

OCFEC November 20th, 2025 Board Meeting

Barbara Bagneris We're going to go ahead and start this meeting orders. All matters notice on this agenda and 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 order and through discretion of the chairperson, the mission of OCFEC is enhancing equitable community access to agriculture, entertainment, cultural and educational experiences. I'm going to ask Director Jackson if she will lead us.

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 you.

Summer Angus Chair Bagneris?

Barbara Bagneris Present.

Summer Angus Vice Chair Ruiz?

Robert Ruiz Present.

Summer Angus Director Kovacevich?

Nicholas Kovacevich Here.

Summer Angus Director Pham?

Newton Pham Here.

Summer Angus Director La Belle?

Doug La Belle Here.

Summer Angus Director RubalCava-Garcia?

Doug La Belle Here.

Summer Angus Director Bilezikjian?

Tanya Bilezikjian Here.

Summer Angus And Director Jackson?

Dimitria Jackson Here.

Summer Angus Thank you, everyone.

Barbara Bagneris The minutes, Motion to approve the minutes?

Doug La Belle So moved.

Nicholas Kovacevich I'll make a second.

Barbara Bagneris Okay. It's been moved and seconded by Director Kovacevich. Any discussion? Okay, Summer.

Summer Angus Chair Bagneris?

Barbara Bagneris Yes.

Summer Angus Vice Chair Ruiz?

Robert Ruiz Obstatin.

Summer Angus Director Kovacevich?

Nick Kovacevich 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 Director Bilezikjian?

Tanya Bilezikjian Yes.

Summer Angus And Director Jackson?

Dimitria Jackson Yes.

Summer Angus Thank You.

Barbara Bagneris So matters of public comment. Public comment is allowed by issues not on the current agenda. However, no debate by the Board should be permitted on such public comments. No action will be taken on such... this law requires formal public notice prior to any action on an agenda. Item speakers are requested to fill out and submit a comment card to the meeting secretary and are limited to three minutes. Comments will be accepted on all other agenda items by time each of the items are listed on the agenda. Speakers wishing to address the border items on the agenda requested to fill out and submit a coment 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 limited to three minutes, so we do Have one public comment, and it's from Reggie Mundekis. Reggie.

Reggie Mundekis Hi, i'm Reggie Mundekis and thank you for this opprotunity to address you today. I was thinking, as we go through a budgeting process, we're really great at budgeting for our upcoming year and part of the year following it. And since we have, we want to build out a newer campus and make some changes here. I'm thinking that there needs to be a longer term discussion, not today, but in the future, about what do our 10 year cash flow projections look like, and how do our current facilities and proposed facilities fit into those cash flow projections, both for if it's something new, how much money do we need to build that building? And then, you know, do we have any bills to pay afterwards? Like, if you build something with bonds, you have the debt service for many years afterwards, and what does that do to our bottom line? And also, looking at some of the existing facilities that don't feel a lot of use, doesn't make financial sense to keep them. I can be sentimental, but sometimes it's time to do Swedish death clean and you know, and just start that discussion in this right? Thank you.

Barbara Bagneris Okay, we'll move on to the consent calender. First of all, is anybody on Zoom? No comments for Zoom. Thank you, consent. Yeah, standard agreement. We do have some I know we're going to pull. Okay. 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, it will be enacted by in one motion. There will be no discussion on 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 and or removed from this section, any member of the public who wishes to discuss the same calendar item should notify the chair the board at the time requested and by record and be recognized by invitation of the chair to address the board. So I do know we do have some of the staff wants to pull, and I have a common CEO, canto just a second. Does anyone else have any items you'd like to pull? Okay? Director Canfields, im sorry CEO Canfield.

James Canfield I've been promoted. Yes. Chair Bonner Reese, staff would like to pull the following two agreements. One is standard agreement SA00226MB, and that is for the entertainment, marketing and booking services. That was an RFP, and there was one protest filed. So we would be continuing that item until this time as the protest is settled. We'd also like the full rental agreement R102-5, which is for Gem Fair, and it's a simple change in the contract based upon their space use, etc. So we'll bring another contract back when it's completed.

Barbara Bagneris Okay, is there a motion to approve the consent Calender?

Tanya Bilezikjian Motion.

Newton Pham Second.

Barbara Bagneris Okay, roll call.

Summer Angus Chair Bagneris?

Barbara Yes.

Bagneris

Summer Angus Vice Chair Ruiz?

Robert Ruiz Yes.

Summer Angus Director Kovacevich?

Nicholas Kovacevich 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 Director Bilezikjian?

Tanya Bilezikjian Yes.

Summer Angus And Director Jackson?

Dimitria Jackson Yes.

Summer Angus Thank you.

Barbara Bagneris Thank you very much. We have no reason to go into closed session, so we will continue. Ok, we're going to have our CEO verbal operational actions and updates, i'll turn it back over to CEO Canfield.

James Canfield Hello. You know, once I get started, shut me down. Okay, I will make my presentation very quick. There were some questions from the board that we wanted to get some updates on which I'm going to turn the first three over to Michelle Capps in our development area. The first is up on the screen our red spinner OC fair and Event Center shirts.

Michele Capps

Director La Belle had asked for an update on those red spinner shirts, so you see an illustration of what those will look like. And so those have been in development. First we designed the custom fabric. And so those are all icons of OC fair, and we shall be receiving those in about the next month or so. We ordered 400 in the men's sizes and 350 in the women's and those will be available at the retail price of \$128 we do plan on putting those online and having those on the property as well. And also, do you have any questions Director La Belle, okay, and I also wanted to, just as we're here at the year, and go over the community impact numbers. So in the agriculture department, we're always so happy to tell you how many students and members of the community have come through our doors and in the agriculture department, and we have school tours. We have farming and garden classes that I tell you about every month. And over in the centennial farm, we have the discovery days. We have Junior farmer tours. We have what else do we have do? Else do we have? So we have the junior I wanted to tell you that the difference the junior farmer tours is the the educational programs, where the schools bring the bus loads of kids, and those are the kindergarten through third grade, and they go through guided tours, where they do the radish seed planting, Chick education, oxen demonstration, crops education and livestock, animal education. And see our pigs, sometimes our tablets, in fact, we have some right now, and goats, sheep, cattle, rabbits and poultry, and they go through a guided tour. And on Discovery day, we have all of those same things, but it's for all ages, and they can go through at their own pace, and we have all of those stations manned with our volunteers, and they go through at their own pace and do their own thing. And then you can see all of the numbers here. So we have the junior farmer tours, we have 1500 tours, 30,000 students, Discovery days. We had 14 different days with 15,300 students. And as you know, we have the ranch after school program. We had 35 students go through that. And then we have the farm and garden classes. And that's where we have the UCI Master Gardeners come and teach those classes. So we had 19 different classes, 461 participants in those. Then we have other ag events, rabbit shows Ag in the classrooms, and the

FFA Green Man conferences and things like that. For an additional almost 1200 participants in those. And then we had two ranch discovery day programs down at our new Ranch community center. So all and there's some numbers there for all of our volunteers, over 100 volunteers, with 67 hours served. So total community impacted just the Agriculture Department, almost 48,000 people there.

Michele Capps

And then moving on with another gift back program Imaginology, we had just under 20,000 visitors to that program. Program this year. And you all know that that is a two day program for kids and their families based on STEM programs. All of the vendors that we have, they all have to do some sort of a gift back activity based on a STEM program, either arts, crafts, education based. And so you can see some of the pictures there just total hands on educational activities for everybody. So almost 20,000 people came and participated in that. And then heroes Hall are free, as you know, permanent year round Museum and Education Center, and almost 46,000 visitors came through there. Our speaker series this year has been phenomenal, very popular, 1,200 people, with an average of 127, people per event there. We've had 31 school tours come through that and just a couple of weeks ago, we have just about 660 attendees come to that event as well. So adding all those out, we're adding all of those up. Excuse me, we're just shy of 116,000 people all across our community public programs.

**Barbara
Bagneris**

Lets give that a hand. I'm always excited to see the numbers, and they are still up there, still growing. So appreciate what the staff does to make sure that all of these activities happen.

James Canfield

And ultimately, that is what makes us what we are, right. All of the other things are icing on the cake, but that is why

**Barbara
Bagneris**

That's right, absolutely. Kind of continuing, and I will be quick. I wanted to give a quick update on our Pacific amphitheater season planning. Right now, we've got 87 active offers that are on the table. We talked about diversity of the programming. And I kind of wrote those out 10 countries, seven, reggae, four, Christian, 20, classic rock.

And you know, that's really because there are more of them out there than anybody else at this time. Five comedy acts, two Latin, five, classic alternative. So think K rock in the 80s. 10 alternative. Think K rock now. 7r, B, pop rap, etc, 1j, pop group 4k, pop groups and five EDM, electronic dance music that we're working on right now. We do have 11, and I'm going to use the quotation marks confirmed shows those are not contracted, but we come to general terms with those acts and are expecting them to come. We will have and a couple shows that aren't listed here, we will have some of the favorites of the tribute bands, you know, coming back, some of the ones that sell really well and are very popular, so you'll see those as well. Ultimately, you know, overall in the entertainment department, you know, our PAC, AMP team has made over 200 offers so far and again. Those offers started going out even before I got here, even before I got here in July, we already had offers out. So we're continuing to work through those. Some don't work because of tour schedules or size of venues or expense, etc. So we're still working to close. And as I said, we're working with 87 acts right now, in addition to the PAC am season. And I wanted to point this out, our entertainment team also reviews over 700 submissions that's for the community entertainment stages during the fair, and they book approximately 350 of those. And what that the review entails not only resume and information, but generally videos as well, so they can go through and review that to make those selections. And then an additional 100 performers, professional performers that go on some of the stages, as well as the hangar and the ASA. So it's really a heavy lift of. The work that gets done in that area.

**Barbara
Bagneris**

Confirmed shows or any under contract?

James Canfield

No, no, no. And generally in the industry, we don't talk about things until we have signed pieces of paper, because it is a competitive marketplace out there. So but we will continue to update and kind of talk about our announced schedule, and number of other things that Michelle and sales teams are working on now is kind of how we're going to present these, get them on sale, do our public on sale announcements, and those kinds of things which will really

be different and better than kind of how we've done it in the past. So we're excited about that.

Dimitria Jackson Question.

James Canfield Yes, ma'am?

Dimitria Jackson If we hear of any concerts inventory actually do send some contracts with it still be a consideration. We would say, oh my gosh, I know they're going to do on tour. Can we get them here? It's like...

James Canfield Oh yes, absolutely. And again, everything happens based upon the availability. And one of the things that that we are working on and we're working with, you know, a lot of the tours are handled by the major promoters. So we're working with their local offices to try to see if there's anything that they can route through and again, really, at any time of the year. You know, the typical outdoor concert season goes from March, April through October. So, you know, we we put the word out that we would like to be, you know, part of the Southern California touring venue scene as well. And if we have opportunities to pick up a date from something that's on tour, we're certainly working hard to do. And again, some of those. You know, we some of those. It all depends on the types and the sizes of venues that they're playing. How their shows are built. You know, if it's a show that's playing outdoors, most of the time, those tours can play in a venue our size, but if it's an arena or a stadium tour that, you know, they're certainly not going to play in an 8200 seat house. So that's really, you know, there, there's so much that goes into those deals and and those tour all that tour planning. It's really fascinating.

James Canfield So, a couple other industry updates. Well, one industry update, and then a fun one. We did have some travel this month. CDFA had a two day symposium, Chair bonaris and director Kovacevic also attended for one of the days, one full day of kind of CEO, statutory training, on the public meeting, Acts, all those other things, how to manage the finances, a lot of a lot of very specific details. And then one full day was panel discussions and chair boundaries, and director Kovacevich were able to participate in those

talking about the statewide resiliency programs you're found year round, fairground usage and program opportunities. And then just some kind of overall industry, political climate and other impacts that we might be dealing with, obviously, at the time we were in the government shutdown and talking about a lot of those kinds of issues and how they may be affecting the state and our industry. I also attended the WFA managers conference, which was right down, actually, in the same building, and that was really kind of a state of the industry presentation. And then there's, there's a lot of discussion right now about a new California affairs, a specific group that will just represent the interests of the California affairs, separate from really a combination of CFA and SERVE that serve in the simplest terms. So those are really ongoing discussions that we hope will continue to be fruitful and get us to the point where we're all only in the same direction. And certainly one of the challenges being we've got, you know, our fair, we've got Del Mar, we've got LA County, which are very large, long fares, and we have some smaller fairs that are 1,2,3,4, days. So there's a real diversity of needs that the different fairgrounds have. And the different bears have, so we're trying to come up with the common ground that we can all work together on. As part of that, Director Kovacevic and I also attended the CERVE strategic planning meeting, and again, that was panel discussions with some elected officials and some other folks in the know talking about policy issues, funding opportunities, opportunities to better engage with state officials and kind of get our message across to them about the things that are important to the fair industry. And there were 10 or 12 other state fairs that had participated in that, and it was something that Deputy Secretary for this Service stands for, again, community, emergency resiliency, venues and fair.

**Barbara
Bagneris**

We probably want to say the name.

James Canfield

Yes, I apologize and and as I sit here, I will, I will make sure I spell it out, and I'll get back to you with that by the end of the meeting, I promise.

Barbara

Emergency responses.

Bagneris

James Canfield

Yes. It's creating a network using the fairgrounds for emergency response and resiliency for the community in in case of whatever an emergency might be, whether it's an earthquake, whether it's fires, whether it's rain, whether it's mudslides, the tsunami finally hits us, or whatever it might be.

Nicholas Kovacevich

Yeah, I was just gonna add some commentary for the rest of the directors, because it was a very fruitful week up there in Sacramento, and I think it was enlightening for Chair Bagneris and myself to kind of be able to hear from leaders in California, folks in Sacramento, other fair CEOs and board directors, but I think the big takeaway is, obviously, we live in a, you know, interesting times. It's dynamic. There's a lot going on, and I think there's been really good leadership at the top, with Michael Forrest and with Secretary Ross that have looked at, you know, positioning the fairgrounds into more of this community resiliency. We even heard from elected officials. It's a big thing going on in Sacramento, and so I think we're really getting aligned in the right slot there to focus as as a whole, as fairgrounds as a whole. It's a position for, obviously, funding, but you know, also, on the other you can make sure that we're an integral part of the community. And look at the map of the fairgrounds and how the forefathers set it up. I mean, it's beautiful distribution all throughout the state, and I think it's very important as part of our role to serve the community that we build out this function here at OC but also broadly across all the grounds. So it's exciting that we're moving the direction. And you know, thanks to CEO Canfield here for signing us up for server and getting us a seat at the table. I'm actually a literal board seats. So we're in a very good spot to pursue that initiative. And I think the other overarching theme was profitability, and it was great that our board had already kind of been ahead of the curve on that looking at how we build more sustainable year round revenue. That's what all the other fairs are looking for. And we've got some great ideas that we're able to share with them. And hopefully there's stuff that we can actually do kind of more together in lockstep with the other grounds to create more resilient revenue streams. But we don't

know. I mean, there's a lot of uncertainty. There's uncertainty in the state budget, you know, how much money is going to be there, and so we definitely want to take the fairgrounds as a whole, and make sure it's sustainable from a revenue standpoint as well. I think that's going to ensure longevity for the whole infrastructure that we have. So I think the OC Fair has a great role to play there, as a leader in space, is one of the more profitable fairs, and is already ahead of the curve and looking at some of these more innovative revenue models. So it's it's really great to kind of get that perspective and spend that time and, you know, reinforces that we're on the right track, but also shows us that there's a lot more that we need to do and we can do we are doing, and it's exciting to be taking the lead on that.

James Canfield

Community emergency response And resiliency venues and fairgrounds

**Barbara
Bagneris**

Thank you so much. Additional talk about the possible creation of a regional board. It was very enlightening, and I'm glad that I was able attend.

James Canfield

For those of you that don't know, and it. Was kind of like a normal day for me, but I know in Southern California it was a major issue the next the next topic is OC FEC to the rescue. We had a major weather event over 3.3 inches of rain in Orange County, dusty winds, and they called it an atmospheric river, which is a wonderful concept. If you close your eyes, you can actually see it. So we actually became an emergency large animal shelter, sheltering 55 goats, 11 sheep and, of course, one alpaca, in supporting Tanaka Farms and they they all post, and we got a few pictures of the alpaca just kind of got up from rolling in the hay. So please forgive him. He's a little dusty. Yeah, the last item I have, I just a quick Human Resources update. And you know, we're, we're spoiled by our human resources department. They do outstanding work throughout the year. You know, coming up on fair time, they hire 1400 or so folks and get them on boarded, and get them trained and get them working, and then handle all work, and then 45 days later, we release all of them, and they get to take their summer money and pay for college or school or whatever it

is. So in addition to that, though, which is a big part of their overall job. We do have some other openings on the COO search front. We do have five good candidates right now that we're in review, one that Michelle Richards identified, some others that Michelle Capps knows from her previous life, and then some others that came through the recruitment process. So we're continuing that review. And once we have some bandwidth after the budget time, we'll, we'll begin those will begin those interviews and hopefully come to an agreement and get a new coo overall, we have 14 other open positions in addition To the COO, tener and operational departments, maintenance engineering, events, set up programming all of those areas. And you know those, those are challenging for us not to have, because they really impact our productivity, the quality of the venues, the work that we can get done. They force us to be more dependent on subcontractors and temporary labor to get things done. So that creates difficulty. We've also got two promotional backfill positions where we've got where we had someone retire out we promoted someone from within to the director level position, and we've been unable to backfill those positions. So we have a couple of our directors really doing double duty to director role that someone else used to do and the old role that they used to do as well. And then one one position in accounting and one in marketing. And after seeing the work that that Melissa and her team did, I will vouch that we need more people in the accounting department. So that is it for me. Unless anybody has any questions?

**Natalie
Rubalcava-Garcia**

The only comment I have, if I had made or is, as you're doing your COO search. I think one of the things you might consider, if this is not a successful search, once again, is this position as a vice president, position before CEO Richards made it as COO position, and perhaps due to the salary range, you just revert back to Vice President. I don't know what the reasoning behind making it a Chief Operating Officer, but I know prior to her promotion as CEO, it was just the vice president position, so which is probably more in line with that salary range.

James Canfield

And I don't know if the salary range changed with that, or if that was just a tittle change.

Natalie Rubalcava-Garcia Yeah, qualifications is probably very different for a vice president operations versus if you operate.

James Canfield And we'll take a look at that. That's that's a great that's a great point. Thank you director.

Nicholas Kovacevich I'll just note that it's good to see. Some directors working harder than us.

James Canfield At least double duty? Well, they were doing double duty when they just had one job. So I don't know.

Barbara Bagneris Thank you for those updates, but moving forward for the agenda, we're going to either move our presentation of our special proclamations, either before closed session, or at least before the CEO updates. Thank you.

James Canfield And that was as quick as I could go.

Barbara Bagneris Quick announcements and updates. Okay? Well, thank you very much. No, really, those updates are great, and our guest got a chance to hear what we're doing from the CEO's perspective. Okay, so with that, I'm going to, we're going to go into the governance process, and we're going to do the Filipino American History Month proclamation by the Community Affairs Committee, and then we'll move into the Native American Heritage Month proclamation also by the community affairs so turn it over to you guys.

Natalie Rubalcava-Garcia Thank you. Chair Bagneris. Director Jackson and myself had the great opportunity to lead the fairgrounds in our community affairs initiatives. And one of the initiatives that we have is to recognize somebody who is doing great work in Orange County, in line with many of the things that we value here. And this month, we're recognizing somebody for Filipino American History Month. And with that, I would like to introduce Jay Ungos. Jay is a dedicated advocate for the Filipino community and small business ecosystem in Orange County. His passion for empowering Filipino entrepreneurs and professionals drives his leadership across multiple organizations where he works to help small businesses, entrepreneurs and nonprofits achieve their next level of success here in Orange County and

beyond, Jay has served as president of the Asian business association of Orange County, and as a Board of Director for both the Filipino American Chamber of Commerce and the nonprofit biolink. He is the founder and current president of the Small Business diversity network, a nonprofit organization supporting underserved small businesses in our community. He's also the founder of the tag network. And without further ado, I would like to invite Mr. Ungos up to receive his recognition.

Dimitria Jackson

So whereas the 32nd District, whereas the 32nd District agricultural Association's mission is enhancing equitable community access, agriculture, entertainment, cultural and educational experiences, and whereas the district's vision is Orange County's Town Square, the safe place where the community gathers and finds value. And whereas the district recognizes the importance of honoring the month of October as Filipino American History Month. And whereas the district recognizes the Filipino American community and its achievements in agriculture, the arts, literature, sciences, medicine, military service and business entrepreneurship. And whereas the district celebrates the Filipino American community's contributions to the rich, diverse culture and heritage of Orange County and for the result OC fairness, reinforces the principles of diversity, equity, inclusion and non discrimination as core institutional values and affirms that safety is an underlying element in making any person or community feel welcome in nearly any setting. And for the resolve this position will see fair event center board of directors and staff to enforce the policy prohibiting discrimination of any person on the basis of race, ethnicity, nationality or sexual orientation, and to respond to all concerns accordingly. Now, therefore, the Board of Directors of the district hereby proclaims the month of October as Filipino American History Month to OC fair and Event Center and recognition of Filipino American History Month 2025 the 32nd District agricultural Association, honor Jay Ungos.

Jay Ungos

I thank you so much for this tremendous honor and recognition as a small business owner. Any small business

owner? You guys know the struggle and the journey, right? So this is why we do what we do. And, you know, being able to serve and give back to the community. I want to make sure that wherever we're serving, that we want to create the biggest impact with the limited amount of time that we have it. That's why I kind of progressed. You know, why should Filipinos have all the fun? Why should Asians have all the fun and being able to really serve the community. And now we're doing it at a level where it's regional for the whole Orange County. We have over 2,000 members. Now it's not just small businesses. We have our large enterprise, our state agencies, we have education. So it's really about creating that ecosystem for the business community where small business is truly the backbone. You know, there's 4.2 million small businesses in California. Almost 99% of it is small business, solopreneurs and micro-preneurs. And you know, we need to give them more support, because if we could just get them to hire just one, that's going to change the way economic development is going to be for everybody. And that's been our mission, is to become that resource hub for Orange County, to be able to not only just be the voice for the small business community, but be able to, you know, hold some of our shareholders, stakeholders accountable so that we're working on this mission together. And you know, thank you so much for this, but you know, for me, it's not about your words. I want to be able to collaborate with you. I truly mean that with everything that you guys are doing when it comes to community impact, think about having us as your small business community impact being able to bring everybody together, and I want to be able to collaborate with you explore some opportunities. Because, you know, Nick mentioned some innovative ways that we could bring some alternative resource funding here in this location, you know, there's a lot of opportunity when you bring the small business communities as well. Because now, if we could create some sort of conference every year, there's different industries that could potentially host some events here during an off season when it comes to the fair. So, you know, just think about those things. And we would love to explore more with you. And you know, I want to be able to invite the board, if that's okay. We have our our the

next two weeks, we have our awards lunch and celebrating our three years. So you we will all save I'll make sure we save the table for you. That way you guys can really see the ecosystem that we created. We want you to be aware of that, so thank you again, and I really appreciate you know all the things that you guys are doing for The community and being able To honor you today. Thanks.

**Natalie
Rubalcava-Garcia**
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And thank you. So unfortunately, we were unable to get our November recipients in for Native American heritage month. But I just wanted to mention who the individual is. We are probably going to Director Jackson. I are probably going to have the opportunity to do this individual out off site. But we just wanted to also recognize the work that she has done so the recipient that we have to. Ocean for Native American Heritage Month for 2025 is Virginia Carmelo. Virginia is a Gabriel Tongva and Kumeyaay elder. She was raised in the city of Fullerton, where her lifelong journey of cultural leadership began from the hard Orange County. She has dedicated decades to preserving native traditions through dance, storytelling and education, ensuring that the Tongva presence, the original people of this land, remains honored in the very communities where she grew up. And as you know, the Tongva nation is all across Santa Ana Reginald really does go it spreads across Orange County, so it is very significant. She continues to work on behalf of the indigenous people here in Orange County to make sure that they are recognized and their traditions continue to live on. So hopefully we'll be able to bring grant, because I think it would be a real great opportunity for this board to get to know her a little better. But we are honored to recognize Carmelo Reginald Carmelo as the recipients of Native American history.

**Barbara
Bagneris**

Thank you. Thanks so much picking out these recipients and making sure that they're here, if they're not, still be recognized, and we're going to continue to invite them to the fair for at least one of our dinners, so that we can meet them again in person. So thank you. So now we're going to move on to the presentation of the 2025 budget and vote on whether or not to approve it action item. But before I turn it

to CEO Canfield and financial management, I'm going to call on a public comment. So Reginald wants to speak to this.

Reggie Mundekis Hi, thank you. Thank you for the opportunity. One of my concerns about the budget is that we're seeing falling margins over the long term. It's not like it falls off cliff in one year, it's just slowly creeping down, which is going faster because of inflation. Some of the suggestions for the budget brought cut some of the board members by surprise, but to me, they were understandable in light of the inflationary economy that we're in, and we're not seeing any end to inflation, so we're paying more, and we need to accept that, and we need to adjust accordingly. And this also ties into looking at our financial plan long I would suggest, like a decade, like you do with retirement or trying to buy a house or education home, and we need to do that because we're really good at wanting to your budgeting. We need to broaden expertise for the longer term, and that may also include understanding what the price increases need to be. We've always just been taking price increases when we just absolutely have to. That was in the past when we had little or no inflation. That's not going to work in this environment, because you just can't end up eating into your own margin, and then you're going to force yourself to take price increase when it could be too late. You've already caused economic damage to yourself, so just want to share those thoughts.

Barbara Bagneris

Thank you for those comments. We'll turn it over to CEO.

James Canfield

Thank you, Chair Bagneris. This is a follow up presentation to the budget study session that was hosted by the Finance Committee last week. We added some of the additional information that was requested by the board and the Finance Committee, and we'll go through a very similar presentation with some of the additional information added for everyone to there. We sorry, we're a little behind the budget development process is a very detailed process. Obviously, our fiscal year runs January through December, so it does mirror the calendar year. Our budgets are created annually for each department. Department, there's a

significant amount of work that goes into that kind of on a zero based budgeting basis, with 52 departments that create their budget, and then it flows up into the role of budget. That's 17 directors that oversee those 52 departments, and then our monthly and annual financial performance is reported to the Board through the finance a couple other things, just just from an informational standpoint, the OC Fair is an enterprise fund. That means we're by design. We must be self sustaining. We must provide the necessary revenues to fund all of our operations, capital expansion expenses, and future improvements. No surprise to anyone that's been around for a while, the OC Fair operating revenues provide the majority of the overall income, approximately 80% and our non fair revenues add an additional 20% those budget dollars fund fair operations are year round programs. We just saw some of the impacts of those programs from Michelle's report. It funds our year round operations and upkeep, and it funds all of our capital projects, and ultimately will have to fund our Master Site Plan work as we move forward with that.

James Canfield

Some of the guiding Budget principles that our team used in developing the budget was to continue to grow and improve the OC fair by expanding the programs at the fair, educational opportunities and enriching the experiences, while maximizing the revenue that we generate and property managing those expenses. The second was growing and expanding our year round event programming by maximizing the use of our facilities to attract diverse entertainment, special events and community program, and then thirdly, performing our fiduciary and public venue management and oversight roles to maintain financial performance, operational excellence and long term viability of the venues and programs. One of the things that was asked at the study session was kind of a historic financial review, and this is our last year's Budget to Actual comparison we have. I printed it really small for myself, sorry. And as we discussed, we've seen the revenue typically goes up and down on an annual basis. Some of that fluctuation, some of this is coming out of covid Obviously. Over the last five years, in 24 we had a bigger, more valuable Pacific amphitheater program than we had.

We also got an influx of funds from E tips as part of their capital investment dollars. So, but we've historically been in the 19, 18% net proceeds versus overall revenues. In 25 the approved budget took that down to approximately 9% and year to date, we're trending a little bit ahead of the 2025 budget by \$122,000 or thereabouts, but again, our net results are just slightly ahead of what the board approved budget was for 2025.

James Canfield

Part of the review of. Um, before we begin building the budget, is to look at what the sources for economic forecasts are. Two of the best sources, Anil curry and mirafarca with the woods center for economic analysis and forecasting at Cal State Fullerton. We went to that presentation, and I'll get these all to load, slow growth, but still positive, real GP, GDP, growth is expected to be around 2.4% we're still looking forward to some additional Federal Reserve cuts. Those may be delayed. Consumer Confidence shows discretionary spending projected to be up 2.8% disposable income up 2% one very interesting thing that we saw was that household debt matches a 30 year low. So people are being more careful with their money. I think we saw that at the Fair last year. Job growth is relatively low, negatively impacted by some of the federal job cuts that we've seen coming out of those those programs with the new administration, some of the new investment that we're seeing out of the business community is investment in data centers, AI infrastructure. That's really where a lot of the money is being spent right now, as well as expansion of some US based supply chain, and whether that's manufacturing, distribution, etc, from a local forecast, it's generally projected to mirror the overall us forecast continued static job market unemployment expected to rise slightly from 4.4 from 4.2 to 4.4% housing affordability in Southern California, very tough, I can vouch for that. At just 12% and then 44% of households are now renting in Orange County. Now the business community, on top of all of that, when they were surveyed, 74.4% of them, this is Orange County businesses reportedly were optimistic about the near term outlook, and that's compared to 52.2% in The first quarter this year. So this is just an updated number on that survey. Interesting that the median home buyer? 59.

James Canfield

Yeah, I'm not going to get into my...I moved here from Alabama. Thank you. That will be very helpful. This is very tricky. We're on the next slide. Okay, our other budget assumptions that we used in building the budget, maintaining the controlled attendance model, so the rounds are still very friendly and usable, but we're recommending an increase in the path to 55,000 and that's really based upon our ability to analyze The scan counts see when the when the real traffic on the grounds is the 5,000 additional tickets are really directly related to the Pacific amphitheater, and the fact that those crowds are typically arriving when the Pacific amphitheater opens, going straight into the amphitheater and having very little impact on the grounds at our busiest times, which are between six and nine. So the 55,000 is all 23 days. That is correct. The 55 would be all 23 days. Yes. And last year, I think, we had nine sellouts. And again, it just...

James Canfield

Yes, and it's really because of the way that cap is figured. It was really 42 less than it was around 40 because we were subtracting out the amphitheater, ASA, and the hangar tickets, because they also get a free fair admission as part of their ticket. So part of our analysis was just really tracking, when are those people really coming, and how are they impacting the fair? So that's where we came up with the. Additional 5000 we've also looked at kind of a need versus value rate structure, trying to add attendance drivers for the weekday the daytime hours, which are mean times the evenings and the weekends, the grounds are typically full and sold out. We're looking to create ways to encourage new visitors, ultimately, they will come and then drive revenue through their ancillary spending, etc, on the grounds, but also to make sure that the fair continues to be approachable for, you know, for the families and the residents of Orange County so everyone can get in. We done an analysis, which I'll share on regional parking and parking fees. We're not recommending a change in parking fees during the fair but but want to share some information for year round events. Right now, we're budgeting for 35

shows in the Pacific amphitheater. I know Dan and Michelle and the team are working hard to get as many as we can get. If it's 35 it's 35 if it's more than that, we'll be even happier, because those shows always generate net revenue for us. We haven't created some new employment opportunities on the events team. We're looking to add a project manager, an additional person in our ed department and one in operations as well. Those are really driven by specific needs that we have. These are new positions to fill specific needs. We'll continue with the feature exhibit rewind. We're going to add some sweeteners to that. We're going to add some additional food and beverage services within that space. We're going to include that with some catering opportunities where folks can come in and use part of that space during the fair to entertain and host folks, hopefully do some corporate events and things in there as well. We're going back historically, there's been a home brewing competition, and we're going to add that back in because of really a demand as some of the surveys that we've sent out, that was really the number one addition that people requested. We feel we're going to have hundreds of people that are going to want to participate in that, and I did volunteer to be one of the tasters, so that one's near and dear to my heart. We're planning to continue the two day imaginology model, continuing the shared model for the ranch, with the community activities and the boarding and the training. We've created within the budget, some targeted growth in our borders. I know Michelle and I and the team met with someone over the last month that is looking to bring some additional voices, and we're hearing from our other borders that they're looking to expand as well. And then we have 3.9 million in capital expenditures that will go through. Those are not really related to the Master Site Plan. Those are deferred maintenance and very specific needs that we have just to continue operations.

James Canfield

The first thing we looked at was parking, and we surveyed rates from other Southern California venues, as well as Area Regional fairs. What we found was we're significantly below the average parking rates of other some southern California venues, but we're in line with the other region

affairs during the fair season Orange County, the venues that we looked at are listed even with our current \$12 the average is \$20.22 LA County, \$32.76 county \$30 and then the area fairs Del Mar Riverside, LA County And Arizona State Fair, their average parking rate is \$16.52 so we feel like we're in line with our fair season parking. Let's feel like we're below market value in our year round parking. One thing I want to point out is that Anaheim, Los Angeles, Ontario and Long Beach convention centers are the venues that are most competitive with us. Many of the same shows and promoters that we host here on the grounds also do shows in those buildings, and we are below the rate that those buildings are charging as well. So again, our recommendation is that fair parking remains the same. Next slide, please. Thank you. Fair parking would remain unchanged at \$15 and the recommendation is to change the year round parking to \$15 as well to match that for the board's consideration, some of the research of the proposed rate is below the market average rate. It's consistent with the average rate for other regional fairgrounds. Important to note, the cost of operating the parking has increased by over 40% since 2023 as we had to expand staff and services technology in order to operate the parking, there have been no parking rate increases in three years. So the current rate was established in 23 and the projected increase is expected to produce about \$773,000 in additional revenue to offset operating costs. The next area we looked at what was fair admission and again, as as as I mentioned, our weekends are a high value commodity. They sell out. We actually even have people that if there are Pacific amphitheaters tickets available, they will buy those tickets in order to get access into the fair.

James Canfield

And sometimes those tickets will be 6080, over \$100 so we really feel like the weekends and evenings are time that are going to drive attendance regardless. So we've come up with kind of a targeted tier grade structure that promotes weekday and daytime meet periods to bring more folks in family and daytime packages the opportunity to include prepaid food coupons for value meals, rides, games, etc. We're working with RCS on that now, with some discounted ride wristband packages and games packages as

well. The intent being to offer, in the simplest term, the family four pack, or what, whatever that might be, to attract folks in with, ultimately, some type of discounted admission, and then those other perks and services added in early bird specials, which would be a very similar thing. And that would be tied to pre purchasing your ticket further in advance, but also having it only be valid for access earlier in the day, 11 to 1, 11 to two, whatever that might be, driven again by the data we collected with our scan counts to just try to get more people on the grounds during the day, and again, with the lower rates, have more people on the grounds and make the fair more accessible for everyone to come in. We'll continue with a presale focus. Our recommendation is to change the general admission weekend to a maximum of \$18 and I say maximum because, again, it'll be part of a tier grade structure that will start tied to a pre sale. So if you buy, if you buy your ticket on six months in advance, I'm just making it up, it'll still be \$15 but as we get closer and closer and closer, the value of that ticket will increase. And you know, some, some folks call that surge pricing. It's something that that's that's happening in many industries right now, even they're starting to do it in restaurants. It's very typical, typical, certainly in the airlines and now really even in special event venues, where as the tickets go up in demand, the prices for those tickets go up as well.

James Canfield

But again, part of this additional revenue allows us to package some of the. Other things as loss leaders and ultimately draw more folks onto the ground. And a big part of that will be our marketing plans and how we get the word out on that, and how we start that far in advance and how we package it. We're also recommending the senior admission go from \$9 to \$11 and again, that's just the other fares in the area that matches their rate. LA County, I don't believe even has a senior rate. It's just a full price ticket. So again, increasing the ticket sales cap to 55,000 you know, the rate and the capacity changes give us flexibility to kind of work through this. We're working with RCS again to try to build the traffic earlier in the day, which is our need periods and the rate change we're looking to generate an additional 1.5 million will go to offset increasing operating

costs as part of our annual review. We also do market analysis on our year round event building rates and then our for fair merchant space fees, we're recommending, again, market adjustments on those of 2.7% on our year round building rentals, not a significant increase, but again, kind of matching the marketplace and our fair merchant space, an increase of 1.9% nominal increase. But again, we it's part of our kind of an annual review that we do, just to be consistent with the industry, all of these people. It's fascinating. I started July the second, Del Mar closed July the sixth, and everybody packed up from Del Mar and came here, so everybody knows what everybody else charges. So we're all trying to work together and be consistent with those we do have some changes in our labor expenses. Our total labor expenses up approximately \$2.3 million a number of things are driving that minimum wage increase, which which leaves us we maintain a differential between minimum wage and what we pay for our part time and seasonal temporary workers in order to be able to attract workers otherwise they want to go work in fast food or some of the other places.

James Canfield

We've also had some PERS rate increases, even though the general wage increase for civil service was deferred to 2027 so the general wage increases were pushed off of the state budget. We have asked for four new civil service positions, Capital Projects Manager and looking at the Master Site Plan, as well as all of the other \$3.9 million in projects, we feel very strongly that that's a needed position right now that's being, excuse me, being managed by our, our Director of Operations, Jerry and his team. And there's a lot of work that needs to be done, and it really is a full time job. We've also added a maintenance worker in event operations to help us with the additional events that we're looking to have on the grounds, and event coordinator in the Event Services Department, again, directly tied to the additional direct I uh, events that we're adding over the course of the year, and then an exhibit designer installer, which is someone that will use ideally to offset our needs to have outside labor sub contractors, etc, do work we're also looking at four reclassifications from permanent part time positions to full time, one maintenance worker, one

accounting supervisor position, and we've learned our real need for that as we've gone through the budget process this year, they have higher level of support in our.

Administrative areas, an additional maintenance worker, internet operations, and then a graphic designer in our creative services area. With that, we've got approximately \$750,000 in new positions and approximately \$950,000 excuse me, in statutory increases from PERS. And those are other overhead costs that we had no control over.

James Canfield

Some overall notable budget highlights in the production area. We got good news we revisit our audio video production contract and realize the savings of \$170,000 we did have to make an adjustment in our electrical expenses. We got bad projections last year, so we're expecting \$255,000 increase this year. Trcc Ranch community center, we talked about we've got targeted boarding occupancy and capacity goals to bring in some additional revenue there, we built into the budget new grounds, wide events, revenue of \$1.1 million right now that's considering two new major events. We we were looking at a higher number because we had another major event, but the third major event ended up being significantly smaller than it was going to be, and that event is moving forward, but it's less than \$100,000 now in total revenue, we've got growth in admissions due to the adjustment in the attendance cap as well as the projected rate changes. We have had to make some adjustments in the fair, safety and security, and that's really an adjustment to what our actuals were last year, not something new, but something that was not budgeted properly last year on the packam, again, we've got revenues and expenses budgeted for a total of 35 shows that was A placeholder so we could actually do the budget calculations because of the way we build it and how it flows. But if those revenues go up, the expenses will go up, and they will be an offset at the end of the day. And then in department 87 which is sales, that's with our tandem partnership, we've increased their sales goals by little over \$330,000 so we're looking to generate additional revenue wherever we can. Going into the detail on the capital projects, a number of items on the capital expenditure list, totally in \$1.8 million you can see the list.

It's part of it. Are moving costs here into this building, some air conditioning units on some of the buildings, roof replacements, you know, a variety. There are a couple face to the plaza, Pacific LED light fixtures, some other improvements in the pack amp for safety, as well as esthetics, parking lot repairs, you know, and then some work at the Ranch community center on some small paving projects. I do want to point out that we are continuing to do the refurbishment of the stalls and some of the other work that's part of that. They're not listed here because we're really handling those as maintenance with our internal staff. More than anything else, we also have some other major expenditures, just over a million dollars, as a crash wall repairs. A lot of these are smaller entry doors on the Costa Mesa building. When you see them a lot of times, they're they're tied open, because they don't open and close right now, and we have to kind of chain them to get them to close again, a phase two, which is except exhibit wall that we use for the competitions. Because we bought half of it last year and intended by half of it this year, and then a variety of other items, some which will use our rental costs. And some of these are just to replace other aged out and broken equipment, and then equipment expenditures, again, just less than a million dollars. And a variety of items that that I don't need to go through. The biggest item being, fair time electrical equipment, and that's and that also is for year round events, because we provide all the electrical service for the events, and we just have to continually replace equipment as it wears out and becomes unsafe. So the overall total for capital expenditures, as I said, is the 3.909 the and just to put that into perspective, this year, we have 66 projects with a total of \$3.9 million last year it was 51 projects at 4.3 million in 2024 was 59 projects at 3.25 million. So we've been consistent kind of year over year in that three to \$4 million the next two slides are clean and they are the two budget roll ups. One is the first is the fair P&L, again showing the direct revenue and the direct expenses for the fair. And I want to touch on the direct expenses for the fair versus the the impacts that the Fair has on on the overhead. Obviously these. There are certain things that it's very easy for us. There are things that we wouldn't people that we wouldn't hire, or expenses that we

wouldn't have, that we didn't have the fair. But we also have 125 other people and a significant amount of overhead that are here all year long. And part of what they do is start planning for the fair, beginning next week, when we have our first fair planning session, and then get us through building out the fair, and then the fair ends, and then we restore the grounds to get back into our year round operation. So I think I mentioned just the Human Resources team alone. They'll start in February or March advertising and starting to recruit the 1400 people that we're going to hire for the fair. So again, the fair for the overall team is not just 23 days, it's six or eight months of effort that goes into that. But again, we're showing a net proceeds from the fair, and that's direct fare revenue, direct fare expenses of \$23,147,911.

James Canfield

The next slide is the overall budget roll up, which shows A total revenue, including all of our year round revenues and our non operating revenues of almost \$71 million against total expenses, including overhead of \$64.8 million with net proceeds of 5.971614 71613, and that is that that was the base recommended budget with the changes that were recommended by the team as coming out of the budget study Session, there were a number of things that that were requested, and so we've added some additional analysis, and kind of did a comparison roll up. The first column on the slide is a 12 month actuals, and it's it's good data, but it's not a month to month comparison of what the budget is. But that's November 24 through October of 20. Five and again, you can see that over that 12 month period, 48 mil, 48,500,000 in fair revenues, which we know is actually higher because we didn't have all revenues accounted for and all the expenses, non fair revenues of 13 point 6 million, for a total of 62,261,000 the expenses are listed below, at 54 nine, with the net proceeds of 7.323774, so, again, just, just for comparisons, so everybody could understand that is a snapshot of a 12 month period here on the grounds. The next column is the budget roll up with the recommended rate adjustments and the full budget as presented, which has a \$5.9 million net proceeds, which is ahead of what is projected for this year, as well as what was budgeted for this year. And then the fourth, fourth column

is what the results would be if we do not make the rate adjustments as recommended, and the expenses stay the same. It takes that and that proceeds down to \$3.6 million so ultimately, the difference with the new revenues 1.565455 in fair revenues and 773, in non fair revenues that really are directly related to the parking rates.

James Canfield

A few housekeeping items, one of the things that we're required to do in the state budget process is to disclose all out of state travel requests, so we have a number of those international safety seminar in Orlando, GFO, a conference in Chicago, iafi in Louisville, IAFA in Kansas City. Iabm, the Academy for venue safety and security. Part of our team is in a multi year program there. That's in Kansas City. Public Relations Society is in Albuquerque, New Mexico said that three times fast. And then, of course, the WFA convention for 2007 if you'll remember, because of the timing, we've added the 2027 to the 2026 budget, so we don't have to come back in October of 2026 and ask for approval to go. This allows us to take advantage of the early bird specials and get pre registered. We also are planning to attend the Smithsonian exhibit in Washington DC, which is about state fairs and growing the American craft that's in Washington DC, at the Smithsonian as I said, and then as part of our overall education and engagement with the industry. Fair surveys, Houston livestock show Texas State Fair, the big fair in West Springfield Mass and the W fee FA feature fair tour, which is still TTP at this point.

James Canfield

And then the last piece of boilerplate is disclosure over the regarding expenses over \$50,000 and Signing Authorities, etc, related to that, I don't think I have to go through that. I again, that's the Board of Equalization, forcing fire protection, Frank Department of Justice, normal course of business activities that the CEO has the ability to sign up and that now that I have my voice back, is the budget presentation, and I know that. I'm sure there are questions and comments, and as I said, and as we headed the study session, we do have our all of our department directors here, as well as Melissa and Max on her team that really did an incredible job pulling all of this together, hurting the

tax, if you will, and gathering this information and crunching the numbers. Michelle and I have also been deeply embedded in the process, so we're happy to answer any questions and the discussion from the board.

Barbara Bagneris So thank you for that. Before we do that, any questions in the zoom room?

Summer Angus No questions.

Barbara Bagneris So what I'd like to do, I'd like to ask for a motion and a second, and then we'll have discussion on that motion. This is an action item, so it's a motion to approve the budget.

Doug La Belle So moved.

Natalie Rubalcava-Garcia Second.

Barbara Bagneris So it's been moved in second. So we now have discussion about the budget. So any comments about the budget? I know a lot of us. There were six of us at the budget study session, that's always a good thing. More in depth. Look at all of this before it came up today. So are there any questions or comments?

Newton Pham Yes, yeah. Can you remind me when the last price increase was?

James Canfield 2023.

Newton Pham looking at this, there was a lot of comments regarding affordability for the community and whatnot on this. You know, I think this is a creative way to search pricing is still keep that affordability. I think over the past few years, we've had that mission to keep air portable, at least from what we can control on the entrance fees. But it's come to a point where we start, we need to start thinking about increasing some of our profitability for the long run sustainability, to provide, you know, continue to provide quality, you know, events and services for people in the community on a go forward basis. That's kind of why I'm supportive of this surge pricing. Candidly, I was somewhat

apprehensive on the year round parking price increase, but I kind of understand why we have to do appreciate Reggie's suggestion on forecasting and projections going forward. Think I mentioned that couple of meetings ago as well. I think it's becoming really, really important and imperative that we start to dial that in. Maybe that will be a focus for our committee going forward, kind of put together, you know, financial model, production capabilities, but yeah, so that's important.

James Canfield

Thank you. Director Pham, just just to comment on that we had the discussion of doing kind of a long term look ahead, and one of the things that will happen once we're through the budget process this year, is that will happen, we'll go back and add to the history projections moving forward, or label where we'll add in the Master Site Plan and other capital and some of those other things as those are identified, so We'll be able to have a better idea.

**Barbara
Bagneris**

I too, appreciate Reggie's comments, but I know that at the budget study session, many of us had concerns about raising anything for fair pricing. When you talk about raising \$2 increasing seniors, I'm a senior, and I think about that, and I don't want anything to deter people to come into this fair we are, you know, the jewel of the industry. And maybe this isn't the year because of the the climate in the country that we don't do it, the surge pricing. It makes sense to me, but I still feel some kind of way lack of better words on doing any increases during the fair this year, because I do believe that a lot of creative ways for us to bring in additional revenue budget study session, and maybe there are ways to make up that difference in other ways than actually having a price increase during the fair so that's my comments. I'm not in favor of any fair increases this year. However, I like the modeling, and look at it more long term, not year to year, or every two years, and do some longer forecasting to see what we need to do. So I do see Director Rubalcava-Garcia...

**Natalie
Rubalcava-Garcia**

I was able to attend the budget workshop. So I first want to thank everybody who worked so hard on the budget. I know this is a heavy lift for many of us who are volunteers, so it does take a lot of work and dedication. I one of the

things I think I missed on here. And forgive me, Melissa, but what does our current reserves look like? So are we still? Is our reserve still growing? Have we?

**Melissa
Au-Young**

It's been growing over the last few years.

**Natalie
Rubalcava-Garci
a**

Yeah, and I think I was one of the along with our chair, who expressed concern about increasing prices. I'm all for increasing, incrementally so that it doesn't have to come in a crisis. I am a big believer in not having to increase anything as in a reaction to market trends. But I do support a minor maybe the surge pricing. But I really don't think at this point it would be a good idea to increase the parking prices at least for 2026 fair and all of the other events, simply because I think we're trying to get people to come, and the parking rates are expensive.

**Barbara
Bagneris**

Parking for the fair.

**Natalie
Rubalcava-Garci
a**

Year round. And that's what I mean. Somebody's generally, if you're coming to the gem park there, I'm not going to spend that actually makes me want to spend less in the gem fair, because I'm, you know, so I just think, I know \$3 is not a lot, but I so, just to keep that in mind, I think I'm completely opposed to it, but I do think in this current economic climate, it's really challenging. We have the federal shutdown. We have people who are just trying to get back on their feet from not being able to pay their rent for the last three months. So I think I do see all the comparisons with Disney and all the other theme parks, but they're a little bit different than we are as a community based organization. We are really entertaining the people who live on this county, not necessarily people who are visiting from out of state. So I do take that very seriously in terms of how we're going to adjust our pricing. So that is something to consider, but I haven't really decided on what path forward yet. I do believe that we need to make sure that we're taking care of it. There one thing I will say, though I would ask our CEO if we could be more diligent about talking about how we as a fair, whether it's press releases, but we should be pretty frequently talking about

how we are self sustaining fair, the number of jobs we generate, how many people are employed here, the number of expenses. I mean, I don't think that people understand that, that we are building a business, yes, for a government agency, but we don't get taxpayer dollars like other cities might. We are all the everything that we do is based off of the events that we're generating here at the fair. So I think we need to get better at telling that story, because that's it's a little bit different than a city. I mean, there are small city, but it but it is a little bit different on how they operate.

James Canfield

That's a great comment Director. And we are in the process of kind of developing very specifically, kind of the fair economic impact, but not one of those weird it's \$11 billion but one of those that really makes it granular X number of Orange County folks hired X dollars in payroll, X dollars in spending in Orange County businesses, all of those things to really put real value to that, not just some number that Nobody believes. But you know, we do a big part of what we do is, you know, we give people their very first job. And you know, we have a almost \$3 million that we put right back into the community through the part time hiring and all of those other folks, many people their first job. And. That money goes in the bank and pays for college, it pays for annual expenses, buys their first car, whatever those things might be.

**Natalie
Rubalcava-Garcia**

I know we are genuinely a community based organization serving beyond just providing the care, but also giving people their first opportunities. I do not support the revenue generating increases that we have in here, like marketing, I think that we should definitely be doing better, especially since we've raised our cap. That's a great way to generate additional incremental revenue. And with that that, that should equal more sales, because we're now allowing more people into the fairgrounds, more eyeballs, more exposure to all branding opportunities that our partners are able to get. So I do support all of those budget increases, but maybe on the expense side, or raising our prices might be something that I'm not as supportive of for 2026.

Newton Pham

So I don't know what it is about the gem fair but we used that as an example for the parking I understand one's concern on raising the prices at this point. You've got to remember what is the right time for next year. We're not increasing prices broadly, but if we were just keeping track with inflation, had we just raised with inflation, General Admission would be pretty close to about \$18 if we just literally check with inflation, so we haven't taken the brunt of expenses for people over the past few years. I mean, I can present a different scenario. I mean, it's maybe not even Jacobian. But what if attendance was down by 8% and you saw the margins, we could be moving into that loss at that rate Just to give you a perspective.

**Natalie
Rubalcava-Garcia
a**

Do you guys anticipate any decline in attendance due to an increase?

Newton Pham

That is also potential? I mean, I just think again many different ways, right? But I think the consumer general, family of five... I went to Wendy's last night. It was \$19 for a value meal

**Barbara
Bagneris**

Thank you. Is anybody online? I want to check with my directors online.

Doug La Belle

Yes, Chair Bagneris, if I might. I do have some comments again, going back to my real world, life experiences for 40 years, incremental adjustments in fees are far better than once every five years. Some large adjustments. So I would just throw that into the discussion. Reggie's comments, I think we're right on and Newton as well. And I would hope that after the first of the year, we could have a pretty detailed discussion about on our go forward basis, about the master plan. The master plan is five years ago and we adopted it. It was we had revenues to support 1/3 of what we needed to do. I know the Facilities Committee is looking at priorities. I think we not only need to look at what we have approved, but we made some adjustments on things that we don't want to do anymore and things that we might need to do. And I think we need to look at reprioritizing the master plan to make sure that we're headed in the right right direction. On that, Natalie's

comment, I think is very well taken. I know that Michelle Richards, for the last four or five years, was doing a budget in brief letter that came out after the budget was approved. I think I would encourage James to incorporate Natalie's thoughts into that Budget and Brief that he and Melissa will do, and I think that helps get our our mission out there to the to the community with that, those would be my comments, and I want to thank staff for, again, a very excellent job in putting the package together for the board to review.

**Barbara
Bagneris**

Thank you, director La Belle. Director Jackson.

Dimitria Jackson

Yes. Thank you, everyone for all the hard work. One of the things that we talked about, I'm not sure, here at the table, where it's just come up thoughts people have had marketing wise, needing it, corporate gates... I was thinking It could help deffer the cost bring the costs. If we've got large amounts for people having dates after their names, after their company name was looked into that or that would be helpful. Maybe it's already calculated here. I'm not sure, just wanted to throw that out there. And the second thing was, do we have EV parking on site? Is EV parking? profitable to us?

Newton Pham

It is not no okay, because of the infrastructure cost that goes into it, even if we became a regional Tesla charging station there, there's no revenue share to us because it costs them hundreds of 1000s of dollars to install it and build the infrastructure. I was a regional site in Birmingham.

**Barbara
Bagneris**

Director Ruiz, if you have anything?

Summer Angus

Director Ruiz has lots of meeting.

**Barbara
Bagneris**

Director Kovacevich.

Nick Kovacevich

Thank you, again, I echo the thanks to everyone who put this together, committee who's worked on this. And one of the questions I had had at the budget study session was around the percentage of net margin, what's that trend

looking like? Do we have that?

Tanya Bilezikjian I wrote it down if I could respond to it. So you're 2021 19%. 2022 there was a \$6.7 million plus up so normalized year over year at 16% but it looked on the slide like 29%. 2023 19%. 2024 18%. 2025, 9%. and then, as proposed around nine, I think, and then with some of the cuts from the proposals 5.6.

Nick Kovacevich Do we know what that led to that big drop? Is a lot of ways, labor, inflation stuff, okay? And then reverse the surge pricing. Is that going to be based on, like, a time metric or a quantity metric? like when we sell a certain amount in the price increases.

James Canfield To be honest with you, it will be both. A lot of it will be, it'll be primarily time based, but if we haven't sold the tickets, we're not going to bump the price up, right? So it will ultimately get closer and closer in as tickets continue to sell. We use the word algorithm, though. I don't understand what that is or how to make one, but that would just be part of the review that we'll have to do on a weekly basis and talk about that. And every day is different, right? And certainly later in the fair we found that that there's a higher demand, and people buy further in advance, and you know, so we're just gonna have to work our way through that. We'll build the up. Yes, we do, yes, we did. Yeah, we have all the data. It's just, I, I can't build something that does that automatically. I have to look at it and make those decisions. So it's, it's the James, Melissa, Michelle, they have the algorithm.

Nicholas Kovacevich Well, look, I think I actually really like the creativeness that we came up with here to be able to increase the ticket prices and kind of deal with that dynamic while also delivering on more family friendly, affordable packages, right? So I like what you guys did there. I hate to raise the parking on the year round events, because it just seems like a lot to pay to get into some of these cheaper events, right? But, you know, I do understand the need for the revenue, and it does uniform things at 15 across the board, so I could be supportive of that too. But I think really what we're all identifying here is a much larger challenge, and we can

certainly overcome it in this budget, in terms of implementing these things, but we're still down year over year, right, even with the adjustments. So, you know, what do we do? You know, I think that there's going to be, obviously, when it comes to the fair kind of three ways we could reduce our operating costs with technology. I think we need to really look at that. We can increase attendance, which we're doing now, but maybe, you know, we need to increase the footprint, right so we can increase attendance more comfortably and not have diminishing value when we do that. So, you know, in that. It comes to some a lot of our grounds are taken up with parking, so we've got to think through a lot of that. I think it's going to be great to dive back into the Master Site Plan, as Director La Belle suggested. So look forward to that. And, you know, obviously the third piece is increased prices. We don't want to increase prices, so we've got to look at the other two, I think, when it comes to the fair, but the biggest opportunity is clearly non fair revenue generation. So I think that given our desire to keep the fair affordable, and given the dynamics around margin compression, the thing that we need to be most focused on as a board is year round revenue generation, so I think that's been highlighted more so than ever through this process.

**Barbara
Bagneris**

I appreciate all these comments. From what I'm hearing, I would like to make an amendment. The motion is to share money. I'd love to comment as well, because I do have an amendment. So no, I'll mention you.

Tanya Bilezikjian

So, yeah, appreciate all the work that's gone in. I mean, from the first time we heard this to the budget study sessions, now there's a lot of additional information. So thank you all for the extra work that you put in on top of just doing a budget feedback. And appreciate it. A lot of my colleagues here have talked about, you know, some of the stuff that I was gonna say, the margin erosion is a real concern for me, and the longer we wait to correct that, the worse the correction is gonna be. So I think that we have to take some sort of action right now to at least get through this next year. And then, you know, as we take on and Reggie your comments. Great. Thank you. As we take on a longer term analysis of how a 10 year budget might look

and how you might address the elements of the Master Site Plan that are very much not funded right now in later years, I think that we need to do something now and then have a plan for the future. You know, margin revision happens in two ways. It comes from, you know, revenues and expenses. There's two elements to the budget. So we have two levers that we can turn to. And one thing I noticed in the presentation is that there were no reductions in expenses. If granted, labor is a big cost. I am wondering if there's anything else we can do to decrease expenses in this budget this year. So going into some of well, one more, one more general comment. You listen to anything on the economy, and we have this kind of K shaped economy happening where the you know, the people with money, are making more and spending more, and I think that we can cater to them by providing premium or Premier experiences while still being supportive of an affordable experience of people that may not be able to or might not want to have that premium experience. So finding ways to do that, like the tier pricing, I think, is a fantastic way, though, looking at a couple of the specifics, like, I'm not a fan of increasing for seniors. I just, I think that's a bad look for \$2 of additional ticket revenue. On the flip side of the tiered pricing, you guys proposed \$18. These are the days where you were saying people might buy a PACAMP ticket for \$60 let's increase the tier pricing at \$22 or \$20 at the max, and offset that there for the people that really want to be there, \$4 is an infinite difference in their decision. This PERS increase of \$950,000 we have to offset that. We have to find ways to, you know, continue to maintain our margins so that we can go forward with the stewardship of this facility that we're charged with in our role. So I'm, you know, I'll be very honest in the beginning, you were proposing those increases. I said, nope, nope, absolutely not. And I saw the data and the margins and the squeeze, and I have changed my mind.

**Natalie
Rubalcava-Garcia**

And increments is always better, but, I mean, I hear what you're saying about the seniors, but maybe we split the baby a little bit and raise it to 10, a flat 10.

**Barbara
Bagneris**

So I do have an amendment, but first, before I do that, I'm not sure if the chair even have a vote. So do I get to make

it? I can make an amendment as a motion, as a chair?

Josh Kaplan

Who made the original, was Director La Belle, or you made the motion. You could ask Director La Belle if he consider...

Barbara Bagneris

I like that, didn't think about that. Director La Belle, what I'm thinking is that we keep it the way it is, but not do the senior increase at all. Or what about the senior increase only by \$1 because I think it won't make a difference if. It's no senior increase, a big difference directed Pham.

Newton Pham

Yeah, it is a highly impacted community, because a lot of seniors are tired, so they have already planned their income for the rest of their lives, and inflation is impacting them significantly. On that front for us to increase it more... for that community of people. So I'd be supportive of that amendment.

Doug La Belle

I would be supportive as well Chair Bagneris.

Barbara Bagneris

Thank you so much. So the motion on the floor is now to approve the budget as presented, but exclude the senior increase.

Summer Angus

That makes sense, and the second or do you agree?

Tanya Bilezikjian

Yes.

Barbara Bagneris

Okay, so that is a the motion. Are there any more comments?

Nicholas Kovacevich

I do an idea just came across my desk. I which, by the way, congratulations on becoming seniors yesterday Barbera. I think that we could also change the age group for senior qualification. If we moved it up from 60 to 65 for example, then we would probably keep the revenue and also not have to raise the rate.

Natalie Rubalcava-Garcia

Yeah, I am sympathetic to seniors, but I also think that young families are struggling probably more when they have childcare, so I just think that we're picking winners and losers in this increase, and we should be consistent.

Barbara

Yeah, but if you think about it, it's just surge pricing, right?

Bagneris So these people are negative. They're not. They don't want to come. They're not so that doesn't affect the young family.

Natalie Rubalcava-Garcia But I mean, \$1 is not going to make us senior citizens decide not to cover \$2 so I just think that we need to be mindful of what we're doing and not necessarily political, right? Because, I mean, I think if we decide not to do seniors, if you want to, optics wise, but we, if we're they're paying \$9 to get in, they'll pay a lot to get in. So I would just say, you know, we I actually like that idea about raising the age threshold, because that would be beneficial. I don't not that. I'm not saying that seniors are struggling, but they're buying homes at 59. So either they are retiring with better retirement packages, or but they probably have a little more expendable income because they don't have the other expenses. I live in a city with a very young population with very heavy expenses, so I'm just gonna, I'll make that argument there.

Barbara Bagneris So what we do now, if you want to make an amendment, because we've already agreed that we would take, take it out if you want to make amendments, and we'll discuss that, and we'll see if we get and..

Natalie Rubalcava-Garcia To add the threshold?

Nicholas Kovacevich Yeah, I mean...

Barbara Bagneris One or thee other, the threshold or the dollar.

Nicholas Kovacevich I would support raising \$1 and also raising age.

Barbara Bagneris So is there amendment to be offered At this time?

Nicholas Kovacevich I'd like to offer an amendment, if Director La Belle is okay with it, to increase the senior rate from nine to 10, and increase the senior age from 60 to 65 and otherwise improve the budget as is.

Doug La Belle I'm good with the amendment.

Barbara Bagneris Okay, how about the secondary?

Tanya Bilezikjian I'll second.

Barbara Bagneris So what we've done, we do an amendment. We just had friendly amendments by the motion and the seconder. So that makes a new motion. Approved as is, except the senior age will be raised from...

Nicholas Kovacevich 60 to 65 if that's incorrect, let me know.

Barbara Bagneris And the second part was...

Natalie Rubalcava-Garcia Raising \$1

Barbara Bagneris Raise the senior rate \$1 instead of two note. You got that motion?

Summer Angus I got it.

Barbara Bagneris Everybody good, question? We'll take a roll call.

Summer Angus Chair Bagneris?

Barbara Bagneris Yes.

Summer Angus Director Kovacevich?

Nicholas Kovacevich 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 Director Bilezikjian?

Tanya Bilezikjian Yes.

Summer Angus And Director Jackson.

Dimitria Jackson Yes.

Summer Angus Thank you.

Doug La Belle Just as a general comment, Chair Bagneris, as one director, I passed the senior threshold a long time ago. I'll just leave it at that.

Barbara Bagneris Thank you so much for that. I wasn't sure. I'm glad you said. No. I appreciate the conversation, and as you see the direction I'm going to move more. So bring the motion on the floor. Second it, activate. Your amendments were taken, we'll discuss them so we can move through it that way. So that may feel like a change to people, but it's all right, all good. Okay. So with that, we're going to move to our next agenda item, which is our committee, ad hoc committee and liaison reports. So we're going to hear from the current committees, and then, as you know, the last item, I'm going to be announcing the new committee chairs and members to assure compliance with the Bagley Keene Open Meeting act committee reports are only for the purpose of the committee chair and our committee members or liaison to provide a verbal update should the Board want to discuss any committee board item not already on the agenda, those would need to be agendized for future board meeting, so we'll hear first from the Leadership Committee, and since we know we elected new leadership. This is the current leadership committee, and I don't know, do I have a report?

**Barbara
Bagneris**

All right, so we did meet on the seventh of November to plan the agenda for this meeting and talk about next Leadership Committee on the third of December. So pretty much straightforward. That's what we usually do. We get together ahead of these meetings and potentially what the agenda is going to look like. So we did do that, and Director Ruiz is now on the line, so he doesn't have anything to add. Okay, so we'll move on to the financial monitoring and Audit Committee, who just mastered what did a budget study session and brought the budget to this committee. And we appreciate them and their knowledge. And so you have anything else that you'd like to bring?

Newton Pham

No appreciate staff on that process. It looks like a bunch of schedules, but it's a lot of work. Appreciate it.

**Barbara
Bagneris**

Absolutely, absolutely so thank you to both director Pham and Bilezikjian for their work this past year.

Newton Pham

Yes, Chair Bagneris. Did we also want to go through the October financials? I think we had a lot of finance. Generally speaking, we're tracking. We're slightly on net proceed basis. Revenue was down. We're also down, probably end full year, as you should earlier, slightly above what we budgeted.

**Barbara
Bagneris**

You see the numbers on the screen. So until Director Bilezikjian gets back in the room, Oh, see, the Facilities Committee Director Ruiz. So we'll hear from Director Bilezikjian.

Tanya Bilezikjian

It All right, let's see. So we met November 5. We got an update on the two capex, or the capex projects for the 2025 year, 38 of them are finished, and 11 are still in the process. We also got an update on the two master site plan projects that are ongoing, one of them being this one. So we do have our certificate occupancy conditional. Sorry, at that point there were two pending conditions. Have those been addressed at this point for this certificate of occupancy? Those two issues have been addressed. However, another issue unexpectedly popped up that is going to be addressed at this point that will keep us from getting that and that should be addressed, I believe, today or tomorrow.

James Canfield A fire alarm device failed after it had been tested and it worked. It got retested.

Tanya Bilezikjian That was interesting. Yes, there probably goes. Who knows? Yeah, okay. And then phase two, the Master Site Plan, the Midway restroom and showers. We've got two different locations that can't render. Restrooms is the first one that does not fit. And then first I'll walk through, and then the Midway restrooms are on pause. We'll be looking at some alternative options, including pretty fab, modular restrooms, fully, fully built already. So, yeah, yes, we talked about the 2026 budget development process, as far as the capital projects and major projects and equipment purchases. So a little bit of a preview of that, and the newly formed Facilities Committee will be at some point in the future.

Nicholas Kovacevich In the new building? Awesome.

Barbara Bagneris Thank you for that report. We're now going to go back to Community Affairs Committee we have anything else that you'd like.

Dimitria Jackson No, as you know that we present it to American Heritage Month, History Month, and we will find a way to give this wonderful proclamation to Virginia Carmelo for Native American heritage month. We will try to have a suite of people like maybe two or three household recipients, so we'll can't make it for me and have somebody else in queue here. I know it's hard, especially right now holiday time here, and they will schedule some details so it's just like we're working on it. And as I said, once before, anybody has any suggestions? Texas, further and consideration, it could be something that's going to happen next year, October. Just let us know. Awesome. So then, as you said, as I said earlier, we agenda items, but these types of things earlier.

Barbara Bagneris Okay, so, thank you. So now, any other comments? Nothing come online. Okay, we're going to go on to the announcement the board chairs new committee

assignments, and so what I've asked Director Canfield to do, to do was make sure that what the purpose of the committees are, we're going to continue to have a chair and then a member so that that person we can directly contact, be in touch with, as far as what the committee is doing, what needs to happen. So we know that we have a point person for that. So for the leadership committee that that one was a no brainer. Thank you to this board for allowing Director Ruiz and I have this opportunity to serve as leadership. We will provide executive support to the board and act on behalf of the full board during emergency situations, financial monitoring and Audit Committee. When I talk to each of the directors, I can hear the excitement or the the desire to continue the positions that they have, so there's not a lot of changes. But I think it's a good thing too, because it does have some continuity from term to term by keeping some of these committees intact. So for the financial monitoring audit committee, we're going to have chair, Director Pham and member, of Director belizikjian. So that continues, but they've done an outstanding lets give them a hand. When your giving them a hand, you're giving staff a hand.

**Barbara
Bagneris**

The Input that we got this time, I believe, was probably the best that we've had because we looked at we were broader. So I really, really appreciate that we just should incorporate that naturally into the budgeting process. So for Facilities Committee, Directors Bilezikjian is going to be the Chair, aND director Kovacevich will be the member. Okay. For the Governance Committee, Director Bagneris and Director Kovacevich team up on governance.

**Nicholas
Kovacevich**

I'm glad we're teaming back up. It's been a long month.

**Barbara
Bagneris**

For community affairs. You can't have a better team than Directors Jackson, and Director Rubalcava-Garcia. So I'm very happy to make that appointment as well. Okay, and who did I say was the chair? They're going to be co chairs, equal responsibility. They work so well together. Sometimes that doesn't work for organization, co chair, co

chairs, but they work really, really well together. So I think that's appropriate. And then here's a new one. We're bringing this back. So I'm going to read this entertainment Task Force. Purpose, this committee, in coordination with staff, provides advisory input on programming, categories, genres, themes, options and objectives for the entertainment program and all district entertainment venues. Your focus is packing programming enhancement opportunities, hangar and action sports arena, programming enhancement opportunities, grounds wide program enhancement opportunities, input for fair season and year round events and utilizing board contacts and relationships for sponsorship and new event sales opportunities. And with that, we are going to appoint Director La Belle as the chair and Director Jackson as member. Okay, everybody good? Everybody happy. It okay? So that opportunity to give these new committee assignments, and now we're going to talk about upcoming events program preview and turn this over to Michelle Capps.

Michele Capps

Gem Fair, the number one now, but first, let's start with Winterfest day after Thanksgiving, PSQ productions will bring Winterfest OC back, and that will continue through January 4. And if you haven't been in that area, it will return a snow play, a giant slide, their carnival forest of life, an ice rink, and the big man himself, Santa will be there. They have general admission pre sale tickets right now as low as 25.75 and then you'll add on your skating and your inflatables and cut and your fast pass all on top of that. So go online and get your tickets right now.

**Barbara
Bagneris**

Michelle, is this the same layout this last year?

Michele Capps

There is a map online, and you can go check that all out,

**Barbara
Bagneris**

Because it was different, pre covid, that's why I ask.

Michele Capps

Gem fair, everybody's favorite, December 5 through the seventh. It'll be in the Costa Mesa building, and the main mall general admission is \$7 and it's so Cal's largest jewelry and beach show. There's jewelry repair, cleaning, ring

sizing while you shop. And on December 11 in the hangar, we have OC Fight Club, Baja Bar and Grill. Their Happy Hour opens at 5:30 and fight starts at seven. The hangar doors will open at 6pm we have different prices of tickets on that one. Go online and find them with the farmers market. Is every Thursday. I saw them setting up over there today, and winters, we have a couple of classes, Centennial farm workshops. We have two workshops on the farm coming up. The first is the winter sweet harvest with persimmons. And this is here we go, uncovering the secrets of cultivating bountiful persimmon trees and a favorite recipe will be shared everything you need to know from horticulturist Isabel Hartman, the RSVP line is already closed on this one. Sorry, but the second one you can still get in on. It's the DIY brief class that will be in the millennium barn. Sounds really fun. And this class sells out every time. It's become a tradition with many friends. And this one kind of kicks off the holiday season. So that one is on December 6. And then we have a discovery day at the farm on December 16. That one is the self guided tour stop, and by all of the locations. And then over at heroes Hall, we still have echoes of conflict. It's ongoing. And on November 22 that's this weekend, we have the OC military collectible show stop on by this weekend.

Michele Capps

Okay? Everyone, we have one more thing that we need to show you. Have a video. Okay, so everybody remembers that the golden bachelor was here during the fair. Did you follow along? Yes, yeah, all the way to the very end, your first date started here. Everything came up oranges, so let's roll the tape.

TV FOOTAGE

So great. I love the OC there. When I was playing with the Rams, they should come here, like all the time with my brothers and stuff, I asked peg to come on this date because she has a high level of energy when You're here to see the place where you do? You? Around you

Michele Capps

Anyway, they went all the way to the very end. She accepted a promise ring from him, and she was the one. So hopefully they come back for a one year anniversary special.

James Canfield And wasn't she even the very first date? I thought she was the very first date.

Michele Capps Yes, well, that was a promise ring.

Barbara Bagneris Wow, On the last episode that clip, they did, yeah.

Michele Capps And she so while she was standing on the beach, she actually brought this back up. And she said, from our very first date at the OC fair and dancing on stage with Casey and the Sunshine Band, I knew you were the one.

Barbara Bagneris So this is a revenue opportunity for us.

Michele Capps So of course, I took that opportunity to thank the producers again. He said, here we are.

James Canfield our new model, OC fairs for lovers.

Barbara Bagneris So we're going to move to the Board of Directors, matters of information, and we'll go around the table, I'm going to start with Director Kovacevich.

Nicholas Kovacevich All right. Well, just say thank you everyone great meeting. And I see leadership is in great hands, which we never doubted, but appreciate the assignments on the committees. Excited to get to work with my colleagues, and it's really good that it feels like we're aligning around a shared vision, understanding that we need to be looking out multiple years. And being able to do that type of work is very exciting for me. So. I'm pumped up and ready to close the year strong.

Doug La Belle Yes. Happy birthday, Barbara, to you and Natalie. Great meeting. I really like your approach to getting the motion on the table and then discussing it, and, you know, getting all the input and moving forward. So I think that's a great way to proceed. We ran an excellent meeting, as you would want to thank the staff, James and everybody, for just a great job on the budget, and thank everybody for their continuing support, and look forward to a great 2026.

Barbara Thank you so much. Director Jackson.

Bagneris

Dimitria Jackson Just said, thus far this excellent meeting, thank you for the appointment. I'm looking forward to it. So excited about that, and yeah, looking forward to working with you all, including staff moving forward. I think we work well together.

Tanya Bilezikjian Happy birthday. Thank you to everybody. You know, seeing everybody sing and just a note, you know, we're heading into the holiday season. Take a little time, you know, spend time with your family. Get some sleep, do something fun, craft something I don't know, but just enjoy it greatest times of the year. So I wish you all the very best. I'll see you all in December. Thank you.

Newton Pham I dream for sleep. I really want to sleep. Big deal. Appreciate everyone. Want to thank staff as well. staff, but us as well, I guess, like the holidays and just appreciate family time, appreciate your time and thank you.

**Barbara
Bagneris**