

## OCFEC Board Meeting October 23rd, 2025

**Nick Kovacevich** Good morning everyone. Another beautiful day during our local summer here, I'm going to call the meeting to order all matters listed on the 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 a order at the discretion of the chairperson. The mission of the OCFEC is enhancing equitable community access to agriculture, entertainment, cultural and educational experiences. And if everyone will please rise and we will, I will lead you in the pledge.

**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.

**Nick Kovacevich** Summer, would you be kind to lead us in a roll call?

**Summer Angus** Chair Kovacevich?

**Nick Kovacevich** Here.

**Summer Angus** Vice Chair Bagneris? Director Pham, Director La Belle?

**Doug La Belle** Here, at last.

**Summer Angus** Director Rubalcava-Garcia?

**Natalie Rubalcava-Garcia** Here.

**Natalie Rubalcava-Garcia** Director Ruiz, Director Bilezikjian, and Director Jackson?

**Dimetria Jackson** Here.

**Nick Kovacevich** Thank you. Next, we'll do the we'll take a look at the minutes. We do have the board meeting, minutes from the meeting on September 25 does anyone have a discussion.

**Doug La Belle** Move the minutes.

**Barbara Bagneris** Second.

<b>Nick Kovacevich</b>	We have a motion and a second, Summer.
<b>Summer Angus</b>	Chair Kovacevich?
<b>Nick Kovacevich</b>	Yes.
<b>Summer Angus</b>	Vice Chair Bagneris?
<b>Barbara Bagneris</b>	Yes.
<b>Summer Angus</b>	Director Pham?
<b>Newton Pham</b>	Abstain.
<b>Summer Angus</b>	Director La Belle?
<b>Doug La Belle</b>	Yes.
<b>Summer Angus</b>	Director Rubalcava-Garcia?
<b>Natalie</b>	Yes.
<b>Rubalcava-Garcia</b>	
<b>Summer Angus</b>	And Director Jackson?
<b>Dimetria Jackson</b>	Yes.
<b>Summer Angus</b>	Thank you.
<b>Nick Kovacevich</b>	Okay, great. Next we have 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 the agenda item speakers are requested to fill out and submit a comment card to the meeting Secretary prior to the start of meeting, and are limited to three minutes. Comments will be accepted on all other agenda items at the time. Each agenda item is listed on the agenda. Speakers wishing to address the board on items on the agenda are requested to fill out and submit a comment card to the meeting Secretary prior to the start of the meeting and identify the agenda items on which you desire to address the board. Speakers are again limited to three minutes. Do we have any general public comments?
<b>Summer Angus</b>	No, we don't.

<b>Nick Kovacevich</b>	All right. No public comments. We will move on to the consent calendar. All matters listed under the 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. 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 for public request specific items to be discussed separately. Discussed separately and or removed from this section. Any member of the public who wishes to discuss current sorry, discuss Consent Calendar items should notify the chair of the board at the time request and be recognized by invitation of the chair to address the board. Do we have any items that need to be discussed or pulled?
<b>Barbara Bagneris</b>	Okay, hearing none, Director Kovacevich, I move that we move the consent calendar.
<b>Nick Kovacevich</b>	Motion.
<b>Natalie</b>	I second.
<b>Rubalcava-Garcia</b>	
<b>Nick Kovacevich</b>	And a second. Summer?
<b>Summer Angus</b>	Chair Kovacevich?
<b>Nick Kovacevich</b>	yes.
<b>Summer Angus</b>	Vice Chair Bagneris?
<b>Barbara Bagneris</b>	Yes.
<b>Summer Angus</b>	Director Pham?
<b>Newton Pham</b>	Yes.
<b>Summer Angus</b>	Director La Belle?
<b>Doug La Belle</b>	Yes.
<b>Summer Angus</b>	Director Rubalcava-Garcia?
<b>Natalie</b>	Yes.
<b>Rubalcava-Garcia</b>	
<b>Summer Angus</b>	And Director Jackson.

**Dimetria Jackson** Yes.

**Summer Angus** Thank you.

**Nick Kovacevich** Okay, thank you. We do not have a big announcement. We do not have a closed session today. So we are going to move to Agenda Item number nine, which is the CEO's verbal operational announcements and updates. And for this, I will turn it over to the aforementioned CEO James.

**James Canfield** Thank you so Director La Belle back, smiling face. I'm certainly we've had a chance to connect many times. I know you've stayed very engaged with with our activities and the board's activities. So thank you for your continued service and working so hard to get back to us. Thank you, and I'd like to welcome you and everyone to our new OCFEC boardroom, version 2.1 if you remember, last month we were in version 2.0 so we have made some significant strides in a month's time. We've been able to kind of reconfigure the Dyess table to be a little more inclusive of the audience. We have brand new name plaques for everyone that are themed to the OC Fair, and our sound system is now 100% working and ready, so we don't need the temporary sound here. And, if yeah, and and in case anyone didn't notice, our graphics have been replaced. And we really had two issues. One, we had updated some of the information, but on top of that, it was peeling off. So so we have beautiful new graphics and a beautiful new space. So again, welcome, and I'm sure there'll be continued upgrades and updates as we go, we'll continue to kind of really move back in and make the space our own. So welcome some of my updates, and I'll read them off off the screen. It's easier for me. Some of the things that have been going on have been our ongoing engagement with the industry. Yeah, it's up. Sorry. I sorry, part of the agenda for last month's meeting was installing me as the OC fairs representative on the CCA board.

**James Canfield** So I was able to attend my first board meeting and actually participated in the CCA Executive Director interviews, which were live interviews up in Sacramento, we also, Michelle and I were able to conduct a meeting with the CCA agency that handles all their grant requests, their grant writers and. Regarding grants that we may be eligible for as we move forward. So we're in correspondence with them right now with list of different things that are available to us, and that's a combination of environmental a combination of the resiliency and emergency preparation grants, as well as overall, just upgrades of things on the

campus. So you'll be hearing more and more about that, the first one we've identified, and it was interesting, because one of the last things we have to do on this project, there are two stubs out there for our EV chargers for the Administrative Office, and there's actually a grant program that we identified that they're going to help us apply for, hopefully to get those paid for as part of that. And we're likely, well, we need to upgrade the ones that we already have, and we'll likely relocate those to the front of the building, so I think that'll be a very positive thing. The other service that their grant writer provided was they worked with some of the grounds on the SVOG grants, so as we continue the review process on the SVOG grant, we may be able to get their assistance related to making sure that that we're able to support our original claim that we were eligible for the program. Because, as you know, they've, they've asked for kind of a claw back of that. So we'll be continuing to work on that. We're, we're assuming that with the government shutdown, that's probably not an effort that we're going to hear about in the very near future, but we feel like we've got some good support to help us with that if necessary. So if they don't reopen, we're good on that project. That's correct, yes. And again, it was a significant program of great benefit to us and many other, I mean, other fairgrounds, as well as as venues all across the country. SOG, again, that's the shuttered venue operations grant. And again, because we were basically unable to have a fair, we weren't really eligible for that program so.

**Nick Kovacevich**

That was a \$4 million?

**James Canfield**

Yeah, 4.4, 4.8. We also discussed at the last board meeting our membership in SERP which is the California fairgrounds resiliency group that we we've joined up with. So I attended my first SERP board meeting as well. And one of the keys there that I think is is really good news. And I think our joining the organization really helped jumpstart this is we're in discussions now with CFA, which is the California affairs Alliance, to really kind of bring our efforts together and better coordinate with with all the fairs in the state, because a big part of this is us all Creating a network that's resilient and available for emergency response. So obviously, the fairgrounds are the kinds of facilities that have the most resources, the most space and the best availability to be a part of those robust programs. And then we do have an upcoming board retreat that I'll be attending as well. I was also asked to join the travel Costa Mesa board of directors, and not I'm actually taking the place

that Michelle had as an advisor member of that body. So I did attend my first board meeting with that board as well, and obviously they're the folks that really our Convention and Visitors Bureau, that Hamble, that work closely with not only the fairgrounds, but all of our other attractions, South Coast Plaza, the hoteliers, etc, to try to bring more tourism To the city. So continuing with kind of our industry engagement. Attended a number of industry events over the past month. Michelle attended IEBA, which is really the entertainment industry booking conference, and came back with fire in her eyes and a jump in her step, and I'll touch on that in a few minutes.

**James Canfield**

Our marketing team, including Michelle, also went to the Texas State Fair, spent some time with them again, experiencing that event and sharing some best practices, not only to help them, but for us to see what another large statewide fair is doing. And then our maintenance team, and everybody knows Jerry Eldridge, and Jerry's been with us for a very long time, and he is actually the leader of an organization called Maintenance Mania. And what that group does is, is operations. Folks from the different fairs gather and do hands on training and seminars and sessions. And Jerry and our maintenance team actually went to Grass Valley, California, which is, interestingly enough, the Nevada County Fairgrounds, which is in California, I can't explain it, but was able to kind of run that program for them. So from an upcoming travel standpoint, CDFA symposium, the first of November, Chair Kovacevich and Vice Chair Bagneris will be attending that as well, the WFA management conference and I mentioned the SERP board strategic planning event as well.

**James Canfield**

So sorry, too many we do have the COO, search is still ongoing. We we've had a chance to bet the first set of respondents to the posting really felt we had a limited pool of highly qualified candidates. So we've reopened that position. We've turned it into kind of a continuing recruitment, and we'll continue to to review and then interview potential candidates as we go. It is an extremely important position, as everybody knows, even though Melissa is doing a great job and Michelle. They're both doing a great job, kind of helping to support those operations as well. But the trick is we've got to find the person with the right stuff, with the fair background, with the large event background and the strong operational background. We're continuing on our event marketing. We're working with two groups right now on new grounds, wide special events, and some folks that chair Kovacevic

helped identify for us. And so we're excited about that. And I know one of the things that that we've talked about a lot, and that that's, I know high profile for us is our Pacific amphitheater concert season, and we have a significant number of offers out. We were very excited about some of the opportunities, some of the acts that are touring and are really looking forward to a strong season with hopefully an expanded schedule, a lot of diverse offerings. You know, we got, we've had some public comment and some outreach on, you know, adding some new genres, the K Pop, the J pop, some of those other things. So we have offers out on those, some of our historical favorites. We have offers to bring them back, as well as some new groups, and really looking to expand the number of shows and expand that season, and then also developing kind of grounds wide thematic programs when we do an event there, right? So if it's a country concert, will try to program that kind of music and those activities on some of the other entertainment stages, so we can present kind of a, you know, more of a country music day, as opposed to having such a wide variety of things. We also feel that'll help us potentially with some of our group sales efforts, because there'll just be more for people to do, right? So we have a K Pop act, we'll bring in, you know, other Korean entertainment or cultural activities, food offerings, all of those things. So we can really reach out to that entire community, and not just have 8,000 people coming to the amphitheater, but, but try to make a broader reach with that.

**Doug La Belle**

All of the years that I have been promoting them, are they on the list?

**James Canfield**

Eventually You know, they are on the list, and what we're really waiting for is whether or not they're touring, and what that looks like. And obviously, yeah, and, and that's really a big part of it, and it's when whether or not folks are doing any kind of summer touring and what kind of venues they're playing. And the ZZ Top was a great show. Really enjoyed it. I saw ZZ Top for. First time, a long time ago, so that was a fun show for me to see. So thank you for that, and we did that especially for you. So I'm sorry.

**Nick Kovacevich**

I remember you worked on it very hard.

**James Canfield**

Yes.

**Nick Kovacevich**

James, in addition to, you know, us expanding, broadening our horizons on what's possible at the fairgrounds, just in terms of what

we're bringing. I know we're also looking at expanding our horizons in terms of the different financial models.

**James Canfield**

Absolutely, yes.

**Nick Kovacevich**

So I think it's important for the board to be aware of you know that we're thinking outside the box, not only on what we can bring to the grounds, but how we can monetize that and monetize it obviously to the upside, yeah, because we want to, we want to create more year round revenue. So I think it's great what the team's working on on that front as well.

**James Canfield**

Well, and ultimately, that is just the reality of the entertainment industry. You know, the expenses for the talent, the production costs, all of those other things are so great that sometimes, in order for us to be able to attract an event with, you know, ultimately, limited capacities, we have to figure out, how do we, you know, how to, how does everyone gain and get the lift from all of the revenues that an event generates, right? So, you know, the from a venue standpoint, you start looking at what's our overall benefit versus, we're not going to do the event at all, right? We don't do the event at all, we make zero money if we do the event under one model. We may make a million dollars. If we do the event under another model, we may and we may not get that event, but if we do the event on another model and make \$500,000 then we get the event, everybody wins, and we still win. So those are things that that we're looking at as well, and again, that's something that really is part of our industry, and something that I've been doing in my other venues for years,

**Doug La Belle**

From a standpoint of occasionally a loss leader, sometimes enhances future opportunities. Venue, yes, when the Cerritos performing arts theater opened, the Frank Sinatra was the opening act. And they invited literally every city and in LA Orange County to that event. And that built up the marketing program for street is performing arts. So you don't want to lose money too often, but every now and then, sometimes there's a benefit in a loss leader to bring in other opportunities.

**James Canfield**

Well, and we'll be taking the position of we'll never lose money. We may make a little less money, but ultimately we're going to make money instead of not doing the event and not making it. And I think that's really the balance that we're looking to write.



**Nick Kovacevich** And we have resources. We have resources year round. You know, otherwise, you know, that's some cost that we can apply that to, you know, helping promote and maximize, you know, revenue on the event side. And so it's a better outcome for the promoter, it's better outcome for us, and it's, more work and resources, but it's stuff that's already some costs here,

**James Canfield** Right. And ultimately, we certainly the fair is an incredibly important part of our overall program, and always will be. But one of the things that the fair does for us now is it kind of helps us fund all of the rest of the year round operations and and one of our goals, I know it's a goal of the boards, is for us to generate more revenue from the year round programs as well and make that more self sustaining than it is. And you know, I don't have to tell anybody in this room that the more revenue we can generate, the more programs we can fund, the more improvements we can fund, you know, and the overall programs and facilities will be better.

**Natalie Rubalcava-Garcia** I think it's important too that we're leveraging the facility and the grounds for the public to access, like our mission as mentioned. So I think that's the point of the events as well.

**James Canfield** And and you know, as as director La Belle said, when the more events, the more successful high profile events that you do, it does raise your profile in the community. It it gets people more interested that want to say what's happening at the at the at the OC Fair this weekend, what's happening in the Pacific amphitheater this weekend, what's happening in ASA, what's happening in the hangar. And it makes that job easier for everybody, and it raises our profile in the promotional world in the talent world, because now people are saying, Wow, X played the amphitheater and sold it out and and did really well, but have our agent call them and see if we can get in there as well. Have have our promoter that's promoting our tour, Paul, because we want that to be one of our stops on the tour now in Orange County. Yeah, you know the we have incredible facilities, and we have an incredible market of being in the center of Orange County.

**Natalie Rubalcava-Garcia** Yeah, and I think as Chair Kovacevich was alluding to, we have the infrastructure year round. So employees are here year round. We play pay a promotional marketing company year round, and it's not just to

promote during fair time. So I think it's important that we're leveraging all of the investments that we're making into the fairgrounds.

**Nick Kovacevich** Absolutely. And I think our current model, right doesn't necessarily incentivize us to use those resources, right? So figuring out if we can do some sort of, you know, rev share on the upside, you know, then we're motivated. Hey, let us help you, but then that also helps us, right, bring in, share, and it's a win win, and we get more people here, and compounding effect. So I love the direction that you guys are going. Excited to see the some of that implemented in 26' and you know, more 27'.

**James Canfield** Well, we do feel like we're on the road to programming a successful, expanded season in the amphitheater, not only pre and post fair, but during the fair. And we've got a couple very strong discussions that we're in right now with some other events that should be happening as soon as 26'.

**Doug La Belle** So we're invited. 40 years ago, I attended the opening weekend at PACAMP and saw very memorable so 40 years ago, so I don't know maybe he's interested in coming back.

**James Canfield** I will tell you he's on the list. I actually know Barry from my time in Palm Springs. He used to come in and do rehearsals in the convention center because he lives in the Palm Springs area. Good. I mean, I don't know when no one never invited me over for Yeah,

**Dimetria Jackson** Well, I just wanted to add that, just we talked about it before, at least during the fair time, just to have, like, more family focused concerts and more children focused concerts. I think a lot of them already here, and I think the parents will pay to take their kids to see a show that's child.

**James Canfield** Yes, and that's one of the reasons that that we've talked about, kind of the thematic approach. And again, if we do, you know, if we do a K-Pop show, and then we also have other Korean cultural activities, and Korean food festival, and just what, whatever those things may be, maybe it won't just be a drop off of the kid to go see the K-Pop act, but maybe it'll become the whole family comes. They come earlier in the day. They enjoy kind of the cultural offerings and the other things that we have. Then stay for the concert, or the kids go, or however that happens. But it's really, you know, we're going to be spending a lot of

time on kind of packaging and theming and giving us opportunities that we can better market a great day.

**Dimetria Jackson** Especially for families, if they come early, experience the fair and, like you said, the offerings that will be available so families at Florida concert.

**James Canfield** Yes. And we've had some preliminary discussions, even with RCS, about doing more packaging and more kind of inclusive programs and incorporating, you know, the fair, the fair admission, with the ride bands, with the ride tickets, with food and beverage coupons, all of those things to just make it much more of a one stop shop. And we're really looking forward to kind of that concept of add ons. So, okay, you bought your fair ticket. What about your concert ticket? What about your kids meal certificates? What about, you know, what about the ride wristband? What about all of those other things? So, obviously, the you know, the pre sale of that makes everything easier for everybody. Yes, now we need we we're able to better define the revenue. We're able better able to define what our labor needs may be, all of those other things, and hopefully be more.

**Dimetria Jackson** Sounds great. Thank you.

**James Canfield** The last thing I wanted to touch on was it's not all about work here. Yes, the whistle. Yes. I believe Summer is going to be distributing the whistles at the end of the meeting. So we were a little worried that it would overwhelm the sounds. I. As everyone started blowing them but, but I want to call your attention to the slide. This is Summer, and Melissa and they went out to find their happy when we had the Oscar Mayer Wiener mobile here. And ordinarily I would sing the Oscar Mayer Wiener song, but I know I've taken too much time already. Yes. Oh, of course I do. I'm right, but that's right in my wheelhouse. I can even do the jello get them started and Kool Aid commercial.

**Speaker 1** I think we found a new act.

**James Canfield** Absolutely yes, yeah, well, no, I think I'm a community stage, way in the back corner.

**Barbara Bagneris** That was so cool. I wish I couldn't get here.

**James Canfield** Yeah, no, it was really fun to see. And, you know, those are the kinds of things that, you know. How did we get that? Did we win a contest or something?

**Melissa Au-Young** One of our employees at heroes Hall just filled out the application and we got chosen.

**James Canfield** Just incredible. It just goes to show you never get what you don't ask.

**Dimetria Jackson** When we were kids to see that anywhere near us, it was just an exciting experience.

**James Canfield** All right, that's it for me. I apologize. Anybody have any questions? Great. Thank you, everyone.

**Nick Kovacevich** Thank you, James, that was great. All right, so next we'll move to Agenda Item Number 10. We have on the agenda presentation of Filipino American History Month proclamation by the Community Affairs Committee. Unfortunately, we do have to postpone this item just due to scheduling, but we will get to it at some point. So stay tuned.

**James Canfield** Mr. Chair. I think the the intent is that we'll bring that back at the November meeting, and also, ultimately, may have two honorees, but again, being unable to have the person here to recognize we just felt that's a very, very important part of the program,

**Natalie Rubalcava-Garcia** And we're happy to share...

**Dimetria Jackson** who I was saying, we've done it in the past, but sometimes it's person aren't able to get here for whatever reasons, or enable to unable to travel, or something, that they just said, we've done it like at least twice In the past and audit somebody on the screen, but in this case, it was just really a scheduling conflict.

**Natalie Rubalcava-Garcia** And yeah, so we have selected Jay Ungos, who is a part of the community, and he does work with the Filipino chamber and does a lot of other community initiatives.

**Nick Kovacevich** Great. All right, we'll look forward to doing that next meeting. Thank you. Next we have B which is the presentation to the 2024 audit by the Financial Monitoring and Audit Committee, and a vote on whether or not to accept. Now, now I'm seeing why Newton showed up so early

today. Big day. All right, I'll turn this over to to Melissa and the audit committee.

**Melissa Au-Young** Thank you. So we do have representatives from our auditors, Lance, Soll & Lunghard on the line. We have Adam Odom. He's on the screen right there just a couple comments, though. So we have a clean bill of health for this year, for 2024 again. So that's always great to hear. And Adam can get into the details, but I did want to give a shout out. They've done a great job. And then also our staff, our finance director, Max has done an amazing job working with them as well. And so just a big shout out to them. But otherwise, I'll let Adam take it away.

**Adam Odom** Good morning, everyone. Can you hear me? Okay, yes, all right, great. So we did the audit. Audit is complete. I believe you all have the financial statements in front of you, what we call we that the opinion letter is a unmodified opinion which was mentioned, it's kind of like that clean bill of health, where during our audit, we didn't find any material misstatements that the financial statements are presented fairly in all material respects. We went through that audit in detail with the finance committee earlier this week, actually, and they, everyone was good with that. So I believe the next steps, unless I'm open for any questions too, but next steps would be to accept the audit.

**Newton Pham** Yeah, no. I mean, I'd like to add, you know, just kind of frame of reference, you know, coming we've gone a long way on the finance side from the audit there was, you know, some issues in the past. And this team, you know, give, give a shout out once again, the the accounting team and finance team, I think the variant and entirety you think about all the revenue, all the money that moves through this is like \$3... And Max was still probably wanting to get better.

**Adam Odom** and and I will second that we always have to have a professional skepticism. And so whatever Max says, We have to make sure it's it's corroborated some other way. But the the team that we work with are really great, and they, they do a really great job. So yeah.

**Natalie Rubalcava-Garcia** So I just want to so I think we started this audit committee because we were behind by three audits at some point, yeah, and had to create several policies to comply with our audit findings, so I just have to say, Good job to the staff. It's amazing that we've come this far to get a clean bill of health, and when we had so many issues in the past, is definitely commendable. So thanks.

**Nick Kovacevich** All right, anything else on that matter? Okay, let's do let's see if we have motion from anyone.

**Natalie Rubalcava-Garcia** I'll second.

**Nick Kovacevich** We have a motion and we have a second and we have a roll call coming.

**Summer Angus** Chair Kovacevich?

**Nick Kovacevich** Yes.

**Summer Angus** Vice Chair Bagneris?

**Barbara Bagneris** Yes.

**Summer Angus** Director Pham?

**Newton Pham** Yes.

**Summer Angus** Director La Belle?

**Doug La Belle** Yes.

**Summer Angus** Director Rubalcava-Garcia?  
**Natalie Rubalcava-Garcia** Yes.

**Summer Angus** And Director Jackson?

**Dimetria Jackson** Yes.

**Summer Angus** Thank you.

**Nick Kovacevich** All right, great. Now that moves us to item number 10 C, which is a vote on whether or not to approve staff requests for out of state travel to attend the 2026 Western Affairs Association convention, January 18 through the 21st in Reno, Nevada. If this was Nevada County, we wouldn't have it on the agenda. But that's correct. Yes, it is across the border into the state of Nevada. You want to give us a little background on this James.

**James Canfield** Absolutely. This is a simple matter of required action from the Board to approve out of state travel, because this is travel that it we because of the timing of it, we end up approving it in advance so we can the 26

budget that's correct. We would normally do this as part of the budget process, but we need to jumpstart this one so we can make all the travel arrangements, planning, etc, and just really need the board's approval to pull the trigger for that. So a simple kind of procedural issue, more than it's an event that we've attended historically for many, many years. And again, I'm traveling to the Leadership Conference this month, or, sorry, in early November. So great.

**Doug La Belle** I move the recommendation.

**Barbara Bagneris** Second.

**Nick Kovacevich** We have a motion second, and let's do the roll call.

**Summer Angus** Chair Kovacevich?

**Nick Kovacevich** Yes.

**Summer Angus** Vice Chair Bagneris?

**Barbara Bagneris** Yes.

**Summer Angus** Director Pham?

**Newton Pham** Yes.

**Summer Angus** Director La Belle?

**Doug La Belle** Yes.

**Summer Angus** Director RubalCava-Garcia?

**Newton Pham** Yes.

**Summer Angus** And Director Jackson.

**Dimetria Jackson** Yes.

**Summer Angus** Thank you.

**Nick Kovacevich** Okay, great. Now that moves us to 10 D, which is a presentation of the proposed 2026 board meeting schedule. Get out your calendars everyone and a vote on whether or not to approve. James, will you walk us through those dates?

**James Canfield** Yeah, absolutely. I'll just kind of read the policy. Regular meetings of the board of directors will be held monthly on the fourth Thursday or at

the discretion of the board chair for no less than eight months per year, with the exception of the November meeting, which will be held on the third Thursday or at the discretion of the board chair. The December regular meeting date will remain at the board chair's discretion because the 32nd DAA hosts the annual OC fair. From mid July to mid August, there will not be a July or August board meeting unless specifically requested and approved by the board. Based upon our historic schedule for meetings, we have prepared the following recommended schedule. The one footnote, the asterisk in January is due to the WFA convention dates, which we just approved. That's January 18 through the 24th and the travel time. We're requesting a move the January 26 board meeting from the fourth Thursday to the following week to allow board and staff to attend the convention through the last full day. Okay? Our recommendation is for the Board to approve the meeting schedule for

- Dimetria Jackson** I move that we approve the 2026, board meeting schedule.
- Barbara Bagneris** I'll second it, because I like that the next year's board meeting in November will be on my birthday.
- James Canfield** That's great. That's gonna be a good day.
- Nick Kovacevich** Yeah, great day. 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 Pham?
- Newton Pham** Yes.
- Summer Angus** Director La Belle? yes
- Summer Angus** Director Rubalcava-Garcia?  
**Natalie** Yes.  
**Rubalcava-Garcia**
- Summer Angus** And Director Jackson?



<b>Dimetria Jackson</b>	Yes.
<b>Summer Angus</b>	Thank You.
<b>Nick Kovacevich</b>	You see Barbara. I was the opposite. I was glad I was not on my birthday, but I'm happy to be celebrating here.
<b>Barbara Bagneris</b>	I can go to work on my birthday. So there.
<b>Nick Kovacevich</b>	Okay, great. Next we have 10 E, which is a consideration of and vote on the board of directors, nominating Task Force, recommendation and election of Board of officers. And this is coming up of last month's meeting when I created the the nominating Task Force, and that was comprised of Director Rubalcava-Garcia, as well as director Jackson and both present here today. So I'll turn it over to you guys, the nominating committee to tell us what you think.
<b>Dimetria Jackson</b>	Sure, well, we met, discuss these this role. Thank you for appointing us for this position, and we met. We also reached out to all the board members to make sure, to check everyone's interests and availability to serve. And we have a slate. Okay, Drum roll please. Our slate board chair is Directive Bagneris and Vice Chair Director Ruiz.
<b>Nick Kovacevich</b>	All right, great. Any comments or discussion on this from the board?
<b>Doug La Belle</b>	Move the recommendation second, congratulations.
<b>Nick Kovacevich</b>	I'm sorry about that. I don't know if I want to turn this over. No, very, very, I think that those great choices. I mean, look, I think all the board members here fantastic, but I think a lot of this comes down to the time commitment, yes, and the willingness to step up. And so I would say that, given you've had those discussions, I appreciate vice chair who's been doing a lot with the leadership for the last couple of years. Willing to step up even more into the chair role and director Ruiz, willing to commit the time. I see that's why he skipped this meeting, to bearing he's gearing up, yeah, to gear up so, you know, take take a meeting off, so that he can go strong here. But I think you know again, yeah, thank you guys for stepping up and appreciate it. Good Leadership Committee.
<b>Natalie Rubalcava-Garcia</b>	Yeah, and it's, I think it's important too, with a new CEO on board, that we have seasoned board members who are serving in the leadership

capacity. And with Director bonaris and director Ruiz having served as chair in the past, I think it's a good time for us to have their leadership.

**Dimetria Jackson** and we believe they've served in the past together. Yes, the Dream Team.

**Natalie Rubalcava-Garcia** Oh, wait, wait, you two are the Dream Team.

**Dimetria Jackson** That was a pretty rough time.  
**Natalie Rubalcava-Garcia** It was, but it wasn't due to the directors.

**Nick Kovacevich** Okay, great. We have a second, yeah, I second. Okay, we have a set. We have a motion to second. Summer.

**Summer Angus** Chair Kovacevich?

**Nick Kovacevich** Yes.

**Summer Angus** Vice Chair Bagneris?

**Barbara Bagneris** Yes.

**Summer Angus** Director Pham?

**Newton Pham** Yes.

**Summer Angus** Director La Belle?

**Doug La Belle** Yes.

**Summer Angus** Director Rubalcava-Garcia?  
**Natalie Rubalcava-Garcia** Yes.

**Summer Angus** And Director Jackson?

**Dimetria Jackson** Yes.

**Summer Angus** Thank you.

**Nick Kovacevich** Okay, great. Now we will move to, I think we're done with the action items, and we'll just move to the committee reports here and Agenda Item Number 10, F, we'll start with the leadership committee. And

given this would be my last leadership committee report, I will go ahead and take us through these reports are always so robust. You know, it's really an honor to go through. The Committee met on October 8 to plan the agenda for this year, October board of directors meeting. And actually, unfortunately, I actually wasn't at the meeting, but I did get filled in. So the committee had a meeting, and the committee filled in the members that were absent, but we got the agenda done, and now we have the next Leadership Committee, which I will not be a part of, on November 5, after the election. So that's it from the leadership committee. Next we'll go to the financial monitoring and Audit Committee if there's anything additional to share. Your report here. Director Pham.

**Newton Pham**

Yeah, both that meeting, when we met a few days ago, was around the audit report. You know, there are generally financial numbers that we need to present. Some of it is somewhat noisy because of the timing. So revenue demand came in at 1.87 million, which is favorable budget by 92,000 or 91,000 effectively a year to date, first nine months, unfavorable by 3.8 million. Expenses are inverse, unfavorable budget this month, mainly, but however, maybe due to invoices related to the very expenses that came in now versus before. Year to date, expenses are favorable to budget by 4.8 million. I've asked the staff to kind of do a normalized report in the future to see, kind of like to absorb some of that timing and then normalize it to that extent. You know, cash is healthy at \$68 million even with all the development that's occurred. And our next meeting is TBD based, we're still struggling up outside.

**Nick Kovacevich**

Okay, great. I know you guys have been busy, so thanks for continuing to do the heavy lifting. Next we'll move to the well, we're going to move to the Facilities Committee. But unfortunately, no committee members are here, so we'll have CEO go ahead and give us the update there.

**James Canfield**

I was going to ask Melissa to do that, since she's been kind of agreed to step in and assist with that.

**Melissa Au-Yeung**

So the Facilities Committee, we met with the individual members on the week of October 13, given an update on the capital projects. So to date, we remain at 36 completed projects. Sorry. Switch that around and 14 active ones. And then as far as Master Site Plan, our administration building update, we are here. We're getting here more permanently, and so the full project team continues to work on

addressing the final issues required for the certificate of occupancy. We anticipate having the conditional certificate of occupancy today or yesterday, so we can start moving, yeah, any second, right now, but we are working on a move in plan for the rest of staff and coordinating that, getting our IT networks all that one system, and so that's in the works, and we'll get that going. So hopefully next month, when we meet, we will actually have staff over here as far as phase two midway restrooms, the drawings have been submitted for the State Fire Marshal review, and are anticipated go out to bid in the next next few weeks when we hear back. And then actually, these will go out to bid in the next weeks regardless. And then as far as the Midway portion of the restrooms, we're looking at alternative options due to some complications with underground issues with utilities that's that's going to delay the project, make it more expensive, and so we're looking at different ways of approaching it. So the next Facilities Committee Meeting is tentatively set for November 5, and that...

**Newton Pham**

Real quick, before I forget, make a comment here. You know as the master site plan kind of goes on. It'd be nice to see projections. What no finances look like. One thing that I've used recently that is pretty incredible, if there's, you know, short on time, it's something called shortcut.ai so it's AI based financial modeling. It is,

**Nick Kovacevich**

yeah, I've heard that from a lot of CFOs,

**Newton Pham**

yeah, yeah. Shortcut.ai, yeah.

**James Canfield**

Thank you, Director Pham. I think that's a great idea, and I think we're all working diligently to figure out how to better utilize some of those tools that are available to us.

**Nick Kovacevich**

We also have a Master Site Plan Review. You know, in our mind coming up here, we've got the transition new CEO, kind of new idea, you know, these new opportunities for the fairgrounds, right, for example. And then with the financial components.

**James Canfield**

Definitely time to take a look, yeah, yeah. And we're all hoping to be able to layer some of the grant opportunities into that, as well as capital investment from our partners with OVG. So move those, move the shelves around.

**Nick Kovacevich** Okay, great. Thank you, Melissa. And next, we have the Community Affairs Committee, if there's anything additional to report.

**Dimetria Jackson** Well, we met a couple of times. We've been phone call, text message, emails, we communicate, and we're planning on meeting, I guess soon. I guess we can set a date, but we're trying to go through a calendar at least for the next. Six months, and to look at possible recipients of the particular heritage months. So we'll have because things happen, things change, people are unavailable. But so we like to have, like a first and second names of mine. And we've asked everyone, please, if you know any organization, you're not a person who we can recommend put in that position that may be an organization that focuses on different heritage activities, whether it's agriculture or just community, please send us that information so we can reach out to someone and get recommendations. Because sometimes we're like, Okay, what do you think is great? And you know, there's a lot of people out there we just want to it also helps us to that outreach. So maybe they're not, you know, volume for the position, but if we reach out and say, Hey, we're aware of your organization, and we'd like to invite you, or we know what you're doing in community, we want to recognize that. I think that's so important, and it leads also to we do next year at the fair, that kind of that cultural event, cultural day. I think it would be great to have those people come and join us. We did do that in the past without dinners. We had some of our recipients come to the dinner, and it was really nice to see them again after that kind of one opportunity we have to recognize and take photos with them, to have them come back out again see that. You know, we were proud of their contributions to community. We recognize them and we invite them to be part of, you know.

**Natalie Rubalcava-Garcia** And the other thing is, we should also look at the months that we're the where we're giving recognitions. We don't have anything designated for December or January and but we do have meetings in those months. I know, some days, some months, some years we've gone dark, but that's an opportunity for us to explore as we are looking at what we are recognizing. I know in the past, we looked at what the state has on their calendar, so we could either modify that or and make it more personalized to the fair food that's an option too.

**Dimetria Jackson** But send recommendations. It helps, helps us, whether, as I said, names or organizations focus on different areas and we'll reach out to them.

**Nick Kovacevich**

Wonderful. All right, thank you. Next, we have the Agenda Item Number 11, which is the upcoming events preview and turn it over to Michelle Capps.

**Michele Capps**

All right. So we have, still here seasonal adventures. The Pumpkin Patch is out there on the corner. They will be here through Halloween, October 31 and tonight we have Fight Club over in the hangar, all the fun you can have on a Thursday night, and Baja bar will be open at 530 tonight, if you wanted to start there. First this weekend, October, 25 and 26th we have international Brazilian Jiu Jitsu Federation championships, and that is free to spectators. Also Saturday, we have boo Ha, ha. That is our own event happening here. That is a costume contest. That is a Beer Fest with tastings for three hours. We have two bands lined up. We have the demolition derby this year featuring haunted hearses. And we have the costume contest, as I mentioned, and it's going to be a lot of fun. VIP is already sold out, and we still have general admission tickets available, so come on out for that. And then next week, Halloween, we have a crash into Earth Music Festival scheduled. It's family friendly. Begins at 3pm it is alien themed. I can't even begin to like tell you, I just have to read it, interstellar themed, UFO crash site, all ages, Halloween music festival. It will be set in the plaza Pacifica, through the eyes of two alien crash landing on Earth, victims of a 5g interference. I mean, that's a nightmare in itself, right? Orbiting satellites, space trash and radioactive chaos. This event reimagines our world as a strange and wondrous party worth crashing. There's going to be dozens of bands. The admission is \$100 for general admission, so going to be quite the show. So come on out for that. And then November, 1 and second, we have the OC card show. You can come out and buy, sell and trade your sports cards. The following week, we have sugar plum, and that's the biggest family owned arts and crafts show in Southern California, with over 175 artisans. And they have been out here for actually, in Southern California, for 47 years. So one of the longest running arts and crafts shows around. Uh, November, 8 and ninth. We have repticon So you can buy live animals and all of your pet supplies. They've been here for years. We also have the eighth and ninth Orange County Wine Fest. They have three sessions, two on Saturday, one on Sunday, for all of your wine tasting needs. It sounds like fun. November 14 and 15th, the great junk hunt. They will be in Anaheim Building, Los Alamitos building, OC promenade and the hangar. If you start out for early birds, it's \$21 and then if you wait and you're a late bird. On Saturday, it's all the way

down to \$11 but there won't be much left, so take your chances there. And of course, we have the farmers market every Thursday, and over at Centennial farm. Next slide, we have some workshops this weekend. We have it's not too late, you can still plant your fall garden and learn how to plant your greens. And this particular session, you'll learn how to plant everything you need for a salad container garden. You'll be bringing home everything for a mix of leafy greens, and the following weekend is a hybrid hydroponics for the home gardener and the Master Gardeners from UC will be teaching you hands on class for hydroponic gardening at the next level, the session introduces participants to the fundamentals of growing plants without soil. And that one registration is still open for \$15 the fee covers all your materials, and parking is free on all of that. And then we also have a couple of Centennial farm discovery days. We have one on Friday the 31st and November 18. Those are the self guided tours. And we have, I think, 300 kids already signed up, and we've been getting 200 to 300 walk ups on those as well. So those have been extremely popular. And then the speaker series continues one this weekend over at heroes Hall. It's called a grunts journey, and it features David Lopez. He was enlisted in the US Marine Corps at age 17. He graduated from Cathedral High School. He served in Vietnam with the second battalion, first Marines taking on roles as infantryman, tunnel rat, sniper and platoon sergeant, critically wounded twice. He was told he would never walk again, yet went on to carry the Olympic torch in 1984 he has quite the story to tell. So join us from two to 330 on Saturday, and that is free. And then on November 8, we have our annual Veterans Day celebration. We have music, we have booths for veteran resource organizations. We have community partners. It will be a day of remembrance, gratitude and connection. So we hope to see everybody there. Great.

**Doug La Belle**

Thank you. All right. Kovacevich, I do have a quick question, obviously, being out of the loop for a while, what is the current status with Knott's Berry Farm and the donation? Where does that stand? Michelle is completed or in process?

**Michele Capps**

It is ongoing. So we had a discovery Day on October 16, and it was in folsoming. They sent out a representative who came out with all of his fur wares. He had a table, and he was a fur trapper, and he explained everything to the kids he was from their adventures in education program, and he participated for the three hours. And they had the

coach is still here. The two other wagons are still here, and it's a full partnership still, still in progress.

- Doug La Belle** I mentioned it the board meeting of Boys Republic that that was in process. We have a number of vocational programs there for the boys and girls at VR and they would be. I talked to our Executive Director, Chris Burns, there might be some opportunity there for the boys and girls to participate in some of the refurbishment and rehab of the items that have come from Knott's Berry Farm. So if that's of any interest to the board and staff, I can. Put you in touch with our executive director. Obviously, these are all at risk students, and anything we can do to help encourage them to learn a productive vocation, which is part of our objective there at VR, would be well well done. So I'll just throw that out for staff to consider.
- Dimetria Jackson** Thank you. I'll talk to Evy about that.
- Nick Kovacevich** All right, we've got some October birthdays. You know one of them? Yeah, happy birthday. October 3
- Doug La Belle** was my 82nd birthday. Keep doing it till I get it right? So, okay, awesome.
- Nick Kovacevich** And I assume that's why Director Bilezikjian is not here.
- Dimetria Jackson** Yes, big, big traveling. Yeah, good. All right,
- Nick Kovacevich** okay, that brings us to the Board of Directors. Matters of information. We'll start with, oh, I would love that..
- Barbara Bagneris** Step on my book. I just want you to know I want to take this time ,stand up. I wanted so. Off because you can congratulate him later, but this guy, for two years, has led us through some really heavy duty stuff, and I appreciate him more than he knows. I've learned a lot from him. I hope that I've shared and imparted things on him that he could take with him. Since we're you're not half my age, but you're close, so I appreciate you. And on behalf of the Board of Directors and the CEO and the staff, thank you for giving up your time and your service. You went to all the activities we had our meetings every month. You were engaged in everything you helped us to elevate our presence in the community. So I for one, and I know that this board appreciates you, and we want to thank you for the past two years, I don't know if we've ever had anybody else to do two years in a row. It could be the first



ever. And so that in itself, is a big deal, because it is a time commitment to sit in the chair's seat, and so I really appreciate him, and I know you guys do as well. So thank you.

**Barbara Bagneris** Okay, and with that, my comments would be, first of all, thank you for entrusting me with this opportunity again to be the chair. If you stick around long enough, you can be the chair multiple times, but I do. Thank you for this opportunity, and I will be making committee appointments. So reach out to me if you have some specific things you really want to do, if you want to stay where you are, just let me know. So I'll be making those appointments at the next board meeting. The Master Site Plan, we heard that's going to be on the agenda, so we'll make sure that that's top of mind for everyone. And just thank you. Thank you to staff. Thank you to everyone for all that you do. And you know, the staff, we just can't say enough, and most of you doing double duties right now. So we really appreciate that. And I think we got the right CEO. I think we got that one right. So I appreciate what you do as well. And with that, happy birthday to the birthday people. And I can't wait to get my whistle. Oscar Meyer, wiener whistle. So with that, I'll go back to you.

**Nick Kovacevich** let's go around the horn. Thank you. Yeah.

**Newton Pham** I mean, I think Barbara encapsulated everything. I'll just add that, you know, you were extremely dynamic in your leadership of the board and navigating through everything. So really, really appreciate you taking that second term. I know if you had a choice, we kind of asked you, appreciate you as well for being part of that. You know, probably helping significantly on that front as well. Welcome back, Doug, good to see you in person.

**Dimetria Jackson** I just want to echo everything that you sent. Thank you for your service, and I think the two worked really well together, and that was helpful, kind of leading the chair. Large. It was a very busy, hectic last two years, especially last year, we're trying to, you know, replace us, our new CEO. All the other things that we've discussed in closed session, the matters that we've been on our calendar, it's been hectic, and you guys just rose to the occasion, and we all appreciate you all for that. So thank you again. Looking forward to your leadership. Lovely to see director LaBelle. Happy to have you back. It's wonderful to walk in here. I was like, so, yes, so I'm happy to see you, and hopefully at one point we'll all get together again. But yes, I just want to say thanks to

everybody and everybody who's doing their jobs and doing them really well, whether they're, you know, our appointed positions, or whether they're staff, I think we all work very well together. So I just want to say thanks everybody who makes this thing run so smoothly and looks like it's easy, but I know there's a lot of behind the scenes work that happens and it makes you all make it look very seamless. We know it's it takes more than what we can actually see and what the public can see. Thank you. And yeah, I'm happy to be part of this board. So thank you.

**Natalie  
Rubalcava-Garcia**

Thank you for your service. Director Kovacevich, it has been very lovely to just be on the board under your leadership. We had a lot of difficult things to deal with, including the Equestrian Center transition and a lot of the legal issues that we had. And I just thank you for your boldness and helping us get through a very difficult time. So thank you, and you're not going anywhere, so that's good. We just have less work to do now and then. Director Bonaris, I'm excited. I think you were the vice chair when I got appointed originally, so I'm excited to serve with you at the helm, and whatever you need from me. You know that I'm there for you, so I won't be reaching out, but wherever you think I need to be on a committee, I will serve at that capacity. So and I also just want to thank Reginald for bringing this little fund luche from Northgate. So thank you so much for the extra sugar and probably another 25 minutes on my peloton.

**Doug La Belle**

I thank you, Doug, your thoughts during my challenging few months, I want to congratulate Nick and Barbara, serving on the Governance Committee with Nick, I can personally attest to all of the efforts he put in to get us through the equestrian process. It's been a challenging couple of years. The being the old guy here in more ways than one, being on the board for 15 years, I have served as chair a couple of times that I do appreciate all of the extra time and effort that goes into doing what you do to kind of help keep us in line. And again, I want to thank you numerous times for all of those efforts. Would like to suggest, and this may be in the planning stages, but when we get final occupancy of the admin project, I'd like to suggest we have some type of open house for the community to come in and kind of experience this. It's obviously their house, so to speak. We're doing it for the community and obviously provides a significant benefit to the parent Events Center, the architect, LPA and Barnhart, the contractor, I'm sure they could be willing partners in the process for having the open house

having worked with them in the past. Good to be back in this room. Good to be in any room. Actually, be very honest, I have my Oklahoma rent Spooner shirt on, which is a gift from my grandson who graduated in May with a degree in communications from Oklahoma. I think I mentioned this before he went there to play baseball, but given his arm issues, he stuck it out and got his degree, and he's now residing in Fort Worth Texas. Went through a recruitment process, and he's now in the marketing department at the Texas Rangers. So I have a jersey on order I'm getting from him. So if you have relatives in the Dallas, Arlington, Frisco area that are baseball fans and you look to buy tickets, I'll give you Matthew's contact number. And you can work through Him, be more than happy to help you get seats for the future Ranger games. They aren't my number one team, or they weren't. They are right now they moved up the list anyway. We're very proud of him, and he's actually working on his master's at LSU in sports management, Barbara particularly, and Robert. You probably remember Matthew running around here when he was about four or five years old there, and he kind of grew up with the fair, as my grandkids have done. So I want to thank you for all of your support. And that's it. Congratulations again to Barbara and Robert. Great.

**Nick Kovacevich**

Thank you, Director La Belle, it's incredible to see you back here. And you know, just to think about all your years of service and what you've done for this organization. So you know, having gone through two years as chair, you know, I think there's a lot to reflect on. I appreciate all the comments and support from my my colleagues here, my fellow directors, and I look forward to to continuing to be a director and supporting the new chair and vice chair. And I learned a lot from Barbara. And I think, you know, us, working together as a team was really the key to success. And it's, you know, nice to get all the praises the chair, but the reality is, it was a true team effort, not only between us, but between everybody here. And of course, as we always talk about, the staff that does the real work, but it is a commitment that we all make. It's a lot of time, and we we don't always get a lot of credit for it. We don't always get nice things said about us. But the reality is, we're only here because we want to see this place continue to deliver value to community, and we want to set this organization, this place, up for long term success. And so with that, I'm very excited about what we've been able to accomplish the last two years. We've been able to make a you know, I know that before my time, there was some issue with the CEO role, and we really found phenomenal CEO with CEO,

Michelle Richards. But unfortunately, you know, she she retired, and so we needed to make that transition. And as vice chair bonaris alluded to, we really feel great about the person we do have in the chair now, CEO James Canfield. So that was tremendous. We were actually brought on some new board members, Director Jackson, Director belzecian, and I think the board is in a really phenomenal place as well. We're here in the new building. I wish we would have got that, you know, permit, and I could have took credit for it, but gonna go to the next 10 years. So, you know, but here we are, you know, it's the room is great, the building's great. And so, you know, we went through a lot, and I think you guys may remember my term as chair with, you know, some long meetings, lots of public comment. I'd like to remind you of what today was like. Yes, very smooth. We're just over an hour. Yes, this could be remembered as well as as as part of my tenure. But you know, look, I'm honored to be able to have served in the chair position and continue to serve on the board and continue to oversee and be good steward of this phenomenal fairgrounds in this organization. And we have accomplished a lot, but I think our best is still ahead.

**Nick Kovacevich**

And I really love the vision that we have as a board, and how the management team has already encapsulated that and implementing that into our operational path going forward. And I am very happy about the new leadership committee that's coming in, the new Chair and Vice Chair, and I think it's all going to continue. So the future is very bright. Thank you guys for the kind words. Thank you for this, which will be on my desk for the foreseeable future in my home office. And look our work, our work doesn't stop. So thank you guys all for your continued commitment continued time, and may we continue to celebrate the great things that we have, the ability to be here, to be able to give the continued relationships that we have with each other. And I'm really, really just leaving today's meeting, very honored, very excited and feeling very blessed, so thank you all. And with that, oh yeah, let's not forget we I was gonna mention our next board meeting, but before that, we do have a financial monitoring and Audit Committee 2026, budget study session that is on November 13, at 2pm and open to the public. And I know some of the members of the public come here and are very engaged, and we appreciate that. And you know, look, I think we've been doing a pretty good job on the budget, but, you know, let's continue that effort, and it takes a lot. So thank you guys. And if you can be here, please be here and also be here at the next board meeting,

which is the day after it's Barbara's birthday on November 20. We'll see you there. Meeting adjourned.