

19th DISTRICT AGRICULTURAL ASSOCIATION
BOARD OF DIRECTORS

STRATEGIC PLANNING MEETING
April 15 & 16, 2021

Strategic Planning Meeting

April 15, 2021

Those in Attendance

Cecilia Travera, President	Tory Milazzo, Vice President	Miguel Avila, Director
Luis Esparza, Director	Michael Medel, Director	Teresa McWilliams, Dir.
Nancy Melekian, Director	Marshall Miller, Director	Mary Rose, Director
Ben Sprague, CEO	Becky Bailey-Findley, Facilitator	

Members of the Public in Attendance

Susan Duca	Beverly McCurdy	Lynne Sherman
Kevin Snow		

The meeting of the 19th District Agricultural Association Board of Directors was called to order by President Cecilia Travera, April 15, 2021, 4:00 pm. All attendees were present via Zoom.

Public Comment

Board President Travera indicated that public comment would be received at the end of the meeting.

1. Agenda Item: Strategic Planning Workshop

President Travera opened the strategic planning portion of the meeting with an overview of why the planning workshop was an important activity and opportunity for the board of directors. She encouraged all to participate fully and openly, building consensus and a team approach with the end result of ensuring the recovery and future success of the 19th DAA.

She turned the meeting over to Becky Bailey-Findley who served as facilitator for the strategic planning workshop.

Strategic Planning Workshop

1. Introduction

Bailey-Findley opened by thanking the Executive Committee of the board and the CEO for their pre-planning work and guidance in shaping the outline for the two-afternoon planning workshops. The fair industry and certainly the 19th DAA has endured tremendous change in the last 14 months.

So why is taking the time to engage in strategic planning important to the 19th DAA?

- The future is not what it used to be. Uncertainty, unpredictability, and the impacts of indecision are what we can count on.
- Cannot rely on what we have done in past to know how to survive in the future. The very core of the Santa Barbara Showgrounds business model has been uprooted.
- The cavalry is NOT coming! We must save ourselves.
- Strategic planning is a series of well thought out, researched and systematic decisions for the future, updated on a regular basis.
- It includes a process of assessing every aspect of operations, every asset, every relationship, every program to determine capacity to contribute toward Santa Barbara Showgrounds achieving its goals.
- Amid crisis lies opportunity.

2. Self-Introductions

Board members and the CEO were asked to introduce themselves by sharing their name, profession and how many years they had served on the 19th DAA board of directors. Collectively they represented close to 40 years of board leadership.

Additionally, the board members were asked to share their top three critical issues impacting the 19th DAA's future. The following are their responses.

Mary Rose

- Addressing aging infrastructure.
- Assessing, clarifying and defining the DAA's relationship with the State.
- Planning to meet the needs of the community, understanding the current relevant needs as well as including tradition and legacy.

Miguel Avila

- Improving and rehabilitating our facilities and grounds, bringing them to good condition in order to generate revenue for the DAA.
- Engaging in more outreach into our community in general and the Latino community specifically. The Latino community is a major component of the showground's revenue.
- Generating revenue, including fundraising through philanthropic donations.

Nancy Melekian

- Appealing to community interests and representing those interests through a variety of events and activities at the showgrounds.
- Improvements to infrastructure with a focus on safety and aesthetics.

Luis Eparza

- Staying relevant. Keeping up with changing times. Pandemic-proof revenue streams.
- Structural changes within our organization looking for efficiencies and bringing the work of the non-profit in house.
- Branding, marketing, merchandising and effective use of social media.

Tory Milazzo

- Board function of focusing on the strategic direction, establishing policy, measuring success of goals and objectives.
- Connecting to the community - honor legacy plus seek new connections.
- Focus on improvements to infrastructure and facilities.

Cecilia Travera

- Developing consistent and sustaining revenue streams while creating a client business pipeline.
- Capital improvements and facility modernization. Creating a capital improvement plan and fundraising strategy in order to implement.
- Developing a plan for giving. Partner with community leaders regarding philanthropic giving, including corporate and personal giving.

Michael Medel

- Addressing aging infrastructure.
- Developing reliable revenue streams.
- Connecting with community segments that can creatively use the facilities better. Support uses of the showgrounds for events plus other creative uses.

Teresa McWilliams

- Rebuilding the Earl Warren Showgrounds facilities. Aging facilities in need of repair and upgrades. Fundraising strategy in support of the improvements.
- Investigate a long-term commercial lease of a portion of the property, i.e. a limited footprint hotel.
- Focusing on organizational development that supports efficient, effective operations for all activities and programs.

Marshall Miller

- For the institution to survive for the next generation. Revenue to remain self-sustaining. Plan for long-term viability.
- Seeking financial stability so that we can address and pay off facility debt.

- Optimizing space utilization on the showgrounds. Making highest and best use of the facilities and grounds.

Ben Sprague

- Attaining financial security as a self-sustaining operation with the ability to maintain and improve our facilities.
- Properly serve the community we represent. Acknowledge and address changes that meet their needs. Be of service.
- Changing the culture of the organization; how work gets completed, how we are perceived and supported by the community. Drive engagement of different user groups.

3. Ground Rules for the Strategic Planning Meeting

Bailey-Findley reminded the group of the “rules of engagement” for the time we have together in strategic planning. These rules included:

Honor & Dignity	Listen to each other in respect, honoring their contributions and input. Pledge to not use information shared in the planning meeting against anyone outside of the planning meeting.
Action	Plan for action.
Contribute	Each participant is to contribute. All have equal opportunity to contribute.
Listen for Understanding	Not all ideas should be the same. It is in sharing differing thoughts and opinions that we learn and grow. It is important to listen to each other with focus and understanding.
Focus	Our time each afternoon is limited. Please focus on the discussion topics. If needed, you can step away to take a call.
Pareto Principle	80/20 Focus on the vital few. Ignore the trivial many.

4. Expectations.

The participants shared what they hoped to accomplish in the strategic planning sessions. Their answers were:

- Take a 30,000-foot view of the organization and facility and plan for survival and recovery.
- Find consensus and be on the same page.
- Focus on the betterment of the showgrounds for the community.
- Find common thought on how the showgrounds can succeed and be the center for our community.
- The members of the board have good professional skill set. Together we need to find common ground, a shared vision and take advantage of the expertise that we have.
- Address our challenges and priorities. What does success look like and how do we get there.
- To hear from everyone. Flush out ideas. Build consensus and agree on a shared vision.
- Find consensus and a path toward a more stable process. Acknowledge how far we have come and build on our successes. Focus on a few items and build for further success.
- Create the beginning of a strategic plan that leads to a master plan for the grounds long-term.
- Take a hard look at what works effectively and what does not.
- Take full advantage of the talent and expertise of the organization.
- Determine action items that we can implement, track and measure.
- Identify strategic goals and objectives. Resolve misunderstandings. In our past planning we identified who we serve and what we are. Revisit this so that our community is defined and what we are to those people is clear.
- Build consensus on who uses the facilities and what revenue is generated by these uses. Clear up any confusion and disagreement about these factors.
- I'd like to see less philosophy, less meetings, less talking and let's get started on a capital campaign.
- To be successful in laying out our priorities. To not necessarily find solutions for everything but address a few specific "boulders" or priorities that we can begin a focus approach on.
- Achieve focus on our priorities and consensus on the shared vision for the future. Then we can agree on how to get there.
- Acknowledge what progress we have made.
- Create the ability to politely, respectfully discuss items that have been divisive in the past. Bring the issues to a vote and then move forward. Don't continue to revisit each decision or the board. Move onto "new" disagreements. Accept the will of the board.

5. Values of the Organization

"It's not hard to make decisions when you know what your values are." Roy Disney

Values of the organization should be timeless and foundational. What are values and why are they important?

- List the overall priorities in how the organization will operate.
- The guiding principles of your organization, how you want your board and staff to behave and interact.
- It's not about HAVING values. It's about LIVING them.
- Every decision we make is guided by what we value most.
- In an overly commoditized market, our values help us stand out in a sea of sameness.
- Our values define our purpose.
- Shared values engage employees and customers. They act as our compass to keep us on course.
- Most importantly, values are the gateway to trust —the most valuable asset of any meaningful relationship.

In the 2019 strategic planning session, the board and CEO created “shared beliefs.” The group revisited the following shared beliefs.

Our Shared Beliefs

- We believe that the Showgrounds is an asset to the community, providing space where all people can gather to experience the intrinsic values of their community, share in tradition and learn new things, and participate in meaningful activities that become special personal moments and memories.
- We believe that the Showgrounds is a community resource, providing shelter and safety for people and animals in emergency or crisis and in providing access to education, recreation, commerce, entertainment, healthy life options and civic responsibility.
- We believe that we are to serve as stewards of this public resource and asset by serving all the people of the district and meeting them in their needs. We believe that the community has been generous to us and in turn we desire to serve in sustainable, persevering stewardship.
- We believe in the potential for the Showgrounds to serve as a hub for the community, Santa Barbara’s “backyard” where our community, its people, institutions, nonprofits and businesses can be celebrated and valued.

The Showgrounds exists:

- To serve as stewards of a public resource and asset and make the resources and asset available to the community.
- To provide locally relevant activity and event space that is multi-purpose and diverse in its offerings.
- To celebrate community pride and provide the ties that bind the community together.
- To promote, educate, and connect the community to agriculture.

The group was asked to review the 2019 belief statements and highlight 4 - 5 values that rise to the top. The following is their preliminary list of values.

- Everyone is welcome
- Trust the relationship we create.
- Holding ourselves to the highest standards.
- Meaningful, diverse and varied experiences.
- Agility - flexible space and flexible use of the space.
- Service to the community.
- Adapt to meet community needs in a changing environment.
- Affordability.
- Connection to environment and agriculture.
- Santa Barbara's Central Coast town hall.
- Equality.
- Gathering destination
- Stewardship - serving the public as a trustee.
- Greater good, benefit to all.
- Stewardship
- Sustainability
- Inclusivity
- Responsibility
- Community
- People
- Integrity, ethics.
- Public resource for everyone.
- A hub for the community.
- Gathering for experiences - accessible and affordable
- A place to belong.
- Center for community and its varied activity.

The group took their preliminary list and narrowed the shared values to the following.

Shared Values of the SB Showgrounds:

- Providing space for shared experiences.
- Serving as a hub for gatherings
- Agile, accessible, affordable.
- Serving the community
- Serving as a trustee of public trust and of a public asset.
- Inclusivity, place where all can belong.
- Environmental and agriculture stewardship.

In review, the group discussed how their list of shared values might be used and communicated:

- a. Creating a values statement that can be shared.
- b. Creating a guide for how we will lead, treat each other, treat our stakeholders.

- c. A pledge to our customers and stakeholders.
- d. To communicate and engage others in the process of determining shared values.

Bailey-Findley shared an example of how the staff of the Del Mar Fairgrounds created a value statement for their internal use.



6. Purpose of the 19th DAA

Bailey-Findley led the group through an exercise of recalling a “best moment” that they experienced at the Showgrounds. The parameters were to think of a moment or experience in the last five years, one in which they felt inspired, and motivated.

These are the best moments shared by the board and CEO:

- * To watch 12,000 people, experience the awesomeness and beauty of the orchids, coming together in one safe place, filled with joy, awe and learning. Felt the greatest pride for the Showgrounds as well as the staff and volunteers who supported the event.
- * Witnessed an elderly senior citizen treated to a cart ride around the arena. She was actually a participant. Saw the pure joy on her face and in the moment.
- * Witnessed the great enjoyment experienced by participants in the event.
- * The Imagine Event, open house for the Showgrounds, was a motivating event. It introduced community leaders to what the showgrounds can offer and provide. It brought local leaders together for networking. It was inclusive and provided wonderful exposure for the Showgrounds. I was inspired by the Showgrounds’ capacity to serve the community and that the future was for everyone.

- * Attending the VIP event of the fair, I was inspired by the face of a child experiencing the thrill of the giant slide. The experience was very personal - a memorable, special family moment.
- * I am inspired by the reaction and response of the Showgrounds and staff when called upon to serve as emergency relief. To witness the Showgrounds serving as an evacuation site for people and animals or staging area for emergency responders. And so many volunteers come out to help and contribute. It is the miracle of the community coming together, at the Showgrounds, to help one another. We are lucky to have this place that can facilitate emergency response and shelter. We are lucky to have a community that responds generously.
- * The equestrian community came together to restore the equestrian facilities at the showgrounds. It was a united effort, overcoming differences of opinions and disciplines.
- * I experienced and assisted as a volunteer at the Oktoberfest, a creative, staff produced event on the Showgrounds. I felt the pride of a collective effort and experienced the value of being a part of a hardworking team in support of the work of the Showgrounds and community.
- * Witnessed the joy and excitement of my own children at the fair. The kids felt that they belonged to this fun, exciting, entertaining place. I had the privilege of seeing it through their eyes. Also, through social media I am aware of others telling their stories and wonderful memories created at the Showgrounds. I am inspired by this intrinsic, amazing connection to community members and pride of being part of an organization that provides these incredible experiences.
- * I am motivated by the board's willingness to look forward, setting a strategic direction, bringing the energy of the community into the Showgrounds for revitalization.
- * Watching the press conferences during the Thomas Fire, I was moved, knowing that the Showgrounds was the community resource that responded to a very emotional, frantic, disastrous community crisis. The crisis was real to me, impacting our family. I knew what it meant to people in crisis that the Showgrounds was a safe haven.
- * Witnessing my daughter participate in mutton busting and winning second place. It was a thrill for her and certainly for me as her father.

At 6:50 pm, the Board Chair recessed the meeting until 4:00 pm, April 16, 2021.

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Luis Esparza, Director	Michael Medel, Director	Teresa McWilliams, Dir.
Nancy Melekian, Director	Marshall Miller, Director	Mary Rose, Director
Ben Sprague, CEO	Becky Bailey-Findley, Facilitator	

Members of the Public in Attendance

Susan Duca	Jo Cho-Astani	Lynne Sherman
Rebecca Atwater		

Board President Travera reconvened the meeting of the 19th District Agricultural Association board of directors at 4:00, April 16, 2021.

She turned the strategic planning agenda item over to Becky Bailey-Findley who continued to facilitate the planning process.

1. Purpose of the SB Showgrounds

The group discussed the concepts of Zocalo and Third Place which described how historically certain places in a town, city, village can have significant meaning and purposes providing opportunity for health, commerce and well-being to a community.

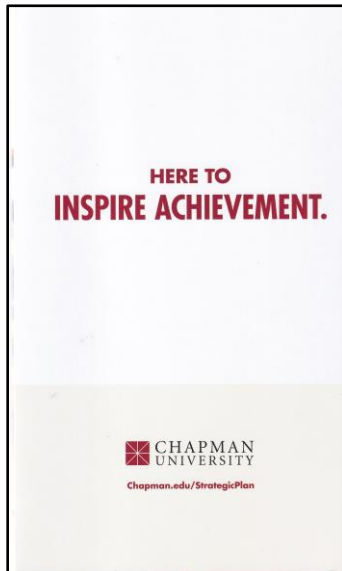
Building on the concepts of Zocalo and Third Place and the “Best Moments” exercise from the day before, Bailey-Findley talked about how to communicate the purpose of the Showgrounds in just a few words.

Purpose of the Showgrounds:

- Reason the Showgrounds exists
- Reason for personal involvement. Why are you doing this work?
- What is the cause uniting the organization?
- What is the showgrounds championing through its contributions, service, good works?
- Leading with purpose – how the organization’s values are lived.

She provided examples of how other companies communicate purpose in a few words.

- Opportunity Happens Here! (AV Fair & Event Center)
- We work hard every day to make American Express the world's most respected service brand. (American Express)
- To create a better everyday life for the many people. (IKEA)
- To accelerate the world's transition to sustainable energy. (Tesla)



The Board and CEO brainstormed ideas for “SB Showgrounds in a Few Words:”

- Earl Warren Showgrounds - Santa Barbara Live
- Earl Warren Showgrounds - Santa Barbara's world of Adventure
- SB Showgrounds - the heartbeat of Santa Barbara
- SB Showgrounds - El Corazon de Santa Barbara
- SB Showgrounds - Come One and All and Have Some Fun
- SB Showgrounds - Welcome Everyone
- SB Showgrounds - Everyone Come and Join
- SB Showgrounds - It's all Here.
- AB Showgrounds - You'll Love it Here.
- SB Showgrounds - Where People Come Work and Play
- SB Showgrounds is a place for all.
- SB Showgrounds where the gatherings are big.
- SB Showgrounds - Your (or possibly “our”) Community Venue.
- SB Showgrounds - Our Venue for Gathering
- Affordable fun.
- Playa, Play
- Sea Santa Barbara
- SB Showgrounds - We Do It All.
- SB's Showgrounds - Where Our Life Happens!
- SB's Showgrounds - A Place for All
- Great Things Happen Here
- The Showgrounds - The Capitol of Fun!

This is a great beginning. The board discussed including the Showgrounds stakeholders and business community in creating the tag line. They felt it important to insure that gathering in good times and in crisis is conveyed.

2. Where We Are Now

The group reviewed the financial summaries that provided a three-year overview of the Showgrounds' business activity. (See Attachment A)

The board shared the following analysis and suggestions for how to continue the development of the Showgrounds' business units.

Tory Milazzo

- Sees the importance of analyzing each of the Showgrounds' business units, learning how to maximize opportunities and create realistic yet "stretching" goals for each.
- It is important to measure and track progress of business units so that the property, facilities and grounds can be maximized for the benefit of the community.

Marshall Miller

- To engage in a complete lens of the business we need to plan for a sustainable business plus annual contributions to deferred maintenance.
- The maintenance and administration overhead continue to grow but they do NOT include any proper deferred maintenance. We have been for the past few years in a survival budget and eating our "seed corn" at the same time.
- Need to drive revenue growth. Facility should be highly used and not dark. We leave money on the table regarding events. We need to fund improvements to our degrading facilities.

Ben Sprague

- Part of the analysis of our event business is determining the cost effectiveness of different types of events. What are the events that we can produce and support well with the staff we have?

Cecilia Travera

- Evaluate the time and labor costs of specific events. There are efficiency issues, and we are stretching our staff.
- Nonprofits are fundraising online, which may result in less rentals at the Showgrounds. Look to reducing the costs nonprofits incur renting at the Showgrounds.

Mary Rose

- In order to get business going we need to focus on a couple of projects, like the development of the RV park.
- Look for the low hanging fruit and pick our battles.
- The formula by which we spread overhead should be based on actual time spent on the business unit.
- Maintenance numbers do not include money donated for the equestrian facility upgrades.
- Now planning for the Earl Warren Hall upgrades.
- As facilities are repaired and improved, relook at rental rates and staffing needs.

Nancy Melekian

- We need to do what we can to drive revenue.
- The loss of Warren Hall during upgrades and improvements needs to be well planned out.
- Strong community partner in the Equestrian Center. Can their contribution be replicated?

Miguel Avila

- If the Showgrounds is treated like a business, it will pay like a business.
- Appreciate the major contribution of the equestrian community for facility upgrades.
- If the buildings are in good condition, they produce revenue.
- We have a money producing commodity.
- The Hispanic community is currently the backbone of the Showgrounds business.

Michael Medel

- What can be done to continue the growth of the RV park? Can we build a second RV park?
- Evaluate and mitigate what stops the Showgrounds from having a full complement of events back-to-back.
- Youth sports is a growing activity needing space in our community. How can the Showgrounds help meet this community need?

Teresa McWilliams

- The condition of the Showgrounds facilities is keeping people from renting them. Fix and they will come.

3. Assessing Progress on 2019 Strategic Goals

Goal 1: Develop a business plan that grows net proceeds to fund ongoing facility improvements and growth of the organization. The objectives of the business plan are to assess all current business units and plan how to maximize highest and best use of facilities and grounds. Additionally, new business opportunities will be considered and

implemented under the same standard of highest and best use of the facilities and grounds.

What Worked Well?	Remaining Opportunities
Equestrian community contribution for capital upgrades. Third party contribution for improvements and working with community partners.	RV Park expansion - create "Premium" spaces with more amenities.
Kept revenue steady	Equestrian event development - not staff heavy.
RV Park development. Added ADA compliant restrooms. Grew the opportunity with minimal cost contribution.	Low intensity users that provide entertainment and recreation for the community.
Skating rink/roller derby. Transformed into an outdoor recreation activity for youth. This opportunity to transition was a low-cost investment.	Rental for outdoor events & meetings - a post pandemic trend.
Appreciate the creative solution to RV Park management. Onsite park manager serving as host.	Look for other uses that are turn-key.
Sought and competed for a grant for capital improvement for a rental building greatly in need of repair.	Grow outdoor use of the grounds.
	Ramp up WiFi service and security as a value-added benefit to rentals and RV Park.
	4-H and FFA youth engagement, in support of their learning and participatory activities. Outreach to other youth programs.
	Cross promote during all events and activities on the Showgrounds.
	Create a campus feel to the grounds. Create opportunity for synergy and compatible events. Allow access to the grounds for all activities.
	SB Live! Promote a variety of activities here for the whole family. Activities for parents, kids, grandma and grandpa!
	Develop a business plan for specific improvements and facility upgrades. Understand return on investment
	Ensure that there is needed analysis in making strategic decision.

Goal 2: Develop a facility improvement plan that incorporates both deferred maintenance planning and addition of new and remodeling facility improvements with a focus on addressing safety and accessibility issues as well as aesthetic and modernization enhancements. The plan is to be updated every two years.

What Worked Well?	Remaining Opportunities
Received a grant to improve Warren Hall. Implementing planned improvements.	Conduct a capital campaign. In order to ask for sizeable donations we need a true plan. Set a list of priorities and reconcile donor wishes with what is needed.
Improvements to the RV Park	Build a campus environment.
	Business units all need improvements to help them grow. Determine what is needed to support the growth.
Equestrian stakeholders raising funds for improvements. Coordinating the upgrades and improvements.	Develop a plan of what the site will look like in 10 years.
	Keep an eye to parking needs.
	Focus on improving what can be “sold” now. Longer term improvements linked to capital campaign.
	What are the 2 - 3 priority items that we need to focus on and address in the short term?
	Need a sales effort and/or sales professional to help grown revenue. Currently have a staffing issue. Sales person is needed to make renting the Showgrounds easy and accessible.

Goal 3: In support of the business plan for the 19th DAA, create a comprehensive marketing, public relations and rebranding plan, including a sales function. Support the addition of staff and resources to implement this marketing and communications plan.

What Worked Well?	Remaining Opportunities
Marketing committee of the board.	Seek marketing/sales professionals
Activate social media accounts.	Keep social media current and up with the times.
	Understanding what renters/users need, desire, or are willing to pay for.
	Adding audio/video capacity for renters.

	Survey existing users and potential users about what they need.
	Create a template of what a renter/user can get from the Showgrounds.
	Define direction for committee(s).
	Take advantage of the data we gather for various reasons and use these user groups for marketing and communications. They are a low-cost resource.
	The SB Showgrounds is the one-stop for all events, all users, affordable, and easy to host events here.
	One-stop shop for fair, emergencies, equestrian events, dances, concerts, quincineras, etc.

Goal 4: Grow the use and rental of the showgrounds for events, including events that are supported and promoted by the 19th DAA, increasing net proceeds of the year-round event business unit by X% annually.

In the interest of time and to allow for public comment, the board did not review progress and remaining opportunities for this goal. That said, so much of what was discussed and reviewed with the other three goals are applicable to Goal 4.

4. Public Comment

The board president asked for members of the public to provide their comments.

Lori Weiss: Review how overhead expenses are allocated instead of a percentage of revenue. Suggest this as a useful tool in financial analysis.

Lynne Sherman: Enjoyed listening to the discussions. Encouraged board members to engage with the community. Engage with donor community within your sphere of influence. Showgrounds is an enjoyable place, a peaceful place, an accessible place. This should drive policy development. Add detail to the financial reports. Capture the volunteer hours and account for them. Use volunteers to support the venue efforts. Add the strategic plan as a regular agenda item at monthly board meetings.

Suzanne Duca: It was good to get to know each other. Seek input on creating logo art from a high school art program. Seek input from a younger perspective.

5. Conclusion and Final Thoughts

Board members concluded the meeting by sharing final thoughts.

- This was a unique discussion. Felt it went in a positive direction in terms of building consensus with the board. Appreciated listening and hearing everyone's comments.
- Appreciate the board team. Contributed authentic comments and suggestions and everyone was engaged. Appreciate everyone's experience and skill sets. By listening to all perspectives, we shared and learned important information.
- Good to have a facilitated discussion.
- Appreciate everyone's comments and look forward to working together in our commitment to make this facility a success. The variety of perspectives are valuable.
- Look forward to hearing from the community, involving more voices than just our own.
- Suggest we build on the momentum of our energy and creative ideas. We will be in strategic planning again in October. Let's keep moving forward and maximize the time in October.

The meeting was adjourned at 6:36 pm.

Attachment A: Financial Summary Reports

Three-Year Financial Summary

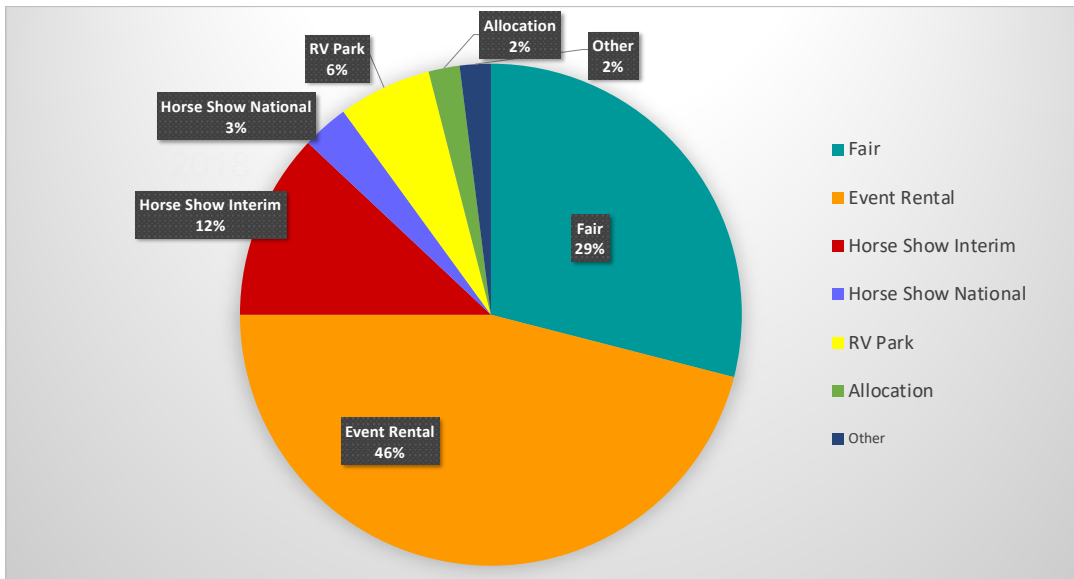
	2018	2019	2020
Operating Revenue	2,121,587	2,165,723	1,196,943
Operating Expense	1,899,478	2,154,442	1,367,495
State Allocation & Training Grant	37,707	375,647	201,244
Net Operations	\$259,816	\$386,928	\$30,692

A Three-Year Review by Business Units

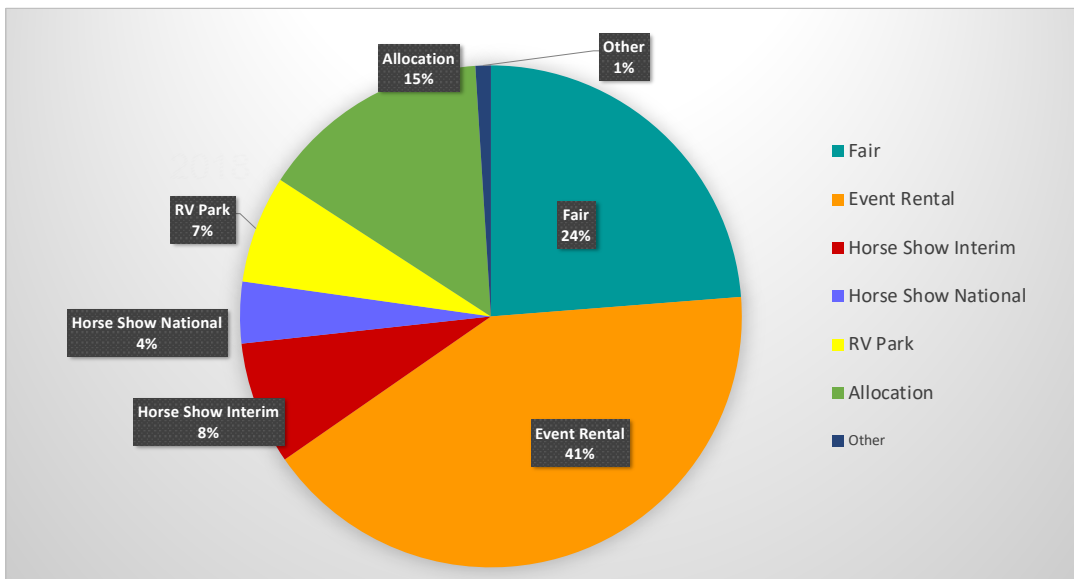
Revenue

	2018	2019	2020
Fair	628,420	604,693	0
Events Rentals	1,015,805	1,055,857	738,144
Horse Show Interim	248,167	197,651	122,758
Horse Show National	67,982	111,632	190
RV Park	127,828	168,631	312,780
Misc/Other & Prior Year	33,950	27,258	23,072
Grants & Allocation	37,707	375,647	201,244
Total	\$2,159,859	\$2,541,369	\$1,398,188

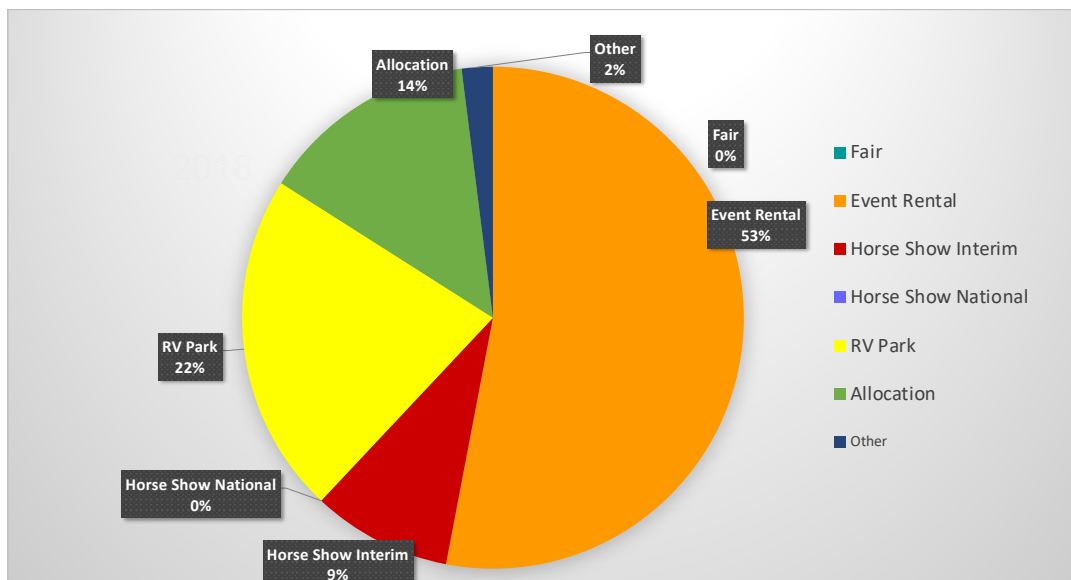
2018 Revenue by Business Units



2019 Revenue by Business Units



2020 Revenue by Business Units

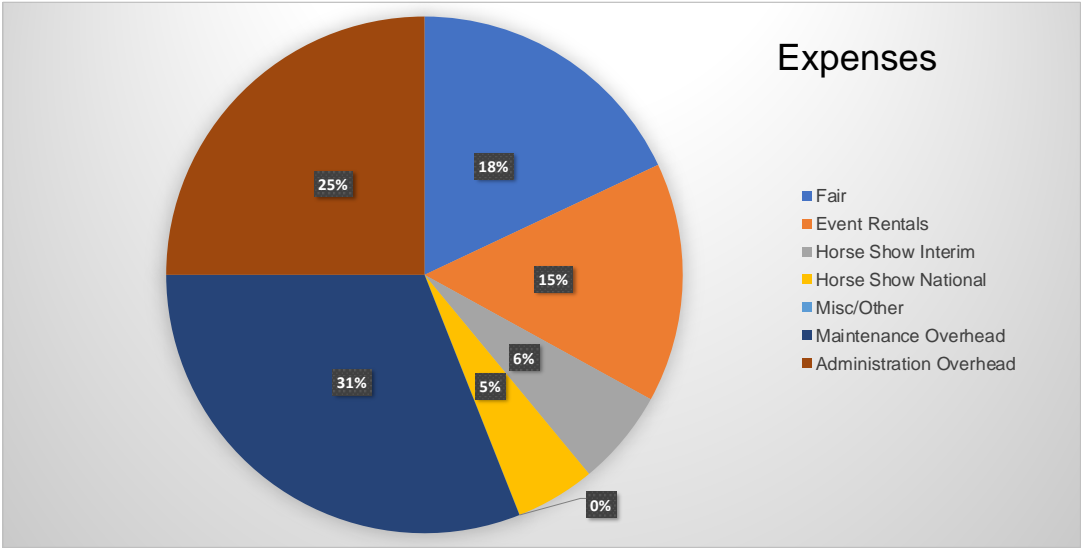


A Three-Year Review by Business Units

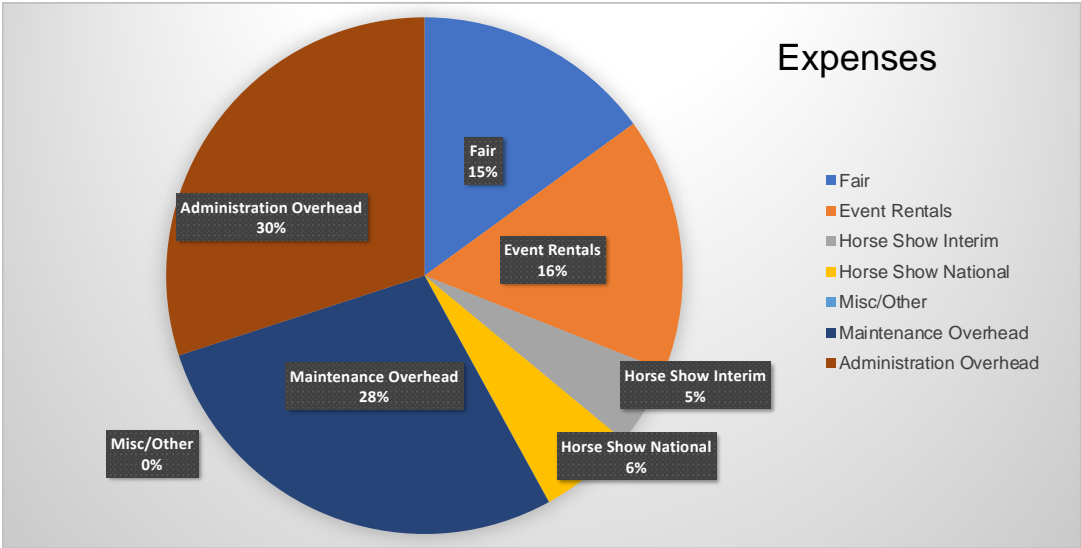
Expenses

	2018	2019	2020
Fair	338,222	333,541	7,594
Events Rentals	281,455	355,339	83,374
Horse Show Interim	117,982	110,675	56,971
Horse Show National	91,186	125,860	1,695
Misc/Other	3,902	(9,967)	55
Maintenance Overhead	589,212	598,747	626,827
Administration Overhead	477,085	640,246	590,980
Total	\$1,899,044	\$2,154,441	\$1,367,495
Net	\$260,815	\$386,928	\$30,693

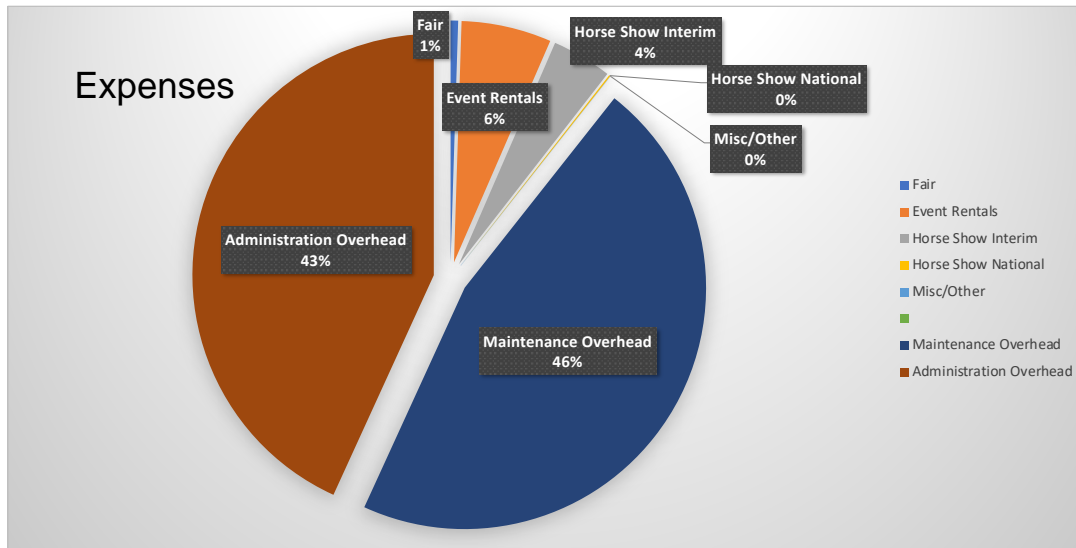
2018 Expense by Business Units



2019 Expense by Business Units



2020 Expense by Business Units



2018 Review of Business Units' Net Proceeds

	Revenue	Direct Expense	Contribution to Net
Fair	628,420	338,222	290,198
Event Rentals	1,015,805	281,455	734,350
Horse Show Interim	248,167	117,982	130,185
Horse Show National	67,982	91,186	<23,204>
RV Park	127,828	0	127,828
Misc/Other	33,950	3,902	30,048
Grants/Allocation	37,707	0	37,707
Administration Overhead	0	477,085	<477,085>
Maintenance Overhead	0	589,212	<589,212>
Total	\$2,159,859	\$1,899,044	
Net Proceeds			\$260,815

2019 Review of Business Units' Net Proceeds

	Revenue	Direct Expense	Contribution to Net
Fair	604,693	333,541	271,175
Event Rentals	1,055,857	355,339	700,518
Horse Show Interim	197,651	110,675	86,976
Horse Show National	111,632	125,860	(15,228)
RV Park	168,631		168,631
Misc/Other	27,258	(9,927)	37,185
Grants/Allocation	375,647		375,647
Administration Overhead		640,246	(640,246)
Maintenance Overhead		598,747	(598,747)
Total	\$2,541,369	\$2,154,441	
Net Proceeds			\$386,928

2020 Review of Business Units' Net Proceeds

	Revenue	Direct Expense	Contribution to Net
Fair	0	7,594	(7,594)
Event Rentals	738,144	83,374	654,770
Horse Show Interim	122,758	56,971	65,787
Horse Show National	190	1,695	(1,505)
RV Park	312,780		312,780
Misc/Other	23,072	55	23,017
Grants/Allocation	201,244		201,244
Administration Overhead		590,980	(590,980)
Maintenance Overhead		626,827	(626,827)
Total	\$1,398,188	\$1,367,495	
Net Proceeds			\$30,693

2018 Profit & Loss Statement

	Revenue	Direct Expense	Formula	Overhead Expense	Contribution to Net
Fair	628,420	338,222	24%	309,226	<19,028>
Event Rentals	1,015,805	281,455	42%	490,497	243,853
Horse Show Interim	248,167	117,982	7.5%	127,956	2,229
Horse Show National	67,982	91,186	4%	31,989	<55,193>
RV Park	127,828	0	6.5%	63,978	63,850
Misc/Other	33,950	3,902	1%	21,326	8,722
Grants/Allocation	37,707		15%	21,326	16,381
Net Proceeds					\$260,814

Note: Total Overhead Expense = \$1,066,297

2019 Profit & Loss Statement

	Revenue	Direct Expense	Formula	% Overhead Expense	Contribution to Net
Fair	604,693	333,541	24%	297,358	(26,206)
Event Rentals	1,055,857	355,339	42%	520,377	180,141
Horse Show Interim	197,651	110,675	7.5%	92,925	(5,949)
Horse Show National	111,632	125,860	4%	49,560	(63,788)
RV Park	168,631		6.5%	80,535	88,278
Misc/Other	27,258	(9,927)	1%	12,390	24,835
Grants/Allocation	375,647		15%	185,850	189,797
Net Proceeds					\$387,106

Note: Total Overhead Expense = \$1,238,993

2020 Profit & Loss Statement

	Revenue	Direct Expense	Formula	Overhead Expense	Contribution to Net
Fair	0	7,594	0	0	(7,594)
Event Rentals	738,144	83,374	53%	645,438	9,332
Horse Show Interim	122,758	56,971	9%	109,603	(43,816)
Horse Show National	190	1,695	0	0	(1,505)
RV Park	312,780		22%	267,917	44,863
Misc/Other	23,072	55	2%	24,356	(1,339)
Grants/Allocation	201,244		14%	170,493	30,751
Net Proceeds					\$30,692

Note: Total Overhead Expense = \$1,217,807