

FINANCIAL REPORT

Economic Impact Assessment of Mansfield Park

February 2019



STEWARDSHIP STRATEGIES
Design | Planning | Historic Preservation | Economic Development

INTRODUCTION

This Financial Report for the Mansfield Park Economic Impact Assessment is intended to provide project stakeholders with financial information - including monthly sales tax revenues, facility revenues and expenditures, economic impact figures and other relevant factors - so that elected and appointed officials and community leaders can have a solid understanding of the financial position, challenges and opportunities of Mansfield Park.

Included in this Financial Report are the economic impact of Mansfield Park on Bandera County in 2018, alternate scenarios for the economic impact of Mansfield Park and other relevant financial information and analysis, reported monthly sales tax revenues for Bandera County and the City of Bandera over the last several years, and revenues and expenditures from the Mansfield Park fund of the Bandera County Budget.

A history of Mansfield Park is omitted from this document, as it does not provide information or context that is necessary to an understanding of the data, information and observations provided in the Financial Report. A history will be provided in the final report for context and so that readers who are not familiar with the facility can understand how Mansfield Park has contributed to the Cowboy Capital of the World over time.



Sponsor recognition at the 4th Annual Bandera Pro Rodeo Association PRCA Rodeo on Memorial Weekend, 2018.

EXECUTIVE SUMMARY

The Mansfield Park Economic Impact Assessment is assessing a facility with multiple events held throughout the year, and the timeline of the project captures a full year of event observations. An accurate economic impact study looks at money that comes into the community because of the venue, and this assessment is looking specifically at events that draw visitors from outside of Bandera County and observing how many people attend events, how long they stay, whether they spend time and/or money in Bandera County and whether they would have come if the event were not happening.

The most important takeaway from the Financial Report is that the economic impact to Bandera County is maximized when local businesses are making sales, not when event attendees are spending money with out-of-town event vendors.

Three important lessons learned thus far in the economic impact analysis are:

- 1. Mansfield Park has room to add more events to the annual calendar, including large events that will attract visitors from outside Bandera County.**
- 2. The larger the out-of-town event attendance, the greater the economic impact to Bandera County.**
- 3. The amount of money spent per visitor is highest for those who attend multi-day festivals and rallies. However, when that money is spent with out-of-town vendors, the money does not provide economic impact to Bandera County.**

The Economic Impact Assessment is planned to continue through May 2019 so that two full years of the largest annual events – Thunder in the Hill Country and the PRCA Rodeo – can be captured and compared. Outdoor events are weather-dependent and cloudy, rainy and hot conditions can negatively impact attendance and therefore economic impact. In the interest of obtaining the most accurate data possible in that timeframe, two years of the largest annual events will be included in the observation and data gathering. Please expect the final report in June 2019.



Vendors at the Wild Hog Explosion, 2018.

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Economic impact from keys locked in a vehicle at the 2018 Wild Hog Explosion.

SUMMARY OF COMPLETED WORK

The Mansfield Park Economic Impact Assessment is assessing a facility with multiple events held throughout the year, and the timeline of the project captures a full year of event observations. An accurate economic impact study looks at money that comes into the community because of the venue, and this assessment is looking specifically at events that draw visitors from outside of Bandera County and observing how many people attend events, how long they stay, whether they spend time and/or money in Bandera County and whether they would have come if the event were not happening.

In November 2018 an Interim Report was presented to the Bandera County Commissioners and the Bandera Economic Development Corporation to provide a progress update and lessons learned to the project stakeholders. The Interim Report and the EDC Addendum to the Report are both available at www.stewardshipstrategies.com. The key takeaways from the Interim Report were:

- 1. Rodeo arena and fairgrounds facilities that are owned by cities and counties do not pay for themselves.**
- 2. Rodeo arena and fairground facilities that have a full-time manager have more events and therefore more visibility and revenue.**
- 3. Large, multi-day, festival-type events such as rodeo finals and biker rallies that utilize the whole park and draw visitors have the largest economic impact.**
- 4. Running a facility that is comfortable for and attractive to event attendees will get you the crowds and word-of-mouth advertising you need.**

The events and activities in Bandera that have been observed thus far have been:

- Wild Hog Explosion (March 2018)
- Thunder in the Hill Country Motorcycle Rally (March 2018)
- Bandera PRCA Rodeo (May 2018)
- Riding the River Cowboy Church Ranch Rodeo (July 2018)
- Frontier Times Museum Ranch Rodeo (September 2018)
- Rumble on the River Motorcycle Rally (September 2018)

Events remaining to be observed for the report include:

- Thunder in the Hill Country Motorcycle Rally (March 2019)
- Bandera PRCA Rodeo (May 2019)

In addition to the event, activity and resulting attendance and traffic observations, a number of business owners, county officials and residents have generously provided information through interviews. That information will be used in the final report and is not included in this document. Interviews will continue through the duration of the project. If you would like to participate in an interview or provide information, please contact the Project Consultant at britin@stewardshipstrategies.com.

MANSFIELD PARK'S 2018 ECONOMIC IMPACT

Measuring Economic Impact

Economic impact is a measure of how much revenue is brought into a defined area by specific events or spending patterns. This project used data and observations for the calendar year 2018 to estimate the economic impact of Mansfield Park on Bandera County - that is, the money that was brought into Bandera County in 2018 because of events and activities at Mansfield Park that could not have happened elsewhere in the county because a similar venue was not available. The estimate uses event attendance, spending patterns, sales tax reporting and interviews over the year to provide a total impact value.

Mansfield Park's 2018 Economic Impact

The economic impact of events and activities at Mansfield Park was \$3.2 million in 2018!

To calculate this impact, the project looked at:

1. The number and type of events in 2018
2. Event attendance numbers
3. Visitor spending levels

Economic Impact Data

To calculate this impact, the project evaluated:

1. *The number and type of events in 2018:*

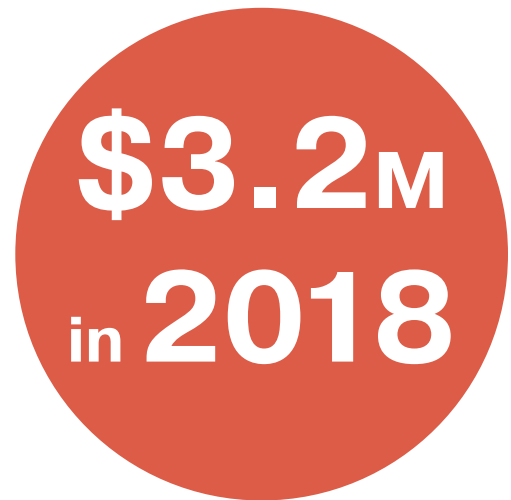
In 2018, Mansfield Park hosted events on 144 days or 39% of the year, including 51 4-H event days, 32 rodeo event days, 21 rally/festival days, and 31 community and private event days. 34 of those event days or 9% of the year had a significant number of out of town attendees, and those were the events used to evaluate impact.

2. *Event Attendance Numbers:*

In 2018, the events at Mansfield Park that drew out of town attendees had a total attendance of more than 8,500 people - nearly 9 times the population of the City of Bandera! Approximately 6,000 of those attendees were from out of town, with the two annual motorcycle rallies drawing the most out of town attendees (and generating the largest economic impact).

3. *Visitor Spending Levels*

Out of town visitors to Mansfield Park events spend on average about \$120 per person per day when they stay overnight in Bandera County, and about \$46 per person per day when they visit for the day. The average is higher for motorcycle rally attendees who stay overnight, and they report spending about \$235 per person per day. However, at least half of their spending is with out-of-town vendors at the rally, who often buy their products out of Bandera and spend those revenues out of Bandera, so at least half of the motorcycle rally spending is not captured in Bandera and is not counted toward economic impact.



MANSFIELD PARK'S 2018 ECONOMIC IMPACT (Continued)

Economic Impact Details

Total Labor Income: \$911,244

Total Value Added: \$1,544,248

Total Output: \$3,276,894

Bandera County Sales Tax: \$7,947*

Bandera County Hotel Occupancy Tax: \$32,263*

Bandera County Property Tax: \$67,466*

Economic Impact Definitions

The most important type of impact is Labor Income, which is a more direct measure of how the financial well being of Bandera County residents is improved by the activity generated by Mansfield Park. The other terms are part of the impact estimates, but are less meaningful when making policy decisions.

Direct Effect: the financial impact of the money initially spent for the event or series of events, or by the event attendees, but only in the study area (Bandera County).

Indirect Effect: the results of business-to-business transactions caused by the direct effects. The indirect effect is a measure of this increase in business-to-business activity after the initial spending (direct effects).

Induced Effect: the results of increased personal income caused by the direct and indirect effects. This is a measure of household-to-business activity after direct and indirect effects have increased personal income.

Total Effect: the combination of Direct, Indirect and Induced Effects.

Labor Income: the more conservative measure of economic impact, which represents the increase in total money paid to local employees in the form of salaries and wages. This is a measure of the economic impact on just personal incomes, not business revenues or profits.

Value Added: the estimate of the increase in Bandera County's gross regional product, or roughly, the increase in the size of the local economy.

Output: the total increase in business sales revenue. Local businesses use some of this new revenue to pay for goods and services outside of the study region, and revenues are a very different measure than profits.

* Tax revenues are estimated based on reported spending patterns and IMPLAN model multipliers, and should not be viewed as confirmed revenues or portions of annual revenues for Bandera County.

Mansfield Park Economic Impact - Alternate Scenarios

To provide context for the economic impact of 2018 and to see what Mansfield Park's economic impact might be with different types of events and attendance numbers, the following scenarios estimate the impact of events with 2,000 and 5,000 people.

Estimated Economic Impact of Events by Attendance and Type

Single-Day Event

Scenario 1: 2,000 people, half from Bandera County, Daytrip Spending Patterns

Category	Per Person	Attendance	Days	Spending Total	Impact Type	Labor Income	Value Added	Output
Food/Drink	\$ 15.05	1,000	1	\$ 15,050	Direct Effect	\$ 8,171	\$ 19,210	\$ 44,848
Shopping	\$ 16.06	1,000	1	\$ 16,060	Indirect Effect	\$ 2,594	\$ 4,519	\$ 12,498
Other/Recreation	\$ 14.89	1,000	1	\$ 14,890	Induced Effect	\$ 767	\$ 1,902	\$ 3,899
Total				\$ 46,000	Total Effect	\$ 11,531	\$ 25,632	\$ 61,246

Scenario 2: 5,000 people, half from Bandera County, Daytrip Spending Patterns

Category	Per Person	Attendance	Days	Spending Total	Impact Type	Labor Income	Value Added	Output
Food/Drink	\$ 15.05	2,500	1	\$ 37,625	Direct Effect	\$ 20,436	\$ 48,025	\$ 112,120
Shopping	\$ 16.06	2,500	1	\$ 40,150	Indirect Effect	\$ 6,484	\$ 11,299	\$ 31,245
Other/Recreation	\$ 14.89	2,500	1	\$ 37,225	Induced Effect	\$ 1,916	\$ 4,756	\$ 9,748
Total				\$ 115,000	Total Effect	\$ 28,827	\$ 64,080	\$ 153,114

Weekend Event

Scenario 3: 2,000 people, half from Bandera County, Overnight Spending Patterns

Category	Per Person	Attendance	Days	Spending Total	Impact Type	Labor Income	Value Added	Output
Food/Drink	\$ 27.59	1,000	2	\$ 55,180	Direct Effect	\$ 51,571	\$ 90,196	\$ 183,411
Shopping	\$ 21.09	1,000	2	\$ 42,180	Indirect Effect	\$ 10,007	\$ 16,997	\$ 45,931
Other/Recreation	\$ 19.49	1,000	2	\$ 38,980	Induced Effect	\$ 4,353	\$ 10,782	\$ 22,131
Lodging	\$ 50.10	1,000	1	\$ 50,100	Total Effect	\$ 65,931	\$ 117,975	\$ 251,472
Total				\$ 186,440				

Scenario 4: 5,000 people, half from Bandera County, Overnight Spending Patterns

Category	Per Person	Attendance	Days	Spending Total	Impact Type	Labor Income	Value Added	Output
Food/Drink	\$ 27.59	2,500	2	\$ 137,950	Direct Effect	\$ 128,928	\$ 225,491	\$ 458,527
Shopping	\$ 21.09	2,500	2	\$ 105,450	Indirect Effect	\$ 25,018	\$ 42,492	\$ 114,826
Other/Recreation	\$ 24.86	2,500	2	\$ 124,300	Induced Effect	\$ 10,881	\$ 26,956	\$ 55,326
Lodging	\$ 50.10	2,500	1	\$ 125,250	Total Effect	\$ 164,828	\$ 294,938	\$ 628,680
Total				\$ 492,950				

Rally/Group Following Event

Scenario 5: 2,000 people, 10% from Bandera County, Rally Spending Patterns

Category	Per Person	Attendance	Days	Spending Total	Impact Type	Labor Income	Value Added	Output
Food/Drink	\$ 90.76	1,800	3	\$ 490,104	Direct Effect	\$ 299,510	\$ 561,247	\$1,137,373
Shopping	\$ 43.94	1,800	3	\$ 237,276	Indirect Effect	\$ 58,897	\$ 101,104	\$ 276,310
Other/Recreation	\$ 34.86	1,800	3	\$ 188,244	Induced Effect	\$ 25,335	\$ 62,761	\$ 128,816
Lodging	\$ 65.66	1,800	2	\$ 236,376	Total Effect	\$ 383,741	\$ 725,113	\$1,542,499
Total				\$ 1,152,000				

Scenario 6: 5,000 people, 10% from Bandera County, Rally Spending Patterns

Category	Per Person	Attendance	Days	Spending Total	Impact Type	Labor Income	Value Added	Output
Food/Drink	\$ 90.76	4,500	3	\$ 1,225,260	Direct Effect	\$ 748,775	\$ 1,403,117	\$2,843,432
Shopping	\$ 43.94	4,500	3	\$ 593,190	Indirect Effect	\$ 147,242	\$ 252,761	\$ 690,775
Other/Recreation	\$ 34.86	4,500	3	\$ 470,610	Induced Effect	\$ 63,337	\$ 156,903	\$ 322,040
Lodging	\$ 65.66	4,500	2	\$ 590,940	Total Effect	\$ 959,354	\$ 1,812,781	\$3,856,247
Total				\$ 2,880,000				

Data Source: IMPLAN. Rally Event scenarios are calculated with the full potential impact but surveys indicate approximately half of the impact will be absorbed by out-of-town rally vendors and not by businesses in Bandera County.

NEXT STEPS

The Economic Impact Assessment is planned to continue through May 2019 so that two full years of the largest events – Thunder in the Hill Country and the PRCA Rodeo – can be captured and compared. Outdoor events are weather-dependent, and cloudy, rainy and hot conditions can negatively impact attendance and therefore economic impact. In the interest of obtaining the most accurate data possible in that timeframe, two years of the largest annual events will be included in the observation and data gathering. Please expect the final report in June 2019.

Final Report

The final report will include a small portion of the information included in the November 2018 Interim Report as well as dollar figures for economic impact and recommendations for the Bandera Economic Development Corporation and the Bandera County Commissioners' Court to consider as they make decisions for future investments, budgets and policies. The final report will be a public document and is likely to be of interest to a number of parties outside of Bandera who are looking to learn from this process.

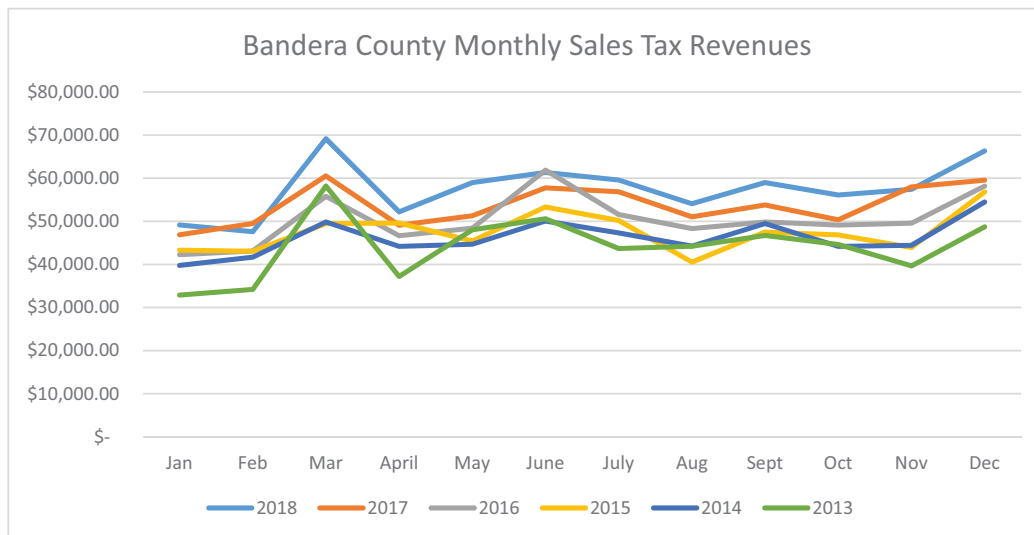


Motorcycles parked outside the 11th Street Cowboy Bar during the 2018 Rumble on the River motorcycle rally.

Appendix A: Monthly Sales Tax Revenues - Bandera County

Month	2018	2017	2016	2015	2014	2013
Jan	\$ 49,164.71	\$ 46,864.96	\$ 42,251.87	\$ 43,317.95	\$ 39,761.67	\$ 32,883.55
Feb	\$ 47,593.27	\$ 49,487.41	\$ 43,126.42	\$ 43,039.38	\$ 41,662.84	\$ 34,206.97
Mar	\$ 69,150.87	\$ 60,522.30	\$ 55,790.81	\$ 49,463.87	\$ 49,838.37	\$ 58,181.02
April	\$ 52,197.46	\$ 49,081.88	\$ 46,648.81	\$ 49,578.77	\$ 44,194.46	\$ 37,195.33
May	\$ 58,988.89	\$ 51,288.43	\$ 48,408.17	\$ 45,426.50	\$ 44,689.93	\$ 48,028.54
June	\$ 61,312.21	\$ 57,749.97	\$ 61,858.73	\$ 53,329.80	\$ 50,050.27	\$ 50,608.97
July	\$ 59,566.07	\$ 56,837.96	\$ 51,563.25	\$ 50,177.49	\$ 47,294.90	\$ 43,686.66
Aug	\$ 54,055.95	\$ 51,024.91	\$ 48,317.94	\$ 40,529.90	\$ 44,236.27	\$ 44,216.20
Sept	\$ 58,989.07	\$ 53,778.04	\$ 49,842.61	\$ 47,510.69	\$ 49,454.51	\$ 46,704.07
Oct	\$ 56,103.80	\$ 50,352.05	\$ 49,133.70	\$ 46,841.56	\$ 44,182.39	\$ 44,631.20
Nov	\$ 57,405.15	\$ 57,967.81	\$ 49,561.09	\$ 43,939.09	\$ 44,422.17	\$ 39,635.05
Dec	\$ 66,341.10	\$ 59,538.80	\$ 58,160.19	\$ 56,810.60	\$ 54,477.77	\$ 48,729.31
Total	\$690,868.55	\$644,494.52	\$604,663.59	\$569,965.60	\$554,265.55	\$528,706.87

Annual % Change	7.20%	6.59%	6.09%	2.83%	4.83%
Jan	4.91%	10.92%	-2.46%	8.94%	20.92%
Feb	-3.83%	14.75%	0.20%	3.30%	21.80%
Mar	14.26%	8.48%	12.79%	-0.75%	-14.34%
April	6.35%	5.22%	-5.91%	12.18%	18.82%
May	15.01%	5.95%	6.56%	1.65%	-6.95%
June	6.17%	-6.64%	15.99%	6.55%	-1.10%
July	4.80%	10.23%	2.76%	6.09%	8.26%
Aug	5.94%	5.60%	19.22%	-8.38%	0.05%
Sept	9.69%	7.90%	4.91%	-3.93%	5.89%
Oct	11.42%	2.48%	4.89%	6.02%	-1.01%
Nov	-0.97%	16.96%	12.79%	-1.09%	12.08%
Dec	11.42%	2.37%	2.38%	4.28%	11.80%

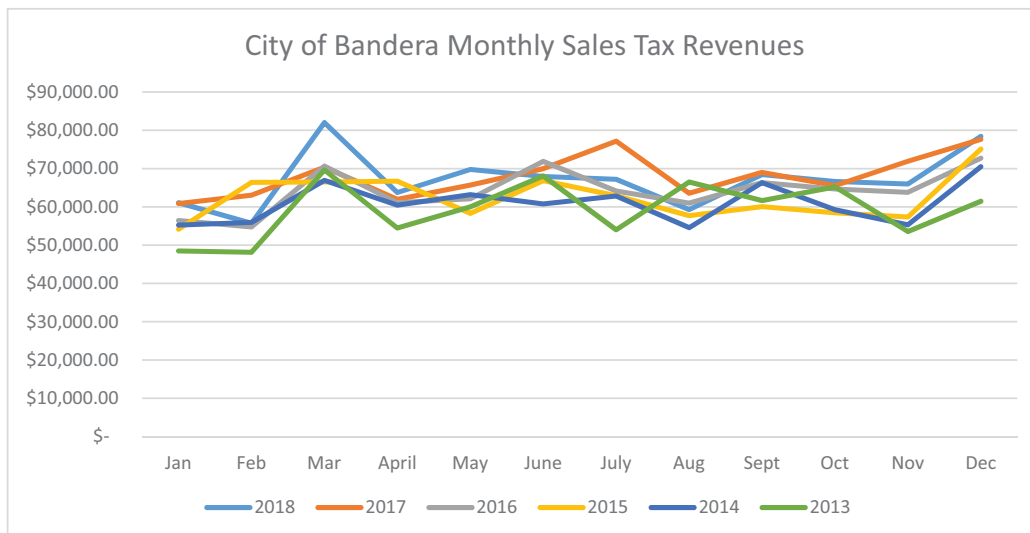


Source: Texas Comptroller, 2019. The Comptroller's monthly sales tax allocation report months have been adjusted back two months to reflect the actual month collections rather than the reporting month collections.

Appendix B: Monthly Sales Tax Revenues - City of Bandera

Month	2018	2017	2016	2015	2014	2013
Jan	\$ 61,075.86	\$ 60,881.71	\$ 56,456.25	\$ 54,162.54	\$ 55,235.83	\$ 48,484.06
Feb	\$ 55,713.76	\$ 63,042.50	\$ 54,759.10	\$ 66,402.95	\$ 55,951.61	\$ 48,141.63
Mar	\$ 82,031.50	\$ 70,384.88	\$ 70,637.95	\$ 66,502.83	\$ 66,927.09	\$ 69,624.93
April	\$ 63,757.89	\$ 61,950.74	\$ 61,118.64	\$ 66,699.26	\$ 60,437.62	\$ 54,455.10
May	\$ 69,789.22	\$ 65,703.04	\$ 62,112.59	\$ 58,298.09	\$ 63,187.45	\$ 59,977.75
June	\$ 67,953.87	\$ 69,984.48	\$ 71,868.59	\$ 66,856.24	\$ 60,781.88	\$ 68,081.86
July	\$ 67,192.82	\$ 77,151.89	\$ 64,157.33	\$ 62,919.69	\$ 62,830.57	\$ 54,024.52
Aug	\$ 59,291.99	\$ 63,543.42	\$ 60,986.50	\$ 57,711.42	\$ 54,568.67	\$ 66,501.21
Sept	\$ 68,442.01	\$ 69,009.11	\$ 66,340.49	\$ 60,067.88	\$ 66,320.94	\$ 61,662.48
Oct	\$ 66,639.77	\$ 65,547.00	\$ 64,657.51	\$ 58,446.25	\$ 59,241.26	\$ 65,216.07
Nov	\$ 65,965.40	\$ 71,909.18	\$ 63,791.53	\$ 57,349.90	\$ 55,324.69	\$ 53,537.29
Dec	\$ 78,422.29	\$ 77,647.16	\$ 72,726.67	\$ 75,111.51	\$ 70,492.17	\$ 61,458.55
Total	\$806,276.38	\$816,755.11	\$769,613.15	\$750,528.56	\$731,299.78	\$711,165.45

Annual % Change	-1.28%	6.13%	2.54%	2.63%	2.83%
Jan	0.32%	7.84%	4.23%	-1.94%	13.93%
Feb	-11.63%	15.13%	-17.54%	18.68%	16.22%
Mar	16.55%	-0.36%	6.22%	-0.63%	-3.87%
April	2.92%	1.36%	-8.37%	10.36%	10.99%
May	6.22%	5.78%	6.54%	-7.74%	5.35%
June	-2.90%	-2.62%	7.50%	9.99%	-10.72%
July	-12.91%	20.25%	1.97%	0.14%	16.30%
Aug	-6.69%	4.19%	5.67%	5.76%	-17.94%
Sept	-0.82%	4.02%	10.44%	-9.43%	7.55%
Oct	1.67%	1.38%	10.63%	-1.34%	-9.16%
Nov	-8.27%	12.73%	11.23%	3.66%	3.34%
Dec	1.00%	6.77%	-3.18%	6.55%	14.70%



Source: Texas Comptroller, 2019. The Comptroller's monthly sales tax allocation report months have been adjusted back two months to reflect the actual month collections rather than the reporting month collections.

Appendix C: Mansfield Park Revenue & Expenditure Summary 2015-2019

Fiscal Year	2019 (Budget)	2018	2017	2016	2015
Est. Fund Bal. Beginning of Fiscal Year	\$ 74,572	\$ 50,396	\$ 65,326	\$ 55,452	\$ 72,026
Revenue					
Ad Velorum Property Taxes	\$141,026.00	\$119,100.00	\$ 80,757.91	\$74,895.47	\$ 58,915.51
Maintenance/Damage Deposit	\$ 4,500.00	\$ 3,875.00	\$ 6,750.00	\$ 4,950.00	\$ 6,600.00
Interest Earnings	\$ 200.00	\$ 1,250.00	\$ 715.96	\$ 286.64	\$ 77.91
Rec Center Building Rentals	\$ 3,000.00	\$ 4,650.00	\$ 4,850.00	\$ 3,475.00	\$ 3,250.00
RV Rentals	\$ 7,500.00	\$ 11,000.00	\$ 8,340.00	\$ 9,317.00	\$ 10,690.00
Arena Rentals	\$ 1,500.00	\$ 4,520.00	\$ 3,730.00	\$ 1,970.00	\$ 2,219.16
Pavillion Rental	\$ 700.00	\$ 1,125.00	\$ 720.00	\$ 960.00	\$ 1,920.00
Alcohol Fee	\$ 500.00	\$ 700.00	\$ 1,000.00	\$ 600.00	\$ 1,200.00
Tent Space Rentals	\$ 50.00	\$ 600.00	\$ 914.50	\$ 40.00	\$ 8.00
Misc. (Sewage Dump Station)	\$ 20.00	\$ 600.00	\$ 459.10	\$ 10.00	\$ 40.00
Total Revenues	\$158,996.00	\$147,420.00	\$108,237.47	\$96,504.11	\$ 84,920.58
Less: Refunds	\$ 6,000.00	\$ 6,000.00	\$ 7,750.00	\$ 4,790.00	\$ 6,923.00
Net Revenues	\$152,996.00	\$141,420.00	\$100,487.47	\$91,714.11	\$ 77,997.58
Salaries & Benefits					
Manager	\$ 38,846.00	\$ 37,104.00	\$ 35,761.69	\$34,544.10	\$ 33,701.49
Custodian	\$ 21,100.00	\$ -	\$ -	\$ -	\$ -
Add:					
Accrued Wages	\$ -	\$ -	\$ 67.00	\$ 50.00	\$ 35.00
Social Security	\$ 3,717.00	\$ 1,974.00	\$ 1,924.95	\$ 2,057.11	\$ 2,029.33
Medicare	\$ 869.00	\$ 469.00	\$ 450.23	\$ 481.16	\$ 474.70
Accrued Taxes	\$ -	\$ -	\$ 3.00	\$ (7.00)	\$ 2.00
Group Insurance	\$ 10,300.00	\$ 9,900.00	\$ 9,158.16	\$ 8,708.88	\$ 8,065.68
Retirement	\$ 6,083.00	\$ 3,663.00	\$ 3,384.89	\$ 3,257.47	\$ 3,204.86
Workers' Comp.	\$ 1,000.00	\$ 695.00	\$ -	\$ 699.02	\$ 796.66
Uniforms	\$ 1,500.00	\$ 900.00	\$ 708.16	\$ 1,484.10	\$ 2,394.18
Unemployment Ins.	\$ 50.00	\$ 30.00	\$ 18.76	\$ 25.85	\$ 51.27
Death Benefit Ins.	\$ 234.00	\$ 156.00	\$ 143.92	\$ 152.00	\$ 147.45
Total Salaries & Benefits	\$ 83,699.00	\$ 54,891.00	\$ 51,620.76	\$51,452.69	\$ 50,902.62
Gross Profit (Loss)	\$ 69,297.00	\$ 86,529.00	\$ 48,866.71	\$40,261.42	\$ 27,094.96
Expenses					
Office Supplies	\$ 200.00	\$ 175.00	\$ 44.38	\$ 65.34	\$ 151.96
Fuel	\$ 2,000.00	\$ 2,000.00	\$ 1,452.85	\$ 1,327.97	\$ 1,534.91
Custodial Supplies	\$ 5,000.00	\$ 4,000.00	\$ 3,456.38	\$ 3,747.05	\$ 4,656.45
Machinery Repairs & Maintenance	\$ 4,600.00	\$ 4,000.00	\$ 2,039.62	\$ 1,574.41	\$ 1,803.02
Auto Repairs & Maintenance	\$ 2,000.00	\$ 1,000.00	\$ 329.69	\$ 191.38	\$ 2,536.50
Facilities Repair	\$ 12,000.00	\$ 10,000.00	\$ 6,984.84	\$ 9,990.04	\$ 11,203.53
Equipment Supplies	\$ -	\$ -	\$ 346.13	\$ 279.80	\$ 1,390.82
Water Systems	\$ 4,000.00	\$ 3,000.00	\$ 2,857.74	\$ 2,804.80	\$ 2,715.64
Telephone	\$ -	\$ -	\$ -	\$ -	\$ 330.86
Conference/Seminar Expense	\$ -	\$ -	\$ -	\$ -	\$ 111.00
Electricity	\$ 12,000.00	\$ 10,000.00	\$ 8,894.41	\$10,143.25	\$ 11,233.13
Property Insurance	\$ 12,000.00	\$ 12,230.00	\$ 11,846.00	\$11,542.00	\$ 7,721.94
Liability Insurance	\$ 500.00	\$ 363.00	\$ 331.70	\$ 358.92	\$ 348.00
Vehicle Insurance	\$ 800.00	\$ 316.00	\$ 312.00	\$ 322.00	\$ 787.00
Miscellaneous Expenses	\$ 50.00	\$ 50.00	\$ -	\$ -	\$ -
Capital Outlay	\$ 35,000.00	\$ 35,000.00	\$ -	\$ -	\$ 1,008.70
Miscellaneous Equipment	\$ 750.00	\$ 750.00	\$ 619.99	\$ -	\$ -
Total Expenses	\$ 90,900.00	\$ 82,884.00	\$ 39,515.73	\$42,346.96	\$ 47,533.46
Net Operating Income	\$ (21,603.00)	\$ 3,645.00	\$ 9,350.98	\$ (2,085.54)	\$ (20,438.50)

Source: Bandera County

Appendix D: Mansfield Park Revenue & Expenditure Annual Percentage Change 2015-2019

Fiscal Year	2019 (Budget)	2018	2017	2016	2015
Est. Fund Bal. Beginning of Fiscal Year	47.97%	-22.85%	17.81%	-23.01%	-
Revenue					
Ad Velorum Property Taxes	18.41%	47.48%	7.83%	27.12%	-
Maintenance/Damage Deposit	16.13%	-42.59%	36.36%	-25.00%	-
Interest Earnings	-84.00%	74.59%	149.78%	267.91%	-
Rec Center Building Rentals	-35.48%	-4.12%	39.57%	6.92%	-
RV Rentals	-31.82%	31.89%	-10.49%	-12.84%	-
Arena Rentals	-66.81%	21.18%	89.34%	-11.23%	-
Pavillion Rental	-37.78%	56.25%	-25.00%	-50.00%	-
Alcohol Fee	-28.57%	-30.00%	66.67%	-50.00%	-
Tent Space Rentals	-91.67%	-34.39%	2186.25%	400.00%	-
Misc. (Sewage Dump Station)	-96.67%	30.69%	4491.00%	-75.00%	-
Total Revenues	7.85%	36.20%	12.16%	13.64%	-
Less: Refunds	0.00%	-22.58%	61.80%	-30.81%	-
Net Revenues	8.19%	40.73%	9.57%	17.59%	-
Salaries & Benefits					
Manager	4.69%	3.75%	3.52%	2.50%	-
Custodian	-	-	-	-	-
Add:					
Accrued Wages	-	-100.00%	34.00%	42.86%	-
Social Security	88.30%	2.55%	-6.42%	1.37%	-
Medicare	85.29%	4.17%	-6.43%	1.36%	-
Accrued Taxes	-	-100.00%	-142.86%	-450.00%	-
Group Insurance	4.04%	8.10%	5.16%	7.97%	-
Retirement	66.07%	8.22%	3.91%	1.64%	-
Workers' Comp.	43.88%	-	-100.00%	-12.26%	-
Uniforms	66.67%	27.09%	-52.28%	-38.01%	-
Unemployment Ins.	66.67%	59.91%	-27.43%	-49.58%	-
Death Benefit Ins.	50.00%	8.39%	-5.32%	3.09%	-
Total Salaries & Benefits	52.48%	6.34%	0.33%	1.08%	-
Gross Profit (Loss)	-19.91%	77.07%	21.37%	48.59%	-
Expenses					
Office Supplies	14.29%	294.32%	-32.08%	-57.00%	-
Fuel	0.00%	37.66%	9.40%	-13.48%	-
Custodial Supplies	25.00%	15.73%	-7.76%	-19.53%	-
Machinery Repairs & Maintenance	15.00%	96.11%	29.55%	-12.68%	-
Auto Repairs & Maintenance	100.00%	203.32%	72.27%	-92.45%	-
Facilities Repair	20.00%	43.17%	-30.08%	-10.83%	-
Equipment Supplies	-	-100.00%	23.71%	-79.88%	-
Water Systems	33.33%	4.98%	1.89%	3.28%	-
Telephone	-	-	-	-100.00%	-
Conference/Seminar Expense	-	-	-	-100.00%	-
Electricity	20.00%	12.43%	-12.31%	-9.70%	-
Property Insurance	-1.88%	3.24%	2.63%	49.47%	-
Liability Insurance	37.74%	9.44%	-7.58%	3.14%	-
Vehicle Insurance	153.16%	1.28%	-3.11%	-59.09%	-
Miscellaneous Expenses	0.00%	-	-	-	-
Capital Outlay	0.00%	-	-	-100.00%	-
Miscellaneous Equipment	0.00%	20.97%	-	-	-
Total Expenses	9.67%	109.75%	-6.69%	-10.91%	-
Net Operating Income	-692.67%	-61.02%	-548.37%	-89.80%	-

Source: Bandera County

Appendix E: 2018 Mansfield Park Event Report

Tier 1 - Local/Community OR Facility Available Elsewhere in the County

Tier 2 - Local & Within 100 Miles

Tier 3 - Non-Local

2018 Days with Scheduled Events: 144

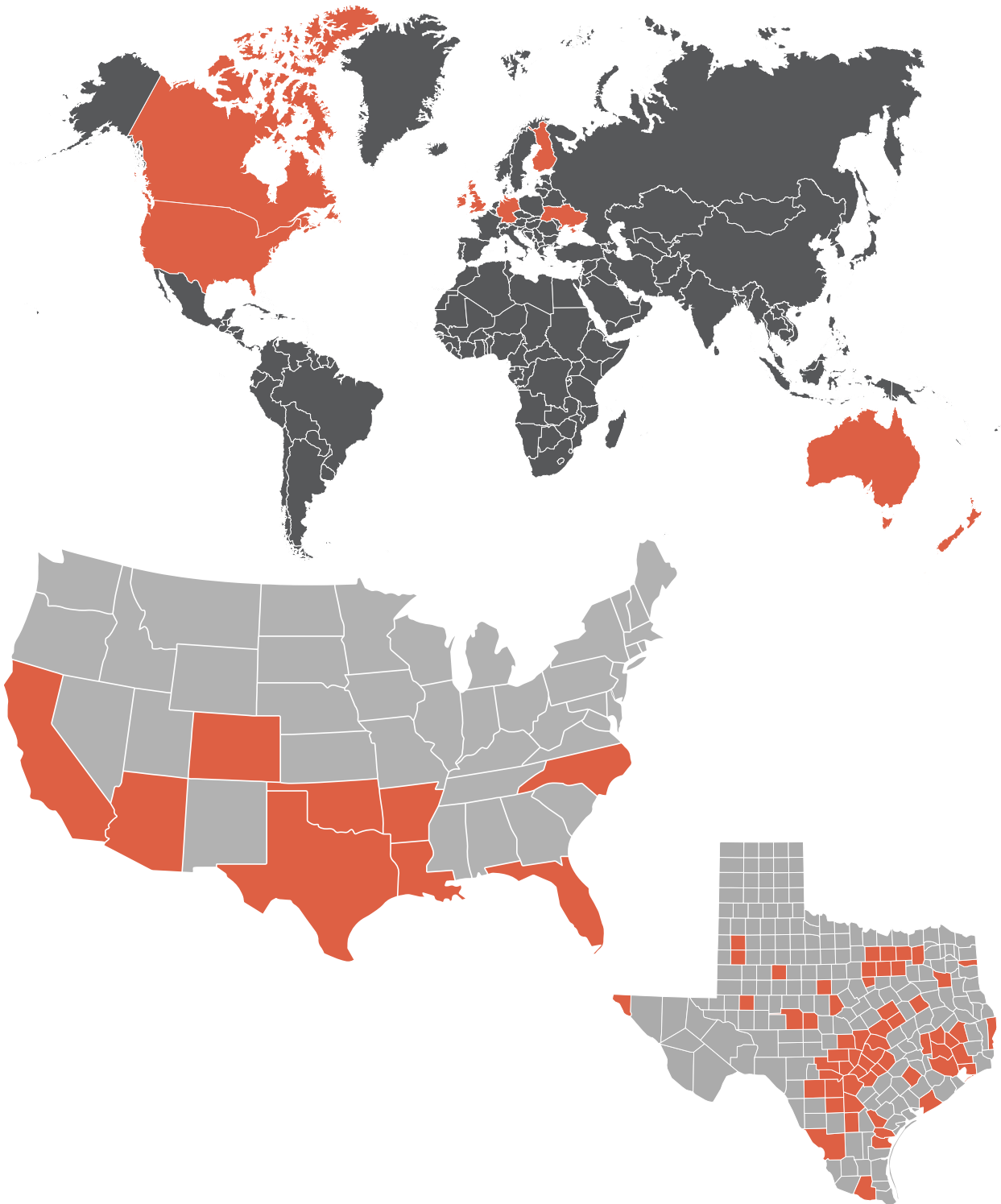
January Events	7	4.9%
February Events	4	2.8%
March Events	15	10.4%
April Events	10	6.9%
May Events	13	9.0%
June Events	18	12.5%
July Events	13	9.0%
August Events	17	11.8%
September Events	15	10.4%
October Events	12	8.3%
November Events	9	6.3%
December Events	11	7.6%
4H Events	51	35%
Reunion/Bday/Wed/Grad	16	11%
Rodeo	32	22%
Rally/Festival	21	15%
Community	15	10%
Other	9	6%

Event Days by Tier

Tier 1	110	76%
Tier 2	25	17%
Tier 3	9	6%

Source: Bandera County

Appendix F: 2018 Orgins of Interviewed Visitors to Mansfield Park



Mansfield Park visitors who were interviewed in 2018 came to the Cowboy Capital from across the world.