

OCFEC Board Meeting January 30th, 2025

Nick Kovacevich	Happy Thursday, we'll call the meeting to order notice on this agenda in any category may be considered for action as listed any item not so notice may not be considered. Items listed on this agenda may be considered in any order at the discretion of the chairperson. The mission of the OCFEC is creating equitable community, access to agriculture, entertainment, cultural and educational experiences. And now I ask for volunteer lead us in the pledge Director La Belle, please.
Doug La Belle	Hand over your heart.
Everyone	I pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation under God, indivisible, with liberty and justice for all.
Nick Kovacevich	Thank you. And now, we move to roll call, Summer.
Summer Angus	Chair Kovacevich?
Nick Kovacevich	Here.
Summer Angus	Vice Chair Bagneris?
Barbara Bagneris	Here.
Summer Angus	Director Pham?
Summer Angus	Director La Belle?
Doug La Belle	Here.
Summer Angus	Director Rubal-Cava Garcia?
Natalie Rubalcava-Garcia	Here.
Summer Angus	Director Ruiz?
Robert Ruiz	Here.
Summer Angus	Director Bilezikjian?
Tanya Bilezikjian	Here.
Summer Angus	And Director Jackson?

Dimetria Jackson Here.

Summer Angus Thank You.

Nick Kovacevich Thank you. Okay, great. Next we will review the minutes from December, or actually from our November and December meetings. Everybody's got a chance to review, if there's any comments, questions, or if anyone would like to make a motion.

Doug La Belle So moved.

Barbara Bagneris Second.

Nick Kovacevich Motion and a second to approve, Summer.

Summer Angus Chair Kovacevich?

Nick Kovacevich Yes.

Summer Angus Vice Chair Bagneris?

Barbara Bagneris Yes.

Summer Angus Director La Belle?

Doug La Belle Yes.

Summer Angus Director Rubalcava Garcia?

Natalie Rubalcava-Garcia Yes.

Summer Angus Director Ruiz?

Robert Ruiz Yes.

Summer Angus Director Bilezikjian?

Tanya Bilezikjian Abstain.

Summer Angus And Director Jackson?

Dimetria Jackson Yes.

Summer Angus Thank you.

Nick Kovacevich

Thank you. Next, we'll move to matters of public comment on issues not only current, on the current agenda on such public comments, the direction will be taken on such public comment items at this time as law requires formal notice. Formal notice. Public Notice prior to any action on an agenda item, speakers are requested to fill out and submit the comment card to the meeting Secretary prior to the start of the meeting, and are limited to three minutes. Comments are accepted on all other agenda items at the time of each item is listed on the agenda, speakers wish to address the form on these items of the on the agenda, requested to fill out and submit a comment card at the meeting Secretary prior to the secretary prior to the start of the meeting, and identify the agenda items on which you wish to desire, which you desire to address the board. Speakers are again limited to three minutes. We do have general public comments. We can start with Carol graves.

Carol Graves

Congratulations to Michelle on her retirement. It will not affect our calls for a full audit of your tenure that will be exposed on the fiscal mismanagement you can move across the country, and we will still going to move forward with an audit. This summer, many dozens of kids will no longer have an opportunity to go to camp at the Equestrian Center. A veterans program to help our best with PTSD will not happen. Free and low cost. Programs have all been destroyed for our community, and a once thriving equestrian center that stood for generations sits empty and running to the ground because you've immediately evicted and violated our rights due process. What you could not do back in 2010 when a judge had to put a stop to your illegal sale of the fairgrounds to yourself via Facilities Management West, which has been thoroughly documented, you have accomplished with evictions. Your security staff has verbally abused me, my daughter and many others. You illegally denied me access to my horse and my personal property and for petty reasons, targeted my minor daughter for mistreatment. Your legacy would be the destruction of a beloved and thriving equestrian center that has nothing like it for miles around you destroyed that, and that's what you will be remembered for. Enjoy retirement. To the board. Michelle has a pattern of not following your directions and not telling you the truth. She's going to walk away and leave you holding the bag. Good luck.

Nick Kovacevich

Thank you. Next we have Gibran Stout.

Gibran Stout

Morning board. Um, yes. Also congratulations on your retirement. It's absolutely incredible. It's incredible how many times you sat, talked with me, worked with me, and then claimed you couldn't work for me later. It's incredible how successful you've been in completely eliminating all equestrian programs for the local community, for all of Costa Mesa. It's incredible how you replace countless free programs that served hundreds

of people daily with programs that charge \$250 an hour and that you pay \$150 an hour. Yes, you're definitely leaving an unforgettable mark. You are not replacing it with community access or satisfaction. It's incredible how you ignore the 1000s of letters telling you what people really want. It's incredible that with hundreds of 1000s of square feet of exhibit space, office space, and meeting space that you've considered converted the only public boarding stalls within the 10 mile radius into more classrooms and more exhibit space. Yes, your tenure is indeed incredible. Thank you for your service.

Nick Kovacevich

Thank you, next we have Roy Englebrecht.

Roy Englebrecht

Thank you, Mr. Chairman. I wanted to come by today because two weeks from tonight, we have opening night of our 15th season of Fight Club OC shows across the street at the Hanger. Michelle, Can you believe 15 years the hangar was brand new at that time. Besides our regular pro boxing pro MMA shows for this year, we've partnered with the Orange County Food Bank and the David Wilson family foundation to launch Fight Club OC, Knockout OC hunger. And at every show, The OC Food Bank will have barrels there on the staff and people that bring a non perishable item get a coupon, and they can win cash that night. Now we I'm doing this not because we're going to collect tons of food, but I wanted to really bring awareness that, in fact, in Orange County, there's a lot of people that do go to bed hungry each night. So we were thankful that the association we're going to have with the OC Food Bank and the David Wilson family foundation, you know, 15 years in a business is pretty incredible. At one location is incredible. And we don't do it just because we have a good team, every single department, board, every single department that Michelle and Ken oversee, partner with us to make our shows, as we've said for 15 years, and as Michelle has said at this at these board meetings, it's the most fun you can have on a Thursday night in Orange County. And as Ken gave me several years ago, we'll sell you the whole seat, but you'll only need the edge. Thank you. And by the way, in your swag bags, and it's definitely under the state limits, so don't worry about it. Giving you all a Socal fights MMA t shirt. Thank you board. Thank you, Michelle and Ken.

Michele Richards

I had something I just want to congratulate publicly. Roy was recently named by the OC Register, one of the communities, 125 most influential. And it's not only some of the fights, but it's all the charity work that you always credit me, but you're the one that came up with the best time you can have on a Thursday. Congratulations.

Nick Kovacevich

That concludes a general public comment. Move to the consent calendar. Matters listed on the Consent Calendar are operational matters about the board has governing policies, implementation of which is delegated to

the CEO. There will be not taking one motion. There will be no discussion 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 the section. Any member of the public who wish to hear just wishes to discuss Consent Calendar items should identify the chair, the board of the time requested. We recognize our invitation, the chair to address the board. We don't have any public comment on this. Do we have any items that need to be discussed or removed?

Michele Richards We do. There are two items under standard agreements on this. If you're looking at the agenda on the second line, the last item is a contract with Pacific Coast entertainment that is currently being reviewed. We'll bring that back another time, and then under rental agreements, kind of in the middle of the list are 036-25, that's a rental agreement with the Orange County Wine Society for an event that they're no for their their trailer that they rent, and that contract is not ready yet, so we'll bring both of those back. Otherwise everything else is good to go.

Barbara Bagneris Director Bagneris I move the consent calendar.

Doug La Belle We have a motion and a second.

Summer Angus Chair Kovacevich?

Doug La Belle Second.

Nick Kovacevich Yes.

Summer Angus Vice Chair Bagneris?

Barbara Bagneris Yes.

Summer Angus Director La Belle?

Doug La Belle Yes.

Summer Angus Director Rubal-Cava Garcia?

Natalie Rubalcava-Garcia Yes.

Summer Angus Director Ruiz? Director Bilezikjian?

Robert Ruiz Yes, I'm sorry I was on mute.

Tanya Bilezikjian Yes.

Summer Angus Director Jackson?

Dimetria Jackson Yes.

Nick Kovacevich Now due to scheduling interims with our council, we're going to go ahead and take the closed session. We'll be back as soon as possible to continue the rest of the meeting.

Nick Kovacevich We are reconvening, we met for closed session and advised with council. Nothing to report, so we'll move back to the agenda, and we will take it over to CEO Richards for operational announcements and updates.

Michele Richards All right, we have several things to update the board and public on this month regarding The Ranch community center. The Ranch is currently taking applications for horse boarding opportunities. Our advertising campaign launches next week. We're already fielding calls from interested boarders with some new orders in the works. The beautiful ranch entry mural is now complete. Our team did a wonderful job of designing and creating this beautiful new entry mural to The Ranch, and the transformation has begun. We welcome 22 fourth and fifth graders from two elementary schools in the second session of the ranch after school program. Here's from Davis Elementary and College Park Elementary here in Costa Mesa, and not only learning about horses and other farm animals, but also growing gardens and raising chickens, are a part of our agriculture education programs at the OC Fair and Events Center, and we're finalizing MOUs with Knott's Berry Farm, who is partnering with us on the exhibits that will be located at the ranch. An MOU with the North Orange County Veterans Center. They will begin Equine Assisted Therapy of the ranch in the next few weeks. And another new MOU with the California State Guard Military Museum command. This is an equine unit of the California State Guard. They will use the ranch for training, and they'll provide free demonstrations and educational exhibits for the public. So lots going on. Vice Chair Bagneris joined 20 members of our staff at last week's Western Fairs Association convention in Reno, Nevada. Our staff attended fair partner meetings. Networked with colleagues from I will do the western US and Canada. Attended education sessions featuring topics from AI to ticketing trends to marketing to livestock shows. We hosted a staff breakfast where Vice Chair Bagneris asked and answered questions from staff, and everyone appreciated the opportunity to get to know her better. We took some time out one evening for a team darts competition at the convention where everyone discovered that their CEO was dreadful at darts. Johanna Spence and our Hero Hall Supervisor killed it at darts. Right? We concluded with Achievement Awards Dinner, where Vice Chair Bagneris made a special friend, and where our own carnival partners, Diane Charlene Levitt from RCS were inducted into the WFA Hall of

Fame. So much congratulations for them and the OCFEC received multiple Achievement Awards, which Vice Chair Bagneris And I enjoyed exploring in the Olympus gallery. So I'm going to let her tell you about her experience at the convention and announced the awards that the OC Fair walked away with.

Barbara Bagneris Thank you. We had a we had a great time. And I tell you, you really you're so good. When people see your badge and they say, OC fair, it's like you just want to pat yourself on the back, front, become royalty at that point. Just going through the trade show, seeing all the different kinds of acts we can have and all the different vendors, etc. Just something about OC Fair, they see it. Number one fair in California, 10th in the country. It just is a good, good feeling. And so I was very happy to be there to get to know the staff. You know, we can get to see the executive staff all the time, but not necessarily the people are just doing the day to day work out there, and so it was great to meet them and spend some time with them, but it was just awesome to see all the awards that we won. And so I think you're going to show some of the awards, and I'm going to tell you about them. So our new high resolution video monitors in the livestock air arena won first place in the category of modernizing agriculture, communication through technology. Our new sand and sea exhibits, designed and executed by our own exhibits team. One first period is the best solution on the display challenge. Best special invest new spare time exhibit. Our Chicano heritage, Heritage Month celebration and Zoot Suit fashion show won first place for best community outreach embracing diversity. Remember how popular our \$5 taste of fair promotion was at the fair who won first place for best creative promotion and to combat inflation. We also won first place with marketing and promotion of a competitive exhibits, program, arrangements, competitions and our "Always a good time" marketing campaign run first place as well. We also won first place in the category, overall sponsorship program, which featured 17 four sponsors with 75% renewing from the previous year. Always a good time television Ad one second place. And then there are the amazing photos from the fair that we enter every year. This one from Heroes Hall, one overall best in the category of community outreach and emerging response, emergency response venues. These two photos run second place. The one on the left in the carnival category and the one on the right in the food and beverage category. A few more second place awards for photos. The one on the left is the entertainment category and the one on the right in the people category. And how about these chips winning third place in the animals category, the exhibits category in the middle and the food concession stand category on the right. And this precious photo received an honorable mention in the category for commercial vendor group. All of that. It was very good showing for the OC Fair and Event Center at this year's Western Hero's Association convention.

Michele Richards I have some sad news to report. Long time concessionaire and owner of Chuck Wagon barbecue at the OC fair, Chuck Dugan recently passed away. We believe that the earliest records we have show Chuck Wagon at the OC fair back in the mid 70s. That's how long ago he had been with us. Chuck was very dear to our staff, as well as his fellow concessionaires. He was known by all as a generous and honorable man, and we will all miss him. Several of those will be attending Chuck's memorial service in Pomona next week. So I'd like to turn it over to CEO Karns for some additional operational updates.

Ken Karns Thank you Michelle, just a few updates for this month from our fair development team and our fair logistics committee. So we have carried out several fair development team meetings. Things are taking shape quickly for the 2025 fair. We're not prepared to give any secrets away today, and the fair logistics committee is also meeting regularly and are continuing to improve processes that will lead to a smooth move-in, set up and tear down of the fair. From RCS, we carried out our annual kickoff meeting with our RCS's executive team on Friday, January 17, and we did follow up meetings while we were together at the annual WFA convention. And we will be announcing a couple of exciting items soon. Stay tuned. And from our Joint Health and Safety Committee. On Thursday, January 9, we carried out our first official full Joint Health and Safety Committee meeting. They carried out a review and edit of the terms of reference, which will be completed and adopted at the next meeting. And one of the first goals is the establishment of our workplace inspections, which will drive some of the first recommendations. That's all I have you at this time.

Michele Richards And that concludes our announcements and updates,

Nick Kovacevich Alright, Thank you guys. Before discussion on this, we do have a public comment. We have one, It's Gibran Stout. Please come up for a few minutes.

Gibran Stout Good morning, thanks for the update. Few questions, where are you advertising and to who? Why have we waited so long? We've been managing it since January one of 2023, I'm just curious why it took two years to advertise your boarding. We also with the new RFP, the lower rates that Lopez submitted, which are substantially less than the last contract, are those going to be passed on and reflected in lower rate? What about trainers? Well, no, there's no trainers left. Having people there without trainers is really no different than having no lifeguard in the pool or no lifeguard on the beach. Fair rides without untrained operators. Uh, what's your plan for getting trainers in there? Um, as trainers also fill stalls. So, happy that there's kids coming. I'm disappointed. It's only 22 that seems like a sad trade off for the hundreds that were coming there every day, especially when they only get two hours with the horses out of their 10 weeks of class. The mural is beautiful. It's curious that it cost \$50,000.

Fun note, OC Vaulting's operating budget is \$50,000 a year. So we ran our entire program on what you spent on a mural. I'm also curious when, as Director Natalie Rubalcava said she wants to be able to come get on a horse. So When's that going to happen? And free riding lessons, Director Kovacevic said there would be those. So I'm curious how that's going to happen, if there's no trainers who's going to be providing that Director Kovacevich? Words, great, great job. Just want to remind you your IAFE award in 2021 you got was for the OC Vaulting demonstration that was provided for a week of the fair for free. And just remind you that recreation is activity, not just murals, not just exhibits. It's important to get kids moving. They're sitting in the classroom all day. It seems kind of counterproductive to have them sit in another classroom in a horse stall. Oh, I'm sorry, Michelle, Am I interrupting you?

Nick Kovacevich We're having a sidebar

Gibran Stout That's just rude, but it's typical, so thank you.

Nick Kovacevich Thank you to the board for any discussion on this matter.

Tanya Bilezikjian Chuck Wagon, does he have successors will still have the Chuckwagon?

Michele Richards That's the plan. Yes. I believe his family will be..

Ken Karns ..so they will be a part of the 2025, fair and the future.

Nick Kovacevich Yeah. I mean, I think it's great what's happening here. I love the updates on the ranch. I think obviously that's where we're getting public comments. So I think it's important to get the facts straight on some of the stuff, right. And that's what I was asking CEO about in terms of some of the statements that are made, right? So first there was statements saying that there were not kids, and obviously there's kids here. So I think just kind of trying to clarify what's the status. I mean, people are wondering, I know, you know, Rome isn't built in a day. I don't expect us to have everything we envision for the ranch operational, but I really believe that we are working for all the things that the board envisioned, including riding lessons and things like that. And so I just wanted to hear from, from you, in terms of the status on that, and what's what's happening there, and when. We're going to kind of see some of this other stuff that we're excited that has to come to life.

Michele Richards Yeah, absolutely is that the two schools that are participating right now are just a part of what Newport Mesa school district wants to do with us. Michelle Capps has been and Melissa our CEO have been in ongoing discussions with Mesa school district. They want to open it up to all of the schools to participate. So that program is just is going to continue to grow.

Nick Kovacevich Is it fair to say that we will have hundreds of kids experiencing that?

Michele Richards Yeah, sure. Sure the mural. Mural approved an additional \$50,000 to let some of the programs that the ranch up and going. One of those projects was the mural, but it also included materials for the ranch program. So it wasn't \$50,000 for the mural that was that project was designed and built internally by our own staff. I don't know what the specific cost of the mural was out of that 50,000 but I can certainly follow up with that for you, and I appreciate Chair Kovacevich, mentioning that day, we've said all along, these programs are not all going to become online right away. There's a lot of planning, a lot of outside agencies and outside partnerships, and I can assure you that our team is moving forward on all of it that we that we discussed, and I will continue to provide an update each month the board meeting for you and chair.

Natalie Rubalcava-Garcia May I make a comment? Sure this is Director Rubalcava Garcia. I just also wanted to mention, I mean, some of the I know that we have kind of broken protocol by responding to the public commenter, but I just especially when it's not necessarily agendized. But I just also want to mention that some of the comparisons are really apples and oranges a mural compared to a program that's operated by a different group that we didn't really have an insight into what their budget was. These borders who are operating private businesses were never asked to produce any proof of revenue, net profits, gross income. So I think that that's something that we need to keep in mind as well. But I am grateful for the updates, and I do think that the progress being made is good. It takes a while to get things done, like Chair Kovacevich mentioned, but any good business is going to take the time to implement the strategy that has been put in place by the board of directors. So I just wanted to mention that.

Nick Kovacevich Just in terms of protocol, we're not having dialog with members of the public, but obviously members of the public are welcomed. Meetings are welcome to share their thoughts. And I think there's ideas for discussion amongst the board, which I think is completely appropriate. So I think as long as the discussion is occurring amongst the board, that's perfectly fine. Director La Belle.

Doug La Belle Just to elaborate on Natalie's comment, the eight or nine of us, whatever the number may be at any point in time, and that is to set policy on all matters relating to the operations of the Orange County Fair and Event Center. I'd like to put that into the what category, and once we set policy, and over time, we modify the policies. Over the past two years, additional discussions have been held, we will provide policy direction to our CEO and staff. Our job is to determine what which I happen to think we have done a very good job in doing on all matters. The how part is Michele's responsibility. How do you do it? How you get to where you need to get to carry out the Board's policy? That's what you're charged with. And you have been very responsive in coming back to us on a regular basis, seeking guidance and further direction as it relates to policies we've established. So I think it's very important that that be said,

our job as a board is to say what, and your job as a staff members to figure out how to do it. Immediate help and guidance along the way, and we've done an outstanding job on this issue, but on everything that you have in charge of doing with your tenure, not only is a CEO but when you were a member of the executive team, so congratulations on your retirement.

Barbara Bagneris

At the WFA convention Michelle is like a go to person. People have questions or concerns or they just wanted some thought, they came to Michelle. Very well thought of in the industry, and we can we know why, right? Because we've had a chance to work with her directly. So I again, being at the WFA convention and seeing the people who are leaders in the industry and how they go to Michelle for advice and input. We were very, very fortunate to have her as our CEO for this time.

Nick Kovacevich

Yeah, totally, I think, yes. You saw the press release had some comments about Michelle's retirement and my experience working with her, which you know, are very true and accurately. And I think, you know, we've been very lucky to have such a great leader at the helm. Now our task is to find the next one, and that's going to be tough. The executions there, you know, I think we we've seen it. I mean, it shows up in the numbers. We had a record fair. None of this is really debatable. I think when it comes to change, obviously, as we said, change is hard. We made a big change to take The Ranch, which was a facility used by private owners and trainers, turn it into a public proceedings facility where we can actually give public funds to create more community involvement. And if you look to Centennial Farm, you look to Hero's Hall. I mean, people love those models. There's no complaints. This isn't moving in that direction. We see it every time we meet. There's something new, there's a new initiative, there was a new contract, there's more programming that's popping up. And so I would have no reason to believe that wouldn't continue in the case, and we won't eventually get to where we want to be with that facility. And you know, it's unfortunate that, you know, people want things that happen whenever, I mean, I get it, but my advice to folks that are excited about the future of the ranches, just have a little patience and let the staff, do what they've proven that they're very good at doing, and they've continued to execute across the board on. We'll continue to get the updates and see the images of that vision coming to life there. So that's that's really exciting. Great.

Anything else for the board? Great, moving onto agenda number nine, the governance process. Agenda number nine, the review of the draft strategic direction statements and initiatives, and then a vote on whether or not to approve this as part of the draft five year strategic plan. We do have a couple of comments. I'll first turn it over to CEO Richards to go through the presentation. Then we'll do the public comments that we'll have the board discussion, and if necessary, we're both okay.

Michele Richards

ll right, so this, this board has already done a lot of work on setting a direction for the next five years to the organization. The staff also has done a lot of work. And as you know, it's been kind of a process of the

board meetings some brainstorming, the staff, then taking that and crafting statements coming back to the board. So what we're presenting today is sort of a culmination of all of that work. So I'll walk through the plan, and please tell me if you have questions, or if you would recommend any changes or edits to anything, because at the end of this the board will be voting on whether to adopt this amendment, approve it, and then we'll take it to the public for review and input as well. So this is our draft strategic plan for 2025, to 2029 that's a table of contents. There is a message from the board of directors and CEO, and it sort of summarizes the process that we're pleased to present this five year strategic plan. It's the result of many hours of careful work, as often by the board and staff, dedicated to the future of the 32nd DAA. It's a new strategic plan that has as its foundation the organization's mission, vision into the. Values which serve as both the anchor and the catalyst for all we do. The plan speaks to investing in future growth and innovation while honoring the history and heritage of the property and its assets. It calls for enhancing the organization's connection with the community and to the people who visit here, and it provides for ongoing improvements to operations, business processes and programming. The OC Fair and Event Center is represented by a strong board of directors and the dedicated staff that are committed to serving as stewards of the property and its many programs and activities. The collective knowledge and creativity of the board and staff combined to create the strategic plan for the next five years. This will be our roadmap moving forward, and we're excited to work together to make it a reality for all those we serve. So here is a summary of the first session that we had. So as we get ready to celebrate our 130/5 anniversary in 2025 um, our mission, vision and values remain constant, but there have been some updates to it, which I'll review in a minute. But you remember that we developed the four organizational pillars, and from that comes the strategic direction that will lead the organization's efforts over the next five years. So the work that you all started, the staff went back and got a little more granular and a little more specific. We revisited the purpose which the purpose is dictated to us by CDFA code, and you see that at the top of the page, we revisited the vision, and the board agreed that the vision should remain as is that Orange County's town square with the community gathers and finds value on the mission statement you all discuss changing the word, creating equitable community access to enhancing equitable community access, and then on the values, keeping the values of safety, people, integrity, stewardship, compliance, diversity and inclusion, excellence, community and neighborliness, accounting. So we'll talk about that in a minute.

Michele Richards

Here's a list of those values and the descriptions that have been have been in place since the last strategic plan, but I believe it was director and preference to add fun as an option, and staff defined that as we believe fun is an expression of freedom, joy and happiness, and when shared with others, fun creates deeper bonds between people and creates memorable experiences, from what we offer to our guests, to how we conduct business, to how we relate to each other in the workplace. So I'll stop there and see if anyone has comments or questions or

recommendations for changes. No, let's keep going then so the second half of the work that you all did was taking those four pillars, innovation, stewardship, operational excellence and visitor experience, and creating directional statements for the staff so that we could go off and develop tactical goals to reach in order to achieve that strategic direction. So all of those charts that we created over the sessions, we consolidated into six different statements. So here's the first one, prioritize and invest in technology infrastructure to support the growth of the organization, harnessing new technology to the maximum benefit of operations. And in a brainstorming session that our senior leadership staff had, all of our directors and executive team, we came up with three initiatives that we will undertake over the next five years. Initiative A was to launch an internal review and assessment of all current technology, hardware and software, with the goal of determining needed improvements and new opportunities. Initiative B on the review and assessment determine key technology partners who can assist in reaching the goals identified from the audit. And then initiative C is to develop an implementation plan which includes required staffing and funding. So in each of those points, we would bring back to the board what our goals are and what our requested funding would be part for making that a reality. The next direction, understand community and guest preferences in order to offer new and innovative programs. Initiative A is to conduct a series of visitor surveys over multiple platforms to gather guest preference data on emerging trends in entertainment, educational programming, competitive exhibits and events, meeting existing visitor demands and attracting new visitors. Initiative B, leverage the results of the survey data to develop plans to meet and exceed visitor programming expectations and C, create a central database to capture voluntary visitor feedback through tracking social media comments, customer service, contacts and interactions with staff in order to understand what best want us to know. So we're going to go out and asked for that information. But then we're also going to gather the data that comes to us unsolicited.

Nick Kovacevich How many individuals are on our website now that we send that on the OC fair?

Michele Richards 700...750,000.

Doug La Belle Okay, so huge.

Michele Richards Yep, actually, you know what Director La Belle, might be significantly higher than that, because every time someone purchased a fare ticket, they were added to the database. So after this year's fair, is probably even more than that. Understand community, and I talked about that right, understand community and guest preferences in order to offer new and innovative programming. Okay? The next one, ensure facilities meet the growing needs of the organization, particularly related to parking, storage and expansion of public programs. So we want to undergo a full review of the Master Site Plan on an annual basis, making adjustments to the finance plan to assure appropriate funding. So as we said from the very beginning, with that plan often comes back by the Facilities

Committee. Is this the, you know, the right order of the projects. There's the funding for that. So the board will be involved in that every step, revisit the previous parking study, update with current parameters, and execute to maximize on site parking and leverage off site parking opportunities. We've made a lot of strides in the last several years with parking, but there's more work to be done. Initiative C, develop a long term on property storage plan and seek off site options. And then D, utilize the master site planning capital projects to ensure adequate facilities to support expansion of public programs at the Centennial Farm, Hero's Hall and the ranch.

Tanya Bilezikjian So have you considered a parking structure? Maybe unsightly, but have you thought about that?

Michele Richards Okay, we have, and we'll revisit that too. Yeah, it's costly, very costly, yeah, but you know, could be the long term solution that we need.

Doug La Belle Michele, some of that discussion was in collaboration with OCC Community College, we would have, they would have used at a certain time. We would have used at a certain time. So that was part of the process. That's right?

Michele Richards Absolutely, yep. Create new revenue streams through greater control of the visitor experience. You all remember in your discussions that the self produced events that we have, life repair, life imaginology, like the craft beer festival, we produce the event, we have greater control over the experience that the guest has, as opposed to the events that rent our facility. We also are pretty good. So initiative able to be increase the number of self produced events that harness staff creativity, maximize property utilization and produce greater financial results. Initiative B, seek new speak the editorial...

Doug La Belle Comment. Very good.

Michele Richards Thank you. Thank you. Seek new local, public private partnerships and expand existing relationships in the development of new self produced events, and explore fundraising opportunities with Centennial farm Hero's Hall and the ranch to supplement the work that our foundations. Do. There's all kinds of grant opportunities that may be available or ways to realize revenue streams in, you know, in conjunction with what our foundations do. Create an environment that supports making it easier to do business with, and results in process improvements and operational excellence. So we certainly have our limitations as a government agency. You know, we follow those, those policies and procedures that are set up by the state by doing, identifying what our internal processes are and trying to create a organization wide Process Improvement Initiative that positively impacts us, internally and working with each other, but then also externally with our customers. I'll give you a perfect example of Michelle has been looking at how many times does a customer have to

click in order to purchase a ticket there or purchase a concert ticket? That makes it difficult to do business with that's a small example. But if we get that at that level of detail and making it easier for our customers to do business with us, or if you look at the you know, sort of the paperwork that is required, can that be consolidated, for example? So that's what this initiative is all about. So identifying those processes and doing what we can to streamline and then investing in staff training to better utilize our systems and the people, and then the last one, promote responsible stewardship of the state's assets for future generations, including agriculture, our property heritage and financials. So initiative a is to measure new programming and business opportunities to ensure maximum benefit to the public. B, ensure that public programs honor OCFECs history and heritage while celebrating new innovations. C, presents an annual budget that not only meets OCFECs operating needs, but provides reserves for future growth. And then D responsibly maintain facilities to meet current demands that planning for the future. So we did a pretty good job of summarizing all those charts. So I'm happy to take any questions or comments or suggestions for guidance.

Nick Kovacevich

Thank you, CEO Richards, we will before we do discuss with the board, I'd like to do the public comment on this, if that's okay, First we have Reggie Mundekis.

Reggie Mundekis

Hi, good morning. I support this strategic plan. I am very happy how quickly we were able to turn it around, and that's because we use staff that knew how this place works. So it wasn't like we hired somebody, then we had to explain to them how it works and spend a lot of time and money on that exercise. I like the idea of scraping data to get comments, because I'm thinking many of those comments are where I'm going to call spontaneous comments. They think you're not going to be beating them. They're just saying what they think. And that can actually be the most useful data. We also need to find a way to reach out to the younger people, the high school and the college age people, because that's the next tranche of customers, and start to understand who in those groups we can appeal to and what they're looking for and experience. And it needs to go beyond reaching out to the FFA and 4h kids, because there's a lot of other young people out there who would enjoy activities here if we offered them the right types of activities. I also strongly support developing new self produced events, because that's good for us. It's good for the community, and let's events be tailored to fill in gaps that exist in the types of events offered here. Thank you.

Nick Kovacevich

Thank You Reggie, next we have Gibran Stout.

Gibran Stout

Good morning. You guys thought you got rid of me. Sorry. Strategic Plan. Right place to start. I know there was lots of comments about a lot of work done by staff and the board, and yes, you guys have done a lot of work. Piece that's missing is the public piece. There was the one workshop that was cut short. But the public was limited to just this three minutes. One way, no response. In the past, you have had organizations

that you've hired and you've done it. So here's just an example. Yes, I'm a binder girl, and you had many different workshop sessions. They were very, very interactive. They included the public. They included stakeholders. So while there was staff inclusion and board inclusion, there was also public inclusion. And there really hasn't been that here, there really hasn't been that here, there has been you guys have been working hard, but there's this disconnect the speaker, I suppose, but you have a great example in the past. Leadership really did a great job in involving the public right and enhancing connection. As you said, your job is to be stewards, not conservators. So there should be more interaction. There should be more inclusion. You talk about diversity and inclusion, community neighborliness, yet it's super one sided. Obviously, I get off topic. I get reprimanded. And you get reprimanded, if you respond to me, it would be really great to have true public interaction that have workshops like we had in the past, where there was interaction, there was communication, come, means together, not just one sided. Reggie did also have a great suggestion with the FFA and 4h there's a lot of agricultural opportunities that are available. But again, we can't delve into it because my time is almost up, and this is all just one way. So that's awesome. Thank you

Nick Kovacevich

Ok, turn it over to the board to discuss the strategic plan.

Doug La Belle

First of all, I think Michelle and the staff have done an excellent job in taking input that we have provided at the two sessions that we have held to update what we have, what I would like to suggest, two things. First of all, as we talked before our master a plan which was put together over a long period of time, a whole series of options into it, I would like to suggest that the Facilities Committee, in conjunction with staff, take a look at most priorities that we have given what We've just done in terms of the update here to see if there are things that we need to add, things that we need to move in a different direction, and then bring that back when they've completed that to the full board, the other suggestion is the only option we have in terms of our facility now is to rent it. You know, we rent it through boarders, we rent it to individual input on their programming source on the rental that we do. I'm not saying that we would ever want to do this, but I think we should have the option of looking at the requirements would be through general services, if we should choose to lease a couple of acres somewhere for some period of time that will generate revenue that would help us facilitate not only the Master Site Plan, but our ongoing operations. And we don't want to get too far into that until we know some of those requirements would be. So I would like to suggest that maybe staff look into what the requirements would be from general services if this board should ever choose to want to lease a portion of the property for some specific use that would facilitate our ongoing operations and development of the Master Site Plan. The bottom line is, if I recall the numbers, macro wise, our Master site plan right now is about \$250 million in you know, three years ago, numbers and the underlying Ken can correct me if I'm wrong, but if everything goes well in terms of future fairs, which we assume, they will get about a third of the money, either now or in the future that we can

put with that. So the challenge is going to be. How do we get, how do we get the other two thirds funded? And I think we probably need to start with the facilities committee, working with staff and coming back with a relook at all that so... creating more work for Robert and Tanya but that's my job. So excited. Anyway, those are my thoughts.

Barbara Bagneris

The self produced events, I really like that. We do well with that our self-produced events, some of them are community facing only. We give back to the community. Maybe there's other options for us in that area to make some money. So, yeah, I think it's a great, great plan. I think we should never go to an outside agency ever again. We have the resources in house to do what we do for a strategic plan.

Michele Richards

Next step, as we did with the last three years, strategic plan is once the board approves this draft, then it goes out to the public. So just like we did before we send it out to our stakeholder groups, allow you know our various partners, the community, the public, to provide feedback to us that comes back to the board. If the board decides to incorporate any of that feedback into the plan, we'll do that. And then there'll be, you know, an opportunity, either at the February or March board meeting, to approve the final, final version. So that's why it's still stamped draft. Exactly.

Dimetria Jackson

I'm new to this. How does that public input work is made to you or to us? How does that happen?

Michele Richards

We provide a mechanism on our website, so we send it out to the plan out to various stakeholder groups, invite them to provide comments and feedback in a single portal so that we can capture everything at one time.

Doug La Belle

Agreed.

Nick Kovacevich

And that all comes back to us as a priority final action.

Michele Richards

That's right.

Doug La Belle

Movd Staff recommendation to get it on the table.

Barbara Bagneris

I second.

Nick Kovacevich

All right, we have a motion and a second.

Summer Angus

Chair Kovacevich?

Nick Kovacevich

Yes.

Summer Angus

Vice Chair Bagneris?

Barbara Bagneris

Yes.

Summer Angus

Director La Belle?

Doug La Belle

Yes.

Summer Angus Director Bilezikjian?

Tanya Bilezikjian Yes.

Summer Angus Director Jackson?

Dimetria Jackson Yes.

Summer Angus To note for the record, Director Ruiz did have to drop off the zoom.

Nick Kovacevich Thank you. We'll go to actually a very exciting agenda item 9b presentation of the 2025 OC Fair theme and art work. I will turn this over to wonderful Michelle.

Michele Capps Yeah, you have always already heard what the theme is, but we've been diligently working on the art and trying to come up with an overall 360 campaign I like to call where we will see, everywhere You visit, where you'll have this look and feel. Excuse me, the fair it's different to everybody. The landscape across the property appeals to people in different ways. And so through find you're happy and some payment. Oh, you have it. Whoops, whoops. So we've come up with you will see a pointer and the map with most of the artwork out there. So find your happy is different for everybody. You might be coming for the competitions. You might be bringing your children for the rides. You might love the agriculture, so it's different for everybody. And so we invite everybody to find your happy across the property. And so through the images, we've been solidifying what those images will be. We have a selection of agriculture, we have togetherness, we have food, rides, and you'll see all of that come to life in the next couple of months as we move along with this campaign is similar

Michele Capps Okay, thank you. Michelle, anything this is an information item, but anything the board would like to say before...

Barbara Bagneris I love that directional find your happy concept.

Nick Kovacevich Yeah, all right. I Good. All right, okay, great. Now we'll have the committee reports, agenda item 9C and we will start with the leadership committee and go ahead and. To read our brief report. So the Committee met on January the eighth to plan this year agenda for the January board of directors meeting. And of course, we will do it again next month. So we will meet on February 12 to plan the agenda for the February meeting. Next we have, one public comment on this item. Sorry, that would be Gibran Stout.

Gibran Stout Yeah, I wanted to address this to the leadership committee. You continually say that private boarding. I'm here to tell you that every single person that's on the property every single day of the week, the member of the public seems...

Nick Kovacevich Sorry to stop you Gibran but this is to be directed to the leadership committee.

Gibran Stout It is.

Nick Kovacevich I don't see anything in the report...

Gibran Stout It's directed to you Director Kovacevich.

Nick Kovacevich There's nothing in the report regarding what your comments are.

Gibran Stout This is directed to the leadership committee. This is an opportunity for public comment, my only opportunity to address leadership...

Nick Kovacevich That's not true. I...

Gibran Stout Its's poor leadership to interrupt me while I'm talking. So if you'd like to call and have me arrested...

Nick Kovacevich I think im going to...

Gibran Stout Really? I can't... see this is the problem is the public is shut down.

Nick Kovacevich Thank you Gibran. Okay, moving on to the next agenda Item. Next...

Gibran Stout Awesome leadership!

Nick Kovacevich Which is financial monitoring audit committee. We do have public comments on this. So Gibran Stout, If you want to start, you can come and talk about the Finance Committee. If you have something relevant to that...

Gibran Stout ...I suppose, because your job is to be stewards, and my only opportunity to address you is here, and you shut me down. And you're not supposed to shut people down because you don't like what they say. The \$50,000 I mentioned earlier, it's not about what it was spent on. It's about the dollar amount, the fact that you spent \$50,000 on supplies and a mural was not the point. The point was after just \$50,000 a program that was very expansive and very far reaching into the community operated and it cost you \$0 that's what the point was. Natalie said there was no insight into budget or proof of revenue. Nobody ever asked, A. B as a public benefit corporation a nonprofit, all income and expense information for our entire existence, for all nonprofits, is publicly available. So if you really want to know what it is Natalie, it's online. You can find it on the IRS website, Franchise Tax Board website and the Department of Justice website. You can see exactly how much everyone's made and how much they've spent. Director La Belle, you mentioned, how do we get stuff funded? It would be great if the staff would look at some off site options. You guys could have bought a new office building bigger than your addition half a mile away for \$6 million and just moved not spent five times that on building something in a time when 50% of all state of California, employees are still working from home, and the commercial business is experiencing highest vacancy rates in forever. So those are my things to say about finance.

Nick Kovacevich

Thank you for keeping your comments to the agenda Gibran. Next we have Carol Graves interested in speaking on that.

Carol Graves

In a personal phone call with Nick around May or so of last year, he told me that LWI was doing their job for rock bottom prices. They had done a deep dive, and there was nothing to be cut. And then he volunteered an interesting tidbit. He said, No one's getting rich off this. It just stuck out as odd to me. But lo and behold, less than a year later, Lopez turned in a bid for hundreds of 1000's of dollars, less than the current contract. Look at the two bits. It's astounding. Some of the costs, like feeding, are almost half of what he had in his previous bid. It doesn't hold water that there was nothing to be cut before that he can turn in a radically different contract a bid now and again. How will that affect the boarding rates going forward? Are you going to lower now when you accepted the Lopez Works contract, you were okay with losing over a million dollars in the first year. Are you okay with that trajectory, especially after forcing out all the trainers. We know Rome wasn't built in a day the trainers who kicked off the property spent their lives building these programs. And how much money are you willing to lose now that it's empty and you were leasing part of your property that created a profit at the equestrian center until you took it over you leased the stall to me.

Nick Kovacevich

Thank you. We do have a Facilities Committee report in Roberts absence so Director Bilezikjian can if you'd like to give us the update.

Tanya Bilezikjian

So we met on January 27 just earlier this week. We talked about December 24 financials, and happy to see that it was a good year. So I will go over some of the highlights. Revenue for December came in above budget and for particular reasons, 8014 99 pounds, PS, Grant reimbursement and interest income continuing to be higher on non cash balances. So great things appreciate the financial planning that went under that went under that budget by 7.6 million, looking at expenses. Expenses in December 2024 were 2.275 million. And unfavorable to budget by 284,000 and change. This is partly due to non-budgetary, equipment and relevant expenses during the fair and unvetted expenses for the ranch. because we didn't budget for the ranch in the back half of the year. Year to date, expenses 55 point 8 million and favorable to budget by 1.5 overall net net proceeds are favorable to budget by 6.5 1 million, and Cash to Cash investments as of in the year, 53.9 year. So overall, good job, and we will be meeting again at the end of February on the 24th.

Nick Kovacevich

Okay, thank you for the report. Any other comment on this item from the board, okay, I will move to the next committee report, which is the Facilities Committee and before we do that report, we do have one public comment. Gibran Stout. if you'd like to speak on the Facilities Committee report.

Gibran Stout

Yeah. I've heard Rome's not built in a day. You're not going to be online right way. We've spent decades building Rome for you. You had Rome. In front of you have a comparison. It's appalling. You could have

partnered with all of these people, all of these programs. But you chose to decimate an entire community. You chose to deprive all of the local community of all of these programs that were built. This is Rome. You had Rome and it was free. Now you're proposing 22 kids, 29 kids, which is great. That's fantastic. But you're planning on spending millions. You're already spending 1000s for the one uncertified, uninsured program that you have. But look at this. You're depriving SOY. They can no longer participate because the program is no longer close to them. Many, many programs, many, many partnerships that have been built over decades, decades. This was your Rome. You had Rome, and it cost you nothing. All we ever wanted was to partner with you and to grow this. I cannot see where you have expanded anything you have shrunk it. It is shameful, really. Um. I'll be happy to email this to you as well, because it has a link for all the pictures for all of the Rome that we built for you and that you enjoyed. I'd like to point out at the rates that you're paying, you would have spent 300 over \$300,000 just on OC vaulting alone. So you have received millions of dollars in benefit, public programs, partnerships for free. If you wanted to know how much we were making, all you had to do was ask, all we wanted was to partner. All we wanted was to collaborate. All we wanted was to serve the community. Thank you.

Nick Kovacevich

Thank you Gibran. Director Bilezikjian, Director Ruiz is gone, Would you like to take us through the committee report.

Tanya Bilezikjian

So facilities Committee Reports. We met on January 8, and we talked about the capex projects Master Site Plan and the ranch at this meeting. So as far as capex projects that are six active right now and then, we're keeping busy on that Master Site Plan, if you can. Just leave it there, if you would, thank you. And we also talked about the ranch, the current occupancy, and it's budgeted for the year the LWI is going to be the contractor going forward, and we're meeting again on February 26th.

Nick Kovacevich

Okay. Thank you. We do have some photos.

Ken Karns

Yeah the roof went down some photos installation and final roofing we're getting closed in. See the dense glass going on the outside. So we're getting the bedding of a little closed up, starting to take shape inside. Start finding a taping infrastructure of electrical and IT, and mechanical going in. This is, this is, we're defining it, building a, Building B, just for ease. So building a is existing, Building B is the addition. So this is the, that's what used to be the parking thing. So changed quite a bit. You can see all the diverse VIV boxes going in in this photo, so slowly but surely, we're getting to where we still start to see real transformation when you see drywall going in and things getting closed in there is this, this is no that was, that was parking department, offices, this, this was cubicles at One time. Okay, you can see all the plumbing rough in is getting completed. Electrical rough in is being completed. Inspections are going well, so we're driving right along. We can do one more. Yeah, there you go. So that that's where the business

development in the county area used to be. See it's starting to take shape. So yeah..

Barbara Bagneris

At the Western Fairs Association on the trade show for the CCA had an exhibit, and they showed the time lapse where we were we're at. So we'll get that link. You guys, it was really impressive.

Ken Karns

So don't forget, we have our own time lapse camera running the entire project on the outside, so it'll get harder to see.

Nick Kovacevich

Not sure if there's battery right here.

Barbara Bagneris

And having all the staff together to one location that is a press and I'm so glad I can go find our staff in that location on the property, and not somewhere else.

Nick Kovacevich

We're going to be on property. Got to be in touch with business. All right, thank you. And last but not least, we have the community first committee report plan first, we do have a public comment from Reggie Mundekis.

Reggie Mundekis

Hi. I read the report, and I strongly support the idea of cultural day at the OC fair. I'm suggesting you consider having HBCUs and perhaps the divine nine have activities, because I think it's important that people understand the role of these institutions in our society. I also like the idea of the poetry and Creative Writing Contest, and I see that as what I call, like a soft entry to getting high school students and maybe some younger college students interested in the fair. So I really like what the cultural committee the cultural community affairs committee is doing. So thank you.

Nick Kovacevich

Thank you Reggie. okay, turn this over to Director Rubal-Cava Garcia or Director Jackson.

Dimetria Jackson

Director Garcia, I'll do the report if that's okay. So we met, actually, you met on January 14, and says 15th but it was the 14th, and we'll discuss the following. We talked about continuing what we've done in the past. We're giving a presentation for sending proclamations to members of our community every month during the cultural celebration during this year, focusing on a prominent member of that cultural community. Committee to discuss hosting a cultural celebration day at the 2025 OC fair featuring various cultural groups that represent Orange County. Ideas included a booth for each group at a central celebration spot, cultural performances on stage, and maybe having a slide show various cultural groups as we're playing in the background. And we came in the same path as we did in the 2024 student art competition. You guys all remember that we had some students come in and we gave them they had their families here. It was really lovely and very touching about doing something similar this year, but maybe this time doing a student writing competition or poetry competition during the theater with the theme of community. And we'll do it with, you know, by age group. So we need to start a little younger with elementary and then middle school

and even high school. We haven't worked that up yet, but those are some of the thoughts we've had. So the OC fair exhibit standing education team will manage the competition, and the Community Affairs Committee will serve as judges. So that's what we're working on right now, and our next meeting will be to be determined.

Nick Kovacevich

Okay, great. That concludes our committee reports we are now on the final stretch, going to look at Agenda Item Number 11 upcoming events preview, and hopefully some of the ones I want to go to are not sold out.

Michele Capps

So this first one is a two day, all day, jiu jitsu matches you can watch as these athletes grapple while demonstrating their discipline for and dedicate to the sport of Brazilian Jiu Jitsu. That is followed by a championship, which is a Friday night event from six to nine and that one, like I said, it's a championship and immerse yourself in the energy and the passionate crowd united by your love for jiu jitsu as submissions are threatened, escapes are made and hands are raised. That's the official description there. And then we've got another fight club coming back, and that one is the boom stand for Valentines. So celebrate your Valentine's here at flight night. And then we've got the redo makers market. That is a community gathering uniting vintage fans and local artisans of California strolled through a curated collection of vintage finds, an authentic assortment of makers including home, clothing, surfboards and jewelry. There's also live music there as well, and food and drinks. And one that I'll be bringing my grandson to is this two day train event, the world's greatest hobby on tour. The buildings will be filled with model train exhibits. There's Lego exhibits, and Thomas the Tech engine will be here as well. The gym fairs back on February, 21 - 23rd. And then we have our centennial workshop, Centennial Farm workshops. Right in time for Valentine's. Is a chocolate making class called Chocolate list. And then at the end of the month, February 22 homegrown tomatoes. How To Grow Your Own tomatoes. It's one of the easiest vegetables that you can be growing at home. So she goes and discovery day next week, February 5th, where it's kind of that Open House Forum, that Centennial Farm, with all of our docents at different stations and farmers market every Thursday, and then I wanted to also share that on the 15th, we have our new exhibit opening at Hero's Hall. This is echoes of conflict, remembering Vietnam. This one offers a powerful and immersive journey through one of modern history's most complex and divisive conflicts through a rich collection of artifacts, personal stories, historical facts and poignant memorabilia. Visitors will gain a deeper understanding of the war's profound impact on the soldiers who fought in a broader global context. The exhibit features items such as uniforms, weaponry, photographs and letters, detailing first hand accounts that highlight the cost of the war and its lasting effects on individuals and our society, whose comprehensive display seeks to honor the experiences of those involved while providing historical insights into the war's political, social and cultural repercussions. So this opens on the 15th, and we will also be having a speaker series, and I'll have more information about that. And that goes through December.

Nick Kovacevich Thank you Michelle. And at last we will go around the room for board of directors. Matters of information. Start our friends on Zoom. Director Rubal-Cava Garcia.

Natalie Rubalcava-Garcia Thank you. Chair Kovacevich. I the only thing I want to say is I want to congratulate Michelle on her retirement. And I thought that your quote was very thoughtful and factual. So thank you for representing the board in that press release so effectively. But Michelle, I just want to say that we are going to miss you, because you have really I mean, I was part of the committee that hired you, and it was one of the best decisions that I think we've made for the fair, at least during my time here. And despite some of the things that we hear other people who take things personal say, you have really, really moved this fair forward. You got it through some very difficult times, including the pandemic, and have got us to this point where it's we, it's you have a great team. You have good morale. So I just want to commend you for the great work that you've done and how you have supported this board during this transition as well and taken our direction and applied it to the fair. So thank you for your service.

Nick Kovacevich Thank you Natalie. Director La Belle.

Doug La Belle Ditto, what Natalie has said double fold, Michelle, you done an outstanding job. And Nick, your comments were very apropos in terms of who we're losing in terms of this. So that's it's positive in terms of where you're heading and thank you for your service. I did want to mention to the board something unrelated to this. In 1986 Boys Republic opened its thrift shop in Altadena on Lake Street in a little strip mall. We had a flower shop next door. And I've been to the thrift shop, and it's, I like to call it the Nordstroms of thrift shops, the volunteers, the ladies and one gentleman who were the volunteers there, do a fantastic job. You go in there, and you know, like I said, it's a mini Nordstroms, one of the channels I was watching during the fires. The lady that was interviewed said, We've just lost the best thrift shop in Altadena and Pasadena, for that matter, and as sad as that is, six of our volunteers lost their homes, and we have a staff member and teacher who lost their home. Fortunately, we had a property in Silver Lake area that we were in the process of disposing up, that we moved them into, staff is working very hard now to where do we go from here? It was all volunteer, and in the course of 40 years, they generated over \$3 million that came back to Boys Republic to go into the programs that we do for girls and boys. So staff is working very hard to to come up with where we go from here. And I'll keep you posted on that, but it's, it's a very sad thing, and I tell you, when I was up there, these ladies, you got to get out of their way. They know what they're doing, and it's very organized, and they love what they're doing. It's as tragic as losing that property and the home behind it that we own and rented. The sad part is really what our what our volunteers, keep them in your thoughts. With that, that's it. Thank you.

Nick Kovacevich Thank you. Director Bilezikjian.

Tanya Bilezikjian Just keep on doubling what Natalie said, it's going to get big, go ahead and double it as well. You're my first CEO, so obviously from all my co directors here, your energy and your positivity will be missed. We're going to coast for a while on the steam that you put in. You've left us in a really good place and some very big shoes. On the other side. Really excited about the strategic plan. I think you did a wonderful job, you and your team. I took some good notes. I'm excited to be on the Facilities Committee and have the opportunity to help with the direction and all of those elements moving forward.

Nick Kovacevich Director Jackson.

Dimetria Jackson I guess I have to echo what everyone else saying thus far. Overall, was a good meeting. Let's say that I'm very impressed. What's going on with the strategic plan. Guys did a great job. I mean, we had a bunch of little post its potential step on the walls, and you kind of took all that information and you created this. No, it's not finalized, but it's really, really good to me. I appreciate you know the input people have shared and how to make it even better. As the Director Bilezikjian said, you've been our only CEO since we joined the board. You've set the bar very high, approachable. You follow our goals and objectives in you, like, like Doug La Belle said, you know, we talk about what we want done and you make it happen. Your team makes it happen. Got a great team behind you, and I know they're going to miss you, and we're going to miss you too. I really want to truly congratulate you all the work you've done here, for the Board, for the fair. I think it's been tremendous that I'm happy and I'm really going to miss you, and you know that gets going on that path. But just want to say that we're you. I think we're better because of you and we appreciate you, just want to make sure you're aware of that. So thank you for our board. Happy New Year, everybody that haven't said that to some of you, everybody here seen you all. So this is a happy new year. And Like Doug La Belle mentioned the people in the fires. My mentee did lose her home, so I was out of the country when this happened. So I came back and was like, Oh my gosh. So I'm glad Orange County was spared, and I know we were there for them if we needed to, and people here in Orange County are supporting those in LA, and that's what community is all about. And I think we will continue to do that.

Barbara Bagneris I can honestly say Ditto. Michele Richards, the best decision we made was to bring you in internally and what you did, you're leaving it at a high point. When I was at Western Fairs Convention, I did run into a couple of prior CEOs, and they commended us on what we've done. They did not have the board support when they tried to do different things during their terms, but very, very complimentary of what we've done as a board and Michele Richards as our CEO. So yeah, I'm going to miss you. I just hope you come back and visit when you get an opportunity. I wish your mother the best all of us at some point, if you live long enough, you're going to experience the same types of things, and I just admire that you're willing to go help you. So we wish her the best, keeping her in our prayers. I'm glad to mention the fires. Thank

you for mentioning that. I've used Boys Republic. They've come picked up stuff from my garage.

Doug La Belle

You have.

Barbara Bagneris

We appreciate them. We have one of our sister churches lost 58 of their members lost everything. I had two cousins that lost everything. It's a tragedy that you just you know, you don't. It's just, it's unfathomable what happened, but we continue to pray for those families. I know the community is showing up and supporting, but it's going to be a long process, and I hope that Boys Republic can replace that, that facility at some point and continue the good work that you guys do. But it is, it is tragic even you know last night the air the air tragedy, praying for those families. So you know somebody else today as tomorrow, we always have to be mindful of how we support each other, especially during a hard time. So I have my prayers go out to those families had lost in the fires. I want to thank our Leadership. Director Kovacevich has stepped up. He has done what needs to be done. He's got a second term, first time that's happened, and I think it was the right decision to do that. I appreciate what you do, how you direct your comments very powerful, and I really appreciate you, and I'm enjoying working with you, and I look forward to us continuing to work together.

Doug La Belle

Can I just add to what Barbara said about the fires, our Executive Director, Chris Burns, and Michelle knows very well, he's an outstanding leader, and the thoughts that I've been sharing with him are the community. It's given to us for 40 years through the thrift shop. And I'm going to really encourage my fellow board members to let's come up with a way that we can give back what has been given to us. Because, you know, in a year from now, you know, things will have moved on, but we're going to be there forever. We have a lot of relationships. And like I said, these volunteers are just delightful, and I can't tell you what they've gone through, obviously, and Barbara and Dimetri know the problems that occur just trying to figure out where you go from day to day, that's that's the issue. So anyway, thank you for that.

Nick Kovacevich

Yeah, thank you and I think this ... a very good comments and I think I want to amplify the same message you know things like this fire just shows you know what's really important you know and communities coming together we've had a lot of divisiveness, went through you know a presidential election and yet the president comes and Governor Newsome greets him off the plane and they are figuring out solutions to help the people right. And that's great to see people coming together and I love the work that we've done here as a Board. Obviously we have had a great leader and I'll read the quote that I said, but I think the important part is that Michele has put us in a great position to continue the momentum we have. We have a great with directors that really care and are in a great spot. Today will be, you know, a sort of sad day with Michel's announcement, the future is very bright and I think that's gonna be my message today, it's the new year, it's 2025. We've got find your happy and you know let's

find the positive things, things that bring us together as a community. Let's have some fun and execute this year on bringing more good stuff that what we do here every day so I'm going to read my quote: Michele Richards has left an unforgettable mark on OC Fair & Event Center. Her leadership during challenging times, especially steering us through the global pandemic, exemplified the true essence of resilience and innovation. Under her guidance, OCFEC has not only weathered storms but has emerged stronger, with a business model focused on sustainability, community satisfaction and safety. As Michele steps away to dedicate her time to her family, she leaves behind an organization that is not just surviving but thriving, poised to seize new opportunities with enthusiasm. Her vision, dedication and heartfelt service have been the bedrock of our success. On behalf of the Board, our staff and the community we've served together, we express our profound gratitude to Michele.

Michele Richards I do I have to say something, because I'll save that for later. But thank you very much. That quote was, yeah, I have enjoyed this so much I can't even tell you just it's going to be so, so difficult to leave. I, I I've been here for many, many years, served as CEO for five of those years. These are just the best, best human beings that I've ever worked with. You all have been incredible. Thank you for your support. I'll come back. I'd like to get some tickets to a show. Once you know, I have, I have lifelong friends here in Orange County, I feeling very called to go back to help my mom. I know, if you haven't been in that situation, everyone will be at some point, and it's my opportunity to spend time with her while she still knows who I am. And, you know, help her, help her in this last phase of her life, and my family needs that help. So it was a very, very difficult decision, but, but one that, that that I know is the right one, but it doesn't make leaving any easier. So I'm happy if I've made a difference here. I'm truly happy, because that's really all we can hope for right in our lives, is to just, you know, make a difference. And so I thank you for your support and thank you for all your very kind comments.

Michele Richards

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Nick Kovacevich

Yes we will end the meeting, and look forward to the next meeting, February, 27. See you all next month, Meeting adjourned.