



In the Matter Of:

BOARD OF DIRECTORS MEETING

TRANSCRIPT

March 23, 2023

Case No:

CERTIFIED COPY

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 IN THE MATTER OF:

2 32ND DISTRICT AGRICULTURAL ASSOCIATION

3 ORANGE COUNTY FAIR AND EVENT CENTER

4 BOARD OF DIRECTORS MEETING

5 March 23, 2023

6 9:30 a.m.

7
8
9 Meeting of the OCFEC Board of Directors,
10 stenographically reported by Noemi Sandoval, a
11 stenographer, commencing at 9:30 a.m. and ending at
10:55 a.m., Thursday, March 23, 2023, at 88 Fair Drive,
Costa Mesa, California, and Zoom.

12
13
14
15
16
17 **CERTIFIED COPY**
18
19
20
21
22
23
24
25

BOARD OF DIRECTORS MEETING

Transcript on 03/23/2023

1 APPEARANCES OF BOARD MEMBERS:

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

9 ALSO PRESENT:

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

1 32ND DISTRICT AGRICULTURAL ASSOCIATION
2 ORANGE COUNTY FAIR AND EVENT CENTER
3 BOARD OF DIRECTORS MEETING
4 THURSDAY, MARCH 23, 2023
5 9:30 A.M.
6
7
8

9 CHAIR PHAM: I will hit the virtual gavel and
10 call this meeting to order. All matters noticed on this
11 agenda in any category may be considered for action as
12 listed. Any item not so noticed may not be considered.
13 Items on this agenda may be considered in any order at
14 the discretion of the chairperson.

15 The mission of OC Fair & Event Center is:
16 Creating equitable community access to agriculture,
17 entertainment, cultural and educational experiences.
18 And with that -- is that Robert, in person, I see?

19 MR. RUIZ: Yes. And I came in person just to see
you on Zoom.

20 CHAIR PHAM: Sorry. Do you want to lead us in
21 the Pledge of Allegiance?

22 MR. RUIZ: Put your right hand over your heart.
23 (Pledge of Allegiance)

24 CHAIR PHAM: Summer, would you take roll call,
25 please?

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 MS. ANGUS: It would be my pleasure.

2 Chair Pham?

3 CHAIR PHAM: Here.

4 MS. ANGUS: Vice Chair Kovacevich?

5 VICE CHAIR KOVACEVICH: Here.

6 MS. ANGUS: Director La Belle?

7 MR. LA BELLE: Here.

8 MS. ANGUS: Director Rubalcava-Garcia?

9 MS. RUBALCAVA-GARCIA: Here.

10 MS. ANGUS: Director Cervantes?

11 MS. CERVANTES: Here.

12 MS. ANGUS: Director Ruiz?

13 MR. RUIZ: Here.

14 MS. ANGUS: And Director Bagneris?

15 MS. BAGNERIS: Here.

16 MS. ANGUS: And just for the record, Director
17 Rubalcava-Garcia is walking in presently.

18 CHAIR PHAM: Great. Is there a motion to approve
19 the minutes from the February 2023 meeting?

20 MS. CERVANTES: I so move. This is Director
21 Cervantes.

22 MR. RUIZ: Director Ruiz. I second.

23 MS. ANGUS: I'll take to roll call vote.

24 Chair Pham?

25 CHAIR PHAM: Yes.

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 MS. ANGUS: Vice Chair Kovacevich? Vice Chair
2 Kovacevich?

3 VICE CHAIR KOVACEVICH: Yes.

4 MS. ANGUS: Thank you.

5 Director La Belle?

6 MR. LA BELLE: Yes.

7 MS. ANGUS: Director Rubalcava-Garcia?

8 MS. RUBALCAVA-GARCIA: Yes.

9 MS. ANGUS: Director Cervantes?

10 MS. CERVANTES: Yes.

11 MS. ANGUS: Director Ruiz?

12 MR. RUIZ: Yes.

13 MS. ANGUS: And Director Bagneris?

14 MS. BAGNERIS: Yes.

15 MS. ANGUS: Thank you.

16 CHAIR PHAM: Great. Thanks. Matters of public
17 comment. Public comment is allowed on issues not on the
18 current agenda. However, no debate by the Board shall
19 be permitted on such public comments; and no action will
20 be taken on such public comment items at this time, as
21 law requires formal public notice prior to any action on
22 an agenda item. Speakers are requested to fill out and
23 submit a comment card to the meeting secretary prior to
24 the start of the meeting and are limited to three
25 minutes.

1 Comments will be accepted on all other agenda
2 items at the time each item is listed on the agenda.
3 Speakers wishing to address the Board on items on the
4 agenda are requested to sign in prior to the start of
5 the meeting and identify the agenda items on which you
6 desire to address the Board. Again, speakers are
7 limited to three minutes.

8 MS. RICHARDS: Chair Pham, we don't have any
9 comment cards at this point. Is there anyone online?
10 Nope, no one on Zoom either.

11 CHAIR PHAM: Okay. Great. With, that, I'll move
12 on to the Consent Calendar, then. All matters listed
13 under the Consent Calendar are operational matters about
14 which the Board has governing policies, implementation
15 of which is delegated to the CEO. They will be enacted
16 in one motion by category in the order listed below.
17 There will be no discussion of these items prior to the
18 time the Board of Directors votes on the motion, unless
19 members of the Board, staff, or public request specific
20 items to be discussed separately and/or removed from
21 this section.

22 Any member of the public who wishes to discuss
23 Consent Calendar items should notify the Chair of the
24 Board at the time requested and be recognized by
25 invitation of the Chair to address the Board.

1 MS. RICHARDS: And, Chair Pham, staff has two
2 concession rental agreements under Section E, 23517 and
3 23523. Those are two concession agreements for the 2023
4 fair that are not quite ready yet. So we'll bring those
5 back when they are ready. And we'd like to pull -- just
6 to clarify a little bit -- under Section C, CCA
7 agreement 03223001. And perhaps, before the board votes
8 on the Consent Calendar, I can just give a few details
9 on behalf of the facilities committee. And then,
10 perhaps, Directors La Belle and Ruiz would want to
11 comment as well.

12 This is the LOU with CCA to begin the first of
13 our Master Site Plan projects, the administration
14 building. The work is expected to be completed on
15 February 28, 2025, so we all look forward to that. The
16 LOU contains some information about the scope of work.
17 This is just the first phase of the project, and it
18 involves design development, creating the destruction
19 documents, and the bidding phase on the admin extension.

20 It will involve retaining a qualified
21 architectural and engineering design team, which will
22 include all the specialty design professions that are
23 required for the project. There is a tentative schedule
24 in the LOU. As soon as the LOU is approved, then staff
25 and the Facilities Committee will begin coordinating

1 with CCA on developing the design team qualifications,
2 which will go into the RFP which CCA will issue for this
3 project.

4 They are expecting to award the design agreement
5 in June of this year. And then, of course, there will
6 be lots of updates on a regular basis to the Board as we
7 move through this project. The design phase is expected
8 to be completed in January of 2024, and then, at that
9 time, a big package for all of the contractors that will
10 be involved in the project will be issued with the bid
11 opening in January or February of next year.

12 So I'm sure the Facilities Committee also would
13 be happy to answer any questions or make further
14 comment.

15 MR. RUIZ: No. I don't have any -- Doug, unless
16 you want to chime in on this.

17 MR. LA BELLE: Just maybe a little additional --
18 I think Michelle summarized it very well. The period of
19 time between June and roughly October, when the scope of
20 the work is refined by the design team with CCA, we
21 anticipate, we being Robert and I, that there will be
22 additional Facility Committee meetings along the way as
23 the scope is developed and as specific items come up
24 that would require specific action by the Board, Robert,
25 and I, along with staff. We'll bring those to the Board

1 for consideration and action.

2 Between now and January, I think there's going to
3 be extensive activity to get the project put together.
4 Then, obviously, once we bid it and award it, then it's
5 just completing the project. I want to thank Robert,
6 Michelle, Ken, the staff, for all the work they've done
7 to kind of get it to this point. And it's a very
8 exciting time. And your committee will do everything we
9 can to keep you in the loop and informed. And,
10 obviously, as action items come up that either require
11 Board direction or review, we'll make sure those come
12 before the Board at a scheduled meeting.

13 CHAIR PHAM: Great. Thanks for the update, guys.
14 Is there any comment card or anyone from the public?

15 MS. RICHARDS: No. We have no comment cards, and
16 no one on Zoom is commenting.

17 CHAIR PHAM: All right. With that I'll --

18 MS. BAGNERIS: Director Pham?

19 CHAIR PHAM: Yup.

20 MS. BAGNERIS: Director Bagneris, I move that we
21 accept the same calendar.

22 MS. CERVANTES: And I second. This is Director
23 Cervantes.

24 CHAIR PHAM: Great.

25 MS. ANGUS: Okay. I can take the roll call vote.

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 Chair Pham?

2 CHAIR PHAM: Yes.

3 MS. ANGUS: Vice Chair Kovacevich?

4 VICE CHAIR KOVACEVICH: Yes.

5 MS. ANGUS: Director La Belle?

6 MR. LA BELLE: Yes.

7 MS. ANGUS: Director Rubalcava-Garcia?

8 MS. RUBALCAVA-GARCIA: Yes.

9 MS. ANGUS: Director Cervantes?

10 MS. CERVANTES: Yes.

11 MS. ANGUS: Director Ruiz?

12 MR. RUIZ: Yes.

13 MS. ANGUS: And Director Bagneris?

14 MS. BAGNERIS: Yes.

15 MS. ANGUS: Thank you.

16 CHAIR PHAM: Great. Thank you.

17 MS. RICHARDS: Okay. I think we can move on to

18 Item B. This is a vote on whether or not to -- sorry,

19 Item A, this is a vote on whether or not to approve

20 write-off of past due amounts. The California

21 Government Code authorizes the Board of Directors to

22 discharge any uncollectible amounts of \$500 or less once

23 a debt is considered uncollectible.

24 So once a year, we review our accounts payable --

25 sorry, accounts receivable roles and look at those past

1 due amounts under \$500 where we feel that the staff has
2 done a more than adequate job of trying to collect on
3 these amounts. They're all listed in the staff report,
4 and, as you can see, most are very small amounts.

5 I feel very confident that our accounting team
6 has followed up on these numerous times to the point
7 where we feel that the debt should just be written off.
8 So we're looking for the Board's approval to do that.

9 CHAIR PHAM: Great. Just out of curiosity, was
10 the Financial Monitoring Committee also consulted on
11 this as well, prior to presenting this?

12 MS. RICHARDS: Yes, they were.

13 CHAIR PHAM: Okay. Great.

14 MS. RUBALCAVA-GARCIA: I have a question, Chair
15 Pham, if that's okay.

16 Some of these expenses, like you mentioned,
17 they're minor. How come they're outstanding? Are the
18 fees not required before, like for the livestock
19 auction?

20 MS. RICHARDS: Most of these amounts are people
21 who are contributing additional dollars to that
22 student's -- you know -- the sale of their animal. So
23 where they're not interested in purchasing the animal,
24 but they may contribute, you know, an extra \$20 or an
25 extra \$50. So we have no way of knowing that up front.

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 But I should say that anyone that has an outstanding
2 debt for the junior livestock option, will not be
3 permitted to be a buyer this year.

4 MS. RUBALCAVA-GARCIA: Okay. And then we do
5 accrue expenses of 1 1/2 percent a month as we are
6 keeping this on the books?

7 MS. RICHARDS: Correct.

8 MS. RUBALCAVA-GARCIA: And with the amount, I
9 think it's less than, I think, \$600, I mean, I would
10 make a motion to go ahead and approve.

11 MS. BAGNERIS: Director Bagneris. I second that
12 motion.

13 CHAIR PHAM: Great. Summer, can you take the
14 roll on that one?

15 MS. ANGUS: Chair Pham?

16 CHAIR PHAM: Yes.

17 MS. ANGUS: Vice Chair Kovacevich?

18 VICE CHAIR KOVACEVICH: Yes.

19 MS. ANGUS: Director La Belle?

20 MR. LA BELLE: Yes.

21 MS. ANGUS: Director Rubalcava-Garcia?

22 MS. RUBALCAVA-GARCIA: Yes.

23 MS. ANGUS: Director Cervantes?

24 MS. CERVANTES: Yes.

25 MS. ANGUS: Director Ruiz?

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 MR. RUIZ: Yes.

2 MS. ANGUS: And Director Bagneris?

3 MS. BAGNERIS: Yes.

4 MS. ANGUS: Thank you.

5 MS. RICHARDS: Okay. I think we're ready to move
6 on to the next item, 8B. This is a vote on whether or
7 not to enter into an agreement with the Heroes Hall
8 Veterans Foundation for a Serenity Walk Donation
9 Program. So there's been much discussion, as we have
10 planned and now broken ground on the Serenity Walk at
11 Heroes Hall, to host a donation program where the public
12 might be able to buy pavers; for example, engraved with
13 the memory of a veteran, or benches, or other furniture
14 for the Serenity Walk.

15 In order for those donations to be tax
16 deductible, they have to be donated and registered
17 501(c)(3). So this Item would be the Board agreeing to
18 have staff work with the Heroes Hall Veterans Foundation
19 to draft an agreement. As you know, we're no longer
20 connected with the Heroes Hall Veteran's foundation.
21 There's not an MOU in place. We would want to enter
22 into a separate agreement for this particular project.

23 So we would work with the foundation on their
24 ability to manage the program and reach out to donors.
25 And then we bring that agreement back with the details

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 of the donation plan back to the Board for approval. So
2 this is just approval to enter into an agreement with
3 the foundation to work with them on this donation plan.

4 CHAIR PHAM: Just for my clarification, this is
5 approval to begin discussions in entering an agreement,
6 not necessarily entering in an agreement today; right?

7 MS. RICHARDS: That's correct. We would work
8 with the foundation to draft an agreement and bring it
9 back to the Board for review and approval.

10 CHAIR PHAM: Gotcha.

11 MS. BAGNERIS: Director Pham, I have a question
12 as well.

13 Is this agreement just for this project, or is
14 this going to be a long-standing agreement for any and
15 everything that the Heroes Hall Foundation wants to do,
16 as far as fundraising for Orange County Fair?

17 MS. RICHARDS: This would just be for the
18 Serenity Walk project.

19 MS. BAGNERIS: Okay. Thank you.

20 CHAIR PHAM: I forgot to ask: Is there any
21 comment cards on this by any chance?

22 MS. RICHARDS: No comment cards and no one on
23 Zoom.

24 CHAIR PHAM: Gotcha. Any other comments or
25 anyone want to make a motion on this?

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 MR. RUIZ: I'll entertain a motion to approve
2 this item.

3 MR. LA BELLE: This is Director La Belle. I
4 second.

5 MS. ANGUS: I can take the roll call vote.

6 Chair Pham?

7 CHAIR PHAM: Yes.

8 MS. ANGUS: Vice Chair Kovacevich?

9 VICE CHAIR KOVACEVICH: Yes.

10 MS. ANGUS: Director La Belle?

11 MR. LA BELLE: Yes.

12 MS. ANGUS: Director Rubalcava-Garcia?

13 MS. RUBALCAVA-GARCIA: Yes.

14 MS. ANGUS: Director Cervantes?

15 MS. CERVANTES: Yes.

16 MS. ANGUS: Director Ruiz?

17 MR. RUIZ: Yes.

18 MS. ANGUS: And Director Bagneris?

19 MS. BAGNERIS: Yes.

20 MS. ANGUS: Thank you.

21 CHAIR PHAM: All right. Item C, Michelle, you
22 can maybe kick it off, and then maybe Doug can expand;
23 or the Facilities Committee can expand.

24 MS. RICHARDS: Sure. This is an item that was
25 requested to be on the agenda by Director La Belle at

1 the February meeting. It was intended to discuss a
2 recommendation made by Director La Belle to reorder the
3 list of Master Site Plan projects in order to move the
4 Pacific Amphitheater phase sooner in the priority.

5 So previously, the Board had approved the current
6 list of projects at the January Board meeting. There
7 are four other Master Site Plan projects ahead of the
8 Pacific Amphitheater projects. That includes Phase 2,
9 the additional restrooms, Phase 3.A is the new Century
10 Barn at Centennial Farms, Phase 3.B is the new
11 multi-purpose Education Center to support Centennial
12 Farm and Heroes Hall, and then Phase 4 is the Exhibit
13 Building additions. And then the Pacific Amphitheater
14 projects would come after, by recommendation of Director
15 La Belle.

16 Just as some background, when staff looked at
17 these projects for the Master Site Plan, we used an
18 assessment with the following criteria: We looked at
19 safety and security. We looked at net revenue potential
20 or whether the project would be budget relieving. We
21 looked at community support in service of our mission
22 and vision. We looked at how the project might enhance
23 our brand, and then, of course, the cost of the project
24 and cash flow.

25 In the staff report, we've also included some

1 additional information, data and facts that were used to
2 come up with that order of priority. So I think the
3 Board has now the information that they need to have a
4 discussion about whether the order of the Master Site
5 Plan project should be changed. So, Director La Belle,
6 I know this was your recommendation, so we can turn it
7 over to you, maybe, for comments.

8 MR. LA BELLE: Thank you, Michelle, a few
9 comments. First of all, there are -- all of the
10 projects that you've just listed are obviously very
11 important and need to be accomplished as soon as we can.
12 They are projects that enhance our mission, our
13 educational programs at Centennial Farms and Heroes Hall
14 and other areas.

15 There are two things at play that have led me to
16 request that the Board consider moving the Pac Amp
17 project ahead a bit to move forward. One of the things
18 at play, we have absolutely no control over or very
19 limited control, and the other thing is totally within
20 the parameters of the Board and staff.

21 The first thing we have no control over is the
22 Live Nation 14,000 seat facility that they are moving
23 forward with, with the city of Irvine. When that will
24 be completed, hard to speculate, but my guess, it's at
25 least a few years out. But my feeling is that is going

1 to impact our ability to market to the Pacific
2 Amphitheater for concerts. We have something that
3 Irvine doesn't have, and that obviously is the annual OC
4 Fair.

5 And the OC Fair helps to -- clearly helps to
6 market and generate interest in Pac Amp. Net revenues
7 for the fair last year were slightly under 24 million.
8 Net revenues from our concert season at Pac Amp was 5.5
9 million. We had average attendance at each of the
10 concerts of roughly 7,000. Right now, Pac Amp generates
11 directly about 20 percent of the net revenues that are
12 coming to the OC Fair and Events Center, and those
13 revenues are the revenues that we utilize to, obviously,
14 do improvements in areas that do not generate revenues
15 but are, obviously, very important to our mission.

16 I don't have an exact number. I can speculate,
17 but of those 7,000 people that are there on a daily
18 basis for the concerts, a good portion of those either
19 attend the fair beforehand or after the concert. And,
20 obviously, they're buying food and buying beverages and
21 buying rides, et cetera, et cetera. So there, in
22 addition to the 5.5 million, they are generating a
23 portion of that 25 million in terms of net revenues.

24 My reason for wanting to move ahead as soon as
25 possible with Pac Amp is, when we can do the

1 improvements there, that's going to enhance the guest
2 experience for those attending. It obviously creates an
3 opportunity to, perhaps, sell out more often and to,
4 obviously, provide a greater revenues that can be put
5 back into various projects.

6 We -- back 10 years ago, roughly -- we did Plaza
7 Pacifica, and we removed the berm, we replaced the
8 seating, so that was about a \$12 million dollar project.
9 And, obviously, that served to enhance the facility. We
10 have in the budget next year, 2024, totally separate
11 from the Master Site Plan, we have the Backup House
12 improvements, which we have talked about previously.

13 Staff is going to be working with our various
14 entertainers and vendors during this year's concert
15 season to indentify specific things that'll enhance the
16 experience for the performers and those that are
17 providing the technical services. But that won't
18 address added restrooms and other facilities at Pac Amp
19 that would enhance it.

20 So those are the reasons, and I guess I just
21 close my comments with July 29, 1983, Pacific
22 Amphitheater was opened. So in July, it's going to be,
23 essentially, 40 years old. As a personal note, Bonnie
24 and I, we either attended the opening night or the
25 second night of the concert with Barry Manilow. I know

1 we didn't go Sunday, because we had work the next day.

2 But we were at one of those opening concerts, and
3 I just think that, if we can move this forward, I
4 certainly don't want to take away anything from the
5 other projects, particularly from health and safety
6 standpoint, but the sooner we can accelerate the Pac Amp
7 improvements, I think it's going to enhance our revenue
8 generating abilities and provide an enhanced experience
9 for those attending. So those are my thoughts and the
10 reason why I requested that we place this on the agenda
11 for Board discussion.

12 CHAIR PHAM: Before I open up for the other
13 Board, is there any public comment cards out there for
14 this item, by any chance, or anyone online?

15 MS. RICHARDS: No comment cards or anyone on
16 Zoom.

17 CHAIR PHAM: Okay. And out of curiosity, just
18 for my sake, it's moved up on the list, but where would
19 this be moved up to in this theoretical proposal in
20 terms of priority and order?

21 MR. LA BELLE: Well, in my world, I'd like to see
22 everything done at once. But I'd just like to see us at
23 a point where we've at least completed the design phase
24 through another LOU with CCA so that we can be ready to
25 move fairly quickly. Michelle, the numbers for the

1 first four projects total how much, again? Ahead of the
2 projects that are ahead of Pac Amp?

3 MS. RICHARDS: Yeah. So there's the \$23 on
4 Admin, \$7.7 on the restrooms, \$3.7 on Century Barn, \$11
5 million on the multi-purpose education center, and then
6 \$3 million on the Exhibit Building, the rental building
7 addition.

8 MR. LA BELLE: From my perspective, I'd like to
9 see it moved ahead of at least the educational facility.
10 I think we should go forward with the much needed
11 enhancements at Centennial Farms and that, but I'd like
12 to see it moved up ahead of the last two items that
13 Michelle identified.

14 MS. RUBALCAVA-GARCIA: Chair Pham, I have a
15 question. This is Director Rubalcava-Garcia.

16 CHAIR PHAM: Yeah. Sure. And then Barbara is up
17 after that. She has her hand up online.

18 MR. RUIZ: And then I have a question as well.

19 CHAIR PHAM: Sure.

20 MS. RUBALCAVA-GARCIA: Director La Belle, how
21 come you didn't bring this up when we discussed this in
22 January? For me, I feel like it's confusing the
23 situation, because we looked at everything in segments.
24 And all of that decision making was, you know, pertained
25 to how we're going to secure the funding. And it just

1 seems a little convoluted to kind of go back and reorder
2 things.

3 MR. LA BELLE: Director Rubalcava-Garcia, I did
4 bring it up in January, and it was discussed at the
5 January meeting.

6 MS. RUBALCAVA-GARCIA: And in that January
7 meeting, we decided not to move forward with it. What
8 were the reasons?

9 MR. LA BELLE: No, you're mistaken.

10 MS. BAGNERIS: We voted unanimously to move
11 forward the way it is.

12 MS. RUBALCAVA-GARCIA: Yeah. Those are the
13 questions I had, but I'm sure I will have additional
14 questions after Director Bagneris and Director Ruiz.

15 CHAIR PHAM: Barbara?

16 MS. BAGNERIS: Okay. Thank you, Director Pham.

17 Yeah, I was going to -- we did talk about this
18 before. We voted, but it was a unanimous vote. And
19 those four projects we thought were -- the staff
20 recommended them -- we thought they were of priority.
21 The Admin building, you think about that. Restrooms,
22 those kinds of things are priority. If we're looking at
23 competing with Live Nation, we can stop now. Unless we
24 are going to double the facility size of Pac Amp, we're
25 not going to compete with them, but they're not going to

1 compete with us for Orange County Fair, which is the
2 majority of our revenue for Pac Amp. If I'm not
3 mistaken, CEO Michelle, it comes from the fair; is that
4 correct?

5 MS. RICHARDS: That's correct. The Pacific
6 Amphitheater is rented out maybe one or two times to
7 private promoters throughout the years, but the vast
8 majority of it is the concerts during the fair.

9 MS. BAGNERIS: And we have the Backup House in
10 the budget for next year. We have done multiple things
11 to the Pac Amp that have made it a lot nicer. But I
12 don't see moving that ahead of those four projects in
13 particular. And the fact that we voted unanimously
14 after hearing Director La Belle tell us that he would
15 like to see it reordered, that I don't see us moving at
16 this time.

17 I hope this does not move forward with a motion.
18 I would vote in opposition to it if it did.

19 MR. RUIZ: Okay. Through the Chair, I also have
20 some questions. You know, I have a problem with moving
21 away from the order of priority as well. Michelle, --
22 Dan is not here because I would some questions for him
23 -- of the acts that we book, have any of them ever said,
24 "I'm not going to do the Pac Amp because your backup
25 house is not what I want"?

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 MS. RICHARDS: No. Not that I'm aware of.

2 MR. RUIZ: And the other one is, you know, all
3 the other ones are very important to me, you know. And
4 I know you mentioned revenue on your Monday mixer, I
5 think it was the last one or the one before that, you
6 mentioned that we had broken a record when it comes to
7 ticket sales for our acts; is that correct?

8 MS. RICHARDS: Yes.

9 MR. RUIZ: So bringing acts is not a problem?

10 MS. RICHARDS: That's correct.

11 MR. RUIZ: So changing the backup house wouldn't
12 change anything right now?

13 MS. RICHARDS: Yeah. I don't think it impacts
14 attracting someone to come and play at the Pacific
15 Amphitheater. Certainly when we provide better
16 amenities for the performers, but you're talking about
17 the backup house kind of things?

18 MR. RUIZ: Yeah.

19 MS. RICHARDS: And we're limited in the Pacific
20 Amphitheater by the amount of seats we have, the price
21 point that the Orange County ticket buyer is willing to
22 pay, the bands that are routing in this area during that
23 time. I know we've shared that with the Entertainment
24 Committee about, you know, what are the challenges in
25 bringing acts during the fair.

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 MR. RUIZ: Okay. Yeah. Those are my questions.
2 And like Director La Belle said, Irvine is going to
3 bring an Amphitheater here, but it won't be by next
4 year's fair. It won't be by the following year after
5 that. It's going to take some time. So we have time to
6 get to this.

7 And I think jumping the other projects, which I
8 think are very important -- restrooms, there's always
9 lines at the restrooms during the fair, the New Century
10 Barn, the education center, those to me are priority.
11 Not that the Pac Amp is not, but, I mean, if acts aren't
12 staying away because of that, then I don't see that
13 being a problem, you know. So, I think, jumping the
14 other projects, I just have a problem with that.

15 CHAIR PHAM: I think, to be clear, the backup
16 house is in the budget for next year; correct?

17 MR. LA BELLE: Yes.

18 MS. RICHARDS: No. It's proposed for the 2024
19 budget as a capital project.

20 CHAIR PHAM: Right. So that will be gotten to
21 regardless. This is some more of the other outside
22 cleanup items and enhancements on the Pac Amp. To be
23 fair to Doug, Director La Belle, I think when we voted
24 that last time in January, it was kind of commented
25 like, let's revisit this sometime in the future, but for

1 now, let's just set on this. It wasn't a, you know, in
2 my opinion, it was mentioned a little bit that this
3 could come up later on.

4 My point of view on this is, you know, I
5 appreciate the need for, you know, preemptive action and
6 trying to get ahead of it in the competing facility or
7 indirectly competing facility, I should say. But, you
8 know, I don't know what -- I appreciate revenue more
9 than anyone probably, but moving it ahead of an
10 education facility, for example, when our -- when our
11 focus should be on improving the education of the
12 community and providing all those amenities, kind of
13 sends a weird optical, you know, sends weird optics to
14 me. That's my comment. I would prefer to just kind of
15 keep it as is for now.

16 MS. RUBALCAVA-GARCIA: And I'll just comment as a
17 member of the Entertainment Committee, and Director
18 Cervantes might even comment on this. We do hear that
19 Back of The House is a big deal for attracting talent,
20 but I agree with Director Pham that putting that ahead
21 of education when it's already a part of the capital
22 improvement projects to get this done before fair time,
23 is just not reasonable to staff either.

24 So I'm really sensitive to that. We have our art
25 staff who's now working on Imaginology and also trying

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 to finalize the Serenity Walk, which we also moved up.
2 If everybody recalls that, we moved that up the list of
3 projects as well. So I just -- I do think -- I would be
4 comfortable making a motion to move forward with the
5 list of priorities as they currently stand, so.

6 MS. BAGNERIS: Director Pham, I don't think we --
7 if there will be no motion to this effect, we don't --
8 it'll just die. So I don't think we need a motion to
9 say what we've already done. We are affirming it.

10 MR. LA BELLE: I would second Director
11 Rubalcava-Garcia's motion to reaffirm, kind of, once and
12 for all what the current priorities are.

13 CHAIR PHAM: I see no harm in doing that.

14 Go ahead, Summer.

15 MS. ANGUS: Chair Pham?

16 CHAIR PHAM: Yes.

17 MS. ANGUS: Vice Chair Kovacevich?

18 VICE CHAIR KOVACEVICH: Yes.

19 MS. ANGUS: Director La Belle?

20 MR. LA BELLE: No.

21 MS. ANGUS: Director Rubalcava-Garcia?

22 MS. RUBALCAVA-GARCIA: Yes.

23 MS. ANGUS: Director Cervantes?

24 MS. CERVANTES: Yes.

25 MS. ANGUS: Director Ruiz?

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 MR. RUIZ: Yes.

2 MS. ANGUS: And Director Bagneris?

3 MS. BAGNERIS: Yes.

4 MS. ANGUS: Thank you.

5 CHAIR PHAM: Okay. Great. Item 8D.

6 MS. RICHARDS: Yes. This is a bit of a
7 housekeeping item. There were three members of our
8 events department staff who were scheduled to attend a
9 top event management school in Florida that is hosted by
10 the International Association of Venue Managers. So
11 this is the team that works on our year-round events
12 program. So when Florida was added to the list of
13 states that California employees could not travel to,
14 those funds were held by IAVM, but they have offered us
15 an option. Rather than a full refund, that they would
16 apply those funds to a very good VenueConnect event
17 that's coming up that they're sponsoring in Pittsburgh,
18 Pennsylvania which is not on the travel ban list.

19 We always anticipate our employee travel at the
20 beginning of the year or the during the budget process,
21 so that the Board can approve out-of-state travel in one
22 vote; however, this one was not on the list, so we are
23 seeking approval for those three employees to attend
24 VenueConnect in Pittsburgh, Pennsylvania. And that will
25 be held in July, but, of course, our event staff is less

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 involved in the fair; and they would have the time to be
2 able to travel in July.

3 CHAIR PHAM: I can't imagine there would be any
4 public comments out there, but, just in case, are there
5 any cards out there?

6 MS. RICHARDS: No cards, no one on Zoom.

7 CHAIR PHAM: All right. Got it.

8 MR. LA BELLE: Director Pham, I have a question.
9 Who are the three employees? Would it be Dan, Jeff, and
10 who else would be attending?

11 MS. RICHARDS: No. These are the staff from our
12 year-round events program, so it would be Director
13 Howard Sandler and then two other members of his staff,
14 event coordinators that work with the event promoters
15 throughout the year.

16 MR. LA BELLE: Okay. Thank you.

17 MS. BAGNERIS: Director Pham, I move that we
18 approve this recommendation.

19 MR. RUIZ: This is Director Ruiz. I second.

20 MS. ANGUS: I can take the roll call vote.

21 Chair Pham?

22 CHAIR PHAM: Yes.

23 MS. ANGUS: Vice Chair Kovacevich?

24 VICE CHAIR KOVACEVICH: Yes.

25 MS. ANGUS: Director La Belle?

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 MR. LA BELLE: Yes.

2 MS. ANGUS: Director Rubalcava-Garcia?

3 MS. RUBALCAVA-GARCIA: Yes.

4 MS. ANGUS: Director Cervantes?

5 MS. CERVANTES: Yes.

6 MS. ANGUS: Director Ruiz?

7 MR. RUIZ: Yes.

8 MS. ANGUS: And Director Bagneris?

9 MS. BAGNERIS: Yes.

10 MS. ANGUS: Thank you.

11 MS. RICHARDS: Okay. We are moving right along

12 here. This is Item 8E. It's an information Item only.

13 Very happy to introduce Imaginology 2023. And Joan

14 Hamill, our Chief Business Development Officer, is going

15 to take the Board through a preview.

16 MS. HAMILL: Okay. Good morning. Proud to be

17 presenting OCFEC's second self-produced event,

18 Imaginology, that'll take place April 15th and 16th.

19 And as it has been over the years, this is a free

20 admission event. Thank you, Board of Directors, a

21 giveback to the community. Hours are 10:00 a.m. to

22 5:00 p.m. each day; that is Saturday and Sunday. And

23 for 2023, it will be similar in layout to last year with

24 one exception that I'll mention in a little bit.

25 Of course, there will be all the signature

1 programming the public looks forward to, and the staff
2 is more than happy to oblige to present. Delicious food
3 and great shopping, feature exhibits, wonderful
4 community entertainment, an array of very talented -- in
5 the community -- an array of very talented Orange County
6 youth that perform. Chess tournaments on Saturday in
7 the Costa Mesa building, the scavenger hunt, activities
8 at Centennial Farm and Heroes Hall, there's so much to
9 do with plenty of learning opportunities. It's two days
10 of fun. To refresh everyone's memory, here are a few
11 images from 2022 Imaginology.

12 I'm going to go through these kind of quick.
13 There's that young child who did projects, learning how
14 to sew. We call this -- it's hula hooping, but we call
15 this physical physics, torsion, energy. "Go Science," I
16 love that shirt. Kids participating and having fun and
17 learning from adults. There's that youth entertainment
18 I was talking about. This is the obstacle course, the
19 boot camp, rather, that Heroes put on. 4-H Exhibits and
20 Competitions is here. It's a major fundraiser. Boy
21 scouts are selling hamburgers.

22 So that's just a brief taste of Imaginology. And
23 I wanted to remind everybody that if you have kids,
24 nieces, nephews, grandkids, there's still time to enter
25 creative work which is judged and displayed. Kids can

1 still sign up for the chess tournament as well. The
2 chess tournament has a fee to participate, and, as I
3 mentioned, that takes place in the Costa Mesa Building
4 on Saturday, the 15th. So happy to bring back and
5 participate, once again, Dia del Nino presented by Arts
6 Orange County in affiliation with Imagination
7 celebration. They will, once again, be returning with
8 all of their incredible program that will be a weekend
9 filled with arts and crafts and amazing entertainment,
10 but in a new location this year.

11 Dia del Nino will be in Plaza Pacifica, and
12 that's that layout change I referenced. And this will
13 really activate that area and really enhance Imaginology
14 as a whole. So we're delighted to have Dia Del Nino in
15 Arts Orange County participating once again. I want to
16 mention our sales and sponsorship team. They are really
17 securing some wonderful sponsors. We have AMO
18 Marketing, AOPS that's the Academy of -- excuse me, the
19 Art of Problem Solving, and that is Math and Language
20 Art tutoring. Aqua-Tots Swim School, Raising Cane
21 restaurants, and Raising Cane supports the very popular
22 Scavenger Hunt activity. And that's a huge Imaginology
23 fan favorite. And they are generously providing the
24 prizes, which is one kids meal certificate, ages 12 and
25 under who complete the scavenger hunt. And I'm excited

1 to share that American Ninja Warrior Adventure Park will
2 be onsite with an interactive activation. And so I see
3 parents with their eyes raising, and they're crazy.
4 It's a big deal, so we're pretty excited about it.
5 They'll pare it back, of course, but we're really happy
6 to have this American Ninja Warrior Adventure Park as
7 well as our sponsors.

8 So I want to remind everyone that Imaginology is
9 back. And it's coming up in a few weeks, three weeks
10 from tomorrow, April 15th and 16th, 10:00 a.m. to
11 5:00 p.m. Admission is free. Parking is \$12, and
12 please check OCFAIR.COM for more details and
13 information. And we hope to see everybody there.

14 CHAIR PHAM: Thank you. This is probably one of
15 my kid's favorite, most favorite events. And I heard
16 the Ninja Warrior is actually pretty neat. I think
17 there's one in MainPlace mall, I believe.

18 MS. HAMILL: There is.

19 MS. RICHARDS: That's great. This is such a joy
20 for the staff to put on Imaginology every year. It's
21 our biggest giveback to the community, and anyone who
22 attends our events throughout the year, who attends the
23 fair, they're helping to contribute to Imaginology. So
24 it's a great family event. I hope everyone will be able
25 to come.

1 Okay. I think we're ready to move on to
2 committee reports.

3 CHAIR PHAM: Yeah. I'll kick it off with the
4 Leadership Committee. We met on March 8th, and we
5 discussed the following things -- you know, we planned
6 this agenda, you know, we also discussed the Board
7 Members annual statement and economic interest, and all
8 the Board Members are probably aware of this form 700.
9 They're due by the 24th, which is tomorrow. And filing,
10 we have to file that by 4/3.

11 We also have mandatory ethics training for state
12 officials that have to be completed every two years.
13 And the Board Members that have to complete that
14 training, have to complete it by 4/3/23, and then
15 there's going to be an annual pre-fair security meeting
16 for the Board, myself, and for Nick. That's scheduled
17 for June 28, 2023. Our next meeting for the Leadership
18 Committee is on 4/12. And with that, I'll turn it over
19 to Financial Monitoring.

20 VICE CHAIR KOVACEVICH: Chair Pham, I have to
21 drop off. This is Nick. I have to drop off,
22 unfortunately.

23 CHAIR PHAM: Okay. And then I believe Director
24 Bagneris is currently occupied with a two-month-old. So
25 maybe, Michelle, do you have any --

1 MS. RICHARDS: I'd be happy to do that. So the
2 committee met on March 17 to review the February 2023
3 financials. Revenue for the month of February 2023 was
4 \$886,000, favorable to budget by \$249,000, and that's
5 mainly due to facility rental revenue, due to events
6 that were not budgeted, but were able to hold. And then
7 all of the related event revenue like parking, food and
8 beverage, et cetera. It's also due to Ticketmaster
9 commission from concert tickets that have already been
10 sold for the 2023 season, and I know that the
11 entertainment department -- committee will have an
12 update for us.

13 Operating expenses for the month of February were
14 \$1.87 million and were favorable to budget by \$280,000.
15 For the year-to-date period ending February 28, 2023,
16 net proceeds are \$528,000 favorable to budget. Cash and
17 cash equivalents are 69.9 million. The committee also
18 reviewed the Department 25 financial report that's for
19 the Equestrian Center. And as the committee promised
20 during the budget process, that they would report out on
21 this each month. So revenue for the month was \$124,306,
22 which was actually \$6,884 favorable to budget.

23 Expenses were \$215,531, favorable to budget by
24 \$14,241. It should be noted that expenses for the month
25 did not include the cost of dedicated overnight staff,

1 which was \$9,168 year-to-date. So net losses were
2 \$225,000 compared to a budgeted loss of \$112,350. So
3 that's actually a positive variance of \$61,000.

4 Our representative from Lance, Soll & Lunghard
5 they are our financial auditors briefed the committee on
6 the launch of the 2022 audit, which will kickoff in
7 April. Some pre-work has already begun on that. Staff
8 also informed the Board Committee that the single audit
9 required from the Shuttered Venues Operating Grant, you
10 might remember that we received 4.88 million during the
11 pandemic because the Pacific Amphitheater was shuttered
12 in 2020, that required a single audit that was
13 completed. And there was one corrective item action
14 that was noted and that was because unfortunately, our
15 audit was turned in late, but nothing deficient in the
16 audit itself.

17 The Board was briefed by staff on the list of
18 past due amounts, which the Board took action on today.
19 And then I received a call from our contact at Citizen's
20 Business Bank. Citizen's Business Bank manages our
21 day-to-day accounts, not our investment accounts, and
22 she was addressing any questions or concerns that we
23 might have regarding recent news of bank failures. She
24 assured us, and in turn assured the Financial Monitoring
25 Committee that the bank is very stable. They provided a

1 written report detailing the bank's reserves, which was
2 shared with the committee.

3 The staff shared with the committee an overview
4 of our deposit and investment accounts. So I think the
5 Board should feel good that as of March 15, three
6 percent of our cash is in various accounts with Citizens
7 Business Bank. And again, we use that for day-to-day
8 operations and payroll. The remaining 97 percent is
9 with the State's local area investment fund, Life. Life
10 comprises approximately 13 1/2 percent of the State's
11 pooled money investment account. It's managed by the
12 State Treasure which also includes the State's general
13 fund and reserves. Life's stated goal is capital
14 preservation first followed by liquidity and then
15 finally yield. So it's a very safe place for the money
16 to be.

17 The next meeting of the Finance Committee is on
18 April 21st.

19 CHAIR PHAM: Thanks for the update, Michelle. I
20 am definitely aware, and thanks for the highlight on the
21 banking issue. You know, that's kinda why I can't be
22 there in person today. It's been a pretty hectic week
23 and a half kind of responding to folks as well. As you
24 all know, I'm part of Zions Bank, which is also in the
25 news somewhat. But appreciate that update on the

1 banking situation.

2 And I guess we'll move into the Facilities
3 Committee.

4 MR. RUIZ: Doug, you want to report on this since
5 we kinda already covered it in your first report?

6 MR. LA BELLE: Yeah. I think I don't have
7 anything to add, Robert. I think we summarized it. We
8 will be very diligent on behalf of the Board and making
9 sure that we bring back items on a regular basis that
10 require at least Board information and potentially Board
11 action as we move through the scoping process.

12 CHAIR PHAM: I appreciate it guys. So I'll
13 present on behalf of the community affairs. We didn't
14 get an opportunity to meet in person, but we did have
15 some email communication. And, you know, here's some of
16 the highlights that came out of that. Plaza Pacific
17 Public Art project, so staff's moving forward with
18 launching a student competition to design DEI focused
19 art work to be installed on the light tower.

20 Plaza Pacifica Outreach will begin with those
21 students who are aged between 13 and 17, who submit
22 pieces for our visual arts competitions during, you
23 know, 2023 OC Fair and extend to Orange County school
24 programs as well. The staff is currently developing the
25 rules, the specs, and judging process for the

1 competition.

2 You know, they actually -- this is a neat little
3 topic. I need to share that, you know, Women's History
4 Month, and in recognition of that, staff shared some
5 pretty neat statistics about the OCFEC with us. Three
6 out the seven Board members are women. Three out of the
7 four executives are women. Six of the twelve staff
8 directors are women. Nine of the twenty-four
9 supervisors are women, and three of those twenty-four
10 supervisory positions are currently open so, you know,
11 it's more like twenty-one. And then fourty-seven out of
12 our one hundred and one civil service employees are
13 women as well. I thought that was kind of neat.

14 Cesar Chavez Day, March 31st, it's a state
15 holiday in California and a federal commemorative
16 holiday in recognition of Cesar Chavez, Co-founder with
17 Dolores Huerta of the United Farm Workers Union. Mr.
18 Chavez fought tirelessly for the rights of migrant farm
19 workers. And each year, the OCFEC honors the work that
20 he's done with a special exhibit at the Agricultural
21 Workers Memorial near Centennial Farm. And that
22 concludes our report.

23 MS. RICHARDS: And then we have the Entertainment
24 Committee next.

25 MS. RUBALCAVA-GARCIA: Okay. Thank you.

1 Director Cervantes, are you okay with deferring
2 it to CEO Richards, or would you like to do the report?

3 MS. CERVANTES: Absolutely. Thank you so much,
4 yes.

5 MS. RICHARDS: Okay. We have some exciting news
6 to share that was shared with our Entertainment
7 committee. There is an entertainment chart, by the way,
8 on the OCFAIR.COM website, which anyone can access so
9 you can see as our entertainment is rounding out for the
10 2023 Fair. It includes the Pac Amp, The Hangar, and
11 Action Sports Arena. Ticket sales remain very strong,
12 particularly for the Pacific Amphitheater shows, which
13 as of the time of writing this memo, which was last
14 Friday, had exceeded \$3.8 million in sales, and I'm sure
15 it's higher by -- cause we're a week later than that.

16 71,00 tickets have been sold to date, so. We have
17 some sold out shows already, if you can believe that,
18 so. And this is unheard of this early in the year.
19 People want their live entertainment back. August 2nd
20 the AJR concert is sold out, the July 22nd Midland
21 Concert is sold out, and two of the three Revolution
22 shows, August 11th and 12th are sold out. Several
23 others are racing to sellout as well. So if you haven't
24 gotten our tickets, absolutely go online and get them
25 now.

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 The Hangar and Action Sports Arena tickets remain
2 ahead of expectations, and we will continue to keep the
3 Entertainment Committee up to date on what's happening.

4 CHAIR PHAM: All right. No closed session.

5 MS. RICHARDS: Okay. We have no public comment
6 card or committee reports or online. So I think we're
7 good.

8 CHAIR PHAM: Thanks, Michelle.

9 I guess we'll move to Board of Directors Matter
10 of Information.

11 MS. RICHARDS: Actually, the CEO has a new
12 update, if that's okay.

13 CHAIR PHAM: Sorry. I jumped the gun.

14 MS. RICHARDS: That's okay. We'll make it quick.

15 Oh, goodness. This is a hard one. We recently
16 received sad news that former Board Member Gerardo Mouet
17 passed away after a lengthy battle with cancer. Gerardo
18 began serving on the OC Fair and Events Center Board of
19 Directors in August of 2011, and he was Board Chair from
20 November 2015 through October of 2016. During his
21 leadership as Board Chair -- and I know many of you were
22 here -- Gerardo led the effort on several capital
23 projects including Heros Hall, The Agriculture Workers
24 Memorial, seat replacement at the Pacific Amphitheater.

25 He was instrumental in expanding our Megan's Law

1 policy and helped establish the Heroes Hall Veterans
2 Foundation. He was known by many on the Board and staff
3 as the voice of reason often able to bring together
4 different points of view in order to come to an
5 agreeable resolution. Our condolences go out to
6 Gerardo's wife, Jenny; his daughter, Monica; and his
7 son, Andrew. He will be missed.

8 MR. RUIZ: Thank you. I just wanted to add if we
9 can close the meeting with a moment of silence in his
10 honor?

11 MS. RICHARDS: Thank you, yes.

12 MS. CERVANTES: This is Director Cervantes. If I
13 can add a couple of things?

14 MS. RICHARDS: Yes, please.

15 MS. CERVANTES: With Gerardo's passing on
16 3/7/2023, the Board that is still present, I really feel
17 like we lost a really really good friend of the OC Fair
18 Board. I visited with Gerardo and his family a few
19 months before he passed at his home, and enjoyed a
20 beautiful conversation. I know that he communicated
21 with you, Michelle, and I had a conversation with him
22 where we were hoping that he might even come back Fair
23 and just tour.

24 I think in his heart he knew the end was close,
25 and unfortunately it didn't happen. Gerardo worked for

1 the City of Santa Ana overseeing the library and
2 recreation agency greatly expanding services, and then
3 he concluded his public service as Director of Parks and
4 Recreation for the City of Long Beach.

5 There was so much love and kindness. I attended
6 the celebration of life at his house, and he will be
7 missed by all. So thank you, Director Ruiz, and maybe
8 we have 30 seconds of silence in his memory. Thank you.

9 MS. RICHARDS: Thank you. Where were you on
10 July 29, 1983? Director La Belle, do you remember? You
11 mentioned it earlier.

12 That was the opening of the Pacific Amphitheater,
13 and our very first performer was Barry Manilow. And as
14 Director La Belle mentioned, he and his wife Bonnie were
15 at the concert that opened the Pacific Amphitheater.
16 We're told that Barry Manilow entered the stage wearing
17 a hard hat, and he hit the stage with a hammer saying
18 that he was finishing the construction.

19 Flash forward 40 years and the Pacific
20 Amphitheater is still going strong. We have lots of fun
21 things planned to celebrate the Pac Amp's 40th so stay
22 tuned. The new Serenity Walk at Heroes Hall is
23 underway. It's also under water at this moment.
24 Construction fencing is up, and crews have begun to
25 carve out the ground in preparation for the hardscaping.

1 Our in-house team is mapping out underground utility
2 lines and sprinklers in support of the project which is
3 expected to be completed prior to the 2023 OC Fair.
4 We're planning a public ribbon cutting during the fair
5 on July 20th so mark your calendars and come out and
6 help us open the Serenity Walk.

7 So many people have asked us about where are the
8 OCTA buses. And as you know, in the past, OCTA has
9 operated direct service to the fair on weekends from
10 nine different hubs in Orange County. The program,
11 previously funded by a clean air grant was designed to
12 not only drive more attendance to the fair, but
13 eliminate cars on the road. Our controlled attendance
14 model has eliminated the need to drive more attendance.
15 However, we wanted to continue the discussions with OCTA
16 to see if there were a way that we could continue to
17 support the program in 2023.

18 So logistical discussions were held recently with
19 our staff, folks from OCTA, and the police department,
20 but all agreed that, while we would not be able to work
21 something out for this Summer, we would continue to
22 discuss the possibility for 2024. So more to come on
23 that. The City of Costa Mesa art program features art
24 from iconic locations on electrical boxes throughout the
25 city. Our own Creative Services Department created the

1 art for the utility box that you see here.

2 That's at the corner of Harbor Boulevard and
3 Wilson Avenue, and there's another box near the main
4 entrance to the fairgrounds of Fairview that will
5 feature Heroes Hall. We're very proud to be a part of
6 the Costa Mesa community this way. And as Chair Pham
7 mentioned, March 31st is Cesar Chavez Day. It's a
8 commemorative federal holiday on which we celebrate the
9 contributions of Cesar Chavez.

10 The exhibit that you see here is placed there by
11 staff each year near the Agricultural Workers Memorial
12 to commemorate March 31st, Cesar Chavez Day. And I'm
13 going to turn it over to Joan for a quick update on
14 events.

15 MS. HAMILL: Good morning once again. We'll go
16 over the events. We have plenty of them starting with
17 this weekend. Friday through Sunday, March 24-26, the
18 American Gymnastics Academy is presenting the 2023 SoCal
19 Level 6-10 Xcel P&D State Championships. And this takes
20 place in the Costa Mesa and Huntington Beach Building.
21 On the 25th as well in Lot A is the Bubble Run making
22 it's return for the second year.

23 Check-in for the 5K begins at 6 a.m. and races
24 start at 8:00 a.m. into heat. No evening Glow Run Event
25 is scheduled for this year. Also this weekend on the

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 26th -- excuse me, the 25th and 26th is the OC Pet and
2 Reptile Expo. This is not the pet expo that has been
3 with us in the past years. This is a different
4 promoter. So that will take place in Anaheim, Los
5 Alamitos, and the OC promenade buildings.

6 March 30th we have the Apartment Association of
7 Orange County Trade Show & Conference with the theme,
8 the magic of the multifamily industry. And that is
9 located in Costa Mesa and in Huntington Beach buildings.
10 Fight Club OC April 13th in The Hangar. And on April
11 22nd is the Costa Mesa Speedway. This is the spring
12 classic, and that's in the Extern Sports Arena.
13 April 22nd and 23rd is the Orange County wine Fest.
14 We've had this event before. It's wonderful, and it's
15 located in The Hanger. There are three sessions total,
16 two sessions on Saturday and one session on Sunday the
17 23rd.

18 April 27th is a special edition of Fight Club
19 featuring Trigon Combat and, again, located in The
20 Hanger. We have the Farmers Market every Thursday
21 taking place in Lot D. And there are three upcoming
22 gardening classes at Centennial Farm. These are always
23 on Saturdays in the Silo building. The very first one
24 being this Saturday, the 25th, and that is Homegrown
25 Tomatoes. And I have since learned that this class is

1 now sold out, very very popular classes. On April 1st
2 we have Exploring the Art of Food Fermentation. And
3 that is provocatively titled From Bacteria to Bliss,
4 because that is what food fermentation is. So that
5 should get everybody signing up. It's exciting. You'll
6 learn a lot about science in that.

7 And then on the 29th, Successfully Growing Your
8 Own Avocado Trees. And, again, as I said, these two
9 classes, as all classes are the indicators that they are
10 likely to sell out. So do not hesitate to sign up
11 before that happens. This Saturday, March 25th, we're
12 very proud to announce that OC Superior Court Judge Rick
13 King will launch the 2023 Heroes Hall Speaker Series
14 with a multimedia discussion about his service in
15 Vietnam. The topic is Vietnam, A Journey Back.

16 And a little bit of background for you. At the
17 age of 20, young Rick King was a CB serving with a naval
18 construction battalion in the central highlands of
19 Vietnam. In January, 1968, he and his unit found
20 themselves in the middle of the tet offensive where they
21 held their positions through several repeated and
22 sustained attacks. This Saturday the judge will share
23 his story and describe the battle and it's aftermath and
24 his journey over the years and across the country to
25 locate the next of kin and the emotional return to the

1 battle site in Vietnam 50 years later with the family
2 members of those who lost their lives there.

3 I'll add that this speaker series in particular,
4 they're typically held upstairs in Heroes Hall,
5 normally, but this Saturday will be in this room, the
6 Orange County room in the OC Fair and Event Center's
7 Administration Building. The hour and a half program
8 starts at 11:00 a.m. It's free to attend, as is
9 parking, and we respectfully ask that attendees go
10 online at OCFAIR.COM/HEROESHALL to reserve a seat.

11 Continuing our events at Centennial Farm and
12 Heroes Hall. We have daily school days Junior Farmer
13 and Discovery day school tours in the morning and then
14 we have Ranch Programming in the afternoon and then open
15 to the public in the later afternoon and on the
16 weekends. Heroes Hall continuing with the exhibit armed
17 only with a camera World War II photography of Stanley
18 Troutman continues on the first floor. And then on the
19 second floor is our continuing exhibit, The Santa Ana
20 Airbase story. And I think that's all I have to report
21 for now. I'm going to hand it over to Director Karns.

22 MR. KARNS: On behalf of the Board and the entire
23 staff here at the OCFEC, in advance of this Monday, we'd
24 like to take this opportunity to wish our CEO, the most
25 exceptional happy birthday, and many many more.

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 CHAIR PHAM: Happy birthday.

2 MS. RICHARDS: Summer. Thank you. Oh gosh.

3 They just keep coming, don't they? Whether you want
4 them to or not. Thank you everybody.

5 Okay. I'll turn it back to you, Chair Pham for
6 our Director Matters of Information.

7 CHAIR PHAM: Sure. I'll start with those in
8 person that I can see on camera, Robert.

9 MR. RUIZ: Oh, thank you, Chair. I don't have
10 anything other than it's good to see everyone in person
11 again. And, you know, the Centennial Farm people aren't
12 here, but an event coming up that they are having next
13 month, and if any of you have not been to that, you
14 gotta go to that. It's a lot of fun. I was just at one
15 yesterday, and it's a lot of fun. It's for a great
16 cause so if anybody out there has not purchased tickets,
17 go ahead. Other than that, that's it. That's all I
18 got. Thank you, Chair.

19 CHAIR PHAM: Thank you, Robert. Natalie?

20 MS. RUBALCAVA-GARCIA: I don't really have any
21 updated except for to thank the staff for all of your
22 work, not only preparing for this meeting, but I know as
23 a staff member, it takes a lot of effort and time to put
24 it all together. But also, just everything that they
25 are doing for Imaginology and preparing for the fair,

1 and also all of the projects that we have in place with
2 the Master Site Plan, which I'm really excited to have
3 that moving forward.

4 I also want to thank Director La Belle for
5 keeping it interesting. And, you know, going back and
6 looking at some of these priorities, and it does make us
7 think about how we're planning. So thank you for
8 bringing that back to our attention, and I do look
9 forward to seeing the Pacific Amphitheater updated. And
10 2024 will be here before we know it. So, you know, I'm
11 excited for that. Thank you.

12 CHAIR PHAM: Thank you. And then I'll go down
13 the digital list. Barbara, do you have any comments?

14 MS. BAGNERIS: Are you calling me, Director Pham?
15 Is this Board of Directors comments?

16 CHAIR PHAM: Yes.

17 MS. BAGNERIS: First of all, great meeting as
18 always, Director Pham and ditto the other things that I
19 just heard that were said. And the good news, now there
20 is a baby. I don't think my daughter would let me put
21 him on blast, so I'm not going to show you to let you
22 know that I really am dealing with this two-month old.
23 But I return home tomorrow so I will not have that
24 excuse going forward.

25 But great meeting. I do agree with Director

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 Rubalcava-Garcia, Director La Belle, that you have
2 always -- you're our source of reason so I do appreciate
3 you and your comments that you make to help us see the
4 issues a little broader so we can make decisions. So
5 thank you. And everyone have a happy rest of Women's
6 History Month.

7 CHAIR PHAM: Thanks Barbara. Doug?

8 MR. LA BELLE: Thanks Natalie and Barbara for
9 your comments much appreciated. Gerardo and I kind of
10 shared governmental experiences over the course of our
11 careers. He, as Michelle has said and Sandra, very very
12 active member of the Board, very supportive. I recall a
13 number of conversations that Gerardo and I had over the
14 course of the years relative to our mutual experiences
15 in government, and he will truly be missed. That
16 concludes my comments.

17 CHAIR PHAM: Thank you, Doug. I don't think --
18 Nick dropped off. I don't think there's anyone else
19 online. I don't have much to add

20 MS. CERVANTES: This is Director Cervantes. I'm
21 online.

22 CHAIR PHAM: I'm so sorry. I didn't see you on
23 the list, sorry. Go ahead, sorry.

24 MS. CERVANTES: Well, first of all, great
25 meeting, Director Pham. And thank you, Director

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

1 Richards for all of your hard work and staff and a very
2 happy birthday to you, Michelle. And wishing everybody
3 a happy Easter. It's going to be here around the
4 corner. So great meeting. Thank you.

5 CHAIR PHAM: Thanks, Sandra. Sorry for not
6 seeing you on the name list. I don't have much to add.
7 So thanks, staff. Thanks to everyone. Thanks to all
8 the Board Members, and that concludes the meeting.

9 (Meeting is adjourned at 10:43 a.m.)

10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE OF STENOGRAPHER

* * * *

The undersigned Stenographer does hereby certify:

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

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

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

March 23, 2023

Noemí Sandoval

NOEMI SANDOVAL

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

<p style="text-align: center;">\$</p> <p>\$1.87 35:14 \$11 21:4 \$112,350 36:2 \$12 19:8 33:11 \$124,306 35:21 \$14,241 35:24 \$20 11:24 \$215,531 35:23 \$225,000 36:2 \$23 21:3 \$249,000 35:4 \$280,000 35:14 \$3 21:6 \$3.8 40:14 \$50 11:25 \$500 10:22 11:1 \$528,000 35:16 \$6,884 35:22 \$600 12:9 \$61,000 36:3 \$7.7 21:4 \$886,000 35:4 \$9,168 36:1 0 03223001 7:7 1 1 12:5 1/2 12:5 37:10 10 19:6 10:00 30:21 33:10 10:43 52:9 11:00 48:8 11th 40:22 12 32:24 12th 40:22 13 37:10 38:21</p>	<p>13th 46:10 14,000 17:22 15 37:5 15th 30:18 32:4 33:10 16th 30:18 33:10 17 35:2 38:21 1968 47:19 1983 19:21 43:10 1st 47:1 2 2 16:8 20 18:11 47:17 2011 41:19 2015 41:20 2016 41:20 2020 36:12 2022 31:11 36:6 2023 3:4 4:19 7:3 30:13,23 34:17 35:2,3,10,15 38:23 40:10 44:3,17 45:18 47:13 2024 8:8 19:10 25:18 44:22 50:10 2025 7:15 20th 44:5 21st 37:18 22nd 40:20 46:11,13 23 3:4 23517 7:2 23523 7:3 23rd 46:13,17 24 18:7 24-26 45:17 24th 34:9 25 18:23 35:18 25th 45:21 46:1, 24 47:11</p>	<p>26th 46:1 27th 46:18 28 7:15 34:17 35:15 29 19:21 43:10 29th 47:7 2nd 40:19 3 3.A 16:9 3.B 16:10 3/7/2023 42:16 30 43:8 30th 46:6 31st 39:14 45:7, 12 32ND 3:1 4 4 16:12 4-H 31:19 4.88 36:10 4/12 34:18 4/3 34:10 4/3/23 34:14 40 19:23 43:19 40th 43:21 5 5.5 18:8,22 50 48:1 501(c)(3) 13:17 5:00 30:22 33:11 5K 45:23 6 6 45:23 6-10 45:19 69.9 35:17</p>	<p>7 7,000 18:10,17 700 34:8 71,00 40:16 8 8:00 45:24 8B 13:6 8D 28:5 8E 30:12 8th 34:4 9 97 37:8 9:30 3:5 A a.m. 3:5 30:21 33:10 45:23,24 48:8 52:9 abilities 20:8 ability 13:24 18:1 absolutely 17:18 40:3,24 Academy 32:18 45:18 accelerate 20:6 accept 9:21 accepted 6:1 access 3:15 40:8 accomplished 17:11 account 37:11 accounting 11:5 accounts 10:24, 25 36:21 37:4,6 accrue 12:5 action 3:10 5:19, 21 8:24 9:1,10 26:5 36:13,18 38:11 40:11 41:1</p>	<p>activate 32:13 activation 33:2 active 51:12 activities 31:7 activity 9:3 32:22 acts 23:23 24:7,9, 25 25:11 add 38:7 42:8,13 48:3 51:19 52:6 added 19:18 28:12 addition 18:22 21:7 additional 8:17, 22 11:21 16:9 17:1 22:13 additions 16:13 address 6:3,6,25 19:18 addressing 36:22 adequate 11:2 adjourned 52:9 admin 7:19 21:4 22:21 administration 7:13 48:7 admission 30:20 33:11 adults 31:17 advance 48:23 Adventure 33:1, 6 affairs 38:13 affiliation 32:6 affirming 27:9 aftermath 47:23 afternoon 48:14, 15 age 47:17 aged 38:21 agency 43:2 agenda 3:10,12 5:18,22 6:1,2,4,5 15:25 20:10 34:6 ages 32:24</p>
---	---	---	--	--

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

agree 26:20 50:25	36:11 40:12 41:24 43:12,15, 20 50:9	Arena 40:11 41:1 46:12	22:1 26:19 32:4 33:5,9 38:9 40:19 42:22 47:15 49:5 50:5, 8	begun 36:7 43:24 behalf 7:9 38:8, 13 48:22
agreeable 42:5	Ana 43:1 48:19	armed 48:16	background 16:16 47:16	Belle 4:6,7 5:5,6 7:10 8:17 10:5,6 12:19,20 15:3, 10,11,25 16:2,15
agreed 44:20	Anaheim 46:4	array 31:4,5	backup 19:11 23:9,24 24:11,17 25:15	17:5,8 20:21 21:8,20 22:3,9 23:14 25:2,17,23
agreeing 13:17	and/or 6:20	art 26:24 32:19, 20 38:17,19 44:23 45:1 47:2	arts 32:5,9,15 38:22	27:10,19,20 29:8,16,25 30:1 38:6 43:10,14 50:4 51:1,8
agreement 7:7 8:4 13:7,19,22, 25 14:2,5,6,8,13, 14	Andrew 42:7	assessment 16:18	Bacteria 47:3	benches 13:13
agreements 7:2,3	ANGUS 4:1,4,6, 8,10,12,14,16,23 5:1,4,7,9,11,13, 15 9:25 10:3,5,7, 9,11,13,15 12:15,17,19,21, 23,25 13:2,4 15:5,8,10,12,14, 16,18,20 27:15, 17,19,21,23,25 28:2,4 29:20,23, 25 30:2,4,6,8,10	Association 3:1 28:10 46:6	Bagneris 4:14,15 5:13,14 9:18,20 10:13,14 12:11 13:2,3 14:11,19 15:18,19 22:10, 14,16 23:9 27:6 28:2,3 29:17 30:8,9 34:24 50:14,17	berm 19:7
Agricultural 3:1 39:20 45:11	animal 11:22,23	attacks 47:22	ban 28:18	beverage 35:8
agriculture 3:15 41:23	announce 47:12	attend 18:19 28:8,23 48:8	bands 24:22	beverages 18:20
ahead 12:10 16:7 17:17 18:24 21:1,2,9,12 23:12 26:6,9,20 27:14 41:2 49:17 51:23	annual 18:3 34:7, 15	attendance 18:9 44:12,13,14	bank 36:20,23,25 37:7,24	bid 8:10 9:4
air 44:11	anticipate 8:21 28:19	attended 19:24 43:5	bank's 37:1	bidding 7:19
Airbase 48:20	AOPS 32:18	attendees 48:9	banking 37:21	big 8:9 26:19 33:4
AJR 40:20	Apartment 46:6	attending 19:2 20:9 29:10	attention 50:8	biggest 33:21
Alamitos 46:5	apply 28:16	attends 33:22	Barbara 21:16 22:15 50:13 51:7,8	birthday 48:25 49:1 52:2
Allegiance 3:21, 23	appreciated 51:9	attracting 24:14 26:19	Barn 16:10 21:4 25:10	bit 7:6 17:17 26:2 28:6 30:24 47:16
allowed 5:17	approval 11:8 14:1,2,5,9 28:23	audit 36:6,8,12, 15,16	Barry 19:25	blast 50:21
amazing 32:9	approve 4:18 10:19 12:10 15:1 28:21 29:18	auditors 36:5	August 40:19,22 41:19	Bliss 47:3
amenities 24:16 26:12	approved 7:24 16:5	August 40:19,22 41:19	Board 3:3 5:18 6:3,6,14,18,19, 24,25 7:7 8:6,24, 25 9:11,12 10:21 13:17 14:1,9 16:5,6 17:3,16, 20 20:11,13 28:21 30:15,20	
American 33:1,6 45:18	approximately 37:10	authorizes 10:21	battalion 47:18	
AMO 32:17	April 30:18 33:10 36:7 37:18 46:10,13,18 47:1	Avenue 45:3	battle 41:17 47:23 48:1	
amount 12:8 24:20	awarded 7:24 16:5	average 18:9	Beach 43:4 45:20 46:9	
amounts 10:20, 22 11:1,3,4,20 36:18	aware 24:1 34:8 37:20	Avocado 47:8	beautiful 42:20	
Amp 17:16 18:6, 8,10,25 19:18 20:6 21:2 22:24 23:2,11,24 25:11,22 40:10		award 8:4 9:4	began 41:18	
Amp's 43:21		aware 24:1 34:8 37:20	begin 7:12,25 14:5 38:20	
Amphitheater 16:4,8,13 18:2 19:22 23:6 24:15,20 25:3			beginning 28:20	
			begins 45:23	

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

boot 31:19	calling 50:14	9:22,23 10:9,10	chime 8:16	committee 7:9,25
Boulevard 45:2	camera 48:17	12:23,24 15:14,	Citizen's 36:19,	8:12,22 9:8
box 45:1,3	49:8	15 26:18 27:23,	20	11:10 15:23
boxes 44:24	camp 31:19	24 30:4,5 40:1,3	Citizens 37:6	24:24 26:17
Boy 31:20	cancer 41:17	42:12,15 51:20,	city 17:23 43:1,4	34:2,4,18 35:2,
brand 16:23	Cane 32:20,21	24	11,17,19 36:5,8,	11,17,19 36:5,8,
briefed 36:5,17	capital 25:19	Cesar 39:14,16	44:23,25	25 37:2,3,17
bring 7:4 8:25	26:21 37:13	45:7,9,12	civil 39:12	38:3 39:24 40:7
13:25 14:8 21:21	41:22	cetera 18:21 35:8	clarification 14:4	41:3,6
22:4 25:3 32:4	card 5:23 9:14	Chair 3:8,20,24	communicated	
38:9 42:3	41:6	4:2,3,4,5,18,24,	42:20	
bringing 24:9,25	cards 6:9 9:15	25 5:1,3,16 6:8,	communication	
50:8	14:21,22 20:13,	11,23,25 7:1	38:15	
broader 51:4	15 29:5,6	9:13,17,19,24	community 3:15	
broken 13:10	careers 51:11	10:1,2,3,4,16	16:21 26:12	
24:6	cars 44:13	11:9,13,14	30:21 31:4,5	
Bubble 45:21	carve 43:25	12:13,15,16,17,	33:21 38:13 45:6	
budget 16:20	case 29:4	18 14:4,10,20,24	compared 36:2	
19:10 23:10	cash 16:24 35:16,	15:6,7,8,9,21	compete 22:25	
25:16,19 28:20	17 37:6	20:12,17 21:14,	23:1	
35:4,14,16,20,	category 3:10	16,19 22:15	competing 22:23	
22,23	6:16	23:19 25:15,20	26:6,7	
budgeted 35:6	CB 47:17	27:13,15,16,17,	competition	
36:2	CCA 7:6,12 8:1,	18 28:5 29:3,7,	38:18 39:1	
building 7:14	2,20 20:24	21,22,23,24	competitions	
16:13 21:6 22:21	celebrate 43:21	33:14 34:3,20,23	31:20 38:22	
31:7 32:3 45:20	45:8	37:19 38:12	complete 32:25	
46:23 48:7	celebration 32:7	41:4,8,13,19,21	34:13,14	
buildings 46:5,9	43:6	45:6 49:1,5,7,9,	completed 7:14	
buses 44:8	Centennial	18,19 50:12,16	8:8 17:24 20:23	
Business 30:14	16:10,11 17:13	51:7,17,22 52:5	34:12 36:13 44:3	
36:20 37:7	21:11 31:8 39:21	chairperson 3:13	completing 9:5	
buy 13:12	46:22 48:11	challenges 24:24	comprises 37:10	
buyer 12:3 24:21	49:11	Championships	concerns 36:22	
buying 18:20,21	center 3:2,14	45:19	concert 18:8,19	
<hr/>	16:11 18:12 21:5	chance 14:21	19:14,25 35:9	
C	25:10 35:19	20:14	40:20,21 43:15	
calendar 6:12,13,	41:18	change 24:12	concerts 18:2,10,	
23 7:8 9:21	Center's 48:6	32:12	18 20:2 23:8	
calendars 44:5	central 47:18	changed 17:5	concession 7:2,3	
California 10:20	Century 16:9	changing 24:11	concluded 43:3	
28:13 39:15	21:4 25:9	chart 40:7	concludes 39:22	
call 3:9,24 4:23	CEO 6:15 23:3	Chavez 39:14,16,	51:16 52:8	
9:25 15:5 29:20	40:2 41:11 48:24	18 45:7,9,12	condolences 42:5	
31:14 36:19	certificate 32:24	check 33:12	Conference 46:7	
	Cervantes 4:10,	Check-in 45:23	confident 11:5	
	11,20,21 5:9,10	chess 31:6 32:1,2	confusing 21:22	
		Chief 30:14		
		child 31:13		
		commission 35:9		

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

connected 13:20	32:6,15 38:23	decisions 51:4	14,16 23:14	dropped 51:18
Consent 6:12,13, 23 7:8	44:10 46:7,13	dedicated 35:25	25:2,23 26:17,20	due 10:20 11:1
consideration 9:1	48:6	deductible 13:16	27:6,10,19,21, 23,25 28:2 29:8,	34:9 35:5,8
considered 3:10, 11,12 10:23	couple 42:13	deferring 40:1	12,17,19,25	36:18
construction 43:18,24 47:18	Court 47:12	deficient 36:15	30:2,4,6,8 34:23	
consulted 11:10	covered 38:5	DEI 38:18	40:1 42:12 43:3,	E
contact 36:19	crafts 32:9	del 32:5,11,14	7,10,14 48:21	earlier 43:11
continue 41:2	crazy 33:3	delegated 6:15	49:6 50:4,14,18,	early 40:18
44:15,16,21	created 44:25	Delicious 31:2	25 51:1,20,25	Easter 52:3
continues 48:18	creates 19:2	delighted 32:14	directors 3:3	economic 34:7
continuing 48:11,16,19	creating 3:15	department 28:8	6:18 7:10 10:21	edition 46:18
contractors 8:9	7:18	35:11,18 44:19,	30:20 39:8 41:9,	education 16:11
contribute 11:24	creative 31:25	25	19 50:15	21:5 25:10
33:23	44:25	deposit 37:4	discharge 10:22	26:10,11,21
contributing 11:21	crews 43:24	describe 47:23	Discovery 48:13	
contributions 45:9	criteria 16:18	design 7:18,21,22	discretion 3:13	
control 17:18,19, 21	cultural 3:16	8:1,4,7,20 20:23	discuss 6:22 16:1	
controlled 44:13	curiosity 11:9	38:18	44:22	17:13 21:9
conversation 42:20,21	20:17	designed 44:11	discussed 6:20	effect 27:7
conversations 51:13	current 5:18 16:5	desire 6:6	21:21 22:4 34:5,	effort 41:22
convoluted 22:1	27:12	destruction 7:18	6	49:23
coordinating 7:25	cutting 44:4	detailing 37:1	discussion 6:17	electrical 44:24
coordinators 29:14		details 7:8 13:25	13:9 17:4 20:11	eliminate 44:13
corner 45:2 52:4	daily 18:17 48:12	33:12	47:14	eliminated 44:14
correct 12:7 14:7	Dan 23:22 29:9	developed 8:23	discussions 14:5	email 38:15
23:4,5 24:7,10	data 17:1	developing 8:1	44:15,18	emotional 47:25
25:16	date 41:3	38:24	displayed 31:25	employee 28:19
corrective 36:13	date,so 40:16	development 7:18 30:14	DISTRICT 3:1	employees 28:13,
cost 16:23 35:25	daughter 42:6	Dia 32:5,11,14	23 29:9 39:12	23 29:9 39:12
Costa 31:7 32:3	50:20	die 27:8	ditto 50:18	enacted 6:15
44:23 45:6,20	day 20:1 30:22	digital 50:13	documents 7:19	end 42:24
46:9,11	39:14 45:7,12	diligent 38:8	dollar 19:8	ending 35:15
country 47:24	48:13	direct 44:9	dollars 11:21	energy 31:15
County 3:2 14:16	day-to-day 36:21	direction 9:11	Dolores 39:17	engineering 7:21
23:1 24:21 31:5	37:7	directly 18:11	donated 13:16	engraved 13:12
	days 31:9 48:12	Director 4:6,8,	donation 13:8,11	enhance 16:22
	deal 26:19 33:4	10,12,14,16,20,	14:1,3	17:12 19:1,9,15,
	dealing 50:22	22 5:5,7,9,11,13	19 20:7 32:13	19 20:7 32:13
	debate 5:18	9:18,20,22 10:5,	enhanced 20:8	
	debt 10:23 11:7	7,9,11,13 12:11,	enhancements 21:11 25:22	
	12:2	19,21,23,25 13:2	enjoyed 42:19	
	decided 22:7	14:11 15:3,10,	enter 13:7,21	
	decision 21:24	12,14,16,18,25	14:2 31:24	
		16:2,14 17:5	entered 43:16	
		21:15,20 22:3,	entering 14:5,6	

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

entertain 15:1 entertainers 19:14 entertainment 3:16 24:23 26:17 31:4,17 32:9 35:11 39:23 40:6,7,9,19 41:3 entire 48:22 entrance 45:4 Equestrian 35:19 equitable 3:15 equivalents 35:17 essentially 19:23 establish 42:1 ethics 34:11 evening 45:24 event 3:2,14 28:9,16,25 29:14 30:17,20 33:24 35:7 45:24 46:14 48:6 49:12 events 18:12 28:8,11 29:12 33:15,22 35:5 41:18 45:14,16 48:11 everyone's 31:10 exact 18:16 exceeded 40:14 exception 30:24 exceptional 48:25 excited 32:25 33:4 50:2,11 exciting 9:8 40:5 47:5 excuse 32:18 46:1 50:24 executives 39:7 exhibit 16:12 21:6 39:20 45:10 48:16,19 exhibits 31:3,19 expand 15:22,23	expanding 41:25 43:2 expectations 41:2 expected 7:14 8:7 44:3 expecting 8:4 expenses 11:16 12:5 35:13,23,24 experience 19:2, 16 20:8 experiences 3:16 51:10,14 Exploring 47:2 expo 46:2 extend 38:23 extension 7:19 extensive 9:3 Extern 46:12 extra 11:24,25 eyes 33:3	fan 32:23 farm 16:12 31:8 39:17,18,21 46:22 48:11 49:11 Farmer 48:12 Farmers 46:20 Farms 16:10 17:13 21:11 favorable 35:4, 14,16,22,23 favorite 32:23 33:15 feature 31:3 45:5 features 44:23 featuring 46:19 February 4:19 7:15 8:11 16:1 35:2,3,13,15 federal 39:15 45:8 fee 32:2 feel 11:1,5,7 21:22 37:5 42:16 feeling 17:25 fees 11:18 fencing 43:24 fermentation 47:2,4 fact 23:13 facts 17:1 failures 36:23 fair 3:2,14 7:4 14:16 18:4,5,7, 12,19 23:1,3,8 24:25 25:4,9,23 excuse 32:18 46:1 50:24 executives 39:7 exhibit 16:12 21:6 39:20 45:10 48:16,19 exhibits 31:3,19 expand 15:22,23	floor 48:18,19 Florida 28:9,12 flow 16:24 focus 26:11 focused 38:18 folks 37:23 44:19 food 18:20 31:2 35:7 47:2,4 forgot 14:20 form 34:8 formal 5:21 forward 7:15 17:17,23 20:3 21:10 22:7,11 23:17 27:4 31:1 38:17 43:19 50:3,9,24 fought 39:18 found 47:19 foundation 13:8, 18,20,23 14:3,8, 15 42:2 fourty-seven 39:11 free 30:19 33:11 48:8 Friday 40:14 45:17 friend 42:17 front 11:25 full 28:15 fun 31:10,16 43:20 49:14,15 fund 37:9,13 funded 44:11 funding 21:25 fundraiser 31:20 fundraising 14:16 funds 28:14,16 furniture 13:13 future 25:25	G gardening 46:22 gavel 3:8 general 37:12 generate 18:6,14 generates 18:10 generating 18:22 20:8 generously 32:23 Gerardo 41:16, 17,22 42:18,25 51:9,13 Gerardo's 42:6, 15 give 7:8 giveback 30:21 33:21 Glow 45:24 goal 37:13 god 42:17 good 18:18 28:16 30:16 37:5 41:7 45:15 49:10 50:19 goodness 41:15 gosh 49:2 Gotcha 14:10,24 gotta 49:14 governing 6:14 government 10:21 51:15 governmental 51:10 grandkids 31:24 grant 36:9 44:11 great 4:18 5:16 6:11 9:13,24 10:16 11:9,13 12:13 28:5 31:3 33:19,24 49:15 50:17,25 51:24 52:4 greater 19:4 greatly 43:2
--	--	--	--	---

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

ground 13:10 43:25	heart 3:22 42:24	Howard 29:13	incredible 32:8
Growing 47:7	heat 45:24	hubs 44:10	indentify 19:15
guess 17:24 19:20 38:2 41:9	hectic 37:22	Huerta 39:17	indicators 47:9
guest 19:1	held 28:14,25 44:18 47:21 48:4	huge 32:22	indirectly 26:7
gun 41:13	helped 42:1	hula 31:14	industry 46:8
guys 9:13 38:12	helping 33:23	hundred 39:12	information 7:16
Gymnastis 45:18	helps 18:5	hunt 31:7 32:22, 25	17:1,3 30:12 33:13 38:10 41:10 49:6
H			
half 37:23 48:7	Heroes 13:7,11, 18,20 14:15 16:12 17:13 31:8,19 42:1 43:22 45:5 47:13 48:4,12,16	Huntington 45:20 46:9	informed 9:9 36:8
Hall 13:7,11,18, 20 14:15 16:12 17:13 31:8 41:23 42:1 43:22 45:5 47:13 48:4,12,16	Heros 41:23	I	
hamburgers 31:21	hesitate 47:10	IAVM 28:14	installed 38:19
Hamill 30:14,16 33:18 45:15	higher 40:15	iconic 44:24	instrumental 41:25
hammer 43:17	highlands 47:18	identified 21:13	intended 16:1
hand 3:22 21:17 48:21	highlight 37:20	identify 6:5	interactive 33:2
Hangar 40:10 41:1 46:10	highlights 38:16	II 48:17	interest 18:6 34:7
Hanger 46:15,20	History 39:3 51:6	images 31:11	interested 11:23
happen 42:25	hit 3:8 43:17	Imagination 32:6	interesting 50:5
happening 41:3	hold 35:6	imagine 29:3	International 28:10
happy 8:13 30:13 31:2 32:4 33:5 35:1 48:25 49:1 51:5 52:2,3	holiday 39:15,16 45:8	Imaginology 26:25 30:13,18 31:11,22 32:13, 22 33:8,20,23 49:25	introduce 30:13
Harbor 45:2	home 42:19 50:23	impact 18:1	investment 36:21 37:4,9,11
hard 17:24 41:15 43:17 52:1	Homegrown 46:24	impacts 24:13	invitation 6:25
hardscaping 43:25	honor 42:10	implementation 6:14	involve 7:20
harm 27:13	honors 39:19	important 17:11 18:15 24:3 25:8	involved 8:10 29:1
hat 43:17	hooping 31:14	improvement 26:22	involves 7:18
health 20:5	hope 23:17 33:13,24	improvements 18:14 19:1,12 20:7	Irvine 17:23 18:3 25:2
hear 26:18	hoping 42:22	improving 26:11	issue 8:2 37:21
heard 33:15 50:19	host 13:11	in-house 44:1	issued 8:10
hearing 23:14	hosted 28:9	include 7:22 35:25	issues 5:17 51:4
	hour 48:7	included 16:25	item 3:11 5:22 6:2 10:18,19 13:6,17 15:2,21, 24 20:14 28:5,7 30:12 36:13
	Hours 30:21	includes 16:8 37:12 40:10	items 3:12 5:20 6:2,3,5,17,20,23 8:23 9:10 21:12 25:22 38:9
	house 19:11 23:9, 25 24:11,17 25:16 26:19 43:6	including 41:23	
	housekeeping 28:7		

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

knew 42:24	liquidity 37:14	major 31:20	49:23 51:12	money 37:11,15
knowing 11:25	list 16:3,6 20:18	majority 23:2,8	members 6:19	Monica 42:6
Kovacevich 4:4,5	27:2,5 28:12,18,	make 8:13 9:11	28:7 29:13 34:7,	Monitoring
5:1,2,3 10:3,4	22 36:17 50:13	12:10 14:25	8,13 39:6 48:2	11:10 34:19
12:17,18 15:8,9	51:23 52:6	41:14 50:6 51:3,	52:8	36:24
27:17,18 29:23,	listed 3:11 6:2,	4	memo 40:13	month 12:5 35:3,
24 34:20	12,16 11:3 17:10	making 21:24	Memorial 39:21	13,21,24 39:4
L		27:4 38:8 45:21	41:24 45:11	49:13 51:6
La 4:6,7 5:5,6	lives 48:2	mall 33:17	memory 13:13	months 42:19
7:10 8:17 10:5,6	livestock 11:18	manage 13:24	31:10 43:8	morning 30:16
12:19,20 15:3,	12:2	managed 37:11	mention 30:24	45:15 48:13
10,11,25 16:2,15	local 37:9	management	32:16	motion 4:18
17:5,8 20:21	locate 47:25	28:9	mentioned 11:16	6:16,18 12:10,12
21:8,20 22:3,9	located 46:9,15,	Managers 28:10	24:4,6 26:2 32:3	14:25 15:1 23:17
23:14 25:2,17,23	19	manages 36:20	43:11,14 45:7	27:4,7,8,11
27:10,19,20	location 32:10	mandatory 34:11	Mesa 31:7 32:3	MOU 13:21
29:8,16,25 30:1	locations 44:24	Manilow 19:25	44:23 45:6,20	Mouet 41:16
38:6 43:10,14	logistical 44:18	43:13,16	46:9,11	move 4:20 6:11
50:4 51:1,8	Long 43:4	mapping 44:1	8:7 9:20 10:17	8:7 9:20 10:17
Lance 36:4	long-standing	March 3:4 34:4	13:5 16:3 17:17	13:5 16:3 17:17
Language 32:19	14:14	35:2 37:5 39:14	18:24 20:3,25	18:24 20:3,25
late 36:15	longer 13:19	45:7,12,17 46:6	22:7,10 23:17	22:7,10 23:17
launch 36:6	looked 16:16,18,	47:11	27:4 29:17 34:1	27:4 29:17 34:1
47:13	19,21,22 21:23	mark 44:5	38:2,11 41:9	38:2,11 41:9
launching 38:18	loop 9:9	market 18:1,6	middle 47:20	moved 20:18,19
law 5:21 41:25	Los 46:4	46:20	Midland 40:20	21:9,12 27:1,2
layout 30:23	loss 36:2	Marketing 32:18	migrant 39:18	moving 17:16,22
32:12	losses 36:1	Master 7:13	million 18:7,9,	23:12,15,20 26:9
lead 3:20	lost 42:17 48:2	16:3,7,17 17:4	22,23 19:8 21:5,	30:11 38:17 50:3
leadership 34:4,	lot 23:11 45:21	19:11 50:2	6 35:14,17 36:10	multi-purpose
17 41:21	46:21 47:6	Math 32:19	40:14	16:11 21:5
learn 47:6	49:14,15,23	Matter 41:9	minor 11:17	multifamily 46:8
learned 46:25	lots 8:6 43:20	matters 3:9 5:16	minutes 4:19	multimedia
learning 31:9,13,	LOU 7:12,16,24	6:12,13 49:6	5:25 6:7	47:14
17	20:24	meal 32:24	missed 42:7 43:7	multiple 23:10
led 17:15 41:22	love 31:16 43:5	meet 38:14	51:15	mutual 51:14
lengthy 41:17	Lunghard 36:4	meeting 3:3,9	mission 3:14	
Level 45:19		4:19 5:23,24 6:5	16:21 17:12	
library 43:1		9:12 16:1,6 22:5,	18:15	
life 37:9 43:6		7 34:15,17 37:17	mistaken 22:9	
Life's 37:13		42:9 49:22	23:3	
light 38:19		50:17,25 51:25	mixer 24:4	
limited 5:24 6:7		52:4,8,9	model 44:14	
17:19 24:19		meetings 8:22	moment 42:9	
lines 25:9 44:2		Megan's 41:25	43:23	
		member 6:22	Monday 24:4	
		26:17 41:16	48:23	

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

needed 21:10	offensive 47:20	P	49:11	place 13:21
nephews 31:24	offered 28:14		percent 12:5	20:10 30:18 32:3
net 16:19 18:6,8, 11,23 35:16 36:1	Officer 30:14		18:11 37:6,8,10	37:15 45:20
news 36:23 37:25 40:5 41:16 50:19	officials 34:12		perform 31:6	46:4,21 50:1
nicer 23:11	online 6:9 20:14 21:17 40:24 41:6 48:10 51:19,21	P&d 45:19	performer 43:13	plan 7:13 14:1,3
Nick 34:16,21 51:18	onsite 33:2	p.m. 30:22 33:11	performers 19:16 24:16	16:3,7,17 17:5
nieces 31:24	open 20:12 39:10 44:6 48:14	Pac 17:16 18:6,8, 10,25 19:18 20:6 21:2 22:24 23:2, 11,24 25:11,22 40:10 43:21	period 8:18 35:15	19:11 50:2
night 19:24,25	opened 19:22 43:15	Pacific 16:4,8,13 18:1 19:21 23:5 24:14,19 36:11 38:16 40:12 41:24 43:12,15, 19 50:9	permitted 5:19 12:3	planned 13:10
Ninja 33:1,6,16	opening 8:11 19:24 20:2 43:12	Pacifica 19:7 32:11 38:20	perparing 49:22	planning 44:4
Nino 32:5,11,14	operated 44:9	package 8:9	person 3:17,18 37:22 38:14 49:8,10	50:7
note 19:23	Operating 35:13 36:9	pandemic 36:11	personal 19:23	play 17:15,18 24:14
noted 35:24 36:14	operational 6:13	parameters 17:20	perspective 21:8	Plaza 19:6 32:11 38:16,20
notice 5:21	operations 37:8	opportunity 31:9	pertained 21:24	pleasure 4:1
noticed 3:9,11	opinion 26:2	pare 33:5	pet 46:1,2	pledge 3:21,23
notify 6:23	opportunities 31:9	parents 33:3	Pham 3:8,20,24	plenty 31:9 45:16
November 41:20	opportunity 19:3 38:14 48:24	Park 33:1,6	4:2,3,18,24,25 5:16 6:8,11 7:1	point 6:9 9:7 11:6 20:23 24:21 26:4
number 18:16 51:13	opposition 23:18	parking 33:11	9:13,17,18,19,24	
numbers 20:25	optical 26:13	Parks 43:3	10:1,2,16 11:9, 13,15 12:13,15, 16 14:4,10,11, 20,24 15:6,7,21	
numerous 11:6	optics 26:13	part 26:21 37:24 45:5	20:12,17 21:14, 16,19 22:15,16 25:15,20 26:20	
O		participate 32:2, 5	27:6,13,15,16 28:5 29:3,7,8,17, 21,22 33:14	
oblige 31:2	Orange 3:2 14:16 23:1 24:21 31:5 32:6,15 38:23 44:10 46:7,13 48:6	participating 31:16 32:15	34:3,20,23 37:19 38:12 41:4,8,13	
obstacle 31:18	order 3:9,12 6:16 13:15 16:3 17:2, 4 20:20 23:21 42:4	passed 41:17 42:19	45:6 49:1,5,7,19 50:12,14,16,18 51:7,17,22,25 52:5	
OC 3:14 18:3,5, 12 38:23 41:18 42:17 44:3 46:1, 5,10 47:12 48:6	out-of-state 28:21	passing 42:15	phase 7:17,19 8:7 16:4,8,9,10,12 20:23	
occupied 34:24	Outreach 38:20	past 10:20,25 36:18 44:8 46:3	pavers 13:12	
OCFAIR.COM 33:12 40:8	outstanding 11:17 12:1	pay 24:22	payable 10:24	
OCFAIR.COM/ HEROESHALL 48:10	overnight 35:25	payroll 37:8	payroll 37:8	
OCFEC 39:5,19 48:23	overseeing 43:1	Pennsylvania 28:18,24	physical 31:15	
OCFEC's 30:17	overview 37:3	people 11:20 18:17 40:19 44:7	physics 31:15	
OCTA 44:8,15, 19		Pittsburgh 28:17,24	pieces 38:22	
October 8:19 41:20			presented 32:5	

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

presenting 11:11 30:17 45:18 presently 4:17 preservation 37:14 pretty 33:4,16 37:22 39:5 preview 30:15 previously 16:5 19:12 44:11 price 24:20 prior 5:21,23 6:4,17 11:11 44:3 priorities 27:5,12 50:6 priority 16:4 17:2 20:20 22:20,22 23:21 25:10 private 23:7 prizes 32:24 problem 23:20 24:9 25:13,14 32:19 proceeds 35:16 process 28:20 35:20 38:11,25 professions 7:22 program 13:9, 11,24 28:12 29:12 32:8 44:10,17,23 48:7 programming 31:1 48:14 programs 17:13 38:24 project 7:17,23 8:3,7,10 9:3,5 13:22 14:13,18 16:20,22,23 17:5,17 19:8 25:19 38:17 44:2 projects 7:13 16:3,6,7,8,14,17 17:10,12 19:5 20:5 21:1,2 22:19 23:12 25:7,14 26:22	27:3 31:13 41:23 50:1 promised 35:19 promenade 46:5 promoter 46:4 promoters 23:7 29:14 proposal 20:19 proposed 25:18 proud 30:16 45:5 47:12 provide 19:4 20:8 24:15 provided 36:25 providing 19:17 26:12 32:23 provocatively 47:3 public 5:16,17, 19,20,21 6:19,22 9:14 13:11 20:13 29:4 31:1 38:17 41:5 43:3 44:4 48:15 pull 7:5 purchased 49:16 purchasing 11:23 put 3:22 9:3 19:4 31:19 33:20 49:23 50:20 putting 26:20	R races 45:23 racing 40:23 raising 32:20,21 33:3 Ranch 48:14 reach 13:24 ready 7:4,5 13:5 20:24 34:1 reaffirm 27:11 reason 18:24 20:10 42:3 51:2 reasonable 26:23 reasons 19:20 22:8 recall 51:12 recalls 27:2 receivable 10:25 received 36:10, 19 41:16 recent 36:23 recently 41:15 44:18 recognition 39:4, 16 recognized 6:24 recommendation 16:2,14 17:6 29:18 recommended 22:20 record 4:16 24:6 recreation 43:2,4 referenced 32:12 refined 8:20 refresh 31:10 refund 28:15 registered 13:16 regular 8:6 38:9 related 35:7 relative 51:14 relieving 16:20	remain 40:11 41:1 remaining 37:8 remember 36:10 43:10 remind 31:23 33:8 removed 6:20 19:7 rental 7:2 21:6 35:5 rented 23:6 reorder 16:2 22:1 reordered 23:15 repeated 47:21 replaced 19:7 replacement 41:24 report 11:3 16:25 35:18,20 37:1 38:4,5 39:22 40:2 48:20 reports 34:2 41:6 representative 36:4 Reptile 46:2 request 6:19 17:16 requested 5:22 6:4,24 15:25 20:10 require 8:24 9:10 38:10 required 7:23 11:18 36:9,12 requires 5:21 reserve 48:10 reserves 37:1,13 resolution 42:5 respectfully 48:9 responding 37:23 rest 51:5 restaurants 32:21	restrooms 16:9 19:18 21:4 22:21 25:8,9 retaining 7:20 return 45:22 47:25 50:23 returning 32:7 revenue 16:19 20:7 23:2 24:4 26:8 35:3,5,7,21 revenues 18:6,8, 11,13,14,23 19:4 review 9:11 10:24 14:9 35:2 reviewed 35:18 revisit 25:25 Revolution 40:21 RFP 8:2 ribbon 44:4 Richards 6:8 7:1 9:15 10:17 11:12,20 12:7 13:5 14:7,17,22 15:24 20:15 21:3 23:5 24:1,8,10, 13,19 25:18 28:6 29:6,11 30:11 33:19 35:1 39:23 40:2,5 41:5,11, 14 42:11,14 43:9 49:2 52:1 Rick 47:12,17 rides 18:21 rights 39:18 road 44:13 Robert 3:17 8:21,24 9:5 38:7 49:8,19 roles 10:25 roll 3:24 4:23 9:25 12:14 15:5 29:20 room 48:5,6 roughly 8:19 18:10 19:6 rounding 40:9 routing 24:22
---	--	--	--	---

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

Rubalcava-garcia 4:8,9,17 5:7,8 10:7,8 11:14 12:4,8,21, 22 15:12,13 21:14,15,20 22:3,6,12 26:16 27:21,22 30:2,3 39:25 49:20 51:1 Rubalcava-garcia's 27:11 Ruiz 3:18,22 4:12,13,22 5:11, 12 7:10 8:15 10:11,12 12:25 13:1 15:1,16,17 21:18 22:14 23:19 24:2,9,11, 18 25:1 27:25 28:1 29:19 30:6, 7 38:4 42:8 43:7 49:9 rules 38:25 Run 45:21,24	school 28:9 32:20 38:23 48:12,13 science 31:15 47:6 scope 7:16 8:19, 23 scoping 38:11 scouts 31:21 season 18:8 19:15 35:10 seat 17:22 41:24 48:10 seating 19:8 seats 24:20 seconds 43:8 secretary 5:23 section 6:21 7:2,6 secure 21:25 securing 32:17 security 16:19 34:15 seeking 28:23 segments 21:23 self-produced 30:17 sell 19:3 47:10 selling 31:21 sellout 40:23 sends 26:13 sensitive 26:24 separate 13:22 19:10 separately 6:20 Serenity 13:8,10, 14 14:18 27:1 43:22 44:6 series 47:13 48:3 served 19:9 service 16:21 39:12 43:3 44:9 47:14 services 19:17 43:2 44:25 serving 41:18 47:17	session 41:4 46:16 sessions 46:15,16 set 26:1 sew 31:14 share 33:1 39:3 40:6 47:22 shared 24:23 37:2,3 39:4 40:6 51:10 shirt 31:16 shopping 31:3 show 46:7 50:21 shows 40:12,17, 22 shuttered 36:9, 11 sign 6:4 32:1 47:10 signature 30:25 signing 47:5 silence 42:9 43:8 Silo 46:23 similar 30:23 single 36:8,12 site 7:13 16:3,7, 17 17:4 19:11 48:1 50:2 situation 21:23 38:1 size 22:24 slightly 18:7 small 11:4 Socal 45:18 sold 35:10 40:16, 17,20,21,22 47:1 Soll 36:4 Solving 32:19 son 42:7 sooner 16:4 20:6 source 51:2 speaker 47:13 48:3 speakers 5:22 6:3,6	special 39:20 46:18 specialty 7:22 specific 6:19 8:23,24 19:15 specs 38:25 speculate 17:24 18:16 Speedway 46:11 sponsoring 28:17 sponsors 32:17 33:7 sponsorship 32:16 Sports 40:11 41:1 46:12 spring 46:11 sprinklers 44:2 stable 36:25 staff 6:19 7:1,24 8:25 9:6 11:1,3 13:18 16:16,25 17:20 19:13 22:19 26:23,25 28:8,25 29:11,13 31:1 33:20 35:25 36:7,17 37:3 38:24 39:4,7 42:2 44:19 45:11 48:23 49:21,23 52:1,7 staff's 38:17 stage 43:16,17 stand 27:5 standpoint 20:6 Stanley 48:17 start 5:24 6:4 45:24 49:7 starting 45:16 starts 48:8 state 34:11 37:12 39:14 45:19 State's 37:9,10, 12 stated 37:13 statement 34:7	states 28:13 statistics 39:5 stay 43:21 staying 25:12 stop 22:23 story 47:23 48:20 strong 40:11 43:20 student 38:18 student's 11:22 students 38:21 submit 5:23 38:21 Successfully 47:7 summarized 8:18 38:7 Summer 3:24 12:13 27:14 44:21 49:2 Sunday 20:1 30:22 45:17 46:16 Superior 47:12 supervisors 39:9 supervisory 39:10 support 16:11,21 44:2,17 supportive 51:12 supports 32:21 sustained 47:22 Swim 32:20
S S3.7 21:4 sad 41:16 safe 37:15 safety 16:19 20:5 sake 20:18 sale 11:22 sales 24:7 32:16 40:11,14 Sandler 29:13 Sandra 51:11 52:5 Santa 43:1 48:19 Saturday 30:22 31:6 32:4 46:16, 24 47:11,22 48:5 Saturdays 46:23 scavenger 31:7 32:22,25 schedule 7:23 scheduled 9:12 28:8 34:16 45:25	segments 21:23 self-produced 30:17 sell 19:3 47:10 selling 31:21 sellout 40:23 sends 26:13 sensitive 26:24 separate 13:22 19:10 separately 6:20 Serenity 13:8,10, 14 14:18 27:1 43:22 44:6 series 47:13 48:3 served 19:9 service 16:21 39:12 43:3 44:9 47:14 services 19:17 43:2 44:25 serving 41:18 47:17	size 22:24 slightly 18:7 small 11:4 Socal 45:18 sold 35:10 40:16, 17,20,21,22 47:1 Soll 36:4 Solving 32:19 son 42:7 sooner 16:4 20:6 source 51:2 speaker 47:13 48:3 speakers 5:22 6:3,6	size 22:24 stage 43:16,17 stand 27:5 standpoint 20:6 Stanley 48:17 start 5:24 6:4 45:24 49:7 starting 45:16 starts 48:8 state 34:11 37:12 39:14 45:19 State's 37:9,10, 12 stated 37:13 statement 34:7	T takes 32:3 45:19 49:23 taking 46:21 talent 26:19 talented 31:4,5 talk 22:17 talked 19:12 talking 24:16 31:18 taste 31:22

BOARD OF DIRECTORS MEETING
Transcript on 03/23/2023

tax 13:15	top 28:9	underway 43:23	voted 22:10,18 23:13 25:23	working 19:13 26:25
team 7:21 8:1,20 11:5 28:11 32:16 44:1	topic 39:3 47:15	unheard 40:18	votes 6:18 7:7	works 28:11
technical 19:17	torsion 31:15	Union 39:17		world 20:21 48:17
tentative 7:23	total 21:1 46:15	unit 47:19		write-off 10:20
terms 18:23 20:20	totally 17:19 19:10	United 39:17		writing 40:13
tet 47:20	tour 42:23	upcoming 46:21		written 11:7 37:1
that'll 19:15 30:18	tournament 32:1,2	update 9:13 35:12 37:19,25 41:12 45:13		
theme 46:7	tournaments 31:6	updated 49:21 50:9		X
theoretical 20:19	tours 48:13	updates 8:6		Xcel 45:19
thing 17:19,21	tower 38:19	upstairs 48:4		
things 17:15,17 19:15 22:2,22 23:10 24:17 34:5 42:13 43:21 50:18	Trade 46:7	utility 44:1 45:1		Y
thought 22:19,20 39:13	training 34:11,14	utilize 18:13		
thoughts 20:9	travel 28:13,18, 19,21 29:2			year 8:5,11 10:24 12:3 18:7 19:10 23:10 25:4,16 28:20 29:15 30:23 32:10 33:20,22 39:19 40:18 45:11,22, 25
Thursday 3:4 46:20	Treasure 37:12			year's 19:14 25:4
ticket 24:7,21 40:11	Trees 47:8	variance 36:3		year-round 28:11 29:12
Ticketmaster 35:8	Trigon 46:19	vast 23:7		year-to-date 35:15 36:1
tickets 35:9 40:16,24 41:1 49:16	Troutman 48:18	vendors 19:14		years 17:25 19:6, 23 23:7 30:19 34:12 43:19 46:3 47:24 48:1 51:14
time 5:20 6:2,18, 24 8:9,19 9:8 23:16 24:23 25:5,24 26:22 29:1 31:24 40:13 49:23	tuned 43:22	Venue 28:10		yesterday 49:15
times 11:6 23:6	turn 17:6 34:18 36:24 45:13 49:5	Venueconnect 28:16,24		yield 37:15
tirelessly 39:18	turned 36:15	Venues 36:9		young 31:13 47:17
titled 47:3	tutoring 32:20	veteran 13:13		youth 31:6,17
today 14:6 36:18 37:22	twelve 39:7	Veteran's 13:20		Yup 9:19
told 43:16	twenty-four 39:8,9	Veterans 13:8,18 42:1		
Tomatoes 46:25	twenty-one 39:11	Vice 4:4,5 5:1,3 10:3,4 12:17,18 15:8,9 27:17,18 29:23,24 34:20		Z
tomorrow 33:10 34:9 50:23	two-month 50:22	Vietnam 47:15, 19 48:1		Zions 37:24
	two-month-old 34:24	view 26:4 42:4		Zoom 3:19 6:10 9:16 14:23 20:16 29:6
	typically 48:4	virtual 3:8		
		vision 16:22		
		visited 42:18		
		visual 38:22		
		voice 42:3		
		vote 4:23 9:25 10:18,19 13:6 15:5 22:18 23:18 28:22 29:20		
		worked 42:25		
		workers 39:17, 19,21 41:23 45:11		