



## LITTLE BROWN JUG ORAL HISTORY PROJECT

The Reminiscences of Tiffany Rankin

January 8, 2021

Delaware County Historical Society  
Delaware, Oh

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## PREFACE

The following oral history is the result of a recorded interview with Tiffany Rankin, conducted by Richard Leavy on January 8, 2021 via Zoom.

Readers are asked to bear in mind that they are reading a transcript of the spoken word, rather than written prose. The following transcript has been created by Richard Leavy and has been edited for clarity only.

Transcriptionist	Richard Leavy
Transcription Date	Interview Transcribe Date
Interviewee	Tiffany Rankin
Interviewer	Richard Leavy
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## Tiffany Rankin Transcript

Richard: This is an interview that is part of the Delaware County Historical Society's Oral History Project that is focused on the Little Brown Jug. The 75th Anniversary Little Brown Jug, the one in 2020, was run during the pandemic, and so it was like no other. And so we are interviewing people who were a part of the planning and the implementation of this very novel, difficult 2020 Jug. My name is Richard Leavy, and I am pleased that I am interviewing today Tiffany Rankin. Today is Friday, January 8th. It's about 10:30 in the morning, and I just want to start by saying thank you very much for taking the time for this interview. It's very much appreciated.

Tiffany: Well, I'm honored to have been asked to do it.

Richard: Well, we're very glad that you said yes. Let me just start by asking what your position in your organization was, is, and how that relates to the fact that you were a part of the discussions about how to run the Jug.

Tiffany: Sure. So I have two roles as it relates to this. Number one: I served during that time as well as currently, I serve as the vice president of the Delaware County Ag (Agricultural) Society's Fair Board. So I was involved in it from that aspect. But I think more importantly the reason that I was involved in the racing implementation side of it, the firm that I work for, Maloney and Novotny, we have been the CPA firm for the Ag Society for longer than I've been around. So we are regularly involved with them throughout the year. Specifically, my area that I spend a lot of time in, working with Tom Wright and others, our firm helps to handle calculating all the purse payments, payouts to the winners, facilitating of the entries, and all kind of the race management that goes on throughout the year, and then during race week in the Log Cabin. We cut all the checks, we pay all the winners, issue all the tax recordings and all those things. So as it relates to the implementation of the racing, I have a really close tie-in in decades of experience with that. So I think it kind of was just a natural fit and that I'm an accountant, and a lot of it was financially driven decisions that we needed to make. So it made sense that I was part of that role.

Richard: My understanding is that in planning for any Little Brown Jug or Jug Week, the preparations for that start - I don't know, what? - the day or the week or something like that, after that year's Jug for the next year. And so I'm guessing that you were anticipating that 2020 would be a normal Jug. About when did you recognize it was not going to be a normal Jug?

Tiffany: Well, the first part of that - yes - we, I think collectively as a Board and as the Race Committee and everybody involved in that, we had really big plans for the 75th Jug and the 50th Juliette. And I don't remember exactly, but I do remember - I do taxes for a living - so I was literally sitting in this conference room, got a call from Tom Wright where we knew - I knew we were probably in trouble initially when the Ohio State Fair canceled. I don't remember the day

that that occurred. I remember it was about 10 in the morning, but I know when we heard that - so Tom Wright was the president at the time, I was the vice president - so he and I were on the phone. We talked all the time. I talk to him probably more than anybody else. (Laughter). But I think, for me, I knew we were gonna have a problem when the Ohio State Fair canceled. There were some hopes throughout the way of change, but ultimately, at least personally for me, when the State Fair canceled, I knew we were gonna have a problem.

Richard: I can't even imagine how you would estimate the number of texts and phone calls and Zoom meetings and so on that went on during the summer. It must have been a very, very large number.

Tiffany: Yes, I think, again, we had the Board. So the Board still met regularly, virtually mostly. And then within the Board we have our respective committees. So some of the committees, once we knew - once the governor laid - I forget what the document was called - but basically what the fairs had to look like - some committees then got very busy, because eventually, we got to the point where Junior Fair was going to happen and racing was going to happen. A lot of the other committees, a lot of the other functions, weren't, and so some of the committees got very busy to figure out what in the world - how we were gonna do this. Or if we were going to do it. But then we also had the side-racing committee - I don't even know if we had a name - but in that, every time that there was a change, whether it be with the governor, with the State Racing Commission, assistance from OHHA, or just anything, the Delaware County Health Department, yes, the number of Zoom calls we were on - I mean, I don't even know. I can't quantify it. But I spent more time with this group of gentlemen and Sandy than I probably did anybody else in my life in 2020. (Laughter). It was good, though. I will say I really enjoyed it, though, because it we became a very close-knit group of folks; and while we didn't always share the same opinions during it, we all wanted what was best for the organization and the sport, and we were all very respectful of each other. And I think it really is a testament to the people involved out there of what a good-caliber group it is.

Richard: There was a decision that was made that the Jug would be owners only, and so I suspect that you had plans in mind for that. And then at the last minute, if I understand correctly, there was now the possibility of having attendance by more than the owners. Do I have that correct?

Tiffany: Yes, largely. So there was a lot of back and forth on who was going to be allowed. And, again, that was one of the discussions in our group where we did have differences of opinion, but ultimately, we collectively came together and made the right decision. And we were tied in very closely to the Ohio State Race Commission, and the governor, as well as the OHHA. We did a nice job of working together to come to a resolution. So, yes, we allowed a certain number of owners and then grooms, drivers - so the caretakers of the horses were also able to be there because we needed to have that happen. So we put protocols in place, with wristbanding, and lists, and the best that we could, getting information out there. We wrote a document that

got facilitated - the OHHA sent that out to all their list of folks, we posted it in various places - on what our actual protocol was going to be. And it got approved; we didn't issue anything. We worked - Sandy and Tom did a phenomenal job working with the Health Department to make sure we were doing everything possible to follow all the guidelines and to make it a safe venue for people to come. And those were tough conversations to have with owners and horsemen. Because, you know, some other fairs weren't as strict as ours necessarily, and more people got to view it. But we know that our race gets a lot of attention, and we want to be good stewards and good fiduciaries of that. So we took a pretty conservative approach on what we were going to allow, and we put those policies in place. And so ultimately it got expanded to a certain number of owners, and then grooms, drivers, and trainers. But then within that, there were specific rules on where those folks could be. Not everybody could be on the back stretch, which is back where the Cabin is and where the barns are. Just drivers, grooms, and trainers, and then those of us that were working could be back there. You couldn't just - other spectators were not supposed to be back there. The owners were then to sit on the grandstand side or on, you know, the opposite side of the track to watch. And so, largely, I think that all the patrons respected that, and they abided by it. As I'm thinking through the week, I don't really remember there being much, if any, issue about it. We still had to bring in a lot of the same group of folks from out of state and in various parts of the state to help us put this on, and I think we learned a lot through it, and I think some of the things possibly that we were able to do this year, we might adopt for the future. I mean that's not set in stone, but we tried a lot of new things and got a lot of good feedback about some stuff.

Richard: Okay. People needed to do different tasks than they usually would do.

Tiffany: Yes.

Richard: So I guess one question that I have is, who or how were those new tasks assigned?

Tiffany: That's a great question. And I can speak from personal experience that I was definitely one of those people. But what we did do, we identified - so we knew people were going to be coming to the grounds, both on the race side and in Junior Fair. We knew that both of those were going to be televised - or be able to be viewed in some capacity, whether it's through a simulcast show or some other means of viewing. And so the Board, again, meeting regularly, we said, we don't have the financial capacity to bring in and put on payroll all the folks that we typically would bring in to get this place ready for an event. And so we looked to the Board and said, "Okay, who has skillsets where?" I don't know how to drive any of that equipment or a backhoe or any of that stuff. So that wasn't going to be me. But we do have people with multiple skillsets on that Board, and Sandy and Tom did a great job, and the maintenance crew, of making a list of what needed to get done out there. And then what we did, Sandy really handled it. A mowing schedule got in place. So most of the Fair Board, if not all - some of them stayed away because of COVID, you know, for various reasons - but we really just pitched in and spent pretty much every waking hour that we weren't doing our real jobs - out there mowing,

or painting, I mean you name it. I took on the task of the Jug Barn, because - I don't know if you've been in there - but during the Fair week, inside of the Jug Barn and outside of the Jug Barn is beautiful. So because of COVID, it hadn't been maintained throughout the year, and we needed it to be looking like it should. So, for me, I said, "Well, I can pull weeds and mulch and plant flowers. I know how to do those things." So, for me, again, speaking for myself, that would not have been something that I ever typically would have done. I'm the numbers person, right? So for this fair, I spent a lot of time weeding, planting, watering, mulching - not by myself - I had to call in some extra muscle because I learned very quickly that I wasn't gonna be able to conquer this all myself in the time given. So I called on the guys on the Board, and Sandy also, and we all came out and pitched in, and we made it. We turned it around, and it looked terrific. So I think overall, everybody on the Board did that. Whether it was fixing toilets or trimming hedges, or fixing rotted wood on a barn roof, mowing, everybody pitched in and did it. And it was a lot of work, but I come back to again, we had a lot of fun doing it. The weather always seemed to be nice, and it really brought us closer, I think, just as a Board and as just people in general. And I think we all consider ourselves a little closer family after having gone through that. And it didn't hurt that the week of the Fair for 2020 was probably the best weather I have ever seen, for racing and just in general. And it was just really unfortunate that nobody was there to see it.

Richard: One of the sort of metaphors that I have for what you did is that you put on a show, and you, and the Board, and other people, were the people behind the stage that were making the costumes, and making the scenery, and so on, so that to the outside world it would just look like a regular Jug.

Tiffany: Yes. You're absolutely right on that. And I shared the same analogy also, like, if any of that planning that you're doing, whether it be your wedding, or a play, or anything, there's a lot that goes behind the scenes that the people that come to enjoy it have no idea what it took to get there. And we said that, but both in racing and in the Fair, it will be a disservice to everybody involved if we don't make this be what it needs to be. Those horses - a three-year-old is only gonna be a three-year-old this year. A two-year-old is only gonna be a two-year-old this year. The Jug eligibles this year, they're only gonna be eligible this year. So we need to make it be exactly, if not better, than what it would have been before, because we owe that to them, and we owe it to the sport. And, yes, to the outside world, everything other than there not being crowds of people, you know, all the people, all the campers, the tent being missing up on the hill - as far as the track itself and everything it took to put on that race, from the pure sport of it - nothing changed. We buttoned up and really pared down the people that we brought in to help us. So that meant that if I wore three hats on Jug Week, now I maybe had six. If Tom Wright or Jay Wolf had eight hats, now they have 12. But it's okay because we all pitched in and helped each other. But you're absolutely right, if you didn't know any different, other than there not being bodies there and concessions and such, the actual race itself and the functioning of how we did it all was exactly the same.

Richard: What you've described is a very cooperative group --

Tiffany: Yes.

Richard: -- and I, in spite of that, am wondering whether or not there were times when you were irritated or you were frustrated, because there was so much to be done, and, frankly, there were so many changes that had to be made. Were there any times when you were pretty frustrated with what was going on?

Tiffany: Oh, for sure. I will say, I mean if I think back on it, there's always frustrations when you have, you know, 20 to 30 people involved in something, right? But, again, I come back to we were all very respectful of each other and came to the right conclusions. But I do think for us, and I can't speak for the whole Board, but I think that for those of us that were doing the implementation process, the frustration was not with our group, but it was with outside parties who were dictating what we ought to do. And it seemed like on a regular basis that was changing. So we would spend countless hours - okay, now here are the rules, but we're only in July, so we're at July 15th, and here's what we know we are allowed to do now. But let's do the financial analysis, the working with the Health Department, working with all the groups, to figure out with the current set of guidelines what can we do. And we did that, and we said okay, on July 5th, this is what we are doing today. But then, you know, every Thursday it seemed like, when the governor would come on, that could change, and then we'd have to (a) understand what that meant, or, I remember we would watch it at 2:00 in anticipation, like, is today the day that they're gonna discuss the Fair? Is today the day that they're gonna discuss horseracing? And I think for me, I just wanted to know, could somebody please just come out and tell us whether we're gonna be able to do this or not. Because we're planning on - but it still costs money, and in our case, it costs a lot of money to put on that caliber of a race, and so I think the frustration for me personally was not knowing until right down to the wire what actually we were allowed to do. And, you know, I'm a conservative accountant, and so for me, I'm just sweating, right? with the financial responsibility of making sure we advise correctly and we make the right decision. A lot of that, for me, stemmed around the (site) of the wagering. So, not only was it people being able to come and view it, the way we were gonna generate revenue on the racing side, really the only way, outside of sponsorship, was off-track wagering. And, no pun intended, but that was a gamble. Because we were basing our decisions of what we needed to spend to do the race - because that stuff isn't free - and we were banking on, and we reached out to our third-parties who help us with simulcasting, and they were wonderful; they're from Keeneland, and Churchill Downs, and they were terrific advisors. But we were relying on them heavily, based on historic experience through COVID, on what we could expect off-track wagering to be, and the commission we could get off of that. And, I'll tell ya, I mean I monitored that like a hawk. At every race, I wanted to see - a bunch of us did - okay, where are we at now, where are we at now? And overall we fared well with it. But that was stressful. But I think, for me, the frustration was not really knowing until right down to the wire what we were actually allowed to do. Now, that's nobody's fault. But I do think we all felt the frustration of that, because, you

know, we all have our real jobs as well, and I think collectively in our race group, our jobs came second for a period of time compared to our responsibility to put on this race. I mean, we did it, and I think we would do it again - hopefully, we don't have to - but we all made the commitment to make this work. So, just every time the wind changed, the rules changed, and so we had to meet again and tweak our plan.

And also, the other thing, we didn't want to be persuaded with what other tracks or other fairs were doing. Again, we felt that people look at us as an example in a lot of ways, and so we needed to be very cognizant of the rules and follow the letter of the law, with the blessing of the Health Department, to a T. And we look back on it, and I think we did a very good job of how we handled it.

Richard: One thing that you said there that I just want to ask a little bit about, and that is the cooperation that you got from your own business. Could you talk a little bit about how your bosses were willing to allow you to do all this?

Tiffany: Sure. So, thankfully for me, I manage - I'm the boss. (Laughter). I manage our Columbus office, and so, luckily, I'm my boss. But what that did mean was that I had to call upon my - again, the Ag Society is a client of the firm, too. So they've always been a client of the firm, and we love the organization; we always have. It started back with Wolf, Rogers, Dickey. So the Ag Society, as far as the Delaware, the Columbus offices of our firm go, are very near and dear to our hearts. But what I would say, from the standpoint, I made a commitment to the organization - meaning the Fair - to do what we needed to do to get us through this. But with that, I had to call upon my team of people here at the office - I mean we were working remotely and, you know, just all of these crazy scenarios - I really had to call upon my staff and my professionals to take on extra of things that I was not able to do because I had dedicated my time to the Fair. And so all of the gratitude, and the applause, and the sacrifice, doesn't go to me - it goes to my team. Because they really stepped up in a time that they recognized - because they love the organization as well. And, in fact, that was one way we were able to get people in to view the races. If you volunteered, you could come in. If you were coming in and actually performing a duty as a volunteer, you got to come in that day. And so a handful of my team, we did that. There were four of us, and Jay will laugh and he made fun of us, but on Juliette Day, myself and three of my female co-workers, we were the track rakers on Juliette Day. We did a terrible job. Never again will we ever do that. But we didn't have the normal folks that rake the track, so that was one of my other jobs. I took that on as well, finding rakers for the whole week. So, at any rate, my gratitude that I have for my team, that they really stepped in and took over a lot of my client duties so that I could do this, I will be forever thankful for them. I don't know if they want to do it every year, and we're certainly hopeful we don't have to go through this again. Knock on wood.

Richard: Well, actually, speaking of this coming year and years after, it's said that a crisis can shake up the usual and you can learn something, because it's not the usual. And I'm wondering



if there are some examples that come to mind about how this crisis may be actually useful for future Jugs.

Tiffany: Sure. Yes, and I think so. I think that, for so many years, not just at the Jug, but just in general, you're used to how you do things, right? And so you just know, this is how we do it, and this is the timing of when we do it, this is who does it, this is how it's done, you know, same as last year, right? Always looking for improvements, of course, but that wasn't a choice for us this year. We were starting under the premise that we were gonna have no money. So what do you do with that? How do you put on this race with, in the worst-case scenario, zero dollars? So that involved a lot of thought, and creativity, and really just looking and saying, what does it really take to do this? Do we really need everything that we had to do this? Sure, it's nice to have all of that. But - so I'm the financial person. The other people you interview might not agree with me, but for me, it was, okay, well, what kind of fat can we trim? I certainly want everybody to come and participate in this, no question. But for me, really taking a look at where we spend our dollars. How we have been spending our dollars over the years, and in a time of crisis, when you have no dollars to spend, per se, what do you really need to spend your money on? And what do you not? Or what are some other alternatives, rather than paying for it, can we go out and maybe get other avenues? Or just going and simply asking people to help versus paying for it. Because, I think we found through this, so many people wanted to be a part of this, that they were bending over backwards to volunteer. Anything that people could do to come and help us free of charge so that they could come in and watch a race. Still do their job, but come in. And so, for me, I think a lot of the fat that was trimmed because we didn't have a choice, a lot of it is not going to be trimmed in the future if we can have a race. I mean, we need to bring people back. But at the same token, I think it really gave us the opportunity to take a really deep look into where we were spending our money, how our revenue was being generated, and just being good stewards of that, because that's our fiduciary responsibility. So I'm hopeful that in the future we're going to keep the learning that we did financially through all of this, we carry that into the future and just be even better stewards of the public's money than we already have been.

Richard: Do you feel comfortable giving an example of what you think might be different in future Jugs?

Tiffany: Well, let me think. I'd have to think about that. I'm probably not the best one to ask on that. Because as far as the planning of how all of that goes, there are so many outside parties that are involved in that. I don't know if I - I haven't really thought of it that way. Because, again, we'll still do everything that we do, right? We'll trim up the bushes that say Little Brown Jug in the infield, we will have the flowers, we will do all of the same things. Yeah, I don't have a good example at this juncture of what I think that that would be.

Richard: That's just fine.

Tiffany: Okay. (Laughter).

Richard: When I spoke with Jay Wolf, he described you as sort of the keeper of the spreadsheet.

Tiffany: (Laughter). Yes, it's called the race master.

Richard: Yes! And that you were the person - and you can dispute this if you'd like to - but that you were the person who was most responsible for organizing, for focusing, for making sure that this team was paying attention to the issues that they needed to pay attention to. I don't know whether that sounds like what you were doing.

Tiffany: Is he talking as far as the implementation piece of it?

Richard: Yes, that spreadsheet.

Tiffany: Oh, that spreadsheet. Yes, that spreadsheet. Well, he's being too kind. The credit for a lot of that needs to go to him. He and I have been friends for a long time. In fact, his son is my babysitter. Their kids have been my kids' babysitter forever. And, well, you know Jay. He eats, breathes, lives, sleeps this stuff. So he's an amazing resource and a gem to this sport and especially for our Fair. So that is true, that I maintained the data, I kept us on task, because there's only so many hours in the day, right? So it's very easy to get off tangent on things, and so I viewed my - and sometimes people didn't like that - but I don't really care. My role is to keep us on task, and, okay, here's what we have today, what are the decisions we're going to make today? We're gonna meet regularly, so we need to continually update our data, and it's a moving target. So that is true that I did maintain that. But I can't tell you how many Sunday afternoon phone calls, or meetings, Jay and I had so that he could help me update it. Because he knows so much more about all the happenings, not numeric related, but all the practicality of getting the horse in the door, racing it, and getting it out the door - under these protocols. That he was invaluable to me as well as the organization in maintaining the keeper of the spreadsheet.

Richard: Did it feel - well, how did it feel, to be the person who was sometimes, what can I say, herding people? Not herding, but perhaps organizing.

Tiffany: Yeah. It was fine. I'm used to that. I think, being on the Board - I don't have a problem in doing that. Because I have to do that all day in my job, you know, manage my team. And so I do that on the Fair Board as well. I mean, you don't know me from Adam, but I don't have a problem speaking up, and I don't speak just for the sake of speaking, but I don't have a problem putting my foot down and calling order to a matter. Because everybody's time is valuable, and whether it be with the Fair or anything, we all have a duty to be the best that we can, related to the organization. So, a lot of times - I like to have order and structure, because I think it's the most efficient route. And that's just the way my brain is wired, because I think of my profession. So it's okay. I like pressure, and I can handle stress. So it's fine with me that I kind of maintained that and interjected when I needed to to get it back on course. And knowing

that if I upset somebody, it's nothing personal, you know, we'll move on. Because I think we all had the same goal - we all wanted the same end result. And so it might have been a little bumpy to get us there, but we got there, and like I said, it really made us closer as people, I think.

Richard: How did you feel seeing the Jug pulled off? Being in the grandstand on that day.

Tiffany: Yeah. It was amazing, and like I said earlier in the interview, that week - the weather - I have never been - I mean I've been doing this - the racing - since 2004, so what's that, 16 fairs or something like that? There has never been a week that had more perfect weather. I mean the track had never been in better condition. I'm probably going to quote this wrong, but I think we had like six world records set - Tom or Jay - Jay obviously would know it, Tom and Jay. But we had a boatload of records set. The horses were beautiful. I mean everything about it was amazing. And those of us that were - I mean we were working the whole day with it - but just sitting and watching it, I don't know how many times the group of us just said, you know, you just looked around and said, this is so surreal, like, there's nobody here. Like, where are all the people? And I remember, on Jug Day specifically, my team here that worked with us, we kind of get to relax a little bit on Jug Day and enjoy it. We're not working in the Cabin so much. And we just sat there and said - or we would say, "Oh, right about now, what would we be doing?" "We'd be up on the hill having breakfast." Or, "Oh, we would be going and checking this group of people to see - we knew these people would typically be there." "Oh, we would be sitting in my box right now, wagering." Or, you know, we were reminiscing about all the stuff that we typically would be doing on this day. Or we would say, "Oh, whose turn is it?" You know, one of the things that we do, we write the checks, and we run back and forth in the infield a million times. Well, we altered how we did that this year. And so, we would say, "Oh, remember, at this race, it'd be your turn to run across to go check on things at the Log Cabin," or, "Oh, it's your turn to go check on things at the Log Cabin." So the week of racing itself was amazing. Jug Day was amazing, but it was sad that, really, nobody was there to feel it and see it. Because, again, at the onset of this, right after the 2019 Fair, we were planning for the 75th and the 50th, and we did what we could with it, but certainly it was sad.

Richard: So, it sounds like both satisfying, and sad, and surreal in there as well.

Tiffany: Yeah. And I think the other element of it, too - so all of us that got it to that point - we knew where we started with it, and the end product. And I think that we all said to each other, "You know, guys, we busted our butts to get this done, and let's not let it fall on deaf ears - that we need to be proud of ourselves. We all need to give ourselves a pat on the back." Because I myself and every single one of the other folks that were out there, we have never worked so hard. I have never shoveled so much mulch. I mean, the manual labor that we all did to make it be what it was, I said to the group, to the exec committee, "Guys, we need to take a minute here and just, you know, thank ourselves, thank each other for doing this. Because, oh my God, we did it! Who would have thunk it? But we did it. We dug our feet in, and we got it done. And we did a good job."

Richard: Well, that's one more reason why I am so pleased that I interviewed you, and I am interviewing other people who were involved with this, because this will go into an archive, and the stories will not be forgotten, about what it took to pull off, not just the unique, but an incredibly difficult, 2020 Jug.

Tiffany: Yeah, yeah. So back to the change. We do hope maybe the next year's Jug, or the 2021 Jug, assuming we can have it, you know, maybe we'll discuss it. I mean, it'll be the 76th and the 51st, but maybe we'll try and do something unique to tie in - you know, we have some creative people around - to tie in the 75th and the 50th somehow with it, right? I mean, 2020 is the lost year. So maybe we can figure out a way to resurrect it in some fashion, assuming we can have a Fair this year.

Richard: Well, that is part of the goal that we have with this oral history, is to celebrate - and it would be Jay Wolf with his marketing talents - to say that it will be a celebration of the 75 years of racing, see?

Tiffany: Yeah. He'll be our guy for that.

Richard: Exactly. So stay tuned, because there will be a way to be able to use what we have learned from the interviews and make a production, you know, do something that will be memorable in September of 2021.

Tiffany: Will that be amazing. And, again, thank you for asking me to be a part of it. I'm not from around here, and so, when I moved here and made this my home, this organization really has kind of become like my family away from my family. So, I'm very honored to have been a part of it.

Richard: Okay. Before we go, are there any other topics, are there any other memories that you would like to add because they would give us a fuller appreciation about this past Jug?

Tiffany: Uhm. No, I think we covered it. Like I said, my role a lot of the times is really to be in that Cabin making sure all the numbers are right. So, a lot of the things that go on outside of that and the really neat conversations that get to be made with the horsemen or the trainers or the grooms, I don't really get to have that a lot because I'm in the mix making sure that all the numbers are right. I'm sure there are some really great stories. I think, for me, the most memorable was how collectively we all came together, took a really awful situation and turned it into something memorable; and this certainly is going to help continue the memory that we can all look back on and just say, "Oh, I'm (hatched). I remember that." Yea, remember that day, and how we all felt.

Richard: I guess I should have asked this question. When you look at the numbers at the end of this whole process, are they red? Are they black?

Tiffany: Yeah. So that's a good question. We're actually working on that right now. I think we'll end fine for the year. Again, we really ratcheted back our spending, and the simulcasting money came in okay. But collectively as the organization goes, we took advantage of as many CARES Act provisions as we could. Whether it be grants, PPP money. Sandy did an amazing job filing for all of those, receiving grants from various places, the Department of Ag helped out, OHHA helped out, and we're gonna continue. There are more avenues for that in the second round of this that are just getting started. So we are very comfortable, we're in a good spot. Certainly, we don't want to repeat that, because we want to generate the revenue that comes with having a full, all-around Fair. But we did okay, and that's because we monitored our resources very heavily, and drew on as much of the financial benefits, whether it be at the county level, state, or federal level, that were out there because of COVID. And with that, we were very mindful of the spending. We were not wasteful in any stretch. So, for the year, I can't say it now because we haven't gotten them done yet, but we'll end okay. We'll be fine.

Richard: A nice way to end this interview. That's a happy ending.

Tiffany: It is. Yes, we're gonna be fine. And we have a beautiful building that's being built. So, I don't know if we're doing anything to talk about that, but the new Ag Center that is being built is truly phenomenal. I mean, I get tears every time I go look at it. It's amazing. So, hopefully, we'll be able to utilize that in next year's Fair.

Richard: Well, Tiffany, thank you so much. Your insights are invaluable, and this really adds greatly to our archive. Thank you so much.

Tiffany: Well, great. You're welcome. Have a great afternoon.

Richard: You too.

Tiffany: Okay. Bye.

Richard: Bye, bye.