



**Board of Directors Meeting**  
**February 24, 2022**

**Good morning.**

**The meeting will begin just after 9:30 a.m. 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...

Celebration of Orange County's  
Communities, Interests, Agriculture and  
Heritage

*(with results justifying resources expended)*





## 5. Minutes

### **A. Board meeting held January 27, 2021**

#### 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 a docket 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.





## 8A. Review Draft Strategic Planning Direction Statements and Implementation Steps and Vote on Whether to Approve as Part of the Draft 3-Year Strategic Plan

During Strategic Planning Workshop #2 held on October 12, 2021 the Board drafted directional statements for the equestrian center and the annual OC Fair, and approved those statements at the October 28, 2021 Board of Directors meeting.

During Strategic Planning Workshop #3 held on December 7, 2021 the Board also drafted directional statements for the year-round events program, the educational assets/foundations (Centennial Farm and Heroes Hall) and community/emergency support programs.

Staff will present the draft statements from Workshop #3, along with implementation steps for all draft statements for Board review, discussion and approval for inclusion in the draft 3-year strategic plan.



# Strategic Direction – Annual OC Fair

- **STRATEGIC DIRECTION:** The annual OC Fair will establish public/private partnerships designed to benefit and increase accessibility to lower income residents of Orange County so that all who are served are provided a full fair experience.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Increase Board directed fair admission ticket donations to local Orange County nonprofits from 2,500 to 5,000 in order to provide access to the county's neediest families. Staff will continue to work with Board members to maximize opportunities throughout Orange County to serve the community with complimentary admission tickets.
  - **Year 2:** Use Board member assistance to identify Orange County nonprofit or community foundations to contribute at least \$50 to each of the 5,000 individuals receiving donated admission in order to provide a full fair experience including food and carnival rides.
  - **Year 3:** Increase the number of donated fair admission tickets to needy OC families by 50%.





# Strategic Direction – Annual OC Fair

- **STRATEGIC DIRECTION:** The annual OC Fair will create an opportunity each year for increased local business participation for merchants and concessionaires.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Continue outreach through OC chambers of commerce and Destination Management Organizations (DMOs) to local merchants and restaurants to identify at least five additional local OC businesses to participate in the 2022 OC Fair.
  - **Year 2:** Develop a portable concessions operation and/or pop-up concept to give local restaurants an opportunity to participate beginning with the 2023 OC Fair.
  - **Year 3:** Continue expanding the “local business” program increasing the number of local merchants and restaurants participating in the 2024 fair by 25%.



# Strategic Direction – Annual OC Fair

- **STRATEGIC DIRECTION:** Marketing and advertising plans will focus on promoting and highlighting free of charge programming at the annual OC Fair in order to become the #1 destination of choice for family activities each summer. The OC Fair will be “a place where you can break out with your family without breaking the bank.”
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Develop a mini-campaign within the full advertising campaign for the 2022 OC Fair which focuses on “affordable family fun.”
  - **Year 1:** Develop benchmark metrics to measure the success of the “affordable family fun” campaign including the number of positive comments from the patron surveys, positive social media comments and industry recognition awards.
  - **Year 2:** Show a year-over-year increase for all identified metrics.
  - **Year 3:** Show an additional year-over-year increase for all identified metrics.



# Strategic Direction – Annual OC Fair

- **STRATEGIC DIRECTION:** The OC Fair will be the #1 fair in the State of California and in the Top Five in the U.S. for providing an exceptional guest experience to include educational offerings, exhibits that highlight the community and activities that promote traditions and family connections.
- **IMPLEMENTATION STEPS:**
  - **Years 1-3:** Achieve guest satisfaction ratings above 4.0 in all categories in the annual OC Fair patron survey.
  - **Years 1-3:** Introduce at least one new family-friendly exhibit or attraction each year at the OC Fair that highlights family traditions and connections.
  - **Years 1-3:** Present an annual “State of the Fair” address to the Board of Directors and public.
  - **Year 2:** Conduct a post-fair focus group to measure patron feedback on their guest experience at the 2023 OC Fair.



# Strategic Direction – Year-Round Events Program

- **STRATEGIC DIRECTION:** OC Fair & Event Center will curate and offer more self-produced events to deliver relevant content and unique experiences to OC residents, particularly focused on youth, diversity and community.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Reintroduce an in-person Imaginology with a goal to attract up to 10,000 attendees per day, keeping within the current CA Department of Public Health guidelines for mega events.
  - **Year 2:** In addition to Imaginology, the Fall craft beer festival (Boo Ha Ha) and the Veterans Day celebration, introduce a new self-produced event focused on agriculture education.
  - **Year 3:** Introduce 1-2 new self-produced events that bring OC agencies together with the public in service of the greater community, particularly youth, i.e. job fairs and meet and greets with OC law enforcement and fire authorities.



# Strategic Direction – Year-Round Events Program

- **STRATEGIC DIRECTION:** Entertainment offerings in the Pacific Amphitheatre will expand to include activities outside of traditional fair dates.
- **IMPLEMENTATION STEPS**
  - **Year 1:** Expand pre- and post-fair concerts in the Pacific Amphitheatre, adding 17 shows for a total of 40 performances in 2022.
  - **Year 2:** Book 2-3 additional Pacific Amphitheatre performances outside of 2023 fair dates.
  - **Year 3:** Offer at least 45 performances in the Pacific Amphitheatre in 2024.



# Strategic Direction – Year-Round Events Program

- **STRATEGIC DIRECTION:** OC Fair & Event Center will expand exposure to the business community in order to become a well-known and frequently used venue for Orange County businesses and business leaders.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Work with OC Business Council and various OC chambers of commerce to expand OC FEC's exposure to the business community. Launch a marketing campaign by the end of 2022 focused on rental opportunities targeted to the business community.
  - **Year 2:** Book 4-5 mid-week business event opportunities in 2023.
  - **Year 3:** Book an additional 4-5 mid-week business event opportunities in 2024.





# Strategic Direction – Educ. Assets/Foundations

- **STRATEGIC DIRECTION:** Centennial Farm will host more events to introduce more students and families to agriculture and agriculture-related topics, including nutrition and healthy eating.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Begin research and development for a collaboration with OC Health Care Agency to offer family healthy eating events and classes at Centennial Farm.
  - **Year 1:** Begin research and development for an annual “Farm Day” at Centennial Farm featuring public agriculture-based educational programming
  - **Year 2:** Introduce a nutrition component to the Jr. Farmer tours at Centennial Farm beginning in Fall 2023.
  - **Year 3:** Increase attendance from 2023 numbers by 10% at agriculture and healthy eating programs.



# Strategic Direction – Educ. Assets/Foundation

- **STRATEGIC DIRECTION:** Heroes Hall and Centennial Farm will work with the Heroes Hall Veterans Foundation and the Centennial Farm Foundation to better define the connection/relationship between the Board and the Foundations in order to provide more access to student and community groups that may face barriers to attendance.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** In advance of the expiration of each foundation's MOU, review terms and incorporate changes to increase each foundation's support of OC FEC educational assets.
  - **Year 2:** Work with each foundation to identify annual fundraising opportunities to increase funding for Heroes Hall and Centennial Farm programming.



# Strategic Direction – Educ. Assets/Foundations

- **STRATEGIC DIRECTION:** Heroes Hall will connect OC youth with veterans from Orange County through community events, school tours and other educational opportunities, including producing the premier Veterans Day celebration in Orange County.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Plan and execute a 2022 Veterans Day event with a year-over-year attendance increase from 2021 and increased participation by elected officials.
  - **Year 2:** Work with the OC Department of Education to host at least 5 high school tours of Heroes Hall.
  - **Year 3:** Introduce opportunities in 2024 for students to connect with OC veterans by hosting at least two related events.



# Strategic Direction – Educ. Assets/Foundations

- **STRATEGIC DIRECTION:** OC Fair & Event Center will launch a media campaign to inform the public about the contributions the organization makes to the community including at Heroes Hall, Centennial Farm and our emergency support services.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Develop a multi-platform public relations campaign to increase awareness of OC FEC's contributions to the community, targeting at least 10 positive stories throughout the year about Heroes Hall, Centennial Farm and OC FEC emergency support services.
  - **Year 2:** Launch a speaking tour focused on OC FEC's contributions to the community, targeting at least 5 opportunities outside of fair dates for both the CEO and Board members.
  - **Year 3:** Increase the number of positive stories and speaking opportunities by 20%.



# Strategic Direction – Equestrian Center

- **STRATEGIC DIRECTION:** OC Fair & Event Center's equestrian center will serve as a true public asset to ensure greater access to a broader group of constituents throughout Orange County. It will be operated as a "best in breed" equine venue with the highest standard of care for boarded horses and animals in need of shelter during emergencies.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Work with OC Animal Care to establish baseline emergency evacuation procedures and required supplies/equipment. Develop a written procedure and plan for emergency evacuations by June 30, 2022.
  - **Year 1:** Establish standard operating procedures for equine care that meet or exceed industry best practices and begin implementation by February 1, 2023.
  - **Year 2:** Start development of a public tour program of the equestrian center led by volunteer docents with educational components and hands-on activities by end of 2023.
  - **Year 3:** Explore a partnership with at least one equine-related nonprofit organization to provide low cost or no cost riding services to community members, particularly at-risk youth, by the end of, 2024.



# Strategic Direction – Equestrian Center

- **STRATEGIC DIRECTION:** OC Fair & Event Center staff will operate the equestrian center, planning and executing programming to the maximum benefit of the public. The programming will be focused on equine education and entertainment for the public.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Work with current operator to develop a transition plan for the operation of the Equestrian Center to include establishing administrative/accounting systems and procedures, staffing and budgeting with planning completed by the end of 2022, and self-operation beginning January 1, 2023.
  - **Year 1:** Hire an equestrian center supervisor by the end of 2022 who, after an appropriate transition period, will take over leadership of the venue beginning in January, 2023 and staff as required.
  - **Year 2:** Develop a revenue-generating horse show program for the public by the end of 2023 with the goal of hosting at least two public horse shows by August, 2023.
  - **Year 3:** Leverage connections with OC public schools through Centennial Farm and Heroes Hall contacts to launch a school tours educational program with the goal to host at least 10 school groups by August, 2024.





# Strategic Direction – Equestrian Center

- **STRATEGIC DIRECTION:** The equestrian center programming will be integrated into other OC Fair & Event Center activities throughout the year including the annual OC Fair and Imaginology.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Work with current equestrian center trainers to include an equine-related exhibit at the 2022 OC Fair.
  - **Year 2:** OCFEC agriculture education team will work with equestrian center users to develop a public equine education exhibit and tour program for students and the general public.
  - **Year 3:** Launch the public exhibit and tour program to integrate with the start of Jr. Farmer tours at Centennial Farm by Fall, 2024.



# Strategic Direction – Equestrian Center

- **STRATEGIC DIRECTION:** The business model for the equestrian center will balance the requirement to operate as a public benefit venue with the need to be financially sound.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Complete assessment of current equestrian center operations and develop new automated processes and procedures in preparation for self-operation by the end of 2022.
  - **Year 2:** Develop a detailed Profit & Loss statement to determine true operational performance with specific revenue and expense targets, including all maintenance expenses not previously included in the equestrian center budget.
  - **Year 3:** Identify and sign at least one equestrian center sponsor.



# Strategic Direction – Community Support

- **STRATEGIC DIRECTION:** OC Fair & Event Center will mobilize stakeholders and partners to complement the organization's efforts in supporting the community.
- **IMPLEMENTATION STEPS:**
  - See #1 under Annual Fair



# Strategic Direction – Community Support

- **STRATEGIC DIRECTION:** OC Fair & Event Center will ensure that proper resources are allocated for responding to emergencies, including adequate funding, equipment and staffing.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Review current written emergency response plans and recommend additional funding, equipment and staffing in time for the 2023 budget process.
  - **Years 2 and 3:** Conduct annual reviews of written emergency response plans prior to each year's budget process and add new funding, equipment and staffing to meet the Governor's requirements to serve as an emergency resiliency center.



# Strategic Direction – Community Support

- **STRATEGIC DIRECTION:** OC Fair & Event Center will be accessible to nonprofits, community groups and public officials conducting official business through rental fee waivers or discounts.
- **IMPLEMENTATION STEPS:**
  - **Year 1:** Continue to work with Senator Min's office to introduce legislation allowing for local fair board approval to provide rental fee waivers or discounts to nonprofits, community groups and public officials conducting official business. Include \$150,000 in rent relief funds in the 2023 budget.
  - **Year 2:** Re-introduce the Community Engagement Program and employee review panel to allow local nonprofits and community groups to apply for rental fee waivers and discounts, increasing funding in the 2024 budget up to \$200,000.



# 8A. Review Draft Strategic Planning Direction Statements and Implementation Steps and Vote on Whether to Approve as Part of the Draft 3-Year Strategic Plan

## **RECOMMENDATION:**

At the Board of Directors' discretion.





## 8B. Presentation of Board of Directors Governing Policy Update Recommendations from Governance Committee and Vote on Next Steps (Policies 6.04 and 6.05)

The Governance Committee of the Board of Directors is responsible for periodic review of the Board's governance policies and recommending updates and/or changes. The committee is recommending the following for action:

1. Policy 6.04 (High Profile Event Policy) was approved in June 2016 and governs high profile events at OCFEC which have the potential to have a significant impact on the surrounding neighborhoods, or are complex in nature and may impede operational event execution including effective crowd control and public safety measures.
  - The current policy requires that OCFEC must have at least **seven (7) business days'** notice prior to the high profile event
  - Staff recommended to the Governance Committee to increase the notification requirement from at least seven (7) business days to at **least ten (10) business days** to allow for adequate assessment, planning, collaboration with outside agencies, staffing and execution of high profile events.



## 8B. Presentation of Board of Directors Governing Policy Update Recommendations from Governance Committee and Vote on Next Steps (Policies 6.04 and 6.05)

2. Policy 6.05 (Cannabis Event Policy) was approved in November 2018 and prohibits booking of cannabis-related events, or the inclusion of cannabis-related products, sponsorships, activities, drug paraphernalia, marketing, advertising or promotion during events held at OC FEC.
  - While the policy does allow for the sale, promotion and display of products containing seeds derived from industrial hemp, it does not allow for the sale, promotion and display of CBD products.
  - The Governance Committee is recommending that the Board direct staff to research any changes in the factors considered by the Board in developing the Cannabis Event Policy in November 2018 and bring back information to the Board at a later date for discussion and consideration.

### **RECOMMENDATION:**

At the Board of Directors' discretion.



## 8C. Review of Draft Letter of Understanding (LOU) #1 to Engage California Construction Authority (CCA) for Proposed Serenity Garden and Vote on Next Steps

At the December 16, 2021 meeting, the Board of Directors considered a request to move the proposed Heroes Hall Serenity Garden project from the 2024 capital projects list to 2022, along with an offer from the Heroes Hall Veterans Foundation to contribute \$100,000 to the project. After discussion, the Board voted to move the project to the Facilities Committee to explore the proposed idea in more detail and provide the Board with more information.



## 8C. Review of Draft Letter of Understanding (LOU) #1 to Engage California Construction Authority (CCA) for Proposed Serenity Garden and Vote on Next Steps

Without incurring additional costs, staff engaged California Construction Authority (CCA) to develop an initial draft LOU to provide estimates and next steps for the proposed project. A copy of the LOU #1 from CCA is attached and outlines an estimate of \$30,920 for CCA to provide project administrative services to work with a landscape architect to develop a scope of work and three conceptual designs for the serenity garden. Estimates for the conceptual designs and anticipated construction costs are as follows:

Conceptual Design 1 - \$300,000

Conceptual Design 2 - \$400,000

Conceptual Design 3 - \$500,000

### **RECOMMENDATION:**

At the Board of Directors' discretion.



# 8D. Committee/Ad Hoc Committee/Liaison Reports

## INFORMATION ITEM:

To assure compliance with the Bagley-Keene 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 La Belle, Committee Chair; Vice Chair Pham)
- ii. **Financial Monitoring and Audit Committee** (Director Kovacevich, Committee Chair; Director Bagneris)
- iii. **Facilities Committee** (Director Ruiz, Committee Chair; Director Aitken)
- iv. **Governance Committee** (Director Cervantes, Committee Chair; Director Rubalcava-Garcia)
- v. **Community Affairs Committee** (Director Bagneris, Committee Chair; Director Rafiei)
- vi. **Entertainment and Business Development Committee** (Director Rubalcava-Garcia, Committee Chair; Director Cervantes)
- vii. **Governmental Relations Committee** (Director Aitken, Committee Chair; Vice Chair Pham)
- viii. **Centennial Farm Foundation Liaison** (Director Rafiei, Director Ruiz)
- ix. **Heroes Hall Veterans Foundation Liaison** (Director Cervantes, Vice Chair La Belle)







CALIFORNIA DEPARTMENT OF  
FOOD & AGRICULTURE

California's Black producers account for **120,264** acres  
and **\$181.3 million** in agriculture sales.

*Source: 2017 Census of Agriculture.*



[nass.usda.gov/AgCensus](https://nass.usda.gov/AgCensus)





## 9. 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. Adam Carleton v. 32nd District Agricultural Association, et al., Orange County Superior Court, Case No. 30-2020-01174951-CU-OE-CJC
- B. Personnel:** The Board will meet in closed session to consider the evaluation of performance of the General Manager / CEO. [Govt. Code, § 11126, subd. (a).]



## 10. CEO's Operational Announcements & Updates





# 10. CEO's Operational Announcements & Updates





# 10. CEO's Operational Announcements & Updates



# For the Month Ended January 31, 2022

|                            | <b>Actual</b>        | <b>Budget</b>        | <b>Variance</b><br>Favorable<br>(Unfavorable) |
|----------------------------|----------------------|----------------------|---|
| YTD Revenue                | \$ 225,638           | \$ 166,950           | \$ 58,688                                     |
| YTD Expenses               | <u>\$1,705,645</u>   | <u>\$3,268,049</u>   | <u>\$1,562,404</u>                            |
| YTD Net Proceeds (Deficit) | <u>\$(1,480,007)</u> | <u>\$(3,101,099)</u> | <u>\$1,621,092</u>                            |



# Cash and Cash Equivalents

|                                    | <u>January 31, 2022</u> | <u>January 31, 2021</u> |
|------------------------------------|-------------------------|-------------------------|
| Cash on Hand                       | \$ 601,535              | \$ 394,249              |
| Investments                        | <u>\$57,995,326</u>     | <u>\$39,860,911</u>     |
| Total Cash and Cash<br>Equivalents | <u>\$58,596,861</u>     | <u>\$40,255,160</u>     |
| Year over Year Increase            | <u>\$18,341,701</u>     |                         |
| Year over Year % Increase          | 45.6%                   |                         |



# For the Twelve Months Ended December 31, 2021 - **FINAL**

|                            | <b>Actual</b>       | <b>Budget</b>         | <b>Variance</b><br>Favorable<br>(Unfavorable) |
|----------------------------|---------------------|-----------------------|---|
| YTD Revenue                | \$53,501,228        | \$23,525,020          | \$29,976,208                                  |
| YTD Expenses               | <u>\$35,053,449</u> | <u>\$35,343,520</u>   | <u>\$ 290,071</u>                             |
| YTD Net Proceeds (Deficit) | <u>\$18,447,780</u> | <u>\$(11,818,500)</u> | <u>\$30,266,280</u>                           |





# Cash and Cash Equivalents - **FINAL**

|                                    | <u>December 31, 2021</u> | <u>December 31, 2020</u> |
|------------------------------------|--------------------------|--------------------------|
| Cash on Hand                       | \$ 599,990               | \$ 655,663               |
| Investments                        | <u>\$58,995,326</u>      | <u>\$40,794,297</u>      |
| Total Cash and Cash<br>Equivalents | <u>\$59,595,316</u>      | <u>\$41,449,960</u>      |
| Year over Year Increase            | <u>\$18,145,357</u>      |                          |
| Year over Year % Increase          | 43.8%                    |                          |



## 10. CEO's Operational Announcements & Updates





# EVENTS UPDATE



Feb 25 - 27



Feb 25 - 27



Feb 26 & Mar 12



Feb 26 - 27



Mar 6



Mar 10 - 12



Thru Mar 31

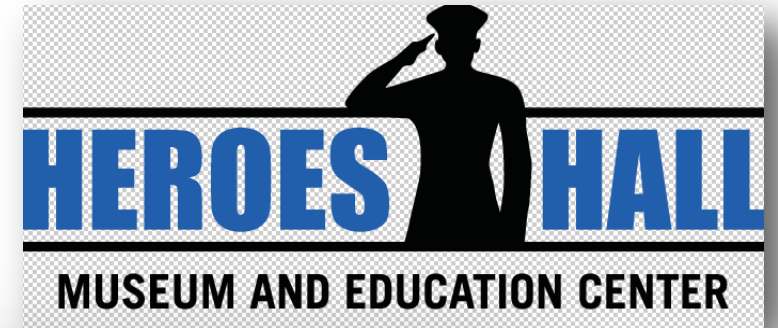


Thursdays





# EVENTS UPDATE



Homegrown  
Tomatoes  
Feb 26



How to Graft Fruit Trees  
Feb 26



Summer Crops  
Mar 5



Thru Sept 18

**FIGHTING FOR THE RIGHT TO FIGHT**  
AFRICAN AMERICAN EXPERIENCES IN WWII







# IMAGINOLOGY

• POWER YOUR •  
IMAGINATION

***APRIL 9-10***

*FREE • FAMILY • EVENT*



# 11. Board of Directors Matters of Information

**Next Board Meeting**

**March 24, 2022**

