 hell and back. And went through many years, it was about to  
25 be abandoned. When I found out about it and we got some

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 really wonderful people. Because the Marines have made the  
2 county grow the way it did because of that base. And again,  
3 politics played its silly, stupid games again, and the base  
4 disappeared. But that's a different story. But this means  
5 so much to me because of the amount of time, the years, the  
6 tears, and the money that went into it. And I thank you very  
7 much and, Michelle, I'm so grateful that the fairgrounds is  
8 the landing place, the final landing place, because it will  
9 stay here until long after I'm gone.

10 MR. LA BELLE: If somebody could assist Mr. Arnold?  
11 And again, I hope you have a place. All right.

12 MR. ARNOLD: I can guarantee you where it's going to  
13 go.

14 MR. LA BELLE: Thanks again, Ed.

15 MR. ARNOLD: Thank you, all. Thank you very much.

16 MR. LA BELLE: Thank you.

17 CHAIR PHAM: All right. Thanks, Ed. Actually, this  
18 is the Call to Order.

19 All matters noted on this agenda on any category may  
20 be considered for action as listed. Any item not so noted,  
21 may be considered items listed on this agenda may be  
22 considered in any order. At the discretion of the  
23 chairperson. The mission of the OCFEC is creating equitable  
24 community access to agriculture, entertainment, cultural, and  
25 educational experiences. And I would like to call on Doug to

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 lead us for the Pledge of Allegiance.

2 MR. LA BELLE: My pleasure.

3 (Pledge of Allegiance.)

4 CHAIR PHAM: Summer, can you take roll?

5 MS. ANGUS: Chair Pham?

6 CHAIR PHAM: Here.

7 MS. ANGUS: Vice Chair Kovacevich?

8 VICE CHAIR KOVACEVICH: Here.

9 MS. ANGUS: Director La Belle?

10 MR. LA BELLE: Here.

11 MS. ANGUS: Director Rubalcava-Garcia?

12 MS. RUBALCAVA-GARCIA: Here.

13 MS. ANGUS: Director Cervantes?

14 MS. CERVANTES: Here.

15 MS. ANGUS: Director Ruiz?

16 MR. RUIZ: Here.

17 MS. ANGUS: Director Bagneris?

18 (No answer)

19 MS. ANGUS: Director Bagneris?

20 Just for the record, I do show her on Zoom, but the  
21 microphone is not on.

22 And then, Director Aitken?

23 MS. AITKEN: Here.

24 MS. ANGUS: Thank you.

25 CHAIR PHAM: She mentioned she'll dial-in.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 MS. ANGUS: Is there a motion to approve the minutes  
2 from the October Board Meeting?

3 MR. LA BELLE: So moved.

4 MR. RUIZ: This is Director Ruiz, I second.

5 MS. CERVANTES: I have a couple of questions. This  
6 is Sandra. Comments, Director Cervantes.

7 CHAIR PHAM: Do I -- I acknowledge that. Go ahead,  
8 Sandra.

9 MS. CERVANTES: Thank you so much.

10 Well, again, congratulations, Director Pham.  
11 Listening back to the video, I did state and asked that for  
12 the record that we do document, that it be documented,  
13 unfortunately, on the no-shows, for six no-shows in 2021, and  
14 four no-shows in 2022, and six no shows in 2021, and that's  
15 not on the minutes.

16 CHAIR PHAM: Yeah, we can add those. And then do we  
17 have to vote on that?

18 MS. RICHARDS: As amended.

19 MR. KARNS: Yeah, you would have to have the Board  
20 approve on the minutes as amended by Director Cervantes.

21 CHAIR PHAM: Okay. Yes. So I guess we can request  
22 the Board to approve the amended minutes as requested by  
23 Director Cervantes.

24 MR. LA BELLE: Make a motion to approve the amended  
25 minutes per Director Cervantes comments?

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 MS. CERVANTES: This is Director Cervantes. I  
2 second.

3 CHAIR PHAM: Okay. Then we will put it up to vote.

4 MS. ANGUS: Chair Pham?

5 CHAIR PHAM: Approve.

6 MS. ANGUS: Vice Chair Kovacevich?

7 VICE CHAIR KOVACEVICH: Yes.

8 MS. ANGUS: Director La Belle?

9 MR. LA BELLE: Yes.

10 MS. ANGUS: Director Rubalcava-Garcia?

11 MS. RUBALCAVA-GARCIA: Yes.

12 MS. ANGUS: Director Cervantes?

13 MS. CERVANTES: Yes.

14 MS. ANGUS: Director Ruiz?

15 MR. RUIZ: Yes.

16 MS. ANGUS: Director Bagneris?

17 (No answer.)

18 MS. ANGUS: Director Aitken?

19 MS. AITKEN: Yes.

20 CHAIR PHAM: All right.

21 With that, I guess I will put it open up for public  
22 comment after reinstatement. Public comment is allowed on  
23 issues not on the current agenda. However, no debate by the  
24 Board shall be permitted on such public comments, and no  
25 action will be taken on such public comment items at this

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 time, as law requires formal public notice prior to any  
2 action on a docket item. Speakers are requested to fill out  
3 and submit a comment card to the meeting secretary prior to  
4 the start of the meeting and are limited to three minutes.  
5 Comments will be accepted on all other agenda items at the  
6 time each item is listed on the agenda. Speakers wishing to  
7 address the Board on items on the agenda are requested to  
8 fill out and submit a comment card to the meeting secretary  
9 prior to the start of the meeting, and identify the agenda  
10 items on which you desire to address the Board. Speakers are  
11 limited to three minutes.

12 MS. RICHARDS: And we have four requests. And then  
13 Summer will let us know if anyone on the chat.

14 So, DL, you're up first.

15 MR. SESENA: Thank you. So my name is David "DL"  
16 Sesena. I am the current owner of the Original OC Swap Meet  
17 here at the fairgrounds. I'm here to talk about the Original  
18 OC Swap Meet that I started May 2021, with the goal to  
19 continue being a small business incubator. Hosting the event  
20 here at the OC Fair and Event Center was ideal since there  
21 has been a swap meet on this property for over 50 years.  
22 Fast-forward to December 2021, the price to hold my event  
23 here nearly doubled from \$6,700 to \$11,500. This drastic  
24 change in price has drastically hindered the event's growth.  
25 I would love to sit down with fair and staff and try to reach

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 a more reasonable price in order to keep this event going.  
2 If not, then I could say that December will be our last event  
3 month here. But I would also like to invite everyone here  
4 and people listening to me to our November 26 event date as  
5 we celebrate Small Business Saturday along with the SBDC.  
6 And 40 plus new small businesses will launch on that date. I  
7 will be donating the spaces to all of these vendors to begin  
8 their journey as entrepreneur. I want to continue to be able  
9 to do things like this and show the community how the OC Fair  
10 and Event Center can host huge events like Sand Sports and  
11 smaller events like ours, The Original OC Swap Meet, and  
12 continue to support local small businesses as well.

13 This diverse variety of events is what makes this  
14 facility Orange County's premier home for commerce of all  
15 types and of all sizes. Also providing opportunity for the  
16 community to come together and enjoy a variety of events.  
17 Thank you.

18 MS. RICHARDS: Mike Robbins?

19 MIKE ROBBINS: Good morning. Mike Robbins. Of  
20 course, I have been at the fairgrounds selling my stuff or 42  
21 years. And I'm retired, but I still enjoy coming to the swap  
22 meets and selling at least every other weekend at the new  
23 market place. The market place has been there for a long  
24 time. Originally, at it's peak, probably around 4,000  
25 people. So there were 1,400 vendors every week everyone

1 needed two or three extra personnel. So it's certainly a  
2 great small business enterprise. Legendary, legendary in  
3 Orange County and really, the fairgrounds was known as the  
4 Orange County Market place.

5 I think we have to come to a solution on the cost to  
6 incubate the new process here. We are coming out of Covid.  
7 And I can tell you, one of the problems that we are seeing is  
8 a lot of vendors that were there before, either retired like  
9 me and just went on or moved out of state, or I hate to say,  
10 even, passed away. So now, we need to build that up again,  
11 and we need some support for the small business from the  
12 fairgrounds here. The original deal from the market place,  
13 actually 50 years ago, was this taking half of the merchants  
14 price. So, of course, that completely eliminates any  
15 problems for rainy days, or weather days, or whether people  
16 don't show up or do show up. The market place made a certain  
17 amount of money, the fairgrounds made a certain amount of  
18 money.

19 But anyway you look at it, over the many, many  
20 years, but it was always to try and maintain stability of the  
21 market place. And I saw a lot of people who started off  
22 their business there and went on to running big corporations.  
23 It's a good incubator, it's a small community asset, and we  
24 have to find a way to retain it. And I would like to add --  
25 I have a little time. That I had a lot of customers now, I'm

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 gonna retire, so, and I do love coming there on Saturdays,  
2 though, every other weekends, it's harder for me as I'm  
3 older, but I still love to do it, and we love to see all of  
4 our regular customers. But in our peak of business, a lot of  
5 mail order, a lot of my customers moved out of state, and I  
6 still shipped them cigars. They come by my house, and we  
7 smoke cigars, and we have lunch and they buy some cigars or  
8 not. But there are a lot of customers that we contact that,  
9 literally, will not come by, they won't order, they want to  
10 wait for when the swap meet happens, and they want to come  
11 out there because they just love that. They love coming out  
12 in the open air, and they love sitting and walking around  
13 with their families, and they won't buy a cigar from me or  
14 anything, except at the swap meet. Thanks so much, you guys.

15 MS. RICHARDS: Jeanine Robbins.

16 MS. ROBBINS: Good morning. Hi. I'm Jeanine  
17 Robbins, and myself and husband, Mike, have been operating  
18 our small business here on the fairgrounds for 43 years now.  
19 I'm here because we can't let the swap meet go under without  
20 a fight. This is an event that needs to continue. During  
21 Covid, we were kept closed after all the businesses began  
22 operating here due to a lawsuit that was filed by you against  
23 the operating Spectrum. Yet, somehow our other Spectrum  
24 still holds the liquor license on the property and continues  
25 to operate at every event, even the current swap meet. You

1 even gave Spectrum a lease extension without an RFP on the  
2 right to sell to be this location. So as I have said before,  
3 you have kept hundreds of small businesses out of business  
4 unnecessarily, thereby resulting in thousands of people out  
5 of work, collecting unemployment instead of paying the  
6 various state taxes generated by their sales, and trust me,  
7 we pay a lot of state tax. People lost their businesses,  
8 their livelihoods, their homes, their families due to the  
9 decision of this event center.

10 Let's fast-forward to when DL decided to become the  
11 operator. He was met with resistance from Fair staff,  
12 instead of a cooperative event. He was denied set days, the  
13 first and third Saturday, the first Saturday of every month.  
14 Some kind of consistency that the customers would know when  
15 to come. The fairgrounds could have worked with DL to make  
16 the swap meet a success, to reinvigorate the swap meet, to  
17 allow him to rebuild an event. But it seems that you did not  
18 really want it here anymore. There could have been temporary  
19 rent reductions, as every other landlord did. After all,  
20 when all is said and done, you were basically the ones who  
21 have potentially killed this event.

22 Now, on the surface, it appears to us that the Fair  
23 staff is not exceptionally friendly to small businesses. But  
24 if you compare, we compare the contracts. A financial expert  
25 compared the contracts between \*\*blind Ms. Daisy and the

1 Orange County Swap Meet, and the inconsistencies were  
2 appalling. What DL pays compared to what blind Ms. Daisy  
3 paid was so much more. It was ridiculous. It almost seems  
4 as if you don't want the swap meet here, and you are doing  
5 your best to price them out of this venue.

6 Oh, yes. I forgot to mention that he was renting a  
7 portion of an empty parking lot that would be generating zero  
8 income if the swap meet was not there. However the Fair  
9 staff feels about the swap meet is certainly less important  
10 and not in line with how the community feels about the swap  
11 meet. The community wants the swap meet. They love the swap  
12 meet. This property is for the community, according to your  
13 motto on the wall.

14 Now, let's talk about the parking. If there are  
15 community events on the property, the attendees are not  
16 charged parking. There is the Pumpkin Patch, the Christmas  
17 Tree Farm, the Farmers' Market, to name a few. Yet, for the  
18 swap meet, our customers are charged \$10, which equates to  
19 \$10 less to spend at the event. This is the number one  
20 complaint amongst customers, especially when there are less  
21 than 50 vendors. Not only that, we as vendors, rent space  
22 from DL. We park our vehicle in our space that we paid for.  
23 We do not unload or move our vehicle, no vendors do. Yet, we  
24 are also expected to pay \$10 to park in the space that we  
25 have already rented. I can understand the charge if the

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1        vehicles were parked in the lot, but they aren't. They're  
2        parked in the previously rented space. I'm almost done.

3                    CHAIR PHAM: That's time.

4                    MS. ROBBINS: It would be like paying your mortgage  
5        but having to pay extra to park in your own driveway.

6                    CHAIR PHAM: Okay. That's up. Your time it is  
7        up.

8                    MS. ROBBINS: -- There needs to be some adjustments.  
9        The swap meet is loved by the community. Thank you.

10                  MS. RICHARDS: Gregg Silva.

11                  GREG SILVA: Good morning. Greg Silva, I have been  
12        a vendor at the swap meet for over 30 years. Quite a few  
13        years at the Fair, also. Speaking on behalf of DL also, and  
14        the swap meet. For years and years the fairgrounds was known  
15        as a swap meet that had a Fair during the summer. They  
16        didn't know there were any other events. Now, it's an event  
17        center, so there are more events. The swap meet attract's  
18        people from all over. People that move out of state, they  
19        still want to come back and visit the swap meet. So when  
20        they come and they see the size of it, we have to sit there  
21        with almost every customer and explain why it is what it is.  
22        How much DL has to pay. Their mouths drop when they find out  
23        what he has to pay for the little part of the parking lot.  
24        Their mouths drop again when they find out that he doesn't  
25        get any money from the food or beverage, they drop again when

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 they find out that the \$10 parking, he doesn't get any of  
2 that. First, they are blaming him for all of that, until  
3 they realize, wait a minute, it's not his fault. And when we  
4 come here, we are enthusiastic about selling here. Was here  
5 for many, many years. And families come with their grandkids  
6 now, that used to come with their own kids, and we really  
7 want to sell here. Every weekend, if possible, but if it's  
8 twice a month, that's great too. And when we get here, like,  
9 we are ready to go, and then we get slapped in face for  
10 having to pay the \$10 that Jeanine said. To me, that just  
11 puts a sour taste in our mouth, right at the get-go, at 5:00  
12 in the morning, waiting in line knowing I have to pay \$10, on  
13 top of whatever I already gave DL. Which he had to raise our  
14 rate due to the price that he's paying. And, you know, the  
15 only way he is going to make money and keep the business  
16 going, is if he is paying less rent, and we all agree to give  
17 him more under rent just so he can keep it going. We  
18 understand he has been losing money. And that's not what  
19 he's in business for. He's in business to feed his family  
20 and make a little bit of money, if he can. And, anyways,  
21 thank you very much and hope you guys can look into helping  
22 him out. Thank you.

23 MS. RICHARDS: Okay. And we have a public comment  
24 on Zoom, Tom Conklin.

25 MR. CONKLIN: Yes. My name is Tom Conklin. And I

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 will be a first-time vendor at the swap meet on November 26,  
2 and I have two dates December 10th and 17th. I do agree with  
3 the previous speakers and appreciate how hard DL must work.  
4 But as a potential vendor and new vendor to the system, I  
5 find it extremely difficult to communicate with DL and get  
6 signed in and signed up to be a vendor. I have talked to  
7 other potential vendors, and they are finding the same issue.  
8 So all I can ask is, DL, communicate better with potential  
9 vendors and have some follow-through. It took me months to  
10 get in, and then I had to ask for a receipt. I had to ask  
11 for instructions on how to get in. What's my space? Where  
12 do I go? So I appreciate how hard you work, but please  
13 communicate better. Thank you.

14 MS. RICHARDS: Anyone else on Zoom? No?

15 MS. ANGUS: No.

16 CHAIR PHAM: That concludes public comments.

17 Apologies, I went to the dentist this morning, so half my  
18 face is numb. I'm kind of slurring.

19 Consent calendar. All matters listed under Consent  
20 Calendar are operational matters about which the Board has  
21 governing policies, implementation of which is delegated to  
22 the CEO. They will be enacted in one motion. There will be  
23 no discussion of these items prior to the time the Board of  
24 Directors votes on the motion, unless members of the board,  
25 staff, or public request specific items to be discussed

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 separately and/ or removed from this section. Any member of  
2 the public who wishes to discuss the Consent Calendar items  
3 should notify the Chair of the Board at the time requested  
4 and be recognized by invitation of the Chair to address the  
5 Board.

6 MS. RICHARDS: So we do have a list of public  
7 comment for Consent Calendar, Aileen Anderson.

8 MS. ANDERSON: Hi. I have some materials I could  
9 give to the Board.

10 Can I do that before I speak? Or is that -- I know  
11 these were provided by e-mail in advance.

12 CHAIR PHAM: Could you repeat that part?

13 MS. ANDERSON: Sorry. I have some materials that  
14 are printed that I could distribute to the board before I  
15 speak.

16 CHAIR PHAM: Absolutely.

17 MS. RICHARDS: Most of our board members are Zooming  
18 in.

19 MS. ANDERSON: These came by e-mail. I just have  
20 some copies for you today.

21 MS. RICHARDS: We can just pass them around.

22 MS. ANDERSON: Thank you so much. So my name is  
23 Aileen Anderson, so just by way of background. I am a senior  
24 faculty member and administrator at the University of  
25 California Irvine, and I bring that up because one of my

1 administrative roles right now has been overseeing the  
2 contracting process, including the bid set and reviewing the  
3 bids with a technical review committee, and now I'm  
4 overseeing the construction and licensing of a sole main  
5 manufacturing facility there. It's a \$13,000,000 facility.  
6 So I'm really quite familiar with California Code in terms of  
7 how the bidding process works. I would like to thank you for  
8 your time and reviewing the information we have provided by  
9 e-mail and today and for your efforts in securing a new  
10 operations contract for the Equestrian Center at the OC  
11 Fairgrounds.

12 With that said, we have some concerns regarding  
13 sustainability that would come into that bid, and that's the  
14 reason I am speaking to you today. The LWI bid that you have  
15 received, reflects a cost projection that is far out of line  
16 with comparable facilities in Orange and LA County, and this  
17 really points to a lack of operational expertise in this  
18 domain that is inconsistent with the standard required in  
19 order to identify the bidder as a responsible bidder under  
20 California Code. OC Equestrian Center board fees are  
21 currently quite consistent with other local comps. We have  
22 compiled a list of five of them in the area, and that puts us  
23 in the range of \$622 a month, to \$634 a month in terms of  
24 board. The absolute best-case scenario under the LWI bid,  
25 assuming full occupancy and a rough number estimate would

1 bring this to \$1,024 a month in order to just barely break  
2 even. And this really reflects, in part, the inexperience  
3 and, I think, some of the issues in terms of how the bid was  
4 set.

5 So that brings me to my second point. The LWI bid  
6 shows a lack of detailed knowledge of equestrian facilities  
7 and maintenance. Perhaps resulting in this dramatic mark-up.  
8 If we take one example, which is how the feed is proposed to  
9 be delivered. It's on a per-action feeding schedule, \$5 a  
10 time. That yields a rough mark-up of 387percent over what  
11 current operations run. So if you run a staff-based  
12 projection, which is how you should do these projections, six  
13 staff, I put in better than working wage, \$20 an hour, full  
14 benefits, for those staff, the supervisor at \$28 an hour in  
15 my rough calculations. That brings you to \$415,000 a year.  
16 The LWI bid would come in at \$1.6 million. That's a \$1.2  
17 million annual markup. The selection of LWI bid by the  
18 Board would represent a financial burden to the OC  
19 Fairgrounds that would inevitably drive either a significant  
20 deficit, or more than a doubling of the board fees, and that  
21 would make, in fact, make the OC Equestrian Center not  
22 operational.

23 This is not consistent with the stated strategic  
24 goals of the Center. We request, therefor, the bid  
25 solicitation be canceled, the bid be reset to modify some

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1       restrictive requirements and redistribute it to other  
2       potential bidders, that a technical review committee be  
3       formed in order to help that new bid set and review bids  
4       including at least one representative from the OC Equestrian  
5       Center. That the review of the new bid should include this  
6       technical review committee with a prehawk established bidding  
7       system, per California Code. And that the terms of the new  
8       bid set require comps with other facilities and what their  
9       management structure is. I'm just going to point you to this  
10      in document, which you have, this is a side-by-side layout --

11                   CHAIR PHAM: Yep, we got it.

12                   MS. ANDERSON: -- of the current bid. And all of  
13       the items that are missing from this bid that will further  
14       drive the cost. Thank you.

15                   CHAIR PHAM: Thank you.

16                   MS. RICHARDS: Okay. Leigh-Ann.

17                   MS. KAZOLAS: Hi. \$1,500 an hour. That's the  
18       purposed rate by Lopez Works to the feed horses at the  
19       Equestrian Center, not including the food. This is the  
20       amount that staff is comfortable paying as they recommend  
21       this contract be signed. So let's take a look at the math  
22       for a moment. At this one component of the contract, there  
23       are a 150 horses total, maximum, at the Equestrian Center,  
24       Lopez is suggesting \$5 to feed each horse breakfast and \$5 to  
25       feed each horse dinner as a reasonable rate of pay. Feeding

1 a horse is pretty simple. And for the folks at home, I  
2 literally have bread. It comes like a loaf of bread, cut  
3 into pre-measured slices. It is a compressed rectangle, and  
4 we call, instead of slices, we call these flakes. And the  
5 bale is relatively uniformed, just like a loaf of broad. You  
6 can tell someone, "Feed my horses two flakes of hay," and  
7 industry-wide, you know what your horse is going to get. It  
8 currently takes four workers, 30 minutes to fill the carts  
9 with hay and feed the 150 horses. The feeding is done by the  
10 same guys that clean the stalls and maintain the arena, so  
11 this isn't a specialized job. So the prep work is putting  
12 the hay bales into the carts and then going around and saying  
13 "Okay. This horse gets two of this kind, another 12 steps,  
14 this horse gets one of each, one of each." It's -- you know,  
15 it gets done in 30 minutes, currently. So Lopez wants to  
16 charge \$5 each time. So 30 minutes for breakfast, 30 minutes  
17 for lunch -- I mean dinner. That's one hour, not including  
18 the price of food, and because this is every single day of  
19 the year, that \$1,500 a day, for 365 hours of work, the total  
20 is \$547,000 for 365 hours of work. It's an outrageous sum of  
21 money, and that's just the feeding.

22 The arena maintenance is just as horrifying. It's  
23 four times the rent you can rent equipment at the 22nd DAA.  
24 The rates being awarded are not even close to industry  
25 standard, and it's clear not much due diligence was done on

1 either side. This per-task model just doesn't work. That's  
2 why it's not what's currently done. There -- you are going  
3 to hear from an amazing public Equestrian Center. There are  
4 other options on public land, they are profitable, they cover  
5 the cost, they make money, they provide public programming,  
6 and they do revenue-generating horse shows. They do what the  
7 Board wants in your strategic plan, and they cover their  
8 cost.

9 To have this swing from going from a \$100,000 profit  
10 to a \$1.4 million loss is insane. If you were to take those  
11 projected losses, \$1.4 million, and put them towards public  
12 programming and capital improvements, that's more in  
13 alignment with the Board's strategic goals, with we are fully  
14 in support. And this must also be the first time a over five  
15 years, \$11,000,000 award is being awarded to a company in an  
16 industry completely outside of the job it's required. Thank  
17 you.

18 MS. RICHARDS: Brian Anderson.

19 MR. CUMMINGS: Okay. For the record, I'm actually  
20 Brian Cummings. I'm married to Aileen Anderson. That's  
21 fine. That was 30 years ago, she refused to take my name.

22 I'm an associate Dean for faculty development at UC  
23 Irvine School of Medicine, and I just want to offer to you  
24 today, please, I will retire from my job tomorrow and for  
25 nearly \$657,000, I will feed the horses here. Okay. I don't

1 want to work weekends, and I don't want to work on holidays,  
2 and apparently horses needs to eat everyday. So what I'll do  
3 with my \$657,000, is I'm going to give a \$100,000 to my  
4 daughter -- I hope that's okay. And she'll do the weekend  
5 and I will give \$100,000 to her friend, who will do the  
6 holidays. And I'll still make three times my salary, and  
7 I'll have to work an hour every morning and I'll work an hour  
8 every evening. This will be awesome.

9                   So I can illustrate that because, as Dr. Anderson  
10 said, this price structure, it can't be how you do this. I  
11 negotiate with drug companies, they do a clinical trial in my  
12 laboratory, and I do the experiments. I calculate all the  
13 costs of the supplies, the syringes, and the gauze -- that's  
14 not the real cost. The real cost is the personnel. So how  
15 do you do this? How many people do you need to run a  
16 facility? To do the cleaning, do the feeding, do the  
17 dragging of the arenas, and you price it by the personnel,  
18 not by the bale of hay. It doesn't make any sense. Also,  
19 this bid has hay, where if there is a waste of hay, the  
20 bidder makes a profit. Rather than they make a loss. It's  
21 just structured wrong.

22                   What you need, in my opinion, is to go back and have  
23 a much more detailed bid set. We're happy to volunteer and  
24 help you with that bid set. We want to see the fairgrounds  
25 expand more public outreach, more shows on these fairgrounds.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 We don't have -- in this bid, there is no fence repair.  
2 There is no painting of the fences, there's no jumping  
3 repair, there is no removal of manure. That's going to be a  
4 big problem. When you come back and ask the folks, we don't  
5 have manure cleared. Are the fairgrounds going to pay for  
6 that instead? At, I don't know, a five times higher rate.  
7 So I just urge you to reset this bid, get a couple of  
8 consultants, and we'll help you because we want to work with  
9 you, and we appreciate having these fairgrounds here. We  
10 have a opportunity to expand. Put in a covered arena,  
11 improve the jumps, and make this a place where we can  
12 actually have horse shows again and serve the community as  
13 the fairgrounds was meant to do. So thank you.

14 Or hire me, and I'll feed the horses. I'm fine with  
15 that, too.

16 MS. RICHARDS: Sonia Jahn. I'm not sure if I'm  
17 pronouncing that correctly.

18 MS. JAHN: No, that's correct.

19 MS. RICHARDS: Okay. Sonia Jahn.

20 MS. JAHN: Hi there, I'm Sonia Jahn. I'm currently  
21 the caretaker of Lakewood Equestrian Center, responsible for  
22 managing all aspects of the facility. We are a 150-horse  
23 public boarding facility on 19 acres of public land, under  
24 the purview and jurisdiction of Lakewood City Council. We  
25 have included, -- we are included in Lakewood's expansive

1 revitalization project, working in conjunction with the city,  
2 parks, trails, and several service agencies to help improve  
3 public benefit and expand community outreach and community  
4 participation. While primarily a boarding facility, we also  
5 offer public opportunities for the community to enjoy an  
6 active working Equestrian Center in the middle of busy, urban  
7 setting, including the following public programs, holiday  
8 events, clinics, equine rescue, equine therapy, fundraisers,  
9 petting zoo, pony rides, riding lessons, horse shows, et  
10 cetera, et cetera.

11 With an average monthly rate at or below similar  
12 properties on public land, we provide excellent service to  
13 our boarders, in addition to extensive, successful public  
14 programming and have for decades, without financial  
15 shortfall. At Gibran's request, I reviewed the financial  
16 portion of the proposed maintenance contract up for Board  
17 approval today. As an experienced facility manager, my first  
18 impression was, "Wow." This contract proposes labor costs  
19 400 percent above what I pay. And feed and shavings quoted  
20 at 300 percent higher. In addition, I was struck by the  
21 small scope of work was for the cost. There are numerous  
22 daily caretaking tasks that are not included, nor is manure  
23 removal, which is a very big expense, and is usually a  
24 cleaning company's responsibility. Our public Equestrian  
25 Center follows a mainstream industry standard business model.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 We know what our income is from boarding events, and we know  
2 from each year that our labor/ payroll, which is our  
3 business -- biggest expense. Runs approximately 45 percent  
4 of our gross receipts. And we know consistently, spend the  
5 same percentages annually on feed savings, maintenance, et  
6 cetera. As a experienced local Equestrian center manager, I  
7 will tell you that the proposed contract makes zero sense,  
8 and is certainly not financially sustainable.

9                   In its current state, the only one greatly  
10 benefiting is the proposed contractor charging excessive  
11 rates for a small scope of work. As a civic employee, we are  
12 obligated to safeguard the public funds entrusted to us.  
13 Transparency is -- I shouldn't have looked at that -- In  
14 public projects, therefor offer my experience and assistance  
15 in collaborating with the staff to achieve that goal. I  
16 thank you for your time and look forward to meeting with you  
17 and sharing my experiences and current profitable,  
18 sustainable business model with you. Thank you.

19                   MS. RICHARDS: Carolyn Beaver.

20                   MS. BEAVER: Good morning. Just by way of  
21 introduction, for you those of you who don't know me, I am a  
22 board member of three public companies in Orange County and  
23 San Diego. I'm also a board member of two nonprofit  
24 organizations, including the Chair of Changing Strides, our  
25 nonprofit developed to provide a riding program here at the

1 fairgrounds for at-risk youth. The Consent Calendar for this  
2 Thursday's meeting includes a proposed contract with Lopez  
3 Works, Inc. to provide services to the Orange County  
4 Fairgrounds Equestrian Center for horse feeding, stall  
5 cleaning, and arena maintenance services. To properly  
6 exercise the Board of Director's fiduciary duty. This  
7 contract must be removed from the Consent Calendar for the  
8 directors to fully discuss this contract. Board policy 2.01.  
9 Institutional values, states we are committed to serving as  
10 faithful stewards of the 32nd District Agricultural  
11 Association property, resources, and institutional values by  
12 acting in the best interest of the 32nd DAA. Part of the  
13 strategic plan, under strategic direction, states the  
14 business model for the Equestrian Center will balance the  
15 requirement to operate as a public benefit venue with the  
16 need to be financially sound. This contract is not  
17 financially sound. The LWI contract will cause the 32nd DAA  
18 to lose \$1.4 million per year, compared to the existing  
19 service provider. This loss, in large part, represents a  
20 transfer of the assets from the 32nd DAA to a private  
21 contractor for no public benefit. Furthermore, the proposed  
22 contractor has no experience in providing the proposed  
23 service and, therefore, subjects the 32nd DAA to additional  
24 risks, which are not compensated for in the contract.

25 The Board needs to exercise its responsibilities for

1 governance and reject the contract in its current form. The  
2 bid needs to be revised to ensure its requirements are  
3 accurate and that it reflects the current industry standards  
4 of operations by experienced personnel and competitive costs.

5 Thank you so much for your attention.

6 MS. RICHARDS: Thank you. Claudia Berglund.

7 MS. BERGLUND: I'm not tall enough.

8 I'm Claudia Berglund, and I will start with saying  
9 I'm here today because I am so excited at the prospect of  
10 horse shows returning to the Orange County Fairgrounds  
11 Equestrian Center. In real life, I am a CPA, a certified  
12 fraud examiner, a forensic accountant, and an expert witness.  
13 Two weeks ago, I testified in a deposition about the  
14 operations of an Equestrian Center in the East Bay area in  
15 northern California. But the reason I'm here, and the reason  
16 I am so excited is because of the prospect of horse shows.

17 I have managed horse shows for approximately 25  
18 years. The first one of which, was actually here at Orange  
19 County Fairgrounds. I was a member of the management team  
20 for the Scooter Series, which ran here for two years and  
21 attracted -- we ended up having to restrict entries, because  
22 we couldn't get done with the real estate, the ring space,  
23 that we had, and so we ended up -- which was great, it was  
24 fabulously successful and very popular. From there, I went  
25 on and developed a horse show business that presents horse

1 shows -- presented horse shows at Rancho Mission Viejo Riding  
2 Park, which is also known as Blenheim EquiSports, I have  
3 managed horse shows at Sycamore Trails in San Juan  
4 Capistrano. I managed them at Galway Downs in Temecula and  
5 assisted in the management of horse shows in Bay area.

6 I became familiar with the fairgrounds when I moved  
7 here in '78. And in the '80s, I attended and watched and  
8 participated in horse shows here. Got to jump on the grass  
9 in what is now a parking lot, I got to see all the different  
10 breeds and disciplines. And it was very exciting, and it got  
11 me very interested in pursuing horse show management as sort  
12 of my side gig. And so, thank you for considering some  
13 format, going forward, which will permit the return of horse  
14 shows to this newly good central facility. Thank you.

15 MS. RICHARDS: Thank you. Gibran Stout.

16 MS. STOUT: Good morning. Thank you. For letting  
17 me speak. You are short, Claudia.

18 What has gotten us here is the -- multiple factors.  
19 However, it appears that there hasn't been sufficient or any  
20 communication with the experts available to you, regarding  
21 the moving forward with this property in the contract. As we  
22 just found out about the specifics of this contract one week  
23 ago, we scrambled to get together some experts for you. And  
24 as you can see, just the few people we were able to bring  
25 today, take time out of their day to come here. They are

1 quite substantial, and they are quite knowledgeable and are  
2 invaluable tools in helping us all move this forward. We, as  
3 users, reached out to help as early as January, and we are  
4 hoping to be included in communications, discussions,  
5 planning, so we can bring these resources forward much before  
6 we were at this point. You have public who are on site 365  
7 days a year. You have these countless professionals  
8 throughout the industry. Between us, we literally have  
9 centuries of experience in facilities, management, finance,  
10 all aspects of what you hope to achieve here.

11 We have heard the staff is committed to providing  
12 excellent customer service, yet that involves including the  
13 customer in determining what the service is needed. So I'm  
14 going to suggest, let's all step away from the flame, let's  
15 heed the red flags. Let's take a pause. It is more  
16 important to get this right than to rush into a bad contract  
17 with -- with the very avoidable, unnecessary consequences. I  
18 suggest simply the Board hits the pause button, take this  
19 opportunity to continue your 43-year legacy of this  
20 historically profitable facility. This facility has been  
21 historically profitable for 43 years. Longer than some  
22 directors have been alive. Let's negotiate a temporary  
23 extension -- and I say temporary, for your current operator  
24 including an on-site training schedule with the new Ag  
25 director, so she can shadow for a couple of months. Look at

1 and speak to some of these other facility models. Facilities  
2 that are public, on public land, overseen by public  
3 government entities. Which operate at a profit. Not private  
4 HOA facilities that are subsidized by private HOA boards.

5 While we have begged month after month, you've heard  
6 us here, "we're here, we're here, we and to help, we want to  
7 contribute." You have many vehicles available to you to  
8 include the public in this process. Some of these vehicles  
9 are study sessions. Work shops, Ad Hoc committees, and so  
10 on. Please restore an Ad Hoc committee or something to get  
11 this done. Thank you.

12 CHAIR PHAM: Thank you.

13 MS. RICHARDS: Lisa Sabo -- I'm sorry. I forgot  
14 Alexis.

15 AUDIENCE: No, she's fine. She's good.

16 AUDIENCE: She decided not to speak.

17 MS. SABO: Okay. I'm Lisa Sabo, an Equestrian  
18 trainer at the Equestrian Center, and I'm also the President  
19 of the Orange County Fairgrounds Preservation Society, which  
20 started back with the stop the sale of the fairgrounds.  
21 Prior to the stop the sale of the fairgrounds, was a big push  
22 to close the Equestrian Center. So the Equestrians get a  
23 little emotional when things happen like this because we  
24 really want to see the Equestrian Center continue and to  
25 thrive. And I think you had a very great, logical

1 presentation today. There's lots of logics -- logic  
2 presented why you should remove this contract and stop and  
3 restart.

4 And you know, we feel after going through the years  
5 of the sale of the fairgrounds and just being out there this  
6 morning and we're in beautiful Orange County, and we are so  
7 blessed, and we're so grateful to have our Equestrian Center.  
8 And we have wonderful horses and wonderful clients, and we  
9 have people that come out. I run a riding school, I have 13  
10 riding school horses that I'm responsible for paying for and  
11 keeping and managing every month, and it's very costly, but I  
12 do that to provide lessons to the middle income and lower  
13 income families of Orange County. And with Changing Strides  
14 and our pony club, all the wonderful things that happen.

15 So, please, you have the logic laid out in front of  
16 you. Now, reach into your emotions, and you can think of the  
17 quote of William Randolph -- Winston Churchill. Winston  
18 Churchill says, "There is something that's good for the  
19 inside -- outside of a horse, that's good for the inside of a  
20 man." And I believe at the Equestrian Center, we are  
21 changing lives on a daily basis. 365 days a year, and we are  
22 emotional about it because this is -- it's not just a  
23 contract to rent a parking spot, it's a contract to care for  
24 our horses, which are animals which provide so much for our  
25 community. So please, dig deep into your emotions. And the

1 logic has been laid out.

2                   Thank you, Gibran. And Claudia came, thank you for  
3 coming. I appreciate these people are professionals. And  
4 you have heard me say this before, and I'll say it again,  
5 Shaquille O'Neal might be a great basketball player, but I  
6 would not call him for advice for how to jump my horse.  
7 That's what happened here. You put together a contract with  
8 people who are not in the field, and they don't understand.  
9 It was all put together with good meaning, but we need to  
10 stop and review and hire professionals in the field to put  
11 together a contract and do this right. Just like Gibran  
12 said, give it some time, bring in people that know how to do  
13 this right. Let's do it right, and let the Equestrian Center  
14 thrive in the future. Thank you.

15                   MS. RICHARDS: One more. Reggie Mundekis.

16                   MS. MUNDEKIS: Hi. Good morning. I'm Reggie  
17 Mundekis, and thank you for this opportunity to address you  
18 this morning on this issue. I just need to correct the  
19 record. Ms. Sabo name-checked the Orange County Fairgrounds  
20 Preservation Society. And implied, somehow, we have taken a  
21 position regarding the Equestrian Center in the Equestrian  
22 contract. There's been no such position taken, and her  
23 actions in that matter and speaking that way is regrettable.  
24 It is not -- I don't see how it's viable to extend the  
25 current contract with the current operator, because in the

1 eyes of the State, it's not clear if that's a valid contract  
2 to be extended. This contract comes after a lot of work of  
3 staff. And they are trying to do the right thing.

4 At a time other places are closing in Equestrian  
5 facilities, we are trying to keep ours operating. When this  
6 Equestrian facility opened, there were two Marine Corps bases  
7 in the county and a lot of empty, vacant land. And the  
8 demographics, I'm sorry, everyone was a white Republican for  
9 the most part. And anybody who wasn't, was supposed to sit  
10 down and shut up. Now we are a broad, broad, diverse,  
11 increasingly dense county. We need to move forward with this  
12 contract. We can make provisions to it as we need to, as we  
13 learned more about how we want to operate. One of my  
14 concerns with people contest how much the price increase on  
15 this contract. I'm sorry, but it's not always clear that the  
16 people who are working in the stables are -- trying to put  
17 this politely -- that the employers are complying with labor  
18 laws, as far as working conditions and rates of pay, things  
19 like that. So this proposed contractor does comply with  
20 labor law, and that in itself, can raise the cost of the  
21 Equestrian Center and the operations. We need to move  
22 forward. One of the issues about the Equestrian Center is  
23 that we can never have a discussion about it because there is  
24 just people who just have to have it their way or no way.  
25 So, let's try to move forward. Try to do the right thing.

1 Keep this place open and figure out where it goes. Where it  
2 is in a few years may be different than where it is now,  
3 simply because things change, our county has changed, and if  
4 you don't change, you just don't do well.

5 So, thank you.

6 AUDIENCE: Alexis has changed her mind. I'll -- can  
7 she yield her time to me? It's been done in the past.

8 CHAIR PHAM: Can they swap?

9 MR. Caplan: You know, it's up to the Board Chair to  
10 determine whether they are going to individuals, to allow  
11 others to speak on their behalf. I don't know what the  
12 practice is. I haven't seen it done in sometime that I have  
13 been sitting at this table as Counsel. But it's ultimately  
14 not my decision. It will be up to the Board Chair.

15 CHAIR PHAM: I guess for the propose of  
16 technicality, how about both of you go up and speak.

17 AUDIENCE MEMBER: So I can't let that pass,  
18 there are just too many inaccuracies there. So under  
19 California State Code, it is required that any bidder come in  
20 and any bid that is created, is both responsible and  
21 responsive. I agree, that this bid was responsive to the bid  
22 that was set. The problem is, that the bid that was set, as  
23 you heard today, was deficient. One of the issues at stake,  
24 though, is whether this is a responsible bidder. And as you  
25 have also heard here, they are not. This is not a realm of

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 experience that is within their domain and the  
2 technicalities, the details, the financial consequences of  
3 their bid, show you that they are not a responsible bidder.  
4 Under California State Law, this Board should not vote on  
5 this bid today. Because the bidder is not a qualified bidder  
6 under those two criteria. If you think of nothing else, that  
7 is absolutely within the fiduciary responsibility of this  
8 Board.

9 To assume that this is some sort of personal issue  
10 when we are talking about \$100,000-\$200,000 a year profit for  
11 the existing operation of the Orange County Equestrian Center  
12 to a \$1.2 to \$1.4 million deficient is irresponsible, to make  
13 as a claim. It is absolutely irresponsible. And it is the  
14 responsibility of this Board to take all of this information  
15 in, understand the expertise that's at stake, and make a  
16 decision that is appropriate under California Code.

17 That is all I have to say. Thank you.

18 MS. RICHARDS: That concludes public comment.  
19 Unless there is anyone else on Zoom?

20 Staff also needs to pull two items under the Rental  
21 Agreement. Section 7B. Contract R150-22. And contract  
22 number R-15122. Those are two rental contracts there are not  
23 ready to come to the consent, so we'll bring those back at a  
24 later date.

25 CHAIR PHAM: Okay.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 MS. RICHARDS: Okay.

2 CHAIR PHAM: And then, I guess I will open it up,  
3 the Consent Calendar for Board discussion, if there is any.  
4 Remotely, as well.

5 MS. ANGUS: I'm sorry.

6 MS. RICHARDS: Any comment from Board members on  
7 Zoom?

8 MS. CERVANTES: This is Director Cervantes. This is  
9 on the subject of the Equestrian Center.

10 CHAIR PHAM: Go ahead and speak, Sandra -- or,  
11 Director Cervantes.

12 MS. CERVANTES: Thank you. I am a little bit  
13 mind-boggled and feel that there is no immediate urgency in  
14 our request that the proposed contract be delayed. It  
15 appears that additional time is needed, and also, it appears  
16 that there is no upside to making a decision now, as I feel  
17 we have a gem with the Equestrian Center. And it is our  
18 responsibility and commitment to our community to make it  
19 shine. And I'm not quite sure that a full review from a  
20 Committee has taken place. At least not from the Governor's  
21 Committee, so I just don't see the upside on voting on it  
22 today.

23 MR. LA BELLE: Chair Pham, if I might? Michelle,  
24 can you kind of -- obviously, there is a lot of emotion tied  
25 to this subject. Could you kind of go through and summarize

1 specifically, what we are required to do as a state agency,  
2 in terms of the bidding process, and what has been included  
3 in the bid package that needed to be included, so that we  
4 could be in compliance with all appropriate laws relating to  
5 this process.

6 MS. RICHARDS: Sure. So I might, also, remind the  
7 Board that the contract with the current operator of the  
8 Equestrian Center expires on December 31st of this year. The  
9 Board entered into a one-year agreement with the current  
10 operator. So the requirement is that we -- this was not an  
11 RFP, but a IFB, which is an Invitation for Bid. The reason  
12 as IFB is used is because we dictate what is needed, and we  
13 ask the bidders for a cost on that. So we ask them for a  
14 specific cost on a specific body of work that needs to be  
15 done. Different from an RFP where we are asking for a  
16 proposal for how the work should be done.

17 So our team did extensive research with both public  
18 and private facilities. We were very pleased with the level  
19 of detail and research that was done. The IFB was developed,  
20 it was publicly noticed, there were several potential bidders  
21 that received it, including the current operator. We  
22 received one bid, and the bid was determined to be responsive  
23 to the IFB, and it was awarded.

24 I know there are a lot of questions about it. The  
25 one thing that I can, I can suggest, maybe, because we hear

1 your concerns. We certainly do. But this -- the contractor  
2 is well-qualified to do the work that's being asked. I  
3 realize that you may have different opinions about that. But  
4 in addition, it's important to understand that the budget  
5 before Department 25, which was the Equestrian Center, was  
6 simply -- it's simply included, the contractor's  
7 contribution, and then the commission that came back. There  
8 were a lot of costs that were associated with the Equestrian  
9 Center on the part of the OC Fair and Event Center team, such  
10 as, the work that Jerry and his team do. Nick Boofa and his  
11 team do, I'll give an example of the fire alarm system that  
12 was absorbed by the OC Fair and Event Center. So when we  
13 built the budget in Department 25 in self-managing the  
14 facility now, it includes all of those expenses. So we  
15 expected the expenses to be high.

16 The contract is built around the bid that the  
17 contractor submitted. The amount that the contractor  
18 submitted. That is not a bill-up-to amount. It is  
19 not-to-exceed amount. So the amount that we will be billed  
20 on a monthly basis is going to be for the actual work that is  
21 done. And we said it many times, that we, you know, this  
22 Board has been very transparent about the plan for the  
23 Equestrian Center. A year ago, there was a commitment that  
24 was made that we were going to take over management and  
25 operation. We are moving our own staff down there, including

1 our Director of Agricultural Programs. Staff is being --  
2 additional staff being hired. The contractor is hiring  
3 people who are well acquainted with that facility and the  
4 work that needs to be done. And the Board has said we are  
5 going to look at this on a regular basis. For any of you  
6 that Zoomed-in or joined us in person for the Budget Study  
7 Session, it was discussed in detail that our Finance  
8 Committee plans to bring that budget on a monthly basis. So  
9 that the Board can keep track month-by-month how we are doing  
10 against that budget.

11 There was recognition that we are going to lose some  
12 dollars in that first year. As we get our arms around the  
13 operation, and we understand where there are opportunities  
14 for revenue, as a member of the public commented, and where  
15 there are efficiencies in the operation that we can lower our  
16 expenses.

17 So, I'm sorry, I know that's a very long answer,  
18 Director La Belle, but I'm kind of trying to encapsulate  
19 everything together. So, I think, the commitment is to stay  
20 the course, and let's -- let's assess things as we go along.  
21 We are committed to a high-level of customer service. You  
22 are our new customers as we take on new direct operation of  
23 the Equestrian Center. We have communication meetings, open  
24 houses, information sessions that are planned, and your  
25 concerns will be addressed. That's -- that's all I have.

MR. LA BELLE: Just to add to that. Thanks, Michelle. That was very thorough.

What is the District's ability, the Board's ability to modify or terminate the contract that is before us? Is there a 30-day provision in there? Do we have the ability to come back and say, you know, as we refine our program, do we have the ability to come back and say we don't want to do A, we want to do B, et cetera, et cetera?

MS. RICHARDS: Yes. So any contract that the State enters into, can be canceled with a 30-day notice. And we have the ability to amend the contract along the way, as well.

MR. LA BELLE: And we are under somewhat of a time crunch. We have been working on this for the better part of a year, and come the end of next month, the current operator is no longer going to be on-site; is that correct?

MS. RICHARDS: That's correct.

AUDIENCE: Unless you ask him so whose going to do man you've the fairgrounds picking that up.

CHAIR PHAM: Excuse me, guys.

MS. BAGNERIS: Director Pham? This is Director Bagneris. I feel very comfortable moving forward with the Consent Calendar. If it's time for a motion, I would like to move that we approve the Consent Calendar.

MS. RUBALCAVA-GARCIA: I second. This is Director

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 Natalie Rubalcava-Garcia.

2 CHAIR PHAM: Okay. We will put it up to vote to the  
3 Board. Prior to doing so, I did want to ask a question.

4 MS. RICHARDS: Sure.

5 CHAIR PHAM: Speaking on what Doug specifically said  
6 on the amendment, the capabilities of the 30-day termination  
7 clauses and what not. It's addressing one of the major  
8 bullet points that was mentioned earlier on the \$5 per horse,  
9 et cetera, et cetera, and doing a comparison "that" and  
10 "this". We would be able to dial that in or, theoretically,  
11 cancel our contract if we couldn't come to an agreement. We  
12 did find that to be too cumbersome; right?

13 MS. RICHARDS: That is correct.

14 CHAIR PHAM: Okay. Yeah, I will put it up for vote  
15 on the Board at this point.

16 MS. ANGUS: Should I take the roll call now?

17 CHAIR PHAM: Yes. Sorry.

18 MS. ANGUS: Chair Pham?

19 CHAIR PHAM: Yes.

20 MS. ANGUS: Vice Chair Kovacevich?

21 VICE CHAIR KOVACEVICH: Yes.

22 MS. ANGUS: Director La Belle?

23 MR. LA BELLE: Yes.

24 MS. ANGUS: Director Rubalcava-Garcia?

25 MS. RUBALCAVA-GARCIA: Yes.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 MS. ANGUS: Director Cervantes?

2 MS. CERVANTES: Yes.

3 MS. ANGUS: Director Ruiz?

4 MR. RUIZ: Yes.

5 MS. ANGUS: Director Bagneris?

6 MS. BAGNERIS: Yes.

7 MS. ANGUS: Director Aitken?

8 MS. AITKEN: Yes.

9 MS. ANGUS: Director Aitken, do you mind repeating  
10 your vote?

11 MS. AITKEN: This is Director Aitken, yes.

12 MS. ANGUS: Thank you.

13 CHAIR PHAM: All right. So moved. Right?

14 MS. RICHARDS: So moved.

15 CHAIR PHAM: I will turn it over to Michelle to  
16 speak on the Governance Process.

17 MS. RICHARDS: Okay. This is item 8A. The draft  
18 Master Site Plan Presentation. We had a meeting yesterday  
19 with our Facilities Committee to review the presentation that  
20 you are about to see, and maybe before I start, I'll turn it  
21 over to Directors Aitken and Ruiz to see if there are any  
22 comments you would like to make before the presentation.

23 MR. RUIZ: Yes. This is Director Ruiz. Thank you,  
24 Michelle. Yes, we did have a meeting yesterday. Great  
25 meeting, by the way. Very informative. We went into detail

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 about all the projects and the presentation that was laid out  
2 before us was, I can't say enough about it. Especially, I  
3 don't want to give it away, but when everyone sees the  
4 presentation, I'm sure there will be questions, but I have no  
5 doubt people will like what they're going to see, and I'm  
6 actually looking forward to see what other directors have to  
7 say about it.

8 Again, Michelle, you did a great job. Staff did a  
9 great job. Aitken and I were there yesterday and we were  
10 both very impressed with what we saw. So, Director Aitken,  
11 do you have anything else you would like to add?

12 MS. AITKEN: No, thank you. I think that -- I'm  
13 excited to get feedback from the Board on where we go. And  
14 thank you to Ken and Jerry, I know they worked very hard on  
15 this in-house.

16 MS. RICHARDS: Okay. Without further delay, then.  
17 In March, at the Board meeting, staff presented our  
18 phase-by-phase Master Site Plan concept. And following  
19 discussion regarding our recommendations, the Board approved  
20 moving forward in further developing that plan and putting  
21 together a logical priority of projects and a reasonable  
22 timeline. We discussed that the time that the concepts were  
23 to be developed using in-house resources and staff. And we  
24 were asked to work with CCA to create a rough order of  
25 magnitude budget for each phase. So we have been working

1 with the Facilities Committee over the last eight months on  
2 what you are about to see. And I did want to reach out and  
3 recognize, specifically, Tyler and Evelyn, who are here  
4 today. Wave your hands, guys. Who did a tremendous amount  
5 of work on this, and emphasized that under Ken's leadership  
6 and this was done in-house, and I'm very, very proud of this  
7 team.

8 So here we go. Since March our team has been  
9 working on what you are about to see today. The presentation  
10 includes a phase-by-phase 3D CAD overview of the agreed upon  
11 projects in the order of the last discussion in March, and a  
12 rough order of magnitude budget for each phase. So we  
13 recommend, as you view this presentation, to perhaps consider  
14 a new order of the phases, some projects are more easily paid  
15 for with existing funds, rather than debt financing. So  
16 you'll see as we go along. What we are looking for today  
17 from the Board, is not approval of the funds for this Master  
18 Site Plan, but rather adoption of the Master Site Plan  
19 itself. So each phase and each project will be approved by  
20 the Board of the day, annually, during the budget process.  
21 In December or January, we will come back with a finance plan  
22 once the Board decides on the order of those projects. So  
23 today, we are just looking for agreement on what that order  
24 is going to be. Okay? But the presentation will be in order  
25 of what we talked about last March.

1                   So let's do a quick recap of who we are today. We  
2 are a 150 acres of indoor and outdoor event space. We have  
3 17 exhibit halls, meeting spaces, and outdoor areas for rent,  
4 and for our own self-produced events, like the annual OC  
5 Fair. We are a 157,000 square feet of unique event space.  
6 Home to the annual OC Fair, The Pacific Amphitheater, the  
7 Centennial Farm, and Heroes Hall, Hangar Building, the Main  
8 Mall, and its exhibit buildings, the Action Sports Arena and  
9 the livestock area and Equestrian Boarding and Training  
10 Center. Now, let me review real quickly the assumptions that  
11 went into this plan and specifically into the budget figures.  
12 So all facilities will be fully ADA compliant. All  
13 facilities will be value engineered, will be energy  
14 efficient, all landscaping will be California  
15 drought-tolerant. All new and upgraded restrooms to include  
16 men's, women's, and family, gender-neutral. Solar panels if  
17 and where possible will be used. The assumption is that the  
18 current Edison capabilities are sufficient to support the  
19 Master Site Plan, but each phase will be reviewed, obviously.  
20 And the same with the water pressure to support expansion for  
21 sprinkler systems.

22                   And lastly, CEQA will be carried out as required.  
23 So, Phase One. The Board agreed that the Phase One Project  
24 should be expansion of the Administration Building to provide  
25 space for employees who would be displaced by future projects

1 and to provide critically needed storage. This phase would  
2 be designed and planned for in 2023 and then constructed in  
3 2024. It would include new offices for those displaced  
4 employees and departments, a sally port to the main bank, and  
5 I'll show you what that means. Additional space for the Fair  
6 and the additional employees and activities that we take on  
7 during Fair time. It would include meeting rooms, restrooms,  
8 kitchenette, archives, and much needed storage. For a total  
9 of about 15,659 square feet.

10 This slide shows what we call a block plan or a  
11 block diagram. This is not a layout of the finished  
12 building, but rather a diagram that indicates the square  
13 footage that would be dedicated to each element of the  
14 project. Nothing has been designed. I can't emphasize that  
15 enough. Otherwise this would be a big, plain square box.  
16 Okay. Nothing has been designed. We have not hired an  
17 architect. But the team has done a great job of determining  
18 the amount of square footage needed for each element of the  
19 expansion.

20 So let's take a trip around the proposed new  
21 expansion of the Administration Building, and this is where  
22 you can go, "Ohh-Awe, that's pretty great."

23 So what you'll see here, on our north side, is a  
24 sally port where there's a roll-up door on one side, roll-up  
25 door on the other side. The truck comes in, the cash goes

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 in, the front door opens, and the truck leaves. There's the  
2 front of the current Administration Building. Now, we don't  
3 know yet if the expansion would be attached to the building,  
4 or if it would be a separate building. But the proposal  
5 includes the use of solar, additional trees, as you can see.  
6 It would take out some of the current camping area, but we  
7 would figure that out. A back entrance with roll-up door for  
8 storage and easy access. And then here's the back side of  
9 that sally port. So you see the door would go up, truck goes  
10 in, door goes down, the cash is loaded, and then the front  
11 door goes up, and the truck leaves. So it's a very secure  
12 way to transfer cash. And there you have it.

13 So we agreed that this is the critical first step.  
14 Because in order to complete the Master Site Plan, there will  
15 be employees from all over the fairgrounds that would be  
16 displaced and would need a place to work. And this brings  
17 all of those departments into a single location. Okay?

18 So let's look at a Rough Order of Magnitude Budget.  
19 So construction costs have been budgeted at \$17.6 million,  
20 soft cost at \$16.3 million, total Phase 1 \$23,895,048 budget.  
21 Okay. Now on to--

22 MR. LA BELLE: Michelle, I have a question.

23 MS. RICHARDS: Yes.

24 MR. LA BELLE: What's included in the soft cost?

25 MS. RICHARDS: Oh, that's a -- all of the planning,

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 the architectural work, the design work, inspections,  
2 permitting, am I forgetting anything else, Ken?

3 MR. KARNS: Architects, engineers, fees, permits,  
4 special inspection, construction management.

5 MS. RICHARDS: Anything that's not the actual  
6 construction of the building.

7 MR. LA BELLE: What about the furnishings inside the  
8 building?

9 MS. RICHARDS: Not included -- No. Included.

10 MR. KARNS: Inside the main budget there is FF in  
11 the allowance.

12 MR. LA BELLE: So you have FF and E in the main  
13 budget?

14 MR. KARNS: Yes.

15 MR. LA BELLE: \$17 million?

16 MR. KARNS: Yes.

17 MS. RICHARDS: Thank you. I stand corrected.

18 MR. LA BELLE: Bottom line, just as an observation,  
19 that it is what it is at the end of the day when we go and  
20 complete the process.

21 Good. Very good. Thank you.

22 MS. RICHARDS: Exactly. So a reminder as we move  
23 through the presentation, that this is a presentation in  
24 order of what was discussed in March. At the end, we will  
25 talk about what our recommendation is for the priority of

1 projects.

2                   So let's move to Phase 2A, which is the building of  
3 a modern Agriplex. So, in March, the Board agreed with  
4 staff's recommendation to not follow the original draft  
5 Master Site Plan, which called for the demolition of the  
6 Equestrian Center's facilities, but rather to develop a  
7 modern Agriplex and livestock show area inside the fair  
8 footprint. Which would support revenue-generating equine and  
9 livestock shows throughout the year. As well as livestock  
10 competitions during the annual OC Fair. Timing for when each  
11 phase will be designed and constructed will follow the  
12 finance plan, which we will come back and present in December  
13 or January. So this phase would include demolition of the  
14 old barns currently in the livestock area, the offices, and  
15 storage sheds that are there. The new show ring, the  
16 building of a new show ring, a pavilion, and exhibit space.  
17 Portable stalls, show offices, staff area, restrooms,  
18 concession, and relocation of the existing show arena  
19 building. That's the structure where the current junior  
20 livestock auction is held. So we would repurpose that into  
21 storage area, as you see in the concept on the right. This  
22 is approximately 89,500 square feet.

23                   Okay. Let's look at the block plan again. And  
24 again, this doesn't necessarily indicate where each area will  
25 go, but rather illustrates the square footage for each area.

1 The block plan here also includes what would encompass the  
2 Action Sports Arena, which I'll talk about in a minute.  
3 Okay? All right.

4 So let's talk about the Actions Sports Arena.  
5 That's Phase 2B and it involves upgrade to the arena and  
6 integration into the proposed Agriplex. This would include  
7 replacement of the bench seating and moving toward stadium  
8 seating. Much more comfortable and better experience for  
9 guests and much more attractive for livestock and equine  
10 shows. Replacing old boards with the portable board system,  
11 which would allow for flexibility. The current seating count  
12 is 1,800 for the grandstand area, but the new seating count  
13 would be 1,462 seats. Although, much more comfortable seats  
14 and for any of you that have been to the Action Sports Arena,  
15 no one ever sits on their number, anyhow. Right? They tend  
16 to spread out. The track total square footage is about a  
17 little over 31,000 square feet, the stand is a little over  
18 10,000 square feet. Okay.

19 Let's do another flyover of our proposed Agriplex,  
20 livestock, and Action Sports Arena upgrades. Again, not a  
21 design. Not architecturally designed yet, but just an idea  
22 of the area that the Agriplex would take up. Turn out areas,  
23 open area, and then you can see the integration of the Action  
24 Sports Arena to be part of that Agriplex. And that would  
25 essentially be in the footprint that is now the livestock

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 area. Okay? All right.

2 Rough order of magnitude for this phase. You can  
3 see it is quite high. Totaling over \$89 million. Phase 2A,  
4 which would be the Agriplex, itself, is \$86.6 million and the  
5 upgrades to the Action Sports Arena, a little under \$3  
6 million.

7 All right. So again, let's not -- let's not focus  
8 on the order just yet. But I can see you might have  
9 question, Director La Belle.

10 MR. LA BELLE: Just a question on the Action Sports  
11 Arena. What would be the rough scope of work again?  
12 Replacing the seating? What else is included in that? Is  
13 there a buffer wall that would about go out on to Arlington  
14 to address any noise issues, that sort of thing we talked  
15 about?

16 MS. RICHARDS: Yeah, I don't know. The plan doesn't  
17 include any kind of sound barrier.

18 MR. LA BELLE: But for \$3 million, we get the Action  
19 Sports Arena?

20 MS. RICHARDS: Yes.

21 MR. LA BELLE: Got it.

22 MS. RICHARDS: The new seating, and then the  
23 portable boards, you know, that would allow for flexibility.  
24 Okay. All right.

25 Let's take a look at 3A, which is the Centennial

1 Farm expansion. So many of you are aware of Century Barn.  
2 That's the secondary barn currently behind Millennium Barn.  
3 We would demolish the existing Century Barn. We have made a  
4 lot of repairs over the years. That was a project that we  
5 tried to get off the ground several years ago. But we would  
6 replace it with a brand new barn. Multi-use pens for pigs,  
7 cows, and other animals at Centennial Farm. A storage canopy  
8 and tack room and then allocated space for an animal  
9 quarantine area and pen. Which is very important on a farm.  
10 The barn square foot total, 2,400. The shed, 540 square  
11 feet.

12 Okay. Phase 3A as you can see the block plan. Room  
13 for pigs, cows, and anybody else that needs space in Century  
14 Barn. And then that storage canopy off to the right. Okay.  
15 You ready for another fly around here?

16 So you can see in the lower right-hand corner is the  
17 existing Silo Building. Here we go. Beautiful new barn.  
18 With beautiful CAD cows. Okay. 3A, or 3B, sorry, would  
19 involve the building of a multipurpose education center.  
20 This would include demolition of the current Building 15,  
21 which has been off-line for over a year now because it really  
22 has outlived its useful life. The building of a new  
23 multipurpose educational building, which would have allocated  
24 space for our farm and agriculture programs and event space  
25 for use by Heroes Hall. Office spaces for our Ag programs

1 and the Orange County Wine Society, restrooms and staff  
2 areas, additional storage room and greenhouse area, an  
3 outdoor kitchen, which would allow us to have culinary  
4 demonstrations. Some of our culinary programs that we offer  
5 to the public throughout the year, as well. This building  
6 would be, for those of you familiar with the fair, it would  
7 roughly be in the footprint of what is now Crafter's Village  
8 during the fair. So square footage, about it 7,800 square  
9 feet. And you could see the block plan for that would allow  
10 room for each of those elements.

11 Okay. And let's do a little fly-around there. You  
12 can see its proximity to the Plaza, Plaza Pacifica, and  
13 entrance into the Amphitheater and then the farm adjacent to  
14 it. And very close to the exhibit building, as well, to  
15 create that continuity. This would be an excellent building  
16 to allow us to expand our education programs to the  
17 community, as well. Our Ag-education programs with school  
18 children, our farm and garden classes that we offer to the  
19 public, and then for our public programming here at Heroes  
20 Hall.

21 Okay. So rough order of magnitude for 3A and 3B.  
22 3A being the Century Barn, \$3.6, almost \$3.7 million and  
23 then the construction of the new multipurpose education  
24 building, a little under \$11 million for a total of \$14.6  
25 million.

1               Okay. All right. Moving on to Phase 4A. This  
2 involves upgrades to the Pacific Amphitheater, specifically,  
3 demolition and replacement of the current box office.  
4 Renovations to the outside Plaza, the area that you see here  
5 that faces the Parking lot. Upgrades to all the restrooms,  
6 and for anybody that has been in a Pacific Amphitheater  
7 restroom lately, you know what I'm talking about. A new  
8 kitchenette, meeting room, and exterior shade canopy for the  
9 public as they wait in line to buy tickets. That encompasses  
10 about 2,500 square feet, and you can see there's room for the  
11 office and cubicle space to serve the public, kitchen area,  
12 meeting room, cash room, storage, et cetera.

13               All right. Let's look at 4B, which would be the  
14 other upgrades to Pacific Amphitheater. Which would include  
15 structural repairs and physical renovations to the entire  
16 facility -- much needed upgrades, repairs and renovations to  
17 include signage, sound walls, all of the civil engineering  
18 work, and landscaping. Okay. So let's take a fly-over of  
19 Pacific Amphitheater. You can see the buildings highlighted  
20 in white are the restroom upgrades. Upgrades to the outdoor  
21 Plaza area and then for the box office, serving the public.

22               Okay. So a rough order of magnitude budget for  
23 phase 4A and B is a total of \$22.65 million so that the  
24 upgrades to the box office would be \$9,253,000 and then the  
25 other physical upgrades to the Amphitheater another \$13.4

1 million for a total of 22.6 for the Pac Amp.

2 MR. LA BELLE: Michelle, a question. Included in  
3 that number, is the back of the house improvements a part of  
4 that, or is that separate?

5 MS. RICHARDS: It is not. It is separate, and I  
6 will get to that. Yep. We have a recommendation for that,  
7 as well.

8 Okay. All right. Phase 5 under annual fair  
9 upgrades. Namely restrooms and we are always in need of  
10 restrooms. And that's certainly improves the guest  
11 experience, not only the fair, but our year-round events. So  
12 we are purposing building at least two and possibly three  
13 strategically located restrooms, that would be complete with  
14 showers and janitorial storage. And that would service all  
15 of the areas where we have campers or during the fair, as  
16 well. So you can see that the block plan would include  
17 family restrooms, men's side, women's side, storage, and  
18 those showers, as well. Currently, we are renting trailers  
19 to support that. So this would certainly save on that  
20 rental. So has anyone here ever flown over a restroom  
21 before? There you go. And you can see we would choose  
22 strategic areas on the fairgrounds that would best service  
23 the guests. Okay. All right. This budget is for the  
24 inclusion of two restrooms at \$7.7 million. We feel this is  
25 an important phase and would recommend moving that up in the

1 priority, but we'll talk about that shortly.

2 Phase 6 is to add some needed areas to our exhibit  
3 buildings, so it would expand and upgrade the outer east and  
4 west facades. So our exhibit buildings are core to what we  
5 do. They are used almost every day of the year. Either for  
6 set up, executing of an event, and then tear down. So Phase  
7 6 involves improving the look and the usability of our  
8 exhibit buildings. So if you think about the side of our  
9 exhibit buildings that face the main mall, those look like  
10 entrances. The other side of the buildings look like back of  
11 house areas. So we want to improve of the look of those  
12 entrances, as well. And that certainly would improve our  
13 ability to stage events in those areas.

14 So this would involve the Costa Mesa Building.  
15 Building an extension onto that facility, that would create  
16 storage in the middle and on the outer edges and then  
17 vestibule entry. Two vestibule entries on that side. And  
18 then also include decorative architectural additions to the  
19 back sides of the building to sort of mirror the architecture  
20 of the Main Mall entrance side. So we are swinging around  
21 from park Plaza area, and now you can see the side from the  
22 main all. So it just creates a much more finished look for  
23 those buildings.

24 MR. LA BELLE: Michelle, I would take it that the  
25 facade improvements would be some sort of cost and design

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 theme along there, so you have, you know, you have a flavor  
2 that would tie all the buildings together?

3 MS. RICHARDS: Exactly.

4 MR. LA BELLE: Got it.

5 MS. RICHARDS: Yep. It would be a consistent look  
6 to the buildings.

7 So rough order of magnitude for Phase 6 is  
8 \$3,000,000.

9 And then Phase 7. Now for our final phase, which  
10 involves some general property upgrades including adding  
11 decorative -- the decorative functional security perimeter  
12 fencing, which we don't have right now, and gate systems for  
13 additional security, landscaping and all the remaining civil  
14 work that would be done, as well. Okay. Rough order of  
15 magnitude budget for Phase 7 is \$67,695,000. Okay. And that  
16 includes the whole property.

17 All right. Here we go. This is a bird's eye view  
18 of the whole plan. Until the initial trees in the parking  
19 lot that will be part of that last phase.

20 Sudden stop of the music. Really nice job, Tyler  
21 and Evelyn. Very nice.

22 MR. LA BELLE: Michelle, what is the grand total?

23 MS. RICHARDS: The grand total.

24 CHAIR PHAM: Here we go.

25 MS. RICHARDS: \$229,257,242.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1                   Everybody swallow; right?

2                   MR. LA BELLE: You forgot the cents.

3                   MS. RICHARDS: And the cents, yes.

4                   MR. LA BELLE: Michelle, a couple of questions.

5                   What is our current reserve balance right now?

6                   MS. RICHARDS: Currently \$77,000,000.

7                   MR. LA BELLE: And our annual operating costs in

8                   terms of keeping the doors open is what in the budget?

9                   MS. RICHARDS: In the budget, this year is

10                   \$54,000,000.

11                   MR. LA BELLE: How much for just the general on

12                   ongoing operations?

13                   MS. RICHARDS: You know --

14                   MR. LA BELLE: What we had to have when the pandemic

15                   took place?

16                   MS. RICHARDS: Somewhere between \$1.2 and \$1.5

17                   million per month.

18                   MR. LA BELLE: So roughly \$12 to \$15 million a year?

19                   MS. RICHARDS: Correct.

20                   MR. LA BELLE: Thank you.

21                   MS. RICHARDS: So you can see we have got a little

22                   bit of a challenge here, because if we do these projects in

23                   order of how they were presented, we are pretty much out of

24                   money after the first project. Right? That Agriplex is

25                   beautiful. I hope we move forward with it, but it is costly.

1 So when we took a look at the order, we made some adjustments  
2 and some recommendations that looked like more like this:  
3 Completing the Admin building, so that we can set things up  
4 for the rest of the plan, adding the restrooms, building the  
5 new Century Barn, creating that education center. That's the  
6 way we serve the public, upgrades to our exhibit buildings,  
7 and upgrades to the current box office at the Pacific  
8 Amphitheater. Where you see the red line, that totals out at  
9 \$58.5 million. So we could still comply with our liquidity  
10 requirement of 25 percent of our operating expenses. But  
11 still, you know, be able to finish quite a few phases. And  
12 then as the operation continues and we're able to drive  
13 revenue and put more money in the bank over the years, then  
14 we might be able to look at the other projects and maybe  
15 consider debt financing on down the road if we had to, but  
16 this would allow us to get quite a few projects done over the  
17 next few years using what we have in reserve.

18 So I do want to show one more piece. This is a  
19 concept for the Pacific Amphitheater dressing rooms. There  
20 is a modular concept that we could use to build dressing  
21 rooms, remove the existing trailers and put in a modular sort  
22 of prefab system that would build those dressing rooms and  
23 green rooms at the Pacific Amphitheater. And you can see  
24 from the block plan that it would, you know, include the  
25 dressing rooms, storage area, green rooms, and really upgrade

1 that experience for our performers and crew at Centennial  
2 Farm. A rough order of magnitude on this project is based on  
3 square foot. Construction cost and materials would be about  
4 \$1.5 million for this upgrade. And I could do a fly-around,  
5 but I think you -- you kind of think you get the idea.

6 MR. LA BELLE: Michelle, just to comment on that, if  
7 I could. I think that would be money very well spent. The  
8 Pacific Amphitheater is approaching 40 years old. And  
9 there's competition coming online out there that is going to  
10 compete with us that is not currently there. Obviously,  
11 during the course of the fair, we have a captured audience,  
12 you know, we basically provide -- we provide the marketing  
13 that brings the people in. But I really think that doing  
14 this sooner rather than later, even if we could before next  
15 year's fair, it's going to help Dan and Lisa in their  
16 marketing efforts in terms of bringing in entertainment.  
17 Right now, entertainment drives their \$500,000 bus down the  
18 ramp, and they have a choice of going into the trailer or  
19 staying in the bus. Probably most times they stay in the  
20 bus, I would guess. So I think anything we could do to  
21 accelerate that, would be my thought, that it's going to  
22 help, you know, enhance the revenue opportunities for the  
23 District.

24 MS. RUBALCAVA-GARCIA: Director Pham -- Chair Pham,  
25 this is Director Rubalcava-Garcia. I have a question.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 CHAIR PHAM: Yeah, go ahead.

2 MS. RUBALCAVA-GARCIA: So I agree with Director La  
3 Belle's comments, and I love the fact that we can upgrade  
4 Pacific Amphitheater. Especially since Director Cervantes  
5 and I serve on the committee that oversees that, and we do  
6 see that there are challenges with getting talent and  
7 bringing in other groups. But my question is, I know you  
8 mentioned the debt financing, was that explored sooner than  
9 later to finance an additional project, not just this one?

10 MS. RICHARDS: I think what we are looking for,  
11 Director Rubalcava-Garcia, is once the Board sort of agrees  
12 on the order of projects, then we will do a detailed finance  
13 plan that would involve incremental revenue, plus the rough  
14 order of magnitude and come back with a finance plan in  
15 either the December or at the January Board Meeting.

16 MS. RUBALCAVA-GARCIA: Perfect. I thought I heard  
17 you say we are just looking at using the cash that we  
18 currently have on-hand and not look at other projects. So  
19 that would be something that can come back to the Board in  
20 December?

21 MS. RICHARDS: Yes. December or January.

22 MS. RUBALCAVA-GARCIA: Okay. That makes sense.  
23 Thank you.

24 CHAIR PHAM: So we do have a card for public  
25 comment.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 MS. RICHARDS: Reggie Mundekis.

2 MS. MUNDEKIS: Hi. I'm Reggie Mundekis, and thank  
3 you for the opportunity to address you on this matter. I  
4 really enjoyed this presentation. I would like to tell staff  
5 that. I like the idea that you are going with, just like a  
6 rough outline of the building showing where it is, and not  
7 worrying about the color and carpet and tile at this point.  
8 Because that's just way too much detail. And I also like the  
9 idea, the use of blocked diagrams to show how much space is  
10 used for each function at this point. I really -- I have  
11 been through a lot of these, at City councils and other  
12 places, and this is the first one I really enjoyed. So I  
13 thought I would share that with you.

14 I agree with Director La Belle, the need to fix  
15 artisanal, at best, dressing room at Pac Amp that would help  
16 us to be more marketable. I also agree with the approximate  
17 order of the first charge of projects. I am very cautious  
18 and weary of the financing for fairgrounds because there is a  
19 history of fairgrounds taking on debt financing with the best  
20 of intentions and ending up financially insolvent. For  
21 example, Del Mar Fairgrounds. So just fronting that because  
22 when you come back with a debt financing plan, I'm going to  
23 have questions. Just sharing that with you, but I think  
24 Director Pham knows where I'm coming from with this. So I  
25 would just like to thank staff for the great work and say I

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 support what's going on. Thank you.

2 MS. RICHARDS: Yeah. I think what staff would be  
3 looking for today from the Board, is an agreement on the plan  
4 itself, the order of projects. You know, if we want to add  
5 the dressing room, modular dressing rooms, the green rooms,  
6 at Pac Amp, we can do that, but understand that each project,  
7 before we begin, would be properly estimated that would come  
8 before the Facilities Committee for review and before the  
9 Board for full approval. So you're not approving dollars at  
10 this point.

11 CHAIR PHAM: Right. Understood. So -- go ahead,  
12 Doug.

13 MR. LA BELLE: Just a couple of questions. First of  
14 all, I apologize to my fellow directors and the audience.  
15 I'm going to have to leave in a few minutes. I wanted to  
16 make sure I got my thoughts out, at any rate.

17 First of all, outstanding presentation. Really,  
18 really very helpful, in terms of not only the numbers, but  
19 being able to visualize what it is. Questions I have. I  
20 think Reggie commented on it. And I think one of the things  
21 we learned during the pandemic, is we didn't want to be in  
22 the same position as the San Diego County Fair. Where you  
23 are having to lay off employees and can't keep the ship  
24 afloat. So I think, my thought is, we have at least 18  
25 months of reserves, if there is a future situation that we

1 have to address. So the rough magnitude of that would be  
2 probably, roughly \$20,000,000. So we back down to roughly  
3 50.

4 Ken and Jerry and the staff do an excellent job of  
5 managing the Capital projects. One of my questions is if the  
6 Board ultimately decides to do everything above the red line  
7 sooner rather than later, is CCA going to be able to provide  
8 the resources, staff, et cetera, et cetera, to be able to get  
9 those project completed?

10 MR. KARNS: Based on your comments related to  
11 financing, as we tackle these one at a time, yes, we will  
12 have the resources.

13 MR. LA BELLE: The other -- I have been to this  
14 rodeo a couple of times in my previous careers. The more we  
15 can do sooner the better, from a cost standpoint, but it does  
16 have a significant impact on staff. We -- Jerry and Ken and  
17 everybody has other duties and responsibilities. Not only  
18 related to the fair itself, but, you know, obviously the  
19 rental facilities. I want to make sure that when we get to  
20 that point, that I'm going to rely on Michelle and staff to  
21 give us your recommendations as to what Ken needs to be able  
22 to make this thing move forward.

23 I was responsible for \$75 million building,  
24 government center project in the mid-2005, 2006, I basically  
25 took my chief assistant and said to her, "You have nothing

1 else to do for the next 18 months but make sure this thing  
2 gets done and manage it through." So there is going to be an  
3 impact. I know CCA does stuff, but, you know, Ken is going  
4 to be working 14-hour days, maybe he already does.

5 Anyway I just want to throw that out. I want to  
6 make sure before we get too far down the road, that we know  
7 what the impact on that is going to be. I am very supportive  
8 of going ahead with everything above the red line. It does a  
9 couple of things: It, first of all, increases your  
10 operational efficiency by getting everybody under one roof.  
11 And it adds a lot of security benefits obviously, with the  
12 sally port and that. And number two, the more we can do to  
13 improve the appearance of our operation here, the better  
14 experience it makes for those attending the Fair and other  
15 events. So the facade improvements. I would like to also --  
16 the Action Sports Arena obviously is a revenue generator for  
17 us during the Fair has some other spin off benefits, so I  
18 would like to see somehow that incorporated into the above  
19 the red line sort of thing.

20 And, I guess, lastly, going back to the  
21 infrastructure study that was completed some time ago, my  
22 recollection is there were some challenges related to the  
23 current Equestrian Center Buildings and other improvements.  
24 I can't remember the exact number, but I would like to make  
25 sure that we do everything we can to get those to it The

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 point they need to be, for the benefit, obviously, the users  
2 of the Equestrian Center. So that, plus the back of the  
3 house. And everything above the red line, I'm fully  
4 supportive of that.

5 CHAIR PHAM: So is that a motion, Doug? Or do you  
6 want to make a motion on that?

7 MR. LA BELLE: I can make a motion.

8 CHAIR PHAM: Unless there is any Board member  
9 remotely raising their hand or anything?

10 MS. ANGUS: No, but they can also just speak up if  
11 they would like to speak.

12 MR. LA BELLE: Okay. I would make that motion. And  
13 I would also like to thank the Facilities Committee, I know  
14 they worked very hard with Michelle and Ken and the staff.  
15 So that would be my motion that we move forward with that.

16 CHAIR PHAM: Go ahead.

17 MS. BAGNERIS: Director Bagneris, I would second  
18 that. And we no longer need to go out-house to do anything.  
19 We have the capability right in-house.

20 CHAIR PHAM: Just for clarity. Your motion is to  
21 proceed with the plan looking at it as is, above the red  
22 line, and that's the motion?

23 MR. LA BELLE: And move forward with the back of the  
24 house, improvements for Pac Amp, and whatever we need to do  
25 to make sure the existing Equestrian Center is where it needs

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 to be in terms of maintenance and operation.

2 CHAIR PHAM: Barbara, do you have a second?

3 MS. BAGNERIS: Yes, I do second that.

4 CHAIR PHAM: Okay. Summer?

5 MS. ANGUS: Chair Pham?

6 CHAIR PHAM: Yes.

7 MS. ANGUS: Vice Chair Kovacevich?

8 VICE CHAIR KOVACEVICH: Yes.

9 MS. ANGUS: Director La Belle?

10 MR. LA BELLE: Yes.

11 MS. ANGUS: Director Rubalcava-Garcia?

12 MS. RUBALCAVA-GARCIA: Yes.

13 MS. ANGUS: Director Cervantes?

14 MS. CERVANTES: Yes.

15 MS. ANGUS: Director Ruiz?

16 MR. RUIZ Yes.

17 MS. ANGUS: Director Bagneris?

18 MS. BAGNERIS: Yes.

19 MS. ANGUS: And Director Aitken?

20 MS. AITKEN: Yes.

21 MS. ANGUS: Thank you.

22 CHAIR PHAM: All right. Great presentation again.

23 MR. LA BELLE: As always.

24 MS. RICHARDS: Okay. Moving on to 8B. This is the  
25 presentation of the 2023 Budget and vote on whether or not to

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 approve. There we go. Just a reminder, that I'm going to go  
2 through this presentation fairly quickly because it was  
3 reviewed in detail during the Budget Study session, and I  
4 know that many of our Board members were there. As I go  
5 through, if there are any questions by board members, please  
6 stop me, or I'm going to just keep going. All right.

7 So with that said, the Chair of the Finance --  
8 Financial Monitoring and Audit Committee, Director Kovacevich  
9 and Director Bagneris also serves on that committee.

10 Do either of you have any comments before I get  
11 started?

12 MS. BAGNERIS: No, I do not.

13 MS. RICHARDS: Okay. Hearing none. Then I'm going  
14 to move there through this.

15 So there are budget holders that -- some in the room  
16 and some on Zoom. If there are any questions about specific  
17 line items. But just a reminder that our fiscal year runs  
18 January through December. We create budgets for each  
19 department. There are 52 departments currently overseen by  
20 16 members of the management staff, and we oversee that  
21 through monthly variance reports and then, obviously,  
22 oversight by the Financial Monitoring Committee and reports  
23 that we give during monthly board meetings as well. Just  
24 some quick assumptions, I won't go over everything, this is  
25 from 2022 to show you the assumptions that were used to build

1 this current year's budget and then, actually, how we are  
2 performing against that budget, so we have done quite well in  
3 all of those major categories that are on the slide.

4 So let's talk about the economic factors that we  
5 considered going into this budget. Each year, we begin  
6 building our budget for the following year, we actually look  
7 at several sources for Economic Forecast Data, and two of our  
8 best sources are from the Wood Center for Economic Analysis  
9 out of Cal State Fullerton. Drs. Anil Purri and Mirah Farah,  
10 they do an excellent job of looking at, not only the impact  
11 nationally, but locally and specifically for Orange County.  
12 So every year, they ask the question where are we headed?  
13 And I think this year, they certainly emphasized what all of  
14 us are feeling in our own budgets, our home budgets and our  
15 pocket books. So inflation is expected to be a factor until  
16 mid to late 2024. Obviously recession fears are sky-high.  
17 The question is, whether it will be a soft recession or a  
18 very hard recession. Economist don't agree on whether there  
19 will be a recession, and those that do, are split on the  
20 reasons why, and that is because there's still a lot of  
21 contradictory data in the market, as you can see. Some  
22 sectors of the economy are still doing quite well. We are  
23 adding jobs, really good GDP growth, but then consumer  
24 confidence is at an all-time low.

25 So all of that to say that Doctors \*\*\*perry and

1 Farkah call this "Highway to the Danger Zone." So once  
2 again, we will be faced with some headwinds, but our product  
3 is solid. We know people love the fair. The demand is still  
4 high, and this staff is really good at managing resources.  
5 So we move forward with courage, but understanding the  
6 dangers. All of this means, that once again, we approach the  
7 new budget with cautious optimism. We are sticking with the  
8 fundamentals that formed the foundation of the 2021 Fair and  
9 the 2022 Fair. And we are taking a little bit more of a  
10 conservative approach to consumer spending, given the rate of  
11 inflation that's expected.

12 So like the Wizard of Oz that said to the Cowardly  
13 Lion, "You have plenty of courage, I am sure. All you need  
14 is confidence in yourself. There is no living thing that is  
15 not afraid when faced with danger. The true courage is when  
16 facing danger when you are afraid, and that kind of courage  
17 you have in plenty."

18 And so we move forward with our 2023 budget. And  
19 these are the assumptions hat we are making. We are going to  
20 stick with the model that's been very successful for us for  
21 the last two years. And that's to have limited ticket sales.  
22 Advanced online 45,000 per day. This budget does not include  
23 an increase in Fair admission. But we are -- but we'll talk  
24 about that. We are offering from suggestions. No increase  
25 in parking fees, but we will look at some options at the

1 presentation as well. Once again, we have a goal of booking  
2 40 shows for the season in the Pacific Amphitheater. We had  
3 that goal this year, as well. We were able to book 30. And  
4 unfortunately, had two cancelations for 28 shows. We are  
5 budgeting for credit card fees to reflect our advanced online  
6 ticket sales. We are recommending closing earlier on Sunday,  
7 we have looked at attendance trends over the last couple of  
8 years and staying open until midnight on Sunday does not have  
9 a return on our investment. So we are going to save the  
10 labor on that and close at 11:00 on Sundays. We're going to  
11 continue to use the Evolv gate screening equipment. And  
12 introduce a new loyalty admission product that will allow  
13 people to come to the fair more than once during the season  
14 on a single purchase.

15 We are planning for our Q1 and Q2 events activities  
16 using our 2022 data. We have some really good data now that  
17 our events are back, and we expect to be back 100percent of  
18 our last full year, 2019, by Q3 and Q4. We are going to host  
19 a two-day in-person Imaginology event and, of course, taking  
20 over operation of the Equestrian Center in January.

21 So let's look at our labor outlook. Total labor in  
22 this budget is \$20.3 million, that's a \$2.86 million increase  
23 from the '22 budget. I can tell you, that's not an increase  
24 of wages. Our employees only received a 2.5 percent increase  
25 this year against 8 percent inflation. So lots of increases

1 and benefits cost, including pers. This budget includes the  
2 addition of seven new civil service employees: One on the  
3 janitorial side, two landscapers, two facility maintenance  
4 workers, and two security guards. We made a decision to  
5 build into the budget a \$0.50 per hour increase across the  
6 Board for our fair time staff positions. It's been a real  
7 challenge for us to staff up for the Fair. We hear that from  
8 lots of companies out there, so we are trying to get a little  
9 bit ahead and offer a higher rate going into the Fair.

10 Every four years the Board looks at an incremental  
11 rental plan for both our year-round rental, and then the  
12 spaces that we rent during the fair. So this is year three  
13 of a four-year plan for our year-round event rental fees.  
14 That's the fees that promoters pay on rental of the parking  
15 lot, the buildings, et cetera. A very, very nominal increase  
16 of \$50 to \$75 per day, depending on the size or location.  
17 And that's not necessarily to drive additional revenue, but  
18 it's to keep up with the market, as well. And then our fair  
19 merchant space rates, this is year four of a four-year plan,  
20 so we will be increasing those spaces \$50 to \$75 for the  
21 entire run of the Fair.

22 And again, you can see the small amount of  
23 additional revenue. On the revenue side, we are going from  
24 \$53.8 million to \$57.8 million, and there are really three  
25 major categories that are driving additional revenue.

1 There's planned increase in year-round event rental activity,  
2 the demand is still very strong, our interest revenue is  
3 increasing. More money in the bank generates more revenue  
4 and thankfully, the interest rates have gone up since last  
5 year's budget. And then the full force of the new contract  
6 that we have with our carnival provider will be in effect and  
7 that will generate an additional \$2.3 million. What was not  
8 included in the budget, at this time, because we haven't  
9 fully developed it yet, is that new loyalty admission product  
10 to replace the Super Pass. So we'll have that by the end of  
11 the year, and that will most certainly increase revenue, as  
12 well. Although not built into the budget at this time. On  
13 the expense side --

14 MR. LA BELLE: Question, Michelle. What is your  
15 current -- we talked about a little bit, at the Committee  
16 Workshop, what is your current thought on replacing the  
17 annual pass? I know it's a work in progress, but what do you  
18 think right now?

19 MS. RICHARDS: It's looking like it will be a  
20 limited quantity that is sold for every day of the Fair at a,  
21 you know, a price commensurate with the demand for that  
22 product. So that's what we are working on what that price is  
23 going to be. We really would like to have that developed and  
24 in the market soon because they make great stocking stuffers,  
25 and we know our customers have really miss that, as well.

1                   MR. LA BELLE: Thank you.

2                   MS. RICHARDS: On the expense side, big jump in  
3 expenses this year from \$47.8 to \$54.8. Certainly the  
4 Equestrian Center operating expenses, but I want to point out  
5 that that's against projected \$1.4 million in revenue, as  
6 well. But we will be taking on all of those operating  
7 expenses. An increase in civil service employee wages, the  
8 addition of seven new civil service staff and the associated  
9 benefits cost is about \$2.2 million, an increase in  
10 professional services under that category are all the trash  
11 removal, tree trimming, legal expenses, you know, any of the  
12 contracted services go under that category. And that's about  
13 a \$973,000 increase.

14                  Increased utility expenses, year-over-year, it's  
15 going to be substantial. We are constantly surprised at how  
16 expensive water, sewer, electricity is for this property. I  
17 mentioned the \$0.50 per hour increase for our fair time  
18 positions. We are bringing in a new feature exhibit for the  
19 fair in 2023. We want to make sure that the fair stays fresh  
20 and relevant and give our guests a reason to come back every  
21 year. Increase in the cost of supplies and rental equipment.  
22 We really took a hit last year, so we want to be prepared for  
23 that. We know that media and advertising costs are going up  
24 this year, and then Director La Belle, I know you wanted to  
25 speak regarding the possibility of adding a legislative

1 lobbyist for this year, and I don't know if you want to talk  
2 about that now or --

3 MR. LA BELLE: I can just make a couple of comments,  
4 I know that we belong to WFA, and they have, you know,  
5 lobbying services. I equated to cities, every city, pretty  
6 much, in California, belongs to the League of California  
7 Cities. And they kind of represent the broad spectrum of  
8 cities, but I would say, probably 90 percent of the cities  
9 also have a separate lobbyist that assists them. The League  
10 of Cities, 90 percent of the time, the cities are in accord  
11 with it, but 10 percent of the time there may be varying  
12 interests, a small city, medium sized city, whatever. In the  
13 past we used Gonzalez when we got into the slow down during  
14 the pandemic. The benefit of having somebody like that firm  
15 reporting back to Michelle and whoever the committee might  
16 be, they provide a monthly report that gives you a heads up  
17 on things that you ought to be looking at and then if there  
18 are matters that we need to be in Sacramento on, I know there  
19 are some restrictions, and we carefully follow those. Gives  
20 you the ability and they can save you hours of wandering  
21 through the maze by setting up meetings with the people that  
22 we need to be talking to. A good example, some earlier  
23 spokespersons talked about the market place, right now, we  
24 are precluded from producing our own swap meet market place  
25 type event because of legislation that the previous operator

1 was able to get into the law, way back I don't know, 30, 40  
2 years ago. So we can't produce anything. It has to be all  
3 outside. I don't know that we would ever want to produce  
4 something. With you I think having the ability to, at least,  
5 consider that would require a change in legislation and the  
6 lobbyist can kind of help through that process, you know,  
7 moving things forward for us. And I think there are a couple  
8 of other examples that the staff has been working on.

9 That's my thought on it, and I can answer any  
10 questions. I don't know if Josh wants to speak to whatever  
11 restrictions there might be, obviously.

12 MR. CAPLAN: The primary restriction is the Board  
13 can't engage in what is called grassroots organizing, and in  
14 lamest terms, what that means if there's an initiative on the  
15 ballot or a candidate up for office. Certainly this Board  
16 can't take a position, one way or another, in support or  
17 against. The California Law wouldn't prevent this state  
18 agency from engaging a lobbyist to try and affect state wide  
19 changes for the benefit of the District. It's very fact  
20 specific. So for example, if there were an issue on the  
21 ballot, that would create some of these changes you talked  
22 about, for example, the swap meet. Because it's an  
23 initiative driven process, the District couldn't actually  
24 take a position on that. Whereas, if the bill would come  
25 from legislator in Sacramento, the District could work with a

1 lobbyist to try and encourage some change to existing laws.  
2 So it's going to be very fact specific, and we just need to  
3 be sure that if the board supports working with a legislative  
4 lobbyist, to make sure that the parameters are safeguarded.

5 MR. LA BELLE: Thank you, Josh. And I think in the  
6 big scheme of things, in terms of the overall budget, it's a  
7 relatively small amount, and I think certainly it's worth  
8 having that resource to help staff and the Board through  
9 challenges. I don't know. I spent 25 years of my life  
10 trying to figure out how it works up there, and once I  
11 figured it out, I found out it didn't work that way. So it's  
12 a rather complicated process, and former Director Baradino  
13 can speak to that, as well, from his experience.

14 Anyway those are my comments.

15 MS. RICHARDS: Okay.

16 MS. ANGUS: Chair Pham, Director Bagneris has her  
17 hand raised on Zoom.

18 CHAIR PHAM: Director Bagneris, you can speak.

19 MS. BAGNERIS: Yes. I just have a question. I  
20 believe Gonzalez & Sons costs us about \$5,000 a month, so  
21 this \$30k is just for a short period interaction and do we  
22 get to call on them as needed? How does that \$30K work?

23 MR. LA BELLE: I think it assumes retainer of \$2,500  
24 to \$3,000 a month for 12 months. And then basically what  
25 they do is they provide the reports back to staff and whoever

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 the committee might be, and are available to, you know, help  
2 staff work through the maze in Sacramento.

3 MS. BAGNERIS: So if nothing needs to be acted on,  
4 we are going to be paying them no matter what; right?

5 MR. LA BELLE: Well, what you would have to do is  
6 you have to go through another RFP process to solicit  
7 proposals, presumably they will propose, others will propose,  
8 and then it will come back to the Board as a contract item at  
9 some future date. I believe the last contract was our  
10 normal, you know, five year or one year -- four -- one year  
11 extensions.

12 MS. RICHARDS: I think it was two years with three  
13 option years.

14 MR. LA BELLE: And that would be in the RFP, and it  
15 would be proposing based on that.

16 MS. BAGNERIS: So we wouldn't have to use them until  
17 it's absolutely needed, because we just approved the  
18 \$58,000,000 master site plan, and I'm not sure -- I'm not  
19 really sure what to say about \$30K right now. But if we  
20 don't need them. We won't engage them until they're actually  
21 needed, and we know something is on the horizon, and we want  
22 to utilize them, so we can go out and bid for somebody to  
23 take that contract.

24 MR. LA BELLE: What you would do is go through the  
25 RFP process over a period of a few months, and based upon the

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 RFP process, a recommendation would come back from staff to  
2 select for A, B, C, D, whomever, and then you would be  
3 basically retaining them on a monthly basis to provide their  
4 services to the District. But nothing is going to happen  
5 during the RFP process.

6 MS. BAGNERIS: Okay. So this \$30K is just a  
7 contingency really? If we decide to use them, we would have  
8 them available?

9 MR. LA BELLE: Well, if you decide to approve the  
10 RFP recommendation from staff, you would be using them, but  
11 --

12 MS. BAGNERIS: Exactly, but, I mean, this is not  
13 something we are going after right now. This is -- if the  
14 situation warrants it. That's what I'm trying to get to, are  
15 we saying if we approve this budget, we're going to go get  
16 somebody on board, put the RFP out and get somebody on board  
17 right away? Or is this just in case we decide to do this, we  
18 already have it in the budget? That's what I'm trying to  
19 understand.

20 MR. LA BELLE: Before the District, Barbara would be  
21 -- if the Board approves this is a line item in the budget,  
22 then staff will incorporate that into the work plan and  
23 sometime during the ensuing fiscal year, an RFP process will  
24 be completed, and it will come back to the Board for action  
25 to either approve or not approve; correct Michelle?

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 MS. RICHARDS: That's correct.

2 MS. BAGNERIS: And that will come before the Finance  
3 Committee; right?

4 MS. RICHARDS: Right. So -- or it could come before  
5 the Finance Committee, so I think what Director La Belle is  
6 indicating, is that the contract would -- the resulting  
7 contract would be approved or not approved by the Board at  
8 the time that it got to the Consent Calendar.

9 MS. RUBALCAVA-GARCIA: This is Director  
10 Rubalcava-Garcia. I think is what Director La Belle asking  
11 us to add this to the budget. He would like us to add a  
12 lobbyist to the budget.

13 MS. RICHARDS: That's correct, in fact, the budget,  
14 as drafted, currently includes \$30,000 for that service.

15 MS. RUBALCAVA-GARCIA: Okay. I mean, I think we  
16 removed that expense from the budget a couple of years ago.  
17 Personally, I think it's a little redundant to have it,  
18 especially when we already have -- we're paying dues to  
19 another agency that already has a lobbyist that specializes  
20 in fairgrounds. I am not really in support of having an  
21 additional \$30,000 for lobbying, but that's just my opinion  
22 on the topic. Especially when we don't have anything  
23 specific to lobby for.

24 CHAIR PHAM: Any other Board comment or do we still  
25 have?

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 MS. RICHARDS: No, I was just going to say I can  
2 continue with the presentation and someone can make a  
3 motion.

4 CHAIR PHAM: Okay.

5 MS. RICHARDS: Okay. I indicated before that this  
6 budget assumes no increase in parking or fair admission.  
7 Parking is currently at \$10 per vehicle for year-round  
8 parking for events, and then also during the fair. It also  
9 does not -- we did not build in a fair admission. However,  
10 it may be time to look at that, so later on in the  
11 presentation we will present some options. In terms of our  
12 travel budget, greatly reduced from last year and that's  
13 mainly due to the fact that there have been some additional  
14 states added to the list of banned states for California  
15 employees to travel to and some of those --

16 MR. LA BELLE: It may get down to zero.

17 MS. RICHARDS: Maybe. The list is getting longer.  
18 But the ones that are in safe territory, that we plan to  
19 attend, include the previously approved WFA Convention, The  
20 California Fairs Alliance Managers Conference. There's a  
21 design conference that our creative services team goes to,  
22 sponsorship conference. There's the International  
23 Association of Fairs and Expositions Management Conference in  
24 St Louis. And then for our Finance Director to attend the  
25 AccountingWare Conference, which is the accounting system

1 that we use. And then mandatory training throughout the year  
2 up in Sacramento. We also would like to send a two-person  
3 team from our concessions department to attend the Minnesota  
4 State Fair, which is world-famous for their concessions  
5 program. So we would like them to do a fair survey. And WFA  
6 always announces a Feature Fair Tour. One of the fairs  
7 within the network. We were a Feature Fair Tour a few years  
8 ago, but that's to be determined. They haven't announced  
9 that yet. Obviously, if it's in one of the banned states, we  
10 won't be going. But we built in enough to cover that, to  
11 send a small team on that Feature Fair Tour.

12 MR. LA BELLE: Michelle, if I could. Sort of going  
13 back to the Master Site Plan, one of the things I have done  
14 in the past, is once we decide what we are going to do, once  
15 an architectural firm has been retained, there is some  
16 benefit for staff and maybe even facilities committee, for  
17 that matter, to venture out into other facilities in the  
18 immediate area or California, that you could look at that  
19 have been done. A good example would be Administrative  
20 Facility such as Laguna Niguel City Hall, the Mission Viejo  
21 City Hall. They are relatively new facilities and they have  
22 amenities in there that I think would be worth going in and  
23 seeing. We got to keep a handle on the architect because  
24 they will spend all the money we got and then some. But I  
25 think there might be some advantage to you and Ken and Jerry,

1 maybe a committee of the board doing some outreach and  
2 looking at other facilities and again, that's down the road,  
3 somewhere, but I just throw that out.

4 MS. RICHARDS: Yeah, I think that's a great idea.  
5 The Board only has to approve out-of-state travel, so if we  
6 find there is something in San Diego, or we fly up to  
7 Northern California. I can approve those travel costs. It's  
8 just out-of-state travel that the Board has to -- and we  
9 would take that on a case-by-case basis.

10 MR. LA BELLE: So you do have some contingency in  
11 there that would enable you to do that?

12 MS. RICHARDS: Yes.

13 Okay. Let's move on to the Capital Expenditures  
14 plan. We have broken it into three different categories.  
15 These are the two carry-over projects from last year. Lot G  
16 facilities project and the Serenity Walk, which we will be  
17 completing in 2023. This is the new project list for capital  
18 expenditures, and you can see it is a variety of different  
19 repair projects, needed maintenance, replacement. I do want  
20 to point out the three top capital expenditures. Basically,  
21 this is the removal of the market place buildings, the beef  
22 barns down in the livestock area, and Building 15. And  
23 that's all clearing the way for the new Master Site Plan. So  
24 Cap X projects are a little over \$2.2 million. Major  
25 expenditures, major maintenance projects. The paint fascia

1 on the maintenance yard, the box office gates, fire lane,  
2 curb painting, about \$105,000. And then here's our list of  
3 new equipment that we need to purchase, and it's a variety of  
4 different equipment. I will point out, there's quite a large  
5 expense for the firm tractor replacement at a \$165,000. I  
6 just want the Board to know when we replace equipment, we  
7 have to make sure that it is AQMD certificated, and that's a  
8 big purchase. But the equipment total is a little over a  
9 million, so when we add it all up, capital expenditures,  
10 major projects, and equipment, comes to \$3,425,000. We built  
11 in a \$100,000 contingency and those two carry-forward  
12 projects brings it to an even \$5,000,000. Which is actually  
13 where we should be with Capital projects if we look at 5  
14 percent of total assets, we are presenting a Cap X program  
15 that is, or plan that is in line with, you know, where we  
16 were a few years ago, so.

17 All right. We always present this chart, this is a  
18 list of expenses that are mandatory that may be over \$50,000,  
19 and our current policy allows the CEO to execute checks or  
20 purchase commitments of \$50,000 or less. But some of the  
21 mandatory expenses like paying payments for utilities,  
22 CAL-Card, insurance, pay roll, et cetera, we build into the  
23 budget. But these are some varying expenses that may or may  
24 not be over \$50,000, but they are mandatory, so the Board  
25 would be approving payment of those items, as well. We

1 always include a list of IFBs and RFPs that we expect to  
2 release in 2023. This is a list those that we are aware of  
3 now, and you can see our contracts team, and mainly, Jerry is  
4 going to be very busy in January and February. All right.  
5 So when we do a roll-up. Let's do the fair PNL, so, we pull  
6 out the pieces of our revenue and our expenses that are  
7 focused on the fair. And once again, that model is expected  
8 to do very, very well. So \$47,000,000 in revenue against  
9 \$26,000,000 in expenses, so we project to have net proceeds  
10 of \$20.6 million from the fair. Now, when you roll that all  
11 up into the entire year, we got \$57.8 million in revenue,  
12 against \$54.8 in expenses, so as the budget sits right now,  
13 we have got net proceeds of \$2,956,078.

14 So we have kept fair parking and fair admission  
15 untouched for several years now. We have seen our expenses  
16 go sky-high, particularly this past year. And we expect with  
17 inflation for that to continue. So if the Board is content  
18 with less than \$3,000,000, that's one thing, but we just seen  
19 very robust Master Site Plan that we know we want to move  
20 forward on to improve the property. So we want to offer some  
21 budget options. So option number one is the budget as  
22 presented right now. \$57.8 million in revenue. \$54.8 in  
23 expenses and you can see the bottom line. What staff is  
24 proposing right now, is the Board look at increasing our  
25 parking. Our parking is so low compared to other properties

1 around us.

2 Just to give you an idea, Disneyland is \$30 to park.  
3 Knott's \$25 to park. Honda Center \$22-\$25. If we go into LA  
4 County it's even crazier. LA County Fair \$20. SoFi Stadium,  
5 \$60-\$100 to park. So we are considerably lower than the  
6 other attractions and other fairs. So we are suggesting a \$2  
7 increase in parking for our year-round events that's we have.  
8 Option three would also include increasing fair parking by  
9 \$2. And you can see where the bottom line would net out  
10 there. Option three would include a \$1 increase in general  
11 admission price to get into the fair. Currently, we are at  
12 \$12 for week days, \$14 for weekends. The last time that we  
13 had a week-day increase was in 2014. Weekends we increased  
14 from \$12-\$14 in 2017. So it's been years since we have taken  
15 an increase in admission to the fair. It's been even, an  
16 even bigger jump with senior and child increase. We have  
17 been at \$7 for kids since 2014, kids and seniors. So we are  
18 recommending a \$2 increase in our senior ticket and child  
19 ticket. And if we roll it all up together, what staff is  
20 asking the Board to consider, is a \$2 increase in parking  
21 year-round and during the fair, and then to take the  
22 incremental dollar increase for adults and \$2 increase for  
23 kids and seniors. And that would net an additional \$1.84  
24 million for net proceeds of \$4.8 million.

25 So I will leave it at that, and see if there is any

1 discussion.

2 CHAIR PHAM: Yeah, before I open up a Board  
3 discussion. We are two matters up. Or two cards.

4 MS. RICHARDS: Okay. Is it Aileen?

5 AUDIENCE: She had to leave.

6 MS. RICHARDS: Okay. Reggie Mundekis.

7 MS. Mundekis: Hi, I'm Reggie Mundekis, and thank  
8 you for the opportunity to address you today on the budget.  
9 I'm actually okay with price increases because profitability  
10 slid from around 14 percent down to 12 percent. And since we  
11 are in a inflationary period, it's going to get even lower,  
12 and we need to maintain our position. One of the things that  
13 happens when you don't raise your prices is that and  
14 everybody else raises their prices, is that you're perceived  
15 as being cheap. That's not really going to happen in a year,  
16 but you don't want that perception of this is a  
17 bargain-priced event that you want to go to. I'm going to  
18 radical and say that, you know, I can actually support option  
19 six. All right. Just putting it right out there. Okay. So  
20 regarding the lobbyist. Okay. I get the argument that we  
21 are already in a trade organization, why do we need a  
22 lobbyist? Basically, if you are not at the table, you are on  
23 the menu in politics. And if you haven't been in Sacramento  
24 and actually tries to get something done up there, I mean,  
25 actually, physically in Sacramento, knocking on doors, trying

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 to get people's attention. If you don't have somebody to  
2 help you, you are not going to get much further than nice  
3 courtesy meetings and sympathy from the office staff. We  
4 need to have a lobbyist advocate for our own interests  
5 because at times, Western's Fairs interests diverge from our  
6 interests. Two examples -- sorry, guys to bring up a sore  
7 subject. Western Fairs was okay with selling the property  
8 and privatizing the fairgrounds. Western Fairs also does not  
9 agree with the existence of animal welfare groups and things  
10 that they need to be banished to be far desert steps of  
11 wherever. So I support the lobbyist, especially since we are  
12 keeping the cost down, so that's it. Price increase and  
13 lobbyist, I support, and thank you for the work on the  
14 budget. Thank you.

15 CHAIR PHAM: Anyone remote have their hands raised  
16 for comment for anything at this point? Is there a motion  
17 that anyone wants to bring forth?

18 MS. BAGNERIS: Director Pham, Director Bagneris, I  
19 move that we accept the budget with Option 6.

20 MS. RUBALCAVA-GARCIA: I second that motion. This  
21 is Director Rubalcava-Garcia.

22 MS. ANGUS: Chair Pham?

23 CHAIR PHAM: Yes.

24 MS. ANGUS: Vice Chair Kovacevich?

25 VICE CHAIR KOVACEVICH: Yes.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 MS. ANGUS: Director Rubalcava-Garcia?

2 MS. RUBALCAVA-GARCIA: Yes.

3 MS. ANGUS: Director Cervantes?

4 MS. CERVANTES: Yes.

5 MS. ANGUS: Director Ruiz?

6 MR. RUIZ: Yes.

7 MS. ANGUS: Director Bagneris?

8 MS. BAGNERIS: Yes.

9 MS. ANGUS: And Director Aitken?

10 MS. AITKEN: Yes.

11 MS. ANGUS: Thank you.

12 CHAIR PHAM: All right.

13 MS. RICHARDS: Okay. Committee Reports; right?

14 CHAIR PHAM: So yeah. We'll begin the Committee

15 Reports, you know. Director Kovacevich and I did have brief

16 discussions, potentially shifting some things around, but I

17 want to have a couple of conversations with some of the folks

18 that would be shifting. So as of right now, we will be

19 keeping committees as is, but that will change relatively

20 shortly. Do I read this?

21 MS. RICHARDS: No, no. Yeah, yeah.

22 CHAIR PHAM: As leadership committee have anything

23 to report at this time? Oh, that's me.

24 I was just going through the motions. \*\*\*\*I

25 appreciate. Does the Financial Reporting and Audit Committee

1 have anything to report?

2 MS. BAGNERIS: Yes, we do. This is Director  
3 Kovacevich.

4 VICE CHAIR KOVACEVICH: So the committee did meet on  
5 11/14. We also had our budget study sessions and discussed  
6 on November 9th, so we did review the budget that was just  
7 approved by the Board. And, again, thank you to the staff  
8 for doing a great job on that, and the budgets have been  
9 pretty on point, so pretty impressed with how it's been  
10 handled. Again, we just met on the 14th to review the  
11 October financials. The year-to-date revenue is \$51.2  
12 million and unfavorable to budget by \$1 million revenue for  
13 the month of October was unfavorable by \$46,000, and that's  
14 mainly due to planned events that did not take place.  
15 Operating expenses for year-to-date are \$36.9 million and  
16 that's favorable to budget by \$3.2 million and that means net  
17 proceeds year-to-date \$10.8 million and \$2.24 million  
18 favorable to budget. So we're tracking ahead of schedule  
19 and, you know, we've talked about cash earlier by \$75.3  
20 million. Obviously, a lot of great things to do with that  
21 cash and excited to have the approved the Master Site Plan as  
22 we just did, so you can get to work there. Our next meeting  
23 will be December 9th, and that's it from the Committee.  
24 Thank you.

25 \*\*\*CHAIR PHAM: All right. Facilities Committee.

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 Have anything to add on top of the Master Site Plan project?

2 MR. RUIZ: That's correct. That was covered under  
3 Item 8A, so we're good. Thank you.

4 MS. ANGUS: I just wanted to state for the record  
5 that Director Rubalcava-Garcia has stepped away from the  
6 meeting.

7 CHAIR PHAM: Okay. Got it. Thanks. Apparently,  
8 there is nothing to report from both the committees. But if  
9 you have anything, now's your the time to speak up.

10 MS. BAGNERIS: Yes. I just wanted to recognize the  
11 Native American Heritage Month. We did not put together a  
12 presentation, but I didn't want it to go by without  
13 acknowledging that we have been celebrating that in this  
14 group.

15 CHAIR PHAM: I appreciate that, Director Bagneris.  
16 As of now, we will move into closed session. In just a few  
17 minutes on that and.

18 MS. ANGUS: We just have to wait until Director Ruiz  
19 jumps back in.

20 MS. RICHARDS: Can you control him jumping back  
21 in.

22 MS. ANGUS: The room will automatically close in 60  
23 seconds, but 60 seconds is a long time. We got 15 more  
24 seconds.

25 We should all be back in.

1 CHAIR PHAM: All right. All right. Board  
2 considered advice of counsel on close session items and has  
3 nothing to report at this time, and I'll turn it over to  
4 Michelle.

5 MS. RICHARDS: Okay. We just have few staff  
6 announcements, Jason, would you -- or somebody be able text  
7 Joan and Ken and let them know we are back in. Joan's phone  
8 is there, but Ken can come grab her. Okay. Our own craft  
9 beer festival, Halloween Boo Ha Ha was a huge success on  
10 Saturday October 29th, with a late surge in ticket sales,  
11 attendance exceeded our original estimate as approximately  
12 4,000 craft beer enthusiasts enjoyed the Halloween themed  
13 beer tasting and entertainment, and last Saturday we had a  
14 very, very nice Veteran's day event at Heroes Hall, the  
15 All-American Boys Chorus sang and brought everybody to tears.  
16 We had a gold-star mother, \*\*\*Elain Bertain, who spoke, along  
17 with Stacy Baradino, Chief Forensic Psychologist for Orange  
18 County. She explained the physiology behind how the brain  
19 reacts to trauma. It was really, really interesting and then  
20 the Board of the OC Fair and Events Center and members of the  
21 Heroes Hall Veterans Foundation broke ground on our new  
22 Serenity Walk. So we were very excited about that.

23 And on a sad note, we learned that the husband of  
24 our own California Secretary of Food and Agriculture, Karen  
25 Ross, she lost her husband who passed away suddenly, a few

1 weeks ago. And I know some of you have met Secretary Ross,  
2 or you might even know her personally, but we certainly send  
3 our condolences on behalf of the Board and staff. So we wish  
4 her well.

5 And as Director Kovacevich outlined earlier in the  
6 Finance Committee Report, we are doing well. Year-to-date  
7 net proceeds are \$2.2 million favorable to budget. And we  
8 currently have cash and cash equivalents of \$75.3 million,  
9 that's a 24.1 percent increase year-over-year, so lots of  
10 good things for our Master Site Plan. So Joan, I'm just  
11 going to go. Please check our websites, ocfair.com.

12 Lots of great events coming up. The Farmers Market  
13 is on Thursdays, but not next Thursday because that's  
14 Thanksgiving. We have our Garden classes at Centennial Farm.  
15 Make and take wreaths. Great things from the kitchen, so go  
16 online and sign up for those. Centennial Farm is open to the  
17 public, as well as Heroes Hall. And we so love when the  
18 public comes to both of those locations.

19 Happy birthday to Directors Bagneris and  
20 Rubalcava-Garcia, who both celebrate birthdays in November.  
21 Barbara and Natalie, happy birthday.

22 And I want to invite everyone to stay or a little  
23 while after next months board meeting for our CEOs holiday  
24 open house. I love to bake, especially at the holidays, so  
25 there will be lots of things to eat, and come and enjoy some

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1       holiday treats and mingling with everybody. So those of you  
2       listening on Zoom, be sure to save a little bit of time to  
3       enjoy the holidays with us after the Board meeting next  
4       month. So that concludes.

5               CHAIR PHAM: Okay. All righty. At this point I  
6       open up for Board directors and matters of information. I'll  
7       start off with Ashleigh, if you have anything to say.

8               MS. AITKEN: I just want to wish everybody  
9       congratulations on your first meeting, Chair Pham, and happy  
10      Thanksgiving.

11               CHAIR PHAM: Thank you. Nick?

12               VICE CHAIR KOVACEVICH: Yeah. Thanks, everyone.  
13       Before the opportunity, great job, Chair Pham. Wish you that  
14       and, of course, the staff did a tremendous job with the  
15       report and the overviews was really cool to be able to see  
16       that as we approve the Site Plan. I hope everyone has a good  
17       rest of your week, and see you in December.

18               CHAIR PHAM: Thank you. Robert?

19               MR. RUIZ: Yeah, I mean, yes, congratulations on  
20       your first meeting. My intention was to be there in-person,  
21       unfortunately, I could not. I had to stay behind, but  
22       congratulations. And great job, by the way. And I just  
23       wanted to wish everyone a happy Thanksgiving and thank  
24       Michelle and the staff, again, everyone, for the great work  
25       on the master site plan and the budget great presentation and

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 great work as always. So thank you.

2 CHAIR PHAM: Sandra?

3 MS. CERVANTES: I want to wish everyone a happy  
4 Thanksgiving, and also, great meeting today, Director Pham.  
5 And thank you to Michelle and staff for always doing a great  
6 job.

7 CHAIR PHAM: Barbara?

8 MS. BAGNERIS: First of all, I love my birthday, so  
9 thank you for the recognition; it is on Saturday. I want you  
10 to know I did plan on being at your first meeting, Director  
11 Pham, but I took one of those home Covid test, and it said  
12 positive. So I ran out this morning to CVS to take a real  
13 test, I call it, and I won't know for a couple of days, but I  
14 spared you from coming into that room today, but I would have  
15 loved to have been there. It was a great meeting. The  
16 presentation for the Master Site Plan, for the budget; our  
17 staff, our executive do such a great job. I tell you, we  
18 never should go outside to do anything. We have the talent  
19 right in-house, and I appreciate everybody for all that they  
20 do. And that's what makes the OC fair as great as it is.

21 But I also want to take this moment to congratulate  
22 Mayor Ashleigh Aitken, on her new position and also Natalie  
23 Rubalcava-Garcia on her new Counsel position. Oh, I beat you  
24 to it. Okay. I'm just so excited for them, and they have  
25 been great Board members, and I hope they can stick with us a

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

1 little bit longer, but I'm so proud of them and congratulate  
2 them. And happy Thanksgiving, and see you next month.

3 MS. RUBALCAVA-GARCIA: Thank you, Barbara, and thank  
4 you to whoever made this adorable graphic.

5 CHAIR PHAM: Yeah, you all left me flying solo  
6 today, minus Doug, who got to leave early. I appreciate the  
7 patience as I navigate a little bit through some of the Board  
8 of the formalities. Staff did a great job today. Putting  
9 together, and not just today, it obviously took a lot of work  
10 to put together that presentation and navigate through the  
11 Master Site Plan, the budget, the roll-up, everything that --  
12 there is a lot of back-end work to that, so I appreciate it.

13 I want to wish everyone a happy Thanksgiving, and I  
14 didn't realize Ashleigh was Mayor. So congratulations on  
15 that, too. That's pretty awesome.

16 And with that, I will conclude the Board meeting.

17 (Meeting adjourned at 12:20 p.m.)

18  
19  
20  
21  
22  
23  
24  
25

1 CERTIFICATE OF STENOGRAPHER

2 \* \* \* \*

3 The undersigned Stenographer does hereby certify:

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

6 That the testimony and all objections made at the time  
7 of the Proceeding were recorded stenographically by me and  
8 were thereafter transcribed, said transcript being a true and  
9 correct copy of the proceedings thereof.

10  
11 In witness whereof, I have subscribed my name, this date:

12 NOVEMBER 17, 2022

13  
14  
15  
16 Charissa De La Torre

17 CHARISSA DE LA TORRE

18  
19  
20  
21  
22  
23  
24  
25

99

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

\$	\$2.24 92:17	\$53.8 74:24	12:20 98:17	29th 94:10
\$0.50 74:5 76:17	\$2.3 75:7	\$54,000,000 60:10	13 33:9	2A 51:2 53:3
\$1 88:10 92:12	\$2.86 73:22	\$54.8 76:3 87:12, 22	14 89:10	2B 52:5
\$1,024 20:1	\$20,000,000 66:2	\$547,000 22:20	14th 92:10	3
\$1,500 21:17 22:19	\$20.3 73:22	\$57.8 74:24 87:11,22	15 54:20 85:22 93:23	30 3:14 15:12 22:8,15,16 23:21 73:3 78:1
\$1.2 20:16 37:12 60:16	\$20.6 87:10	\$58,000,000 80:18	15,659 48:9	30-day 42:5,10 43:6
\$1.4 23:10,11 28:18 37:12 76:5	\$22-\$25 88:3	\$58.5 61:9	150-horse 25:22	300 26:20
\$1.5 60:16 62:4	\$22.65 56:23	\$6,700 9:23	157,000 47:5	31,000 52:17
\$1.6 20:16	\$229,257,242 59:25	\$60-\$100 88:5	16 70:20	31st 39:8
\$1.84 88:23	\$25 88:3	\$622 19:23	17 3:4 47:3	32nd 3:1 28:10, 12,17,20,23
\$10 14:18,19,24 16:1,10,12 83:7	\$26,000,000 87:9	\$634 19:23	17th 17:2	365 22:19,20 31:6 33:21
\$10.8 92:17	\$28 20:14	\$657,000 23:25 24:3	18 65:24 67:1	387percent 20:10
\$100,000 23:9 24:3,5 86:11	\$3 53:5,18	\$67,695,000 59:15	19 25:23	3A 53:25 54:12, 18 55:21,22
\$100,000-\$200,000 37:10	\$3,000 79:24	\$7 88:17	2	3B 54:18 55:21
\$105,000 86:2	\$3,000,000 59:8 87:18	\$7.7 57:24	2,400 54:10	3D 46:10
\$11 55:24	\$3,425,000 86:10	\$75 66:23 74:16, 20	2,500 56:10	4
\$11,000,000 23:15	\$3.2 92:16	\$75.3 92:19 95:8	2.01 28:8	4,000 10:24 94:12
\$11,500 9:23	\$3.6 55:22	\$77,000,000 60:6	2.5 73:24	40 3:13 10:6 62:8 73:2 78:1
\$12 60:18 88:12	\$3.7 55:22	\$86.6 53:4	2006 66:24	400 26:19
\$12-\$14 88:14	\$30 88:2	\$89 53:3	2014 88:13,17	42 10:20
\$13,000,000 19:5	\$30,000 82:14,21	\$9,253,000 56:24	2017 88:14	43 12:18 31:21
\$13.4 56:25	\$30k 79:21,22	\$973,000 76:13	2019 73:18	43-year 31:19
\$14 88:12	\$36.9 92:15	1	2021 7:13,14 9:18,22 72:8	45 27:3
\$14.6 55:24	\$4.8 88:24		2022 3:4 7:14 70:25 72:9 73:16	45,000 72:22
\$15 60:18	\$415,000 20:15	1 49:20	2023 48:2 69:25 72:18 76:19	4A 56:1,23
\$16.3 49:20	\$46,000 92:13	1,400 10:25	85:17 87:2	4B 56:13
\$165,000 86:5	\$47,000,000 87:8	1,462 52:13	2024 48:3 71:16	5
\$17 50:15	\$47.8 76:3	1,800 52:12	22.6 57:1	5 57:8 86:13
\$17.6 49:19	\$5 20:9 21:24	10 77:11	22nd 22:23	50 9:21 11:13 14:21 66:3
\$2 88:6,9,18,20, 22	22:16 43:8	10th 17:2	24.1 95:9	50s 3:18
\$2,500 79:23	\$5,000 79:20	11/14 92:5	25 29:17 40:5,13 61:10 79:9	
\$2,956,078 87:13	\$5,000,000 86:12	11:00 73:10	26 10:4 17:1	
\$2.2 76:9 85:24 95:7	\$50 74:16,20	12 22:13 79:24 89:10	28 73:4	
	\$50,000 86:18, 20,24			
	\$500,000 62:17			
	\$51.2 92:11			

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>52</b> 70:19	<b>access</b> 5:24 49:8	<b>additions</b> 58:18	<b>64:14,16</b> 71:18	<b>amount</b> 5:5
<b>540</b> 54:10	<b>accord</b> 77:10	<b>address</b> 9:7,10	<b>90:9</b>	<b>11:17</b> 21:20
<b>5:00</b> 16:11	<b>accountant</b> 29:12	<b>18:4</b> 34:17 53:14	<b>agreed</b> 46:10	<b>40:17,18,19</b> 46:4
<b>6</b>	<b>accounting</b> 83:25	<b>64:3</b> 66:1 89:8	<b>47:23</b> 49:13 51:3	<b>48:18</b> 74:22 79:7
<b>6</b> 58:2,7 59:7 90:19	<b>Accountingware</b> 83:25	<b>addressed</b> 41:25	<b>agreement</b> 37:21	<b>Amp</b> 57:1 64:15
<b>60</b> 93:22,23	<b>accurate</b> 29:3	<b>addressing</b> 43:7	<b>39:9</b> 43:11 46:23	<b>65:6</b> 68:24
<b>7</b>	<b>achieve</b> 27:15 31:10	<b>adds</b> 67:11	<b>65:3</b>	<b>Amphitheater</b>
<b>7</b> 59:9,15	<b>acknowledge</b> 7:7	<b>adjacent</b> 55:13	<b>agrees</b> 63:11	<b>47:6</b> 55:13 56:2,
<b>7,800</b> 55:8	<b>acknowledging</b> 93:13	<b>adjourned</b> 98:17	<b>Agricultural</b> 3:1	<b>6,14,19,25</b> 61:8,
<b>78</b> 30:7	<b>acquainted</b> 41:3	<b>adjustments</b> 15:8	<b>28:10</b> 41:1	<b>19,23</b> 62:8 63:4
<b>7B</b> 37:21	<b>acres</b> 25:23 47:2	<b>61:1</b>	<b>agriculture</b> 5:24	<b>73:2</b>
<b>8</b>	<b>acted</b> 80:3	<b>Admin</b> 61:3	<b>54:24</b> 94:24	<b>Ana</b> 3:23 4:19
<b>8</b> 73:25	<b>acting</b> 28:12	<b>Administration</b> 47:24 48:21 49:2	<b>Agriplex</b> 51:3,7	<b>Analysis</b> 71:8
<b>80s</b> 30:7	<b>action</b> 5:20 8:25 9:2 47:8 52:2,14, 20,23 53:5,10,18 67:16 81:24	<b>administrative</b> 19:1 84:19	<b>52:6,19,22,24</b>	<b>Anderson</b> 18:7,8,
<b>89,500</b> 51:22	<b>actions</b> 34:23 52:4	<b>administrator</b> 18:24	<b>53:4</b> 60:24	<b>13,19,22,23</b>
<b>8A</b> 44:17 93:3	<b>active</b> 26:6	<b>admission</b> 72:23	<b>ahead</b> 7:7 38:10	<b>21:12</b> 23:18,20
<b>8B</b> 69:24	<b>activities</b> 48:6 73:15	<b>73:12</b> 75:9 83:6, 9 87:14 88:11,15	<b>63:1</b> 65:11 67:8	<b>24:9</b>
<b>9</b>	<b>activity</b> 75:1	<b>adoption</b> 46:18	<b>68:16</b> 74:9 92:18	<b>ANGUS</b> 6:5,7,9,
<b>90</b> 77:8,10	<b>actual</b> 40:20 50:5	<b>adorable</b> 98:4	<b>Aileen</b> 18:7,23	<b>11,13,15,17,19,</b>
<b>9:30</b> 3:5	<b>Ad</b> 32:9,10	<b>adults</b> 88:22	<b>23:20</b> 89:4	<b>24</b> 7:1 8:4,6,8,
<b>9th</b> 92:6,23	<b>ADA</b> 47:12	<b>advance</b> 18:11	<b>air</b> 12:12	<b>10,12,14,16,18</b>
<b>A</b>	<b>add</b> 7:16 11:24 42:1 45:11 58:2 65:4 82:11 86:9 93:1	<b>advanced</b> 72:22 73:5	<b>aircraft</b> 4:22	<b>17:15</b> 38:5
<b>A-4</b> 4:8	<b>added</b> 83:14	<b>advantage</b> 84:25	<b>Aitken</b> 6:22,23	<b>43:16,18,20,22,</b>
<b>A.M.</b> 3:5	<b>adding</b> 59:10 61:4 71:23 76:25	<b>advertising</b> 76:23	<b>8:18,19</b> 44:7,8,9, 11,21 45:9,10,12	<b>24</b> 44:1,3,5,7,9,
<b>abandoned</b> 4:25	<b>addition</b> 26:13, 20 40:4 74:2 76:8	<b>advice</b> 34:6 94:2	<b>12</b> 68:10 69:5,7, 9,11,13,15,17,	
<b>ability</b> 42:3,5,7, 11 58:13 77:20 78:4	<b>additional</b> 28:23 38:15 41:2 48:5, 6 49:5 55:2	<b>advocate</b> 90:4	<b>19,21</b> 79:16	
<b>absolute</b> 19:24	<b>agency</b> 39:1 78:18 82:19	<b>affect</b> 78:18	<b>90:22,24</b> 91:1,3,	
<b>absolutely</b> 18:16 37:7,13 80:17	<b>agenda</b> 3:10	<b>afloat</b> 65:24	<b>5,7,9,11</b> 93:4,18,	
<b>absorbed</b> 40:12	<b>5:19,21</b> 8:23 9:5, 6,7,9	<b>afraid</b> 72:15,16	<b>22</b>	
<b>accelerate</b> 62:21	<b>agree</b> 16:16 17:2 36:21 63:2	<b>Ag-education</b> 55:17	<b>Anil</b> 71:9	
<b>accept</b> 90:19		<b>agencies</b> 26:2	<b>animal</b> 54:8 90:9	
<b>accepted</b> 9:5		<b>agency</b> 39:1 78:18 82:19	<b>animals</b> 33:24	
<b>52</b> 70:19	<b>access</b> 5:24 49:8	<b>additions</b> 58:18	<b>64:14,16</b> 71:18	<b>amount</b> 5:5
<b>540</b> 54:10	<b>accord</b> 77:10	<b>address</b> 9:7,10	<b>90:9</b>	<b>11:17</b> 21:20
<b>5:00</b> 16:11	<b>accountant</b> 29:12	<b>18:4</b> 34:17 53:14	<b>agreed</b> 46:10	<b>40:17,18,19</b> 46:4
<b>6</b>	<b>accounting</b> 83:25	<b>64:3</b> 66:1 89:8	<b>47:23</b> 49:13 51:3	<b>48:18</b> 74:22 79:7
<b>6</b> 58:2,7 59:7 90:19	<b>Accountingware</b> 83:25	<b>addressed</b> 41:25	<b>agreement</b> 37:21	<b>Amp</b> 57:1 64:15
<b>60</b> 93:22,23	<b>accurate</b> 29:3	<b>addressing</b> 43:7	<b>39:9</b> 43:11 46:23	<b>65:6</b> 68:24
<b>7</b>	<b>achieve</b> 27:15 31:10	<b>adds</b> 67:11	<b>65:3</b>	<b>Amphitheater</b>
<b>7</b> 59:9,15	<b>acknowledge</b> 7:7	<b>adjacent</b> 55:13	<b>agrees</b> 63:11	<b>47:6</b> 55:13 56:2,
<b>7,800</b> 55:8	<b>acknowledging</b> 93:13	<b>adjourned</b> 98:17	<b>Agricultural</b> 3:1	<b>6,14,19,25</b> 61:8,
<b>78</b> 30:7	<b>acquainted</b> 41:3	<b>adjustments</b> 15:8	<b>28:10</b> 41:1	<b>19,23</b> 62:8 63:4
<b>7B</b> 37:21	<b>acres</b> 25:23 47:2	<b>61:1</b>	<b>agriculture</b> 5:24	<b>73:2</b>
<b>8</b>	<b>acted</b> 80:3	<b>Admin</b> 61:3	<b>54:24</b> 94:24	<b>Ana</b> 3:23 4:19
<b>8</b> 73:25	<b>acting</b> 28:12	<b>Administration</b> 47:24 48:21 49:2	<b>Agriplex</b> 51:3,7	<b>Analysis</b> 71:8
<b>80s</b> 30:7	<b>action</b> 5:20 8:25 9:2 47:8 52:2,14, 20,23 53:5,10,18 67:16 81:24	<b>administrative</b> 19:1 84:19	<b>52:6,19,22,24</b>	<b>Anderson</b> 18:7,8,
<b>89,500</b> 51:22	<b>actions</b> 34:23 52:4	<b>administrator</b> 18:24	<b>53:4</b> 60:24	<b>13,19,22,23</b>
<b>8A</b> 44:17 93:3	<b>active</b> 26:6	<b>admission</b> 72:23	<b>ahead</b> 7:7 38:10	<b>21:12</b> 23:18,20
<b>8B</b> 69:24	<b>activities</b> 48:6 73:15	<b>73:12</b> 75:9 83:6, 9 87:14 88:11,15	<b>63:1</b> 65:11 67:8	<b>24:9</b>
<b>9</b>	<b>activity</b> 75:1	<b>adoption</b> 46:18	<b>68:16</b> 74:9 92:18	<b>ANGUS</b> 6:5,7,9,
<b>90</b> 77:8,10	<b>actual</b> 40:20 50:5	<b>adorable</b> 98:4	<b>Aileen</b> 18:7,23	<b>11,13,15,17,19,</b>
<b>9:30</b> 3:5	<b>Ad</b> 32:9,10	<b>adults</b> 88:22	<b>23:20</b> 89:4	<b>24</b> 7:1 8:4,6,8,
<b>9th</b> 92:6,23	<b>ADA</b> 47:12	<b>advance</b> 18:11	<b>air</b> 12:12	<b>10,12,14,16,18</b>
<b>A</b>	<b>add</b> 7:16 11:24 42:1 45:11 58:2 65:4 82:11 86:9 93:1	<b>advanced</b> 72:22 73:5	<b>aircraft</b> 4:22	<b>17:15</b> 38:5
<b>A-4</b> 4:8	<b>added</b> 83:14	<b>advantage</b> 84:25	<b>Aitken</b> 6:22,23	<b>43:16,18,20,22,</b>
<b>A.M.</b> 3:5	<b>adding</b> 59:10 61:4 71:23 76:25	<b>advertising</b> 76:23	<b>8:18,19</b> 44:7,8,9, 11,21 45:9,10,12	<b>24</b> 44:1,3,5,7,9,
<b>abandoned</b> 4:25	<b>addition</b> 26:13, 20 40:4 74:2 76:8	<b>advice</b> 34:6 94:2	<b>12</b> 68:10 69:5,7, 9,11,13,15,17,	
<b>ability</b> 42:3,5,7, 11 58:13 77:20 78:4	<b>additional</b> 28:23 38:15 41:2 48:5, 6 49:5 55:2	<b>advocate</b> 90:4	<b>19,21</b> 79:16	
<b>absolute</b> 19:24	<b>agency</b> 39:1 78:18 82:19	<b>affect</b> 78:18	<b>90:22,24</b> 91:1,3,	
<b>absolutely</b> 18:16 37:7,13 80:17	<b>agenda</b> 3:10	<b>afloat</b> 65:24	<b>5,7,9,11</b> 93:4,18,	
<b>absorbed</b> 40:12	<b>5:19,21</b> 8:23 9:5, 6,7,9	<b>afraid</b> 72:15,16	<b>22</b>	
<b>accelerate</b> 62:21	<b>agree</b> 16:16 17:2 36:21 63:2	<b>Ag-education</b> 55:17	<b>Anil</b> 71:9	
<b>accept</b> 90:19		<b>agencies</b> 26:2	<b>animal</b> 54:8 90:9	
<b>accepted</b> 9:5		<b>agency</b> 39:1 78:18 82:19	<b>animals</b> 33:24	

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

appearance 67:13	51:18 52:2,4,5, 14,20,24 53:5, 11,19 67:16	attention 29:5 90:1	8 92:2 93:10,15 95:19 97:8	begged 32:5
appears 13:22 30:19 38:15	arenas 24:17	attract's 15:17	bake 95:24	begin 10:7 65:7 71:5 91:14
approach 72:6, 10	argument 89:20	attracted 29:21	balance 28:14 60:5	behalf 4:1 15:13 36:11 95:3
approaching 62:8	Arlington 53:13	attractions 88:6	bale 22:5 24:18	Belle 3:12 4:13 5:10,14,16 6:2,9, 10 7:3,24 8:8,9
approval 26:17 46:17 65:9	arms 41:12	attractive 52:9	bales 22:12	ballot 78:15,21 38:23 41:18
approve 7:1,20, 22,24 8:5 42:24 70:1 81:9,15,25 85:5,7 96:16	Arnold 3:11,12 4:16 5:10,12,15	auction 51:20	banished 90:10 42:1,13 43:22,23	banished 90:10 42:1,13 43:22,23
approved 45:19 46:19 80:17 82:7 83:19 92:7,21	artisanal 64:15	audience 32:15, 16 36:6 42:18 62:11 65:14 89:5	bank 48:4 61:13 75:3	bank 48:4 61:13 49:22,24 50:7, 12,15,18 53:9, 10,18,21 57:2
approves 81:21	artist 4:5	Audit 70:8 91:25	banned 83:14 84:9	58:24 59:4,22 60:2,4,7,11,14, 18,20 62:6 64:14
approving 65:9 86:25	aspects 25:22 31:10	automatically 93:22	Baradino 4:2 79:12 94:17	65:13 66:13
approximate 64:16	assess 41:20	average 26:11	Barbara 69:2 81:20 95:21 97:7 98:3	68:7,12,23 69:9, 10,23 75:14
approximately 27:3 29:17 51:22 94:11	asset 11:23	avoidable 31:17	barely 20:1	76:1,24 77:3
AQMD 86:7	assets 28:20 86:14	award 23:15	bargain-priced 89:17	79:5,23 80:5,14, 24 81:9,20 82:5, 10 83:16 84:12 85:10
architect 48:17 84:23	assist 5:10	awarded 22:24 23:15 39:23	barn 54:1,2,3,6, 10,14,17 55:22 61:5	Belle's 63:3
Architects 50:3	assistance 27:14	aware 54:1 87:2	barns 51:14 85:22	belong 77:4
architectural 50:1 58:18 84:15	assistant 66:25	awesome 24:8 98:15	barrier 53:17	belongs 77:6
architecturally 52:21	assisted 30:5	<b>B</b>	base 5:2,3	bench 52:7
architecture 58:19	assists 77:9	back 4:14,24 7:11 15:19 24:22 25:4 32:20 37:23 40:7 42:6,7 46:21 49:7,8 51:12 57:3	based 62:2 66:10 80:15,25	benefit 26:3 28:15,21 68:1 77:14 78:19 84:16
archives 48:8	associate 23:22	assumes 79:23 83:6	bases 35:6	benefiting 27:10
area 19:22 29:14 30:5 47:9 49:6 51:7,14,17,21, 24,25 52:12,22, 23 53:1 54:9 55:2 56:4,11,21 58:21 61:25 84:18 85:22	Association 3:1 28:11 83:23	assuming 19:25	basically 13:20 62:12 66:24 79:24 81:3 85:20 89:22	benefits 20:14 67:11,17 74:1 76:9
areas 47:3 52:22 55:2 57:15,22 58:2,11,13	assume 37:9	assumptions 47:10 70:24,25 72:19	basis 33:21 40:20 41:5,8 81:3 85:9	Berglund 29:6,7, 8
arena 22:10,22 25:10 28:5 47:8	assumes 79:23 83:6	at-risk 28:1	basketball 34:5	Bertain 94:16
	attaching 49:3	attached 49:3	Bay 29:14 30:5	best-case 19:24
	attend 83:19,24 84:3	attend 83:19,24 84:3	beat 97:23	beverage 15:25
	attendance 73:7 94:11	attendance 73:7 94:11	beautiful 33:6 54:17,18 60:25	bid 19:2,13,14,24 20:3,5,16,17,24, 25 21:3,5,8,12, 13 24:19,23,24
	attended 30:7	attended 30:7	Beaver 27:19,20	25:1,7 29:2
	attendees 14:15	attendees 14:15	beef 85:21	36:20,21,22
	attending 67:14	attending 67:14	beer 94:9,12,13	37:3,5 39:3,11, 22 40:16 80:22
			began 12:21	

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>bidder</b> 19:19 24:20 36:19,24 37:3,5	68:8 70:4,5,23 74:6,10 78:12,15 79:3,8 80:8	<b>broad</b> 22:5 35:10 77:7	<b>burden</b> 20:18 <b>bus</b> 62:17,19,20	<b>canopy</b> 54:7,14 56:8
<b>bidders</b> 21:2 39:13,20	81:16,21,24 82:7,24 85:1,5,8 86:6,24 87:17,24	<b>broadcaster</b> 3:15	<b>business</b> 9:19 10:5 11:2,11,22 12:4,18 13:3	<b>Cap</b> 85:24 86:14
<b>bidding</b> 19:7 21:6 39:2	88:20 89:2 92:7 94:1,20 95:3,23	<b>broke</b> 94:21	16:15,19 26:25 27:3,18 28:14 29:25	<b>capabilities</b> 43:6 47:18
<b>bids</b> 19:3 21:3	96:3,6 97:25 98:7,16	<b>broken</b> 85:14	<b>businesses</b> 10:6, 12 12:21 13:3,7, 23	<b>capability</b> 68:19
<b>big</b> 11:22 25:4 26:23 32:21 48:15 76:2 79:6 86:8	<b>Board's</b> 23:13 42:3	<b>brought</b> 94:15	<b>busy</b> 26:6 87:4	<b>Capistrano</b> 30:4
<b>bigger</b> 88:16	<b>boarders</b> 26:13	<b>budget</b> 40:4,13 41:6,8,10 45:25 46:12,20 47:11 49:18,20 50:10, 13 56:22 57:23 59:15 60:8,9 69:25 70:3,15 71:1,2,5,6 72:7, 18,22 73:22,23	<b>button</b> 31:18	<b>capital</b> 23:12 66:5 85:13,17,20 86:9,13
<b>biggest</b> 27:3	<b>boarding</b> 25:23 26:4 27:1 47:9	74:1,5 75:5,8,12 79:6 81:15,18,21 82:11,12,13,16 83:6,12 86:23 87:12,21 89:8 90:14,19 92:5,6, 12,16,18 95:7 96:25 97:16 98:11	<b>buy</b> 12:7,13 56:9	<b>CAPLAN</b> 78:12
<b>bill</b> 78:24	<b>boards</b> 32:4 52:10 53:23	<b>budgeted</b> 49:19	<b>C</b>	<b>captured</b> 62:11
<b>bill-up-to</b> 40:18	<b>Bobby</b> 4:21	<b>budgeting</b> 73:5	<b>CAD</b> 46:10 54:18	<b>car</b> 4:14
<b>billed</b> 40:19	<b>body</b> 39:14	<b>budgets</b> 70:18 71:14 92:8	<b>Cal</b> 71:9	<b>card</b> 9:3,8 63:24 73:5
<b>bird's</b> 59:17	<b>Boo</b> 94:9	<b>buffer</b> 53:13	<b>CAL-CARD</b> 86:22	<b>cards</b> 89:3
<b>birthday</b> 95:19, 21 97:8	<b>Boofa</b> 40:10	<b>build</b> 11:10 61:20,22 70:25 74:5 83:9 86:22	<b>calculate</b> 24:12	<b>care</b> 33:23
<b>birthdays</b> 95:20	<b>book</b> 73:3	<b>building</b> 47:7,24 48:12,21 49:2,3, 4 50:6,8 51:2,16, 19 54:17,19,20, 22,23 55:5,14, 15,24 57:12 58:14,15,19 61:3,4 64:6 66:23 71:6 85:22	<b>calculations</b> 20:15	<b>careers</b> 66:14
<b>bit</b> 4:15 16:20 38:12 60:22 72:9 74:9 75:15 96:2 98:1,7	<b>booking</b> 73:1	<b>buildings</b> 47:8 56:19 58:3,4,8,9, 10,23 59:2,6 61:6 67:23 74:15 85:21	<b>calendar</b> 17:19, 20 18:2,7 28:1,7 38:3 42:23,24 82:8	<b>carefully</b> 77:19
<b>blaming</b> 16:2	<b>books</b> 71:15	<b>call</b> 5:18,25 22:4 34:6 43:16 48:10 72:1 79:22 97:13	<b>California</b> 18:25 19:6,20 21:7 29:15 36:19 37:4,16 47:14 77:6 78:17 83:14,20 84:18 85:7 94:24	<b>caretaker</b> 25:21
<b>Blenheim</b> 30:2	<b>bottom</b> 50:18 87:23 88:9	<b>called</b> 51:5 78:13	<b>carpet</b> 64:7	<b>caretaking</b> 26:22
<b>blessed</b> 33:7	<b>box</b> 48:15 56:3, 21,24 61:7 86:1	<b>Calling</b> 3:7	<b>carnival</b> 75:6	<b>carolyn</b> 27:19
<b>blind</b> 13:25 14:2	<b>Boys</b> 94:15	<b>campers</b> 57:15	<b>carried</b> 47:22	<b>carry-forward</b> 86:11
<b>block</b> 48:10,11 51:23 52:1 54:12 55:9 57:16 61:24	<b>brain</b> 94:18	<b>camping</b> 49:6	<b>carry-over</b> 85:15	
<b>blocked</b> 64:9	<b>brand</b> 54:6	<b>cancel</b> 43:11	<b>carts</b> 22:8,12	
<b>board</b> 3:3 4:1,2 7:2,19,22 8:24 9:7,10 17:20,23, 24 18:3,5,9,14, 17 19:20,24 20:18,20 23:7 26:16 27:22,23 28:6,8,25 31:18 36:9,14 37:4,8, 14 38:3,6 39:7,9 40:22 41:4,9 43:3,15 45:13, 17,19 46:17,20, 22 47:23 51:3 52:10 63:11,15, 19 65:3,9 66:6	<b>break</b> 20:1	<b>cancelations</b> 73:4	<b>case</b> 81:17	
	<b>breakfast</b> 21:24 22:16	<b>built</b> 40:13,16 75:12 84:10 86:10	<b>case-by-case</b> 85:9	
	<b>breeds</b> 30:10	<b>bullet</b> 43:8	<b>cash</b> 48:25 49:10, 12 56:12 63:17 92:19,21 95:8	
	<b>Brian</b> 23:18,20		<b>categories</b> 71:3 74:25 85:14	
	<b>bring</b> 18:25 20:1 30:24 31:5 34:12 37:23 41:8 90:6, 17		<b>category</b> 5:19 76:10,12	
	<b>bringing</b> 62:16 63:7 76:18		<b>cautious</b> 64:17 72:7	
	<b>brings</b> 20:5,15 49:16 62:13 86:12		<b>CCA</b> 45:24 66:7 67:3	
			<b>celebrate</b> 10:5 95:20	

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>celebrating</b> 93:13	15,17 37:25 38:2,10,23 42:20 43:2,5,14,17,18, 19,20,21 44:13, 15 59:24 62:24 63:1,24 65:11 68:5,8,16,20 69:2,4,5,6,7,8,22 70:7 79:16,18 82:24 83:4 89:2 90:15,22,23,24, 25 91:12,14,22 92:4,25 93:7,15 94:1 96:5,9,11, 12,13,18 97:2,7 98:5	<b>cities</b> 77:5,7,8,10 <b>city</b> 25:24 26:1 64:11 77:5,12 84:20,21 <b>civic</b> 3:22 27:11 <b>civil</b> 56:17 59:13 74:2 76:7,8 <b>claim</b> 37:13 <b>clarity</b> 68:20 <b>classes</b> 55:18 95:14 <b>Claudia</b> 29:6,8 30:17 34:2 <b>clauses</b> 43:7 <b>clean</b> 22:10 <b>cleaning</b> 24:16 26:24 28:5 <b>challenges</b> 63:6 67:22 79:9 <b>change</b> 9:24 36:3,4 78:5 79:1 91:19 <b>changed</b> 36:3,6 <b>changing</b> 27:24 33:13,21 <b>charge</b> 14:25 22:16 64:17 <b>charged</b> 14:16,18 <b>charging</b> 27:10 <b>chart</b> 86:17 <b>chat</b> 9:13 <b>cheap</b> 89:15 <b>check</b> 95:11 <b>checks</b> 86:19 <b>chief</b> 66:25 94:17 <b>child</b> 88:16,18 <b>children</b> 55:18 <b>choice</b> 62:18 <b>choose</b> 57:21 <b>Chorus</b> 94:15 <b>Christmas</b> 14:16 <b>Churchill</b> 33:17, 18 <b>cigar</b> 12:13 <b>cigars</b> 12:6,7	<b>commented</b> 41:14 65:20 <b>comments</b> 7:6,25 8:24 9:5 17:16 44:22 63:3 66:10 70:10 77:3 79:14 <b>commerce</b> 10:14 <b>commission</b> 40:7 <b>commitment</b> 38:18 40:23 41:19 <b>commitments</b> 86:20 <b>committed</b> 28:9 31:11 41:21 <b>committee</b> 19:3 21:2,6 32:10 38:20,21 41:8 44:19 46:1 63:5 65:8 68:13 70:8, 9,22 75:15 77:15 80:1 82:3,5 84:16 85:1 91:13,14,22,25 92:4,23,25 95:6 <b>committees</b> 32:9 91:19 93:8 <b>communicate</b> 17:5,8,13 <b>communication</b> 30:20 41:23 <b>communications</b> 31:4 <b>community</b> 5:24 10:9,16 11:23 14:10,11,12,15 15:9 25:12 26:3, 5 33:25 38:18 55:17 <b>companies</b> 24:11 27:22 74:8 <b>company</b> 23:15 <b>company's</b> 26:24 <b>comparable</b> 19:16 <b>compare</b> 13:24 <b>compared</b> 13:25 14:2 28:18 87:25	<b>comparison</b> 43:9 <b>compensated</b> 28:24 <b>compete</b> 62:10 <b>competition</b> 62:9 <b>competitions</b> 51:10 <b>competitive</b> 29:4 <b>compiled</b> 19:22 <b>complaint</b> 14:20 <b>complete</b> 49:14 50:20 57:13 <b>completed</b> 66:9 67:21 81:24 <b>completely</b> 11:14 23:16 <b>completing</b> 61:3 85:17 <b>compliance</b> 39:4 <b>compliant</b> 47:12 <b>complicated</b> 79:12 <b>comply</b> 35:19 61:9 <b>complying</b> 35:17 <b>component</b> 21:22 <b>compressed</b> 22:3 <b>comps</b> 19:21 21:8 <b>concept</b> 45:18 51:21 61:19,20 <b>concepts</b> 45:22 <b>concerns</b> 19:12 35:14 40:1 41:25 <b>concession</b> 51:18 <b>concessions</b> 84:3, 4 <b>conclude</b> 98:16 <b>concludes</b> 17:16 37:18 96:4 <b>conditions</b> 35:18 <b>condolences</b> 95:3 <b>conference</b> 83:20,21,22,23, 25
-----------------------------	--	--	---	--

## O.C. FAIR AND EVENT CENTER Board of Directors Meeting on 11/17/2022

<b>confidence</b> 71:24	<b>contract</b> 19:10	35:20 39:13,14	<b>create</b> 45:24	<b>Daisy</b> 13:25 14:2
72:14	21:21,22 26:16,	49:20,24 58:25	55:15 58:15	<b>Dan</b> 62:15
<b>congratulate</b>	18 27:7 28:2,7,8,	62:3 66:15 74:1	70:18 78:21	<b>danger</b> 72:1,15,
97:21 98:1	16,17,24 29:1	76:9,21 90:12	<b>created</b> 36:20	16
<b>congratulations</b>	30:21,22 31:16	<b>Costa</b> 58:14	<b>creates</b> 58:22	<b>dangers</b> 72:6
7:10 96:9,19,22	33:2,23 34:7,11,	<b>costly</b> 33:11	<b>creating</b> 5:23	<b>data</b> 71:7,21
98:14	22,25 35:1,2,12,	60:25	61:5	73:16
<b>conjunction</b> 26:1	15 37:21 38:14	<b>costs</b> 24:13 26:18	<b>creative</b> 83:21	<b>date</b> 10:4,6 37:24
<b>Conklin</b> 16:24,25	39:7 40:16 42:4,	29:4 40:8 49:19	80:9	80:9
<b>consent</b> 17:19	9,11 43:11 75:5	60:7 76:23 79:20	<b>dates</b> 17:2	
18:2,7 28:1,7	80:8,9,23 82:6,7	85:7	<b>daughter</b> 24:4	
37:23 38:3	<b>contracted</b> 76:12	<b>Council</b> 25:24	<b>David</b> 9:15	
42:23,24 82:8	<b>contracting</b> 19:2	<b>councils</b> 64:11	<b>day</b> 22:18,19	
<b>consequences</b>	<b>contractor</b> 27:10	<b>counsel</b> 36:13	30:25 46:20	
31:17 37:2	28:21,22 35:19	94:2 97:23	50:19 58:5 72:22	
<b>conservative</b>	40:1,17 41:2	<b>count</b> 52:11,12	74:16 75:20	
72:10	<b>contractor's</b> 40:6	<b>countless</b> 31:7	94:14	
<b>considerably</b>	<b>contracts</b> 13:24,	<b>county</b> 3:2,17,18	<b>days</b> 11:15 13:12	
88:5	25 37:22 87:3	4:19 5:2 11:3,4	31:7 33:21 67:4	
<b>considered</b> 5:20,	<b>contradictory</b>	14:1 19:16 27:22	88:12 97:13	
21,22 71:5 94:2	71:21	28:3 29:10,19	<b>deal</b> 11:12	
<b>consistency</b>	<b>contribute</b> 32:7	32:19 33:6,13	<b>Dean</b> 23:22	
13:14	<b>contribution</b>	34:19 35:7,11	<b>debate</b> 8:23	
<b>consistent</b> 19:21	40:7	36:3 37:11 55:1	<b>debt</b> 46:15 61:15	
20:23 59:5	<b>control</b> 93:20	65:22 71:11 88:4	63:8 64:19,22	
<b>consistently</b> 27:4	<b>Convention</b>	94:18	<b>decades</b> 26:14	
<b>constantly</b> 76:15	83:19	<b>County's</b> 10:14	<b>December</b> 9:22	
<b>constructed</b> 48:2	<b>conversations</b>	<b>couple</b> 7:5 25:7	10:2 17:2 39:8	
51:11	91:17	31:25 60:4 65:13	46:21 51:12	
<b>construction</b>	<b>cool</b> 96:15	66:14 67:9 73:7	63:15,20,21	
19:4 49:19 50:4,	<b>cooperative</b>	77:3 78:7 82:16	70:18 92:23	
6 55:23 62:3	13:12	91:17 97:13	96:17	
<b>consultants</b> 25:8	<b>copies</b> 18:20	<b>courage</b> 72:5,13,	<b>decide</b> 81:7,9,17	
<b>consumer</b> 71:23	<b>core</b> 58:4	15,16	84:14	
72:10	<b>corner</b> 54:16	<b>courtesy</b> 90:3	<b>decided</b> 13:10	
<b>contact</b> 12:8	<b>corporations</b>	<b>cover</b> 23:4,7	32:16	
<b>content</b> 87:17	11:22	84:10	<b>decides</b> 46:22	
<b>contest</b> 35:14	<b>Corps</b> 35:6	<b>covered</b> 25:10	66:6	
<b>contingency</b> 81:7	<b>correct</b> 25:18	93:2	<b>decision</b> 13:9	
85:10 86:11	34:18 42:16,17	<b>Covid</b> 11:6 12:21	36:14 37:16	
<b>continue</b> 9:19	43:13 60:19	97:11	38:16 74:4	
10:8,12 12:20	81:25 82:1,13	<b>Cowardly</b> 72:12	<b>decorative</b> 58:18	
31:19 32:24	93:2	<b>cows</b> 54:7,13,18	59:11	
73:11 83:2 87:17	<b>corrected</b> 50:17	<b>CPA</b> 29:11	<b>dedicated</b> 48:13	
<b>continues</b> 12:24	<b>correctly</b> 25:17	<b>craft</b> 94:8,12	<b>deep</b> 33:25	
61:12	<b>cost</b> 11:5 19:15	<b>Crafter's</b> 55:7	<b>deficient</b> 36:23	
<b>continuity</b> 55:15	21:14 23:5,8	<b>crazier</b> 88:4	37:12	
	24:14 26:21			

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>deficit</b> 20:20	<b>developing</b> 45:20	41:7 45:22 50:24	<b>draft</b> 44:17 51:4	<b>edges</b> 58:16
<b>Del</b> 64:21	<b>development</b> 23:22	92:5	<b>drafted</b> 82:14	<b>Edison</b> 47:18
<b>delay</b> 45:16	<b>diagram</b> 48:11, 12	<b>discussion</b> 17:23	<b>dragging</b> 24:17	<b>education</b> 54:19
<b>delayed</b> 38:14	<b>diagrams</b> 64:9	35:23 38:3 45:19	<b>dramatic</b> 20:7	55:16,23 61:5
<b>delegated</b> 17:21	<b>dial</b> 43:10	46:11 89:1,3	<b>drastic</b> 9:23	<b>educational</b> 5:25
<b>delivered</b> 20:9	<b>dial-in</b> 6:25	<b>discussions</b> 31:4	<b>drastically</b> 9:24	54:23
<b>demand</b> 72:3	<b>dictate</b> 39:12	91:16	<b>dressing</b> 61:19,	<b>effect</b> 75:6
75:2,21	<b>Diego</b> 27:23	<b>Disneyland</b> 88:2	20,22,25 64:15	<b>efficiencies</b> 41:15
<b>demographics</b>	65:22 85:6	<b>displaced</b> 47:25	65:5	<b>efficiency</b> 67:10
35:8	<b>difficult</b> 17:5	48:3 49:16	<b>drive</b> 20:19	<b>efficient</b> 47:14
<b>demolish</b> 54:3	<b>dig</b> 33:25	<b>display</b> 4:7	21:14 61:12	<b>efforts</b> 19:9
<b>demolition</b> 51:5,	<b>diligence</b> 22:25	<b>distribute</b> 18:14	74:17	62:16
13 54:20 56:3	<b>dinner</b> 21:25	<b>District</b> 3:1,23	<b>driven</b> 78:23	<b>Elain</b> 94:16
<b>demonstrations</b>	22:17	4:3 28:10 62:23	<b>drives</b> 62:17	<b>electricity</b> 76:16
55:4	<b>direct</b> 41:22	78:19,23,25	<b>driveway</b> 15:5	<b>element</b> 48:13,18
<b>denied</b> 13:12	<b>direction</b> 28:13	81:4,20	<b>driving</b> 74:25	<b>elements</b> 55:10
<b>dense</b> 35:11	<b>director</b> 6:9,11,	<b>District's</b> 42:3	<b>drop</b> 15:22,24,25	<b>eliminates</b> 11:14
<b>dentist</b> 17:17	13,15,17,19,22	<b>diverge</b> 90:5	<b>drought-tolerant</b>	<b>emotion</b> 38:24
<b>department</b> 40:5,	7:4,6,10,20,23,	<b>diverse</b> 10:13	47:15	<b>emotional</b> 4:16
13 70:19 84:3	25 8:1,8,10,12,	35:10	<b>Drs</b> 71:9	32:23 33:22
<b>departments</b>	14,16,18 31:25	<b>DL</b> 9:14,15	<b>drug</b> 24:11	<b>emotions</b> 33:16,
48:4 49:17 70:19	38:8,11 41:1,18	13:10,15 14:2,22	25	71:13
<b>depending</b> 74:16	42:21,25 43:22,	15:13,22 16:13	<b>dues</b> 82:18	<b>emphasize</b> 48:14
<b>deposition</b> 29:13	24 44:1,3,5,7,9,	17:3,5,8	<b>duties</b> 66:17	<b>emphasized</b> 46:5
<b>desert</b> 90:10	11,23 45:10 53:9	<b>docket</b> 9:2	<b>duty</b> 28:6	71:13
<b>design</b> 50:1	62:24,25 63:2,4,	<b>Doctors</b> 71:25	 <b>E</b>	<b>employee</b> 27:11
52:21 58:25	11 64:14,24	<b>document</b> 7:12		76:7
83:21	68:17 69:9,11,	21:10	<b>documented</b> 7:12	<b>employees</b> 47:25
<b>designation</b> 4:9	13,15,17,19	<b>dollar</b> 88:22	<b>e-mail</b> 18:11,19	48:4,6 49:15
<b>designed</b> 48:2,14,	70:8,9 76:24	<b>dollars</b> 41:12	19:9	65:23 73:24 74:2
16 51:11 52:21	79:12,16,18	65:9	<b>earlier</b> 43:8 73:6	83:15
<b>desire</b> 9:10	82:5,9,10 83:24	<b>domain</b> 19:18	77:22 92:19 95:5	<b>employers</b> 35:17
<b>detail</b> 39:19 41:7	90:18,21 91:1,3,	37:1	<b>early</b> 31:3 98:6	<b>empty</b> 14:7 35:7
44:25 64:8 70:3	5,7,9,15 92:2	<b>Donald</b> 4:21	<b>easily</b> 46:14	<b>enable</b> 85:11
<b>detailed</b> 20:6	93:5,15,18 95:5	<b>donating</b> 10:7	<b>east</b> 29:14 58:3	<b>enacted</b> 17:22
24:23 63:12	97:4,10	<b>door</b> 48:24,25	<b>easy</b> 4:23 49:8	<b>encapsulate</b>
<b>details</b> 37:2	<b>Director's</b> 28:6	49:1,7,9,10,11	<b>eat</b> 24:2 95:25	41:18
<b>determine</b> 36:10	<b>directors</b> 3:3	<b>doors</b> 60:8 89:25	<b>economic</b> 71:4,7,	<b>encompass</b> 52:1
<b>determined</b>	17:24 28:8 31:22	<b>doubled</b> 9:23	8	<b>encompasses</b>
39:22 84:8	44:21 45:6 65:14	<b>doubling</b> 20:20	<b>Economist</b> 71:18	56:9
<b>determining</b>	95:19 96:6	<b>doubt</b> 45:5	<b>economy</b> 71:22	<b>encourage</b> 79:1
31:13 48:17	<b>disappeared</b> 5:4	<b>Doug</b> 3:10 4:16	<b>Ed</b> 3:11,13,15,19	<b>end</b> 42:15 50:19,
<b>develop</b> 51:6	<b>disciplines</b> 30:10	5:25 43:5 65:12	5:14,17	24 75:10
<b>developed</b> 27:25	<b>discretion</b> 5:22	68:5 98:6	<b>ended</b> 29:21,23	
29:25 39:19	<b>discuss</b> 18:2 28:8	<b>Downs</b> 30:4	<b>ending</b> 64:20	
45:23 75:9,23	<b>discussed</b> 17:25			

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

energy 47:13	38:9,17 39:8 40:5,8,23 41:23 47:9 51:6 67:23 68:2,25 73:20 76:4	exceeded 94:11 excellent 26:12 31:12 55:15 66:4 71:10	92:15 expensive 76:16 experience 27:14 28:22 31:9 37:1 52:8 57:11 62:1 67:14 79:13	faced 72:2,15 faces 56:5 facilities 19:16 20:6 21:8 31:9 32:1,4 35:5 39:18 44:19 46:1 47:12,13 51:6 65:8 66:19 68:13 84:16,17,21 85:2,16 92:25
engage 78:13 80:20		exceptionally 13:23	excessive 27:10 excited 29:9,16 45:13 92:21 94:22 97:24	experienced 26:17 27:6 29:4 experiences 5:25 27:17
engaging 78:18	Equestrians 32:22	exciting 30:10	experiments 24:12 expert 13:24 29:12	facility 10:14 19:5 24:16 25:22,23 26:4,17 30:14 31:20 32:1 35:6 40:14 41:3 56:16 58:15 74:3 84:20
engineered 47:13	equine 26:8 51:8 52:9	Excuse 42:20	expertise 19:17 37:15	facing 72:16
engineering 56:17	equipment 22:23 73:11 76:21 86:3,4,6,8,10	execute 86:19	experts 30:20,23 expires 39:8	fact 20:21 63:3 78:19 79:2 82:13 83:13
engineers 50:3	Equisports 30:2	executing 58:6	explain 15:21 explained 94:18	factor 71:15
enhance 62:22	equitable 5:23	executive 97:17	explored 63:8	factors 30:18 71:4
enjoy 10:16,21 26:5 95:25 96:3	equivalents 95:8	exercise 28:6,25	Expositions 83:23 extend 34:24	faculty 18:24 23:22
enjoyed 64:4,12 94:12	essentially 52:25	exhibit 47:3,8 51:16 55:14 58:2,4,8,9 61:6 76:18	extended 35:2 extension 13:1 31:23 58:15	fair 3:2 9:20,25 10:9 13:11,22 14:8 15:13,15 40:9,12 47:5,6 48:5,7 51:7,10 55:6,8 57:8,11 15 62:11,15 65:22 66:18
ensuing 81:23	established 21:6	existence 90:9	expansion 47:20, 24 48:19,21 49:3 54:1	57:14,17 72:3,8, 9,23 73:13 74:6, 7,9,12,18,21 75:20 76:17,19 83:6,8,9 84:4,5, 6,7,11 87:5,7,10, 14 88:4,8,11,15, 21 94:20 97:20
ensure 29:2	estate 29:22	existing 28:18 37:11 46:15 51:18 54:3,17 61:21 68:25 79:1	expansive 25:25 expect 73:17 87:1,16	fairgrounds 4:21 5:7 9:17 10:20 11:3,12,17 12:18 13:15 15:14 19:11 20:19
entered 39:9	estimate 19:25 94:11	expected 14:24 40:15 71:15 72:11 87:7	extremely 17:5 eye 59:17 eyes 35:1	24:24,25 25:5,9, 13 28:1,4 29:10, 19 30:6 32:19, 20,21 33:5 34:19 42:19 49:15
enterprise 11:2	estimated 65:7	expenditures 85:13,18,20,25 86:9	Eyewitness 3:16	
enters 42:10	Evelyn 46:3 59:21	expense 26:23 27:3 75:13 76:2 82:16 86:5	F	
entertainment 5:24 62:16,17 94:13	evening 24:8	expenses 40:14, 15 41:16 61:10 76:3,4,7,11,14	fabulously 29:24 facade 58:25 67:15	
enthusiastic 16:4	event 3:2 9:19, 20,22 10:1,2,4, 10 12:20,25	86:18,21,23 87:6,9,12,15,23	facades 58:4 face 16:9 17:18 58:9	
enthusiasts 94:12	13:9,12,17,21			
entire 56:15 74:21 87:11	14:19 15:16 40:9,12 47:2,5 54:24 58:6 73:19 74:13 75:1 77:25			
entities 32:3	89:17 94:14			
entrance 49:7 55:13 58:20	event's 9:24			
entrances 58:10, 12	events 10:10,11, 13,16 14:15 15:16,17 26:8 27:1 47:4 57:11 58:13 67:15			
entrepreneur 10:8	73:15,17 83:8 88:7 92:14 94:20 95:12			
entries 29:21 58:17	everyday 24:2			
entrusted 27:12	Evolv 73:11			
entry 58:17	exact 67:24			
equated 77:5	examiner 29:12			
equates 14:18	examples 78:8 90:6			
equestrian 19:10,20 20:6,21 21:4,19,23 23:3 25:21 26:6,24 27:6 28:4,14 29:11,14 32:17, 18,22,24 33:7,20 34:13,21 35:4,6, 21,22 37:11				

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

57:22 64:18,19, 21 82:20 90:8	feet 47:5 48:9 51:22 52:17,18 54:11 55:9 56:10	firm 77:14 84:15 86:5	formalities 98:8	gate 59:12 73:11
<b>fairly</b> 70:2	<b>fellow</b> 65:14	<b>first-time</b> 17:1	<b>format</b> 30:13	<b>gates</b> 86:1
<b>fairs</b> 83:20,23 84:6 88:6 90:5,7, 8	<b>fence</b> 25:1	<b>fiscal</b> 70:17 81:23	<b>formed</b> 21:3 72:8	<b>gauze</b> 24:13
<b>faithful</b> 28:10	<b>fences</b> 25:2	<b>fix</b> 64:14	<b>forward</b> 27:16 30:13,21 31:2,5	<b>gave</b> 13:1 16:13
<b>familiar</b> 19:6 30:6 55:6	<b>fencing</b> 59:12	<b>flags</b> 31:15	35:11,22,25	<b>GDP</b> 71:23
<b>families</b> 12:13 13:8 16:5 33:13	<b>festival</b> 94:9	<b>flakes</b> 22:4,6	42:22 45:6,20	<b>gem</b> 38:17
<b>family</b> 16:19 47:16 57:17	<b>FF</b> 50:10,12	<b>flame</b> 31:14	60:25 66:22	<b>gender-neutral</b>
<b>Farah</b> 71:9	<b>fiduciary</b> 28:6 37:7	<b>flavor</b> 59:1	68:15,23 72:5,18 78:7 87:20	47:16
<b>Farkah</b> 72:1	<b>field</b> 34:8,10	<b>flexibility</b> 52:11 53:23	<b>found</b> 4:25 30:22 79:11	<b>general</b> 59:10 60:11 88:10
<b>farm</b> 14:17 47:7 54:1,7,9,24 55:13,18 62:2 95:14,16	<b>fight</b> 12:20	<b>flown</b> 57:20	<b>foundation</b> 3:24 4:1 72:8 94:21	<b>generate</b> 75:7
<b>Farmers</b> 95:12	<b>figure</b> 36:1 49:7 79:10	<b>fly</b> 54:15 85:6	<b>four-year</b> 74:13, 19	<b>generated</b> 13:6
<b>Farmers'</b> 14:17	<b>figured</b> 79:11	<b>fly-around</b> 55:11 62:4	<b>fraud</b> 29:12	<b>generates</b> 75:3
<b>fascia</b> 85:25	<b>figures</b> 47:11	<b>fly-over</b> 56:18	<b>fresh</b> 76:19	<b>generating</b> 14:7
<b>fast-forward</b> 9:22 13:10	<b>filed</b> 12:22	<b>fly</b> 98:5	<b>friend</b> 24:5	<b>generator</b> 67:16
<b>fault</b> 16:3	<b>fill</b> 9:2,8 22:8	<b>flyover</b> 52:19	<b>friendly</b> 13:23	<b>get-go</b> 16:11
<b>favorable</b> 92:16, 18 95:7	<b>final</b> 5:8 59:9	<b>focus</b> 53:7	<b>front</b> 33:15 49:1, 2,10	<b>Gibran</b> 30:15 34:2,11
<b>fears</b> 71:16	<b>finance</b> 31:9 41:7 46:21 51:12 63:9,12,14 70:7 82:2,5 83:24 95:6	<b>focused</b> 87:7	<b>fronting</b> 64:21	<b>Gibran's</b> 26:15
<b>feature</b> 76:18 84:6,7,11	<b>financial</b> 13:24 20:18 26:14,15 37:2 70:8,22 91:25	<b>folks</b> 22:1 25:4 91:17	<b>full</b> 19:25 20:13 38:19 65:9 73:18 75:5	<b>gig</b> 30:12
<b>February</b> 87:4	<b>financially</b> 27:8 28:16,17 64:20	<b>follow</b> 51:4,11 77:19	<b>Fullerton</b> 71:9	<b>give</b> 4:6 16:16 18:9 24:3,5 34:12 40:11 45:3 66:21 70:23 76:20 88:2
<b>feed</b> 16:19 20:8 21:18,24,25 22:6,9 23:25 25:14 26:19 27:5	<b>financials</b> 92:11	<b>follow-through</b> 17:9	<b>goal</b> 9:18 27:15 73:1,3	
<b>feedback</b> 45:13	<b>financing</b> 46:15 61:15 63:8 64:18,19,22 66:11	<b>food</b> 15:25 21:19 22:18 94:24	<b>goals</b> 20:24 23:13	
<b>feeding</b> 20:9 21:25 22:9,21 24:16 28:4	<b>find</b> 11:24 15:22, 24 16:1 17:5 43:12 85:6	<b>foot</b> 54:10 62:3	<b>gold-star</b> 94:16	
<b>feel</b> 33:4 38:13, 16 42:22 57:24	<b>finding</b> 17:7	<b>footage</b> 48:13,18 51:25 52:16 55:8	<b>Gonzalez</b> 77:13 79:20	
<b>feeling</b> 71:14	<b>fine</b> 23:21 25:14 32:15	<b>footprint</b> 51:8 52:25 55:7	<b>good</b> 4:20 10:19 11:23 12:16 15:11 27:20	
<b>feels</b> 14:9,10	<b>finish</b> 61:11	<b>force</b> 75:5	30:14,16 32:15 33:18,19 34:9,16 50:21 71:23 72:4 73:16 77:22	
<b>fees</b> 19:20 20:20 50:3 72:25 73:5 74:13,14	<b>finished</b> 48:11 58:22	<b>Forecast</b> 71:7	84:19 93:3 95:10 96:16	
	<b>fire</b> 40:11 86:1	<b>forensic</b> 29:12 94:17	<b>forever</b> 3:25	<b>governance</b> 29:1 44:16
		<b>forgetting</b> 50:2	<b>forgetting</b> 50:2	<b>governing</b> 17:21
		<b>forgot</b> 14:6 32:13 60:2	<b>form</b> 29:1	<b>government</b> 4:19 32:3 66:24
		<b>formal</b> 9:1	<b>formal</b> 9:1	<b>Governor's</b> 38:20

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>grab</b> 94:8 <b>grand</b> 59:22,23 <b>grandkids</b> 16:5 <b>grandstand</b> 52:12 <b>graphic</b> 98:4 <b>grass</b> 30:8 <b>grassroots</b> 78:13 <b>grateful</b> 5:7 33:7 <b>great</b> 11:2 16:8 29:23 32:25 34:5 44:24 45:8,9 48:17,22 64:25 69:22 75:24 85:4 92:8,20 95:12,15 96:13,22,24,25 97:1,4,5,15,17, 20,25 98:8 <b>greatly</b> 27:9 83:12 <b>green</b> 61:23,25 65:5 <b>greenhouse</b> 55:2 <b>Greg</b> 15:11 <b>Gregg</b> 15:10 <b>gross</b> 27:4 <b>ground</b> 54:5 94:21 <b>group</b> 93:14 <b>groups</b> 63:7 90:9 <b>grow</b> 5:2 <b>growth</b> 9:24 71:23 <b>guarantee</b> 5:12 <b>guards</b> 74:4 <b>guess</b> 7:21 8:21 36:15 38:2 62:20 67:20 <b>guest</b> 57:10 <b>guests</b> 52:9 57:23 76:20 <b>guys</b> 12:14 16:21 22:10 42:20 46:4 90:6	<b>H</b> <b>Ha</b> 94:9 <b>half</b> 11:13 17:17 <b>Hall</b> 3:25 4:1,7 47:7 54:25 55:20 84:20,21 94:14, 21 95:17 <b>Halloween</b> 94:9, 12 <b>halls</b> 47:3 <b>hand</b> 4:6 68:9 79:17 <b>handle</b> 84:23 <b>handled</b> 92:10 <b>hands</b> 46:4 90:15 <b>Hangar</b> 47:7 <b>happen</b> 32:23 33:14 81:4 89:15 <b>happened</b> 34:7 <b>happy</b> 24:23 95:19,21 96:9,23 97:3 98:2,13 <b>hard</b> 17:3,12 45:14 68:14 71:18 <b>harder</b> 12:2 <b>hat</b> 72:19 <b>hate</b> 11:9 <b>Hawk</b> 3:11 <b>hay</b> 22:6,9,12 24:18,19 <b>headed</b> 71:12 <b>heads</b> 77:16 <b>headwinds</b> 72:2 <b>hear</b> 23:3 39:25 74:7 <b>heard</b> 31:11 32:5 34:4 36:23,25 63:16 <b>Hearing</b> 70:13 <b>heed</b> 31:15 <b>held</b> 51:20 <b>hell</b> 4:24	<b>helpful</b> 3:23 65:18 <b>helping</b> 16:21 31:2 <b>Heritage</b> 93:11 <b>Heroes</b> 3:25 4:1, 7 47:7 54:25 55:19 94:14,21 95:17 <b>high</b> 40:15 53:3 72:4 <b>high-level</b> 41:21 <b>higher</b> 25:6 26:20 74:9 <b>highlighted</b> 56:19 <b>handled</b> 92:10 <b>hands</b> 46:4 90:15 <b>Hangar</b> 47:7 <b>happen</b> 32:23 33:14 81:4 89:15 <b>happened</b> 34:7 <b>happy</b> 24:23 95:19,21 96:9,23 97:3 98:2,13 <b>hard</b> 17:3,12 45:14 68:14 71:18 <b>harder</b> 12:2 <b>hat</b> 72:19 <b>hate</b> 11:9 <b>Hawk</b> 3:11 <b>hay</b> 22:6,9,12 24:18,19 <b>headed</b> 71:12 <b>heads</b> 77:16 <b>headwinds</b> 72:2 <b>hear</b> 23:3 39:25 74:7 <b>heard</b> 31:11 32:5 34:4 36:23,25 63:16 <b>Hearing</b> 70:13 <b>heed</b> 31:15 <b>held</b> 51:20 <b>hell</b> 4:24	<b>horrifying</b> 22:22 <b>horse</b> 21:24,25 22:1,7,13,14 23:6 25:12 26:9 28:4 29:10,16, 17,25 30:1,3,5,8, 11,13 33:19 34:6 43:8 <b>horses</b> 21:18,23 22:6,9 23:25 24:2 25:14 33:8, 10,24 <b>host</b> 10:10 73:18 <b>Hosting</b> 9:19 <b>hour</b> 20:13,14 21:17 22:17 24:7 74:5 76:17 <b>hours</b> 22:19,20 77:20 <b>house</b> 12:6 57:3 58:11 68:3,24 95:24 <b>houses</b> 41:24 <b>huge</b> 10:10 94:9 <b>hundreds</b> 13:3 <b>husband</b> 12:17 94:23,25	<b>important</b> 14:9 31:16 40:4 54:9 57:25 <b>impressed</b> 45:10 92:9 <b>impression</b> 26:18 <b>improve</b> 25:11 26:2 58:11,12 67:13 87:20 <b>improvements</b> 23:12 57:3 58:25 67:15,23 68:24 <b>improves</b> 57:10 <b>improving</b> 58:7 <b>in-house</b> 45:15, 23 46:6 68:19 97:19 <b>in-person</b> 73:19 96:20 <b>inaccuracies</b> 36:18 <b>include</b> 21:5 32:8 47:15 48:3,7 51:13 52:6 53:17 54:20 56:14,17 57:16 58:18 61:24 72:22 83:19 87:1 88:8, 10 <b>included</b> 25:25 26:22 31:4 39:2, 3 40:6 49:24 50:9 53:12 57:2 75:8 <b>includes</b> 28:2 40:14 46:10 49:5 52:1 59:16 74:1 82:14 <b>including</b> 19:2 21:4,19 22:17 26:7 27:24 31:12,24 39:21 40:25 59:10 74:1 <b>inclusion</b> 57:24 <b>income</b> 14:8 27:1 33:12,13 <b>inconsistencies</b> 14:1 <b>inconsistent</b> 19:18
--	---	--	--	---

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

incorporate 81:22	initial 59:18 initially 4:17	Irvine 18:25 23:23	jumps 25:11 93:19	<hr/> <b>L</b> <hr/>
<b>incorporated</b> 67:18	<b>initiative</b> 78:14, 23	<b>issue</b> 17:7 34:18 37:9 78:20	<b>junior</b> 51:19	<b>La</b> 3:12 4:13 5:10,14,16 6:2,9, 10 7:3,24 8:8,9 19:16 38:23
<b>increase</b> 35:14 72:23,24 73:22, 23,24 74:5,15 75:1,11 76:7,9, 13,17,21 83:6 88:7,10,13,15, 16,18,20,22 90:12 95:9	<b>insane</b> 23:10 <b>inside</b> 33:19 50:7,10 51:7	<b>issues</b> 8:23 20:3 35:22 36:23 53:14	<b>jurisdiction</b> 25:24	41:18 42:1,13 43:22,23 49:22, 24 50:7,12,15,18 53:9,10,18,21
<b>increased</b> 76:14 88:13	<b>insolvent</b> 64:20	<b>item</b> 5:20 9:2,6 44:17 80:8 81:21 93:3	<hr/> <b>K</b> <hr/>	57:2 58:24 59:4, 22 60:2,4,7,11, 14,18,20 62:6 63:2 64:14 65:13 66:13 68:7,12,23 69:9,10,23 75:14 76:1,24 77:3
<b>increases</b> 67:9 73:25 89:9	<b>inspections</b> 50:1	<b>items</b> 5:21 8:25 9:5,7,10 17:23, 25 18:2 21:13 37:20 70:17 86:25 94:2	<b>KAZOLAS</b> 21:17	79:5,23 80:5,14, 24 81:9,20 82:5, 10 83:16 84:12 85:10 88:3,4
<b>increasing</b> 74:20 75:3 87:24 88:8	<b>institutional</b> 28:9,11	<b>keeping</b> 33:11 60:8 90:12 91:19	<b>Ken</b> 45:14 50:2 66:4,16,21 67:3 68:14 84:25 94:7,8	<b>labor</b> 26:18 27:2 35:17,20 73:10, 21
<b>increasingly</b> 35:11	<b>instructions</b> 17:11	<b>Jahn</b> 25:16,18, 19,20	<b>Ken's</b> 46:5	<b>laboratory</b> 24:12
<b>incremental</b> 63:13 74:10 88:22	<b>instrumental</b> 3:21	<b>janitorial</b> 57:14 74:3	<b>kids</b> 16:6 88:17, 23	<b>lack</b> 19:17 20:6
<b>incubate</b> 11:6	<b>insurance</b> 86:22	<b>January</b> 31:3 46:21 51:13 63:15,21 70:18	<b>killed</b> 13:21	<b>Laguna</b> 84:20
<b>incubator</b> 9:19 11:23	<b>integration</b> 52:6, 23	73:20 87:4	<b>kind</b> 13:14 17:18 22:13 38:24,25	<b>laid</b> 33:15 34:1 45:1
<b>indicating</b> 82:6	<b>intention</b> 96:20	<b>Jason</b> 94:6	41:18 53:17 62:5 72:16 77:7 78:6	<b>Lakewood</b> 25:21, 24
<b>individuals</b> 36:10	<b>intentions</b> 64:20	<b>Jeanine</b> 12:15,16 16:10	<b>kitchen</b> 55:3 56:11 95:15	<b>Lakewood's</b> 25:25
<b>indoors</b> 47:2	<b>interaction</b> 79:21	<b>Jerry</b> 40:10 45:14 66:4,16 84:25 87:3	<b>kitchenette</b> 48:8 56:8	<b>lamest</b> 78:14
<b>industry</b> 22:24 23:16 26:25 29:3 31:8	<b>interest</b> 28:12 75:2,4	<b>Joan</b> 94:7 95:10	<b>KNBC</b> 3:16	<b>land</b> 23:4 25:23 26:12 32:2 35:7
<b>industry-wide</b> 22:7	<b>interested</b> 30:11	<b>Joan's</b> 94:7	<b>knocking</b> 89:25	<b>landing</b> 5:8
<b>inevitably</b> 20:19	<b>interesting</b> 94:19	<b>job</b> 22:11 23:16, 24 45:8,9 48:17 59:20 66:4 71:10 92:8 96:13,14,22 97:6,17 98:8	<b>Knott's</b> 88:3	<b>landlord</b> 13:19
<b>inexperience</b> 20:2	<b>interests</b> 77:12 90:4,5,6	<b>jobs</b> 71:23	<b>knowing</b> 16:12	<b>landscapers</b> 74:3
<b>inflation</b> 71:15 72:11 73:25 87:17	<b>International</b> 83:22	<b>joined</b> 41:6	<b>knowledge</b> 20:6	<b>landscaping</b> 47:14 56:18 59:13
<b>inflationary</b> 89:11	<b>introduce</b> 73:12	<b>Josh</b> 78:10 79:5	<b>knowledgeable</b> 31:1	<b>lane</b> 86:1
<b>information</b> 19:8 37:14 41:24 96:6	<b>introduction</b> 27:21	<b>journey</b> 10:8	<b>Kovacevich</b> 4:12 6:7,8 8:6,7 36:17 43:20,21 69:7,8	<b>large</b> 28:19 86:4
<b>informative</b> 44:25	<b>invaluable</b> 31:2	<b>Juan</b> 30:3	70:8 90:24,25 91:15 92:3,4 95:5 96:12	<b>lastly</b> 47:22 67:20
<b>infrastructure</b> 67:21	<b>investment</b> 73:9	<b>jump</b> 30:8 34:6 76:2 88:16	<b>KTLA</b> 3:16	<b>late</b> 3:18 71:16 94:10
	<b>invitation</b> 18:4 39:11	<b>jumping</b> 25:2 93:20		
	<b>invite</b> 10:3 95:22			
	<b>involve</b> 54:19 58:14 63:13			
	<b>involves</b> 31:12 52:5 56:2 58:7 59:10			
	<b>irresponsible</b> 37:12,13			

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>launch</b> 10:6	<b>list</b> 18:6 19:22 83:14,17 85:17 86:2,18 87:1,2	<b>Lord</b> 4:20	<b>mainstream</b> 26:25	<b>March</b> 45:17 46:8,11,25 50:24 51:3
<b>law</b> 9:1 35:20 37:4 78:1,17	<b>listed</b> 5:20,21 9:6 17:19	<b>lose</b> 28:18 41:11	<b>maintain</b> 11:20 22:10 89:12	<b>Marine</b> 3:18 35:6
<b>laws</b> 35:18 39:4 79:1	<b>listening</b> 7:11 10:4 96:2	<b>losing</b> 16:18	<b>maintenance</b> 20:7 22:22 26:16 27:5 28:5 69:1 74:3 85:19,25 86:1	<b>Marines</b> 4:9 5:1
<b>lawsuit</b> 12:22	<b>literally</b> 12:9 22:2 31:8	<b>loss</b> 23:10 24:20 28:19	<b>major</b> 43:7 71:3 74:25 85:24,25 86:10	<b>mark-up</b> 20:7,10
<b>lay</b> 65:23	<b>livelihoods</b> 13:8	<b>lot</b> 11:8,21,25 12:4,5,8 13:7 14:7 15:1,23 30:9 35:2,7 38:24 39:24 40:8 54:4 56:5 59:19 64:11 67:11	<b>make</b> 7:24 13:15 16:15,20 20:21 23:5 24:6,18,20 25:11 35:12 37:12,15 38:18 44:22 65:16 66:19,22 67:1,6, 24 68:6,7,12,25	<b>market</b> 10:23 11:4,12,16,21 14:17 71:21 74:18 75:24 77:23,24 85:21 95:12
<b>layout</b> 21:10 48:11	<b>living</b> 72:14	<b>lost</b> 13:7 94:25	<b>marketable</b> 64:16	
<b>lead</b> 6:1	<b>loaded</b> 49:10	<b>lot</b> 11:8,21,25 12:4,5,8 13:7 14:7 15:1,23 30:9 35:2,7 38:24 39:24 40:8 54:4 56:5 59:19 64:11 67:11	<b>marketing</b> 62:12, 16	
<b>leadership</b> 46:5 91:22	<b>loaf</b> 22:2,5	<b>lots</b> 33:1 73:25 74:8 95:9,12,25	<b>markup</b> 20:17	
<b>League</b> 77:6,9	<b>lobby</b> 82:23	<b>Louis</b> 83:24	<b>married</b> 23:20	
<b>learned</b> 35:13 65:21 94:23	<b>lobbying</b> 77:5 82:21	<b>love</b> 9:25 12:1,3, 11,12 14:11 63:3 72:3 95:17,24 97:8	<b>master</b> 44:18 45:18 46:17,18 47:19 49:14 51:5 80:18 84:13 85:23 87:19 92:21 93:1 95:10 96:25 97:16 98:11	
<b>lease</b> 13:1	<b>lobbyist</b> 77:1,9 78:6,18 79:1,4 82:12,19 89:20, 22 90:4,11,13	<b>loved</b> 15:9 97:15	<b>materials</b> 18:8,13 62:3	
<b>leave</b> 65:15 88:25 89:5 98:6	<b>local</b> 4:5 10:12 19:21 27:6	<b>low</b> 71:24 87:25	<b>math</b> 21:21	
<b>leaves</b> 49:1,11	<b>locally</b> 71:11	<b>lower</b> 33:12 41:15 54:16 88:5 89:11	<b>matter</b> 34:23 64:3 80:4 84:17	
<b>left</b> 98:5	<b>located</b> 57:13	<b>loyalty</b> 73:12 75:9	<b>matters</b> 5:19 17:19,20 77:18 89:3 96:6	
<b>legacy</b> 31:19	<b>location</b> 3:25 13:2 49:17 74:16	<b>lunch</b> 12:7 22:17	<b>maximum</b> 21:23	
<b>legal</b> 76:11	<b>locations</b> 95:18	<b>LWI</b> 19:14,24 20:5,16,17 28:17	<b>Mayor</b> 97:22 98:14	
<b>legendary</b> 11:2	<b>logic</b> 33:1,15 34:1	<b>M</b>	<b>maze</b> 77:21 80:2	
<b>legislation</b> 77:25 78:5	<b>logical</b> 32:25 45:21	<b>made</b> 5:1 11:16, 17 40:24 54:3 61:1 74:4 98:4	<b>meaning</b> 34:9	
<b>legislative</b> 76:25 79:3	<b>logics</b> 33:1	<b>magnitude</b> 45:25 46:12 49:18 53:2 55:21 56:22 59:7,15 62:2 63:14 66:1	<b>means</b> 5:4 48:5 72:6 78:14 92:16	
<b>legislator</b> 78:25	<b>long</b> 5:9 10:23 41:17 93:23	<b>mail</b> 12:5	<b>meant</b> 25:13	
<b>Leigh-ann</b> 21:16	<b>long-time</b> 3:15, 17	<b>main</b> 19:4 47:7 48:4 50:10,12 58:9,20,22	<b>media</b> 76:23	
<b>lessons</b> 26:9 33:12	<b>longer</b> 31:21 42:16 68:18 83:17 98:1	<b>manure</b> 25:3,5 26:22	<b>Medicine</b> 23:23	
<b>letting</b> 30:16	<b>looked</b> 27:13 61:2 73:7	<b>Mar</b> 64:21	<b>medium</b> 77:12	
<b>level</b> 39:18	<b>Lopez</b> 21:18,24 22:15 28:2		<b>meet</b> 9:16,18,21 10:11 12:10,14, 19,25 13:16	
<b>license</b> 12:24				
<b>licensing</b> 19:4				
<b>life</b> 29:11 54:22 79:9				
<b>limited</b> 9:4,11 72:21 75:20				
<b>Lion</b> 72:13				
<b>liquidity</b> 61:9				
<b>liquor</b> 12:24				
<b>Lisa</b> 32:13,17 62:15				

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

14:1,4,8,9,11,12, 18 15:9,12,14, 15,17,19 17:1 77:24 78:22 92:4	<b>Mike</b> 10:18,19 12:17 <b>Millennium</b> 54:2 <b>million</b> 20:16,17 23:10,11 28:18 37:12 49:19,20 50:15 53:3,4,6, 18 55:22,24,25 56:23 57:1,24 60:17,18 61:9 62:4 66:23 73:22 74:24 75:7 76:5, 9 85:24 86:9 87:10,11,22 88:24 92:12,15, 16,17,20 95:7,8	<b>Monitoring</b> 70:8, 22 <b>month</b> 10:3 13:13 16:8 19:23 20:1 32:5 33:11 42:15 60:17 79:20,24 92:13 93:11 96:4 98:2	57:25 69:24 78:7 <b>Multi-use</b> 54:6 <b>multiple</b> 30:18 <b>multipurpose</b> 54:19,23 55:23 <b>Mundekis</b> 34:15, 16,17 64:1,2 89:6,7 <b>month-by-month</b> 41:9 <b>monthly</b> 26:11 40:20 41:8 70:21,23 77:16 81:3 <b>months</b> 17:9 31:25 46:1 65:25 67:1 79:24 80:25 95:23 <b>morning</b> 10:19 12:16 15:11 16:12 17:17 24:7 27:20 30:16 33:6 34:16,18 97:12	<b>normal</b> 80:10 <b>north</b> 48:23 <b>northern</b> 29:15 85:7 <b>not-to-exceed</b> 40:19 <b>note</b> 94:23 <b>noted</b> 5:19,20 <b>notice</b> 9:1 42:10 <b>noticed</b> 39:20 <b>notify</b> 18:3 <b>November</b> 3:4 10:4 17:1 92:6 95:20 <b>now's</b> 93:9 <b>numb</b> 17:18 <b>number</b> 14:19 19:25 37:22 52:15 57:3 67:12,24 87:21 <b>numbers</b> 65:18 <b>numerous</b> 26:21
<b>meets</b> 10:22 <b>member</b> 18:1,24 27:22,23 29:19 41:14 68:8 <b>members</b> 4:1,2 17:24 18:17 38:6 70:4,5,20 94:20 97:25 <b>men's</b> 47:16 57:17 <b>mention</b> 14:6 <b>mentioned</b> 6:25 43:8 63:8 76:17 <b>menu</b> 89:23 <b>merchant</b> 74:19 <b>merchants</b> 11:13 <b>Mesa</b> 58:14 <b>met</b> 13:11 92:10 95:1 <b>Michelle</b> 5:7 38:23 42:2 44:15,24 45:8 49:22 57:2 58:24 59:22 60:4 62:6 66:20 68:14 75:14 77:15 81:25 84:12 94:4 96:24 97:5 <b>microphone</b> 6:21 <b>mid</b> 71:16 <b>mid-2005</b> 66:24 <b>middle</b> 26:6 33:12 58:16 <b>midnight</b> 73:8	<b>mingling</b> 96:1 <b>Minnesota</b> 84:3 <b>minus</b> 98:6 <b>minute</b> 16:3 52:2 <b>minutes</b> 7:1,15, 20,22,25 9:4,11 22:8,15,16 65:15 93:17 <b>Mirah</b> 71:9 <b>mirror</b> 58:19 <b>missing</b> 21:13 <b>mission</b> 5:23 30:1 84:20 <b>model</b> 23:1 26:25 27:18 28:14 72:20 87:7 <b>models</b> 32:1 <b>modern</b> 51:3,7 <b>modify</b> 20:25 42:4 <b>modular</b> 61:20, 21 65:5 <b>moment</b> 21:22 97:21 <b>money</b> 5:6 11:17, 18 15:25 16:15, 18,20 22:21 23:5 60:24 61:13 62:7 75:3 84:24	<b>morning</b> 10:19 12:16 15:11 16:12 17:17 24:7 27:20 30:16 33:6 34:16,18 97:12 <b>motions</b> 91:24 <b>motto</b> 14:13 <b>mouth</b> 16:11 <b>mouths</b> 15:22,24 <b>move</b> 14:23 15:18 31:2 35:11,21,25 42:24 50:22 51:2 60:25 66:22 68:15,23 70:14 72:5,18 85:13 87:19 90:19 93:16 <b>moved</b> 3:22,24 4:22 7:3 11:9 12:5 30:6 44:13, 14 <b>moving</b> 30:21 40:25 42:22 45:20 52:7 56:1	<b>Natalie</b> 43:1 95:21 97:22 <b>nationally</b> 71:11 <b>Native</b> 93:11 <b>navigate</b> 98:7,10 <b>necessarily</b> 51:24 74:17 <b>needed</b> 11:1 31:13 38:15 39:3,12 48:1,8, 18 56:16 58:2 79:22 80:17,21 85:19 <b>negotiate</b> 24:11 31:22 <b>net</b> 87:9,13 88:9, 23,24 92:16 95:7 <b>network</b> 84:7 <b>newly</b> 30:14 <b>News</b> 3:16 <b>nice</b> 59:20,21 90:2 94:14 <b>Nick</b> 4:2,21 40:10 96:11 <b>Niguel</b> 84:20 <b>no-shows</b> 7:13,14 <b>noise</b> 53:14 <b>nominal</b> 74:15 <b>nonprofit</b> 27:23, 25	<b>O</b> <b>O'NEAL</b> 34:5 <b>obligated</b> 27:12 <b>observation</b> 50:18 <b>OC</b> 9:16,18,20 10:9,11 19:10,20 20:18,21 21:4 40:9,12 47:4,6 51:10 94:20 97:20 <b>occupancy</b> 19:25 <b>ocfair.com.</b> 95:11 <b>OCFEC</b> 5:23 <b>October</b> 7:2 92:11,13 94:10 <b>off-line</b> 54:21 <b>offer</b> 23:23 26:5 27:14 55:4,18 74:9 87:20 <b>offering</b> 72:24

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>office</b> 54:25 56:3, 11,21,24 61:7 78:15 86:1 90:3	31:19 34:17 64:3 89:8 96:13	<b>outreach</b> 24:25 26:3 85:1	<b>parks</b> 26:2	<b>percent</b> 26:19,20 27:3 61:10 73:24,25 77:8, 10,11 86:14 89:10 95:9
<b>offices</b> 48:3 51:14,17	<b>optimism</b> 72:7	<b>outstanding</b> 65:17	<b>part</b> 15:23 18:12 20:2 28:12,19 35:9 40:9 42:14 52:24 57:3 59:19	<b>percentages</b> 27:5
<b>Ohh-awe</b> 48:22	<b>option</b> 80:13 87:21 88:8,10 89:18 90:19	<b>oversee</b> 70:20	<b>participated</b> 30:8	<b>perception</b> 89:16
<b>older</b> 12:3	<b>options</b> 23:4 72:25 83:11 87:21	<b>overseeing</b> 19:1,4	<b>participation</b> 26:4	<b>perfect</b> 4:15 63:16
<b>on-hand</b> 63:18	<b>Orange</b> 3:2,17,18 10:14 11:3,4 14:1 19:16 27:22 28:3 29:10,18 32:19 33:6,13 34:19 37:11 55:1 71:11 94:17	<b>overseen</b> 32:2 70:19	<b>pass</b> 18:21 36:17 75:10,17	<b>performers</b> 62:1
<b>on-site</b> 31:24 42:16	<b>order</b> 3:8 5:18,22 10:1 12:5,9 19:19 20:1 21:3 45:24 46:11,12, 14,22,23,24 49:14,18 50:24 53:2,8 55:21 56:22 59:7,14 60:23 61:1 62:2 63:12,14 64:17 65:4	<b>Oz</b> 72:12	<b>passed</b> 11:10 94:25	<b>performing</b> 71:2
<b>online</b> 62:9 72:22 73:5 95:16	<b>organization</b> 89:21	<b>P</b>	<b>past</b> 36:7 77:13 84:14 87:16	<b>perimeter</b> 59:11
<b>open</b> 8:21 12:12 36:1 38:2 41:23 52:23 60:8 73:8 89:2 95:16,24 96:6	<b>organizations</b> 27:24	<b>p.m.</b> 98:17	<b>Patch</b> 14:16	<b>period</b> 79:21 80:25 89:11
<b>opened</b> 35:6	<b>organizing</b> 78:13	<b>Pac</b> 57:1 64:15 65:6 68:24	<b>patience</b> 98:7	<b>permanent</b> 3:24 4:7
<b>opens</b> 49:1	<b>original</b> 3:22 4:4, 5,7 9:16,17 10:11 11:12 51:4 94:11	<b>Pacific</b> 47:6 56:2, 6,14,19 61:7,19, 23 62:8 63:4 73:2	<b>pause</b> 31:15,18	<b>permit</b> 30:13
<b>operate</b> 12:25 28:15 32:3 35:13	<b>Pacifica</b> 55:12	<b>Pacific</b> 55:12	<b>pavilion</b> 51:16	<b>permits</b> 50:3
<b>operating</b> 12:17, 22,23 35:5 60:7 61:10 76:4,6 92:15	<b>package</b> 39:3	<b>paid</b> 14:3,22 46:14	<b>pay</b> 13:7 14:24 15:5,22,23 16:10,12 21:25 25:5 26:19 35:18 74:14 86:22	<b>permitted</b> 8:24
<b>operation</b> 37:11 40:25 41:13,15, 22 61:12 67:13 69:1 73:20	<b>organizations</b> 27:24	<b>paint</b> 85:25	<b>paying</b> 13:5 15:4 16:14,16 21:20 33:10 80:4 82:18 86:21	<b>permitting</b> 50:2
<b>operational</b> 17:20 19:17 20:22 67:10	<b>organizing</b> 78:13	<b>painting</b> 3:11 4:5 25:2 86:2	<b>payment</b> 86:25	<b>pers</b> 74:1
<b>operations</b> 19:10 20:11 29:4,14 35:21 60:12	<b>originally</b> 10:24	<b>pandemic</b> 60:14 65:21 77:14	<b>payments</b> 86:21	<b>person</b> 41:6
<b>operator</b> 13:11 31:23 34:25 39:7,10,21 42:15 77:25	<b>out-house</b> 68:18	<b>panels</b> 47:16	<b>payroll</b> 27:2	<b>personal</b> 37:9
<b>opinion</b> 24:22 82:21	<b>out-of-state</b> 85:5, 8	<b>parameters</b> 79:4	<b>pays</b> 14:2	<b>personally</b> 82:17 95:2
<b>opinions</b> 40:3	<b>outdoor</b> 47:2,3 55:3 56:20	<b>park</b> 14:22,24 15:5 30:2 58:21 88:2,3,5	<b>peak</b> 10:24 12:4	<b>personnel</b> 11:1 24:14,17 29:4
<b>opportunities</b> 26:5 41:13 62:22	<b>outer</b> 58:3,16	<b>parked</b> 15:1,2	<b>pen</b> 54:9	<b>pery</b> 71:25
<b>opportunity</b> 10:15 25:10	<b>outline</b> 64:6	<b>parking</b> 14:7,14, 16 15:23 16:1 30:9 33:23 56:5 59:18 72:25	<b>pens</b> 54:6	<b>petting</b> 26:9
	<b>outlined</b> 95:5	<b>outlook</b> 73:21	<b>people</b> 3:19 4:20 5:1 10:4,25 11:15,21 13:4,7 15:18 24:15 30:24 33:9 34:3, 8,12 35:14,16,24 41:3 45:5 62:13 72:3 73:13 77:21	<b>Pham</b> 3:7,12
	<b>outlived</b> 54:22	<b>outrageous</b> 22:20	<b>people's</b> 90:1	5:17 6:4,5,6,25 7:7,10,16,21 8:3, 4,5,20 15:3,6 17:16 18:12,16 21:11,15 32:12 36:8,15 37:25 38:2,10,23 42:20,21 43:2,5, 14,17,18,19 44:13,15 59:24 62:24 63:1,24 64:24 65:11 68:5,8,16,20 69:2,4,5,6,22 79:16,18 82:24
			<b>per-action</b> 20:9	83:4 89:2 90:15, 18,22,23 91:12, 14,22 92:25 93:7,15 94:1
			<b>per-task</b> 23:1	
			<b>perceived</b> 89:14	

O.C. FAIR AND EVENT CENTER  
 Board of Directors Meeting on 11/17/2022

96:5,9,11,13,18 97:2,4,7,11 98:5	<b>planned</b> 41:24 48:2 75:1 92:14	<b>practice</b> 36:12 <b>pre-measured</b> 22:3	<b>print</b> 3:10 4:4 <b>printed</b> 18:14	66:9,24 85:16,17 87:9 93:1
<b>phase</b> 45:25 46:12,19 47:19, 23 48:1 49:20 51:2,11,13 52:5 53:2,3 54:12 56:1,23 57:8,25 58:2,6 59:7,9,15, 19	<b>planning</b> 31:5 49:25 73:15	<b>precluded</b> 77:24 <b>prefab</b> 61:22 <b>prehawk</b> 21:6 <b>premier</b> 10:14 <b>prep</b> 22:11 <b>prepared</b> 76:22 <b>present</b> 3:10 4:3, 10 51:12 83:11 86:17	<b>prior</b> 9:1,3,9 17:23 32:21 43:3 <b>priority</b> 45:21 50:25 58:1 <b>private</b> 28:20 32:3,4 39:18 <b>privatizing</b> 90:8 <b>problem</b> 25:4 36:22	<b>projected</b> 23:11 76:5 <b>projection</b> 19:15 20:12 <b>projections</b> 20:12
<b>phase-by-phase</b> 45:18 46:10	<b>plans</b> 41:8 <b>played</b> 5:3 <b>player</b> 34:5 <b>Plaza</b> 55:12 56:4, 21 58:21 <b>pleased</b> 39:18 <b>pleasure</b> 4:3 6:2	<b>presentation</b> 3:9 33:1 44:18,19,22 45:1,4 46:9,13, 24 50:23 64:4 65:17 69:22,25 70:2 73:1 83:2, 11 93:12 96:25 97:16 98:10	<b>problems</b> 11:7, 15 <b>proceed</b> 68:21 <b>proceeds</b> 87:9,13 88:24 92:17 95:7	<b>projects</b> 27:14 45:1,21 46:11, 14,22 47:25 51:1 60:22 61:14,16 63:12,18 64:17 65:4 66:5 85:15, 19,24,25 86:10, 12,13
<b>phases</b> 46:14 61:11	<b>pledge</b> 6:1,3 <b>plenty</b> 72:13,17 <b>PNL</b> 87:5 <b>pocket</b> 71:15 <b>point</b> 20:5 21:9 31:6 43:15 64:7, 10 65:10 66:20 68:1 76:4 85:20 86:4 90:16 92:9 96:5	<b>presented</b> 30:1 33:2 45:17 60:23 87:22	<b>process</b> 11:6 19:2,7 32:8 39:2, 5 44:16 46:20 50:20 78:6,23 79:12 80:6,25 81:1,5,23	<b>promoters</b> 74:14 <b>pronouncing</b> 25:17 <b>properly</b> 28:5 65:7
<b>phone</b> 94:7 <b>photo</b> 4:4 <b>physical</b> 56:15, 25	<b>points</b> 19:17 43:8 <b>policies</b> 17:21 <b>policy</b> 28:8 86:19 <b>politely</b> 35:17 <b>politics</b> 5:3 89:23 <b>pony</b> 26:9 33:14 <b>popular</b> 29:24 <b>port</b> 48:4,24 49:9 67:12	<b>presenting</b> 86:14 <b>presents</b> 29:25 <b>Preservation</b> 32:19 34:20 <b>President</b> 4:2 32:18	<b>produce</b> 78:2,3 <b>producing</b> 77:24 <b>product</b> 72:2 73:12 75:9,22 <b>professional</b> 76:10	<b>properties</b> 26:12 87:25 <b>property</b> 9:21 12:24 14:12,15 28:11 30:21 59:10,16 76:16 87:20 90:7
<b>place</b> 4:23 5:8,11 10:23 11:4,12, 16,21 25:11 36:1 38:20 49:16 60:15 77:23,24 85:21 92:14	<b>portable</b> 51:17 52:10 53:23	<b>pressure</b> 47:20 <b>pretty</b> 22:1 48:22 60:23 77:5 92:9 98:15	<b>profit</b> 23:9 24:20 32:3 37:10	<b>proposal</b> 39:16 49:4
<b>places</b> 35:4 64:12	<b>portion</b> 14:7 26:16	<b>prevent</b> 78:17 <b>previous</b> 17:3 66:14 77:25	<b>profitability</b> 89:9	<b>proposals</b> 80:7
<b>plain</b> 48:15	<b>position</b> 34:21,22 65:22 78:16,24 89:12 97:22,23	<b>previously</b> 15:2 83:19	<b>program</b> 27:25 42:6 84:5 86:14	<b>propose</b> 36:15 80:7
<b>plan</b> 23:7 28:13 40:22 44:18 45:18,20 46:18, 21 47:11,19 48:10 49:14 51:5,12,23 52:1 53:16 54:12 55:9 57:16 59:18 61:4,24 63:13,14 64:22 65:3 68:21 74:11,13,19 80:18 81:22 83:18 84:13 85:14,23 86:15 87:19 92:21 93:1 95:10 96:16,25 97:10,16 98:11	<b>positions</b> 74:6 76:18 <b>positive</b> 97:12 <b>possibility</b> 76:25 <b>possibly</b> 57:12 <b>potential</b> 17:4,7, 8 21:2 39:20 <b>potentially</b> 13:21 91:16	<b>price</b> 9:22,24 10:1 11:14 14:5 16:14 22:18 24:10,17 35:14 75:21,22 88:11 89:9 90:12	<b>programming</b> 23:5,12 26:14 55:19	<b>proposed</b> 20:8 26:16 27:7,10 28:2,21 35:19 38:14 48:20 52:6,19
		<b>prices</b> 89:13,14	<b>programs</b> 26:7 41:1 54:24,25 55:4,16,17	<b>proposes</b> 26:18 28:22
		<b>primarily</b> 26:4	<b>progress</b> 75:17	<b>proposing</b> 80:15 87:24
		<b>primary</b> 78:12	<b>project</b> 26:1 46:19 47:23 48:14 54:4 60:24 62:2 63:9 65:6	<b>prospect</b> 29:9,16 <b>proud</b> 46:6 98:1
				<b>provide</b> 23:5 26:12 27:25 28:3 33:12,24 47:24 48:1 62:12 66:7 77:16 79:25 81:3

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>provided</b> 18:11 19:8	<b>Q2</b> 73:15 <b>Q3</b> 73:18 <b>Q4</b> 73:18 <b>qualified</b> 37:5 <b>quantity</b> 75:20 <b>quarantine</b> 54:9 <b>question</b> 43:3 49:22 53:9,10 57:2 62:25 63:7 71:12,17 75:14 79:19  <b>questions</b> 7:5 39:24 45:4 60:4 64:23 65:13,19 66:5 70:5,16 78:10 <b>quick</b> 47:1 70:24 <b>quickly</b> 47:10 70:2 <b>quote</b> 33:17 <b>quoted</b> 26:19	<b>reached</b> 31:3 <b>reacts</b> 94:19 <b>read</b> 91:20 <b>ready</b> 16:9 37:23 54:15 <b>real</b> 24:14 29:11, 22 47:10 74:6 97:12 <b>realize</b> 16:3 40:3 98:14 <b>realm</b> 36:25 <b>reason</b> 19:14 29:15 39:11 76:20 <b>reasonable</b> 10:1 21:25 45:21 <b>reasons</b> 71:20 <b>rebuild</b> 13:17 <b>recap</b> 47:1 <b>receipt</b> 17:10 <b>receipts</b> 27:4 <b>received</b> 19:15 39:21,22 73:24 <b>recession</b> 71:16, 17,18,19 <b>recognition</b> 41:11 97:9 <b>recognize</b> 46:3 93:10 <b>recognized</b> 18:4 <b>recollection</b> 67:22 <b>recommend</b> 21:20 46:13 57:25 <b>recommendation</b> 50:25 51:4 57:6 81:1,10 <b>recommendations</b> 45:19 61:2 66:21 <b>recommending</b> 73:6 88:18 <b>record</b> 6:20 7:12 23:19 34:19 93:4 <b>rectangle</b> 22:3	<b>red</b> 31:15 61:8 66:6 67:8,19 68:3,21 <b>redistribute</b> 21:1 <b>reduced</b> 83:12 <b>reductions</b> 13:19 <b>redundant</b> 82:17 <b>refine</b> 42:6 <b>reflect</b> 73:5 <b>reflects</b> 19:15 20:2 29:3 <b>refused</b> 23:21 <b>Reggie</b> 34:15,16 64:1,2 65:20 89:6,7 <b>regrettable</b> 34:23 <b>regular</b> 12:4 41:5 <b>reinstatement</b> 8:22 <b>reinvigorate</b> 13:16 <b>reject</b> 29:1 <b>related</b> 66:10,18 67:22 <b>relating</b> 39:4 <b>release</b> 87:2 <b>relevant</b> 76:20 <b>relocation</b> 51:18 <b>rely</b> 66:20 <b>remaining</b> 59:13 <b>remember</b> 67:24 <b>remind</b> 39:6 <b>reminder</b> 50:22 70:1,17 <b>remote</b> 90:15 <b>remotely</b> 38:4 68:9 <b>removal</b> 25:3 26:23 76:11 85:21 <b>remove</b> 33:2 61:21 <b>removed</b> 18:1 28:7 82:16 <b>renovations</b> 56:4,15,16	<b>rent</b> 13:19 14:21 16:16,17 22:23 33:23 47:3 74:12 <b>rental</b> 37:20,22 57:20 66:19 74:11,13,14 75:1 76:21 <b>rented</b> 14:25 15:2 <b>renting</b> 14:6 57:18 <b>repair</b> 25:1,3 85:19 <b>repairs</b> 54:4 56:15,16 <b>repeat</b> 18:12 <b>repeating</b> 44:9 <b>replace</b> 54:6 75:10 86:6 <b>replacement</b> 52:7 56:3 85:19 86:5 <b>replacing</b> 52:10 53:12 75:16 <b>report</b> 77:16 91:23 92:1 93:8 94:3 95:6 96:15 <b>reporting</b> 77:15 91:25 <b>reports</b> 70:21,22 79:25 91:13,15 <b>represent</b> 20:18 77:7 <b>representative</b> 21:4 <b>represents</b> 28:19 <b>Republican</b> 35:8 <b>repurpose</b> 51:20 <b>request</b> 7:21 17:25 20:24 26:15 38:14 <b>requested</b> 7:22 9:2,7 18:3 <b>requests</b> 9:12 <b>require</b> 21:8 78:5 <b>required</b> 19:18 23:16 36:19 39:1 47:22
 <b>publicly</b> 39:20	 <b>R</b> <b>R-15122</b> 37:22 <b>R150-22</b> 37:21 <b>radical</b> 89:18 <b>rainy</b> 11:15 <b>raise</b> 16:13 35:20 89:13 <b>raised</b> 79:17 90:15 <b>raises</b> 89:14 <b>raising</b> 68:9 <b>ramp</b> 62:18 <b>ran</b> 29:20 97:12 <b>Rancho</b> 30:1 <b>Randolph</b> 33:17 <b>range</b> 19:23 <b>rate</b> 16:14 21:18, 25 25:6 26:11 65:16 72:10 74:9 <b>rates</b> 22:24 27:11 35:18 74:19 75:4 <b>reach</b> 9:25 33:16 46:2	 <b>recommendation</b> 50:25 51:4 57:6 81:1,10 <b>recommendations</b> 45:19 61:2 66:21 <b>recommending</b> 73:6 88:18 <b>record</b> 6:20 7:12 23:19 34:19 93:4 <b>rectangle</b> 22:3	 <b>remote</b> 90:15 <b>remotely</b> 38:4 68:9 <b>removal</b> 25:3 26:23 76:11 85:21 <b>remove</b> 33:2 61:21 <b>removed</b> 18:1 28:7 82:16 <b>renovations</b> 56:4,15,16	
<b>pull</b> 37:20 87:5	 <b>Q</b> <b>Q1</b> 73:15			

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>requirement</b> 28:15 39:10 61:10	<b>retained</b> 84:15 <b>retainer</b> 79:23 <b>retaining</b> 81:3 <b>retire</b> 12:1 23:24 <b>retired</b> 10:21 11:8 <b>retirement</b> 3:21 <b>return</b> 30:13 73:9 <b>returning</b> 29:10 <b>revenue</b> 41:14 61:13 62:22 63:13 67:16 74:17,23,25 75:2,3,11 76:5 87:6,8,11,22 92:11,12 <b>revenue-generating</b> 23:6 51:8 <b>review</b> 19:3 21:2, 3,5,6 34:10 38:19 44:19 47:10 65:8 92:6, 10 <b>reviewed</b> 26:15 47:19 70:3 <b>reviewing</b> 19:2,8 <b>revised</b> 29:2 <b>revitalization</b> 26:1 <b>RFP</b> 13:1 39:11, 15 80:6,14,25 81:1,5,10,16,23 <b>RFPS</b> 87:1 <b>RICHARDS</b> 7:18 9:12 10:18 12:15 15:10 16:23 17:14 18:6,17,21 21:16 23:18 25:16,19 27:19 29:6 30:15 32:13 34:15 37:18 38:1,6 39:6 42:9,17 43:4,13 44:14,17 45:16 49:23,25 50:5,9,17,22 53:16,20,22 57:5 59:3,5,23,25	60:3,6,9,13,16, 19,21 63:10,21 64:1 65:2 69:24 70:13 75:19 76:2 79:15 80:12 82:1,4,13 83:1,5, 17 85:4,12 89:4, 6 91:13,21 93:20 94:5 <b>rides</b> 26:9 <b>ridiculous</b> 14:3 <b>riding</b> 26:9 27:25 30:1 33:9,10 <b>right-hand</b> 54:16 <b>righty</b> 96:5 <b>ring</b> 29:22 51:15, 16 <b>risks</b> 28:24 <b>road</b> 61:15 67:6 85:2 <b>Robbins</b> 10:18, 19 12:15,16,17 15:4,8 <b>Robert</b> 96:18 <b>robust</b> 87:19 <b>rodeo</b> 66:14 <b>roles</b> 19:1 <b>roll</b> 6:4 43:16 86:22 87:10 88:19 <b>roll-up</b> 48:24 49:7 87:5 98:11 <b>roof</b> 67:10 <b>room</b> 54:8,12 55:2,10 56:8,10, 12 64:15 65:5 70:15 93:22 97:14 <b>rooms</b> 48:7 61:19,21,22,23, 25 65:5 <b>Ross</b> 94:25 95:1 <b>rough</b> 19:25 20:10,15 45:24 46:12 49:18 53:2,11 55:21 56:22 59:7,14 62:2 63:13 64:6 66:1	<b>roughly</b> 55:7 60:18 66:2 <b>Rubalcava-garcia</b> 6:11,12 8:10,11 42:25 43:1,24,25 62:24,25 63:2, 11,16,22 69:11, 12 82:9,10,15 90:20,21 91:1,2 93:5 95:20 97:23 98:3 <b>Ruiz</b> 6:15,16 7:4 8:14,15 44:3,4, 21,23 69:15,16 91:5,6 93:2,18 96:19 <b>run</b> 20:11 24:15 33:9 74:21 <b>running</b> 11:22 <b>runs</b> 27:3 70:17 <b>rush</b> 31:16	<b>S</b>	<b>Saturday</b> 10:5 13:13 94:10,13 97:9 <b>Saturdays</b> 12:1 <b>save</b> 57:19 73:9 77:20 96:2 <b>savings</b> 27:5 <b>SBDC</b> 10:5 <b>scenario</b> 19:24 <b>schedule</b> 20:9 31:24 92:18 <b>scheme</b> 79:6 <b>school</b> 23:23 33:9,10 55:17 <b>Scooter</b> 29:20 <b>scope</b> 26:21 27:11 53:11 <b>scrambled</b> 30:23 <b>screening</b> 73:11 <b>season</b> 73:2,13 <b>seating</b> 52:7,8, 11,12 53:12,22 <b>seats</b> 52:13 <b>secondary</b> 54:2 <b>seconds</b> 93:23,24 <b>secretary</b> 9:3,8 94:24 95:1 <b>section</b> 18:1 37:21 <b>sectors</b> 71:22 <b>secure</b> 49:11 <b>securing</b> 19:9 <b>security</b> 59:11,13 67:11 74:4 <b>sees</b> 45:3 <b>select</b> 81:2 <b>selection</b> 20:17 <b>self-managing</b> 40:13 <b>self-produced</b> 47:4 <b>sell</b> 13:2 16:7 <b>selling</b> 10:20,22 16:4 90:7 <b>send</b> 84:2,11 95:2
--	--	--	--	----------	---

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

senior 18:23 88:16,18	shifting 91:16,18 shine 38:19	single 22:18 49:17 73:14	sole 19:4	56:2 71:11
seniors 88:17,23	ship 65:23	sit 9:25 15:20 35:9	solicit 80:6	specifics 30:22
sense 24:18 27:7 63:22	shipped 12:6	site 31:6 44:18 45:18 46:18 47:19 49:14 51:5 80:18 84:13 85:23 87:19 92:21 93:1 95:10 96:16,25 97:16 98:11	solicitation 20:25	spectrum 12:23 13:1 77:7
separate 49:4 57:4,5 77:9	shops 32:9	sits 52:15 87:12	solid 72:3	spend 14:19 27:4 84:24
separately 18:1	short 30:17 79:21	sitting 12:12 36:13	solo 98:5	spending 72:10
Serenity 85:16 94:22	shortfall 26:15	situation 65:25 81:14	solution 11:5	spent 62:7 79:9
Series 29:20	shortly 58:1 91:20	size 15:20 74:16	Sonia 25:16,19, 20	spin 67:17
serve 25:12 56:11 61:6 63:5	show 6:20 10:9 11:16 29:25 30:11 37:3 48:5 51:7,15,16,17,18 61:18 64:9 70:25	sized 77:12	Sons 79:20	split 71:19
serves 70:9	showers 57:14,18	sizes 10:15	sooner 62:14 63:8 66:7,15	spoke 94:16
service 26:2,12 28:19,23 31:12, 13 41:21 57:14, 22 74:2 76:7,8 82:14	showing 64:6	Sky 3:11	sore 90:6	spokespersons 77:23
services 28:3,5 76:10,12 77:5 81:4 83:21	shows 7:14 20:6 23:6 24:25 25:12 26:9 29:10,16,17 30:1,3,5,8,14 48:10 51:9 52:10 73:2,4	sky-high 71:16 87:16	sort 30:11 37:9 53:14 58:19,25 61:21 63:11 67:19 84:12	sponsorship 83:22
serving 28:9 56:21	shut 35:10	Skyhawk 3:22,24 4:8	sound 28:16,17 53:17 56:17	Sports 10:10 47:8 52:2,4,14, 20,24 53:5,10,19 67:16
Sesena 9:15,16	side 4:9 23:1 30:12 48:23,24, 25 49:8 57:17 58:8,10,17,20,21 74:3,23 75:13 76:2	slapped 16:9	sour 16:11	sportscaster 3:15
session 41:7 70:3 93:16 94:2	side-by-side 21:10	slices 22:3,4	sources 71:7,8	spot 33:23
sessions 32:9 41:24 92:5	sides 58:19	slid 89:10	space 14:21,22, 24 15:2 17:11 29:22 47:2,5,25 48:5 51:16 54:8, 13,24 56:11 64:9 74:19	spread 52:16
set 13:12 19:2 20:4 21:3,8 24:23,24 36:22 58:6 61:3	sign 4:14 95:16	slide 48:10 71:3	spaces 10:7 47:3 54:25 74:12,20	sprinkler 47:21
setting 26:7 77:21	signage 56:17	slow 77:13	spared 97:14	square 47:5 48:9, 12,15,18 51:22, 25 52:16,17,18 54:10 55:8 56:10 62:3
sewer 76:16	signed 17:6 21:21	slurring 17:18	speak 18:10,15 30:17 32:1,16 36:11,16 38:10 44:16 68:10,11 76:25 78:10 79:13,18 93:9	St 83:24
shade 56:8	significant 20:19 66:16	small 9:19 10:5, 6,12 11:2,11,23 12:18 13:3,23 26:21 27:11	stability 11:20	
shadow 31:25	silly 5:3	smaller 10:11	stables 35:16	
Shaquille 34:5	Silo 54:17	smoke 12:7	Stacy 94:17	
share 64:13	Silva 15:10,11	Society 32:19 34:20 55:1	stadium 52:7 88:4	
sharing 27:17 64:23	similar 26:11	Sofi 88:4	staff 9:25 13:11, 23 14:9 17:25	
shavings 26:19	simple 22:1	soft 49:20,24 71:17	20:13,14 21:20	
she'll 6:25 24:4	simply 31:18 36:3 40:6	solar 47:16 49:5	27:15 31:11 35:3	
shed 54:10		sold 75:20	special 3:9 50:4	
sheds 51:15			specialized 22:11	

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

92:7 94:5 95:3 96:14,24 97:5,17 98:8 <b>staff's</b> 51:4 <b>staff-based</b> 20:11 <b>stage</b> 58:13 <b>stake</b> 36:23 37:15 <b>stall</b> 28:4 <b>stalls</b> 22:10 51:17 <b>stand</b> 50:17 52:17 <b>standard</b> 19:18 22:25 26:25 <b>standards</b> 29:3 <b>standpoint</b> 66:15 <b>start</b> 3:8 9:4,9 29:8 44:20 96:7 <b>started</b> 3:9 9:18 11:21 32:20 70:11 <b>state</b> 7:11 11:9 12:5 13:6,7 15:18 27:9 35:1 36:19 37:4 39:1 42:9 71:9 78:17, 18 84:4 93:4 <b>stated</b> 20:23 <b>states</b> 28:9,13 83:14 84:9 <b>stay</b> 5:9 41:19 62:19 95:22 96:21 <b>stayed</b> 3:18 <b>staying</b> 62:19 73:8 <b>stays</b> 76:19 <b>step</b> 31:14 49:13 <b>stepped</b> 93:5 <b>steps</b> 22:13 90:10 <b>stewards</b> 28:10 <b>stick</b> 72:20 97:25 <b>sticking</b> 72:7 <b>stocking</b> 75:24 <b>stop</b> 32:20,21 33:2 34:10 59:20 70:6	<b>storage</b> 48:1,8 49:8 51:15,21 54:7,14 55:2 56:12 57:14,17 58:16 61:25 <b>story</b> 5:4 <b>Stout</b> 30:15,16 <b>strategic</b> 20:23 23:7,13 28:13 57:22 <b>strategically</b> 57:13 <b>Strides</b> 27:24 33:13 <b>strong</b> 3:19 75:2 <b>struck</b> 26:20 <b>structural</b> 56:15 <b>structure</b> 21:9 24:10 51:19 <b>structured</b> 24:21 <b>study</b> 32:9 41:6 67:21 70:3 92:5 <b>stuff</b> 10:20 67:3 <b>stuffers</b> 75:24 <b>stupid</b> 5:3 <b>subject</b> 38:9,25 90:7 <b>subjects</b> 28:23 <b>submit</b> 9:3,8 <b>submitted</b> 40:17, 18 <b>subsidized</b> 32:4 <b>substantial</b> 31:1 76:15 <b>success</b> 13:16 94:9 <b>successful</b> 26:13 29:24 72:20 <b>Sudden</b> 59:20 <b>suddenly</b> 94:25 <b>sufficient</b> 30:19 47:18 <b>suggest</b> 31:14,18 39:25 <b>suggesting</b> 21:24 88:6	<b>suggestions</b> 72:24 <b>sum</b> 22:20 <b>summarize</b> 38:25 <b>summer</b> 6:4 9:13 15:15 69:4 <b>Sunday</b> 73:6,8 <b>Sundays</b> 73:10 <b>Super</b> 75:10 <b>supervisor</b> 20:14 <b>supplies</b> 24:13 76:21 <b>support</b> 10:12 11:11 23:14 47:18,20 51:8 57:19 65:1 78:16 82:20 89:18 90:11,13 <b>supporter</b> 3:17, 20 <b>supportive</b> 67:7 68:4 <b>supports</b> 79:3 <b>supposed</b> 35:9 <b>surface</b> 13:22 <b>surge</b> 94:10 <b>surprised</b> 76:15 <b>survey</b> 84:5 <b>sustainability</b> 19:13 <b>sustainable</b> 27:8, 18 <b>swallow</b> 60:1 <b>swap</b> 9:16,18,21 10:11,21 12:10, 14,19,25 13:16 14:1,4,8,9,10,11, 18 15:9,12,14, 15,17,19 17:1 36:8 77:24 78:22 <b>swing</b> 23:9 <b>swinging</b> 58:20 <b>Sycamore</b> 30:3 <b>sympathy</b> 90:3 <b>syringes</b> 24:13 <b>system</b> 17:4 21:7 40:11 52:10	61:22 83:25 <b>systems</b> 47:21 59:12  <b>T</b> <b>table</b> 36:13 89:22 <b>tack</b> 54:8 <b>tackle</b> 66:11 <b>takes</b> 22:8 <b>taking</b> 11:13 64:19 72:9 73:19 76:6 <b>talent</b> 63:6 97:18 <b>talk</b> 9:17 14:14 50:25 52:2,4 58:1 71:4 72:23 77:1 <b>talked</b> 17:6 46:25 53:14 75:15 77:23 78:21 92:19 <b>talking</b> 37:10 56:7 77:22 <b>tall</b> 29:7 <b>tasks</b> 26:22 <b>taste</b> 16:11 <b>tasting</b> 94:13 <b>tax</b> 13:7 <b>taxes</b> 13:6 <b>team</b> 29:19 39:17 40:9,10,11 46:7, 8 48:17 83:21 84:3,11 87:3 <b>tear</b> 58:6 <b>tears</b> 5:6 94:15 <b>technical</b> 19:3 21:2,6 <b>technicalities</b> 37:2 <b>technicality</b> 36:16 <b>tells</b> 4:15 <b>Temecula</b> 30:4 <b>temporary</b> 13:18 31:22,23	<b>tend</b> 52:15 <b>tenure</b> 3:20 <b>terminate</b> 42:4 <b>termination</b> 43:6 <b>terms</b> 19:6,23 20:3 21:7 39:2 60:8 62:16 65:18 69:1 78:14 79:6 83:11 <b>territory</b> 83:18 <b>test</b> 97:11,13 <b>testified</b> 29:13 <b>text</b> 94:6 <b>thankfully</b> 75:4 <b>Thanksgiving</b> 95:14 96:10,23 97:4 98:2,13 <b>theme</b> 59:1 <b>themed</b> 94:12 <b>theoretically</b> 43:10 <b>therapy</b> 26:8 <b>therefor</b> 20:24 27:14 28:23 <b>thing</b> 35:3,25 39:25 53:14 66:22 67:1,19 72:14 87:18 <b>things</b> 4:21 10:9 32:23 33:14 35:18 36:3 41:20 61:3 65:20 67:9 77:17 78:7 79:6 84:13 89:12 90:9 91:16 92:20 95:10,15,25 <b>thought</b> 62:21 63:16 64:13 65:24 75:16 78:9 <b>thoughts</b> 65:16 <b>thousands</b> 13:4 <b>thrive</b> 32:25 34:14 <b>throw</b> 67:5 85:3 <b>Thursday</b> 3:4 95:13 <b>Thursday's</b> 28:2
---	--	--	--	--

O.C. FAIR AND EVENT CENTER  
Board of Directors Meeting on 11/17/2022

<b>Thursdays</b> 95:13 <b>ticket</b> 72:21 73:6 88:18,19 94:10 <b>tickets</b> 56:9 <b>tie</b> 59:2 <b>tied</b> 38:24 <b>tile</b> 64:7 <b>time</b> 5:5 9:1,6 10:24 11:25 15:3,6 17:23 18:3 19:8 20:10 22:16 23:14 27:16 30:25 34:12 35:4 36:7 38:15 42:13,23 45:22 48:7 66:11 67:21 74:6 75:8, 12 76:17 77:10, 11 82:8 83:10 88:12 91:23 93:9,23 94:3 96:2 <b>timeline</b> 45:22 <b>times</b> 22:23 24:6 25:6 40:21 62:19 66:14 90:5 <b>Timing</b> 51:10 <b>to--</b> 49:21 <b>today</b> 18:20 19:9, 14 23:24 26:17 29:9 30:25 33:1 36:23 37:5 38:22 46:4,9,16,23 47:1 65:3 89:8 97:4,14 98:6,8,9 <b>Tom</b> 16:24,25 <b>tomorrow</b> 23:24 <b>tools</b> 31:2 <b>top</b> 16:13 85:20 93:1 <b>topic</b> 82:22 <b>total</b> 21:23 22:19 48:8 49:20 52:16 54:10 55:24 56:23 57:1 59:22,23 73:21 86:8,14 <b>Totaling</b> 53:3	<b>totals</b> 61:8 <b>Tour</b> 84:6,7,11 <b>track</b> 41:9 52:16 <b>tracking</b> 92:18 <b>tractor</b> 86:5 <b>trade</b> 89:21 <b>trailer</b> 62:18 <b>trailers</b> 57:18 61:21 <b>trails</b> 26:2 30:3 <b>trainer</b> 32:18 <b>training</b> 31:24 47:9 84:1 <b>transfer</b> 28:20 49:12 <b>Transparency</b> 27:13 <b>transparent</b> 40:22 <b>trash</b> 76:10 <b>trauma</b> 94:19 <b>travel</b> 83:12,15 85:5,7,8 <b>treated</b> 4:18 <b>treats</b> 96:1 <b>tree</b> 14:17 76:11 <b>trees</b> 49:5 59:18 <b>tremendous</b> 46:4 96:14 <b>trends</b> 73:7 <b>trial</b> 24:11 <b>trimming</b> 76:11 <b>trip</b> 48:20 <b>truck</b> 48:25 49:1, 9,11 <b>true</b> 72:15 <b>trust</b> 13:6 <b>turn</b> 3:10 44:15, 20 52:22 94:3 <b>TV</b> 3:14 <b>two-day</b> 73:19 <b>two-person</b> 84:2 <b>Tyler</b> 46:3 59:20 <b>type</b> 77:25	<b>types</b> 10:15  <b>U</b>  <b>UC</b> 23:22 <b>ultimately</b> 36:13 66:6 <b>understand</b> 14:25 16:18 34:8 37:15 40:4 41:13 65:6 81:19 <b>understanding</b> 72:5 <b>Understood</b> 65:11 <b>unemployment</b> 13:5 <b>unfavorable</b> 92:12,13 <b>uniformed</b> 22:5 <b>unique</b> 47:5 <b>University</b> 18:24 <b>unload</b> 14:23 <b>unnecessarily</b> 13:4 <b>unnecessary</b> 31:17 <b>untouched</b> 87:15 <b>upgrade</b> 52:5 58:3 61:25 62:4 63:3 <b>upgraded</b> 47:15 <b>upgrades</b> 52:20 53:5 56:2,5,14, 16,20,24,25 57:9 59:10 61:6,7 <b>upside</b> 38:16,21 <b>urban</b> 26:6 <b>urge</b> 25:7 <b>urgency</b> 38:13 <b>usability</b> 58:7 <b>users</b> 31:3 68:1 <b>utilities</b> 86:21 <b>utility</b> 76:14 <b>utilize</b> 80:22	 <b>V</b>  <b>vacant</b> 35:7 <b>valid</b> 35:1 <b>values</b> 28:9,11 <b>variance</b> 70:21 <b>variety</b> 10:13,16 85:18 86:3 <b>varying</b> 77:11 86:23 <b>vehicle</b> 14:22,23 83:7 <b>vehicles</b> 15:1 32:7,8 <b>vendor</b> 15:12 17:1,4,6 <b>vendors</b> 10:7,25 11:8 14:21,23 17:7,9 <b>venture</b> 84:17 <b>venue</b> 14:5 28:15 <b>vestibule</b> 58:17 <b>Veteran's</b> 4:1 94:14 <b>veterans</b> 3:20,25 4:8,11 94:21 <b>viable</b> 34:24 <b>Vice</b> 4:12 6:7,8 8:6,7 36:17 43:20,21 69:7,8 90:24,25 92:4 96:12 <b>video</b> 7:11 <b>Viejo</b> 30:1 84:20 <b>view</b> 46:13 59:17 <b>Village</b> 55:7 <b>visit</b> 15:19 <b>visualize</b> 65:19 <b>volunteer</b> 24:23 <b>vote</b> 7:17 8:3 37:4 43:2,14 44:10 69:25 <b>votes</b> 17:24 <b>voting</b> 38:21	 <b>W</b>  <b>wage</b> 20:13 <b>wages</b> 73:24 76:7 <b>wait</b> 12:10 16:3 56:9 93:18 <b>waiting</b> 16:12 <b>Walk</b> 85:16 94:22 <b>walking</b> 12:12 <b>wall</b> 14:13 53:13 <b>walls</b> 56:17 <b>wandering</b> 77:20 <b>wanted</b> 65:15 76:24 93:4,10 96:23 <b>warrants</b> 81:14 <b>waste</b> 24:19 <b>watched</b> 30:7 <b>water</b> 47:20 76:16 <b>Wave</b> 46:4 <b>weary</b> 64:18 <b>weather</b> 11:15 <b>websites</b> 95:11 <b>week</b> 10:25 30:22 88:12 96:17 <b>week-day</b> 88:13 <b>weekend</b> 10:22 16:7 24:4 <b>weekends</b> 12:2 24:1 88:12,13 <b>weeks</b> 29:13 95:1 <b>welfare</b> 90:9 <b>well-qualified</b> 40:2 <b>west</b> 58:4 <b>Western</b> 90:7,8 <b>Western's</b> 90:5 <b>WFA</b> 77:4 83:19 84:5 <b>white</b> 35:8 56:20 <b>whomever</b> 81:2

O.C. FAIR AND EVENT CENTER  
 Board of Directors Meeting on 11/17/2022

<b>wide</b> 78:18 <b>William</b> 33:17 <b>Wine</b> 55:1 <b>Winston</b> 33:17 <b>wishes</b> 18:2 <b>wishing</b> 9:6 <b>Wizard</b> 72:12 <b>women's</b> 47:16 <b>57:17</b> <b>wonderful</b> 4:20 <b>5:1</b> 33:8,14 <b>Wood</b> 71:8 <b>work</b> 13:5 17:3, <b>12</b> 22:11,19,20 <b>23:1</b> 24:1,7 25:8 <b>26:21</b> 27:11 32:9 <b>35:2</b> 39:14,16 <b>40:2,10,20</b> 41:4 <b>45:24</b> 46:5 49:16 <b>50:1</b> 53:11 56:18 <b>59:14</b> 64:25 <b>75:17</b> 78:25 <b>79:11,22</b> 80:2 <b>81:22</b> 90:13 <b>92:22</b> 96:24 97:1 <b>98:9,12</b> <b>worked</b> 13:15 <b>45:14</b> 68:14 <b>workers</b> 22:8 <b>74:4</b> <b>working</b> 3:20 <b>20:13</b> 26:1,6 <b>35:16,18</b> 42:14 <b>45:25</b> 46:9 67:4 <b>75:22</b> 78:8 79:3 <b>works</b> 19:7 21:18 <b>28:3</b> 79:10 <b>Workshop</b> 75:16 <b>world-famous</b> <b>84:4</b> <b>worrying</b> 64:7 <b>worth</b> 79:7 84:22 <b>Wow</b> 26:18 <b>wreaths</b> 95:15 <b>wrong</b> 24:21	<hr/> <b>Y</b> <hr/> <b>yard</b> 86:1 <b>year</b> 20:15 22:19 <b>27:2</b> 28:18 31:7 <b>33:21</b> 37:10 39:8 <b>40:23</b> 41:12 <b>42:15</b> 51:9 54:21 <b>55:5</b> 58:5 60:9, <b>18</b> 70:17 71:5,6, <b>12,13</b> 73:3,18,25 <b>74:12,19</b> 75:11 <b>76:3,21,22,24</b> <b>77:1</b> 80:10 81:23 <b>83:12</b> 84:1 85:15 <b>87:11,16</b> 89:15 <b>year's</b> 62:15 71:1 <b>75:5</b> <b>year-over-year</b> <b>76:14</b> 95:9 <b>year-round</b> <b>57:11</b> 74:11,13 <b>75:1</b> 83:7 88:7, <b>21</b> <b>year-to-date</b> <b>92:11,15,17</b> 95:6 <b>years</b> 3:13 4:24 <b>5:5</b> 9:21 10:21 <b>11:13,20</b> 12:18 <b>15:12,13,14</b> 16:5 <b>23:15,21</b> 29:18, <b>20</b> 31:21 33:4 <b>36:2</b> 54:4,5 <b>61:13,17</b> 62:8 <b>72:21</b> 73:8 74:10 <b>78:2</b> 79:9 80:12, <b>13</b> 82:16 84:7 <b>86:16</b> 87:15 <b>88:14</b> <b>yesterday</b> 44:18, <b>24</b> 45:9 <b>yield</b> 36:7 <b>yields</b> 20:10 <b>youth</b> 28:1	<hr/> <b>Zoom</b> 6:20 16:24 <b>17:14</b> 37:19 38:7 <b>70:16</b> 79:17 96:2 <b>Zoomed-in</b> 41:6 <b>Zooming</b> 18:17	
	<hr/> <b>Z</b> <hr/> <b>Zone</b> 72:1 <b>zoo</b> 26:9		