



Board of Directors Meeting
February 26, 2026

Good morning.

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

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

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

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

Please keep your device on mute

The Mission of OCFEC is...

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



3. Pledge of Allegiance



4. Roll Call

Board of Directors

Chair Barbara Bagneris

Vice Chair Robert Ruiz

Director Nick Kovacevich

Director Newton Pham

Director Doug La Belle

Director Natalie Rubalcava-Garcia

Director Tanya Bilezikjian

Director Dimetria Jackson

Director Martha Sanchez Cannady



5a. Presentation of Black History Month Proclamation

Black History Month *African Americans and Labor*



5a. Presentation of Black History Month Proclamation by Community Affairs Committee

In recognition of Black History Month. The Community Affairs Committee will present a proclamation to Charlene Reynolds, Airport Director at John Wayne Airport.

Ms. Reynolds is honored for her contributions to the community and economy through the operation of one of the County's most important assets and also for her professional accomplishments of breaking the glass ceiling as one of only four African American Women to lead an airport in the United States.



6. Minutes

A. Board meeting held January 29, 2026

Action Item



7. Matters of Public Comment

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

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



8. Consent Calendar

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

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



9. Closed Session

- A. Pending Litigation** – The Board will meet in closed session to consult with legal counsel regarding the following pending litigation. [Gov. Code section 11126(e).]
- i. To confer with and receive advice from legal counsel regarding potential litigation involving the 32nd District Agricultural Association. Based on existing facts and circumstances, the Board of Directors will decide whether to initiate litigation. (Govt. Code, § 11126, subd. (e).)
 - ii. To confer with and receive advice from legal counsel regarding potential litigation involving the 32nd District Agricultural Association. Based on existing facts and circumstances, there is significant exposure to litigation against the 32nd District Agricultural Association. (Govt. Code, § 11126, subd. (e).)
 - iii. To confer with counsel, discuss, and consider the following pending litigation to which the 32nd DAA is a party. Changing Strides, et al., v. 32nd District Agricultural Association, et. al., Orange County Superior Court, Case No. 30-2024-01421750
 - iv. To confer with counsel, discuss, and consider the following pending litigation to which the 32nd DAA is a party. Changing Strides, et al., v. 32nd District Agricultural Association, et. al., Orange County Superior Court, Case No. 30-2024-01423147



10. CEO's Operational Announcements & Updates

New COO Appointed

- Michael Searle - Starts March 9
 - 20+ Years of Fair Experience
 - Deputy Director of Arizona Exposition & State Fair
 - Fairground Management Consultancy
 - Operational and Administrative Background
 - Assumes Events, Facilities, Security, Planning/Production
- Special Thanks to Melissa and Michele for Stepping Up!
 - Could not have done it without you!



10. CEO's Operational Announcements & Updates

New Entertainment Announcements

- Pacific Amphitheater:
 - Lauren Daigle – July 23
 - Sugar Ray/English Beat/Smashmouth – July 26
 - Nile Rodgers & Chic – July 31
- The Hangar
 - Dead Man's Party (Oingo Boingo) – July 24
 - Yachty by Nature – July 26
 - Breakdown (Tom Petty) – July 29
 - DSB (Journey) – July 30



10. CEO's Operational Announcements & Updates

New Entertainment Announcements

- The Hangar
 - Joe Russo's Almost Dead – July 31
 - It's Britney Beep – August 1
 - Mariachi Del Sol – August 2
 - Jimmy's Buffet – August 9
- Action Sports Arena
 - Stay Tuned for exciting announcements!



10. CEO's Operational Announcements & Updates

Industry Engagement

- CEERVF Legislative Meetings in Sacramento
 - Importance of Fairgrounds for Emergency Response
 - More Use Days for Emergency than Annual Fairs
 - Need for Sustainable Infrastructure Funding
 - Eligibility for Grant Funding
 - Delegated Authority for Project Management
- CCA Board Meeting
 - Reorganization Planning / Strategic Planning
 - Appointment to Vice-Chair



10. CEO's Operational Announcements & Updates

Industry Engagement

- Maintenance Mania Hosted by OCFEC
 - 70 Attendees from Regional Fairs
 - Lead by Jerry Eldridge
 - Hands-On Training
 - “Learning From the Best”
 - Industry Standards
 - Best Practices
 - Professional Development



10. CEO's Operational Announcements & Updates

Industry Engagement

- OCFEC Recognized at WFA
 - 22 Awards In Mega Fair Category
 - 21 First Place – 1 Second Place
 - Media and Marketing
 - Fair Sponsorship Program
 - Agriculture Program
 - Innovation and Management Excellence
 - 11 of our photo submissions
 - Community Outreach –Embracing Diversity



2025 OC FAIR

WFA ACHIEVEMENT AWARDS



OC FAIR
RADIO
PACAMP.COM



- Agricultural Programming
- Animals
- Any Other Innovations and Management Excellence
- Any Other Media and Marketing
- Carnival
- Commercial Vendor Booth
- Community Outreach - Embracing Diversity
- Exhibits
- Entertainment and Grounds Acts
- First Responders
- Food and Beverage
- Food Concession Stand
- Give It Your Best Shot - Theme
- Interim Event
- Overall Fair Sponsorship Program
- People At The Fair
- Single Television Ad
- Single Radio Ad
- Special Event Logo
- Volunteers

10. CEO's Operational Announcements & Updates

Staff Development

- We're Better Together
 - Employee Engagement
 - Improve Communication
 - Encourage Collaboration
 - Eliminate Silos
 - Engagement Survey
 - Predictive Index
 - Two Day Professionally Facilitated Training



11A. 2025-2029 Strategic Plan Update

INFORMATION ITEM:

The Board approved the current Five (5) Year Strategic Plan at its March 21, 2025, Board of Directors meeting. The plan represents a snapshot in time and, similar to the Master Site Plan, should be considered a living document, allowing goals and priorities to be reviewed and aligned with current needs and conditions.

It has been nearly a year since the plan was approved, and staff has been actively implementing many of its components. It is timely to provide the Board with an update on implementation efforts and the opportunity to review progress and consider any newly identified issues or priorities that may warrant future modifications to the plan. This process will help ensure staff work plans remain aligned with the Board's priorities.

Staff will present the current plan and provide an update on implementation efforts that are planned or underway.



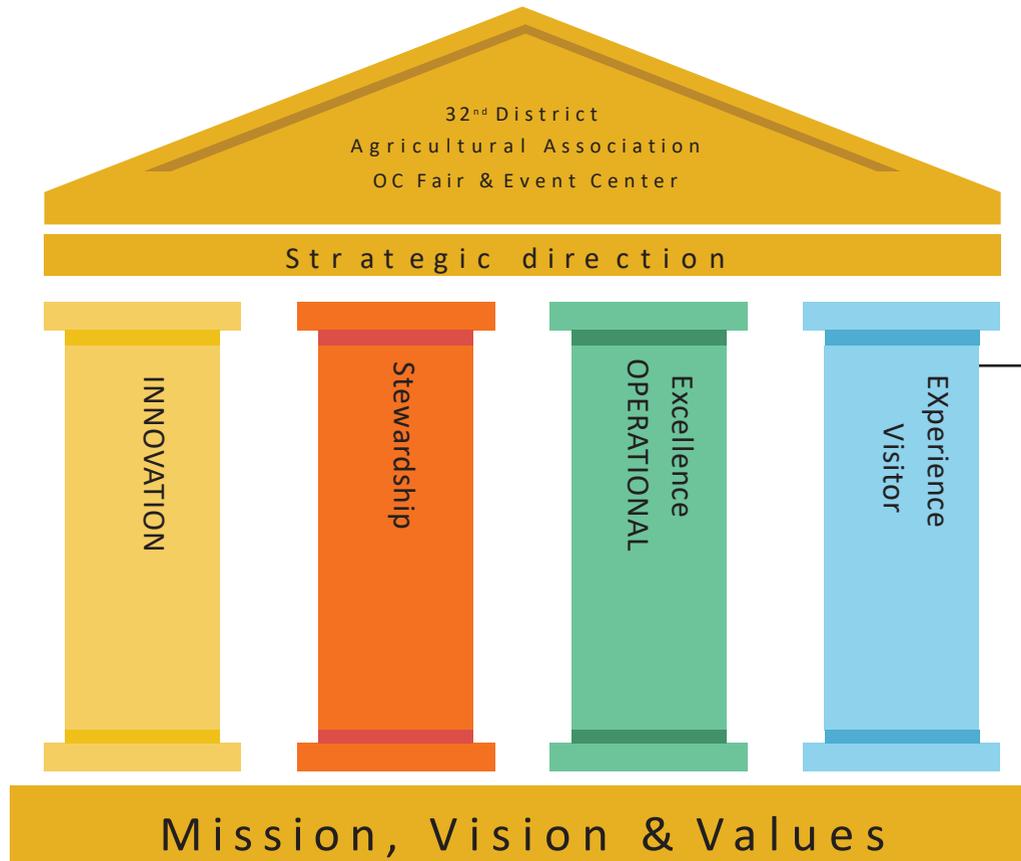


 **OC FAIR &**
EVENT CENTER

2025-2029
STRATEGIC PLAN

STRATEGIC PLAN FRAMEWORK

As the OC Fair & Event Center prepares to celebrate its 135th anniversary in 2025, the organization's mission, vision and values remain constant. The five-year strategic plan for 2025-2029 is built around four organizational pillars that define who we are and support why we exist.



From these four organizational pillars comes the strategic direction that will lead the organization's efforts over the next five years. They form the basis for the goals set by the Board and the actions taken by the staff to achieve the strategic direction.



PURPOSE: Vision, Mission, Values

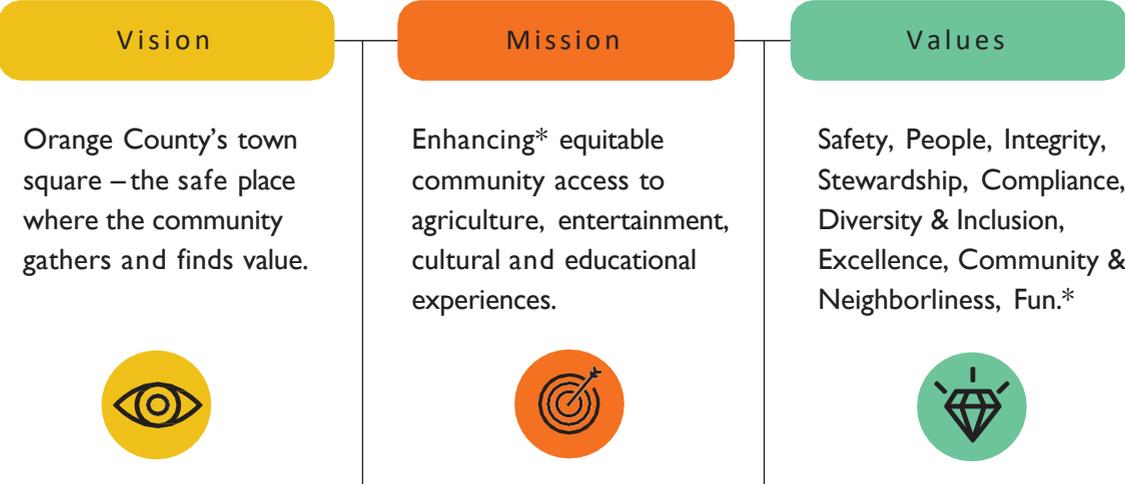


Purpose:

The OC Fair & Event Center is the 32nd District Agricultural Association (32nd DAA), a California state institution that is organized in accordance with the California Food and Agriculture Code.

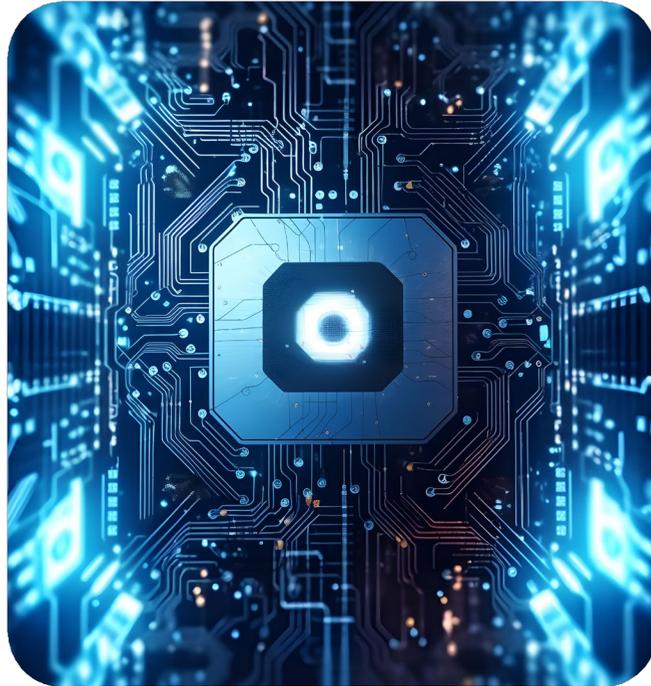
The 32nd DAA’s purposes under the Code are:

- 1 To hold fairs, expositions and exhibitions in Orange County to exhibit the industries and industrial enterprises, resources and products of every kind or nature of the state, with a view toward improving, exploiting, encouraging and stimulating them.
- 2 To construct, maintain and operate recreational and cultural facilities of general public interest in Orange County.



**The Board of Directors changed the mission statement from “creating” equitable community access to “enhancing” equitable community access, agreeing that the 32nd DAA should not just create, but continually work to enhance and improve access for all. “Fun” was also added to the list of organizational values.*

Strategic Direction
2025-2029



Prioritize and invest in technology infrastructure to support the growth of the organization, harnessing new technology to the maximum benefit of operations

- A Initiative:** Launch an internal review and assessment of all current technology hardware and software with the goal of determining needed improvements and new opportunities
- B Initiative:** From the review and assessment, determine key technology partners who can assist in reaching the goals identified from the audit
- C Initiative:** Develop an implementation plan which includes required staffing and funding



Status Update:

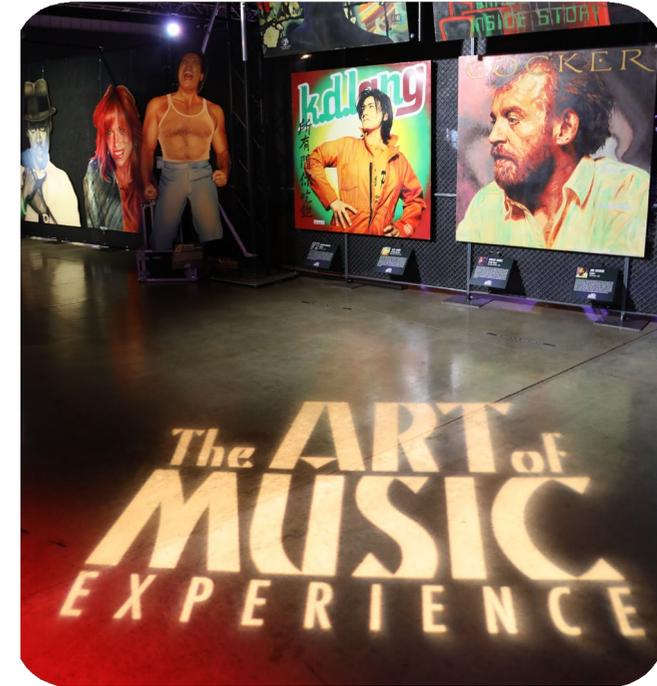
- Opportunities Identified
 - Integrated software for event and venue management
 - Full integration including Booking, Contracting, Planning, Delivery, Settlement, Accounting, General Ledger, Purchasing.
 - Engage Potential Momentus Solution
 - Research other options
 - Operational Technology
 - Parking, POS, CMMS
 - Researching other options
 - Administrative Technology
 - Integrated HRIS and Payroll
 - Secure VPN for remote Access
 - Researching other options

Understand community and guest preferences in order to offer new and innovative programming

- A Initiative:** Conduct a series of visitor surveys over multiple platforms to gather guest preference data on emerging trends in entertainment, educational programming, competitive exhibits and events with the goal of meeting existing visitor demands and attracting new visitors
- B Initiative:** Leverage the results of the survey data to develop plans to meet and exceed visitor programming expectations
- C Initiative:** Create a central database to capture voluntary visitor feedback through tracking social media comments, customer service contacts and interactions with staff in order to understand what guests want us to know

Status Update:

- Significant Survey Data Collected from 2025 Fair
 - Entertainment Programming Priorities (Diversity)
 - Exhibit Programming Changes (Home Brew)
 - Attraction Programming (Equestrian, Demolition Derby)
 - Hospitality (expanded \$5 Taste, Kid's Meals)
 - Ticketing (Family 4-Packs, Ride Wristbands, Packages)
 - Information Flow (Wayfinding, Maps, Signage)
 - Marketing (Targeting Efforts)





Ensure facilities meet the growing needs of the organization, particularly related to parking, storage and expansion of public programs

- A Initiative:** Undergo a thorough review of the Master Site Plan annually, making adjustments to the finance plan to ensure appropriate funding
- B Initiative:** Revisit the previous parking study, update with current parameters and execute to maximize on-site parking and leverage off-site parking opportunities
- C Initiative:** Develop a long-term on-property storage plan and seek off-site options
- D Initiative:** Utilize the Master Site Plan and capital projects to ensure adequate facilities to support expansion of public programs at Centennial Farm, Heroes Hall and The Ranch

Status Update:

- Master Site Plan Reviewed by Board
- Priorities / Projects Re-aligned
- Team Developing Work Plans
- Team Reviewing Procurement Methods
- Preliminary Plans for On-Property Storage
- Feasibility of Parking Deck Under Review
- Public Private Partnership Opportunity.

Create new revenue streams through greater control of the visitor experience

- A Initiative:** Increase the number of self-produced events that harness staff creativity, maximize property utilization and produce greater financial results
- B Initiative:** Seek new local public/private partnerships and expand existing relationships in the development of new self-produced events
- C Initiative:** Explore fundraising opportunities with Centennial Farm, Heroes Hall and The Ranch to supplement the work of foundations

Status Update:

- **Budget Reflects Additional Year-Round Event Activity**
 - Three New Grounds-Wide Special Events
 - Expanded Pac-Amp Offerings
 - Pursuing New Partnerships with Promoters
 - Development of New Branding/Sponsorship
 - Additional Commercial Space
 - Consideration of Additional Fundraising Efforts





Create an environment that supports making it easier to do business with and results in process improvements and operational excellence

- A Initiative: Identify key internal processes and implement an organization-wide process improvement initiative to positively impact both internal and external customers
- B Initiative: Invest in staff training to better utilize systems and people

Status Update:

- Employee Engagement and Collaboration Training
 - Consideration of Facilitated Organizational/Process Program
 - Alignment of Goals and Objectives
 - The Why and the How
 - Technology Use to Streamline Interactions
 - Zero Negative Customer Service Approach



Promote responsible stewardship of the State's assets for future generations including agriculture, property, heritage and financials

- A Initiative:** Measure new programming and business opportunities to ensure maximum benefit to the public
- B Initiative:** Ensure that public programs honor OCFEC's history and heritage while celebrating new innovations
- C Initiative:** Present an annual budget that not only meets OCFEC's operating needs, but provides reserves for future growth
- D Initiative:** Responsibly maintain facilities to meet current demands, while planning for the future

Status Update:

- **Data Driven Approach to Event Analysis**
 - P&L Responsibility
 - Responsive to Survey Input
 - Attendance Tracking
- **Expanded Veterans Day Event**
- **Detailed Budget Process with Reserves**
- **Updated Master Site Plan**
 - Dedicated Capital Funding for Upgrades/Deferred Maintenance
 - Pursue Grant or State Funding for Resiliency
 - Pursue Grant or State Funding for Specific Uses
 - Energy Efficiency, Etc.





11B. The Ranch Community Center Update

INFORMATION ITEM:

Since the establishment of The Ranch Community Center (TRCC), staff has continued to expand the educational and equestrian program components within TRCC.

The Livestock and Agriculture Team will present an update on activities, utilization and programs at TRCC, highlighting both current efforts and future plans.



Centennial Farm

Impact Report
January 2026

January Farm & Garden Classes

Fruitful Pruning

January 10 - 26 Participants

Dig In! Success with Root Vegetables

January 24 - 19 Participants

Agriculture Education

School Tour Program



Total Jr. Farmer Tours

173

Total Jr. Farmer Tour Students

3,345

Total Discovery Days

2

Total Discovery Day Students

1,103

Total Ranch Students

18

Farm & Garden Classes



Total F&G Classes

2

Total F&G Participants

45

Farm Events



Am. Farm Bureau Tour

58 Participants

Rare Fruit Growers Scion Exch.

200 Participants

Total Community Impact

4,769 People

Volunteer Program

Total Volunteer Hours: 709



The Ranch Community Center – Boarding Report



• THE RANCH •
COMMUNITY CENTER
— AT THE OC FAIRGROUNDS —

Trainer List

All visitors and clients must sign a waiver with The Ranch Community Center office.

Citrus Hill Farms

Competition Show Jumping Barn

Robyn and Demi Stiegler
(949) 355-9557
(949) 633-4116
[@citrushillfarms_official](https://www.instagram.com/citrushillfarms_official)
citrushillfarms.com

K Barn

Disciplines Taught: Equitation, Hunters, Jumpers & Ponies
Rider Experience Level: Intermediate and Advanced
Horses Available: Yes

Johnny 6 Stables

Horseback Riding Lessons

Amanda and Johnny Groce
(408) 833-3870
johnny6stables.com
[@johnny_6_stables](https://www.instagram.com/johnny_6_stables)

L Barn

Disciplines Taught: Western, Saddleseat and Gaited
Rider Experience Level: Beginner, Novice, Intermediate,
and Advanced
Rider Minimum Age Requirement: 3
Lesson Horse Provided: Yes

Walk Intuit

Non-Profit Equine Assisted Therapy

(213) 286-1031
walkintuit.org
info@walkintuit.com

H and I Barn

Disciplines Taught: Equine Assisted Psychotherapy
Therapy Horse Provided: Yes
Many insurances accepted
Volunteers' welcome sign-up on Walk Intuit's website

Zequestrian

Horseback Riding Lessons

Sara Zomo
(949) 306-8075 (Text only)
[@zequestrian](https://www.instagram.com/zequestrian)

M Barn

Disciplines Taught: English, Hunters and Jumpers
Rider Experience Level: Beginner, Novice, Intermediate,
and Advanced
Rider Minimum Age Requirement: 3
Lesson Horse Provided: Yes

Current status

- 23 Horses boarded
 - 14 on the private boarding side
 - 8 on the community side (Walk Intuit)
- 8 tack rooms
- 3 trailers
- 1 Locker

Total invoiced for the month of Feb 2026 - **\$28,299.34**

Compared to Jan 2025 - **\$11,923** total invoiced
(based on 7 equine housed at the time).





• THE •
RANCH
 COMMUNITY
 CENTER

— AT THE OC FAIRGROUNDS —



2026 TRCC Monthly Report

	January	February	Total
Large Animal Evacuation Order	0	0	0
# of animal intakes*	42	79	121
Ranch Discovery Day	0	1	1
# of attendees	0	345	345
# of OCF volunteers	0	7	7
# of partner organizations	0	13	13
Ranch After School Program Days**	6	6	12
# of attendees	18	18	
OTHER events			
Example: Special trainings, horse shows, clinics, etc.	1	0	1
*** WALK INTUIT STATS ***			
	January	February (Pending)	Total
# of client sessions	260		
# of Walk Intuit events***	5		
# of Walk Intuit event attendees	46		
# of volunteers shifts	180		
# of volunteers	19		
# of OCFEC Event Days (WI Participation)	1		
Example: CFDD, RDD, RASP, IO, OCF			

Walk Intuit Programs/Events



FREE

Walk Intuit Open House

Ages: All

When: Once a month

Gratitude & Connection

Ages: Adults, limited to 20 participants

When: Seasonal – once in November

Holiday Pause With Horses

Ages: Adults, limited to 20 participants

When: Seasonal – once in December

Monthly/Quarterly Events

Ponies & Paint

Ages: 6-12

When: Monthly, First Saturday

Cost: \$35

Horses & Hearts Connection

Ages: All

When: Monthly, First Saturday

Donation Cost: \$35

Mindful Sound Experience

Ages: Adults

When: Monthly, Third Wednesday

Cost: \$25

Group Series

Healing With Horses

Ages: Adults

When: Weekly, 6-week therapy series

Cost: \$70/session (\$420 for series) – Some insurances accepted, sliding scale available

Coaching Therapy Group

Ages: Adults

When: Weekly, 6-week therapy series

Cost: \$85 per couple

The Chicken Playhouse

Ages: 4-6 (Little Chicks) and 7-10 (Feathered Friends)

When: Weekly, 6-week series

Cost: \$180

Kids Horsemanship

Ages: 6-10

When: Weekly, 6-week series

Cost: \$300



Ranch Discovery Day

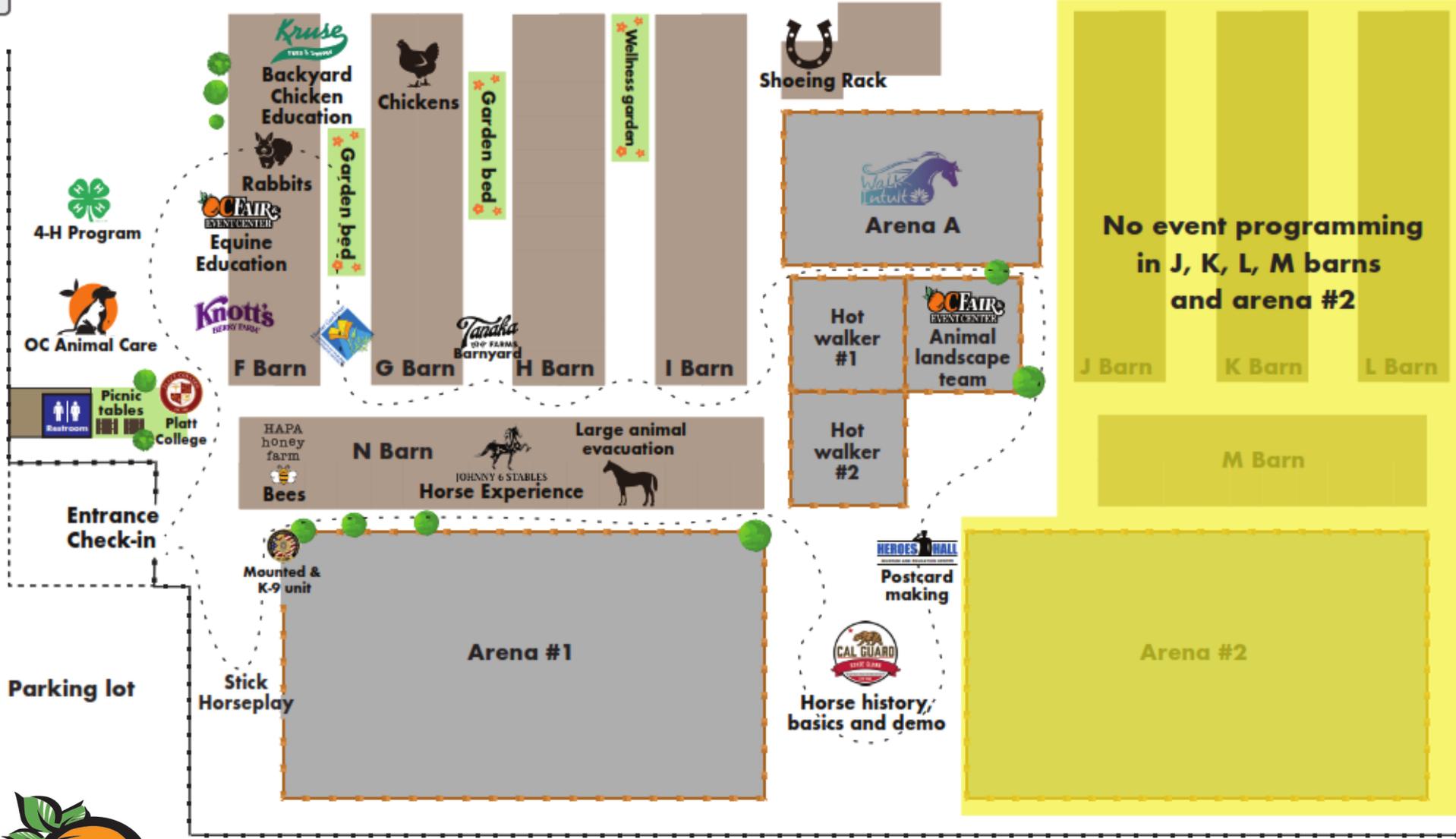
9 a.m. - noon



Gate 8

Community programming

Private boarding





Exhibits, Activities and Stable Talks (9 a.m. to Noon):

- California Guard – Horse history, basics and stable talks – by Arena #2
- Chickens – Meet chickens – between F and G Barn
- 4-H Youth Development Program – learn about 4-H Programs
- Hapa Honey Farms – Bee and beekeeping education – I Barn
- Heroes Hall – Coloring activity – by Arena #2
- Johnny 6 Stables – Horse training barn – N Barn
- Knott’s Berry Farm – Mail outpost – F Barn
- Kruse Feed & Supply – Backyard chicken education – F Barn
- OC Animal Care – learn about pet adoption & animal foster care
- O.C. Sheriffs Mounted and K-9 Unit – N Barn
- OC Fair & Event Center
 - Equine Education – F Barn
 - Animal Landscape Team – Round Pen B
 - Large Animal Evacuation – N Barn
- Platt College – Animal careers – by F Barn
- Rabbits – Meet rabbits – F Barn
- Stick Horseplay – Name a stick horse and go for a ride! – Arena #2
- Tanaka Farms Barnyard Horses – Equine Education – H Barn
- UCCE OC Master Gardeners – between F and G Barn
- Walk Intuit – Equine Assisted Psychotherapy and stable talks – Arena A



11C. Committee/Ad Hoc Committee/Liaison Reports

INFORMATION ITEM:

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

- i. **Leadership Committee** (Chair Bagneris, Committee Chair; Vice Chair Ruiz)
- ii. **Financial Monitoring and Audit Committee** (Director Pham, Committee Chair; Director Bilezikjian)
- iii. **Facilities Committee** (Director Bilezikjian, Committee Chair; Director Kovacevich)
- iv. **Community Affairs Committee** (Director Rubalcava-Garcia, Committee Chair; Director Jackson)
- v. **Governance Committee** (Director Kovacevich, Committee Chair; Director Sanchez Cannady) – *No report*
- i. **Entertainment Task Force** (Director La Belle, Committee Chair; Director Jackson)



January 2026 Financials

	Actual	Budget	Variance Favorable (Unfavorable)
January 2026 Revenue	\$ 728,968	\$ 632,515	(\$ 96,453)
January 2026 Expenses	<u>\$ 2,111,883</u>	<u>\$ 2,933,390</u>	<u>\$ 821,507</u>
January 2026 Net Proceeds/(Loss)	<u>(\$ 1,382,915)</u>	<u>(\$ 2,300,875)</u>	<u>\$ 917,961</u>



Cash and Cash Equivalents

	<u>January 31, 2026</u>	<u>January 31, 2025</u>
Cash on Hand	\$ 2,844,355	\$ 614,727
Investments	<u>\$57,119,229</u>	<u>\$51,632,305</u>
Total Cash and Cash Equivalents	<u>\$59,963,584</u>	<u>\$52,247,032</u>
Year over Year Change	<u>\$ 7,716,552</u>	
Year over Year % Change	14.77%	



11C. Committee/Ad Hoc Committee/Liaison Reports

INFORMATION ITEM:

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

- i. **Leadership Committee** (Chair Bagneris, Committee Chair; Vice Chair Ruiz)
- ii. **Financial Monitoring and Audit Committee** (Director Pham, Committee Chair; Director Bilezikjian)
- iii. **Facilities Committee** (Director Bilezikjian, Committee Chair; Director Kovacevich)
- iv. **Community Affairs Committee** (Director Rubalcava-Garcia, Committee Chair; Director Jackson)
- v. **Governance Committee** (Director Kovacevich, Committee Chair; Director Sanchez Cannady) – *No report*
- i. **Entertainment Task Force** (Director La Belle, Committee Chair; Director Jackson)



12. Upcoming Events Preview



Feb 27 - Mar 1



Feb 28 - Mar 1



Feb 28



Mar 5 - 8



Mar 14 - 15



Mar 20 - 21



12. Upcoming Events Preview

Centennial Farm Workshops



Feb 28



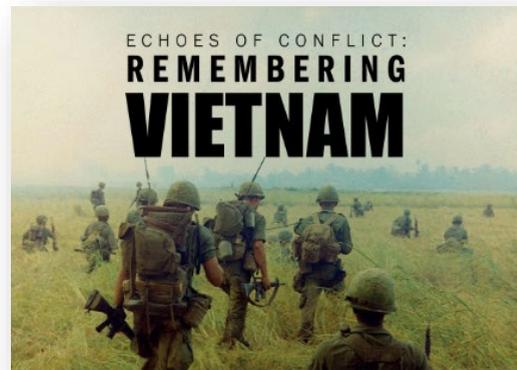
March 6 & 24



Mar 7



Mar 21



Ongoing



Mar 7

Heroes Hall Happenings



13. Board of Directors Matters of Information

14. Next Board Meeting

March 26, 2026

