



BOARD MEETING NOTICE

The 31st DAA Board of Directors will be holding a board meeting on
Tuesday, November 18th, 2025 at 9:00 a.m.
Ventura County Fairgrounds – McBride Hall

BOARD OF DIRECTORS

Dan Long (President), Guillermo Rodriguez Ceja Jr. (Vice President), Betsy Chess, Leslie Cornejo, Leah Lacayo, Miriam Mack, Gloria Martinez and Shanté Morgan-Carter

STAFF

Heidi Ortiz, CEO, Jason Amelio, Deputy Manager, Madalyn Johnson, Concessions Coordinator, Jenny Martin, Accounting Supervisor, Emilee Inez, Exhibits Supervisor, Gerry Duran, Maintenance, Megan Hook, PR and Marketing and Stephanie Mathewson, Executive Assistant

Public Participation

Members of the public are encouraged to provide comments to the Board. While the Board values the participation of the public, the Board president reserves the right to limit the time for public comment to a maximum of three (3) minutes per speaker to proceed with the agenda. Public comment must be related to fair authority and jurisdiction and their placement on the agenda is within the discretion of the Board.

All meeting notices, agendas and materials considered by the Board during the meeting will be available to the public prior to the meeting in the fair office. Agendas and meeting notices will be posted on the Board's website at www.venturacountyfair.org.

AMERICANS WITH DISABILITIES ACT

Pursuant to the Americans with Disabilities Act, individuals who, because of a disability, need special assistance to attend or participate in any Board meetings or Committee meetings, or in connection with other District Fair activities, may request assistance at the 31st DAA Fair office, 10 West Harbor Blvd., Ventura, CA or by calling (805) 648-3376. Requests should be made one (1) week in advance whenever possible.



Board of Directors Meeting Agenda

Ventura County Fairgrounds, 31st District Agricultural Association
10 W. Harbor Blvd. - Ventura, CA 93001 - (805) 648-3376
Website: venturacountyfair.org Contact: Heidi Ortiz, CEO

Tuesday, November 18th, 2025 at 9:00 a.m.
Ventura County Fairgrounds – McBride Hall

All matters noticed on this agenda may be considered for action. Items listed on the agenda may be considered in any order at the discretion of the Board President. Any item not so noticed will not be considered or discussed. The Board requests your courtesy to mute your electronic devices.

I. Call to Order

Roll Call

Declaration of Recusal or Conflict of Interest

Does any Board member have a conflict of interest that should preclude them from participating in discussions about or voting on any matter on today's agenda?

II. Pledge of Allegiance

III. Welcome and Introduction of Guests

Invitation for the public to introduce themselves (not mandatory)

IV. Public Comments on Items Not on the Agenda

Members of the public are encouraged to provide comments to the Board. While the Board values the participation of the public, the Board president reserves the right to limit the time for public comment to a maximum of three (3) minutes per speaker to proceed with the agenda. Public comment must be related to fair authority and jurisdiction and their placement on the agenda is within the discretion of the Board.

In accordance with state law, the Board will not comment or otherwise consider Public Comment matters until and unless such items have been properly noticed for a future meeting.

V. Presentations

- A. Fathomwerx Proving Ground Hosted by the Innovation Technology Consortium- Todd Van Epps, Project Manager



- VI. Meeting Minutes (discussion and/or approval)**
 - A. October 28th, 2025 Board Meeting Minutes
 - B. October 27th, 2025 Strategic Planning Check in Minutes
- VII. Financial Reports (discussion and/or approval)**
 - A. Financials ending September 30th, 2025
- VIII. New Business**
 - A. 2026 Fair
 - B. Election of Officers for 2026-2027 Board of Directors
(CEO presides over elections of Board Officers)
 - 1. President
 - 2. Vice President
 - C. Annual Appointments by the Board
 - 1. Secretary/Treasurer-Manager
 - D. Secretary/Treasurer-Manager Annual Delegation of Authority
The (Secretary/Treasurer-Manager) Chief Executive Officer, Heidi Ortiz, is authorized to execute Rental Agreements up to \$150,000.00, Standard 2 Agreements up to \$150,000.00, Purchasing up to \$150,000.00 and Grandstand Contracts up to \$300,000.00 without further authorization from the Board of Directors.
 - E. Deputy Manager Annual Delegation of Authority
The Deputy Manager, Jason Amelio, is authorized to execute Rental Agreements up to \$50,000.00, Standard 2 Agreements up to \$50,000.00 and Purchasing up to \$50,000.00 without further authorization from the Board of Directors.
- IX. Old Business**
 - A. Surfer's Point Update
- X. Board Correspondence**
 - A. Letters from the community regarding the annual beach parking pass
- XI. Consent Agenda: Items hereunder on the Consent Agenda are considered routine, not requiring separate discussion and will be enacted in one motion. Individual items A, 1-3, are approved by the vote that approves the Consent Agenda, unless an item is pulled for separate consideration.**
 - A. Agreements
 - 1. Standard Agreements
 - 2. Rental Agreements – Interim
 - 3. Concession Agreements
- XII. CEO Report**
- XIII. Presidents Report**



XIV. Director's Comments

XV. Future Agenda Items

XVI. Closed Session

Pursuant to Gov. Code Section 11126(e)(2), the Board is authorized to meet in Closed Session for the purpose of conferring with and receiving advice from legal counsel regarding pending litigation.

XVII. Report Out of Closed Session

Report of any action items by the Board during Closed Session

XVIII. Adjourn

Americans With Disabilities Act

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Requests should be made one (1) week in advance whenever possible.

Board of Directors Meeting Minutes

Ventura County Fairgrounds
31st District Agricultural Association - 10 W. Harbor Blvd. - Ventura, CA 93001 - (805) 648-3376
Website: venturacountyfair.org Contact: Heidi Ortiz, CEO

Tuesday, October 28th, 2025 at 9:00 a.m.
Ventura County Fairgrounds – McBride Hall

I. Call to Order

Roll Call

Declaration of Recusal or Conflict of Interest

The meeting convened at 9:02 a.m. and called to order by President Long.

Directors present: President Dan Long, Vice President Guillermo Rodriguez Ceja, Leslie Cornejo, Betsy Chess, Leah Lacayo, Miriam Mack, Gloria Martinez, Shante Morgan-Carter

Staff present: Heidi Ortiz, CEO, Emilee Inez, Exhibits Supervisor, Megan Hook, PR and Marketing, Will Schwartz, Sales Manager, and Stephanie Mathewson, Executive Assistant

Guests Present: Tom Kissen, Burt Handy, Paul Jenkin, Ron Reinholdson, Bill Hickman, Brian Brennan, Sonia Ceja, Thomas Earnest and John Wingate

There were no conflicts of interest with any of the Board members that were present.

II. Pledge of Allegiance

President Long led all present in the Pledge of Allegiance.

III. Welcome and Introduction of Guests

Invitation for the public to introduce themselves (not mandatory)

IV. Public Comment on Items Not on the Agenda

In accordance with state law, the Board will not comment or otherwise consider Public Comment matters until and unless such items have been properly noticed for a future meeting.

- Brian Brennan thanked Director Cornejo for being present at the American Shore and Beach Preservation Conference to accept the Robert Weigl Coastal Project Award granted to the Ventura County Fairgrounds in partnership with the City of Ventura on the Surfer's Point Project. He congratulated the board on this achievement.

V. Presentations - None

VI. Approval of Minutes

A. September 23rd, 2025 Board Meeting Minutes

MOTION: To approve the September 23rd, 2025 Board Meeting minutes.

Board Member Name	Approved (Yes Vote)	Not Approved (No Vote)	Abstain
Director Cornejo (Motion)	X		
Director Lacayo	X		
Director Chess	X		
Director Mack			X
Director Martinez	X		
Director Morgan-Carter (Second)	X		
Vice President Ceja	X		
President Long	X		

VII. Financial Report

A. Financials ending August 31st, 2025.

CEO Ortiz reviewed the financials and stated the total assets equal the total liabilities. She was pleased to note the figures were positive.

MOTION: To approve the financials ending August 31st, 2025.

Board Member Name	Approved (Yes Vote)	Not Approved (No Vote)	Abstain
Director Cornejo (Second)	X		
Director Lacayo	X		
Director Chess	X		
Director Mack	X		
Director Martinez	X		
Director Morgan-Carter	X		
Vice President Ceja (Motion)	X		
President Long	X		

VIII. New Business

A. Discussion and Possible action regarding Foundation MOU

- CEO Ortiz stated she has not heard back from CDFA regarding the MOU document presented, but she had informed them it would be going to vote at this meeting. If any corrections need to be made, a vote can be held for an amendment at a future meeting.
- Director Mack is pleased to see the document and said it looks very thorough. She

asked where the document originated.

- CEO Ortiz said she modeled the document after other Fair MOUs and made changes based on relevance to our fair.
- Director Cornejo said it has been a long process, but she is very confident in the document.
- Director Morgan-Carter expressed her contentment about seeing how thorough the MOU is.
- Director Chess is glad the Board has had a chance to tailor the document to be their own and commended all the hard work that was put into it.
- Director Cornejo echoed Director Chess's statement and was happy the Foundation had a chance to review it as well.

MOTION: To approve MOU between the Ventura County Fairgrounds and the Ventura County Fairgrounds Foundation.

Board Member Name	Approved (Yes Vote)	Not Approved (No Vote)	Abstain
Director Cornejo	X		
Director Lacayo (Motion)	X		
Director Chess	X		
Director Mack	X		
Director Martinez	X		
Director Morgan-Carter (Second)	X		
Vice President Ceja	X		
President Long	X		

IX. Old Business

A. Surfer's Point Progress

President Long opened it up for public comments.

Brian Brennan - suggested President Long send a letter to Public Works to start a working group meeting once construction is completed to maintain a relationship.

Bert Handy - echoed Mr. Brennan's idea and suggested the group be used to come up with an area to lock up bicycles.

Paul Jenkin- suggested the lot being paved should help keep filters cleaner. He stated he noticed some design flaws with the drainage. Mr. Jenkin believes communication with the city is an ongoing issue and agrees that re-establishing a working group is beneficial.

- CEO Ortiz noted that Mr. Schwartz was at the weekly meeting with the city to discuss the project's progress and could report back afterward. She said the project is still on schedule to be completed by mid-November.
- Mr. Schwartz said today's meeting had been canceled, but the asphalt is being poured and the project timeline is still on track.
- Director Mack believes the designers should hold responsibility for any flaws.
- Director Cornejo stated that as the project comes to a close, there should be warranties and guarantees in place.
- CEO Ortiz mentioned CCA are familiarizing themselves with the project but are still waiting to receive Phase II from the City of Ventura and have received Phase I plans.
- Director Chess reiterated the idea of having the guarantees to protect the property.

X. Committee Meetings

A. Executive Committee Meeting- October 21st, 2025

1. Discussion and Possible action regarding Annual Beach Parking Pass

Director Long opened the floor for public comments.

Ron Reinholdson- asked the Board to consider a weekday reduced rate parking pass.

Bill Hickman- thanked the Board for reinstating the annual beach parking pass and asked for parking rates to be kept as low as possible. He suggested a fee of \$3 daily and \$125 for annual passes similar to the State Parks pass.

Bert Handy- noted that the State Park has a pass that does not include the summer months for a lower rate.

Brian Brennan- thanked the board for adopting the new annual rate. He said the parking attendant is a great ambassador who can give a lot of information to the public and asked for an automated system to not take her place.

- Director Chess noted extensive research has been done surrounding pricing and the parking rates at Surfer's Point and are currently on the lower end of the surrounding parking lots.
- CEO Ortiz commented that State Parks receive government funding to allow them to maintain lower parking rates.
- Director Cornejo asked for a recap on the process that allowed them to change parking rates.
- CEO Ortiz said that in 2022 the price was \$125 and the CEO at the time increased it to \$200. The Coastal Commission reached out and informed the Fairgrounds that this increase was not allowed and the price had to be reverted back to the price of \$75 for annual passes and \$2 for the daily rate. There have since been discussions with CDFA legal and the Coastal Commission and they deemed as long as the rates are within reason, it is up to the Fairground's discretion to set the pricing.

- Director Lacayo said that daily parking at the State beach is \$10 so she believes the new fees are within reason.
- CEO Ortiz advised that daily parking at Emma Wood, State beach, and the Pier Parking structure all charge \$10 per day so the Surfer's Point rate is lower at \$5.
- Director Mack asked if there was a consideration for the household discount.
- President Long stated his opinion was to revisit additional discounts to the annual pass next year due to an eminent need for repairs to the grounds to prevent flooding.
- Director Chess mentioned going through with the suggestion brought up by Mr. Brennan to continue the relationship with the city.
- Director Mack asked when the rate increase would take effect.
- CEO Ortiz answered that the sale of the annual pass with the new rate can take place once construction has been completed.
- Vice President Ceja said that after reviewing the cost analysis of maintaining Surfer's Point, he believes a rate of \$150 would be a reasonable start.
- Director Martinez respects that the Board intends to keep rates as affordable as possible and agrees on the rate of \$150.
- Director Morgan-Carter is concerned about the public impact and agrees the fees should remain on the lower end of the spectrum.
- Director Chess asked if the city would intervene if it were discovered that water lines have been damaged and need repairs.
- CEO Ortiz said it has not yet been determined.
- President Long stated he is comfortable with the annual rate being \$150.
- Director Mack commented that she was very impressed by all of the letters sent to the board regarding this subject and appreciated everyone's care for the area.
- Director Cornejo is intrigued by the idea of discussing a weekday pass in the future.

MOTION: To approve changing the Annual Beach Parking pass to \$150.

Board Member Name	Approved (Yes Vote)	Not Approved (No Vote)	Abstain
Director Cornejo	X		
Director Lacayo (Motion)	X		
Director Chess	X		
Director Mack	X		
Director Martinez	X		
Director Morgan-Carter	X		
Vice President Ceja (Second)	X		
President Long	X		

2. Discussion regarding Surfer's Pint Project

- President Long recommends canceling the contract for the Surfer's Pint Project due to the timing and construction.

- Director Lacayo noted that due to deferred maintenance, the contract, while beneficial in the past, no longer makes sense to follow through with.

MOTION: To cancel the current Surfer's Pint contract with CBF Productions.

Board Member Name	Approved (Yes Vote)	Not Approved (No Vote)	Abstain
Director Cornejo	X		
Director Lacayo	X		
Director Chess	X		
Director Mack (Motion)	X		
Director Martinez	X		
Director Morgan-Carter	X		
Vice President Ceja (Second)	X		
President Long	X		

XI. Board Correspondence

- A. Letters from the community regarding the annual beach parking pass

XII. Consent Agenda: Items hereunder on the Consent Agenda are considered routine, not requiring separate discussion and will be enacted in one motion. Individual items A, 1-3, are approved by the vote that approves the Consent Agenda, unless an item is pulled for separate consideration.

- A. Agreements
1. Standard Agreements
 2. Rental Agreements- Interim
 3. Concession Agreements

MOTION: To approve the consent agenda with items A, 1-3.

Board Member Name	Approved (Yes Vote)	Not Approved (No Vote)	Abstain
Director Cornejo	X		
Director Lacayo (Motion)	X		
Director Chess (Second)	X		
Director Mack	X		
Director Martinez	X		
Director Morgan-Carter	X		
Vice President Ceja	X		
President Long	X		

XIII. CEO Report

Megan Hook, PR and Marketing

Ms. Hook said she is wrapping up Oktoberfest and that lots of photos and videos were taken. She also stated that surveys have been sent out in different sections to fairgoers and the public to ensure a large demographic. Fair planning has begun where she has created a task and responsibility spreadsheet and timeline. Ms. Hook is also working on submissions for the WFA awards to a variety of categories.

Madalyn Johnson, Concessions Coordinator

Ms. Johnson stated Oktoberfest was very successful and a lot was learned. There are plans to bring more authentic German vendors and more entertainment to the event next year. She had attempted to bring German clubs and community groups to Oktoberfest, but due to scheduling issues it was not possible. Ms. Johnson is hoping that she can host them at next year's event. She also mentioned she has started on Fair preparations with some deposits expected before Thanksgiving. Ms. Johnson noted the train was ADA compliant and added a lot. The commercial and vendor partners work hard to be inclusive. She has a large focus on local vendors and noted shorter events are easier on vendors.

Will Schwartz, Sales Manager

Mr. Schwartz detailed the events and filming that have and will be taking place at the Fairgrounds.

- CEO Ortiz announced Mr. Schwartz is currently transitioning into the Sales Manager position.
- CEO Ortiz thanked the board for their time at the Strategic Planning Check in meeting that took place the day prior.

XIV. President's Report

- President Long said he was happy to have Becky Bailey-Findley in attendance for the Strategic Planning Check in Meeting. He believes it was very productive and believes the Fairgrounds will do well this year.

XV. Director's Comments

Director Martinez

- She enjoyed the Strategic Planning Check In meeting and appreciated Ms. Bailey-Findley's organization, which allowed her to stay on the same page as board members who have been around longer.

Director Morgan-Carter

- She had a great time at Oktoberfest and spoke to members of the public about their experiences. She is glad the Strategic Planning meetings have become a regular occurrence.

Director Lacayo

- She echoed what Director Morgan-Carter and Director Martinez had said. She stated the Strategic Planning Check In meeting was terrific as was Ms. Bailey-Findley.

Director Mack

- She agreed with Director Lacayo and was glad they could acknowledge the great progress that has been made and implement an agenda for the future. She thanked the staff for all their hard work.

Director Chess

- She agreed with the sentiments echoed with the previous Directors and noted that she saw the Fairgrounds has 44 of 48 weekends reserved for events and suggested trying to plan weekday events too to help pay for deferred maintenance.

Director Cornejo

- She loved having staff present at the Strategic Planning Check In meeting to work as a team. She thanked Ms. Bailey-Findley for her assistance during the meeting and thanked the staff and board for a successful meeting. She also mentioned the American Shore and Beach Preservation Association (ASBPA) Robert Weigl Coastal Project Award is hanging at Ventura City Hall if anyone wants to go see it.

Vice President Ceja

- He said it is good to be back. He attended the Trades Day event, which he is interested in growing for the future, as well as Oktoberfest and enjoyed himself at both. He was happy to have everyone on the same page at the Strategic Planning Check In meeting.

XV. Future Agenda Items

A. 2026 Fair

The consensus of the Board was to move the November Board meeting up a week to the 18th due to Thanksgiving.

XVI. Closed Session

Pursuant to Gov. Code Section 11126(e)(2), the Board is authorized to meet in Closed Session for the purpose of conferring with and receiving advice from legal counsel regarding pending litigation.

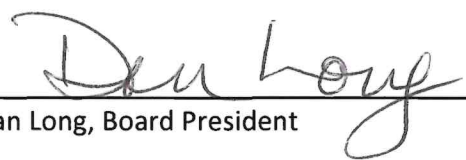
There was no closed session.

XVII. Adjourn

The meeting was adjourned at 10:27am.

Submitted by: 
Stephanie Mathewson, Executive Assistant

Approved by: 
Heidi Ortiz, CEO

Approved by: 
Dan Long, Board President

Ventura County Fair
31st District Agricultural Association

Board of Directors
Strategic Planning Meeting
October 27, 2025

Minutes

Those in Attendance

Dan Long, President
Betsy Chess
Leah Lacayo
Gloria Martinez
Heidi Ortiz, CEO
Emilee Inez
Megan Hook
Becky Bailey-Findley, Facilitator

Guillermo Rodriquez Ceja Jr., Vice President
Leslie Cornejo
Miriam Mack
Dr. Shante' Morgan-Carter
Jason Amelio
Jenny Martin
Madalyn Johnson

I. Welcome and Opening

- a. Why is Strategic Planning so Important?
- It is a chance to rise above the day-to-day, assess current conditions and look to the future from a 30,000-foot vantage point.
 - This presents an opportunity to plan for long-term viability and sustainability strategically.
 - Nothing is guaranteed. The past five years have been tumultuous and unpredictable, and they have stressed the organization.
 - The cavalry is not coming to save us. We must save ourselves.
 - "The art of progress is to preserve order amid change and to preserve change amid order." Alfred Whitehead. This is strategic planning at its best.
- b. Self-Introductions: The group introduced themselves, sharing the number of years they have been associated with the Ventura County Fair and the fair industry in general. Together, they represented over 300 years of experience with CA fairs.

In addition, the group shared what they were most proud of from the 2025 Ventura County Fair and event season. Their responses included:

- The organization self-promoted Oktoberfest, the result of focused staff work, teamwork, and a successful first-time event that attendees loved. This was mentioned multiple times by participants.
- The financial accounting and reporting are up to date.
- We completed a 6-year audit.
- I have strong confidence in our CEO's leadership.
- We successfully transitioned to new leadership.

- We focused on our strategic goals of connecting with the community, developing our human capital, and upgrading facilities.
- The board has developed effective working relationships and is fulfilling its leadership responsibilities.
- Receiving inquiries from other fairs about our achievements is a positive reflection of our work.
- The Junior Livestock Auction achieved record sales and sponsorships.
- Our event portfolio has grown to include several significant events.
- Our fair guests radiate energy and vitality.
- I was pleased to accompany colleagues to the fair and facilitate their participation in the various activities.
- The youth programs presented at the event were highly commendable.

II. Expectations for the Strategic Planning Workshop

The board and staff shared their hopes for the strategic planning workshop.

- To review the strategic goals set in 2024 and acknowledge what has been accomplished.
- Setting direction through short and long-term goals.
- Engage in an open dialogue with the board and staff.
- Establishing our top priorities.
- Give attention to the capital improvements we need.
- Prepare for the naming of our buildings.
- To set a clear direction for staff focus in 2026.
- To move our strategic plan forward and address financial health and stability.
- To encourage the State of CA to approve the MOU between the 31st DAA and the Ventura County Fair Foundation.
- To include a history element and information about the fair on our website.
- To plan for financial self-sufficiency.
- To learn how to address the strategic goals in my department.
- To properly address problematic deferred maintenance and secure the necessary funding to begin implementing a capital improvement plan.
- Discuss and revisit concepts and plans from the previous year's planning session.
- To gain clarity on goals and priorities. Establish a clear understanding of the priorities, the timeframe for implementation, and a plan for communicating priorities.
- Focus on developing our human capital.

III. Assessment of Current Conditions

a. Financial Overview

Five-Year Financial Review

	2021	2022	2023	2024	2025*
Total Revenue	2,329,901	9,238,060	10,240,383	15,575,492	13,247,362

Total Expense	1,210,274	7,415,296	8,062,107	14,040,501	11,624,254
Net Proceeds	1,119,628	1,822,763	2,393,245	1,534,991	1,623,108

* 2025 through August

Five-Year Revenue Detail

	2021	2022	2023	2024	2025*
Annual Fair	186,487	7,027,915	6,427,215	11,828,386	11,006,902
Facility Rentals	1,142,585	1,306,009	3,343,702	2,569,215	1,722,379
Satellite Wagering	820,048	214,940	330,741	207,738	186,593
Other	180,739	685,030	138,725	100,482	80,988
State Allocation & Other Grants	1,538,023	61,000	0	869,671	250,500

* 2025 through August

b. Review of 2024-2025 Strategic Goals

Progress on each strategic goal was tracked along with remaining opportunities.

Goal 1: Be proactive in environmental stewardship, addressing the proximity of the fairgrounds to an EPA site, seeking alternatives to onsite parking of vehicles, managing erosion, and incorporating conservation and sustainability practices into fairgrounds operations.

Progress Achieved

- Alternative parking locations were implemented during the 2025 fair and generated new revenue.
- The DAA was given a national award for the work completed at Surfer's Point. The project focused on enhancing the resilience of the coastline and received recognition from international entities.
- Water leaks, sewage issues, and pumping were addressed, and water lines were rehabilitated.
- A refund was issued for our electrical usage.
- Performed mold remediation on several buildings.
- Vendors handed out fewer plastic utensils and straws.
- The newly implemented hydration stations were heavily used by fair guests.

Remaining Opportunities.

- + Issues related to drainage at Surfer's Point should be addressed. There are design considerations, as well as questions about how to effectively incorporate the design into fairgrounds operations.
- + Still need improvements on the use of food packaging, specifically Styrofoam. A program is in place to reduce Styrofoam use, but it is taking time to implement.
- + Include environmental stewardship in the culture of fair operations.

Goal 2: Create a business plan that diversifies fairgrounds income long-term, addresses the decline in satellite wagering, and grows the facility rentals and events program, seeking new diverse events.

Progress Achieved

- Improved internet accessibility on the fairgrounds.
- The Oktoberfest, our first self-promoted event, was a great beginning.
- Strengthened the relationship with the Foundation, entering into an MOU outlining naming rights of buildings and making improvements to the Morgan Arena.
- We are experiencing diversification in event rentals of the fairgrounds and facilities. We have a new relationship with Netflix for filming production.
- We produced a successful fair.

Remaining Opportunities

- + Create a plan to transition the Derby Club to a more productive use.
 - The Derby Club***
 - Has great potential for alternate uses.
 - Prepare an RFP for another tenant.
 - Research market needs for this type of facility.
 - The existing contract goes through 2027.
 - The facility needs renovation.
 - Bring in a consultant to “reimagine” the building's use.
 - Consider a parking structure as an alternate use of the space.
 - ***Players Club***
 - The contract expires year-end 2025. After 2025, they do not want to exercise their second two-year option and will likely desire to rent month to month.
- + Consider adding a third self-promoted event and determining the appropriate timing.
- + Consider other “self-promoted” or “co-promoted” events that are not as impactful on staff and the facilities.
- + Focus on growing revenue rather than cutting expenses alone.
- + Seek opportunities to attract significant agricultural industry events.
- + Advertise the facilities and amenities we offer for rent.
- + Concentrate on investing in facilities that can serve as a conference center. The region does not have a convention center.
- + Seek other revenue opportunities, such as grant writing and naming rights of buildings.
- + Partner regionally with tourism boards and economic development agencies to solicit potential rentals and other revenue streams.
- + Build an event center brand for the fairgrounds.
- + Continue building the brand as a professional, business-like, safe event center.
- + Create a marketing kit for promoting facility rentals. Produce a resource guide for potential renters. Produced a resource guide for internal use by Visit Ventura and the economic development agencies.
- + Network regionally soliciting potential events.
- + Seek a potential partnership to capture tourism during the upcoming Olympics in Los Angeles and the World Cup. Plan Zoom parties.
- + Investigate robotics competitions. High School competitions are international.
- + Festivals are missing in Ventura County, and the fairgrounds could be a potential site.
- + Build mid-week events.

Goal 3: Address aging infrastructure, facility deficiencies, and environmental issues by creating a capital improvements plan, including funding, scheduling, and implementing improvements in a systematic, accountable manner.

Progress Achieved

- Addressed immediate emergency needs, including mold remediation, plumbing, and sewer issues.
- Improvements were made to Raceway, Turn 3.
- Quonset huts received new awnings.
- Fencing was improved.
- Landscaping improvements were made.
- Updates made to grounds lighting.
- Electrical panels were updated.
- Added new LED screens.
- Bought the needed capital equipment.
- Addressed emergency needs.

Remaining Opportunities.

- + Develop a systematic plan for the needed improvements. Create the big-picture plan, then systematically plot what, when, and how to make the improvements.
- + Annually budget for capital improvement priorities.
- + Perform a quarterly check on progress toward improvements.
- + Conduct an inventory of facilities, what needs improving, estimated budget, and timing of improvements.
- + Create a 5-Year Capital Improvement plan.
- + Research funding options, such as loans and partnerships.
- + RFP for a design consultant to explore concepts for the Derby Room building. Include a feasibility study.
- + Share with the Foundation a list of facility needs and improvements and seek their support.

Goal 4: Develop a system and organization of governance, including board development, staffing, strategic hiring, diversity, equity, and inclusion planning, and clarity in roles and responsibilities, to foster a productive and effective team that manages and operates the Ventura County Fairgrounds.

Progress Achieved

- We advanced in hiring skilled staff.
- We conducted extensive staff training.
- Reinstated and utilized Board ad hoc committees.
- Adhered to Bagley-Keene procedures and requirements.
- Entered an MOU with the Foundation.
- Created and implemented the service animal policy.
- Achieved a great understanding of contract requirements to ensure compliance with regulation and requirements.
- The CEO meets with each board member before each board meeting.
- Executive Committee meetings have taken on initiatives
- We proactively prepare for board meetings.

Remaining Opportunities

- + Clarity and an understanding of priorities are essential for facilitating effective decision-making.
- + Use of public forums, study sessions, and other public meeting formats to help proactively address issues and communicate with the public.
- + Create pathways into the “island”, aka the DAA. Be open to partnerships—network to become known and proactive in the community.
- + Encourage and support executive leadership to participate in the Ventura County Leadership Academy.
- + Create a board outreach and liaison committee to help with strategic communication and outreach. Create a speaker’s bureau
- + Continue conducting the open houses.
- + Consider “tea with Heidi” or other small events to introduce fair leadership to other community leaders.

IV. Where Do We Want To Go?

A. Identifying Critical Issues Facing the Ventura County Fair

The board identified the following critical issues in the Ventura County Fair’s future:

1. A capital improvement plan, establishing priorities, securing funding, and an implementation plan.
2. Revitalizing the Maintenance Department.
3. Developing our human capital and the organization’s structure.
4. An outreach plan, seeking key partnerships and networking with our region.
5. Expanding and enhancing the event rental program.
6. A plan for reimagining and using the Derby Club building.

B. Strategic Goals

After reviewing the 2025 strategic goals, the board and staff affirmed the following long-term strategic goals and established priorities. The goals are listed in priority order.

Goal 1: Address aging infrastructure, facility deficiencies, and environmental issues by creating a capital improvements plan, including funding, scheduling, and implementing improvements in a systematic, accountable manner.

Goal 2: Develop a governance system and structure, including board development, staffing, strategic hiring, diversity, equity, and inclusion planning, and clarity in roles and responsibilities, to foster a productive and effective team that manages and operates the Ventura County Fairgrounds.

Goal 3: Create a business plan that diversifies fairgrounds income long-term, addresses the decline in satellite wagering, and grows the facility rentals and events program, seeking new diverse events.

Goal 4: Plan to meet the organization's financial needs by examining and assessing options such as grants, loans, public and private partnerships, and collaboration with the Foundation to support capital improvements and human capital development.

Goal 5: Create a marketing and communications plan to facilitate outreach within the region, prepare the organization for strategic partnerships, and engage with community leadership to position the Ventura County Fairgrounds as a central location for gatherings that reflect the area's diversity and values.

Goal 6: Be proactive in environmental stewardship, addressing the proximity of the fairgrounds to an EPA site, seeking alternatives to onsite parking of vehicles, managing erosion, and incorporating conservation and sustainability practices into fairgrounds operations.

C. Moving the Strategic Plan Forward

The board and staff discussed ways to move the strategic plan forward, highlighting the following ideas:

1. Direct staff to integrate the strategic goals into their planning, asking them to develop objectives and action plans that detail the steps and tactics for implementing the goals.
2. Create a visual presentation of the 31st DAA's purpose, mission, and vision statements and the strategic goals. Include this information at the beginning of every board meeting and on the website. Direct staff to create a reporting mechanism that can be included in the monthly CEO report.
3. Create a roadmap and timeline of the action plans. Share with board and staff. Update regularly.
4. The annual budget should align with the goals. Plan a 5-Year budget.

V. Conclusion

The group identified the next steps in the strategic planning process.

Next Steps

Action Step	By Whom	By When
1. Prepare a summary of the strategic planning meeting and send to Heidi for editing and distribution to the board.	BBF to Heidi	Present draft to board 11/18/25
2. The Executive Committee with executive staff to prepare a planning process addressing the reuse and remodel of the Derby Room building.	Dan, Leah, Bill, Heidi, Jason	11/1/25
3. Prepare a comprehensive list of capital improvements with estimated budget and timeline.	Heidi, Jason & staff	Present to Operations

		Committee, 1/1/26
4. Fully develop the strategic plan with goals, objectives, action plan, and timeline.	Heidi, Jason & staff	February/March 2026

Evaluation of the Strategic Planning Meeting

What Worked Well	What Could Have Been Better
Including staff with the board in the strategic planning meeting was advantageous.	Use microphones next time in this space.
Identifying ownership of an action item and a deadline.	Conduct staff strategic planning prior to Board planning for greater input, information, and analysis.
Follow through and updating the strategic plan. We noted our progress and identified how to move forward.	Scheduling the meeting at the end of a week is more convenient.
Using an outside facilitator.	
It is an opportunity for the board and staff to bond.	
Written material and documents are helpful.	
Like the schedule of 4 hours for the strategic planning meeting.	

The meeting concluded at 5:30 pm.

31st DAA, Ventura County Fair
Summary of Operations
September 30, 2025

	Date	Account Number(s)	YTD Balance
TOTAL NET RESOURCES, Beginning			
Net Resources-Unrestricted	1/1/2025	29100	4,767,793
Unrestricted Net Position - Pension	1/1/2025	29400	(1,342,276)
Net Resources-Restricted	1/1/2025	29300	-
Net Resources-Capital Assets, Less Related Debt	1/1/2025	29000	4,122,186
Prior Year Adjustment	1/1/2025		-
TOTAL NET RESOURCES, Beginning			\$ 7,547,703
RESOURCES ACQUIRED:			
Operating Revenues	9/30/2025	various	13,216,110
State (Local/Base) Allocation(s) (F&E)	9/30/2025	31200	-
Training Allocation & Other Fiscal & Admin Assistance (F&E)	9/30/2025	31300	-
Capital Project Reimbursement Funds	9/30/2025	31900	-
One-time Revenue Sources (fire camp, sale of property)	9/30/2025	32500	156
Contributions from Other Gov't (non-F&E) Sources	9/30/2025	33000	-
Other (e.g. Flex Capital)	9/30/2025	34000	400
TOTAL RESOURCES ACQUIRED			13,216,666
RESOURCES APPLIED:			
Operating Expenditures	9/30/2025	various	12,178,468
Depreciation Expense	9/30/2025	90000	161,895
Pension Expense	9/30/2025	96000	-
OPEB Expense	9/30/2025	96100	-
TOTAL RESOURCES APPLIED			12,340,363
INCREASE/(DECREASE) IN NET RESOURCES DURING THE YEAR			876,303
TOTAL NET RESOURCES, Ending			
Net Resources-Unrestricted	9/30/2025	29100	4,398,354
Unrestricted Net Position - Pension/OPEB	9/30/2025	29400	(1,342,276)
Net Resources-Restricted	9/30/2025	29300	-
Net Resources-Capital Assets, Less Related Debt	9/30/2025	29000	5,367,928
TOTAL NET RESOURCES, Ending			\$ 8,424,006
Unrestricted Reserve Percentage			36.12%

31st DAA, Ventura County Fair
Statement of Net Position
September 30, 2025

ASSETS

CURRENT ASSETS

Cash - Unrestricted	5,531,109
Cash - Junior Livestock Auction	194,442
Accounts Receivable, Net of Allowance for Doubtful	660,825
JLA Accounts Receivables, Net of Allowance for Doubtful	150,227
Deferred Expenses	76,249
TOTAL CURRENT ASSETS	6,612,852

FIXED ASSETS

Land	282,915
Construction in Progress	1,684,370
Buildings & Improvements, Net of Accumulated Depreciation	3,208,055
Equipment, Net of Accumulated Depreciation	192,547
TOTAL FIXED ASSETS	5,367,888

DEFERRED OUTFLOWS OF RESOURCES

Deferred Outflows of Resources - Pension	852,633
Deferred Outflows of Resources - OPEB	42,212
TOTAL DEFERRED OUTFLOWS OF RESOURCES	894,846

TOTAL ASSETS

\$ 12,875,585

LIABILITIES & NET RESOURCES

LIABILITIES

Special Event Insurance	155
Accounts Payable	458,307
JLA Accounts Payable	10,591
Sales Tax Payable	2,465
Payroll Liabilities	75,248
Drug Fees	-
Deferred Revenue	75,385
Guaranteed Deposits	133,477
Compensated Leave Liability	82,572
Workers Comp Liability	-
Long Term Debt - SB84	545,873
JLA Consignment	12,823
Net Pension Liability	1,933,890
Net OPEB Liability	218,182
TOTAL LIABILITIES	3,548,968

DEFERRED INFLOWS OF RESOURCES

Deferred Inflows of Resources - Pension	30,032
Deferred Inflows of Resources - OPEB	55,018
TOTAL DEFERRED INFLOWS OF RESOURCES	85,051

NET RESOURCES

Junior Livestock Auction Reserve	817,562
Net Resources - Unrestricted	\$4,398,354
Unrestricted Net Position - Pension/OPEB	(1,342,276)
Net Resources - Restricted	-
Net Resources - Capital Assets, Less Related Debt	\$5,367,928
TOTAL NET RESOURCES	9,241,567

TOTAL LIABILITIES & NET RESOURCES

\$ 12,875,585

31st DAA, Ventura County Fair
Cash & Cash Equivalents
September 30, 2025

CURRENT CASH

Petty Cash	154.85	
Total Petty Cash		\$154.85
Changefund	50,000.00	
Changefund - Parking	6,000.00	
Total Changefund Cash		\$56,000.00
Cash - Operating BOFA#0920	2,178,367.35	
Cash - Operating MB#5168	1,568,371.02	
Total Operating Cash		\$3,746,738.37
Cash - Premium BOFA#2150	52,546.00	
Total Premium Cash		\$52,546.00
Cash - Payroll BOFA#4507	4,360.18	
Cash - Payroll BOFA#1043	62.59	
Cash - Payroll MB#5184	12,398.23	
Total Payroll Cash		\$16,821.00
Cash - Savings	0.00	
Cash - Savings MB#5192	1,614,860.20	
Total Savings Cash		\$1,614,860.20
Cash - LAIF #13-56-001	43,988.60	
Total LAIF Cash		\$43,988.60
Cash - JLA BOFA#3469	12,280.82	
Cash - JLA MB#1471	182,161.42	
Total JLA Cash		\$194,442.24
TOTAL CASH		\$5,725,551

CURRENT ACCOUNTS RECEIVABLES

Accounts Receivable	669,241.81	
Allowance for Doubtful Account	(8,646.75)	
Employee AR	229.45	
Total Net General Accounts Receivables		\$660,824.51
JLA Accounts Receivable	171,024.11	
JLA Allowance for Doubtful Account	(20,797.33)	
Total Net JLA Accounts Receivables		\$150,226.78
TOTAL ACCOUNTS RECEIVABLES		\$811,051

TOTAL CASH & CASH EQUIVALENTS	\$6,536,603
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31st DAA, Ventura County Fair
Income Statement
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/2024	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
OPERATING REVENUES:							
Admission Revenues	ADMIS	3,078,610	3,076,047	2,887,185	3,097,200	210,015	93%
Commercial Space	COMSP	326,306	329,491	423,770	353,000	(70,770)	120%
Carnival Revenues	CARN	4,246,248	4,233,198	3,959,537	4,246,250	286,713	93%
Concession Revenues	CSREV	1,295,885	1,291,756	1,214,486	1,103,072	(111,414)	110%
Exhibit Revenues	EXREV	78,549	77,531	98,972	67,565	(31,407)	146%
Horse Show Revenues	HSREV	8,148	8,148	-	-	-	0%
Entertainment Revenues	ETREV	1,070,505	1,090,233	892,944	1,055,660	162,716	85%
Miscellaneous Fair Revenues	MFREV	1,661,136	1,657,024	1,368,731	1,622,855	254,124	84%
Facility Sales - Interim Revenues	INTRE	2,569,215	2,037,135	2,096,405	2,206,765	110,360	95%
Satellite Wagering Revenues	SWREV	270,738	217,033	194,780	242,310	47,530	80%
Prior Year Revenue	PYREV	27,371	19,313	33,976	-	(33,976)	0%
Other Revenues	OTREV	73,111	63,888	45,325	71,225	25,900	64%
TOTAL OPERATING REVENUES		\$ 14,705,821	\$ 14,100,795	\$ 13,216,110	\$ 14,065,902	\$ 849,792	94%
OPERATING EXPENDITURES:							
Administration Expenses	ADEXP	1,376,160	1,026,817	963,169	1,358,905	395,736	71%
Maintenance Expenses	MNEXP	2,665,119	2,060,420	1,905,065	2,708,605	803,540	70%
Publicity Expenses	PBEXP	267,525	272,574	247,936	281,500	33,564	88%
Concession Expenses	CSEXP	112,905	105,294	152,661	135,986	(16,675)	112%
Attendance Expenses	ATEXP	3,948,327	3,936,531	3,716,477	3,987,685	271,208	93%
Premium Expenses	PREXP	119,835	121,345	70,061	106,334	36,273	66%
Exhibit Expenses	EXEXP	236,639	215,985	219,689	292,746	73,057	75%
Horse Show Expenses	HSEXP	19,211	19,211	-	-	-	0%
Entertainment Expenses	ETEXP	2,519,942	2,499,567	2,317,869	2,468,489	150,620	94%
Miscellaneous Fair Expenses	MFEXP	1,878,989	1,866,829	1,971,868	2,011,453	39,585	98%
Facility Sales - Interim Expenses	INTEX	714,293	546,349	524,336	587,423	63,087	89%
Satellite Wagering Expenses	SWEXP	42,892	35,644	33,181	42,905	9,724	77%
Equipment Expenses	EQUIP	49,540	41,111	32,892	48,075	15,183	68%
Prior Year Expenses	PYEXP	47,100	32,926	25,985	20,000	(5,985)	130%
Cash Over/Short	CAOS	42,025	42,867	(2,721)	11,685	14,406	-23%
TOTAL OPERATING EXPENSES		\$ 14,040,501	\$ 12,823,469	\$ 12,178,468	\$ 14,061,791	\$ 1,883,323	87%
NET OPER PROFIT/LOSS BEFORE DEPRE & PENSION/OPEB		\$ 665,319	\$ 1,277,326	\$ 1,037,642	\$ 4,111	\$ (1,033,531)	25241%
Depreciation	90000	437,180	298,438	161,895	440,000	278,105	37%
Pension Expense	96000	397,100	-	-	-	-	0%
OPEB Expense	96100	(7,793)	-	-	-	-	0%
NET OPER PROFIT/LOSS AFTER DEPRE & PENSION/OPEB		\$ (161,167)	\$ 978,888	\$ 875,747	\$ (435,889)	\$ (1,311,636)	-201%
State Allocation	31200	329,000	214,500	-	110,000	110,000	0%
Training Allocations	31300	-	-	-	-	-	0%
Capital Project Reimbursement Funds	31900	36,000	36,000	-	-	-	0%
One-Time Revenue Sources	32500	504,671	-	156	-	(156)	0%
Contributions from Other Govt Sources	33000	-	-	-	-	-	0%
Other Operating Funds Used for Operation	34000	-	-	400	-	(400)	0%
NET PROFIT/LOSS BEFORE DEPRE & PENSION/OPEB		\$ 1,534,990	\$ 1,527,826	\$ 1,038,198	\$ 114,111	\$ (924,087)	910%
NET PROFIT/LOSS AFTER DEPRE & PENSION/OPEB		\$ 708,504	\$ 1,229,388	\$ 876,303	\$ (325,889)	\$ (1,202,192)	-269%

Income Statement

31st DAA, Ventura County Fair
Revenue Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
ADMISSIONS TO GROUNDS:							
Gate Admissions	40000-00-100	2,558,290	2,500,235	2,304,590	2,520,590	216,000	91%
Admission - Vendor Badge	40010-00-100	1,854	1,752	840	1,850	1,010	45%
Presale Admissions	40100-00-100	479,546	535,320	540,075	535,840	(4,235)	101%
Presale Admissions - Livestock	40110-00-100	38,920	38,740	41,680	38,920	(2,760)	107%
TOTAL ADMISSION TO GROUNDS		\$ 3,078,610	\$ 3,076,047	\$ 2,887,185	\$ 3,097,200	\$ 210,015	93%
COMMERCIAL SPACE:							
Commercial Space	41000-00-100	326,306	329,491	423,770	353,000	(70,770)	120%
TOTAL COMMERCIAL SPACE		\$ 326,306	\$ 329,491	\$ 423,770	\$ 353,000	\$ (70,770)	120%
CARNIVAL REVENUE:							
Carnival	40500-00-100	3,853,972	3,853,972	3,495,182	3,853,970	358,788	91%
Carnival - Presale	40510-00-100	392,276	379,226	464,355	392,280	(72,075)	118%
Other Misc Revenue - Carnival	40520-00-100	-	-	-	-	-	0%
TOTAL CARNIVAL REVENUE		\$ 4,246,248	\$ 4,233,198	\$ 3,959,537	\$ 4,246,250	\$ 286,713	93%
CONCESSION REVENUE:							
Food Concession	42100-60-100	1,154,372	1,150,843	1,099,360	1,035,000	(64,360)	106%
Vendor Parking	45000-60-100	15,577	15,282	14,442	9,072	(5,370)	159%
Stock Struck	45010-60-100	3,940	4,235	5,345	4,000	(1,345)	134%
Camping Fees	46500-60-100	77,273	77,273	73,694	48,000	(25,694)	154%
Reimbursable Revenues	48500-60-100	38,569	38,569	16,770	2,500	(14,270)	671%
Vendor App Fees	48700-60-100	6,155	5,555	4,875	4,500	(375)	108%
TOTAL CONCESSION REVENUE		\$ 1,295,885	\$ 1,291,756	\$ 1,214,486	\$ 1,103,072	\$ (111,414)	110%
EXHIBIT REVENUE:							
Exhibit Entry Fees	EXENT	30,861	30,861	43,160	28,000	(15,160)	154%
Donated Awards	43100-80-100	16,625	16,625	550	10,500	9,950	5%
Parking Revenue - Livestock	45000-80-100	7,804	8,100	18,767	10,000	(8,767)	188%
Camping Fees	46500-80-100	9,115	9,565	16,215	9,565	(6,650)	170%
Reimbursable Revenues	48500-80-100	2,355	2,355	3,165	-	(3,165)	0%
Other Misc Revenue	48700-80-100	6,204	4,440	3,050	2,000	(1,050)	153%
Donations	48810-80-100	2,060	2,060	3,330	4,000	670	83%
Junior Fair Board Revenue	48700-80-160	3,525	3,525	10,735	3,500	(7,235)	307%
TOTAL EXHIBIT REVENUE		\$ 78,549	\$ 77,531	\$ 98,972	\$ 67,565	\$ (31,407)	146%
HORSE SHOW REVENUE:							
Entry Fees - Open Draft/Carraige	43000-25-150	3,693	3,693	-	-	-	0%
Sponsored Awards - Open Draft/Carraige	43100-25-150	-	-	-	-	-	0%
Stall Fees - Open Draft/Carraige	43300-25-150	4,455	4,455	-	-	-	0%
Camping Fees - Open Draft/Carraige	46500-25-150	-	-	-	-	-	0%
Entry Fees - Youth Open	43000-25-151	-	-	-	-	-	0%
Stall Fees - Youth Open	43300-25-151	-	-	-	-	-	0%
TOTAL HORSE SHOW REVENUE		\$ 8,148	\$ 8,148	\$ -	\$ -	\$ -	0%

Revenues

31st DAA, Ventura County Fair
Revenue Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
ENTERTAINMENT FAIR REVENUE							
Admission - Box Seats	40000-75-100	22,400	114,957	6,300	22,400	16,100	28%
Admission - Motorsports	40010-75-100	-	-	-	-	-	0%
Admission - Concerts	40020-75-100	459,769	480,119	305,514	459,770	154,256	66%
Admission - Rodeo	40030-75-100	37,651	37,542	126,482	37,540	(88,942)	337%
Presale Admission - Box Seats	40100-75-100	4,000	4,000	22,000	4,000	(18,000)	550%
Presale Admission - Concerts	40120-75-100	460,053	366,983	412,826	445,320	32,494	93%
Presale Admission - Rodeo	40130-75-100	67,153	67,153	-	67,150	67,150	0%
Commission on Sales	41500-75-100	19,480	15,209	13,474	19,480	6,006	69%
Merchandise Sales	42200-75-100	-	-	6,348	-	(6,348)	0%
Other Misc Revenue	48700-75-100	-	4,271	-	-	-	0%
TOTAL ENTERTAINMENT FAIR REVENUE		\$ 1,070,505	\$ 1,090,233	\$ 892,944	\$ 1,055,660	\$ 162,716	85%
MISCELLANEOUS FAIR REVENUE: (without Jr Livestock Auction)							
Souvenir Booth	42200-00-100	33,193	33,137	36,173	400,000	363,827	9%
Alcohol Concession	42300-00-100	578,283	578,283	85,895	33,190	(52,705)	259%
Parking Revenue	45000-00-100	438,600	438,280	519,810	578,280	58,470	90%
Camping Fees	46500-00-100	-	-	999	-	(999)	0%
Other Misc Revenue	48700-00-100	15,973	12,237	1,457	11,385	9,929	13%
Convenience/Product Fees	48720-00-100	-	-	229,242	-	(229,242)	0%
Garden Signage Sponsor	48800-00-100	-	-	6,525	-	(6,525)	0%
Donations Revenue	48810-00-100	-	-	-	-	-	0%
Sponsorship Revenue	48800-50-100	595,086	595,086	488,630	600,000	111,370	81%
TOTAL MISCELLANEOUS FAIR		\$ 1,661,136	\$ 1,657,024	\$ 1,368,731	\$ 1,622,855	\$ 254,124	84%
INTERIM REVENUE							
FACILITY SALES							
Concession Revenue (alcohol & beverages)	42300-40-400	317,747	250,982	640,512	317,750	(322,762)	202%
Parking Revenue	45000-40-400	472,746	359,213	396,961	400,000	3,039	99%
Parking Revenue - Beachfront	45010-40-400	137,500	98,934	32,907	140,000	107,093	24%
Building Rental	46100-40-400	551,654	478,829	280,494	400,000	119,506	70%
Building Rental - Derby Club	46110-40-400	194,559	146,559	156,500	192,000	35,500	82%
Grounds Rental	46200-40-400	341,815	253,226	257,432	250,000	(7,432)	103%
Equipment Rental (chairs, tables, etc.)	46300-40-400	160,064	124,695	77,004	135,000	57,997	57%
Camping Fees	46500-40-400	18,370	5,045	2,800	10,000	7,200	28%
Reimbursable Revenue - Utilities	48500-40-400	62,956	57,628	8,676	62,830	54,154	14%
Reimbursable Revenue - Outside Security	48510-40-400	2,000	2,000	-	2,000	2,000	0%
Reimbursable Revenue - In House Security	48520-40-400	-	-	-	-	-	0%
Reimbursable Revenue - Standby Labor	48530-40-400	74,029	58,757	57,886	74,000	16,114	78%
Set-Up/Clean-Up Fees	48550-40-400	122,057	95,290	70,043	110,000	39,957	64%
Reimbursable Revenue - Fire Marshall	48560-40-400	8,700	8,460	6,780	9,000	2,220	75%
Reimbursable Revenue - Trash/Dumpster	48570-40-400	18,000	10,500	22,684	18,000	(4,684)	126%
Reimbursable Revenue - Other (Police Expense)	48580-40-400	80,146	80,146	45,540	80,000	34,460	57%
Other Misc Revenue	48700-40-400	6,872	6,872	540	6,185	5,645	9%
Sponsorship Revenue	48800-50-400	-	-	-	-	-	0%

Revenues

31st DAA, Ventura County Fair

Revenue Report September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
OKTOBERFEST							
Admission Revenue	40000-00-500	-	-	16,813	-	(16,813)	0%
Carnival Wristbands	40500-00-500	-	-	5,880	-	(5,880)	0%
Carnival Games	40510-00-500	-	-	-	-	-	0%
Commercial Vendors	41000-00-500	-	-	2,945	-	(2,945)	0%
Food Concession	42100-00-500	-	-	15	-	(15)	0%
Souvenir Booth Sales	42200-00-500	-	-	-	-	-	0%
Alcohol Concession	42300-00-500	-	-	10,808	-	(10,808)	0%
Parking Revenue	45000-00-500	-	-	-	-	-	0%
Grounds Rental	46200-00-500	-	-	285	-	(285)	0%
Camping Fees	46500-00-500	-	-	-	-	-	0%
Promo Fund	48000-00-500	-	-	-	-	-	0%
Reimbursable Revenue	48500-00-500	-	-	693	-	(693)	0%
Other Misc Revenue	48700-00-500	-	-	-	-	-	0%
Convenience/Product Fees	48720-00-500	-	-	908	-	(908)	0%
Sponsorship Revenue	48800-00-500	-	-	1,300	-	(1,300)	0%
TOTAL INTERIM REVENUE		\$ 2,569,215	\$ 2,037,135	\$ 2,096,405	\$ 2,206,765	\$ 110,360	95%
SATELLITE WAGERING							
Commission	41500-20-200	246,738	215,772	192,476	242,310	49,834	79%
Parking Revenue	45000-20-200	24,000	-	-	-	-	0%
Prior Year Revenue	49000-20-200	-	-	2,304	-	(2,304)	0%
TOTAL SATELLITE WAGERING REVENUE		\$ 270,738	\$ 217,033	\$ 194,780	\$ 242,310	\$ 47,530	80%
TOTAL PRIOR YEAR REVENUE ADJ	49000-00-000	27,371	19,313	33,976	-	(33,976)	0%
TOTAL PRIOR YEAR REVENUE		\$ 27,371	\$ 19,313	\$ 33,976	\$ -	\$ (33,976)	0%
OTHER OPERATING REVENUE							
Reimbursable Revenue	48500-00-000	4,923	1,500	-	1,500	1,500	0%
Other Misc Revenue (Convenience Fees, SE Rebates, etc.)	48700-00-000	44,462	45,445	9,198	47,885	38,687	19%
Interest Earnings	48710-00-000	23,698	16,914	36,127	21,810	(14,317)	166%
Donations	48810-00-000	29	29	-	30	30	0%
TOTAL OTHER OPERATING REVENUE		\$ 73,111	\$ 63,888	\$ 45,325	\$ 71,225	\$ 25,900	64%

Revenues

31st DAA, Ventura County Fair
Expense Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
ADMINISTRATION EXPENSE							
Salaries & Wages - Perm	50000-11-000	200,239	151,066	93,536	176,596	83,060	53%
Salaries & Wages - Temp	50100-11-000	129,027	91,593	93,852	130,000	36,148	72%
Compensated Leave	50300-11-000	(41,215)	-	-	60,988	60,988	0%
Employee Benefits	51000-11-000	25,242	18,771	19,020	30,950	11,930	61%
PERS Employer Contribution	51010-11-000	65,827	49,933	44,943	70,865	25,922	63%
OPEB Employer Contribution	51020-11-000	4,030	2,578	2,134	4,281	2,147	50%
Payroll Taxes	51100-11-000	23,378	17,166	12,948	18,074	5,126	72%
Worker's Comp Insurance	51200-11-000	22,704	16,801	19,748	19,009	(739)	104%
Unemployment Insurance	51300-11-000	37,237	25,326	16,836	25,000	8,164	67%
Current year - Bad Debt Expense	53000-11-000	-	-	-	-	-	0%
Bank / CC Charges	54000-11-000	242,308	176,331	182,172	229,930	47,758	79%
Interest Expense	54010-11-000	800	763	-	800	800	0%
Director Expense	56000-11-000	5,171	4,503	141	5,170	5,029	3%
Dues & Subscription	57000-11-000	9,446	5,810	30,137	9,450	(20,687)	319%
Insurance	60000-11-000	326,213	243,504	251,074	330,000	78,926	76%
Other Misc Expense	65000-11-000	5,807	3,800	252	8,400	8,148	3%
Postage	67000-11-000	2,053	1,802	2,036	2,050	14	99%
Professional Services	69000-11-000	177,317	158,959	78,882	93,818	14,936	84%
Audit Cost	69010-11-000	91,300	15,200	86,255	91,300	5,045	94%
Office Supples & Expense	74000-11-000	25,908	23,510	7,473	25,900	18,427	29%
Telephone	75000-11-000	8,290	6,512	13,303	8,300	(5,003)	160%
Travel / Training Expense	77000-11-000	15,077	12,889	8,427	18,024	9,597	47%
TOTAL ADMINISTRATION EXPENSE		\$ 1,376,160	\$ 1,026,817	\$ 963,169	\$ 1,358,905	\$ 395,736	71%
MAINTENANCE & GENERAL OPERATIONS							
Salaries & Wages - Perm	50000-12-000	219,773	143,510	187,980	274,369	86,389	69%
Salaries & Wages - Temp	50100-12-000	846,604	642,508	626,305	711,975	85,670	88%
Employee Benefits	51000-12-000	60,039	41,264	48,198	79,147	30,949	61%
PERS Employer Contribution	51010-12-000	171,872	131,728	153,167	213,124	59,957	72%
OPEB Employer Contribution	51020-12-000	6,850	4,564	5,023	9,204	4,181	55%
Payroll Taxes	51100-12-000	57,593	41,886	51,919	72,400	20,481	72%
Worker's Comp Insurance	51200-12-000	68,603	49,407	85,239	61,153	(24,086)	139%
Vehicle Insurance	60000-12-000	-	-	3,176	-	(3,176)	0%
Utilities - Electrical	63000-12-000	527,547	416,834	307,265	555,184	247,919	55%
Utilities - Gas/Propane	63010-12-000	55,831	49,834	17,596	58,623	41,027	30%
Utilities - Water/Sewer	63020-12-000	118,949	92,064	73,978	124,896	50,918	59%
Grounds Maintenance & Repairs	64000-12-000	76,722	57,557	82,919	98,840	15,921	84%
Equipment Maintenance	64010-12-000	86,807	69,506	56,697	85,995	29,298	66%
Professional Services	69000-12-000	135,260	112,949	80,064	110,195	30,131	73%
Equipment Rental	72000-12-000	59,203	55,417	10,176	65,000	54,824	16%
Supplies & Expenses	74000-12-000	78,526	69,504	49,461	90,000	40,539	55%
Telephone Expenses	75000-12-000	4,636	2,617	2,657	4,700	2,043	57%

Expenses

31st DAA, Ventura County Fair
Expense Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
Travel & Training Expenses	77000-12-000	1,505	1,505	1,204	5,000	3,796	24%
Trash/Waste Removal	78000-12-000	88,797	77,764	62,041	88,800	26,759	70%
TOTAL MAINTENANCE EXPENSE		\$ 2,665,119	\$ 2,060,420	\$ 1,905,065	\$ 2,708,605	\$ 803,540	70%
PUBLICITY EXPENSE							
Advertising	52000-13-100	126,168	122,918	91,465	140,000	48,535	65%
Professional Services	69000-13-100	66,036	75,036	96,941	75,000	(21,941)	129%
Program Expense	70000-13-100	25,053	25,053	1,381	25,000	23,619	6%
Promotional Expense	71000-13-100	23,218	22,667	21,101	21,500	399	98%
Supplies & Expense	74000-13-100	27,050	26,899	37,048	20,000	(17,048)	185%
TOTAL PUBLICITY EXPENSE		\$ 267,525	\$ 272,574	\$ 247,936	\$ 281,500	\$ 33,564	88%
CONCESSION EXPENSE							
Salaries & Wages - Perm	50000-60-100	-	-	46,461	60,042	13,581	77%
Salaries & Wages - Temp	50100-60-100	67,019	65,109	25,763	26,040	277	99%
Employee Benefits	51000-60-100	-	-	-	1,680	1,680	0%
Payroll Taxes	51100-60-100	3,789	3,721	5,210	6,233	1,023	84%
PERS Employer Contribution	51010-60-100	10,512	10,356	16,972	6,535	(10,437)	260%
OPEB Employer Contribution	51020-60-100	-	-	949	3,666	2,717	26%
Worker's Comp Insurance	51200-60-100	3,651	3,515	7,249	5,337	(1,912)	136%
Professional Services	69000-60-100	17,394	17,394	44,624	11,983	(32,641)	372%
Tent & Booth Rent Expense	72000-60-100	1,227	1,227	-	-	-	0%
Supplies & Expense	74000-60-100	9,313	3,973	5,070	10,930	5,860	46%
Travel & Training	77000-60-100	-	-	364	3,540	3,176	10%
TOTAL CONCESSION EXPENSE		\$ 112,905	\$ 105,294	\$ 152,661	\$ 135,986	\$ (16,675)	112%
ATTENDANCE OPERATIONS							
Salaries & Wages - Temp	50100-70-100	117,515	117,515	107,403	162,000	54,597	66%
Employee Benefits	51000-70-100	-	-	-	-	-	0%
PERS Employer Contribution	51010-70-100	1,734	1,734	2,633	1,735	(898)	152%
Payroll Taxes	51100-70-100	2,386	2,386	2,709	2,386	(323)	114%
Worker's Comp Insurance	51200-70-100	3,399	3,399	7,498	10,044	2,546	75%
Professional Services	69000-70-100	27,719	27,719	39,526	27,720	(11,806)	143%
Professional Services - Carnival	69010-70-100	2,402,048	2,402,048	2,252,607	2,402,050	149,443	94%
Security Expense	73000-70-100	967,508	967,508	967,766	967,510	(256)	100%
Supplies & Expense	74000-70-100	214,876	214,876	142,413	214,880	72,467	66%
Supplies & Expense - Carnival	74010-70-100	202,552	190,756	192,810	190,760	(2,050)	101%
Supplies & Expense - Admission	74020-70-100	8,590	8,590	1,113	8,600	7,487	13%
TOTAL ATTENDANCE EXPENSE		\$ 3,948,327	\$ 3,936,531	\$ 3,716,477	\$ 3,987,685	\$ 271,208	93%
Premium Expense (Excluding Horse Show)							
Premium Cash Awards	66000-85-100	105,953	107,463	58,789	95,952	37,163	61%
Professional Services	69000-85-100	9,500	9,500	10,120	6,000	(4,120)	169%
Supplies & Expenses	74000-85-100	4,382	4,382	1,152	4,382	3,230	26%
TOTAL PREMIUM EXPENSE		\$ 119,835	\$ 121,345	\$ 70,061	\$ 106,334	\$ 36,273	66%

Expenses

31st DAA, Ventura County Fair
Expense Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
EXHIBIT EXPENSE							
Salaries & Wages - Perm	50000-80-100	10,358	-	39,680	50,067	10,387	79%
Salaries & Wages - Temp	EXWAT	30,218	28,212	-	-	-	0%
Employee Benefits	51000-80-100	2,908	-	9,092	12,122	3,030	75%
PERS Employer Contribution	51010-80-100	9,840	6,669	10,230	12,815	2,585	80%
OPEB Employer Contribution	51020-80-100	304	-	852	1,461	609	58%
Payroll Taxes	EXPTT	3,041	2,108	2,987	1,077	(1,910)	277%
Worker's Comp Insurance	EXWC	2,281	1,427	4,072	3,104	(968)	131%
Other Misc Expense	65000-80-100	-	-	-	-	-	0%
Trophies & Ribbons	66010-80-100	10,171	10,171	5,994	20,000	14,006	30%
Sponsored Cash	66020-80-100	-	-	-	500	500	0%
Supplies & Expenses	EXSE	32,183	32,063	30,957	48,500	17,543	64%
Professional Services	EXPRO	131,225	131,225	107,051	132,600	25,549	81%
Volunteer Event	74010-80-100	711	711	2,371	5,500	3,130	43%
Travel & Training	77000-80-100	1,324	1,324	3,610	3,000	(610)	120%
Junior Fair Board Expense	65000-80-160	2,074	2,074	2,793	2,000	(793)	140%
TOTAL EXHIBIT EXPENSE		\$ 236,639	\$ 215,985	\$ 219,689	\$ 292,746	\$ 73,057	75%
HORSE SHOW EXPENSE (Excluding Premiums)							
Professional Services - Open Draft/Carraige	69000-25-150	14,975	14,975	-	-	-	0%
Supplies & Expenses - Open Draft/Carraige	74000-25-150	4,236	4,236	-	-	-	0%
Professionsl Services - Youth Open	69000-25-151	-	-	-	-	-	0%
Supplies & Expenses - Youth Open	74000-25-151	-	-	-	-	-	0%
TOTAL HORSE SHOW EXPENSE		\$ 19,211	\$ 19,211	\$ -	\$ -	\$ -	0%
FAIR ENTERTAINMENT EXPENSE							
Salaries & Wages - Temp	50100-75-100	1,787	1,787	-	1,787	1,787	0%
Employee Benefits	51000-75-100	-	-	-	-	-	0%
Payroll Taxes	51100-75-100	26	26	-	26	26	0%
Worker's Comp Insurance	51200-75-100	48	48	-	111	111	0%
Entertainment - Rodeo	58000-75-100	143,000	143,000	143,000	143,000	-	100%
Entertainment - Grounds Acts	58010-75-100	405,400	405,400	245,215	355,400	110,185	69%
Entertainment - Motrosports	58020-75-100	-	-	-	-	-	0%
Entertainment - Concerts	58030-75-100	1,312,098	1,312,098	1,359,222	1,312,100	(47,122)	104%
Entertainment - Community Event	58040-75-100	-	-	-	-	-	0%
Professional Services	69000-75-100	447,289	388,444	473,162	447,290	(25,872)	106%
Professional Services - Rodeo	69010-75-100	-	-	7,318	-	(7,318)	0%
Supplies & Expense - Grandstands	74000-75-100	177,373	200,843	59,090	175,850	116,760	34%
Supplies & Expense - Grounds Acts	74010-75-100	29,903	44,903	23,148	29,905	6,757	77%
Supplies & Expense - Rodeo	74020-75-100	3,019	3,019	7,713	3,020	(4,693)	255%
TOTAL FAIR ENTERTAINMENT EXPENSE		\$ 2,519,942	\$ 2,499,567	\$ 2,317,869	\$ 2,468,489	\$ 150,620	94%

Expenses

31st DAA, Ventura County Fair
Expense Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
MISCELLANEOUS FAIR EXPENSE							
<i>ADMINISTRATION</i>							
Salaries & Wages - Perm	50000-11-100	6,101	6,101	11,527	21,567	10,040	53%
Salaries & Wages - Temp	50100-11-100	23,713	23,713	44,770	22,600	(22,170)	198%
Employee Benefits	51000-11-100	2,118	2,118	2,267	2,118	(149)	107%
PERS Employer Contribution	51010-11-100	2,868	2,868	8,804	2,868	(5,936)	307%
OPEB Employer Contribution	51020-11-100	175	175	(296)	175	471	-169%
Payroll Taxes	51100-11-100	1,509	1,509	3,168	1,509	(1,659)	210%
Worker's Comp Insurance	51200-11-100	906	906	4,766	2,738	(2,028)	174%
Director's Expense	56000-11-100	353	353	507	353	(154)	144%
Supplies & Expenses	74000-11-100	24,078	24,078	9,992	24,184	14,192	41%
<i>MAINTENANCE</i>							
Salaries & Wages - Perm	50000-12-100	33,239	33,239	40,051	27,697	(12,354)	145%
Salaries & Wages - Temp	50100-12-100	169,477	169,477	193,486	226,050	32,564	86%
Employee Benefits	51000-12-100	6,104	6,104	7,419	6,104	(1,315)	122%
PERS Employer Contribution	51010-12-100	17,214	17,214	26,475	17,214	(9,261)	154%
OPEB Employer Contribution	51020-12-100	750	750	(285)	750	1,035	-38%
Payroll Taxes	51100-12-100	11,398	11,398	13,147	11,398	(1,749)	115%
Worker's Comp Insurance	51200-12-100	6,343	6,343	21,233	15,732	(5,501)	135%
Utilities (electric, gas, water, sewer, etc.)	63000-12-100	24,538	24,538	118,607	24,540	(94,067)	483%
Professional Services	69000-12-100	271,359	290,204	301,772	271,358	(30,414)	111%
Equipment Rental	72000-12-100	248,008	248,008	285,738	248,008	(37,730)	115%
Supplies & Maintenance	74000-12-100	121,225	95,375	123,821	95,380	(28,441)	130%
Trash/Waste Removal	78000-12-100	19,671	19,671	32,417	19,675	(12,742)	165%
<i>FACILITY SALES</i>							
Salaries & Wages - Perm	50000-40-100	4,384	4,384	-	-	-	0%
Salaries & Wages - Temp	50100-40-100	-	-	-	-	-	479%
Employee Benefits	51000-40-100	814	814	-	-	-	0%
PERS Employer Contribution	51010-40-100	627	627	-	-	-	0%
OPEB Employer Contribution	51020-40-100	87	87	-	-	-	0%
Payroll Taxes	51100-40-100	318	318	-	-	-	0%
Worker's Comp Insurance	51200-40-100	177	177	-	-	-	0%
Professional Services	69000-40-100	-	-	-	-	-	0%
Outside Security Expense	73000-40-100	-	-	600	-	(600)	0%
Supplies & Expenses	74000-40-100	-	-	-	-	-	0%
<i>SPONSORSHIP</i>							
Professional Services	69000-50-100	197,262	185,689	128,950	182,000	53,050	71%
Equipment Rental	72000-50-100	-	-	321	400	79	80%
Supplies & Expenses	74000-50-100	1,757	1,757	1,282	1,625	343	79%
<i>PARKING</i>							
Salaries & Wages - Perm	50000-65-100	3,763	3,763	-	5,834	5,834	0%
Salaries & Wages - Temp	50100-65-100	28,783	28,783	37,653	60,000	22,347	63%
Employee Benefits	51000-65-100	815	815	-	815	815	0%

Expenses

31st DAA, Ventura County Fair
Expense Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
PERS Employer Contribution	51010-65-100	745	745	627	745	118	84%
OPEB Employer Contribution	51020-65-100	85	85	-	85	85	0%
Payroll Taxes	51100-65-100	956	956	1,104	956	(148)	115%
Worker's Comp Insurance	51200-65-100	903	903	2,686	4,082	1,396	66%
Professional Services	69000-65-100	322,974	340,210	336,784	342,000	5,216	98%
Overflow Parking Rental	72000-65-100	12,500	12,500	47,311	13,200	(34,111)	358%
Equipment Rental	72001-65-100	2,804	2,804	618	3,000	2,382	21%
Supplies & Expense	74000-65-100	7,448	7,448	4,467	1,200	(3,267)	372%
OTHER FAIR							
Chargebacks	54020-00-100	217,082	206,344	11,213	285,686	274,473	0%
Professional Services	69000-00-100	83,558	83,478	143,940	67,807	(76,133)	0%
Souvenir Booth Expense	74000-00-100	-	-	4,925	-	(4,925)	0%
TOTAL MISCELLANEOUS FAIR EXPENSE		\$ 1,878,989	\$ 1,866,829	\$ 1,971,868	\$ 2,011,453	\$ 39,585	98%
INTERIM EXPENSE							
PUBLICITY							
Advertising	52000-13-400	8,265	7,565	-	10,000	10,000	0%
Professional Services	69000-13-400	50,832	24,413	48,052	35,000	(13,052)	137%
Promotional Expense	71000-13-400	-	-	-	-	-	0%
Supplies & Expenses	74000-13-400	2,611	2,170	1,687	5,000	3,313	34%
FACILITY SALES							
Salaries & Wages - Perm	50000-40-400	90,388	51,408	54,321	63,154	8,833	86%
Salaries & Wages - Temp	50100-40-400	18,748	18,748	21,266	30,000	8,734	71%
Employee Benefits	51000-40-400	18,048	13,034	14,924	22,810	7,886	65%
PERS Employer Contribution	51010-40-400	25,180	17,507	13,386	33,252	19,866	40%
OPEB Employer Contribution	51020-40-400	2,553	1,678	1,189	3,792	2,603	31%
Payroll Taxes	51100-40-400	7,499	4,627	4,140	9,694	5,555	43%
Worker's Comp Insurance	51200-40-400	7,406	4,690	7,887	5,776	(2,111)	137%
Professional Services	69000-40-400	129,975	126,255	47,460	65,820	18,360	72%
Promotional Expense	71000-40-400	-	-	-	-	-	0%
Rental Expense	72000-40-400	7,014	7,014	1,697	7,000	5,303	24%
Outside Security Expense	73000-40-400	188,539	141,507	129,825	189,000	59,175	69%
Supplies & Expenses	74000-40-400	6,458	5,915	1,093	1,200	107	91%
Telephone	75000-40-400	709	531	534	720	186	74%
Travel & Training	77000-40-400	674	674	1,131	675	(456)	168%
Trash/Waste Removal	78000-40-400	12,494	12,494	-	12,500	12,500	0%
PARKING							
Salaries & Wages - Perm	50000-65-400	-	-	-	-	-	0%
Salaries & Wages - Temp	50100-65-400	90,779	64,990	65,693	50,800	(14,893)	129%
Employee Benefits	51000-65-400	-	-	-	-	-	0%
PERS Employer Contribution	51010-65-400	4,304	3,250	4,078	6,400	2,322	64%
Payroll Taxes	51100-65-400	2,624	1,870	2,134	3,400	1,266	63%
Worker's Comp Insurance	51200-65-400	5,906	4,128	6,814	-	(6,814)	0%

Expenses

31st DAA, Ventura County Fair
Expense Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
Equipment Maintenance	64010-65-400	-	-	-	-	-	0%
Professional Services - PK	69000-65-400	28,430	28,430	12,816	28,430	15,614	45%
Supplies & Expense - Main Lot	74000-65-400	3,416	3,416	16	1,500	1,484	1%
Supplies & Expense - Beach Lot	74010-65-400	1,443	33	22	1,500	1,478	1%
OKTOBERFEST							
Salaries & Wages - Perm	50000-00-500	-	-	10,187	-	(10,187)	0%
Salaries & Wages - Temp	50100-00-500	-	-	19,484	-	(19,484)	0%
Employee Benefits	51000-00-500	-	-	2,680	-	(2,680)	0%
PERS Employer Contribution	51010-00-500	-	-	6,736	-	(6,736)	0%
OPEB Employer Contribution	51020-00-500	-	-	-	-	-	0%
Payroll Taxes	51100-00-500	-	-	1,775	-	(1,775)	0%
Worker's Comp Insurance	51200-00-500	-	-	3,164	-	(3,164)	0%
Advertising	52000-00-500	-	-	4,534	-	(4,534)	0%
Entertainment Grandstand	58000-00-500	-	-	7,500	-	(7,500)	0%
Entertainment Ground	58010-00-500	-	-	11,500	-	(11,500)	0%
Ground Maintenance	64000-00-500	-	-	-	-	-	0%
Other Misc Expense	65000-00-500	-	-	-	-	-	0%
Professional Services	69000-00-500	-	-	1,680	-	(1,680)	0%
Professional Services - Carnival	69010-00-500	-	-	-	-	-	0%
Rental Expense	72000-00-500	-	-	3,150	-	(3,150)	0%
Security Expense	73000-00-500	-	-	-	-	-	0%
Supplies & Expenses	74000-00-500	-	-	11,781	-	(11,781)	0%
TOTAL INTERIM EXPENSE		\$ 714,293	\$ 546,349	\$ 524,336	\$ 587,423	\$ 63,087	89%
SATELLITE WAGERING EXPENSE							
CARF Dues	57000-20-200	17,992	13,494	12,000	17,995	5,995	67%
Grounds Maintenance & Repairs	64000-20-200	11,851	9,100	16,362	11,855	(4,507)	138%
Equipment Maintenance	64010-20-200	-	-	-	-	-	0%
Professional Services	69000-20-200	3,810	3,810	4,321	3,810	(511)	113%
Supplies & Expenses	74000-20-200	993	993	498	995	497	50%
Trash Removal	78000-20-200	8,246	8,246	-	8,250	8,250	0%
Prior Year Expenses	80000-20-200	-	-	-	-	-	0%
TOTAL SATELLITE WAGERING EXPENSE		\$ 42,892	\$ 35,644	\$ 33,181	\$ 42,905	\$ 9,724	77%
EQUIPMENT EXPENSE							
Non Capitalized(cost less than \$5000 and life less than one year							
Equipment Funded by Fair	87500-00-000	49,540	41,111	32,892	48,075	15,183	68%
TOTAL EQUIPMENT EXPENSE		\$ 49,540	\$ 41,111	\$ 32,892	\$ 48,075	\$ 15,183	68%
PRIOR YEAR OPERATING EXPENSE ADJUSTMENT							
Prior Year Adjustments	80000-00-000	47,100	32,926	25,985	20,000	(5,985)	130%
PRIOR YEAR OPERATING EXPENSE		\$ 47,100	\$ 32,926	\$ 25,985	\$ 20,000	\$ (5,985)	130%

Expenses

31st DAA, Ventura County Fair
Expense Report
September 30, 2025

Description	Acct. No.	Actuals 2024	Prior YTD 9/30/24	Current YTD 9/30/25	Budget 2025	Balance of Budget	% Used 2025
CASH SHORTAGES & OVERAGES							
Cash +/- Interim	85000-00-000	42,025	42,867	(2,721)	11,685	14,406	-23%
CASH (OVER)/UNDER		\$ 42,025	\$ 42,867	\$ (2,721)	\$ 11,685	\$ 14,406	-23%
DEPRECIATION EXPENSE							
Depreciation	90000-00-000	437,180	298,438	163,428	440,000	276,572	37%
Prior Year Depreciation Expense	80010-00-000	-	-	(1,533)	-	1,533	0%
TOTAL DEPRECIATION EXPENSE		\$ 437,180	\$ 298,438	\$ 161,895	\$ 440,000	\$ 278,105	37%
PENSION EXPENSE							
Pension Expense	96000-00-000	397,100	-	-	-	-	0%
TOTAL PENSION EXPENSE		\$ 397,100	\$ -	\$ -	\$ -	\$ -	0%
OPEB EXPENSE							
OPEB Expense	96100-00-000	(7,793)	-	-	-	-	0%
TOTAL OPEB EXPENSE		\$ (7,793)	\$ -	\$ -	\$ -	\$ -	0%

Expenses

**31st DAA, Ventura County Fair
Junior Livestock Auction
September 30, 2025**

DETAIL	Account Number	Actual 2024	Current YTD 9/30/25	Budget 2025	Balance of Budget
BEGINNING RESOURCES: 1/1/2025	25100-30-300	\$ 589,003	\$ 706,108		
AUCTION REVENUES:					
Commission Revenue	41500-30-300	77,999	88,530	75,000	(13,530)
Buyers Receipts	47600-30-300	0	0	0	0
Other Misc Revenue	48700-30-300	44,356	31,536	0	(31,536)
Interest Revenue	48710-30-300	0	0	0	0
Slaughter Fees	48720-30-300	0	0	0	0
Sponsorships	48800-30-300	83,925	122,500	100,000	(22,500)
Donations	48810-30-300	290	0	0	0
Prior Year Revenue	49000-30-300	3,291	0	0	0
TOTAL REVENUES		209,861	242,566	175,000	(67,566)
AUCTION EXPENDITURES:					
Bad Debt Expense	53000-30-300	55	0	0	0
Bank/CC Charges	54000-30-300	20,913	18,105	20,340	2,235
Payments to Sellers	57600-30-300	0	0	0	0
Hauling and Slaughter	65000-30-300	5,287	2,702	29,920	27,218
Professional Services	69000-30-300	30,229	62,766	30,230	(32,536)
Publicity & Marketing	71000-30-300	964	102	964	862
Supplies & Expense	74000-30-300	18,549	25,511	18,550	(6,961)
Lunch Expense	74010-30-300	16,759	21,929	16,760	(5,169)
Prior Year Expense	80000-30-300	0	0	0	0
Cash Shortage/Overage	85100-30-300	0	0	0	0
Equipment Expense	87500-30-300	0	0	0	0
TOTAL EXPENDITURES		92,755	131,113	116,764	(14,349)
NET JLA INCOME		117,105	111,453	58,236	(53,217)
ENDING RESOURCES: 9/30/2025	25100-30-300	\$ 706,109	\$ 817,562		

31st DAA, Ventura County Fair
Capital Assets
September 30, 2025

DESCRIPTION	Date	Reference	Balance
PROPERTY, PLANT & EQUIPMENT AS OF:	1/1/2025		\$ 19,552,853
ACQUISITIONS OF FIXED ASSETS:			
Land		19100-00-000	-
Buildings & Improvements:		19200-00-000	9,861
Construction in Progress:		19000-00-000	1,283,692
PSPS Project	19000-00-000	-	
Grounds Bathroom Remodels	19000-00-903	-	
Anacapa Awning Project	19000-00-905	(2,292)	
San Miguel Awning Project	19000-00-906	3,943	
Ag Building Improvement	19000-00-907	4,309	
Gas Line Upgrades	19000-00-908	-	
Strawberry Festival Project (grounds/Bldg improvement)	19000-00-910	-	
Sewer Upgrade	19000-00-911	528,963	
Small Livestock Project	19000-00-912	-	
Grounds Lighting Project	19000-00-913	890	
Area 1 Concrete Project	19000-00-914	-	
Fairgrounds Landscape Project	19000-00-915	2,768	
Wrought Iron Fencing	19000-00-916	625	
Announcer Booth Project	19000-00-917	-	
Raceway Expansion Project	19000-00-918	8,598	
Mold Remediation FL	19000-00-919	150,215	
Mold Remediation SR	19000-00-920	151,797	
Electrical Panel Project	19000-00-921	-	
Morgan Bathrooms Mold Remediation Project	19000-00-922	420,554	
Raceway Lighting	19000-00-923	13,085	
Santa Rosa Roof Project	19000-00-924	235	
Equipment		19300-00-000	114,084
Other Fixed Assets			
Other (provide description):			
TOTAL ACQUISITIONS OF FIXED ASSETS			1,407,637
DISPOSITIONS OF FIXED ASSETS (Salvaged, Sold, etc.):			
Land			
Buildings & Improvements			
Equipment			
Other Fixed Assets			
Other (provide description):			
TOTAL DISPOSITIONS OF FIXED ASSETS			-
PROPERTY, PLANT & EQUIPMENT AS OF:	9/30/2025		\$ 20,960,491
DEPRECIATION:			
Accumulated Depreciation as of:	1/1/2025		\$ 15,430,667
Less: A/D on Dispositions of Fixed Assets above			
Add: Monthly Depreciation Expense	DEPRE	90000-00-000	161,895
ACCUMULATED DEPRECIATION as of:	9/30/2025		\$ 15,592,563
PROPERTY, PLANT & EQUIPMENT, NET OF DEPRECIATION:	9/30/2025		\$ 5,367,928
DEBT (ASSOCIATED WITH FIXED ASSETS)	9/30/2025	25000-00-000	-
NET RESOURCES-CAPITAL ASSETS (less related debt):	9/30/2025		\$ 5,367,928

31st DAA, Ventura County Fair
Satellite Wagering
September 30, 2025

DETAIL	Account Number	Actual 2024	Current YTD 9/30/25	Budget 2025	Balance of Budget
REVENUES:					
Admission Revenue	40000-20-200	0	0	0	0
Commission Revenue	41500-20-200	246,738	192,476	242,310	49,834
Parking Revenue	45000-20-200	24,000	0	0	0
Prior Year Revenue	49000-20-200	0	2,304	0	(2,304)
TOTAL REVENUES		270,738	194,780	242,310	47,530
EXPENDITURES:					
CARF Dues	57000-20-200	17,992	12,000	17,995	5,995
Grounds & Maintenance Repairs	64000-20-200	11,851	16,362	11,855	(4,507)
Equipment Maintenance	64010-20-200	0	0	0	0
Professional Services	69000-20-200	3,810	4,321	3,810	(511)
Supplies & Expense	74000-20-200	993	498	995	497
Trash Removal	78000-20-200	8,246	0	8,250	8,250
Prior Year Expense	80000-20-200	0	0	0	0
TOTAL EXPENDITURES		42,892	33,181	42,905	9,724
NET SATELLITE WAGERING PROFIT/LOSS					
		227,846	161,599	199,405	37,806

From: Stan Posey <stanjane3@dslextrreme.com>

Sent: Tuesday, October 28, 2025 2:49 PM

To: Heidi Ortiz <HOrtiz@venturacountyfair.org>

Subject: Beach Parking at Surfers Point

Dear Ms. Ortiz,

As a Ventura County resident and coastal user, I am writing to urge the Fairgrounds to ensure the continuation of the annual parking pass at Surfers' Point and ensure reasonable daily parking rates for beachgoers.

The temporary discontinuation of the annual pass and increase in daily rates—from \$2 to \$5 and up to \$20 on special event days—creates financial barriers for residents who rely on this lot for regular coastal access and recreation. This change disproportionately affects low-income community members and contradicts decades of public investment aimed at restoring Surfers' Point as an open, accessible shoreline.

I respectfully ask that the Fairgrounds Board reinstate an annual parking pass priced comparably to the California State Parks pass and cap daily parking fees at \$2–3 per day, including during special events.

Affordable beach access is a cornerstone of our community's identity. Please act to ensure that Surfers' Point remains a place for everyone. Please pass my message on to the Board of Directors.

Sincerely,

Stan and Jane Posey

Ventura residents for 60+ years

From: Sammy Gonzalez <Sammy.Gonzalez@patagonia.com>

Sent: Thursday, October 30, 2025 1:22 PM

To: Heidi Ortiz <HOrtiz@venturacountyfair.org>

Subject: Reinstate the Annual Parking pass at Surfers Point

Dear Ms. Ortiz,

As a Ventura County resident and coastal user, I am writing to urge the Fairgrounds to ensure the continuation of the annual parking pass at Surfers' Point and ensure reasonable daily parking rates for beachgoers.

The temporary discontinuation of the annual pass and increase in daily rates—from \$2 to \$5 and up to \$20 on special event days—creates financial barriers for residents who rely on this lot for regular coastal access and recreation. This change disproportionately affects low-income community members and contradicts decades of public investment aimed at restoring Surfers' Point as an open, accessible shoreline.

I respectfully ask that the Fairgrounds Board reinstate an annual parking pass priced comparably to the California State Parks pass and cap daily parking fees at \$2–3 per day, including during special events.

Affordable beach access is a cornerstone of our community's identity. Please act to ensure that Surfers' Point remains a place for everyone. Please pass my message on to the Board of Directors.

Sincerely,
Samuel Gonzalez Andrade

Standard Agreements

CONTRACT NO.	CONTRACTOR NAME	PURPOSE	AMOUNT
25-252	Nick Vann	Turkey Night Camp Host	\$ 600.00
26-001	Greg Rents	1 Year Fairtime Equipment Rental	NTE \$53,462.44
26-002	Golden State Communications	3-Year Two Way Radio Rentals	NTE \$26,505.60
26-003	Pro Em National Event Services	3 Year Folding Chair Rentals	NTE \$28,656.00
26-004	It's Only Temporary, Inc.	3 Year Staging Equipment Rental Services	NTE \$116,625.00
26-005	LB Lightswest	3 Year Grandstand Stage Rental	NTE \$147,500.00

Rental Agreements Non-Fair

CONTRACT NO.	CONTRACTOR NAME	PURPOSE	AMOUNT	DATE/EVENT	LOCATION
25-087	The Buzzards Film LLC	Parking and Staging for Filming	\$1,200.00	10/22/2025	Lot A (Partial)
25-088	Scholastic Surf Series	Surf Competition	\$2,000.00	12/13-12/14/25	Grounds (Partial)
26-011	Brew Ha Ha Productions	Concert	\$28,921.00	6/19/26-6/21/26	Lot C, San Miguel, Grounds (Various)
26-012	Hall of Flowers	Trade Show	\$62,532.00	3/17-3/19/26	San Miguel, Anacapa, Santa Cruz, San Nicolas
26-013	Brobeck Publications LLC	Chopperfest	\$17,803.00	2/7/2026	San Miguel, Anacapa, Santa Cruz, McBride
26-015	West Coast Derby Knockouts	Roller Derby Competition	\$5,440.00	3/7/26-3/8/26	Santa Cruz
26-016	Driving Dynamics	Advanced Driving Training	\$3,000.00	1/26/26-1/27/26	Lot C
26-017	Taconhy Entertainment LLC	Circus of Horror	\$5,926.00	2/1/26-2/2/26	San Nicolas
21-024	The Derby Room	Bingo Addendum	N/A	12/1/25 - 12/31/2027	Derby Club
21-056	The Players Club LLC	Month to Month Addendum	TBD	TBD	Derby Club

CEO Report
Heidi Ortiz, CEO

Grants

I have continued to work with Ms. Wynegar on information that she needs for the State Coastal Conservancy (SCC) Climate Bond Program Grant.

Mr. Amelio, Maintenance staff and I have put together a wish list of projects around the fairgrounds for Ms. Wynegar, at her request, which she has evaluated with CCA to determine what will qualify for the grant. They are also hiring someone to do CAD drawings of the different areas and buildings that are needed for the California Environmental Quality Act commonly known as the CEQA.

I continue to work on the FEMA grant, along with Jennifer Lindsay, Maintenance Office Manager.

Conventions and Trainings

I attended, along with the Executive Committee, the Fairgrounds and Event Center Symposium hosted by CDFA. We spent two days with industry officials and experts who spoke on a number of topics such as emergency planning, roles and responsibilities for CEO's and Boards, effective communication and community building. Manager's Conference directly followed over the next two days, which included a lot of discussion regarding California Fair Alliance and its year in review and what direction it will go in the future. I was also able to network with other Fair CEOs and talk "fair" and how they do certain things during their main event.

CDFA will also be hosting two more CDFA Collaboratives before we meet again in January, which I plan to attend. December 10th they will be discussing updates with the fire marshal and January 7th where they are planning to discuss updates with CalPERS. There is more to come with those two trainings and I will be informed as details become available.

The Western Fairs Association Conference is something that certain staff and myself will be attending, which will be in Reno in January. This is the last year they will have it in Reno and then they just announced that it will be at South Point in Las Vegas, Nevada. We value this conference because there are a number of helpful sessions, valuable networking and meetings that take place. Lastly, it is good bonding and team building and it really helps kick start all the creative juices for Fair planning.

I have scheduled Lesly Wade with California Fair Services Authority (CFSA) to be here next week to do a number of different trainings such as forklift, hazmat, fire extinguisher, golf cart and boom lift training. I will have as many employees as we can participate and get certified.

Presentation

I have a representative from Innovation Technology Consortium coming to give an overview of the project proposal I mentioned last month regarding being a launch site for drones where they would do testing and evaluation. This will be the time to ask questions and get a better understanding and comfort level of what it is they want to do.

2026 Fair

I continue my weekly calls with Romeo Entertainment to work on booking grandstand acts for 2026 Fair. I have one confirmed act and two other days that look promising. I am working on backup offers for the days/acts that look like they won't be accepted or they simply want too much money. They have an industry shut down for a few weeks during the holiday season, so we are working on getting those new offers in before then.

We are currently assessing our ticketing, admissions and carnival to see how we move forward in the best interest of the Fair. Each department ties into the other one so one change will affect the other departments. I continue meeting with the department heads on various aspects of their departments. Ms. Hook has developed a timeline that will help us stay on track.

Budget

Ms. Martin and I met with all department heads and conducted the 3rd quarter budget reviews. All departments have been sent their 2026 budget templates to start working on. My goal is to bring a draft budget to the Budget Finance Committee in January and then to the full Board for approval either at the January or February Board Meeting.

Housekeeping

I have reached out to Ms. Bailey-Findley to schedule a follow-up meeting to determine the next steps and how to move forward efficiently after the Strategic Planning Meeting.

The equestrian stall naming rights is up and running and staff installed the first plaque on one of the horse stalls. Each plaque costs \$2,500 and it is good for five years. It is ran similar to the brick program and the Foundation is busy soliciting sponsors.

Deputy Manager Report

Jason Amelio, Deputy Manager

This report covers from 10/27-11/12.

- On 10/28 and 10/29 I attended a training hosted by the AV Fairgrounds and Event Center in Lancaster, CA. The training featured speakers from CFSA, CDFA and CCA. Training topics included Human Resources, Temporary Employees, Contracts and Bidding Process, and Insurance. Additionally, they provided a draft version of the Contracts Mannuel and

current CDFA Policies Manual. CCA provided an update on the changes to their services.

- I have been focusing on several of the outgoing RFP and IFP packages. We currently have several items out for bidding including Arena Sound, Arena Lighting, Grounds Sound and Lighting, Fencing and Barricade, and Video Services. Additionally, I have been preparing the Grounds Entertainment and Portable Restroom bids and working with CEO Ortiz on the Carnival and Sponsorship bids.
- I continue to work closely with both Sale and Maintenance on the upcoming events.
- Will and I are filling in remaining dates on the 2026 Rental/Interim Calendar. I am optimistic at this point that 2026 will exceed overall rentals for 2025.
- I remain in communication with the Surfers Point Project. On 11/6 I met with project representatives along with Fire Marshal Aaron Greer regarding the completion of the project and the expectations of materials (as built plans) to be delivered to us.
- There is no further update regarding the completion of the project. Expectations are still that it will be completed by the end of November.

Sales Report

Will Schwartz, Sales Manager

This report covers events from 10/27-11/12.

- The Lucky Penny Cat Show in Santa Cruz Hall and the Central Valley Reptile Show in San Miguel and Anacapa Hall made for a fun weekend here at the fairgrounds to start off November.
- The California Association of Directors of Activities came through with their midweek student leadership event. This was a returning event, having had their last event with us on grounds in 2022. There were over 600 students on-site for the student leadership conference.
- The Gothic Market made its return with the Grimoire Academy putting on their bi-annual event in the San Miguel Hall. They had a successful weekend.
- Ventura Raceway will be holding its annual Turkey Night the weekend of Thanksgiving and we have already sold 57 camping spaces with a 3-night minimum. It is sure to be a fun weekend of racing.

Upcoming Events:

Holiday Craft Show – 11/21-11/23

84th Turkey Night – 11/28-11/29

K-Pop Live – 12/6

Merry Gothmas – 12/13

Zoppe Circus – 12/26-1/5

Concessions Report

Madalyn Johnson, Concessions Coordinator

- Releasing the Letter of Intent for vendors to be invited to Return for Ocean Lane and Ventura Avenue areas for the 2026 Fair.

- Researching Concessions Software so we can automate procedures. We are excited to plan for event more of our vendors, partners and community to join us.
- Lead generating for artists, crafters and partners at several events in Ventura , LA and Santa Barbara Counties.
- Working on the vendor challenges for those concessionaires who are trying to work on the new dates of the Cal Expo Fair but also do our Fair . Cal Expo has changed their dates for 2026 to overlap our Fair for the first time in many years.
- Finishing the wrap-up for Oktoberfest 2025 Event and gathering feedback from all our vendors and food concessionaires.

Maintenance Report

Gerry Duran, Joe Hutchinson, Jennifer Lindsay, Maintenance

Current Projects

- Install lights and alarms on storm drain and sewer pump house – in process.
Completion date: 12/1/2025
- Casino 3-comp sink repair. Completion date: 11/20/2025
- Trimming trees along service road and entire facility- in process. Completion date: 12/15/2025
- Repairing water line in Area 2. Completion date: 11/15/2025
- FEMA claim project reviews. Completion date: 12/1/2025
- Cleaning out connexes with unneeded equipment. Completion date: 11/15/2025

Upcoming Projects

- 2026 Budget Prep. Completion date: 12/15/2025
- Asphalt project behind Santa Cruz. Completion date: 1/1/2026
- Concrete project in Floriculture. Completion date: 1/1/2026

