



LONG-TERM SUSTAINABILITY STUDY

**KITSAP COUNTY FAIR &
STAMPEDE**

January 3, 2019

Appendix

- EXHIBIT A: MODEL TYPE COMPARISON**
- EXHIBIT B: MARKET, FINANCIAL & COMPARATIVE FAIRS**
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MODEL TYPE COMPARISION

	Current Business Model	Non-Profit	Public Corporation	Private Corporation	Leased Fair Operation
Accountable to the County Commissioners	Yes	No, except in consideration of start-up funds	Yes	No	No. Only though the lease agreement. Not the business considerations.
Board Member Appointments, Budgets, Policy, Procedures, Oversight	County Commissioners set policy, appoint Board members, approve budgets, set personnel, contracting, accounting, etc. policy and procedures.	Fair Board will be responsible for setting policy. CEO will set rules and procedures with Board's approval. As a non-profit, must meet public purpose. Board approves budget. County not involved after initial set-up.	Fair Board will be responsible for setting policy. CEO will set rules and procedures with Board's approval. As a public corporation, County Commissioners still have some oversight to ensure the Fair is meeting its mission.	Board self appointed. Board or owner will set policies, rules and procedures and budget.	Board self appointed. Board or owner will set policies, rules and procedures.
Management	Managed by Parks	Managed by CEO	Managed by CEO	Corporation manages	Private contractor
Funding & Profitability	Receive some funding from County; the balance is revenue from the Fair and non-fair events. These funds and staffing provided to the Fair will continue to decrease due to budget concerns and the expanding Parks responsibilities.	Requires start-up funds. Fair must be profitable to continue.	Requires start-up funds. Fair must be profitable to continue. Usually given a goal such as "profitable three of the first five years".	Corporation responsible for operating at a profit from the start. May not focus on the community benefits such as agriculture, 4H, FFA, open class.	Corporation responsible for operating at a profit from the start. May not focus on the community benefits such as agriculture, 4H, FFA, open class.
Land	Land owned by County	Land owned by County	Land owned by County	Owned or leased	Rent paid for Fair only
Building and Grounds Ownership Repair, Maintenance, Capitol Construction	County still owns grounds and responsible for maintaining buildings and grounds. Any capitol construction and subsequent debt will be the responsibility of the County.	More than likely the County still owns the grounds. They are still responsible for the repair and maintenance of grounds and buildings. Any capital construction will be paid by the County unless otherwise agreed upon.	More than likely the County still owns the grounds. They are still responsible for the repair and maintenance of grounds and buildings. Any capital construction will be paid by the County unless otherwise agreed upon.	Probably doesn't own the buildings and grounds. May or may not be responsible for maintenance of the buildings and grounds.	Doesn't own the buildings and grounds. May or may not be responsible for maintenance of the buildings and grounds.
Board	Advisory	Policy	Policy	Corporation owner or board.	Contractors
Purchasing Rules	County regulated	Board sets policy, CEO implements through rules and procedures	Board sets policy, CEO implements through rules and procedures	Corporation sets and implements	Contractor sets & implements
Orientation	Guided by public opinion but with pressure to be as profitable as possible.	Profitability but still serve a public purpose and be responsive to market demands and community pressure.	Profitability but still responsive to market demands and community pressure.	Profitability is the basis of operation decisions.	Profitability is the basis of operation decisions.

<p>Purchasing, Contracting, Personnel</p>	<p>County rules apply to purchasing, contracting and personnel. Full-time and part-time staff hired by Parks Department</p>	<p>Fair Board will be responsible for setting policy. CEO will set rules and procedures with Board approval. CEO hires staff.</p>	<p>Fair Board will be responsible for setting policy. CEO will set rules and procedures for purchasing, contracting and personnel with Board approval. CEO would hire staff.</p>	<p>Corporate Board will be responsible for setting policy. CEO will set rules and procedures with Board's approval. CEO hires staff.</p>	<p>Owner or Board will be responsible for setting policy. CEO will set rules and procedures with Board's approval. Owner or CEO hires staff.</p>
<p>Input & Influence by the Community</p>	<p>Community can influence the Fair through contact with the Parks Director, Fair Board and Commissioners.</p>	<p>Depending upon the non-profit's mission, influence can exerted through the Board. Market demand is always an influencer.</p>	<p>Depending upon the non-profit's mission, influence can exerted through the Board and the Commissioners. Market demand is always an influencer.</p>	<p>Little input by the community except from "market demand" perspective.</p>	<p>Little input by the community except from "market demand" perspective.</p>
<p>Profit vs Community Based</p>	<p>Community based. Must operate within budget. Ending fund balance transferred to the general fund at year end, except sponsorships.</p>	<p>Must be self-supporting. Balanced between profit and community needs. Must server public purpose.</p>	<p>Must be self-supporting. Balanced between profit and community needs. Must serve public purpose with accountability to County Commissioners.</p>	<p>Profit based. May not focus on the community benefits such as 4H, FFA, open class. Will provide services and events that are profitable.</p>	<p>Profit based. May not focus on the community benefits such as 4H, FFA, open class. Will provide services and events that are profitable.</p>

County/Fair Pros	Current Business Model	Non-Profit	Public Corporation	Private Corporation	Leased Operation
Pros	County Commissioners maintain control over the Fair	Allows Fair to be more nimble. Can react to market demands faster.	Forces Fair to be profitable and look for ways to increase attendance. Can react to the market demands faster.	County not responsible for the Fair's operating funds.	County not responsible for the Fair's operating funds.
		Substantially reduces the complexities of the current purchasing, contracting, accounting, and personnel system.	As a public corporation the Commission appoints the Board and has responsibility to ensure the Fair is meeting it's mission.	County doesn't have to put labor and resources towards the Fair.	County doesn't have to put labor and resources towards the Fair.
		County not liable for the non-profit's actions.	County not liable for Corporation's actions.	County not liable for Corporation actions.	County not liable for Corporation actions.
		Board rather than County sets policy. CEO implements policy.	Board rather than County sets policy. CEO implements policy.	If the corporation owns the property or has a triple net lease, county may not be responsible for maintenance of the buildings and grounds.	Corporation sets policy and procedures for purchasing, contracting, accounting, and personnel.
		Still required to operate within the County's rules for renting a facility	Still required to operate within the County's rules for renting a facility	Still required to operate within the County's rules for renting a facility	Still required to operate within the County's rules for renting a facility
				Corporation sets policy and procedures for purchasing, contracting, accounting, and personnel.	
	Current Business Model	Non-Profit	Public Corporation	Private Corporation	Leased Operation
Cons	Parks forced to provide staffing for the Fair which diminishes their workforce for other Park's activities.	Non-profit must hire and pay all staffing.	Public corp. must provide all staffing and volunteers.	If not profitable, the type of event may change or go out of business	If not profitable, the type of event may change or go out of business
	County liable for anything happening during the Fair.	Requires start-up funds from the County	Requires start-up funds from the County		
	Purchasing, contracting, accounting, and personnel rules and processes.	Market driven. Must be self-supporting.	Market driven. Must be self-supporting.		
	County liable for events actions.				

Market, Financial and Comparative Fairs

As part of the Long-Term Sustainability Study Team for the Kitsap County Fair & Stampede, Markin Consulting LLC conducted specific and limited research, analyses and assessments concerning market factors, financial trends, and comparable fairs. This research, analyses, and assessments included:

- Population, household income, age segmentation, and socio-economic characteristics of Kitsap County
- Fair & Stampede attendance and key revenue trends
- Entertainment programming and schedule of the 2018 Fair & Stampede
- Comparison of other Washington fairs, including markets, attendance, pricing, entertainment and the like

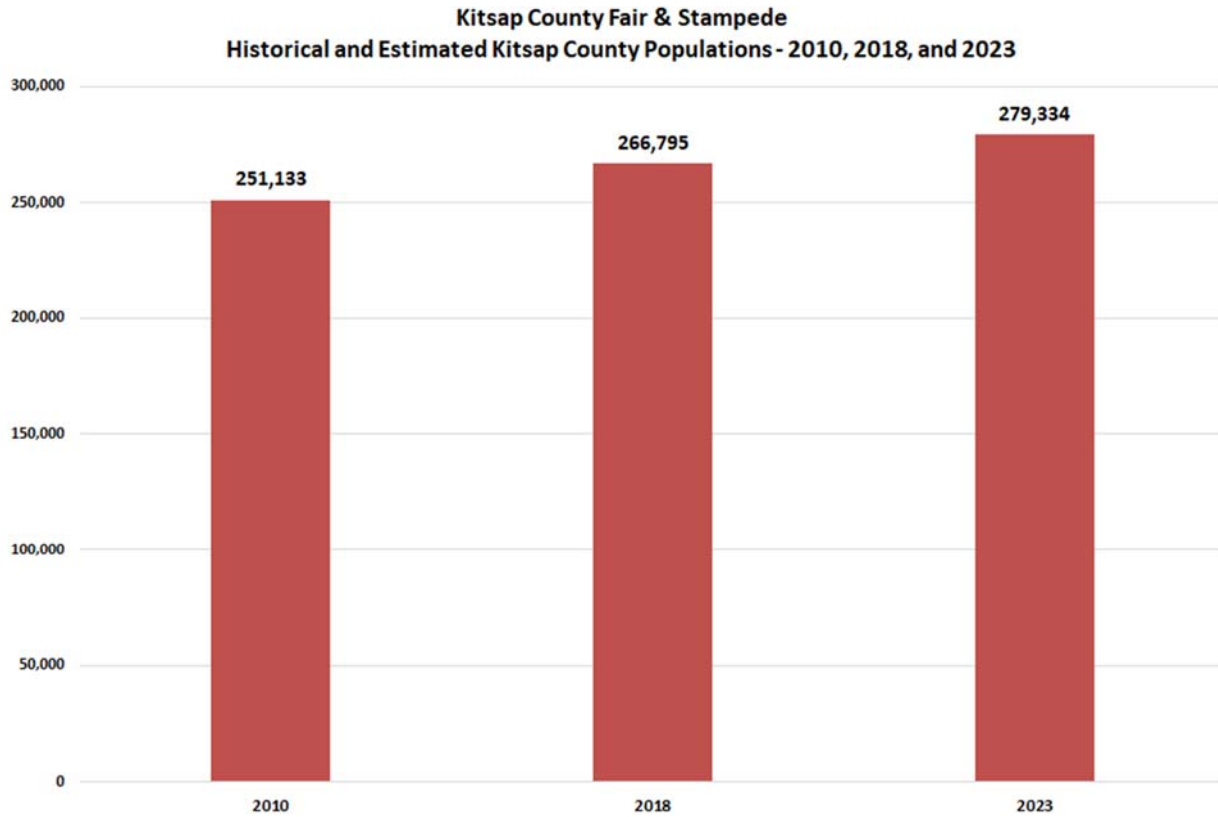
This document presents a summary of this research, analyses and assessments.

Market Demographics and Income Trends

Key Demographic/Economic Trends

- According to ESRI, Kitsap County's population increased by just over 15,000 people (6.2% growth rate) between 2010 and 2018, and is expected to add another 12,500 people (4.7% growth rate) by 2023
- Between 2000 and 2010, the largest population growth areas in Kitsap County (by census tract) occurred in downtown Bremerton, the Breidablick and Poulsbo areas to the north, Bainbridge Island to the east, and the mostly rural area in the west/southwest area of the County
- Other areas near Kitsap County Fairgrounds Event Center experienced very low growth or lost population between 2000 and 2010
- The age distribution for Kitsap County is trending to the senior population – in 2000, 13.2% of Kitsap County's population were age 65 and above; by 2025, it is expected that over 20% of the County's population will be 65 years of age and older
- Persons up to age 14 are projected to increase by less than 1,000 between 2010 and 2023; yet decline as a percentage of total population, from 18.3% to 16.7%
- Kitsap County has a high median household income compared to both the State of Washington and United States - \$71,700 in 2018 and projected to increase to almost \$82,000 by 2023
- According to Sperling's Best Places, Kitsap County has a high cost of living with an index of 124 (100 = US average)
- Since 2010, the unemployment rate for Kitsap County dropped from 8.6% to 4.9% in 2017 – reflecting the sustained recovery from the national recession
- Naval Base Kitsap is comprised of locations in Bremerton and Bangor with almost 13,000 active duty military personnel, 14,000 civilian employees, and 19,000 family members
- Over 80% of all new jobs in Kitsap County will be in the service-producing sectors of transportations, communications, utilities, trade, finance, insurance, real estate, services, and government

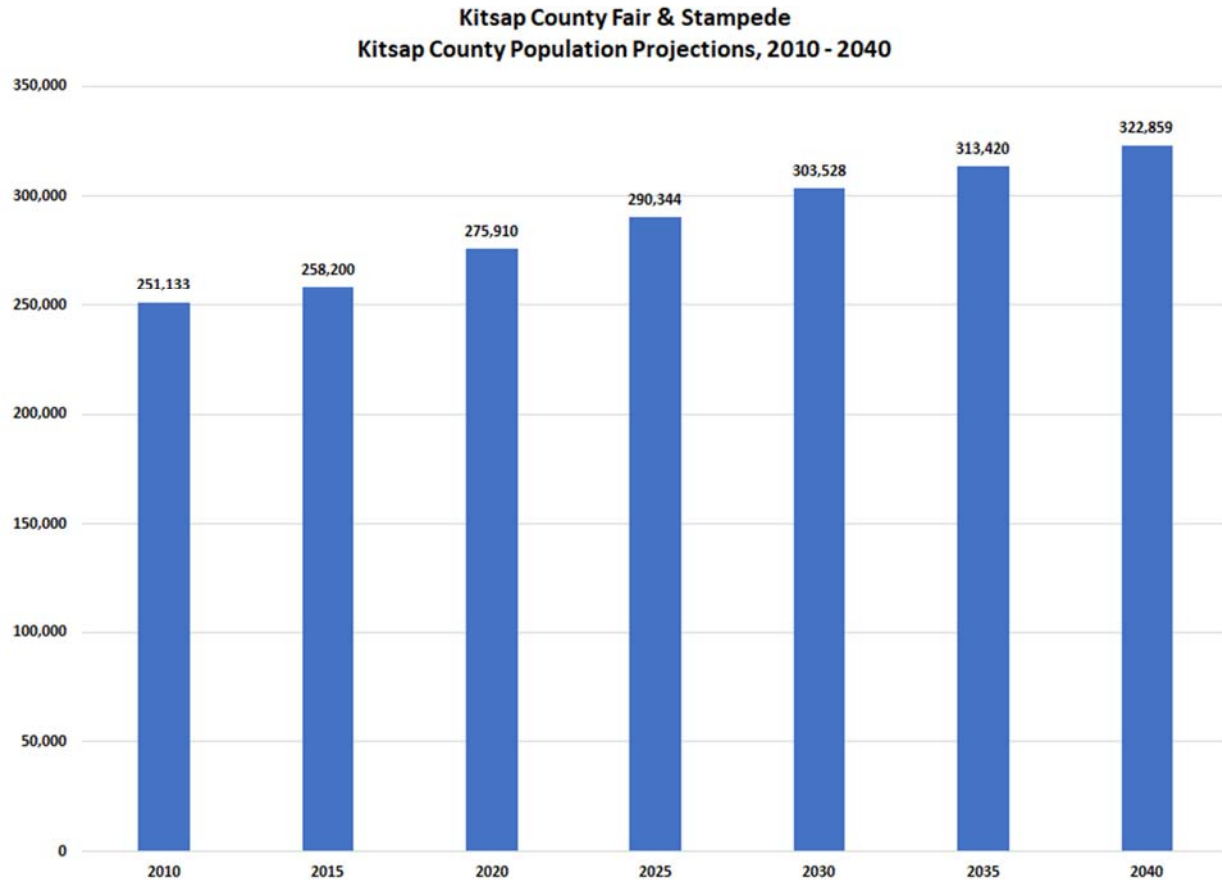
The chart below presents historical and estimated Kitsap County population for the years 2010, 2018 and 2023.



Source: ESRI

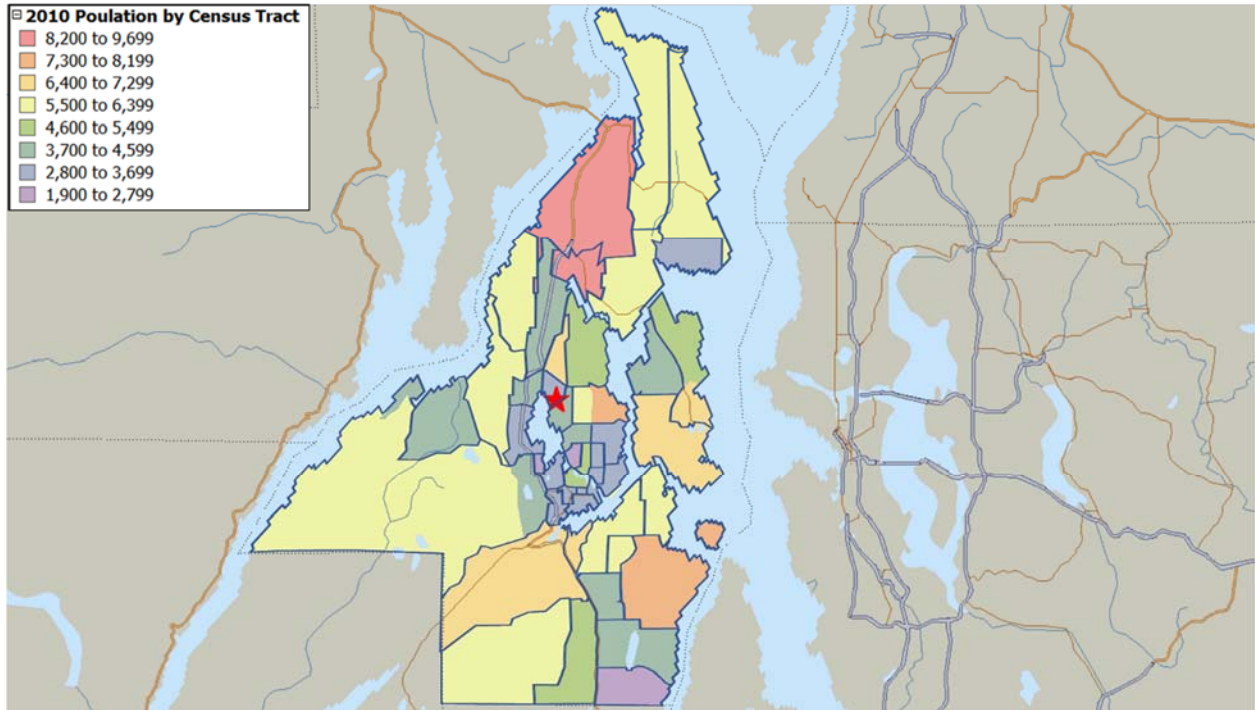
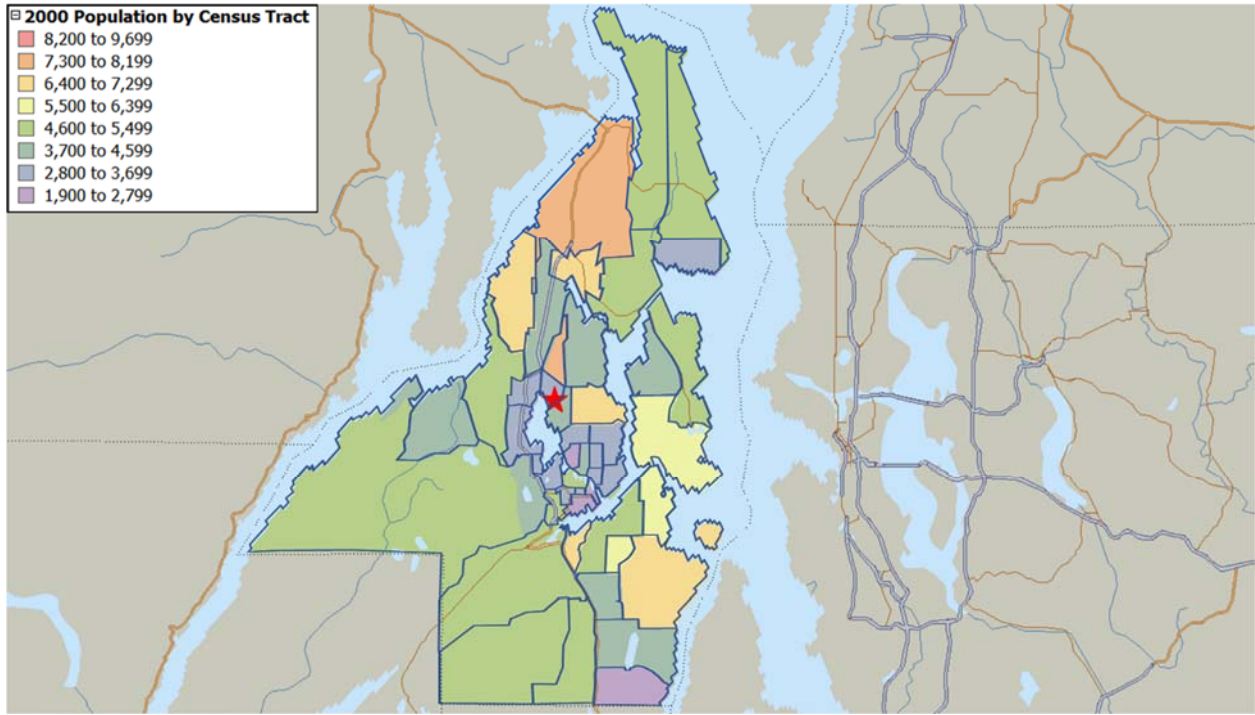
Kitsap County’s population is estimated to have grown by 6.2 percent between 2010 and 2018 and is projected to increase by almost 5 percent between 2018 and 2023.

Similar to ESRI estimates, projections prepared in December 2017 by the Washington Office of Financial Management indicate that Kitsap County is expected to see continued population growth.

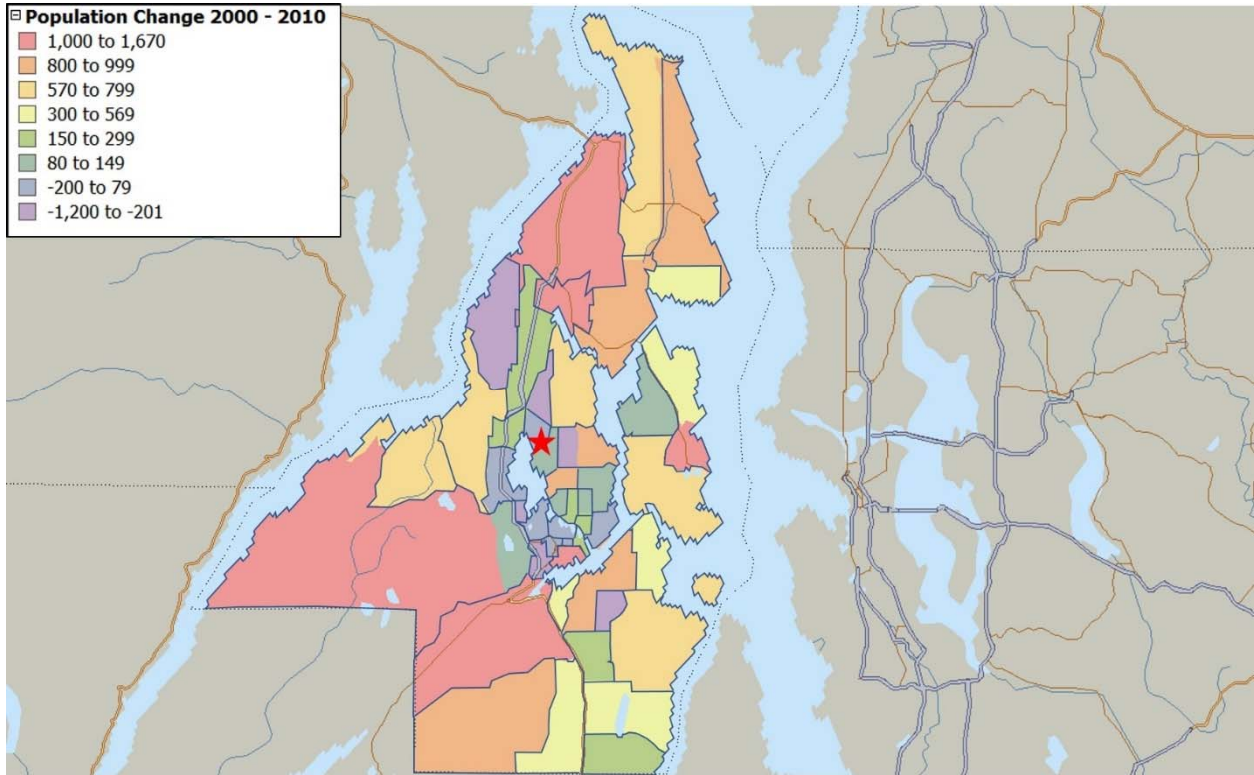


Source: Washington OFM – Forecasting & Research | December 2017

The graphical maps below show the 2000 and 2010 populations by census tract for Kitsap County, along with the location of the Kitsap County Fair & Stampede.



The map below presents the range of population change, by census tract, between 2000 and 2010, according to the US Census Bureau. As noted below, a number of census tracts in closer proximity to the site of the Fair & Stampede lost population or had little growth over that 10-year period.



The tables below present population distribution by age segments – both percentage distribution and populations within those segments. The age segment 65+ experienced the largest change between 2010 and 2018 (from 13.2% to 17.5% of the county population), followed by a decline in the 45-54 age segment (from 15.4% to 12.6%). By 2023, the 65+ segment is expected to be more than 20 percent of the county population, while the 0 to 14 age segment is expected to decline from 18.3% in 2010 to 16.7%.

**Kitsap County Fair & Stampede
Population Distribution Trends**

Year	Ages						
	0 - 14	15 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
2010	<u>18.3%</u>	<u>14.3%</u>	<u>12.5%</u>	<u>12.2%</u>	<u>15.4%</u>	<u>14.1%</u>	<u>13.2%</u>
2018	<u>17.0%</u>	<u>13.0%</u>	<u>13.3%</u>	<u>11.8%</u>	<u>12.6%</u>	<u>14.9%</u>	<u>17.5%</u>
2023	<u>16.7%</u>	<u>12.2%</u>	<u>12.5%</u>	<u>12.8%</u>	<u>11.6%</u>	<u>13.8%</u>	<u>20.4%</u>

Source: ESRI 2018

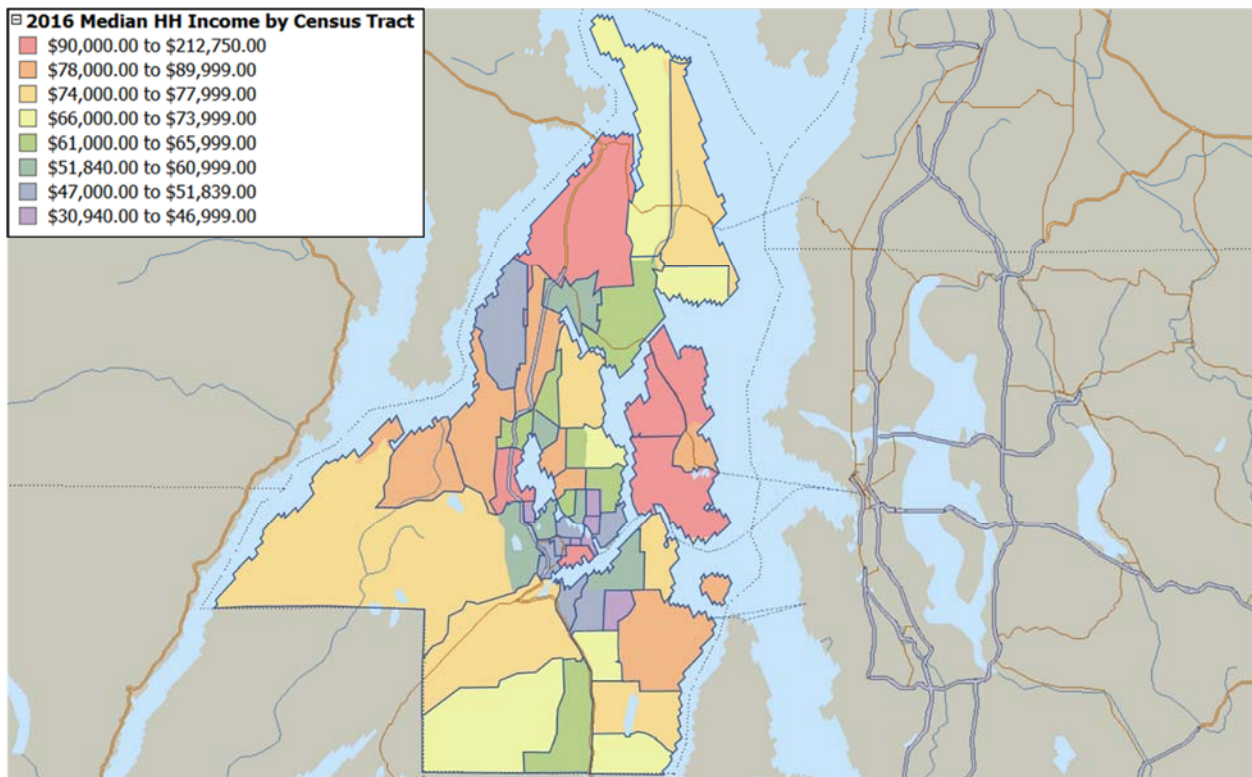
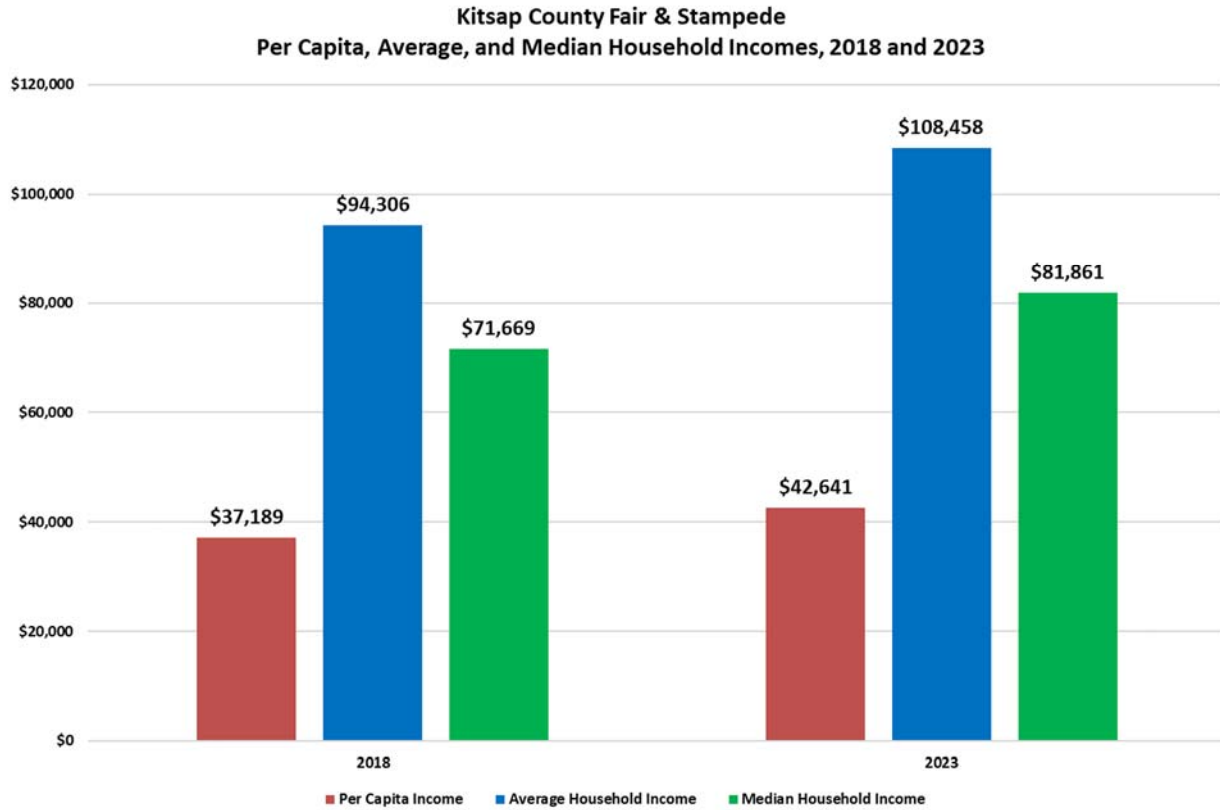
**Kitsap County Fair & Stampede
Population by Age Group**

Year	Ages						
	0 - 14	15 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
2010	<u>45,957</u>	<u>35,912</u>	<u>31,392</u>	<u>30,638</u>	<u>38,674</u>	<u>35,410</u>	<u>33,150</u>
2018	<u>45,355</u>	<u>34,683</u>	<u>35,484</u>	<u>31,482</u>	<u>33,616</u>	<u>39,752</u>	<u>46,689</u>
2023	<u>46,649</u>	<u>34,079</u>	<u>34,917</u>	<u>35,755</u>	<u>32,403</u>	<u>38,548</u>	<u>56,984</u>

Source: ESRI 2018

This shift in age segments of the county’s population must be addressed in programming and marketing of the Fair & Stampede.

While the median household, average household and per capita incomes in Kitsap County are significantly higher than the US average (median HH income in 2017 at \$61,372), according to Sperling’s Best Places, Kitsap County has a cost of living index of 124.



Looking beyond population, household and income statistical data, we used socioeconomic data produced by ESRI Inc., called Tapestry, to better understand the unique characteristics of the Fair & Stampede’s market. Tapestry, ESRI’s market segmentation system, classifies neighborhoods into 65 segments based on their socioeconomic and demographic, business and market potential data. To increase the versatility and analytical value of Tapestry, segments are organized into 14 LifeMode groups with similar demographics and consumer patterns. Areas with the most similar characteristics are grouped together and areas showing divergent characteristics are separated.

The table below presents the LifeMode groups for Kitsap County, including the number and percent of households within each group, and median household incomes for each group.

**Kitsap County Fair & Stampede
Tapestry LifeMode Analysis - Households**

Cluster	Kitsap County	
	Number of HH	Percent
Affluent Estates	12,558	12.22%
Upscale Avenues	1,572	1.53%
Family Landscapes	9,964	9.69%
GenXurban	16,175	15.74%
Cozy Country Living	29,188	28.40%
Middle Ground	16,572	16.12%
Senior Style	6,341	6.17%
Rustic Options	2,296	2.23%
Midtown Singles	5,046	4.91%
Hometown	1,197	1.16%
Scholars and Patriots	<u>1,875</u>	<u>1.82%</u>
	<u>102,784</u>	<u>100.00%</u>

Source: ESRI 2018

The tables on this and the following 2 pages key descriptors of the five top LifeMode Tapestry groups for Kitsap County.

LifeMode Group	Percent of Market	Median Household Income
<p><u>Cozy Country Living</u></p> <p>Empty nesters in bucolic settings Largest Tapestry group, almost half of households located in the Midwest Homeowners with pets, residing in single-family dwellings in rural areas; almost 30% have 3 or more vehicles and, therefore, auto loans Politically conservative and believe in the importance of buying American Own domestic trucks, motorcycles, and ATVs/UTVs Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online Own every tool and piece of equipment imaginable to maintain their homes, vehicles, vegetable gardens, and lawns Listen to country music, watch auto racing on TV, and play the lottery; enjoy outdoor activities, such as fishing, hunting, camping, boating, and even bird watching</p>	28.40%	\$62,672
<p><u>Middle Ground</u></p> <p>Lifestyles of thirtysomethings Millennials in the middle: single/married, renters/homeowners, middle class/working class Urban market mix of single-family, townhome, and multi-unit dwellings Majority of residents attended college or attained a college degree Householders have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams Online all the time: use the Internet for entertainment (downloading music, watching YouTube, finding dates), social media (Facebook, Twitter, LinkedIn), shopping and news Leisure includes night life (clubbing, movies), going to the beach, some travel and hiking</p>	16.12%	\$41,639

Source: ESRI 2018

LifeMode Group	Percent of Market	Median Household Income
<p><u>GenXurban</u></p> <p>Gen X in middle age; families with fewer kids and a mortgage Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees About a fifth of residents are 65 or older; about a fourth of households have retirement income Own older single-family homes in urban areas, with 1 or 2 vehicles Live and work in the same county, creating shorter commute times Invest wisely, well-insured, comfortable banking online or in person News junkies (read a daily newspaper, watch news on TV, and go online for news) Enjoy reading, photo album/scrapbooking, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise</p>	<p>15.74%</p>	<p>\$59,765</p>
<p><u>Affluent Estates</u></p> <p>Established wealth educated, well-traveled married couples Accustomed to "more": less than 10% of all households, with 20% of household income Homeowners (almost 90%), with mortgages (70%) Married couple families with children ranging from grade school to college Expect quality; invest in time-saving services Participate actively in their communities Active in sports and enthusiastic travelers</p>	<p>12.22%</p>	<p>\$108,999</p>

Source: ESRI 2018

LifeMode Group	Percent of Market	Median Household Income
<p><u>Family Landscapes</u></p> <p>Successful young families in their first homes</p> <p>Non-diverse, prosperous married-couple families, residing in (second lowest) suburban or semirural areas with a low vacancy rate</p> <p>Homeowners (80%) with mortgages (second highest %), living in newer single-family homes, with median home value slightly higher than the U.S.</p> <p>Two workers in the family, contributing to the second highest labor unemployment force participation rate, as well as low</p> <p>Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens</p> <p>Sports enthusiasts, typically owning newer sedans or SUVs, dogs, latest technology and savings accounts/plans, comfortable with the</p> <p>Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle</p> <p>Especially enjoy bowling, swimming, playing golf, playing video games, watching movies rented via Redbox & taking trips to a zoo or theme park</p>	<p>9.69%</p>	<p>\$63,564</p>

Source: ESRI 2018

The table below presents the distribution of the number of employers, jobs and total wages by industry sector in Kitsap County for 2017, according to the Washington Employment Security Department. Though government represented less than 2 percent of total number of employers, 37 percent of the jobs and almost 50 percent of all wages paid by Kitsap County employers.

**Kitsap County Fair & Stampede
Distribution of Employees and Wages, 2017**

Industry	Employers	Jobs	Wages
Natural Resources and Mining	1.0%	0.3%	0.2%
Construction	13.7%	4.7%	4.7%
Manufacturing	2.8%	3.1%	3.1%
Trade, Transportation, and Utilities	14.5%	15.2%	10.7%
Information	1.4%	0.9%	0.9%
Financial Activities	6.1%	3.2%	3.2%
Professional and Business Services	18.5%	8.2%	9.8%
Education and Health Services	23.5%	14.4%	12.3%
Leisure and Hospitality	8.7%	10.4%	3.9%
Other Services	8.1%	2.7%	1.6%
All government	<u>1.7%</u>	<u>37.0%</u>	<u>49.7%</u>
Total	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

Source: Washington Employment Security Department

Select Financial Data

Fair Financial and Operating Observations

Financial and operational reports for the 2015 to 2018 Kitsap County Fair & Stampede were provided by Kitsap County, and reviewed/analyzed for select financial and operating trends.

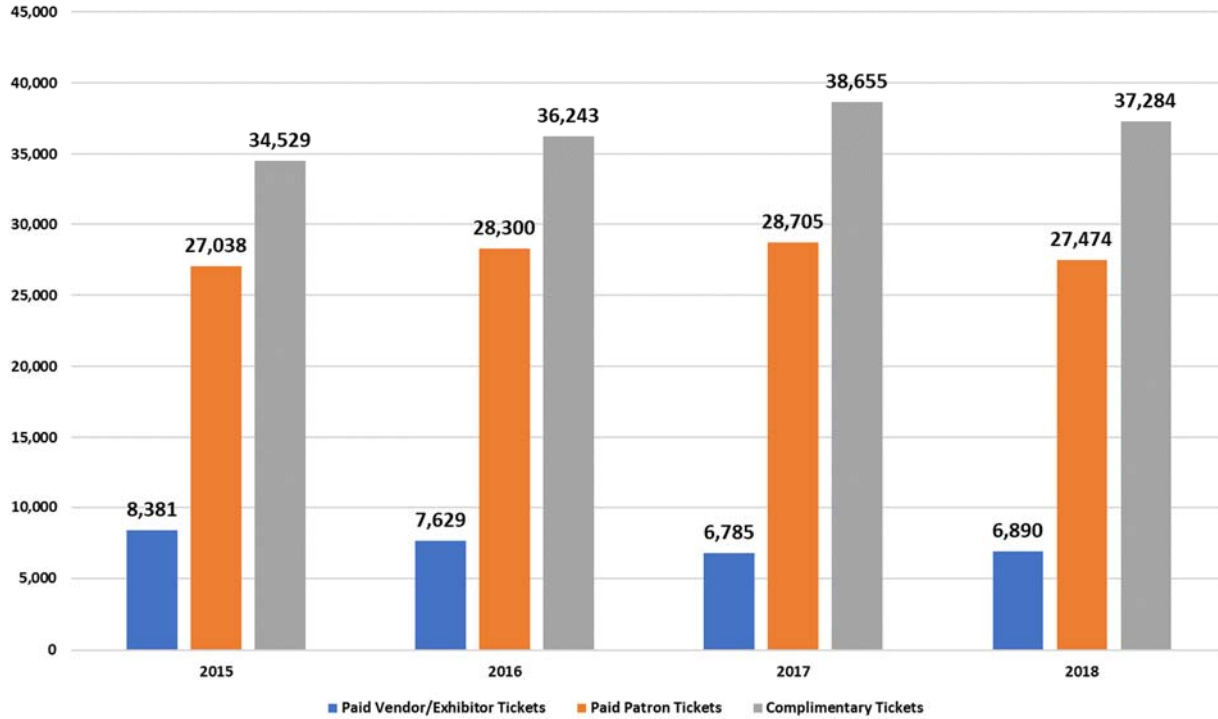
- According to E-Tix reports for the 2015 to 2018 Kitsap County Fairs, total attendance has averaged about 72,000 per year – ranging between 70,000 and 74,000 attendees over that period of time. Of the 72,000 average Fair attendees, 38.7% bought admission tickets to the Fair, 10.3% were vendors/exhibitors, and 50.9% were complimentary/free admissions.
- Based on age categories for persons age 5 and older, ticket sales have averaged about an 11 percent market penetration (total patron ticket sales divided by Kitsap County population age 5 and older). Overall total attendance market penetration for the Kitsap County Fair has been about 28% - compared with market penetrations ranging from 41% to 127% for comparable fairs.
- Between 2015 and 2018, per capita ticket sales (gate and arena events) ranged from \$6.98 to \$7.86 – reflecting discounts for Family Day, Military/First Responders Day, \$1 'til 1pm promotion, and senior and kid day promotions.
- In 2018, gross carnival ticket sales jumped by 45% over 2017 sales – from \$211,428 to \$306,461. Similarly, per capita carnival ticket sales increased from \$7.37 in 2017 to \$11.15 in 2018.
- The significant increase in total carnival ticket sales in 2018 can be attributed to a number of factors, including (1) overall improved economic conditions, (2) increase in carnival advance and on-site prices, and (3) change in the mix of pre-sale versus on-site ticket sales.
- Parking revenue increased slightly in 2018, despite a decline in paid and overall attendance over 2017.
- Gross per paid attendee concession sales increased from \$12.23 in 2017 to \$14.12 in 2018 – a 15.5% increase.
- Overall, all attendees at the 2018 Kitsap County Fair spent an average of \$13.77 per person on gate admissions, arena entertainment, carnival rides, concession purchases and parking. Of that amount, the Fair received a net of \$6.61 per person.
- To generate additional revenues in future Fairs, the percentage and overall number of paid attendees (gate admissions and arena entertainment) must be increased to at least 65 to 70 percent of total attendees (now at about 38 percent).
- To attract more people to future Fairs, changes are needed to market the event (e.g., add social media, separate website from Parks & Recreation), varied programming to appeal to an aging population, and revised layout of the Fair to bring carnival and entertainment offerings more to the front/center of the grounds.

Using the E-Tix reports for the 2015 to 2018 Fair & Stampede, ticket sales and attendance trends (by ticket/attendee type) were prepared.

Kitsap County Fair & Stampede				
Attendance Comparison 2015 - 2018				
Category	2015	2016	2017	2018
Adult Tickets (13 - 64)				
Adult Fair Only	6,066	7,749	7,363	6,386
Adult Xtreme Bulls Combo	783	580	375	637
Arena Floor Seating Bulls	10	18	63	106
Arena Floor Seating Rodeo	208	30	53	168
Box Seating Bulls	108	99	44	109
Box Seating Rodeo	14	116	114	146
Adult Derby Combo	912	1,243	1,199	1,406
Adult Rodeo Combo	1,178	1,977	1,661	1,866
Pre-Sale Arena Floor Rodeo	7	496	0	0
Pre-Sale Arena Floor Bulls	92	72	0	0
Pre-Sale Derby Combo Adult	<u>64</u>	<u>111</u>	<u>299</u>	<u>120</u>
Total	<u>9,442</u>	<u>12,491</u>	<u>11,171</u>	<u>10,944</u>
Senior Tickets (60+)				
Senior Fair Only	858	1,045	1,042	1,008
Senior Day	1,290	930	1,084	728
Pre-Sale Derby Combo-Senior	11	12	37	46
Senior Rodeo Combo	197	287	228	315
Senior Derby Combo	<u>67</u>	<u>103</u>	<u>109</u>	<u>161</u>
Total	<u>2,423</u>	<u>2,377</u>	<u>2,500</u>	<u>2,258</u>
Youth Tickets (6 - 12)				
Pre-Sale Derby combo Youth	26	27	85	120
Youth Fair Only	1,163	1,652	1,474	1,274
Kids Day	1,016	692	706	498
Youth Rodeo Combo	208	362	364	320
Youth Derby Combo	<u>204</u>	<u>309</u>	<u>275</u>	<u>299</u>
Total	<u>2,617</u>	<u>3,042</u>	<u>2,904</u>	<u>2,511</u>
All Age Tickets				
Pre-Sale All Ages Fair-Rodeo Combo	879	928	1,064	714
Pre-Sale All Ages-Bulls Combo	558	227	272	366
Family Day	2,767	3,080	3,643	3,329
Military/First Responders-Fee Fair & Rodeo	2,896	1,605	2,040	2,004
Pre-sale Season Pass	115	0	0	25
Wrangler Voucher	92	0	0	0
Derby-Friends and Family	500	300	300	300
\$1 till Noon/4pm	<u>4,749</u>	<u>4,250</u>	<u>4,811</u>	<u>5,023</u>
Total	<u>12,556</u>	<u>10,390</u>	<u>12,130</u>	<u>11,761</u>
Total Patron Ticket Sales	<u>27,038</u>	<u>28,300</u>	<u>28,705</u>	<u>27,474</u>
Vendors/Exhibitors				
Vendor-Single Day	370	350	274	280
Exhibitor	7,990	7,250	6,465	6,555
Helper 1 Day	<u>21</u>	<u>29</u>	<u>46</u>	<u>55</u>
Total	<u>8,381</u>	<u>7,629</u>	<u>6,785</u>	<u>6,890</u>
Total Paid	<u>35,419</u>	<u>35,929</u>	<u>35,490</u>	<u>34,364</u>
Complimentary				
Complimentary Derby Combo	0	2,854	2,727	2,507
Complimentary Combo	6,602	6,976	6,105	5,995
Complimentary one day	8,108	7,772	8,008	7,862
Complimentary Season	9,760	9,195	7,025	7,255
Complimentary Single Day	5,081	4,930	4,602	4,440
Complimentary Bulls Combo	0	0	1,756	1,188
Youth Complimentary Rodeo	603	621	504	549
Stampede Club & VIP Tickets	4,125	3,645	3,775	3,375
VIP-One Day	250	250	250	250
Kids 5 & Under Free	<u>0</u>	<u>0</u>	<u>3,903</u>	<u>3,863</u>
Total	<u>34,529</u>	<u>36,243</u>	<u>38,655</u>	<u>37,284</u>
Total Attendance	<u>69,948</u>	<u>72,172</u>	<u>74,145</u>	<u>71,648</u>

Source: Kitsap County

Kitsap County Fair & Stampede Attendance by Ticket Type, 2015 - 2018



Kitsap County Fair & Stampede Attendance Market Penetration 2015 - 2018

Description	2015	2016	2017	2018 ⁽¹⁾
Adult Ticket Sales (Age 18 - 64)	<u>9,442</u>	<u>12,491</u>	<u>11,171</u>	<u>10,944</u>
Estimated Population, Age 18 - 64	<u>163,008</u>	<u>164,392</u>	<u>165,393</u>	<u>165,393</u>
Market Penetration Rate	<u>5.8%</u>	<u>7.6%</u>	<u>6.8%</u>	<u>6.6%</u>
Senior Ticket Sales (Age 65+)	<u>2,423</u>	<u>2,377</u>	<u>2,500</u>	<u>2,258</u>
Estimated Population, Age 65+	<u>38,951</u>	<u>39,151</u>	<u>39,338</u>	<u>39,338</u>
Market Penetration Rate	<u>6.2%</u>	<u>6.1%</u>	<u>6.4%</u>	<u>5.7%</u>
Youth Ticket Sales (Age 6 - 17)	<u>2,617</u>	<u>3,042</u>	<u>2,904</u>	<u>2,511</u>
Estimated Population, Age 5 - 18	<u>42,254</u>	<u>44,267</u>	<u>46,087</u>	<u>46,087</u>
Market Penetration Rate	<u>6.2%</u>	<u>6.9%</u>	<u>6.3%</u>	<u>5.4%</u>
All Patron Ticket Sales (Age 5+)	<u>27,038</u>	<u>28,300</u>	<u>28,705</u>	<u>27,474</u>
Estimated Population, Age 5+	<u>244,213</u>	<u>247,810</u>	<u>250,818</u>	<u>250,818</u>
Market Penetration Rate	<u>11.1%</u>	<u>11.4%</u>	<u>11.4%</u>	<u>11.0%</u>

⁽¹⁾ Used 2017 estimated populations as 2018 unavailable - immaterial difference

Source: American Fact Finder, Kitsap County

The tables below present Fair & Stampede revenue and per capita spending trends for 2015 to 2018.

**Kitsap County Fair & Stampede
Revenue Summary, 2015 - 2018**

Category	2015	2016	2017	2018
Gate Admission Per Etix	<u>\$188,825</u>	<u>\$218,000</u>	<u>\$212,692</u>	<u>\$216,062</u>
Gross Carnival Revenue	<u>N/A</u>	<u>\$218,129</u>	<u>\$211,428</u>	<u>\$306,461</u>
Net Carnival Revenue to Fair	<u>\$72,090</u>	<u>\$75,766</u>	<u>\$73,247</u>	<u>\$107,681</u>
Parking Revenue	<u>\$47,612</u>	<u>\$72,669</u>	<u>\$72,669</u>	<u>\$75,718</u>
Gross Concessions	<u>\$297,227</u>	<u>\$342,255</u>	<u>\$351,183</u>	<u>\$387,872</u>
Net Concessions to Fair	<u>\$54,688</u>	<u>\$62,155</u>	<u>\$71,701</u>	<u>\$73,646</u>

Source: Kitsap County, Markin Consulting

**Kitsap County Fair & Stampede
Paid Attendance Revenue Trends - Per Capita on Paid Patrons**

Category	2015	2016	2017	2018
Paid Patron Attendance Per Etix	<u>27,038</u>	<u>28,300</u>	<u>28,705</u>	<u>27,474</u>
Gate Admission	<u>\$6.98</u>	<u>\$7.70</u>	<u>\$7.41</u>	<u>\$7.86</u>
Gross Carnival Revenue	<u>N/A</u>	<u>\$7.71</u>	<u>\$7.37</u>	<u>\$11.15</u>
Net Carnival Revenue to Fair	<u>\$2.67</u>	<u>\$2.68</u>	<u>\$2.55</u>	<u>\$3.92</u>
Parking Revenue	<u>\$1.76</u>	<u>\$2.57</u>	<u>\$2.53</u>	<u>\$2.76</u>
Gross Concessions	<u>\$10.99</u>	<u>\$12.09</u>	<u>\$12.23</u>	<u>\$14.12</u>
Net Concessions to Fair	<u>\$2.02</u>	<u>\$2.20</u>	<u>\$2.50</u>	<u>\$2.68</u>

Source: Kitsap County, Markin Consulting

**Kitsap County Fair & Stampede
Total Attendance Revenue Trends - Per Capita on Total Attendance**

Category	2015	2016	2017	2018
Total Attendance Per Etix	<u>69,948</u>	<u>72,172</u>	<u>74,145</u>	<u>71,648</u>
Gate Admission	<u>\$2.70</u>	<u>\$3.02</u>	<u>\$2.87</u>	<u>\$3.02</u>
Gross Carnival Revenue	<u>N/A</u>	<u>\$3.02</u>	<u>\$2.85</u>	<u>\$4.28</u>
Net Carnival Revenue to Fair	<u>\$1.03</u>	<u>\$1.05</u>	<u>\$0.99</u>	<u>\$1.50</u>
Parking Revenue	<u>\$0.68</u>	<u>\$1.01</u>	<u>\$0.98</u>	<u>\$1.06</u>
Gross Concessions	<u>\$4.25</u>	<u>\$4.74</u>	<u>\$4.74</u>	<u>\$5.41</u>
Net Concessions to Fair	<u>\$0.78</u>	<u>\$0.86</u>	<u>\$0.97</u>	<u>\$1.03</u>

Source: Kitsap County, Markin Consulting

Entertainment Activities

The following pages present the various free and paid entertainment available to the public. It was noted that there is overlap of some of the free acts/offerings occurring at the same time. It would be better to stagger these entertainment offerings.

Kitsap County Fair & Stampede
Wednesday, August 22, 2018

Time	Stampede Center Stage	Stampede Pepsi Community Stage	Carnival	Lumberjack Show	Sheriff's K-9 Show	Arena
10:00 AM						
10:30 AM						
11:00 AM		Wacky West Show				
11:30 AM						
12:00 PM	Juggler					
12:30 PM						
1:00 PM						
1:30 PM	Cowgirl Tricks					
2:00 PM	Juggler	Wacky Contests				
2:30 PM						
3:00 PM	Magician	Just for Kicks				
3:30 PM						
4:00 PM						
4:30 PM	Juggler					
5:00 PM		Buck & Elizabeth				
5:30 PM						
6:00 PM	Hypnotist	Dance				
6:30 PM						
7:00 PM						
7:30 PM	Magician					Extreme Bulls
8:00 PM						
8:30 PM	Hypnotist					
9:00 PM						
9:30 PM						
10:00 PM						
10:30 PM						
11:00 PM						

Kitsap County Fair & Stampede
Thursday, August 23, 2018

Time	Stampede Center Stage	Stampede Pepsi Community Stage	Carnival	Lumberjack Show	Sheriff's K-9 Show	Arena
10:00 AM						
10:30 AM						
11:00 AM		Wacky Wild West Show				
11:30 AM						
12:00 PM	Juggler					
12:30 PM						
1:00 PM	Cowgirl Tricks	Dance				
1:30 PM						
2:00 PM	Juggler	Crazy Wacky Contest				
2:30 PM						
3:00 PM	Magician	Wacky West Show				
3:30 PM						
4:00 PM						
4:30 PM	Juggler					
5:00 PM		Wacky West Show				
5:30 PM						
6:00 PM	Hypnotist					
6:30 PM						PCRA Rodeo
7:00 PM						
7:30 PM	Magician					
8:00 PM						
8:30 PM	Hypnotist					
9:00 PM						
9:30 PM						
10:00 PM						
10:30 PM						
11:00 PM						

Kitsap County Fair & Stampede
Friday, August 24, 2018

Time	Stampede Center Stage	Stampede Pepsi Community Stage	Carnival	Lumberjack Show	Sheriff's K-9 Show	Arena		
10:00 AM								
10:30 AM								
11:00 AM		Wacky West Show						
11:30 AM								
12:00 PM	Juggler		Carnival	Juggler				
12:30 PM								
1:00 PM	Cowgirl Tricks							
1:30 PM								
2:00 PM	Juggler	Wacky Contest			Juggler			
2:30 PM								
3:00 PM	Magician	Bremerton Drill Team						
3:30 PM								
4:00 PM		The Dance Gallery						
4:30 PM	Juggler							
5:00 PM		Wacky West Show			Juggler			
5:30 PM								
6:00 PM	Hypnotist	Stodden Sisters						
6:30 PM							PCRA Rodeo	
7:00 PM					Juggler			
7:30 PM	Magician							
8:00 PM								
8:30 PM	Hypnotist							
9:00 PM								
9:30 PM								
10:00 PM								
10:30 PM								
11:00 PM								

Kitsap County Fair & Stampede
Saturday, August 25, 2018

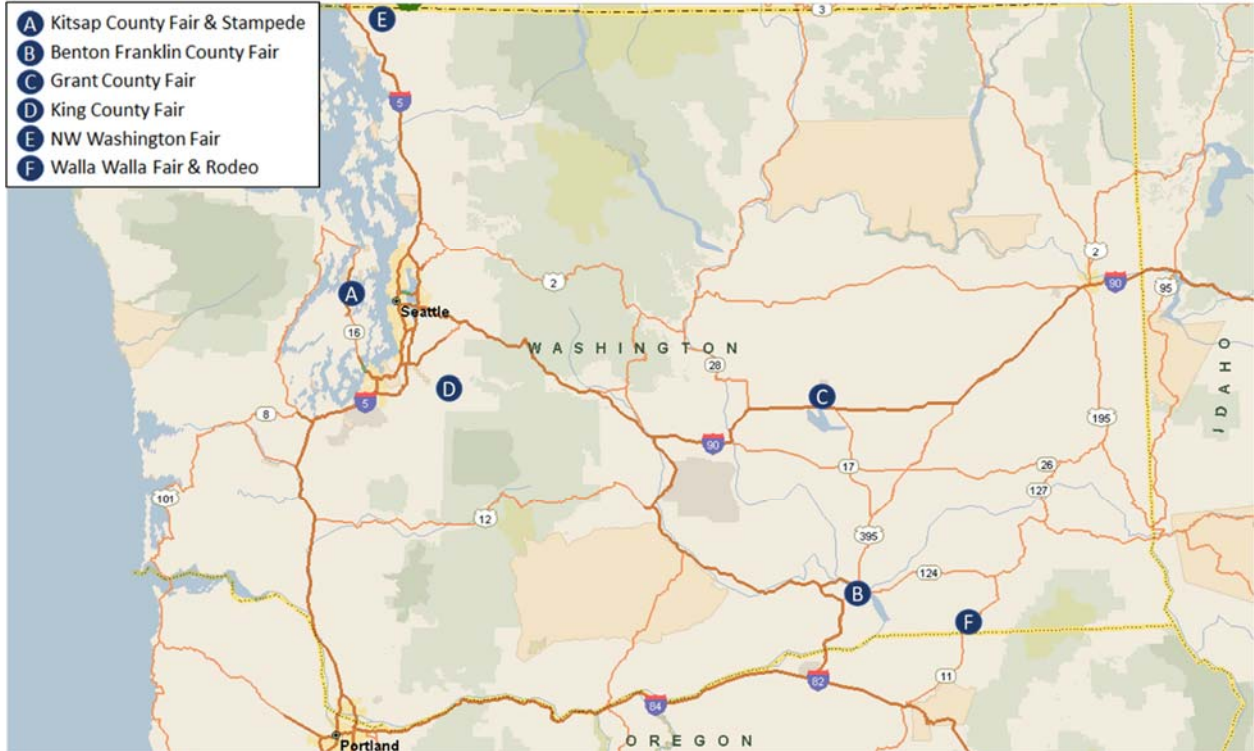
Time	Stampede Center Stage	Stampede Pepsi Community Stage	Carnival	Lumberjack Show	Sheriff's K-9 Show	Arena	
10:00 AM							
10:30 AM							
11:00 AM		Wacky West Show					
11:30 AM							
12:00 PM	Juggler	Country Cloggers	[Carnival]				
12:30 PM							
1:00 PM	Cowgirl	Sorano Karate					
1:30 PM	Tricks						
2:00 PM	Juggler	Wacky Contest					
2:30 PM							
3:00 PM	Magician	Synergy Dance Co.					
3:30 PM							
4:00 PM		Stodden Sisters					
4:30 PM	Juggler						
5:00 PM		Wacky West Show					
5:30 PM							
6:00 PM	Hypnotist	Whicker Club					
6:30 PM						PCRA Rode	
7:00 PM		Whicker Club					
7:30 PM	Magician						
8:00 PM							
8:30 PM	Hypnotist						
9:00 PM							
9:30 PM							
10:00 PM							
10:30 PM							
11:00 PM							

Kitsap County Fair & Stampede
Sunday, August 26, 2018

Time	Stampede Center Stage	Stampede Pepsi Community Stage	Carnival	Lumberjack Show	Sheriff's K-9 Show	Arena
10:00 AM						
10:30 AM						
11:00 AM		Wacky West Show				
11:30 AM						
12:00 PM	Juggler		Carnival			
12:30 PM						
1:00 PM						PCRA Rodeo
1:30 PM	Cowgirl Tricks					
2:00 PM	Juggler	Crazy Contest				
2:30 PM						
3:00 PM	Magician	Clark Dance Group Comp				
3:30 PM						
4:00 PM						
4:30 PM	Juggler					
5:00 PM		Big Show Wood Carvers				
5:30 PM						
6:00 PM	Magician					
6:30 PM						
7:00 PM						
7:30 PM						
8:00 PM						
8:30 PM						
9:00 PM						
9:30 PM						
10:00 PM						
10:30 PM						
11:00 PM						

Comparable Fairs

We researched 5 other Washington fairs and prepared a comparison of some of the key characteristics of those fairs with the Kitsap County Fair & Stampede. The map below shows the location of these fairs.



Kitsap County Fair & Stampede
Comparison of Select Demographic and Economic Data, 2016

	Kitsap County Fair	Benton Franklin County Fair	Grant County Fair	King County Fair	NW Washington Fair	Walla Walla Fair & Rodeo
City, State	Bremerton, WA	Kennewick, WA	Moses Lake, WA	Enumclaw, WA	Lynden, WA	Walla Walla, WA
County/Metro Population	260,131	279,116	93,259	2,117,130	212,284	60,338
Per Capita Income	\$32,801	\$25,263	\$20,409	\$43,629	\$27,810	\$27,736
Median Household Income	\$62,473	\$59,476	\$46,772	\$73,035	\$53,025	\$47,854
Unemployment Rate	6.0%	6.3%	6.2%	4.3%	6.3%	5.5%
Cost of Living (100 = US Average)	124	103	89	161	128	102

Source: Sperling's Best Places, US Census Bureau

Below are comparisons of select market, fair characteristics and pricing of the Fair & Stampede with other Washington fairs.

**Kitsap County Fair & Stampede
Comparison on Admission, Carnival and Parking Pricing - 2018 Fairs**

	Kitsap County Fair	Benton Franklin County Fair	Grant County Fair	King County Fair	NW Washington Fair	Walla Walla Fair & Rodeo
City, State	Bremerton, WA	Kennewick, WA	Moses Lake, WA	Enumclaw, WA	Lynden, WA	Walla Walla, WA
County Population (2017) ⁽¹⁾	266,414	290,296	95,158	2,188,649	221,404	60,567
Reported 2016 Attendance	72,172	120,000	66,000	N/A	184,000	76,696
Reported 2017 Attendance	74,145	119,930	68,500	N/A	N/A	N/A
Population Penetration Rate	27.8%	41.3%	72.0%	N/A	83.1%	126.6%
2018 Fair Dates	8/22-8/26	8/21-8/25	8/14-8/18	7/19-7/22	8/13-8/18	8/29-9/2
Number of Fair Days	5	5	5	4	6	5
Total Acreage	120	129	187	40	50	80
Gate Admission Prices (Age, Prices)						
Advance						
Adult	\$10	\$12	N/A	\$7	\$11 (13 - 61)	N/A
Senior	\$7	N/A	N/A	N/A	\$19 (62 and Up)	N/A
Youth	\$7	N/A	N/A	N/A	\$7 (6 - 12)	N/A
Gate						
Adult	\$10 (13 - 59)	\$15 (10 and Up)	\$8 (18 and Up)	\$10 (6 and Up)	\$13 (13 - 61)	\$10 (13 - 64)
Senior	\$7 (60 and Up)	\$5 (65 and Up)	\$8 (Same as Adult)	\$10 (65 and Up)	\$11 (62 and Up)	\$5 (65 and Up)
Youth	\$7 (6 - 12), Free (5 and Under)	\$2 (6-12), Free (Under 6)	\$5 (8 - 17), Free (7 and Under)	Free (5 and Under)	\$8 (6 - 12), Free (5 and Under)	\$5 (6 - 12), Free (5 and Under)
Special Day(s) discounts	Yes	Yes	Yes	Yes	Yes	N/A
Carnival						
Operator	Davis Amusements	Davis Amusements	Davis Amusements	Butler Amusements	Davis Amusements	Funtastic Shows
Wristbands	\$26 - \$35	\$35	N/A	N/A	\$29-\$38	\$30-\$32
Individual Tickets/Sheets	N/A	N/A	N/A	N/A	\$1.25	\$1 per ticket \$23 for 25 tickets
Paid Entertainment						
Concerts	Free	\$25	Free	Free	N/A	\$30-\$60
Motorsports	\$16-\$36	\$15	N/A	Free	\$12-\$15	\$17-\$25
Other	\$20-\$36	\$10	N/A	Free	N/A	\$15-\$22
Parking	\$6	\$10	N/A	\$5	Free	Free - \$5

Source: Listed Fairs

N/A: Not Available

⁽¹⁾ Census Bureau Estimate

KEY DATES FOR TRANSITIONING TO A NON-PROFIT													EXHIBIT C-1									
Task	Party Responsible	Start Date	Completion Date	April		May		June		Initial Deposit of Start-up Funds July 1, 2019	July		Aug	Sept	Oct	Nov	Dec	Official Date for Non-Profit to Take Over Fair & Stampede January 1, 2020	Jan		Feb	
Appoint Transition Team	Commissioners	4/1/2019	7/1/2019																			
File Federal and State for NP; Complete Articles of Incorporation	Legal Subgroup	6/1/2019	7/1/2019																			
Appoint Fair & Stampede Board	Commissioners	4/1/2019	7/1/2019																			
Board Receives Formal Board Training	Parks Director Contracts	5/1/2019	5/15/2019																			
Board Approves By-Laws and Develop Board Manual	Board	7/15/2019	8/1/2019																			
Board Approves By-Laws and Develop Board Manual	Subgroup Presents	4/1/2019	7/1/2019																			
Hire Manager	F & S Board	7/1/2019	8/15/2019																			
Negotiate MOU with County	Board & Manager	9/1/2019	11/1/2019																			
Set Up Checking Account with Two Signature Reuirements	Manager, Banking Subgroup, Board President	7/1/2019	7/15/2019																			
Solicit Department Superintendents	Manager	9/1/2019	11/1/2019																			
Solicit Department Superintendents	Manager	9/1/2019	12/1/2019																			

TRANSITION TEAM RESPONSIBILTIES AND SCHEDULE

Exhibit C-2

Subgroups of Transition Team	Transition Team Responsibilities	Start Date	Completion Date	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Legal Subgroup	Articles of Incorporation (S)	4/15/2019	6/1/2019		■	■	■					
	By-laws (S)	5/1/2019	7/1/2019		■	■	■					
	Ethical Practices & Standards	6/1/2019	7/1/2019			■	■					
	Standardize contracts (S)	6/1/2019	8/1/2019			■	■	■				
Accounting Subgroup	Research Best Accounting System	4/15/2019	5/15/2019		■	■						
	Travel Expense Report (S)	6/1/2019	7/1/2019			■	■					
	Accounting and Business Processes and Safeguards	4/15/2019	5/15/2019		■	■						
	Auditing/Review Schedule	8/1/2019	9/1/2019					■	■			
	Cost Code Development (S)	7/1/2019	8/1/2019				■	■				
	Research Best Bookkeeping Service	4/15/2019	7/1/2019		■	■	■	■				
Banking Subgroup	Research Best Credit Card	6/1/2019	8/1/2019			■	■	■	■			
	Research Best Credit Card Processing	7/1/2019	9/1/2019				■	■	■			
	Research Best Bank Account	8/1/2019	9/1/2019					■	■			
Insurance - Risk Subgroup	Research Best E & O Insurance for Board	6/1/2019	8/1/2019			■	■	■	■			
	Reserarch Best General Liability Policy	7/1/2019	8/1/2019				■	■				
	Research Best Worker's Comp Policy	7/1/2019	9/1/2019					■	■			
	Insurance requirements for contracts (S)	6/1/2019	8/1/2019			■	■	■	■			
HR Subgroup	Research and Prepare Personnel Manual (S)	6/1/2019	9/1/2019			■	■	■	■			
	HR Packets(S)	6/15/2019	7/15/2019			■	■					
	Research temp employment companies & rates	9/1/2019	11/1/2019						■	■	■	
	Manager Position Descriptions	6/1/2019	7/1/2019			■	■					
	Fair and Stampede Employee and Volunteer Position Descriptions	9/1/2019	1/1/2020						■	■	■	■

