



## Board of Directors Meeting

### December 19, 2024

Good morning.

The meeting will begin just after 9:30 a.m. For members of the public on Zoom – for Public Comment, please use the chat function to communicate to the meeting secretary to indicate which agenda items you would like to speak to.

Please keep your device on mute until called upon to speak.

If using the Zoom dial-in option, use \*6 to mute and un-mute your phone.

*Please take notice that this public meeting of the 32nd District Agricultural Association, a California state institution, is being recorded using video recording equipment. Please also take notice that the 32nd District Agricultural Association will release video recordings of its public meetings where required under California law.*

**Please keep your device on mute**

# The Mission of OCFEC is...

**Creating equitable community access to  
agriculture, entertainment, cultural and  
educational experiences**



### 3. Pledge of Allegiance



## 4. Roll Call

### **Board of Directors**

Chair Nick Kovacevich

Vice Chair Barbara Bagneris

Director Newton Pham

Director Doug La Belle

Director Natalie Rubalcava-Garcia

Director Robert Ruiz

Director Tanya Bilezikjian

Director Dimetria Jackson



## 5. Minutes

### **A. Board meeting held November 21, 2024**

#### Action Item



## 6. Matters of Public Comment

Public comment is allowed on issues NOT on the current agenda. However, no debate by the Board shall be permitted on such public comments, and no action will be taken on such public comment items at this time, as law requires formal public notice prior to any action on an agenda item. Speakers are requested to sign in prior to the start of the meeting and are limited to three minutes.

Comments will be accepted on all other agenda items at the time each item is listed on the agenda. Speakers wishing to address the Board on items on the agenda are requested to sign in prior to the start of the meeting and identify the agenda item(s) on which you desire to address the Board. Speakers are limited to three minutes.



## 7. Consent Calendar

All matters listed under Consent Calendar are operational matters about which the Board has governing policies, implementation of which is delegated to the CEO. They will be enacted in one motion by category in the order listed below. There will be no discussion of these items prior to the time the Board of Directors votes on the motion, unless members of the board, staff or public request specific items to be discussed separately and/or removed from this section.

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



## 10. Closed Session

**A. Pending Litigation** – The Board will meet in closed session to consult with legal counsel regarding the following pending litigation. [Gov. Code section 11126(e).]

- i. To confer with and receive advice from legal counsel regarding potential litigation involving the 32nd District Agricultural Association. Based on existing facts and circumstances, the Board of Directors will decide whether to initiate litigation. (Govt. Code, § 11126, subd. (e).)
- ii. To confer with and receive advice from legal counsel regarding potential litigation involving the 32nd District Agricultural Association. Based on existing facts and circumstances, there is significant exposure to litigation against the 32nd District Agricultural Association. (Govt. Code, § 11126, subd. (e).)
- iii. To confer with counsel, discuss, and consider the following pending litigation to which the 32nd DAA is a party. Changing Strides, et al., v. 32nd District Agricultural Association, et. al., Orange County Superior Court, Case No. 30-2024-01421750-CU-WM-WCJ
- iv. To confer with counsel, discuss, and consider the following pending litigation to which the 32nd DAA is a party. Changing Strides, et al., v. 32nd District Agricultural Association, et. al., Orange County Superior Court, Case No. 30-2024-01423147-CU-OR-CJC

**B. Personnel:** The Board will meet in closed session to consider the evaluation of performance of the General Manager / CEO. [Gov. Code, § 11126, subd. (a).]



## 8. CEO's Operational Announcements & Updates



## 8. CEO's Operational Announcements & Updates







# MULTI-WORKPLACE JOINT HEALTH AND SAFETY COMMITTEE

32<sup>nd</sup> District Agricultural Association State of California

# PURPOSE

The Joint Health and Safety Committee (JHSC) is established to provide a means by which workplace safety is improved as a result of workers and management communicating to one another what the hazards are in the work place and working together to eliminate these hazards. Its purpose is to provide awareness and interest within the OC Fair & Event Center (OCFEC) in health and safety in the workplace. Committee members are obliged to work together to identify and help solve health and safety concerns.

# SCOPE

The scope of the JHSC is to monitor, assist and support health and safety in the workplace. This is best accomplished when the JHSC fulfills its essential role of identifying hazards and recommending solutions that enable all workplace parties to understand, accept and carry out their individual and collective responsibilities for health and safety.

# RESPONSIBILITY

All members of the JHSC are responsible to:

- Identify unhealthy or unsafe situations in the workplace.
- Recommend corrective action.
- Ensure health and safety education programs are established and maintained in the workplace.

# 9A. Presentation of 2025 Budget Submittal Letter

## **INFORMATION ITEM:**

At its November 2024 meeting, the Board of Directors approved the 2025 budget as presented.

Staff will present 2025 Budget Summary Letter to complete the budget process.



# 9B. Continuation of 5-Year Strategic Planning Workshop 2025-2029

Strategic planning workshop will continue.





# BOARD OF DIRECTORS

## Strategic Planning 2025-2029



# Today's Outline

- Introductory exercise
- Review of Mission, Vision and Values
- Organizational Pillars – what are we built on? why do we exist?
- BREAK
- S.W.O.T. Analysis – where are we now?
- Gap Analysis – where do we want to be?
- Strategic Direction
- Next steps



# “2035 Time Capsule”

- Let's create a virtual time capsule
- Individually, complete the following sentences:
  - If I could only eat one kind of fair food next summer, it would be \_\_\_\_\_.
  - In 10 years, I picture the OC Fair & Event Center as \_\_\_\_\_.
  - My advice to the staff of 2035 is \_\_\_\_\_.
- Be prepared to share your answers



# Review of OCFEC Mission Statement

~~Creating~~ *Enhancing* equitable community access to agriculture, entertainment, cultural and educational experiences



# Review of OCFEC Vision Statement

*Orange County's town square – the safe place where the community gathers and finds value*



# Review of Organizational Values

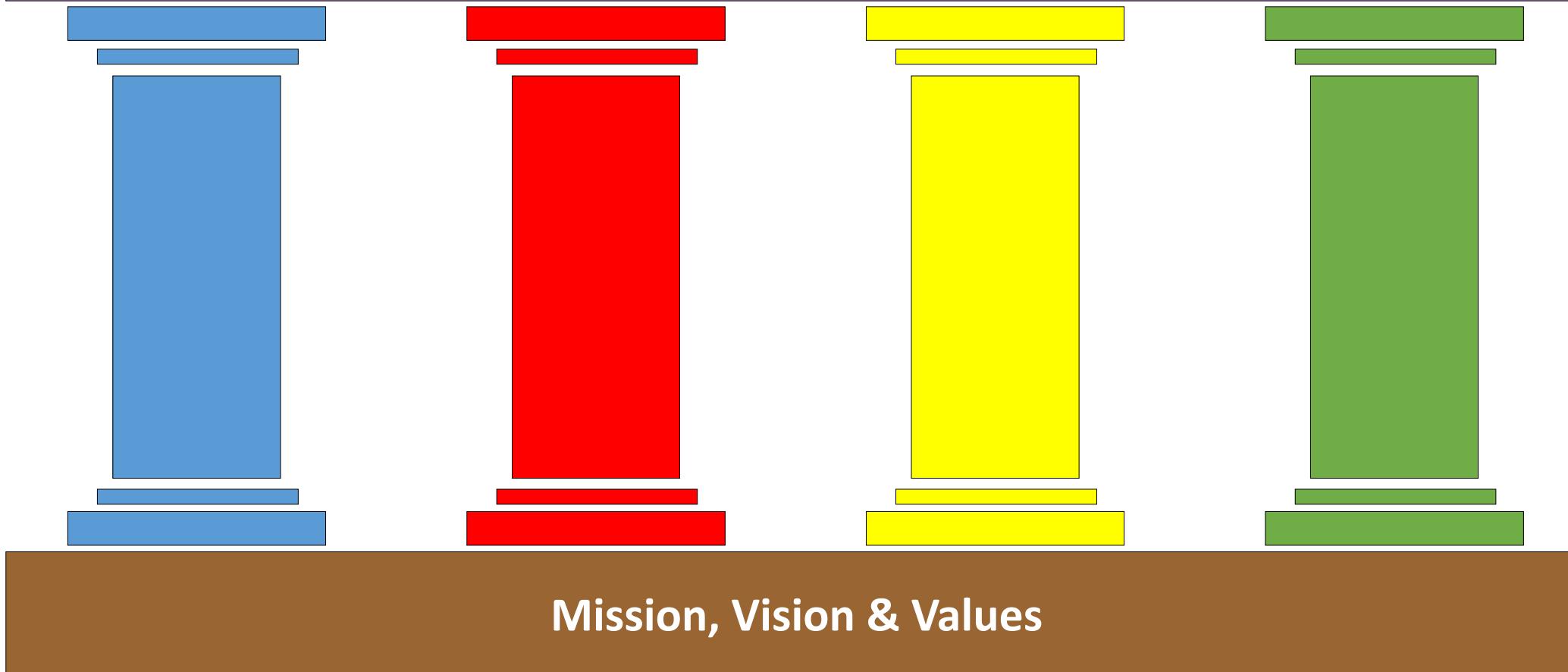
- Safety
- People
- Integrity
- Stewardship
- Compliance
- Diversity & Inclusion
- Excellence
- Community & Neighborliness
- Fun (recommended addition by Director Bilezikjian)



# 32<sup>nd</sup> District Agricultural Association

## OC Fair & Event Center

### Strategic Direction



# Organizational Pillars – what are we built on? why do we exist?

- Community service
- Fiscal responsibility
- Stewardship of State property
- Business excellence
- Customer experience
- Education for all
- Entertainment
- Agriculture awareness
- Facilities/footprint
- Other?



# 32<sup>nd</sup> District Agricultural Association

## OC Fair & Event Center

### Strategic Direction

**Innovation**

**Stewardship**

**Operational Excellence**

**Visitor Experience**

**Mission, Vision & Values**



## • STRENGTHS

- Financial position
- Staff/team collaboration
- History/reputation/brand equity
- Multi-purpose facilities/events
- Resilient/adaptable
- Weather year-round
- Local economy
- Property in high demand

## • WEAKNESSES

- Limitations as a gov't institution
- Internal processes
- Technology
- Parking/storage
- Shrinking margins
- Size of Pacific Amphitheatre
- Promotion of shows by artists

## • OPPORTUNITIES

- Outside community partnerships
- Self-produced events
- U.S. 250<sup>th</sup> anniversary in 2026
- Olympics/World Cup

## • THREATS

- Other entertainment venues
- Global climate on safety/security
- Price resistance
- Aging staff
- Ability to attract talent
- Government tariffs
- CARE Act not passing
- Decline of alcohol consumption

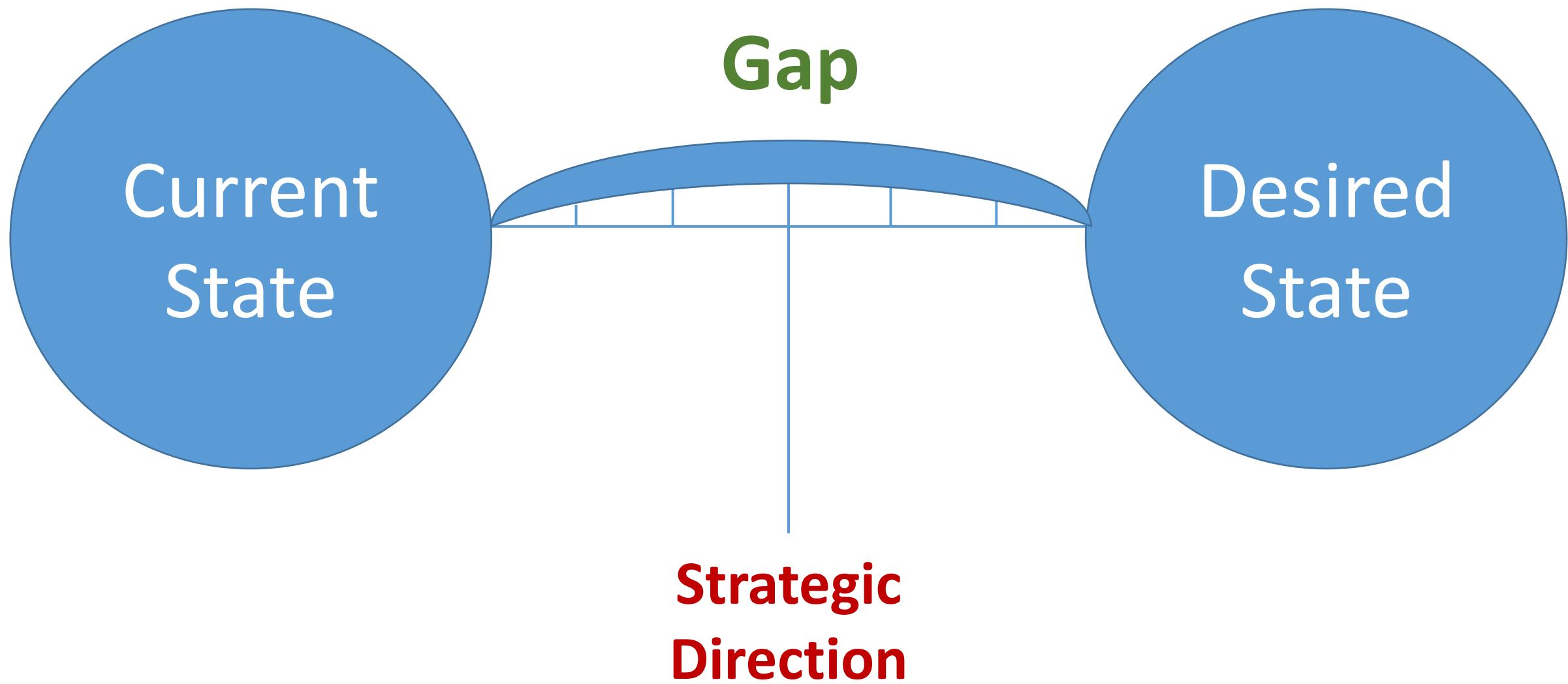


# “2035 Time Capsule” – Part 2

- Let's create a virtual time capsule
- Individually, complete the following sentences:
  - If I could only see one performance at the Pacific Amphitheatre over and over again, it would be \_\_\_\_\_.
  - In 5 years, I hope to be \_\_\_\_\_.
  - My advice to the community in 2029 is \_\_\_\_\_.

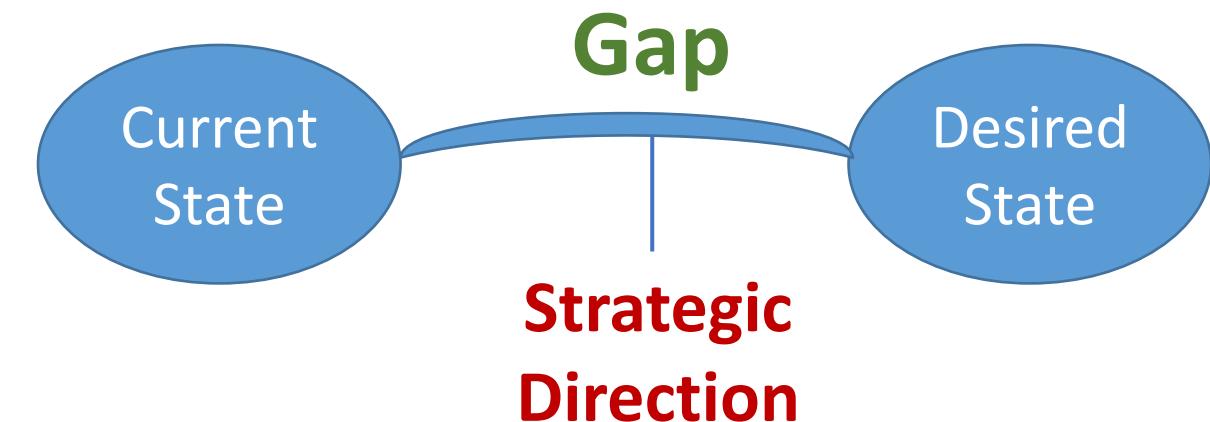


# Gap Analysis



# Gap Analysis Exercise

- Where are we now and where do we want to be by 2029?
- What is causing the “gap” between the current state and desired state? How do we build a bridge between the two?
- Let the “gap” help formulate the strategic direction
- Keep strategic direction high level and focused on the foundation and organizational pillars
- Staff will develop the S.M.A.R.T. goals that will close the gap
  - Specific actions
  - Timelines
  - Anticipated challenges
  - Resources needed



# What is our strategic direction?



# Examples of Strategic Direction Statements

## INNOVATION

- “Prioritize and invest in technology infrastructure to support the growth of the organization”
- “Understand community and guest preferences in order to offer new and innovative programming”

## STEWARDSHIP

- “Promote responsible stewardship of the State’s assets for future generations including agriculture, property and financials”
- “Continue to increase transparency to the public through easy access to information”



# Examples of Strategic Direction Statements

## **OPERATIONAL EXCELLENCE**

- “Support operational excellence by developing a well-trained staff”
- “Achieve operational excellence through a commitment to internal process improvement”

## **VISITOR EXPERIENCE**

- “Create additional self-produced events in order to achieve greater control over the visitor experience”
- “Streamline customer-facing processes from contracting to online ticketing, making it easier to do business with OCFEC”



# Strategic Direction Statements - Exercise

- Work with your partner at your assigned pillar to develop a strategic direction statement that helps close the “gap” between where we are now and where we want to be in five years
- Use the flip charts for input
- Draft one statement for each pillar and be prepared to share with the rest of the group
- The group will work together to finalize the strategic direction statements



# Next Steps

- Staff will formalize the Board's planning work from today
- Board will review the draft strategic plan at the December Board meeting
- Staff will distribute the draft plan to various stakeholder groups for feedback
- Stakeholder recommendations will be incorporated into the plan
- Staff will develop formal SMART goals to achieve the Board's strategic direction and incorporate into the plan
- The final plan will be brought back to the Board in January or February for review and approval



# 9B. Continuation of 5-Year Strategic Planning Workshop 2025-2029

## **RECOMMENDATION:**

At the Board of Directors' discretion.



# 9C. Committee/Ad Hoc Committee/Liaison Reports

## INFORMATION ITEM:

To assure compliance with the Bagley-Keene Open Meeting Act, Committee reports are only for the purpose of the Committee chair, Ad Hoc Committee members or Liaison to provide a verbal update. Should the Board want to discuss any Committee work item not already on the agenda; those would need to be agendized for a future Board meeting.

- i. Leadership Committee** (Chair Kovacevich, Committee Chair; Vice Chair Bagneris)
- ii. Financial Monitoring and Audit Committee** (Director Pham, Committee Chair; Director Bilezikjian)
- iii. Facilities Committee** (Director Ruiz, Committee Chair; Director Bilezikjian)
- iv. Governance Committee** (Director La Belle, Committee Chair; Chair Kovacevich)
- v. Community Affairs Committee** (Director Rubalcava-Garcia, Committee Chair; Director Jackson)



# November 2024 Financials

	Actual	Budget	Variance Favorable (Unfavorable)
November 2024 Revenue	\$ 970,890	\$ 549,395	\$ 421,495
November 2024 Expenses	<u>\$ 2,407,759</u>	<u>\$ 2,484,833</u>	<u>\$ 77,075</u>
November 2024 Net Proceeds/(Loss)	<u>(\$ 1,436,869)</u>	<u>(\$ 1,935,438)</u>	<u>\$ 498,569</u>
YTD Net Proceeds/(Loss)	<u>\$ 11,689,975</u>	<u>\$ 6,128,183</u>	<u>\$ 5,561,791</u>



# Cash and Cash Equivalents

	<u>November 30, 2024</u>	<u>November 30, 2023</u>
Cash on Hand	\$ 1,806,828	\$ 1,451,728
Investments	<u>\$52,663,347</u>	<u>\$53,619,837</u>
Total Cash and Cash Equivalents	<u>\$54,470,175</u>	<u>\$55,071,565</u>
Year over Year Change	<u>(\$ 601,390)</u>	
Year over Year % Change		-1.09%



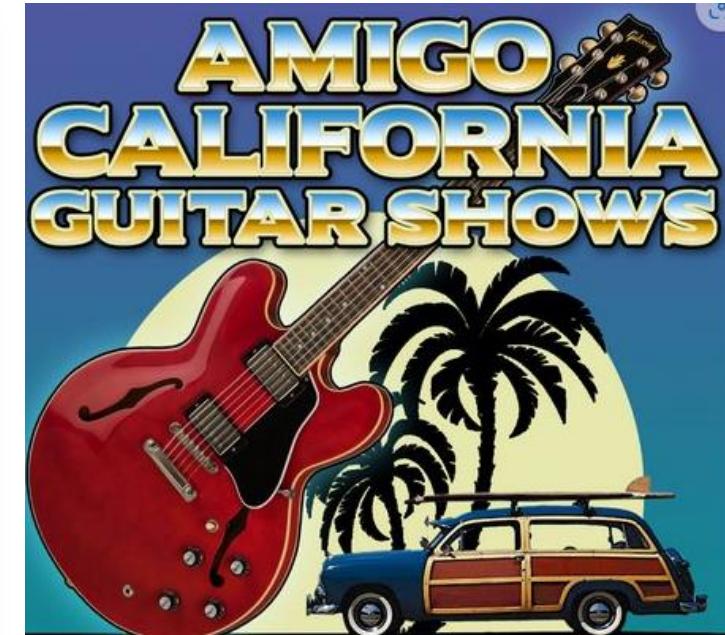
# EVENTS UPDATE



Now – Jan 5



Jan 11 - 12



Jan 25 - 26



# EVENTS UPDATE

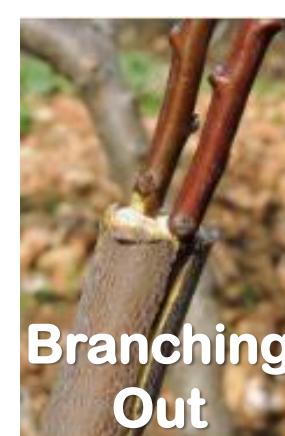
Centennial Farm Workshops



Dec 21



Jan 11



Jan 18



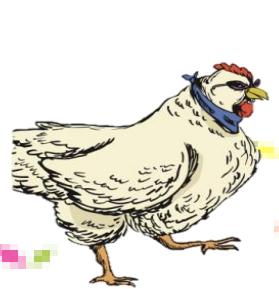
Jan 10



Every  
Thursday



**HAPPY DECEMBER BIRTHDAY!**  
**CHAIR KOVACEVICH**



**12. Board of Directors Matters of Information**

**13. Next Board Meeting**

**January 30, 2025**

**Community Room at the City of Costa Mesa City Hall**



Wishing You Happy Holidays  
and Prosperous New Year

