Board of Directors Financial Monitoring Committee Meeting

2027 Budget Study Session

November 12, 2026

The meeting will begin just after 3:00 pm. For members of the public on Zoom, for Public Comment, please use the chat function to communicate to the meeting secretary to indicate that you would like to speak.

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

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

Committee Members

Newton Pham, Chair

Priti Vakharia, Member

5. Matters of Public Comment

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

This will be an open and interactive workshop on the 2027 Budget where members of the public can ask questions and provide input to the Committee.

Budget Development Process

- Fiscal year runs January through December
- Budgets are created annually for each department and then consolidated into an organization-wide budget
- The 52 departmental budgets are directly overseen by 17 management staff
- Through monthly variance reports and oversight by the Financial Monitoring and Audit Committee, each department's budget is closely monitored. The Board, staff and public receive regular updates

Budget Development Process

- OCFEC is an Enterprise Fund.
  - Self-Sustaining for operations, capital expenses, future improvements
- OC Fair Operating Revenues provide majority of income (80%)
- Non Fair Revenue adds value (20%)
  - Funds fair operations
  - Funds year round programs
  - Funds year round operations
  - Funds capital projects

Budget Development Process

Guiding Budget Principals

- Continue to grow and improve the OC Fair by expanding programs, education opportunities, and enriching experiences while maximizing revenue and managing expenses
- Grow and expand our year round event programming by maximizing the use of our facilities to attract diverse entertainment, special events and community programming
- Perform our fiduciary and public venue management and oversight roles to maintain financial performance, operational excellence and long-term viability of the venues and programs

Economic Factors Affecting 2027 Budget

- Slow, but still positive:
  - Real GDP growth is expected to be around 2.4%
  - Federal reserve increases projected 1/4 – 1/2 Point
  - Consumer confidence shows discretionary spending up 2.4%
  - Disposable income up 2.1%
  - Inflation at 3 - 3.5%
  - Household Debt increasing
  - Job growth relatively low
  - Significant investment in data centers, AI infrastructure continues
- The local OC forecast:
  - Generally mirrors the overall U.S. forecast
  - Continued static job market; unemployment expected to rise to 4.3% from 4.1% in 2026
  - Housing affordability Challenge. 14% pay more than half of income on housing.
  - OCBX: 70.2 (optimistic) about the near-term outlook compared to 66.0 in 1st quarter
  - Potential Impacts from El Nino

Budget Assumptions for 2027



- Maintain controlled attendance model
  - Utilizing data and ticket scan analysis for real-time visitor traffic
- 45 shows in the Pacific Amphitheatre
- No new civil service headcounts
  - 8 position reclassifications



- Transition to cashless for Admission and Parking sales
- Feature Exhibit
- Continue the 2-day Imaginology model
- Continue shared model for The Ranch – community and boarding/training
- $10.08M capital expenditures program





Parking and Fair Admission Rates

- Parking
  - Fair and Y/R parking rates remain unchanged at $15
  - Procure additional offsite parking locations / Shuttles
- Fair Admission
  - Targeted, Tiered Rate Structure
  - Family and Daytime Packages including Food/Rides/Games
  - Early-Bird, Family-Pack, Pre-Sale
  - Admission rates remain unchanged:
    - General Admission Weekend: $18
    - General Admission Weekday: $15
    - Senior Admission: $11
    - Child Admission (ages 5-12): $9
    - Potential New “Any-Day” Rate Pre-Purchase

Year-Round Event Rental and Fair Merchant Rates

- Increases to reflect competitive market rates
- Year-Round Event Building Rental Fees
  - Increasing $50-$75 per day depending on size/location
  - $ 41,124 in additional revenue (2.12%)
- Fair Merchant Space Fees
  - Increasing $25-$175 for the run of fair depending on size/location
  - $ 28,850 in additional revenue (1.8%)
  - 100% of “Platinum” Revenue Retained by OCFEC

2027 Budgeted Fair P & L

REVENUE		
Attractions (Carnival, Livestock, Pac Amp, Exhibits, JLA)	$ 29,806,324	
Services (Concessions, Admissions, Parking, Sales)	$ 32,382,223	
TOTAL REVENUE:		**$ 62,188,547**
EXPENSES		
Attractions (Carnival, Livestock, Pac Amp, Exhibits, JLA)	($ 20,875,683)	
Marketing (Marketing, Communication, Creative Svcs)	($ 2,739,428)	
Services (Concessions, Admissions, Parking, Sales)	($ 7,515,065)	
Total Fair Labor, Benefits, Taxes	($ 9,606,687)	
TOTAL EXPENSES:		**($ 40,736,863)**
TOTAL NET PROCEEDS:		**$ 21,451,684**

2027 Budget Roll-Up

REVENUE		
Total OCFEC Self-Produced Event Revenue	$ 62,119,262	
Total Rental Revenue	$ 15,577,755	
Total Non-Operating Revenue	$ 2,492,891	
TOTAL REVENUE:		**$ 80,189,908**
EXPENSES		
Total Operating Expense	($ 70,267,239)	
Total Non-Operating Expense **(Depreciation and Major Projects)**	($ 4,320,000)	
TOTAL EXPENSES:		**($ 74,587,239)**
TOTAL NET PROCEEDS:		**$ 5,602,670**

Significant Changes in Labor Expenses

- Total labor: $28.6M ($19M non-fair labor and $9.6M fairtime labor)
- Minimum wage set to increase from $16.90 to $17.40
- Wage increase of $0.50 across the board for fairtime staff positions to be competitive with other area employers (lowest wage is $17.25)
- PERS rate increase from 31.42% to 31.70%
- General wage increase for civil service employees of 3% (dependent on outcome of State negotiations with unions)
- No new civil service positions requested
- Recommend reclassification of 8 existing positions

Budget Highlights

Dept 06 - Administration

Revenue Changes

- Increase in interest income (↑$457,000)

Expenditure Changes

- GL insurance rate increases (↑$153,804)
- Addition of consulting funds for HR, IT, and security special projects (↑$210,000)









Budget Highlights

Dept 08 – Information Technology

- Momentus software expansion and implementation of new modules
  - Funds included in Dept 08 (IT), 06 (Admin), and Cap Ex budgets (↑$164,350)
- Installation of gate camera counting system
- Increase in web development and web hosting services (↑$29,720)

Budget Highlights

Dept 10 – Accounting

- Reclassification of Accounting Trainee to Accounting Officer (↑$5,356)

Dept 11 – Heroes Hall

- Includes new immersive cold war exhibit with projected November 2027 opening (↑$65,000)

Budget Highlights

Dept 15 – Marketing

- Reclassification of Director of Marketing to Director, Marketing and Brand Strategy (↑$22,745)
- Intentional focus and investment in marketing:
  - SMS advertising for Pac Amp shows (↑$22,500)
  - TV advertising (↑$100,000)
  - Online advertising (↑$100,000)
  - Outdoor advertising (↑$35,000)

Budget Highlights

Dept 20 – Operations

- Reclassification of 4 positions:
  - Plumber II (↑$6,707)
  - Heavy Equipment Mechanic (↑$18,000)
  - Senior Maintenance Worker (↑$4,821)
  - Deputy Manager I (↑$49,443)
- Parking lot sweeping services brought in-house
  - Purchase included in Cap Ex budget ($300,000) offset by savings in Dept 20 ($38,000), Dept 25 ($48,000), Dept 33 ($58,500), and Dept 63 ($226,000)

Budget Highlights

Dept 21 – Creative Services

- Reclassification of Graphic Designer I to Graphic Designer II (↑$17,145)

Dept 22 – Facilities

- Reclassification of Plumber I to Event Coordinator (↓$9,538)
- Higher electricity usage and increased rates (↑$112,000)

Budget Highlights

Dept 25 – The Ranch Community Center



- Assumes current occupancy of 37 stalls 16 tack rooms
- Six horse shows budgeted for 2027 (↑$85,668)
- Establishment of 2 new community programs for veterans and community partners



Budget Highlights

Dept 30 – Event Services

Revenue Changes

- Seven new events anticipated, including grounds wide events, plus expanded existing events (↑$3.1M)
- Campground fees increased from $45 to $55 (↑$11,000)

Expenditure Changes

- Additional professional services and security costs due to new and expanded events (↑$403,000)

Budget Highlights

Dept 33 – Event Operations

- Reclassification of existing Deputy Manager I to Manager I position (↑$61,860)



Expenditure Changes

- Parking lot sweeping brought in-house (↓$58,500)



Budget Highlights

Dept 38 – Parking Sales

- Transition to cashless payments for parking and admissions sales

Dept 50 – Fair Admissions

- Fair ticket revenue based on 2026 actuals (↓$908,086)
- Every Day Passport revenue based on 2026 actuals (↓$144,356)

Budget Highlights

Dept 51 – Fair Parking

- Includes additional shuttle costs for potential offsite parking (↑$61,860)



Dept 52 – Fair Safety & Security

- Increase in OC Sheriff's Department contract (↑$266,468)
- Purchase of security weapons detection system included in Cap Ex budget, eliminating rentals costs (↓$416,000)

Budget Highlights

Dept 58 – Carnival Sales

- Decrease in carnival sales revenue to better reflect actuals (↓$325,847)



Dept 63 – Fair Maintenance

- Parking lot sweeping brought in-house (↓$226,000)

Budget Highlights

Dept 64 – Concessions/Commercial



Revenue Changes

- Increase in fair merchant space fee to maintain competitive market rates (↑$28,850)
- Revenue increases due to higher food and beverage sales







Budget Highlights

Dept 72 – Pacific Amphitheatre

Revenue Changes

- Revenues budgeted for a total of 45 Pac Amp shows
- Strategy for higher priced performances reflected higher ticket revenue

Expenditure Changes

- Increase in corresponding expenses for 45 shows
- Higher expenses anticipated for securing headline acts





Budget Highlights

Dept 87 – Sales

- Increase in sponsorship revenue due to current RFP and change in model (↑$2,390,115)
- Increase in corresponding commission expenditures (↑$873,563)

Dept 99 – Depreciation

- Increase in expenses due to the completion of the Administration building (↑$240,000)

2027 Capital/Major/Equipment Expenditure

2026 Carry-Forward Capital Expenditures	
Building RTU (roof top unit) replacement (9)	$ 200,000
Costa Mesa building - restroom skylight & roof replacement	$ 45,000
Hanger - re roof (60 mil single ply PVC)	$ 250,000
Millennium Barn - replace roof	$ 140,000
Total 2026 Carry-Forward	**$ 635,000**

Capital - Master Site Plan	FY 2027
Pac Amp - Berm landscape (feasibility study)	$ 35,000
Pac Amp - Retaining wall relocation (feasibility study)	$ 50,000
Pac Amp - Stage and backstage roof (feasibility study)	$ 250,000
Pac Amp - Artist area deck	$ 45,000
Pac Amp - Box seat refresh	$ 100,000
Pac Amp - Production offices and laundry room refresh	$ 35,000
Pac Amp - Step light improvement	$ 100,000
Pac Amp - Understage storage space weather proofing and ventilation	$ 50,000
Hanger - LED video wall	$ 250,000
ASA – Paving	$ 1,500,000
Livestock Barn - re-orientation (feasibility study)	$ 60,000
Promenade and Pavilion - feasibility study to enclose the space	$ 140,000
Wine Garden - Hard roof design	$ 20,000
Total Master Site Plan	$ 2,635,000

Capital Expenditures	FY 2027
Plaza Pacifica – Asphalt	$ 250,000
Parking Lots - Parking access and revenue control system **	$ 200,000
Parking Lots - Gate entry column light replacement	$ 40,000
Parking Lots and Grounds (all) - General improvements and repairs	$ 450,000
Parking Lot D - Seal / stripe / repair	$ 230,000
Parking Lot G/H - Light pole underground repair	$ 40,000
Parking Lot G - Storage compound ***	$ 500,000
Parking Lot J - Asphalt infill for islands	$ 220,000
Parking Lot - Fence panel replacement	$ 50,000
Parking Lot - Light replacement (phase III)	$ 70,000
Gate 4 and Green Gate - Lighting upgrades *	$ 180,000
Main Mall - Metal cladding for metal trellis structures (4)	$ 75,000

* Reduces Rental Operating Costs
** Strategic Plan Technology
*** Master Site Plan Implementation

Capital Expenditures (Cont)	FY 2027
Ranch - New metal storage building ***	$ 250,000
Millennium Barn - Concrete pad and overhead cover / structure	$ 150,000
Costa Mesa building - HVAC and multi-building HVAC automation engineering	$ 80,000
Campground - Permanent RV power pedestals in Lot J along Arlington *	$ 200,000
Exterior Grounds - Signage and way finding ***	$ 250,000
Interior Grounds - Signage and way finding ***	$ 150,000
Heroes Hall Lawn - Seating wall and lighting	$ 200,000
TRCC - Workshop refresh and canopy expansion	$ 170,000
Plaza Pacifica - Illuminated venue signage channel letters ***	$ 50,000
Pac Amp - Fenceline emergency exit gates (2)	$ 10,000
Building exhaust fans (phase III)	$ 15,000
Weapons Detection System *	$ 480,000
Administration Building - Four rooftop AC units	$ 120,000
Capital Expenditures Total:	**4,430,000**

* Reduces Rental Operating Costs
** Strategic Plan Technology
*** Master Site Plan Implementation

Major Expenditure	FY 2027
Perimeter turf renovation	$ 40,000
Main Mall - Sikaflex replace	$ 45,000
Anaheim Building - Rain gutters	$ 6,000
Promenade - Rain gutters	$ 30,000
ASA - Crash wall repair	$ 15,000
Momentus Software upgrade and implementation **	$ 120,000
Building faucet upgrade (phase III)	$ 20,000
In-grounds electrical boxes	$ 15,000
In-ground valve replacement (back flow)	$ 40,000
Switch gear maintenance (phase III)	$ 70,000
Major Expenditure Total:	**$ 401,000**

** Strategic Plan Implementation Technology

Equipment Expenditures	FY 2027
Parking lot vacuum truck *	$ 300,000
Unisex restroom container *	$ 25,000
Umbrellas (30)	$ 15,000
Flush valve sensors	$ 8,000
Portable handwash station - replacement (4)	$ 40,000
Steel barricades (400) *	$ 50,000
Steel barricade covers (300)	$ 36,000
Fair trussing (Fair Square, Pac Amp, gates) *	$ 275,000
Unforeseen fair equipment needs	$ 65,000
Boxwood hedges / plants / masking panels	$ 35,000
Stanchions (200)	$ 40,000
Picnic tables (40)	$ 55,000
E & E - Refrigerators for exhibits displays	$ 12,000
Landscape - Tilt trailer for equipment	$ 12,000
Landscape equipment	$ 18,000
Landscape - power sweeper	$ 25,000
IT - Windows software	$ 55,000
IT - Gateway WI-FI hardware	$ 12,000
IT - Camera Server upgrade	$ 35,000
IT - battery back-up	$ 13,000
IT - Server AC upgrade	$ 6,500
IT - Surveillance System - upgrade (30) camera's	$ 14,000
IT - Camera system for occupancy counts *	$ 80,000
All grounds Wi-Fi	$ 20,000
All grounds PA enhancements	$ 50,000
Trash Cans - Corbin (collapsible) trash cans	$ 25,000
3 yard dumpster casters	$ 10,000
3 yard dumpster (10)	$ 45,000
Building interior trash cans	$ 35,000
Trash tilt trucks (15)	$ 10,000
Recycling and trash cans	$ 5,500
Parking - Reader board (4) *	$ 80,000
Parking - Portable light tower (5) *	$ 70,000
Parking - Cones and delineators	$ 10,000
Cart replacement - Event Ops / Maint. (5)	$ 120,000
Cart replacement – Farm	$ 20,000
Cart - Seat Repair / replacement	$ 15,000
Cable ramps	$ 10,000
Switch gear breaker replacement	$ 30,000

* Reduces Rental Operating Costs

Equipment Total: $ 1,782,000

2027 Capital Expenditures/Major Projects

2026 Carry-forward	$ 635,000	
Capital - MSP	$ 2,635,000	
Capital Expenditures	$ 4,430,000	
Major Projects	$ 401,000	
Equipment	$ 1,782,000	
Sub Total:		**$ 9,883,000**
Contingency		$ 200,000
Grand Total:		**$ 10,083,000**

2027 Out-of-State Travel Requests

- **Conferences and Conventions:**
  - American Alliance of Museums Conference – Houston, TX
  - Etix Live – Santa Ana Pueblo, NM
  - Gov't Finance Officers Assoc. Annual Conference – New Orleans, LA
  - IAFE Convention (Int'l Assoc. of Fairs & Expositions)– Las Vegas, NV
  - IAFE Management Conference – Milwaukee, WI
  - IAFE Zone 8 Annual Meeting - TBD
  - IAVM Guest X (Int'l Assoc. of Venue Managers) – Columbus, OH
  - IEBA Conference (Int'l Entertainment Buyers Association) – Nashville, TN
  - IFMA Conference (Int'l Facility Management Association) – TBD
  - Midwest Fairs Annual Meeting – New Orleans, LA
  - Nat'l Agriculture in the Classroom Conference – Oklahoma City, OK
  - NICA Marketplace (Nat'l Independent Concessionaires Assoc) – Las Vegas, NV
  - PRSA Conference (Public Relations Society of America) – Columbus, OH
  - Sponsorship Mastery Summit – Austin, TX
  - The Event & Venue Marketing Conference – Austin, TX
  - WFA Convention for 2028 – Las Vegas/Reno, NV

  (2027 approved w/ last year's budget)

- **Training and Learning opportunities:**
  - IAFE Institute for Fair Management Summit – Jacksonville, FL
  - AIMS International Safety Seminar (Amusement Industry Manufacturers & Suppliers) – Orlando, FL
  - IAVM AVSS (Academy for Venue Safety & Security) – Kansas City. MO

- **Fair Surveys:**
  - Houston Livestock Show & Rodeo – Houston, TX
  - Texas State Fair – Dallas, TX
  - The Big E Fair West Springfield, MA
  - Washington State Fair – Puyallup, WA
  - WFA Feature Fair Tour (TBD)

Expenses Over $50,000

Board of Directors Governing Policy 4.05.02 – CONTRACTING AND SIGNATURE AUTHORITY

- *In accordance with Board Bylaws Article VI, the Board may authorize any officer or agent of the 32nd DAA to enter into any contract on behalf of the 32nd DAA. Within this context, the Board authorizes the CEO contract signature authority to execute a check or purchase commitment of $50,000 or less. Notwithstanding the foregoing, the Board authorizes the CEO contract signature authority to execute talent guarantees of $600,000 or less. Splitting expenses or orders to avoid these limits is not acceptable. Exclusions from this Contracting and Signing Authority Policy include commitments that have been separately authorized by the Board via the "Over $50,000 Expenditure Budget Schedule," which is submitted with each annual budget or an approved contract, LOU or rental agreement or is payment for utilities, Cal Card expenditures, insurance, payroll or State mandated services.*

VENDOR	EXPLANATION
Board of Equalization	Sales and Use Tax
Department of Forestry & Fire Protection	State Fire Marshal Services
Department of Justice	Attorney Services
Franchise Tax Board	CA Non Resident Withholding Remittance
California Economic Development Dept.	Unemployment Fees

Questions ?

Upcoming meeting:

Board of Directors Meeting

November 19, 2026

9:30 a.m.

