



November 30, 2018

Governance Sub-Committee Members and Staff:

This draft business plan is submitted for your review and feedback. The results of this review will help frame the on-going development of the Solano County Fair Association's (SCFA) new business model and its upcoming 2019 Budget submittal to the Solano County Board of Supervisors.

As part of internal efforts to operate in a more business-like fashion, SCFA has chosen to structure the plan as if it was a submittal to a financial lender. As such, the plan includes supporting documents as well as pertinent analysis and studies.

While SCFA is not seeking financing, it is asking the Board of Supervisors to continue supporting the County's investment in SCFA operations and management of the Solano County Fairgrounds. SCFA is mindful that there are "underwriting criteria" to this continued support.

The plan is submitted in draft form but is also intended to be a living document that is continually refined and updated.

Thank you for your consideration. SCFA's Board of Directors and staff look forward to your comments and feedback.

Respectfully,

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