



*Pacific Sports Group*



# HANDOUT FOR COMMUNITY EDUCATION/PARTICIPATION

- by -

**PACIFIC SPORTS GROUP**

***Home for Sports & Family Entertainment***

HIGHLIGHTS of the PROPOSAL  
Presented to the 31<sup>ST</sup> DISTRICT  
AGRICULTURAL ASSOCIATION  
October 25, 2022

# PROPOSAL



October 14, 2022

TO THE HONORABLE BOARD OF DIRECTORS,  
31<sup>ST</sup> DISTRICT AGRICULTURAL ASSOCIATION

**Pacific Sports Group (PSG) seeks a public-private partnership with the Board of Directors of the 31st District Agricultural Association (31<sup>st</sup> DAA). Our goal is to leverage the strengths of the annual Fair, rodeo, concerts, exhibits and attractions – the best of the past – with current ideas and leadership, and envision and deploy a dynamic yet secure future that will propel the 31<sup>st</sup> DAA well into the 21<sup>st</sup> Century.**

As the former owner of four minor league baseball teams in Hawaii and California, the Fairgrounds represent a unique opportunity for the construction of a new multi-purpose stadium that will serve as an anchor for family fun through sports and entertainment, all of which will complement the Fair while significantly increasing utilization with year-round activities at the Fairgrounds.

The power of adaptive reuse is that the strong bones of a facility can support the best of the past and renew that which needs a lifecycle reset. **California state law requires that the 31st DAA manages the Fair and Fairgrounds under the exclusive direction of the Board.** PSG brings renewed interest, greater attendance, and value through adaptive design, construction, operation, and financing with this proposal to renew the facility.

**PSG's team of local architects, designers and engineers have grown up with the Fair. Maintaining and sustaining the character of events, exhibits and venues from the region's agricultural community will invite creative and equitable improvements meant to both serve and benefit the surrounding community.**

I believe that the merits of this proposal will create renewed and vibrant opportunities for attendees of all ages, and greatly contribute to **making the Ventura County Fairgrounds and Event Center a must-visit Gold Coast destination for all.**

We thank you for your consideration.

Very truly yours,

Robert J. Young  
Founder, Chairman

## OUR PURPOSE

The Ventura County Fairgrounds is a timeless community treasure where all have the opportunity to flourish, connect and interact through exceptional year-round experiences.

## OUR MISSION

**PSG seeks to partner with the Ventura County Fair Board** through shared interests, diverse experiences, and service to one another in an inclusive, accessible and safe place to collectively support **agriculture, entertainment, recreation** and **education**.

## OUR GOALS

### THE LENS

*Treat the Fairgrounds as one ecosystem where activities are complementary and aligned with the purpose, mission, vision and values of the Ventura County Fairgrounds & Event Center.*

### MASTER PLAN

*Create an environmentally and fiscally responsible land use plan for the Ventura County Fairgrounds & Event Center, aligning with purpose, mission, vision and values of PSG.*

### BUSINESS PLAN

*Acknowledging the short-term need to plan for fiscal recovery and stabilization, create a 10-year business model that rebuilds a strong financial base, contemplates new business activities and partnerships, provides program accessibility, and leads to a thriving Ventura County Fairgrounds & Event Center.*

### COMMUNITY ENGAGEMENT

*Incorporate community engagement within the Business & Financial Plan processes to enhance understanding and expand opportunities.*



## Introducing the VENTURA COUNTY FAIRGROUNDS

In 1909, Eugene P. (E.P.) Foster, one of Ventura's founding fathers, and his wife, Orpha, donated the land for what became Seaside Park.

They envisioned a beautiful waterfront gateway to the town of Ventura where families could walk, picnic and enjoy family outings. Seaside Park was meant to be...

*"A public park and a place for recreation – and be a pleasure for the general public."*

From 1947 to 1980, Babe Ruth Field used the area that became the Fairgrounds main parking lot.

Home to Single-A Ventura Yankees (1947–1949), Ventura Braves (1950–1952), and Ventura Oilers (1953) who then became the Channel Cities Oilers (1954–1955).



*"The Fair and Baseball have a long and popular history in Ventura County..."*

Jeffrey Wayne Maulhardt, Author, Historian & Educator

# ORGANIZATION

## Operational Responsibilities Map

Sub-committee in charge of public oversight and management responsible for public hearings under the law.

**31<sup>ST</sup> DISTRICT AGRICULTURAL ASSOCIATION (31<sup>ST</sup> DAA)**

**31<sup>ST</sup> DAA's Newly Formed "LEASE OPERATIONS OVERSIGHT COMMITTEE"**

Leadership in a position of power and responsibility.

Combining of the two systems requires role and responsibility, action and process to all be aligned.

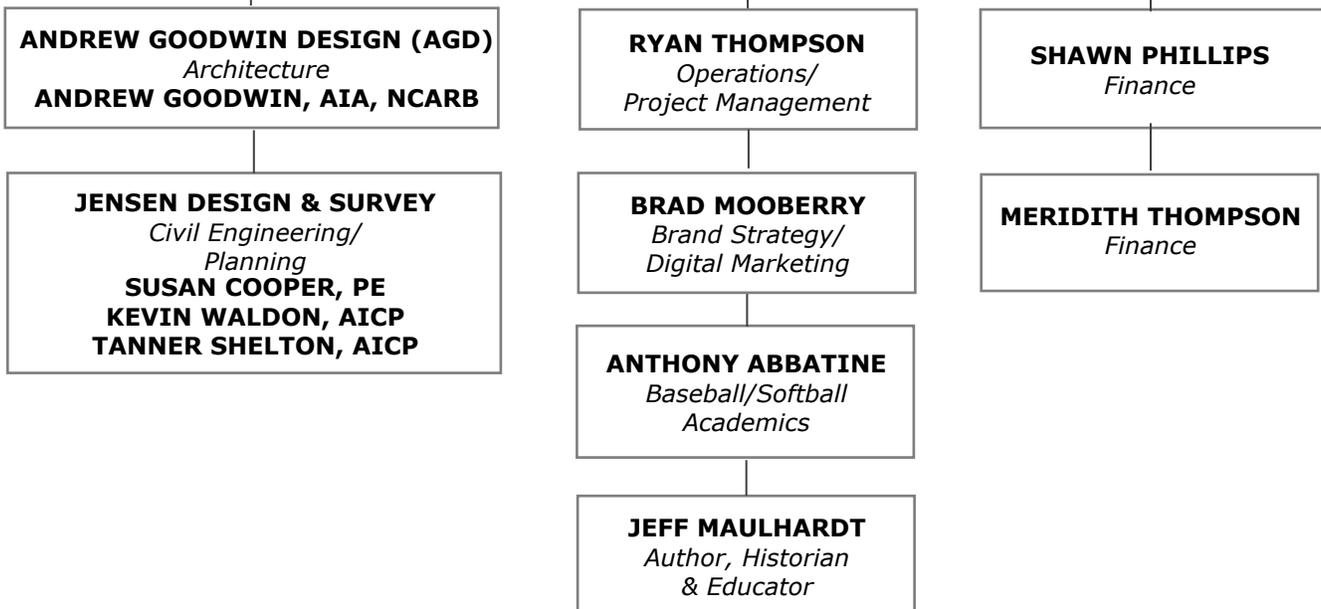
Events hosted at the Fairgrounds fall into two categories (**the Del Mar model**):

- **Events produced by the 31<sup>st</sup> DAA**, the largest being the **Ventura County Fair**.
- **Events and activities produced by PSG**, which range from sporting events to concerts and festivals, to trade shows and consumer expos, equestrian competitions and animal shows, fundraisers, and personal celebrations.

Leverages public agency transparency, manages good business practices, progressive maintenance and creates cash flow to pay for operations.

**PACIFIC SPORTS GROUP**  
*Management of Master Lease*

**ROBERT J. YOUNG**  
*Founder, Chairman*  
**RICHARD A. CONRAD**  
*Chief Executive Officer*



# Visioning Survey Results

GPAC Review Version - October 19, 2021



## PSG aligns with the COMMUNITY'S VISION

On October 19, 2021, the City of Ventura released the results of their Visioning Survey. There were 24 questions in the survey. The following is a breakdown from the respondents:

NOTE: Not all respondents answered every question, and comments included:

*"Yes hotels and conference center but also retail and entertainment venues."*

*"I think there could be an awesome music venue added here similar to the Santa Barbara Bowl, due to it being 30+ minutes away from Ventura."*

*"Repurpose the site for residential and entertainment complex."*

*"Upgrade and add more events or a music venue!"*

*"Eliminate the noise pollution raceway. It loses money every week."*

*"Keep but improve as a multi-event, year-round outdoor expo-center."*

*"This area needs to be modernized, cleaned up with a modern transportation center. If people could visit Ventura by bus or train that would help with our congestion in that area."*

## Question 15: What other vision do you have for the County Fairgrounds? (Top 3)

- ✓ **An awesome music venue** added here similar to the Santa Barbara Bowl
- ✓ **Hotels and conference center but also retail and entertainment venues**
- ✓ **Improve facilities, attract trade shows/conferences, lodging partners**

# County Fairgrounds

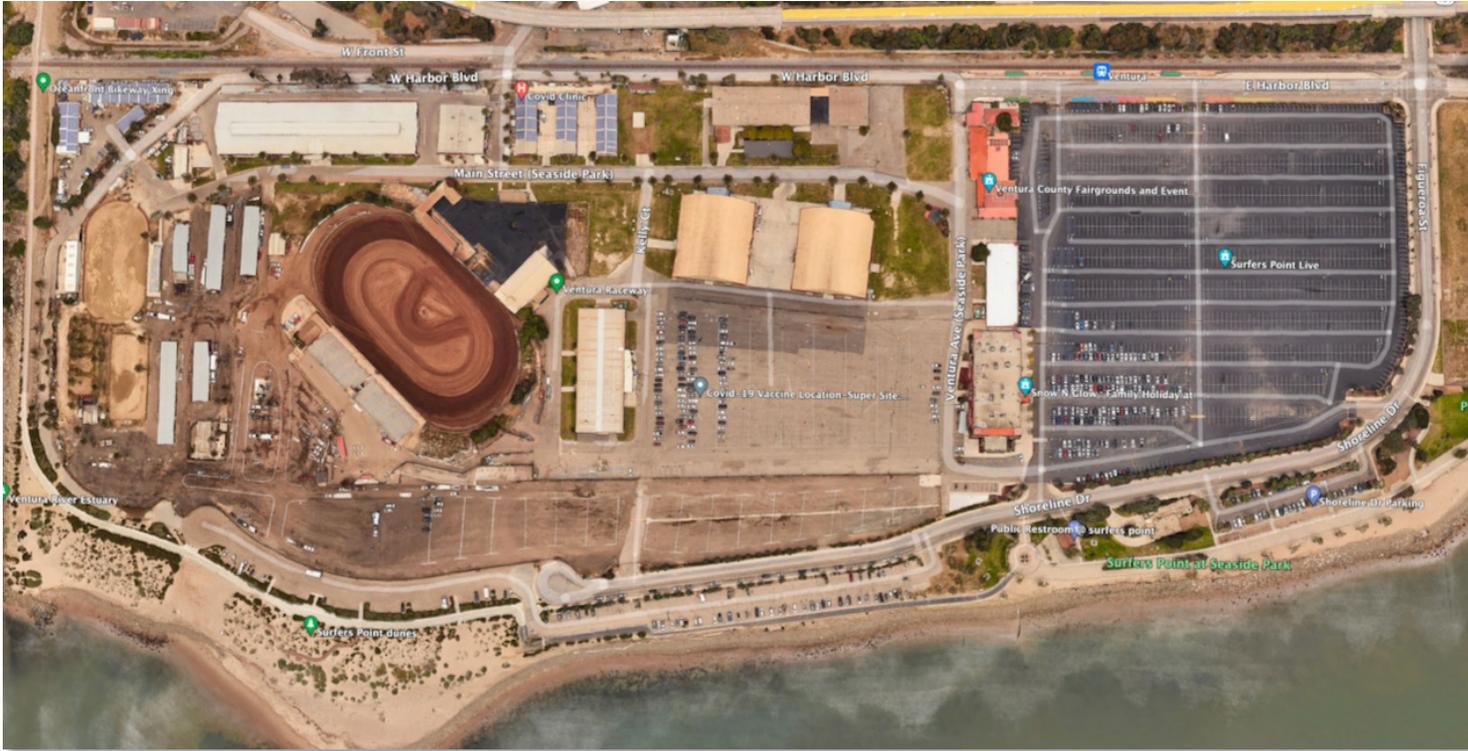
**Question 16: Do you have any additional thoughts or comments to share?**

- ✓ **The city MUST address the increased traffic** that will accompany any additional homes and/or businesses.
- ✓ **Eliminate blights** along ocean like old motels, **fairgrounds**, etc. for higher-end uses.
- ✓ **Why don't we have any nice upscale restaurants/hotels where you can go enjoy the view?**
- ✓ **Create a transit hub...**
- ✓ **Lease land the City/County owns at the fairgrounds...** to raise money to improve the fairground land and to improve Seaside Park.
- ✓ **Multi-purpose, year-round entertainment** and concert venue
- ✓ **Remove racetrack (too much noise/air pollution)**
  - Expand racetrack
- ✓ **Improve transit services to beach**
- ✓ **Redevelop as a community center/civic center area**
- ✓ **Redevelop as a community beach park**
- ✓ Hold swap meets/farmers markets
- ✓ Provide free beach parking

PSG will deploy significant capital to create a **Community Hub**:

- Enhance services
- Attract year-round visitors
- Bring diverse interest to the Fair
- Serve as a guide for greater utilization
- Adapt reuse of facility infrastructure to improve function

# FAIRGROUNDS Today



PSG redesigns the *entire* facility -- no piecemeal development



Since WWII **under-capitalized, not well planned**



# FAIRGROUNDS for the 21<sup>st</sup> Century



- ✓ **Fair Flex-Space** (Increased by >25%)
- ✓ **New Fairgrounds Headquarters**
- ✓ **Convention Halls** (Replaced, increased to 210,000 s.f.)
- ✓ **Multi-Purpose Stadium** (Increased by <26% from a capacity of 5,500 seats to 7,500 seats with the outfield berm for bonus seating.)

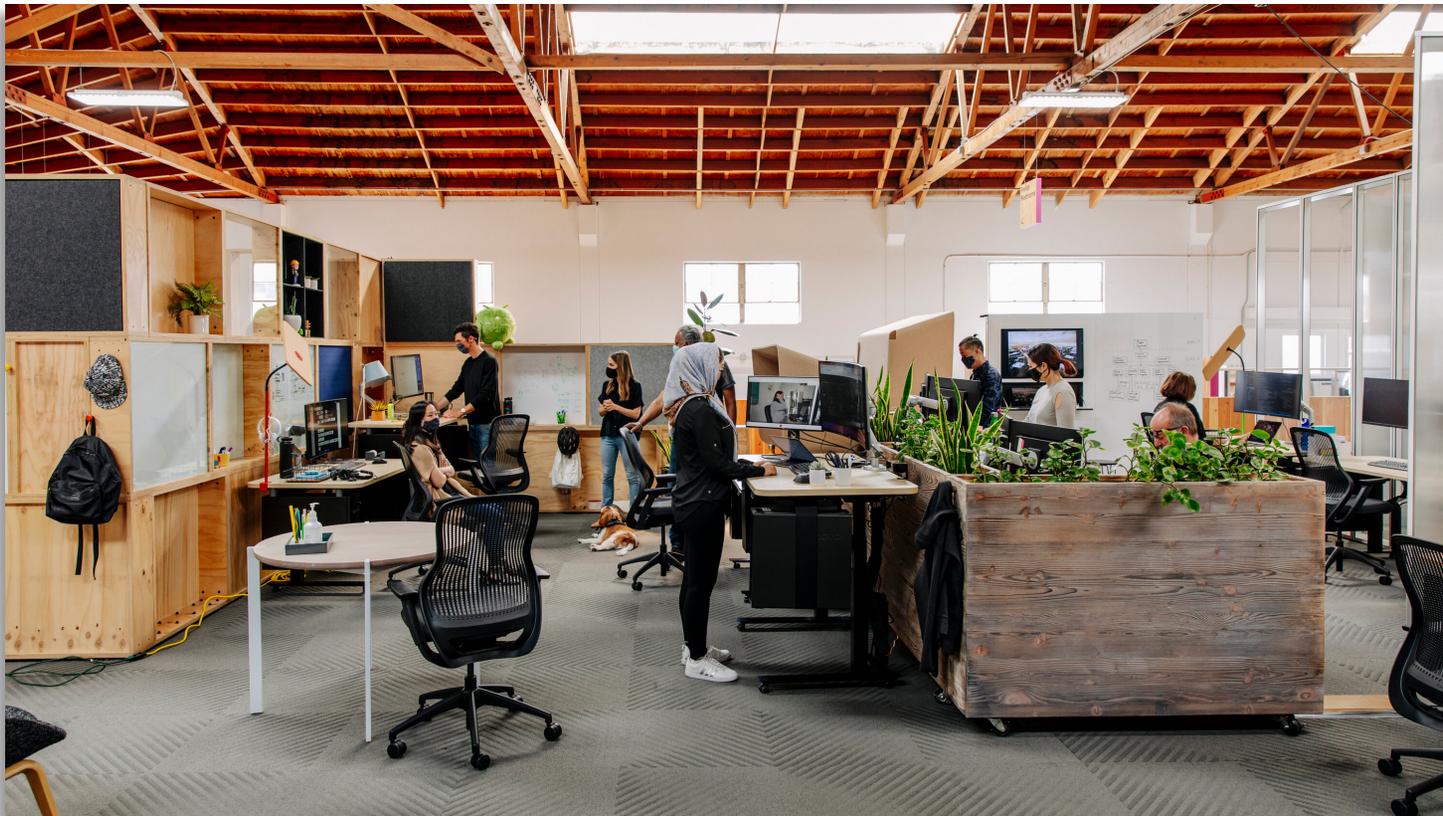


- ✓ **General Parking** (Increased by >516 spaces)
- ✓ **New Transit Center** (In time for LA28 Olympics)
- ✓ Aligned with the City of Ventura's updated General Plan



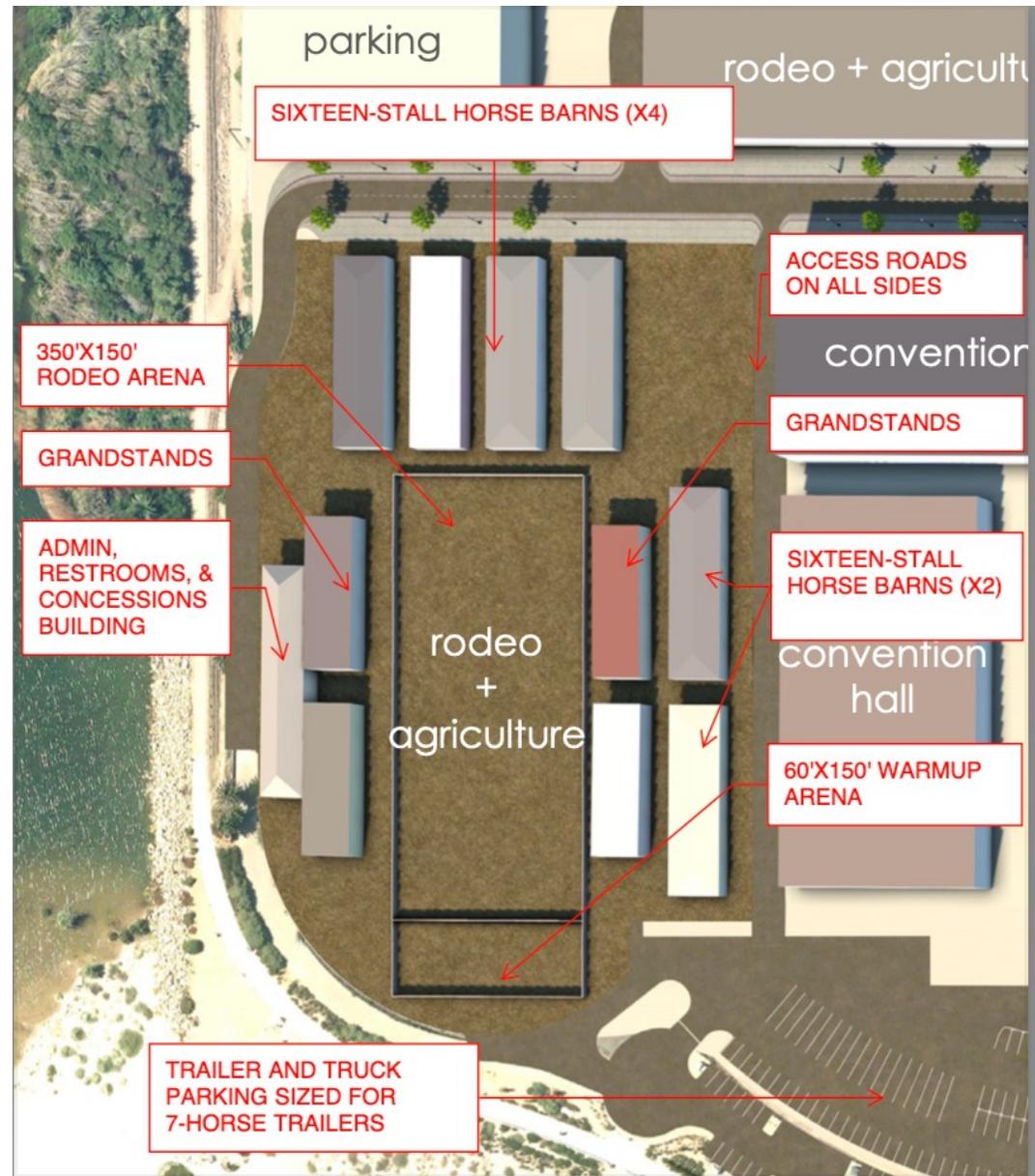
VENTURA COUNTY  
*Fairgrounds  
& Event Center™*

- ✓ Directly adjacent to the Fairgrounds is the Ventura River and Willoughby Preserve, which has support from a non-profit that focuses on “preserving, restoring and protecting natural spaces for future generations to enjoy.”
- ✓ PSG wants to help support that mission.
- ✓ PSG is dedicating 1,000 s.f. **Sub-Station for the Ventura City Police**, 24/7 Fairgrounds security and **community-based conservation groups**.



## TOGETHER, we create Greater SPACE through Smarter DESIGN

- ✓ **Rodeo Arena enlarged by >25%** to 350'x150' vs 235'x120'
- ✓ Warm-Up Arena redesigned to 60'x150'
- ✓ 6 barns, 16 stalls, 96 spaces.
- ✓ **55 horse trailers with ample side space** – 14 with trailer/truck attached.
- ✓ **Room to park 70 more horse trailers** near the Agricultural area with substantial capacity to expand into Surfer's Point Managed Shoreline Retreat parking lot.
- ✓ **Safer and more comfortable Grandstands** increased by <1,000 seats, room to expand.
- ✓ The new facilities will come with accessories for Rodeo, AG and Equestrian use and **provide space for private administration, restrooms, storage and concessions.**



**PSG's commitment to the well-being of the Fair supports an emphasis on livestock and agricultural events.**

- Ventura County Agricultural Water Quality Coalition
- County of Ventura Agricultural Commissioner
- Students for Eco-Education & Agriculture
- Center for Land-Based Learning
- Farm Bureau of Ventura County
- California Fair
- California Farm Bureau
- U.C. Cooperative Extension
- Ventura AF Futures Alliance



# BASEBALL Returns to Ventura County



- ✓ Multi-Purpose Stadium (Increase by >26% from a capacity of 5,500 seats to 7,500 seats with the outfield berm for bonus seating.)
- ✓ **Stadium will provide the Fair with additional space for sports, concerts, equestrian events, outdoor conventions, movie nights, etc.)**



- ✓ **Community Hub:** Enhanced services adds support to the Fair by providing more diverse points of interest, creates year-round use for visitors and surrounding businesses.
- ✓ Increased utilization results in **greater numbers, greater safety.**



- ✓ PSG considers ways to maximize access, use and income for the oceanside property.
- ✓ Plans call for better access by **activating the entire facility with improved public circulation.**
- ✓ **We bring the City of Ventura and the Ventura County Fairgrounds and Event Center closer together** by creating a **smarter more novel approach to roads, walkways, entranceways and concourses.**

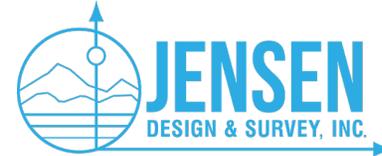


**PSG is committed to local contractors, vendors and businesses.**



**Thousand Oaks, CA.** Creating beautiful, practical designs for the people of Ventura County, the Central Coast and the Central Valley.

**Ventura, CA.** More than 30 years of service and success in civil engineering, surveying, planning and construction management.



**Ventura, CA.** With a strong sense of community, award winning Viola utilizes local subcontractors, vendors and workforce employees to focus on public schools, libraries, community centers, city halls, hospitals and transportation centers.

**Upland, CA.** Competitive Bid (Design/Bid/Build) general contractor with 30-years experience including baseball stadiums, guarantees maximum price, and provides a 1-year warranty for all preconstruction, construction and post construction phases.

**BYROM-DAVEY, INC.**



**Oxnard, CA.** Third generation hardscape contractor providing applications for industrial, commercial, tract, and custom homes throughout the Western U.S.

**Ventura, CA.** Design professionals and environmental planners providing top quality landscape architecture, urban design and planning services to Southern California communities since 1983.



**Camarillo, CA.** A production and A/V installation company since 1980, with a focus on "Performance Sound Systems" (Coachella Valley Music and Arts Festival, Stagecoach Festival, Hollywood Bowl, Thousand Oaks Civic Arts Plaza, Blink 182, Soundgarden, Red Hot Chili Peppers).

**Ventura, CA.** Offering full digital document management and printing solutions with both small and large format services.



✓ **PSG's Capital Outlay: \$318.6 Million**

- Research that determined the CapEx Budget is based on construction analysis of:
  - Convention Halls
  - Retail Mixed-Use
  - Equestrian Arenas
  - Class A Office Space
  - Multi-Purpose Stadiums, etc.

**Construction Budget**

Pacific Sports Group							
Development Costs	Phase 1		Phase 2		Phase 3		Total
	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	
<b>Development Costs</b>							
Development	\$ 55,300,000.00	55,300,000.00	40,010,000.00	40,010,000.00	15,282,500.00	15,282,500.00	\$ 221,185,000.00
Hard Contingency	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	13,271,100.00
Architect / Surveyor / Engineering Fees	3,686,416.67	3,686,416.67	3,686,416.67	3,686,416.67	3,686,416.67	3,686,416.67	22,118,500.00
General Contractor Fees	3,686,416.67	3,686,416.67	3,686,416.67	3,686,416.67	3,686,416.67	3,686,416.67	22,118,500.00
Inspection and Permit Fees	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	13,271,100.00
Demolition	5,040,000.00	-	-	-	-	-	5,040,000.00
Soft Contingency	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	2,211,850.00	13,271,100.00
Landscape Design and Renovation	4,000,000.00	4,000,000.00	-	-	-	-	8,000,000.00
Parking Lot Resurfacing	150,000.00	150,000.00	-	-	-	-	300,000.00
<b>Total Development Costs</b>	<b>78,498,383.33</b>	<b>73,458,383.33</b>	<b>54,018,383.33</b>	<b>54,018,383.33</b>	<b>29,290,883.33</b>	<b>29,290,883.33</b>	<b>\$ 318,575,300.00</b>

✓ **PSG created this income statement based on average revenues and average expenses researched from:**

- Mixed-Use Retail Rental Markets
- Concession Stands, Misc. Vendors, etc.
- B+ Indoor and Outdoor Convention Sales
- Baseball, Concert and Private Venue Sales

YEAR	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Cumulative 10 Year Totals
	Phase I Construction		Phase II Construction		Phase III Construction		Fully Developed				
<b>Revenue</b>											
County Fair	125,000.00	125,000.00	250,000.00	257,500.00	265,000.00	272,500.00	280,000.00	287,500.00	295,000.00	302,500.00	2,460,000.00
Stadium	-	-	20,224,875.00	20,252,595.00	20,513,115.00	20,540,835.00	20,723,755.00	20,798,035.00	20,872,315.00	20,946,595.00	164,872,120.00
Mixed Use	-	-	2,879,520.00	2,879,520.00	3,038,552.00	3,124,937.60	5,555,193.28	5,559,825.28	5,646,210.88	5,715,972.10	34,399,731.14
E-Sports Arena	-	-	2,518,500.00	2,594,055.00	2,669,610.00	2,745,165.00	2,820,720.00	2,896,275.00	2,971,830.00	3,047,385.00	22,263,540.00
Convention Center	-	-	-	-	15,170,349.00	15,517,573.50	15,864,798.00	16,212,022.50	16,559,247.00	16,906,471.50	96,230,461.50
<b>Total Gross Revenue</b>	<b>125,000.00</b>	<b>125,000.00</b>	<b>25,872,895.00</b>	<b>25,983,670.00</b>	<b>41,656,626.00</b>	<b>42,201,011.10</b>	<b>45,244,466.28</b>	<b>45,753,657.78</b>	<b>46,344,602.88</b>	<b>46,918,923.60</b>	<b>320,225,852.64</b>
<b>Cost of Sales</b>	<b>70,000.00</b>	<b>70,000.00</b>	<b>8,052,589.29</b>	<b>8,279,262.42</b>	<b>10,827,335.56</b>	<b>11,054,008.69</b>	<b>11,280,681.83</b>	<b>11,507,354.96</b>	<b>11,734,028.10</b>	<b>11,960,701.23</b>	<b>84,835,962.08</b>
<b>Gross Profit</b>	<b>\$ 55,000.00</b>	<b>\$ 55,000.00</b>	<b>\$ 17,820,305.71</b>	<b>\$ 17,704,407.58</b>	<b>\$ 30,829,290.44</b>	<b>\$ 31,147,002.41</b>	<b>\$ 33,963,784.45</b>	<b>\$ 34,246,302.82</b>	<b>\$ 34,610,574.78</b>	<b>\$ 34,958,222.37</b>	<b>\$ 235,389,890.56</b>
<b>General and Admin Expenses</b>											
Master Lease	600,000.00	600,000.00	840,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	9,040,000.00
Labor	1,228,168.75	1,510,468.75	2,291,827.57	2,367,967.79	2,743,502.00	2,830,292.64	3,007,588.53	3,098,338.69	3,189,713.82	3,281,713.94	25,549,582.48
Marketing	12,500.00	12,500.00	2,587,289.50	2,598,367.00	4,165,662.60	4,220,101.11	4,524,446.63	4,575,365.78	4,634,460.29	4,691,892.36	32,022,585.26
Debt Service	12,500,000.00	12,500,000.00	12,500,000.00	12,051,050.69	11,039,651.39	9,976,506.99	8,858,970.11	7,684,257.91	6,449,445.21	5,151,457.15	98,711,339.45
Administrative	265,500.00	265,500.00	788,465.00	811,430.00	834,395.00	857,360.00	880,325.00	903,290.00	926,255.00	949,220.00	2,941,740.00
<b>Total G &amp; A Expenses</b>	<b>\$ 14,606,168.75</b>	<b>\$ 14,888,468.75</b>	<b>\$ 19,007,582.07</b>	<b>\$ 18,828,815.47</b>	<b>\$ 19,783,210.99</b>	<b>\$ 18,884,260.74</b>	<b>\$ 18,271,330.26</b>	<b>\$ 17,261,252.37</b>	<b>\$ 16,199,874.32</b>	<b>\$ 15,074,283.45</b>	<b>\$ 172,805,247.19</b>
<b>Net Income (EBITDA)</b>	<b>\$ (14,551,168.75)</b>	<b>\$ (14,833,468.75)</b>	<b>\$ (1,187,276.36)</b>	<b>\$ (1,124,407.90)</b>	<b>\$ 11,046,079.45</b>	<b>\$ 12,262,741.67</b>	<b>\$ 15,692,454.19</b>	<b>\$ 16,985,050.44</b>	<b>\$ 18,410,700.46</b>	<b>\$ 19,883,938.92</b>	<b>\$ 62,584,643.37</b>

✓ **PSG mitigates the facility’s financial burdens with an equitable annual Master Lease payment:**

- The Fair accounts for nearly 70% of annual revenues and 50% of annual expenses for the Fairgrounds.
- Revenues are reinvested into the property, largely to cover regular operating and administrative costs.
- The 31st DAA has not purchased additional land, buildings or made building improvements (2018-2022).
- The focus has been on maintenance of current facilities with fulltime maintenance staff greatly reduced.

- ✓ **PSG's IRR of <20% provides robust return on investment to service funding of the project and repayment of the capital.**
- ✓ **PSG's proposal will not trigger an RFP because no government funds are being used and no public land is being leveraged.**

YEAR	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Mth/YEAR	12	12	12	12	12	12	12	12	12	12
Price Index	1	1	1.03	1.06	1.09	1.12	1.15	1.18	1.21	1.24

**Cost of Sales**

		<i>Assumption</i>										
Event Labor--Stadium (Per Event)		-	-	324,227.16	333,670.67	343,114.18	352,557.69	362,001.20	371,444.71	380,888.22	390,331.73	
Event Labor--Convention Hall	80.00%	-	-	328,500.00	338,355.00	2,669,610.00	2,679,465.00	2,689,320.00	2,699,030.00	2,709,030.00	2,718,885.00	
Sales Labor		70,000.00	70,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	
Concessions food & beverage	65.00%	-	-	6,969,997.13	7,173,006.75	7,376,016.38	7,579,026.00	7,782,035.63	7,985,045.25	8,188,054.88	8,391,064.50	
Utilities (Per Event)	1,500.00	-	-	149,865.00	154,230.00	158,595.00	162,960.00	167,325.00	171,690.00	176,055.00	180,420.00	
		70,000.00	70,000.00	8,052,589.29	8,279,262.42	10,827,335.56	11,054,008.69	11,280,681.83	11,507,354.96	11,734,028.10	11,960,701.23	84,835,962.08

**General and Admin Expenses**

		<i>Assumption (YR)</i>										
Master Lease	600,000.00	600,000.00	600,000.00	840,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	
Office Rent (Annually)	60,000.00	60,000.00	60,000.00	61,800.00	63,600.00	65,400.00	67,200.00	69,000.00	70,800.00	72,600.00	74,400.00	
Maintenance Facility (Annually)	60,000.00	60,000.00	60,000.00	61,800.00	63,600.00	65,400.00	67,200.00	69,000.00	70,800.00	72,600.00	74,400.00	
Utilities	12,000.00	12,000.00	12,000.00	12,360.00	12,720.00	13,080.00	13,440.00	13,800.00	14,160.00	14,520.00	14,880.00	
Repairs and Maintenance	500,000.00	-	-	515,000.00	530,000.00	545,000.00	560,000.00	575,000.00	590,000.00	605,000.00	620,000.00	
Marketing	10.00%	12,500.00	12,500.00	2,587,289.50	2,598,367.00	4,165,662.60	4,220,101.11	4,524,446.63	4,575,365.78	4,634,460.29	4,691,892.36	
Labor												
Executive Team		400,000.00	400,000.00	782,800.00	805,600.00	828,400.00	851,200.00	874,000.00	896,800.00	919,600.00	942,400.00	
Management		140,000.00	380,000.00	515,000.00	530,000.00	545,000.00	560,000.00	575,000.00	590,000.00	605,000.00	620,000.00	
Office Staff		135,000.00	135,000.00	195,700.00	201,400.00	419,650.00	431,200.00	517,500.00	531,000.00	544,500.00	558,000.00	
Maintenance Staff		160,000.00	160,000.00	231,750.00	238,500.00	283,400.00	291,200.00	299,000.00	306,800.00	314,600.00	322,400.00	
Emp P/R Taxes	7.63%	63,668.75	81,968.75	135,496.82	143,504.79	172,578.95	182,209.44	198,656.03	209,155.89	219,926.12	230,966.74	
Emp Benefits	10.00%	83,500.00	107,500.00	177,700.75	188,203.00	226,333.05	238,963.20	260,532.50	274,302.80	288,427.70	302,907.20	
Contract Labor												
Security	150,000.00	150,000.00	150,000.00	154,500.00	159,000.00	163,500.00	168,000.00	172,500.00	177,000.00	181,500.00	186,000.00	
Landscaping	96,000.00	96,000.00	96,000.00	98,880.00	101,760.00	104,640.00	107,520.00	110,400.00	113,280.00	116,160.00	119,040.00	
Internet/Phone	6,000.00	6,000.00	6,000.00	6,180.00	6,360.00	6,540.00	6,720.00	6,900.00	7,080.00	7,260.00	7,440.00	
Software Licensing	7,500.00	7,500.00	7,500.00	7,725.00	7,950.00	8,175.00	8,400.00	8,625.00	8,850.00	9,075.00	9,300.00	
Insurance	120,000.00	120,000.00	120,000.00	123,600.00	127,200.00	130,800.00	134,400.00	138,000.00	141,600.00	145,200.00	148,800.00	
Debt Service		12,500,000.00	12,500,000.00	12,500,000.00	12,051,050.69	11,039,651.39	9,976,506.99	8,858,970.11	7,684,257.91	6,449,445.21	5,151,457.15	
		14,606,168.75	14,888,468.75	19,007,582.07	18,828,815.47	19,783,210.99	18,884,260.74	18,271,330.26	17,261,252.37	16,199,874.32	15,074,283.45	172,805,247.19

<b>Total Expenses</b>	<b>14,676,168.75</b>	<b>14,958,468.75</b>	<b>27,060,171.36</b>	<b>27,108,077.90</b>	<b>30,610,546.55</b>	<b>29,938,269.43</b>	<b>29,552,012.09</b>	<b>28,768,607.34</b>	<b>27,933,902.42</b>	<b>27,034,984.68</b>	<b>257,641,209.27</b>
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Gross Revenue	320,225,852.64
Expenses	(257,641,209.27)
Net Income	62,584,643.37
Profit Margin	19.54%

## 31<sup>st</sup> District Agricultural Association

On October 25, 2022, Team PSG was allotted 15-minutes to present the highlights of their 131-page deck.

**Agenda Item #7 begins at 43:20, Q&A begins at 01:00:40**

[https://us06web.zoom.us/rec/share/13fzF7IrFQV0\\_I399wylzu4tANQskJ30WLUmR\\_kYR3ARFwfb7RYjdvqo7v-IMJJ9.6ndeLYL3HOW68r69](https://us06web.zoom.us/rec/share/13fzF7IrFQV0_I399wylzu4tANQskJ30WLUmR_kYR3ARFwfb7RYjdvqo7v-IMJJ9.6ndeLYL3HOW68r69)

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### Next Steps

Pacific Sports Group seeks collaboration with a Board willing to manage a complex partnership by providing governance, policy affirmation and fostering new leadership to carry Our collective vision and this Board's legacy well into the future. It's about community ownership of the Fairgrounds that invites adaptive reuse and utilization, and deploys the power of the gavel and the ability of public agency leadership to give voice to process and the exchange of ideas in a civil, ethical and civic manner. That's the power of leadership.

### Want to Help?

**Writers** please address your supportive comments to:

TO THE HONORABLE BOARD OF DIRECTORS,  
31st DISTRICT AGRICULTURAL ASSOCIATION  
Ventura County Fairgrounds and Event Center  
10 West Harbor Boulevard  
Ventura, CA 93001

**Please MAIL YOUR COPY in a flat envelop to:**

Richard Conrad  
1237 S. Victoria Ave., Unit 146  
Oxnard, CA 93035

**or, SCAN and EMAIL to:**

[Richard@PacificSportsGroup.com](mailto:Richard@PacificSportsGroup.com)

**Speakers** able to speak at Public Comment?

**Please CONTACT:**

Richard Conrad, CEO  
(310) 279-6110

[Richard@PacificSportsGroup.com](mailto:Richard@PacificSportsGroup.com)



*Pacific Sports Group*

<https://pacificsportsgroup.com>

<https://www.facebook.com/pacsportgroup>

An aerial rendering of a coastal development project. The scene is set at sunset, with a warm orange and yellow sky over a large body of water. In the foreground, a long pier extends into the water. The middle ground shows a dense cluster of modern buildings, some with glowing windows, situated on a sandy beach. In the background, rugged mountains rise against the horizon. The overall atmosphere is one of a vibrant, modern coastal community.

## Team PSG

**Robert Young** - Founder & Chairman

**Rick Conrad** - CEO

**Andrew Goodwin** - Principal Architect

**Susanne Cooper** - President,  
Jensen Design & Survey

**Kevin Waldron** - Senior Planner II

**Tanner Shelton** - Senior Planner I

**Ryan Thompson** - Operations

**Shawn Phillips** - Finance

**Meridith Peele Thompson** - Finance

**Brad Mooberry** - Branding & Marketing

**Jeffrey Wayne Maulhardt** - Author, Historian & Educator

**Tony Abbatine** - Director of Baseball & Softball Academics