

# LONG-TERM SUSTAINABILITY STUDY

# KITSAP COUNTY FAIR & STAMPEDE

January 16, 2019

PRESENTED BY:  
Don Hillman, Hillman Consulting Inc.  
Rod Markin, Markin Consulting LLC  
Katie Cannon, KCS Consulting, LLC

## **Study Objective:**

**Evaluate the Long-term Sustainability of the Kitsap County Fair & Stampede**

## **Scope:**

- ✓ **Analysis and Recommendations for Different Operating Models**
- ✓ **Evaluate the Current Business Model and Provide Recommendations**
- ✓ **Market Analysis for the Kitsap County Fair & Stampede**

# Kitsap County Fair & Stampede

## A County Gem

### Community Support and Participation

- ✓ Over 1,100+ volunteers
- ✓ Local sponsorship support of over \$200,000
- ✓ 25+ Non-profits contribute to the Fair's operation and programming
- ✓ Over 45+ 4H clubs participating in the Fair with 500+ exhibitors

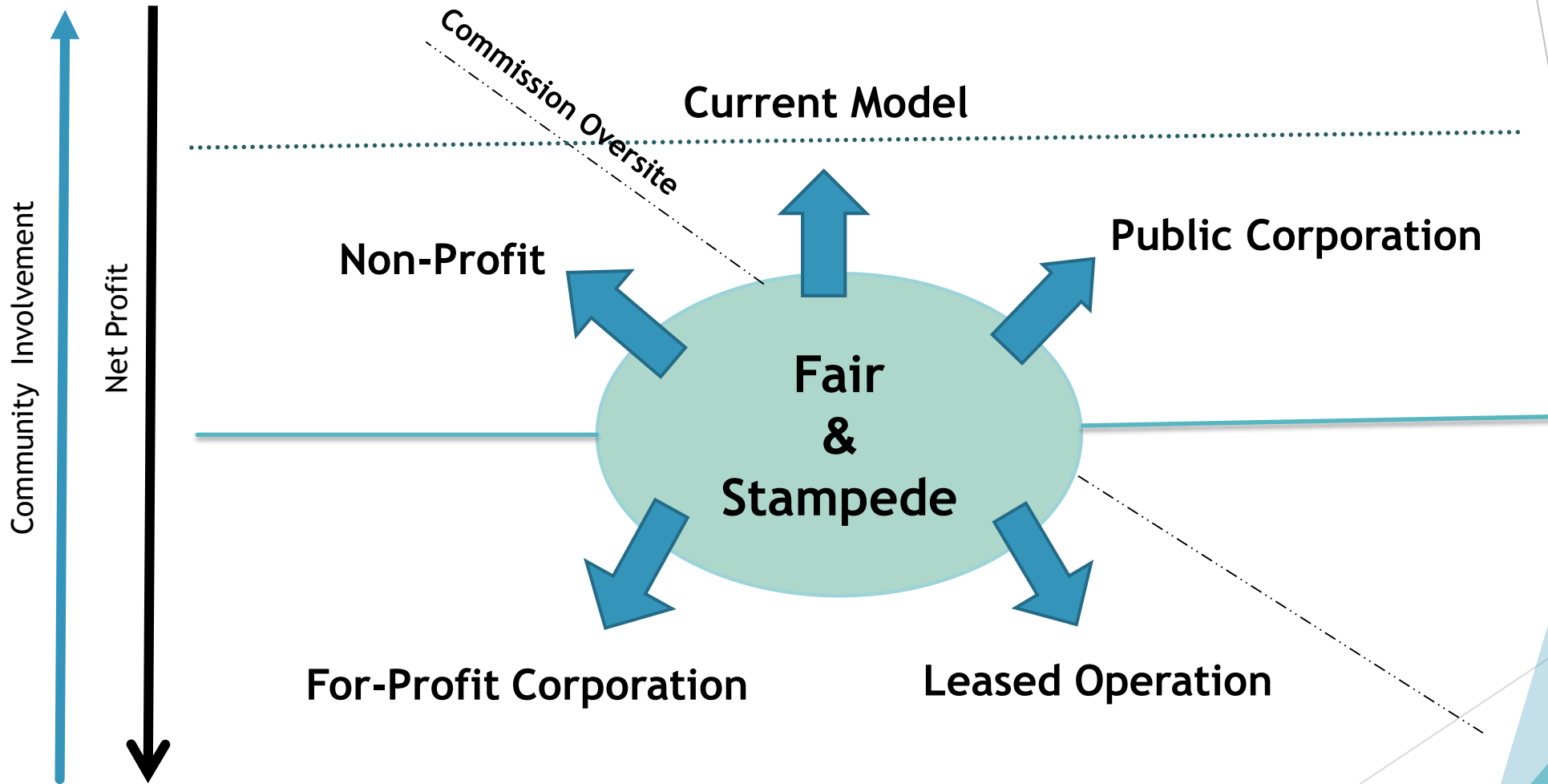
### Limited Competition

- ✓ Few events occur in Kitsap County during August

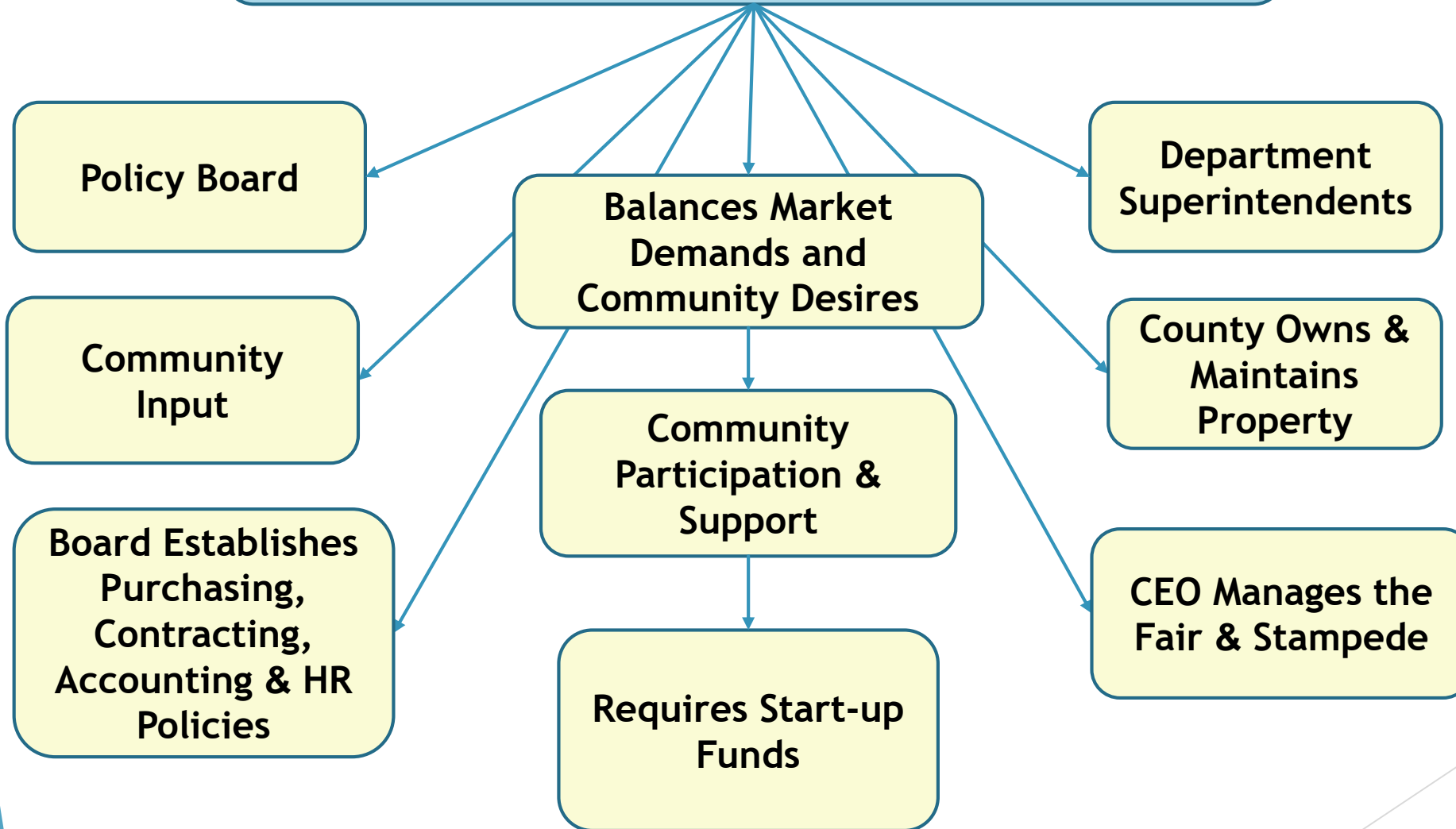
### Statewide Recognition

- ✓ One of the five best county fairs in Washington (Washington County Fairs Association)

# Model Evaluation



# Non-Profit Business Model



# Successful Model

Implementation of a well thought out plan

Provide structure to the transition

Funded adequately during the first few years of start-up

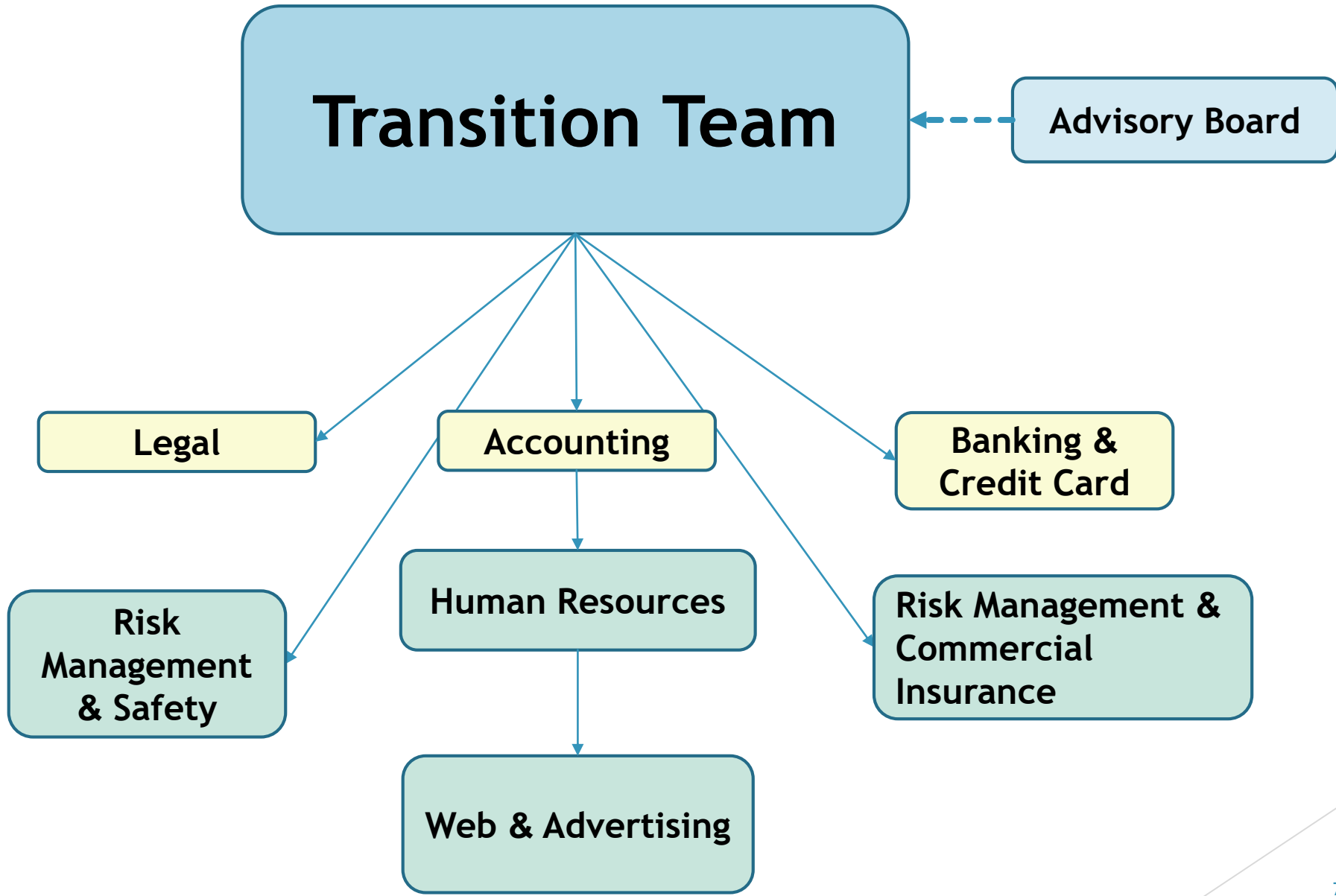
Commissioners appoint a policy board that understands how to successfully operate a business

The Board focuses on policy and leaves the actual management of the Fair & Stampede to the CEO

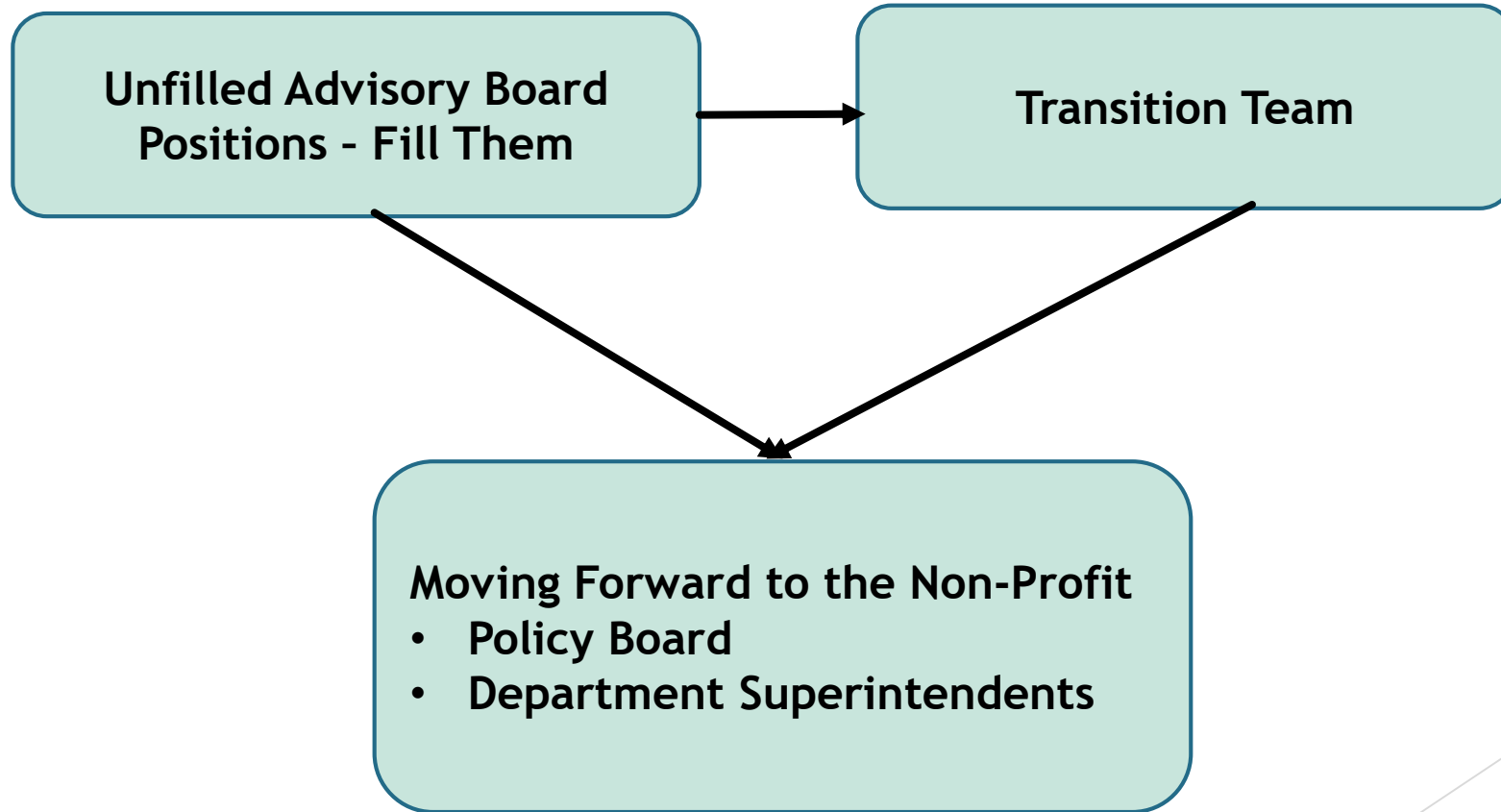
Commissioners understand the economic activity & benefits to the County that the Fair contributes

Not viewed as a profit center for the County Government

## A Path Traveled Before



# Fair & Stampede Advisory Board





# Non-Profit Timeline

## COMMISSIONERS - Exhibit C-1

- Select a Transition Team
- Contract with a Project Manager - Coordinator
- Appoint a Policy Board

## TRANSITION TEAM - Exhibit C-2

- Write Articles of Incorporation
- Research and Recommendations for Key Operational Policies and Systems

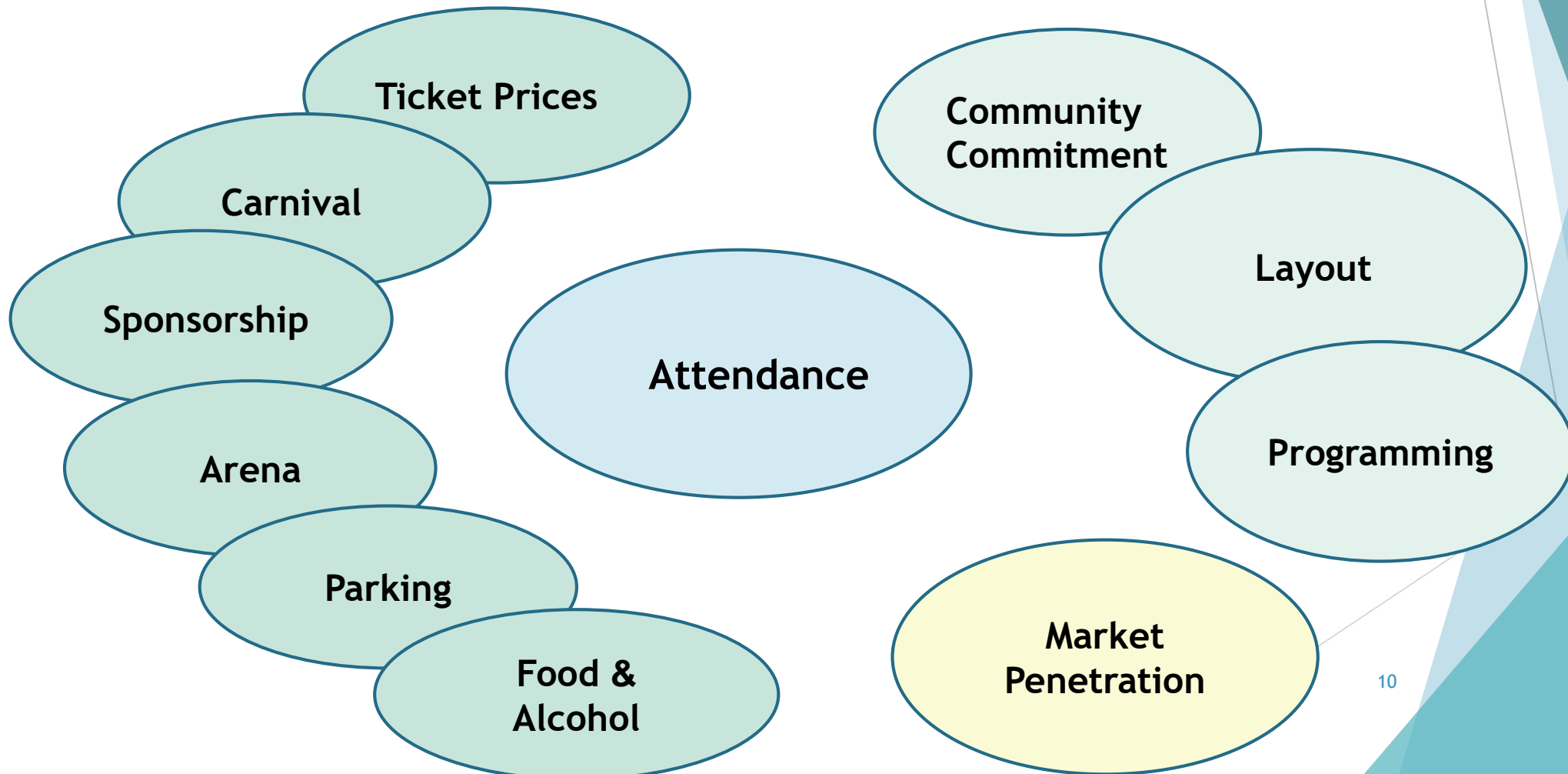
## NEW POLICY BOARD - Exhibit C-1

- Approve Articles of Incorporation
- Hire CEO
- Approve Operational Policy and Systems

## CEO - Exhibit C-1

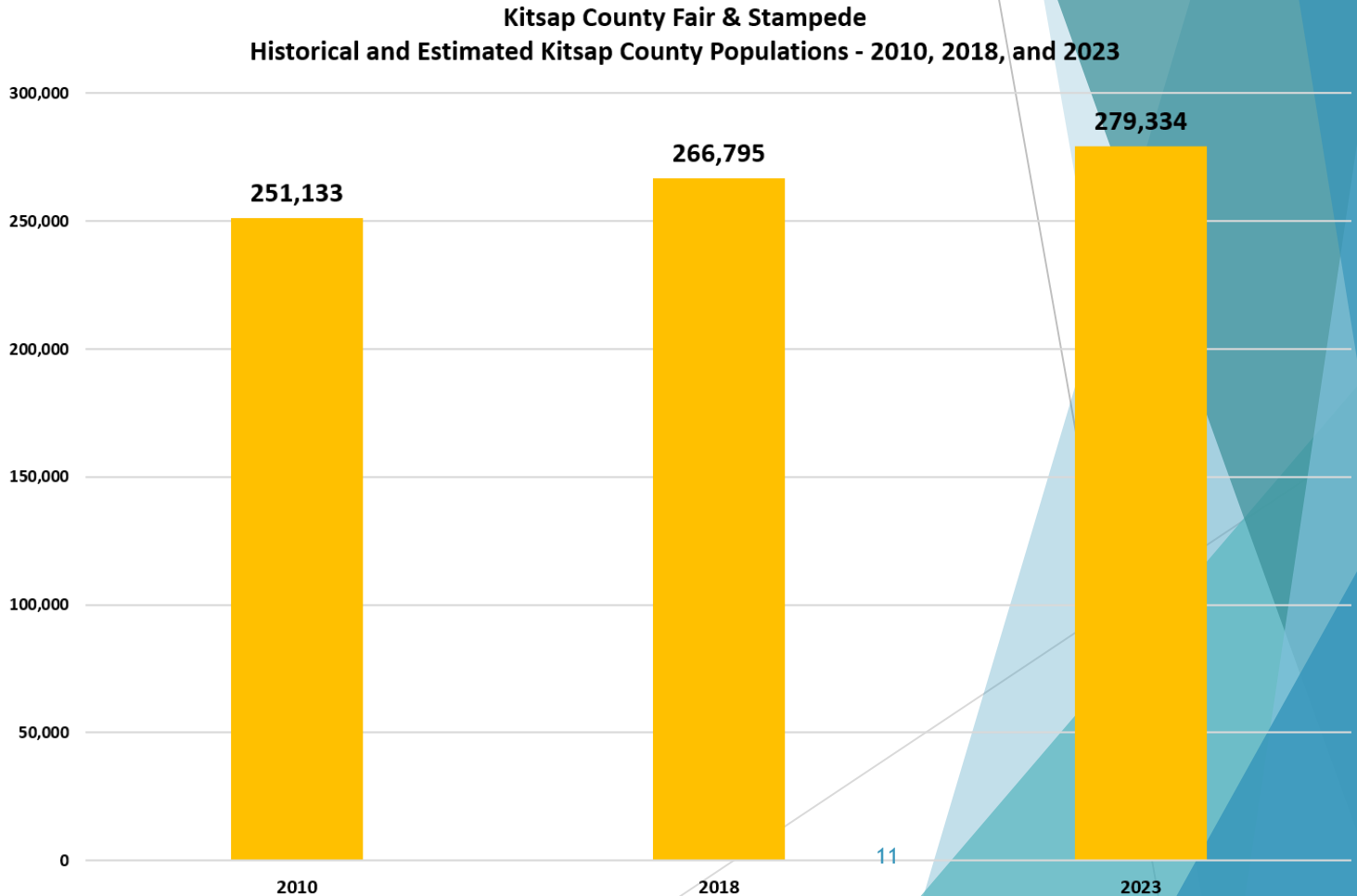
- Implement Board's Decisions
- Hires Assistant
- Solicits Key Volunteers & Community Contacts
- Develops & Implements Strategies & Plans for Fair & Stampede

# Fair & Stampede Observations



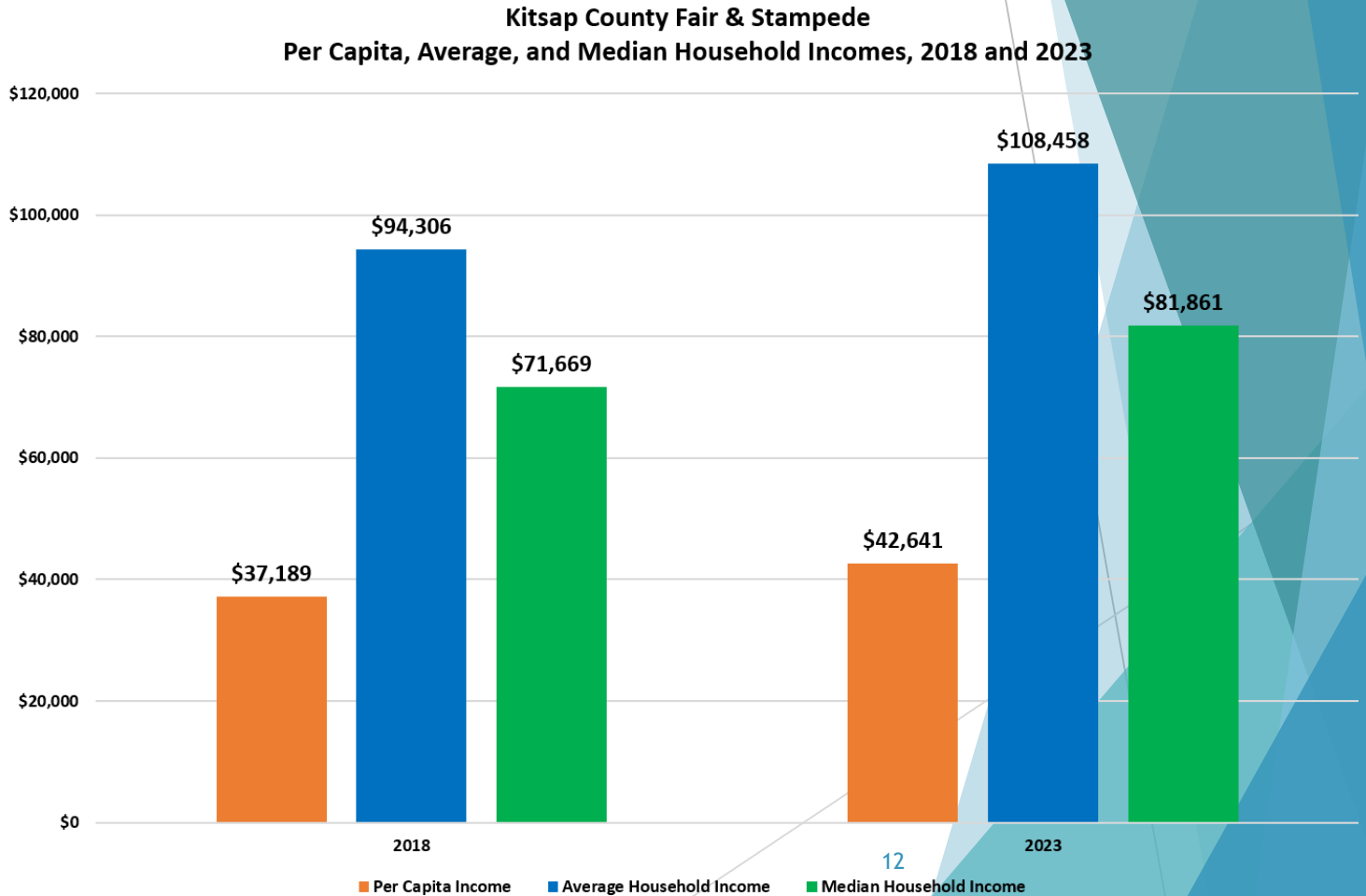
# Market and Operating Analysis

- Demographics
  - Population Growth
  - Household Income
  - Age Segment Trends
- Attendance Trends
- Per Capita Spending
- Comparable Fairs



# Market and Operating Analysis

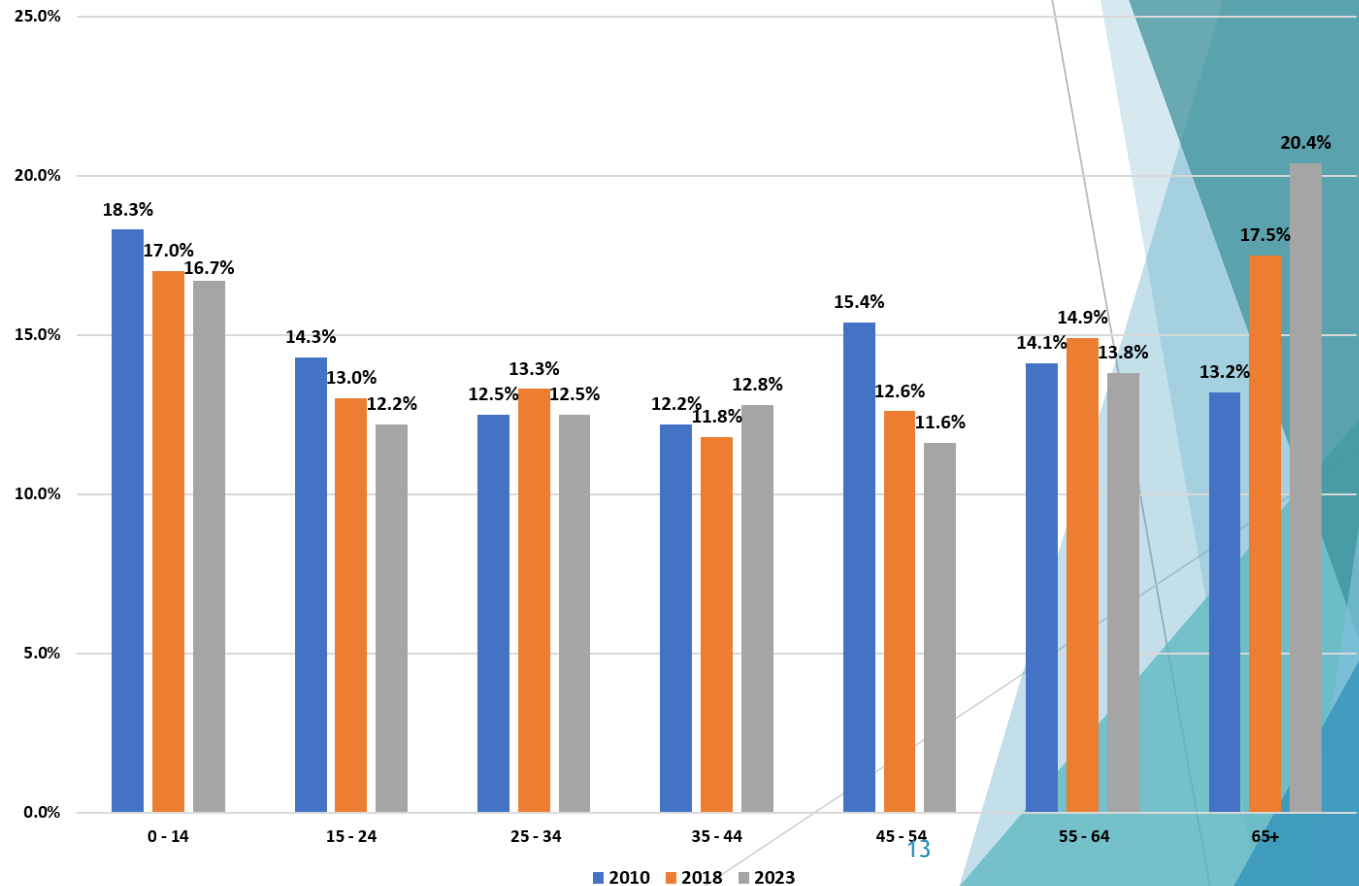
- Demographics
  - Population Growth
  - Household Income
  - Age Segment Trends
- Attendance Trends
- Per Capita Spending
- Comparable Fairs



# Market and Operating Analysis

- Demographics
  - Population Growth
  - Household Income
  - Age Segment Trends
- Attendance Trends
- Per Capita Spending
- Comparable Fairs

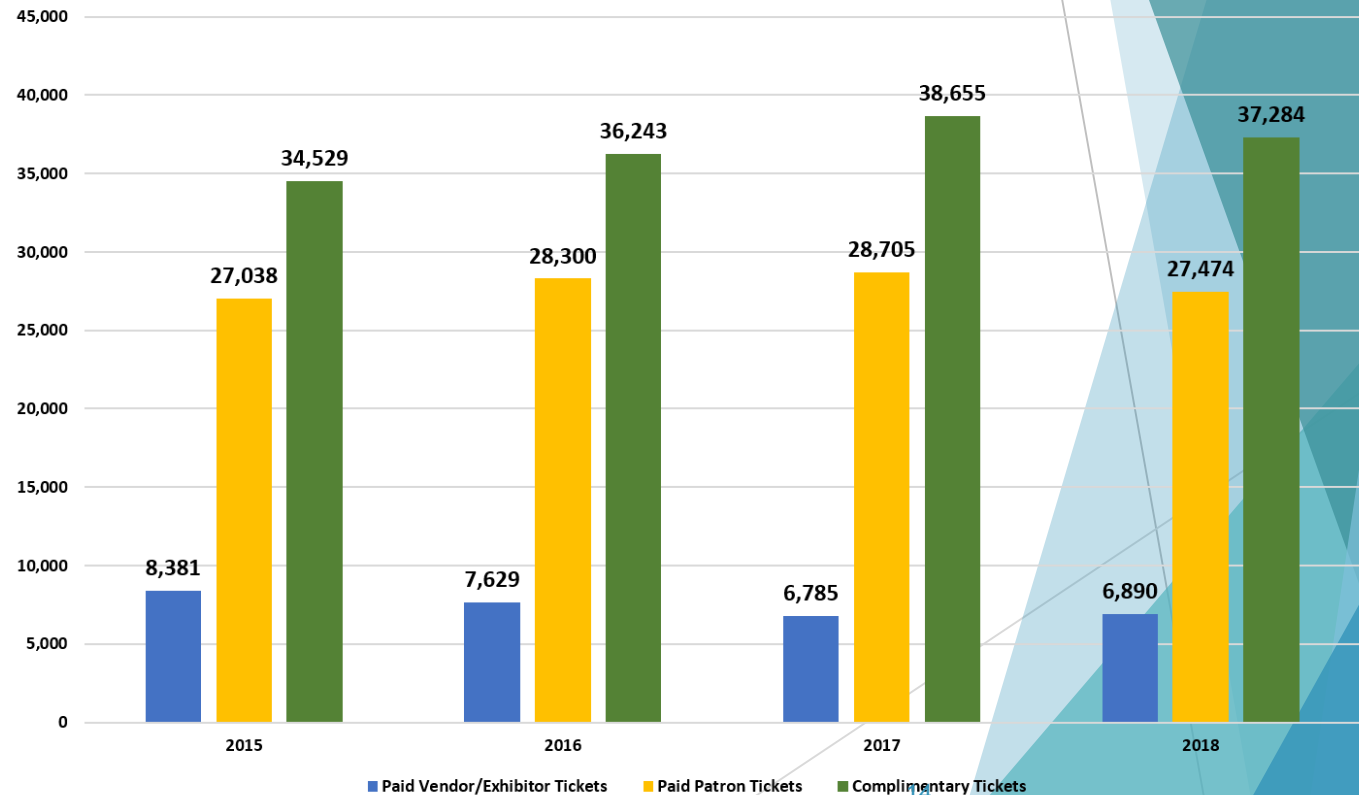
Kitsap County Fair & Stampede  
Age Segment Distribution



# Market and Operating Analysis

- Demographics
  - Population Growth
  - Household Income
  - Age Segment Trends
- Attendance Trends
- Per Capita Spending
- Comparable Fairs

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



# Market and Operating Analysis

- Demographics
  - Population Growth
  - Household Income
  - Age Segment Trends
- Attendance Trends
- Per Capita Spending
- Comparable Fairs

Description	2015	2016	2017	2018 <sup>(1)</sup>
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 - 17	<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>

# Fair & Stampede Recommendations

2019 vs Future Fairs

Fair Admission & Fee Structure

Programming

Communication & Training

Layout

Financial Information & Accounting

Marketing & Advertising

Sponsorship

Length of the Fair & Stampede

Contracting & Purchasing

Fair Dates



# Questions & Comments