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LOS ANGELES COUNTY FAIR ASSOCIATION

2016 ANNUAL REPORT

a self-supporting not-for-profit 501(c)(5) organization



WELCOME FROM DR. J. MICHAEL ORTIZ, CHAIRMAN OF THE BOARD AND INTERIM PRESIDENT & CEO

When I became the interim President and CEO of the Los Angeles County Fair Association in March 2016, I knew I was in for an exciting experience working with some amazing professionals and staging extraordinary events. Still, my 10 months as the day-to-day leader of the organization surpassed even those expectations as we achieved so many wonderful milestones with our guests, clients and staff.

In fact, we had one of our best Fairs in years – one that saw an increase in attendance and profit. We “Dared to Fair” and dared to be amazing – succeeding all the way. How could we not with dinosaurs roaming the grounds and the friendliest giraffe in the world greeting guests?

We had our challenges, too, but the wheels of business continued to roll smoothly at Fairplex. The Board conducted its search for a new CEO after Jim Henwood announced in late 2015 he would retire in 2016 after 20 years at the helm.

Our business remained solid – our net operating income of over \$7 million allowed us to reinvest in the company and in the community, expand programming and maintain a comfortable reserve. A portion of the infield was transformed into two beautiful soccer fields, with the creation of two more

under way. The Farm opened the vintage Carnation barns to create interior space for raising rabbits and chickens year-round, and to increase exhibit space for agriculture education during the Fair and year-round field trips.

We brought on a new partner to manage Cornucopia and its food service operations. Spectra by Comcast Spectacor is a leader in the hospitality arena. Spectra’s Food Services & Hospitality division delivers the industry’s most innovative and profitable operations. We look for great things from this partnership.

In perhaps the most exciting news of 2016, we announced a new CEO at the end of the year. Miguel A. Santana is the perfect person to guide Fairplex into the future. The former chief administrative officer for the City of Los Angeles, Miguel’s vision, management expertise and history of dedicated public service will serve Fairplex well.

A Southern California native, Miguel is already a huge fan of the Fair, having attended as a child and as a parent with his four daughters.

We are fortunate to have a talented, creative and tenacious foundation of dedicated employees. They all handled 2016 – and its challenges and successes – with grace. We celebrated our identity and we embraced our traditions all while positioning our dynamic campus for its exciting future.

Now, with 2017, we kick off the five-year countdown to our 100th anniversary and welcome the even greater excitement that will come with that celebration. ■



ABOUT US

VISION – To be a community-based, international destination, offering entertainment, education, recreation, innovation and urban agriculture with dining and retail opportunities that support and complement our community-building mission.

MISSION STATEMENT – We build stronger communities through entertaining, educational and fun experiences that support and complement our signature event, the LA County Fair.

CORE VALUES – Fairplex businesses and employees are committed to our organizational core values: Innovation, Inclusion and Diversity, Community Service, Guest Experience and Lifelong Learning

WHO WE ARE – Fairplex is a private, non-profit 501(c)(5), self-funding organization that is not governed by the county or state, and receives no government subsidies for daily business operations. Under the direction of the Los Angeles County Fair Association, we exist to build stronger communities and, through our businesses and The Learning Centers, provide education, entertainment and fun to Southern California. ■

2016 HIGHLIGHTS

Fairplex, in particular the LA County Fair, returned to its glory in 2016 as the flagship event of the Los Angeles County Fair Association. We dared to be us, and we succeeded.

Leading the charge was Dr. Michael Ortiz, retired president of Cal Poly Pomona and Chairman of the Board of Directors of LACFA. Named interim CEO early in the year, Dr. Ortiz grabbed the organization by the bootstraps and moved it forward. He engaged with employees and encouraged open lines of communication, and led the charge to keep Fairplex as a top So Cal attraction.

And march to the top we did. The sales team garnered business with companies such as Chevrolet, Capitol One and Kia, who filmed commercials on the campus, and contracted with returning shows like Asian American Expo, Grand National Roadsters and Lucas Off-Road Expo, all of which saw an influx of diverse guests and a level of satisfaction from promoters.

The biggest enterprise success in 2016 was the LA County Fair. You could call the Fair the “**Biggest Fair That Could.**” After a couple years of seeing gate numbers ebb while other Southern California fairs grew, LACF boosted attendance and profits with one of the best fairs of the past few years. It wasn’t just the biggest Fair of the past few years. It wasn’t just the biggest Fair that could – it was the biggest Fair that did. ■



LA COUNTY FAIR

The LA County Fair brought out the big players for our 94th anniversary celebration – and by big we mean ginormous. Tyrannosaurus rex big. With the theme *Dare to Fair*, nothing less would do. We even had our own superhero, aptly dubbed the Fair Devil.

The hillside rumbled with the footsteps and guttural bellows of prehistoric programming at its finest. Jurassic Planet drew large crowds of dinosaur-loving youngsters as well as adventurous adults wanting to walk with resplendent reptiles from millions of years ago – 35 life-sized creatures to be exact.

OUR BODY: The *Universe Within* returned to awe guests with a literal jaunt through the human body.

Appealing to the heart and intellect of guests, The Farm was the top-rated draw of the Fair. From providing petting of cuddly baby sheep to witnessing the growth of sustainable produce in an urban setting, The Farm continued its draw as an educational and entertaining program of the Fair – agri-tainment at its best.

The *End of Summer Concert Series* was a huge success with a diverse lineup that featured comedian Gabriel Iglesias, whose show sold out; Chicago & Grand Funk Railroad; Blondie; Billy Currington & Leann Rimes; DNCE; Iggy Azalea; and Ramon Ayala. It was the highest-grossing series ever with more than 110,000 in attendance and nearly \$3 million in revenue. In a first, the LA County Fair was the subject of two major cable television productions in 2016. The Food Network and sister station The Cooking Channel filmed episodes of

Carnival Eats and *Haylie's America*, starring actress Haylie Duff, during the Fair. Both shows featured several vendors and focused on Fair food, as well as filming the beautifully appointed campus. Both productions, as well as an exceptional social media strategy, assisted in pushing the Fair to more than **9.5 billion** impressions in traditional and social media.

Successful social media campaigns and interaction bolstered the success of the Fair with target audiences such as millennials and families, keeping the Fair relevant across many demographics. LA County Fair's social strategy was looked at as a leader in the industry; the Communications Department was asked to present at the Western Fairs Association's annual convention on the success of its social strategy and great work with the Fair's blog, *Hot Blog on a Stick*. ■



FAIR FACTS

THEY CAME, THEY SAW, THEY ATE

- 1,317,370 GUESTS
- 700 ANIMALS
- 68 LITTLE CRITTERS BORN IN THE FARM
- 20,000 BALLS OF HOT SAUCE
- 40,000 BALLS OF DEEP-FRIED BACON GUACAMOLE
- 10,000 CHICKEN AND WAFFLES ON A STICK
- 6,000 DEEP-FRIED BACON S'MORES
- 7,000 KRISPY KREME TRIPLE-DECKER BURGERS
- 1 ORCHARD OF APPLES
- 10 PALLETS OF SUGAR EQUALING 25,000 LBS
- 15,000 LBS OF BIG BEEF RIBS
- 2 FIELDS OF CORN
- 4 PALLETS OF OREOS
- 1,000 LBS OF BUTTER
- 50,000 CORN DOGS
- 100,000 TURKEY LEGS
- 2 TRUCKLOADS OF POTATOES FOR CURLY FRIES





SELF-PRODUCED EVENTS

Of course, the LA County Fair isn't the only event the talented staff produces. Here's a look at our self-produced events of 2016:

CELTIC FAIRE: Celebrating the culture of the Emerald Isle with great abandon – that was the goal of the Celtic Faire. From green beer to the rumble of horses' hooves as knights battled in the joust, guests enjoyed being Irish for a day.

UPLAND LEMON FESTIVAL: Fairplex and The Learning Centers produced the Upland Lemon Festival for the fourth year, taking LACFA's event production capabilities into our neighboring community. The 2016 ULF went into the books as the most successful since the festival's inception, with carnival ticket sales at an all-time high and more lemony goodies than ever before. A portion of the proceeds went to locally based non-profits as well as The Learning Centers at Fairplex.

CHEERS: Cheers celebrated the award-winning wines, beers, spirits and extra virgin olive oils of the Los Angeles International Competitions. The competitions drew thousands of entries from around the globe, strengthening their reputation as some of the most prestigious in the world. Proceeds benefited the educational programming of The Learning Centers at Fairplex.

KABOOM!: Fairplex's annual Fourth of July extravaganza sold out for the 30th year, marking it as the best fireworks display in the Inland Empire.

OKTOBERFEST: Just as everyone is Irish during the Celtic Faire, so everyone is German come October. The fourth annual Oktoberfest at Fairplex drew thousands of revelers who enjoyed traditional entertainment, German beer and Bavarian cuisine.





THE FARM

Thomas Jefferson praised the nation's farming foundation, saying "agriculture is our wisest pursuit, because it will in the end contribute most to real wealth, good morals and happiness." Today, America is enjoying a resurgence of its appreciation for the values of farming, with sustainable living and healthy lifestyles taking a place of prominence. At Fairplex, one of the most important elements of our mission is to educate children and adults about agriculture.

The completion of The Farm at Fairplex expansion in 2015 heralded a tremendous opportunity for a major increase in programming in 2016. The Farm team and The Learning Centers grew year-round field trip programs that drew nearly 2,000 students. Farm manager Don DeLano and Farm education coordinator Barbara Tuyen revitalized and incorporated the vintage Carnation barns to include raising chickens, rabbits and quail as part of The Farm's repertoire as well as creating more open space for classroom activity.

In addition to our school field trips, The Farm reached out to the community directly as part of its educational mission. That is when something more than chickens began to hatch. Grow Pomona and Fall in The Farm were developed to provide the community with an opportunity to get their hands dirty at The Farm. With activities and classes open to all ages, Grow Pomona and Fall in The Farm drew thousands and, more importantly, educated thousands on the importance of sustainable living and healthy lifestyles – and how to attain those goals in an urban setting.





THE LEARNING CENTERS

Learning is the foundation to every aspect of our business model and we use it to create opportunities that build stronger communities. The Learning Centers at Fairplex increased its success in 2016 – educating more individuals, expanding our volunteer base and giving in abundance to the community. All of this is done with the generous contributions of donors and monetary, in-kind and support assistance from LACFA.

180,000 STUDENTS EDUCATED!

CAREER AND TECHNICAL EDUCATION CENTER:

- » Career and Technical Education Center offered semester-long classes to high school students at no cost
- » 432 students enrolled

FAIRTIME EDUCATION:

- » 175,000 students visited the Fair through the FairKids Field Trip Program
- » \$202,435 raised in partnership with the community to support school transportation costs
- » \$78,615 donated by Fairplex to the Big Yellow Bus Program





MILLARD SHEETS ART CENTER:

- » The Reed Travel Abroad Program selected 10 qualified students for a full scholarship to travel abroad to where they can witness, firsthand, the great works of history's finest artists. In 2016 students traveled to Italy.
- » Family Workshops – Six free monthly weekend workshops brought families together for art projects related to influential Pomona Valley artists
- » 67,235 LA County Fairgoers attended The Art Classic: Oasis, the Fair art exhibit

JUNIOR FAIR BOARD:

- » \$28,000 in scholarships were awarded to 14 high school seniors who developed leadership skills and engaged in community service activities

THE FARM:

- » 1,818 students visited through year-round field trips to learn about urban agriculture
- » Fall in The Farm drew 1,000 community visitors

CHILD DEVELOPMENT CENTER:

- » 316 students nurtured and educated
- » 120 University of La Verne students engaged in internships/observations
- » 1,000+ teachers trained in Conscious Discipline (self-regulation, problem-solving conflict resolution program)
- » 18 kindergarteners and 56 preschoolers graduated

BUSINESS UNITS

FINISH LINE SPORTS BAR & GRILL: FLSBG was revamped into a spectacular full-range sports bar complete with game and dance nights and a refreshed menu. An exclusive VIP experience was created for the seasoned wagering fan, and weekly food and beverage specials brought regulars in on a continuous basis.

SHERATON FAIRPLEX HOTEL & CONFERENCE CENTER: The Sheraton remodeled its 244 suites from top to bottom, from the décor to the finest accoutrements for a well-rested stay. The conference center hosted events that included immaBeast Dance Auditions, UC Student Congress and California Homeschool Network.

THE FAIRPLEX CAMPUS: The Fairplex infield continued its transition from former horse track to world-class sports fields with the completion of the first two soccer fields and the preliminary work to create two more. Additional revamping is planned as Fairplex sets its sights on becoming a place to live, learn, work and play.

KOA/RV PARK: KOA continued its award-winning service to destination travelers. Renovations to the RV Park began toward the end of the year and are expected to be completed by Fall 2017.





BARRETTS SALES: In its new home near Santa Anita Racetrack, Barretts Sales held successful sales at Del Mar racetrack and organized the LA County Fair's race meet at Los Alamitos. Fairplex's barns also allowed Barretts to house displaced horses from fires that scorched thousands of acres in the San Gabriel Mountains, continuing to serve the community during its time of need.

NHRA: NHRA Winternationals and World Finals brought fans to their feet with another year of exciting racing.

CORNUCOPIA: In October, the Los Angeles County Fair Association created a partnership with Spectra Food Services and Hospitality for the management and operation of food and beverage services at Fairplex. Spectra Food Services, a subsidiary of Comcast Spectacor, is a national corporation with an outstanding track record in food and beverage operations at some of our nation's largest venues, festivals, events and fairs. The new partnership is a positive business move for LACFA that will redistribute resources, allowing our team to focus on our mission and future growth.

RV AND BOAT STORAGE: Occupancy remained at nearly 100 percent, as the storage facility offers a secure, convenient and affordable option for area residents.



YEAR-ROUND EVENTS

Over the past five years, the association has seen an increase in year-round events that make Fairplex a major Southern California destination. The range of events – returning favorites and exciting new programs alike – held on the Fairplex campus drew an increasingly diverse audience among our 3 million visitors.

- » Achieving Fairplex's vision of becoming an exceptional year-round entertainment, education and business hub took grit, creativity and a good amount of salesmanship. The year did not disappoint.
- » Fairplex remained a relevant year-round entertainment and business center in 2016, offering quality programming and excellent customer service. With more than 300 events, year-round business remained steady with new and returning events.

SHINY AND NEW:

- » The Cinco de Mayo Festival brought in more than 10,000 guests to enjoy music, food and a festive atmosphere.
- » Toms Shoes warehouse sale gathered throngs of Toms fans for a weekend of shoe buying. Rows and rows of shoes offered the ultimate playground for aficionados of footwear.
- » Planning for the 2017 Modern Pentathlon began in earnest in late 2016, with weekly communication with the international federation in Monaco and a jump on marketing the event.

READY, SET, RETURN:

- » Asian American Expo drew thousands to its colorful cultural festival.
- » Street Machine and Muscle Car Nationals returned with hundreds of cars and thousands of car enthusiasts. The weekend show was featured on local news and drew from a multi-county area.
- » Lucas Off-Road Expo brought out the daredevil in everyone, with high-flying fun and deep dirt runs.





UP #1 LOS ANGELES, USA UIPM 2017

PUBLIC BENEFIT

Corporate social responsibility guides our mission and drives everything we do at Fairplex. With the addition of a Community Advancement Department running in its first full year, we strengthened our commitment to the community and deepened our relationships with government officials, fostering stronger ties and richer benefits for the community at large.

We assisted our community with more than \$5.5 million in donations and in-kind contributions such as:

- » Nearly \$355,000 in donation of facilities, services and goods to support community events such as the Pomona Unified School District's Ross/McCracken Learning Expo and Pomona Beautification Day
- » \$1.6 million in Fair admission, staffing and transportation to the FairKids Field Trip Program, which offers free field trips to nearly 175,000 students & teachers, including pre and post-visit curriculum
- » \$1.3 million to support The Learning Centers at Fairplex, the non-profit educational arm of the Los Angeles County Fair Association, which served nearly 800 students in 2016 with vocational education, leadership training and state-of-the-art early childhood education





FAIRPLEX GIVING YEAR-ROUND

Fairplex hosted several events for our neighbors and the community at large.

LEARNING EXPO: Fairplex had the pleasure of hosting the fascinating and fun Ross/McCracken Learning Expo. Through hands-on learning opportunities, the expo piqued students' interest in science, mathematics, service learning, the arts and many other exciting education topics.

NEIGHBORHOOD PARTIES: We enjoyed spending time with our neighbors.

Halloween and Winter Holiday at Fairplex

- » 400 youngsters and their parents dressed in costumes
- » 800 holiday cookies decorated by children and families

GROWING KNOWLEDGE: The Farm at Fairplex took center stage in 2016, teaching the community about agriculture: where food comes from and how to grow your own. Since agriculture is essential to Fairplex's mission, the expanded Farm was utilized fully in 2016. The Farm hosted Grow Pomona and Fall in the Farm, two highly successful community events that drew thousands, and celebrated National Ag Day in April.

AMBASSADOR PROGRAM:

326 volunteers donated 29,000 hours





FAIR HIGHLIGHTS

FAIRKIDS FIELD TRIP PROGRAM: Offered free educational field trips to 175,000 students and teachers to the LA County Fair.

WEEK FOR HEROES: Celebrated first responders and military, \$12,625 donated to the American Red Cross from Week for Heroes proceeds.

COMMUNITY DAYS: 23 cities celebrated, 51 Community Heroes honored

FAIR GIVING:

- » 28,400 people nourished by guests of the LA County Fair who donated 142,146 cans of food to the Los Angeles Regional Food Bank and local food pantries during Food Drive Fridays, totaling 70 tons of food.
- » 15,000 lives saved through LA County Fair-sponsored blood drives with partners City of Hope, Cedars-Sinai, American Red Cross, Huntington Hospital and Presbyterian Inter-Community Hospital, which resulted in more than 5,000 pints of blood donated.
- » 8,867 classrooms supported through School Supply Thursdays at the Fair, with donations going to the Inland Empire United Way and local school districts; 57,637 classroom supplies were collected
- » 3,500 aspiring musicians earned \$22,000 through our High School Marching Band Competition



TOTAL REVENUES BY BUSINESS UNIT	2014	2015	2016
LA COUNTY FAIR	27,822,986	27,690,537	30,768,705
FAIRPLEX YEAR-ROUND EVENTS	12,307,106	10,837,675	10,057,553
SHERATON FAIRPLEX HOTEL & CONFERENCE CENTER	17,765,107	17,358,893	17,710,094
BARRETTS EQUINE LIMITED	2,420,721	2,449,504	2,529,866
CORNUCOPIA FOODS LLC	11,010,933	11,600,720	9,405,296
RV PARK AND OTHER	3,412,556	4,064,046	3,734,373
TOTAL REVENUES	74,739,409	74,001,375	74,205,887

EBITDA

LACFA continues to generate EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) in excess of \$6 million annually. These results provide the funds necessary to pay debt and reinvest in capital projects.

LOS ANGELES COUNTY FAIR ASSOCIATION

2014
\$6,460,275

2015
\$6,459,591

2016
\$7,719,703



THE FUTURE

The changes and challenges of 2016 have positioned Fairplex for some of its greatest growth, accomplishments and community service in 2017 as it begins the five-year march toward our 100th anniversary.

2016 OFFICERS

Michael Ortiz Ph.D.

Chairman of the Board and interim
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Christina Loza

Secretary of the Board

Dale Coleman

Vice President - Business Growth &
Development and Chief Revenue
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Vice President - Branding &
Knowledge Management

Elin Dowd

Vice President and Executive
Director of The Learning Centers at
Fairplex

Dwight Richards

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Michael Seder

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Kathleene Yeram

Assistant Secretary to the Board

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President
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Ronald Bolding

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Heidi Hanson

Finance & Administrative Manager
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John Landherr

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Loza & Loza, LLP

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Robert Dukes

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The Claremont Club

Linda Keagle

Owner & Vice President
C & C Organization

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California State Polytechnic
University, Pomona

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Retired Chief Financial Officer and
Senior Vice President
Rain Bird Corporation

Thomas Nuss

Retired Superior Court Judge

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Retired
Vice President of Nursing Services
Pomona Valley Hospital
Medical Center

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Jon Blickenstaff
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City Attorney
Chino

Philip Gutierrez
U.S. District Court Judge
Central District of California

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Dentist

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Owner
4-Fini

Daniel Manning

Group Vice President
Coca-Cola USA

Richard Martinez

Superintendent
Pomona Unified School District

**Thelma Melendez de Santa Ana
Ph. D**

Chief Executive Officer, Office of
Educational Services Los Angeles
Unified School District

Robert Mendez

Attorney & Adjunct Professor
Whittier College

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California State Polytechnic
University, Pomona

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Retired President and CEO
Associated Engineers

Iris Patronite

Senior Consultant
The Organizational Network

Rodri Rodriguez

President and CEO
Rodri Entertainment Group

***Mike Smith**

Retired
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Partner
Fukagawa-Stark & Associates

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Vicenti, Lloyd & Stutzman

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Group

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Personnel Services
Pomona Unified School District

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President
JEVED Management

***Gary Thomas**

Retired Facility Director
HCC Industries

John Todd

President
Todd Memorial Chapel

Ron Vander Molen

Owner
Vander Molen Fine Art

Mark Warren

Owner
Mark Warren Realty & Investments

Kiana Webb

Chief Operations Officer
Webb Family Enterprises

***William Wilkinson**

Retired Realtor
Wilkinson Realty

Richard Yochum

President and CEO
Pomona Valley Hospital
Medical Center

***Association Life Member**

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Richard Crean (vice chair)

Charles Cable (secretary)

Mike Beckman

Elin Dowd

Robert Dukes

Philip Gutierrez (Treasurer)

Carol Hersch

Thomas Hsieh

Susan Hyland

Don Kendrick

Stephen Morgan

John Solomon

Jil Stark

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Avo Kechichian (vice chair)

Bernard Bernstein (Treasurer)

Elin Dowd

Sandy Hardie-Townsend (Secretary)

Carol Hersch

Art Ludwick

Sarah Ludwick

Trudy Mendez

Cindy Olivas

LeeAnn Paddock

Cid Pinedo

Barbara Poling

Sam Tharpe

Alysia Wong

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Toyota

Coca-Cola & Dasani Water

Lucas Oil, Lucas Oil
Off Road Racing Series &
Lucas Oil Racing TV

Shock Top

Kitchen Craft Cookware
Kitchen Craft & Lustre Craft

Hotel Life Sheets

Riboli, San Antonio Wines &
Stella Rosa

Cal Spas

Cardenas Market & Del Real Foods

DISH

Groupon

Welk Resorts

L.A. Care Health Plan

Sparkletts Water Company

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Wyndham Vacation Resorts

Energy Upgrade California

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Clamato

Lyft

Just Energy

FitzMe

Honey Bunches of Oats

Sauza Tequila

Hot Dog on a Stick

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RESH TRAIN DIVERSITY INCLUSION TEAMWORK INNOVATION FILMING VOLUNTEER AMBASSADOR HORTICULTURE KO
ENCOURAGEMENT EMPOWERMENT WAGERING DESTINATION DINING HERBS FRUITS VEGETABLES DIY HARVEST E
EQUINE COMPETITIONS RENTALS AGRICULTURE FARM COMMUNITY DINING HERBS FRUITS VEGETABLES DIY HARVEST E



FAIRPLEX

