up to the minute for the needs of cost control and budget management.

There are three divisions which run all of their expenditures through the Winter Shows accounts: the Women's Division, the Poultry Show, and the Crops Show. However, there are other segments of the show which, in addition to providing support, backup, and assistance to the Winter Shows board of managers, have their own financial records, including income and expenses, for a portion of specific operations connected with the Red River Valley Winter Shows.

The Red River Valley Horse Breeders Association takes in a considerable amount of money at registration time and pays this out for judges, show premiums, printing, and other expenses. The horse breeders' fiscal matters have grown to a point where a more businesslike handling of funds is now being installed.

The Red River Valley Livestock Breeders Association, which was organized back in 1917, has experienced various ways of providing income through the years. They have done everything from selling shares to selling memberships, and holding special sales, the income from which has been given to help make payments on mortgages. The organization was one of the first groups to which the state legislature appropriated modest funds to be used for the promotion of purebred livestock in the Red River Basin. Currently this amount is about $6300 per year. This is expended entirely by the Red River Valley Livestock Breeders Association for premiums at the Livestock Show and is subject to auditing by the state auditor.

The Red River Valley Development Association, started in 1914, is an organization made up of one member from each of the 14 counties with the exception of the two largest counties, Ottertail and Polk, which each has two members on the board. This board's major responsibility is to expend annually the modest funds appropriated by each county board of commissioners for use at the Red River Valley Winter Shows. Currently, the funds are spent for the Crops Show, the Valley Farmer and Homemaker Honors Banquet, the King Agassiz project, an appropriation for the Winter Shows operations, for the Builder of the Valley award, and for modest directors' expenses and clerical expenses including mail and printing. This budget runs about $13,000 a year.

The Red River Valley Dairymen's Association is the oldest commodity group which receives a small stipend from the state legislature, currently about $1500 annually, which they use for promotional and developmental work with the dairy industry at the Red River Valley Winter Shows.

FISCAL POLICIES AND VOLUNTEER ORGANIZATIONS

There isn't any question about the volunteer nature of the leadership effort in the planning and the operations of the Red River Valley Winter Shows. At best it is loosely organized, and at times in its history this fact has made problems for the board. Any successful ongoing agency serving an area as large as is served by the Red River Valley Winter Shows is bound to be subjected to the criticism and mistrust by individuals wondering about the management of an annual budget now reaching $465,000. The Winter Shows has been able to solve the serious misunderstanding throughout the 75-year history because responsible fiscal policies are reviewed regularly. The close proximity to the professional leadership volunteered by the University of Minnesota has been a stabilizing factor in the settlement of issues over the years.

There is a real plus side to the loose organization, however, and that is that it does allow for the rather free development of individual and group ideas to float to the surface as planning and operations go forth year after year. This is even more effective where the leading cooperative agencies have modest budgets exclusive of that of the RRV Winter Shows Board of Managers, Inc.