

November 22, 2021
Case #: K00017

MEGAN PONTES

HANS PETER SCHMITZ

Coronado Floral Association: Bringing Together California's Coronado Community

At the December 3, 2020, board meeting of the Coronado Floral Association (CFA) in Coronado, CA, United States drew near, President Diana Drummey reflected on the events of the past year. A devastating health pandemic had spread around the world, bringing illness, death, and trauma. Each country was affected, including the United States where the CFA was located. The past year was also an election year for the United States with partisan differences especially pronounced, particularly in regard to how to address the pandemic. Amidst this turmoil, in March 2020, the CFA board of directors made the difficult decision to cancel its annual Flower Show event for 2020 and 2021.

The mission of the CFA is to “[enrich] lives through education in, and showcasing of, flowers, plants, and gardens through encouraging and fostering knowledge of horticulture, promoting the love and use of flowers, encouraging community beautification (including homes, schools, and public grounds), and producing the Annual Coronado Flower Show.” Since its inception, the Flower Show has been a unifying, annual event, joining together Coronado’s local community to beautify and celebrate the town in which they live. The Flower Show required hundreds of volunteers to put on the event, bringing people from different backgrounds and political viewpoints together to support each other and their community.

In a year of division and difficulty, the decision to preemptively cancel the 2021 Flower Show was, according to Diana, another reminder that individuals and the community could not come together physically as they had in the past. However, with the continued pandemic and restrictions, combined with the slow rollout of vaccines, the CFA board felt there was no other option but to cancel the Flower Show again and prepare for the 100th year anniversary of the Flower Show in 2022.

Leadership changes were also afoot. At the December 2020 board meeting, Diana announced to the board that, after decades of involvement, the 2022 Flower Show would be her last. Leslie Crawford, the Flower Show chair, also announced her intention to retire after that show. Diana reminded the board of the difficulty in past years of recruiting and retaining membership and volunteers. Membership numbers were already decreasing prior to the pandemic, but membership in 2020 dropped even further as people stayed at home and few participated in the organization’s online offerings. Despite individual requests and public calls for volunteers in the local paper, the

board struggled to replace departing board members and obtain the number of volunteers needed for the Flower Show. At the same time, the Flower Show, the main event organized by the CFA, was drawing steadily increasing numbers of visitors from 2010 to 2020, though ticket sales were insufficient to cover the cost of the show. However, increased attendance also required more financial and volunteer resources needed to prepare and organize the Flower Show. At the December 2020 board meeting, Diana proposed that the board consider a much larger question than how to recruit a new leadership and volunteers:

Is it time to dissolve the organization, or is it possible to reenergize the community around an annual tradition?

Pandemic and Politics

In March of 2020, the CFA board made the decision to cancel the 2020 show due to a global health pandemic. Caused by the contagious coronavirus (or COVID-19), the pandemic triggered national and local governments to impose mask wearing rules, social distancing measures, travel restrictions, and lockdowns. Schools and universities moved to virtual learning, and events and meetings previously held in person transitioned to online platforms. Creation of vaccines for COVID-19 were expedited in 2020, but rollout of the vaccines experienced logistical and production issues, prolonging the length of these measures into 2021. In the United States, the pandemic and its countermeasures also had a major impact on the economy, with 114 million people losing their jobs and 200,000 businesses permanently closing in 2020. These additional pressures heightened emotions and highlighted existing perceived economic disparities and societal injustices, leading to protests around the country, including in Minneapolis, Minnesota; Kenosha, Wisconsin; and Washington, DC.

The year also brought a highly contentious presidential election. When the election results showed that incumbent president, Donald Trump, had lost, he decried the voting results as fake, filed a flurry of lawsuits, and assured his supporters he would be victorious in securing a second term. The post-election rancor reached local levels, including San Diego and Coronado. Strongly opposing views were expressed through campaign yard signs and letters to the editor in the local paper.¹ The pandemic and its effects on the economy were cited by *The San Diego Union-Tribune* as Coronado's biggest campaign issues.² A freelance writer, J. F. Kelly, Jr., reflected in the local paper that "it was too much . . . to expect a politically-polarized society like ours to put politics aside in an election year in order to concentrate our energies on winning this war [against the pandemic]."³ The partisan differences that had intensified during the Trump presidency⁴ now began to focus on whether measures aimed at stopping the pandemic were protecting public health or infringing on individual freedoms. Everything the CFA stood for, including bringing together the Coronado community on a regular basis as part of accomplishing its mission, seemed more difficult. Reflecting on the results of

¹ Johnson, S. C. (2020, October 5). Home graffitied, Trump signs stolen in Coronado. *Coronado Eagle & Journal*. Retrieved September 27, 2021, from http://www.coronadonewsca.com/opinion/home-graffitied-trump-signs-stolen-in-coronado/article_f047e678-0756-11eb-8e45-8f25b576ae74.html

² Solis, G. (2020, November 3). Coronado mayor cruises to re-election. *The San Diego Union-Tribune*. Retrieved June 18, 2020, from <https://www.sandiegouniontribune.com/news/politics/story/2020-11-03/coronado-election-story>

³ Kelly, J. F., Jr. (2020, May 18). Divided we fall. *Coronado Eagle & Journal*. Retrieved June 18, 2020, from http://www.coronadonewsca.com/opinion/divided-we-fall/article_31f520ee-994e-11ea-a83c-cbf5d910bd08.html

⁴ Dimock, M., & Gramlich, J. (2021, January 29). *How America changed during Trump's presidency*. Pew Research Center. Retrieved November 6, 2021, from <https://www.pewresearch.org/2021/01/29/how-america-changed-during-donald-trumps-presidency/>

the election, resident J. F. Kelly, Jr. noted in his letter to the editor of the local paper, “The people have spoken . . . but not in unison.”⁵

Coronado and the Coronado Floral Association

Coronado is a resort town on a peninsula, with a population of approximately 23,000. Founded in 1888 and known for its beaches, historic Hotel del Coronado, and military base, Coronado has a small-town feel despite being located across the bay from a large metropolis, the City of San Diego. Residents and visitors ride bicycles throughout town, children walk to school, and the town is known for being a close-knit community. For its size, Coronado boasts a wide variety of volunteer associations and not-for-profit organizations in which people from different backgrounds or opposite sides of the political spectrum could get involved with their community, such as Rotary International, the Optimist Club, and Soroptimist. The CFA is one such organization.

The CFA and its Annual Flower Show emerged in 1922 from a woman’s desire to unify the town, after a local feud over land development issues drew many residents into taking sides.⁶ Coronado resident Maude Taylor came up with the idea of a community flower show to unite her neighbors, and the first Coronado Flower Show premiered in the large public park in the center of town. Maude’s husband Harold was also an engaged citizen at the time and a charter member of the Rotary Club of San Diego since 1911.⁷ At the time, it was not unusual for citizens to participate regularly in several volunteer associations. The Flower Show became an annual event, continuing to unite individuals from across the community, whether to attend the show, submit an entry to the show, or participate in the Home Front Judging event, which encouraged residents, businesses, and local organizations to beautify their properties through horticulture.

Many volunteers for the Flower Show came from other organizations in the community, including the Rotary Club, the Optimist Club, Coronado Republican Women, and the Coronado Democratic Club. United around the Flower Show, individuals with different opinions and politics worked alongside each other to put on this event.

Dr. David Hansen, a local resident, remarked, “[This event] brings the community together, and it’s wonderful to see all the generations blending in.”⁸ Mark Blumenthal, a local resident and regular Flower Show volunteer, told the local paper, “No matter what’s going on in Coronado politically today, everyone loves flowers and supports the Flower Show.”⁹ Diana, the president of CFA, observed the impact of the Flower Show in exposing people to other things, as “different groups are working together on the same thing—different ages, different backgrounds, different viewpoints.”

⁵ Kelly, J. F., Jr. (2020, November 12). What the voters were saying. *Coronado Eagle & Journal*. Retrieved September 27, 2021, from http://www.coronadonewsca.com/opinion/what-the-voters-were-saying/article_56d1adfe-254b-11eb-aa9a-6f468b8fed97.html

⁶ Metzger, M. (n.d.). *History: Coronado Flower Show*. Coronado Floral Association. Retrieved April 15, 2021, from <https://coronadoflowershow.com/about-cfa/history/>

⁷ Crawford, L. (2020, April 17). *History of the Coronado Flower Show*. Coronado Historical Association and Coronado Museum. Retrieved September 28, 2021, from <https://coronadohistory.org/blog/history-of-the-coronado-flower-show-4820history/>

⁸ Quoted in Dittler, J. (2014, April 30). Annual Flower Show captures the essence of Coronado. *Coronado Eagle & Journal*. Retrieved April 15, 2021, from

http://www.coronadonewsca.com/news/coronado_island_news/annual-flower-show-captures-the-essence-ofcoronado/%20article_552600a2-d0a4-11e3-8972-001a4bcf887a.html

⁹ Quoted in Dittler, J. (2014, April 30). Annual Flower Show captures the essence of Coronado. *Coronado Eagle & Journal*. Retrieved April 15, 2021, from

http://www.coronadonewsca.com/news/coronado_island_news/annual-flower-show-captures-the-essence-ofcoronado/%20article_552600a2-d0a4-11e3-8972-001a4bcf887a.html

Leadership of the CFA

Since its inception, CFA has been a 100% volunteer organization, never employing any part- or full-time staff. Although the lack of paid staff kept overhead costs low, the business of the organization and the Flower Show, including volunteer recruitment, had to be managed completely by the board of directors, who also were volunteers. Unlike board members for for-profit companies who are paid for their service, board members for nonprofits are not paid. Exhibit 1 lists members of the board of directors; although all the members of the 2020 board of directors were women, the board had two male members in the past, though the board had remained predominantly female throughout the life of the organization.

Comprised of 12 individuals (eight elected members and four non-voting representatives), most of the board had been recruited from the Coronado local community, drawing heavily from the two local garden clubs. Elected members of the board, nominated and elected at the annual membership dinner, consisted of the president, vice president, secretary, treasurer, Flower Show chair, membership, marketing, and technology chair. The board also included non-voting representatives from four community clubs who assisted with aspects of the Flower Show (i.e., presidents of the Women's Club, Junior Women's Club, Bridge & Bay Garden Club, and the Crown Garden Club). Most of the board members were over 55 years old, with only the representative from the Junior Women's Club under that age. Although the board reflected the older demographic of its current members and members of both garden clubs, it did not represent those in their 20s, 30s, or 40s within the community.

Except for the treasurer, board terms were for 1 year with a maximum of two consecutive terms (2 years). The treasurer was a 2-year term with a maximum of five consecutive terms (10 years). As Diana remarked, "Recruitment of volunteers for board positions had been a persistent challenge. Three of the past four vice presidents have declined to serve a second 1-year term." The time demanded, particularly in preparing the Flower Show, was difficult to take on for working individuals and/or those with family. Falling membership combined with a decrease in awareness of the role of the CFA in the community also contributed to recruitment difficulties. Due to recruitment issues, many board members had rotated through various positions on the board throughout 2010–2020. Diana herself returned as president after previously serving two terms as president and two terms as Flower Show chair. The Flower Show chair, Leslie Crawford, likewise served various positions on the board during 2010–2020.

Previous board discussions focused on the need for changes to address the decline in engagement, volunteerism, and board recruitment. In 2018, the board accepted a proposal to add the position of education chair, aimed at connecting more regularly with membership and the community throughout the year. However, despite professing to recognize the need for change, most of the board resisted or rejected suggestions from the education chair and the education committee, stating these efforts were not what CFA had done in the past. The lack of financial and administrative support from the board for the efforts of this committee led to the chair quitting within the year. The position was not refilled, and the board decided to dissolve the position and committee, deeming it a failed experiment. Despite acknowledging a need for change, the board appeared resistant to making changes.

As pandemic-related restrictions were placed throughout California and the United States in 2020, CFA's board pivoted to meeting online. Following the decision to cancel the 2020 Flower Show, the board discussed alternatives for engaging with the public in the absence of the show, such as a virtual flower show of pictures sent in by individuals as well as a virtual Home Front tour of gardens

and yards in Coronado. Both initiatives were launched on the CFA website (www.coronadoflowershow.com) and publicized through the email distribution list and local media outlets. Community participation in these events were limited, as few submissions were received for the virtual flower show, compared to the hundreds of submissions for the in-person shows. Whereas previous Home Front Judging events were publicized in the local paper and encouraged people to walk or drive around the community to see the winners, website traffic was low for the 2020 Home Front tour, conducted virtually as quarantine restrictions were in place that April. Board meetings continued to occur online, with several board members citing changing work and family demands; attendance declined from an average attendance of 10 in 2019 to 4 in 2020. The previous treasurer resigned due to work and school demands. Four other members cited screen fatigue as a reason not to attend meetings online. The resulting average attendance was four members per board meeting, and efforts to recruit new board members proved unfruitful.

Volunteer and Community Engagement

Months into the pandemic, the four regular attendees to the board meetings met again on December 3, 2020, to discuss the possibility of winding down CFA after the final Flower Show in 2022. Diana had initiated this conversation and was in favor of closing the organization. The three other members of the board expressed reluctance to follow her lead. Leslie, the Flower Show chair, argued the Flower Show needed to continue as “Coronado’s longest running tradition, and the decision to end it all should not be just on a handful of people on the board.” Leslie thought a public appeal might bring awareness to the situation and attract more volunteers and public support. Though initially undecided, Lisa Daniels, treasurer and Home Front Judging chair, was persuaded by Leslie’s appeal. During their online conversations, the members also discussed the possibility of turning over the Flower Show to another organization, such as one of the local garden clubs. As the December 3, 2020, board meeting was coming to an end, and there was no clear decision, Diana reminded the members that a decision had to be made; membership and volunteering had been declining for years, and Diana and Leslie had also announced their intentions to retire after the 2022 show.

The CFA had struggled with decreasing community engagement for years, particularly from 2015 to 2020. Even though annual attendance at the Flower Show was always strong among the Coronado community and outside visitors, individuals appeared less willing than in the past to invest their time and talents to sustain the almost 100-year-old organization, according to Laura Crenshaw, a former board member. As recently as 2014, membership had reached a high of 1,000, but it dropped to 90 members in 2020, as the pandemic affected plans for the annual membership drive. Since 2014, recruiting the large number of volunteers needed for the Flower Show had been a persistent struggle. Though the Flower Show attracted participants and attendees from throughout San Diego County and beyond, the CFA traditionally emphasized recruiting over 90% of its volunteers as an important tool for community local engagement. Difficulties in volunteer recruitment were evident at the 2018 Flower Show, when Lisa Daniels, treasurer and Home Front Judging chair, had to recruit over half of the volunteers for that year’s Home Front Judging from outside of Coronado. Diminished local participation forced the organization to look outside of Coronado to the San Diego metropolitan area for crucial help in securing a successful Flower Show.

Laura reflected,

“How many years have we tried to get volunteers, and it hasn’t worked? [I hear others say the Flower Show] should never go away, but they aren’t stepping up. Or if people do get involved, it’s because we bribe them. We don’t have community support at all.”

Lisa observed,

“Getting volunteers is the hardest part, as people do not realize how much work it takes. People seem to have less time [to devote to local organizations].”

Financials

The bulk of CFA’s annual financial support came from a grant from the City of Coronado in support of the annual Flower Show. The remainder of income came from Flower Show revenue (ticket sales, vendor payments for booth space, the beer garden, and the Saturday evening event) as well as individual and business memberships (see Exhibit 2).

The city grant was applied annually and received in the fall for the Flower Show in the upcoming year. Though the grant was not earmarked for a specific area of the Flower Show, it had been used since 2005 to offset costs associated with a growing Flower Show, leading to rising rental costs of tents, tables, and linens. When the show was smaller and only included the judged sections for plants, flowers, and arrangements, CFA’s expenses for the Flower Show averaged \$10,000–\$12,000 per year. More recently, the footprint and size of the Flower Show grew to include additional exhibits, art displays, vendors, and a beer garden. The CFA then hired a rental company for the needed tents and other supplies, which increased expenses for the Flower Show to over \$57,000 by 2017.

Though the Coronado City Council had expressed general concern over the percentage of the city’s budget spent annually on grants,¹⁰ CFA always received verbal assurances of support, and the city’s grant for the Flower Show grew from \$44,000 in 2017 to \$55,000 in 2020. Even though the CFA was unable to use the grant for the 2020 Flower Show, the City of Coronado did not require CFA to return the funds nor was the City of Coronado counting these funds against any future grants received. However, CFA was not guaranteed these funds and had to reapply for the grant each year. The income from memberships was not sufficient to cover expenses associated with the Flower Show (see Exhibit 2).

Membership

Just prior to the pandemic in 2020, CFA had 325 individual members and 25 lifetime members,¹¹ as well as eight business members. An individual membership was \$35 and included membership for two individuals, entry for those individuals to the Flower Show, as well as early access and discounts to tickets to the Spring Fling (which occurred the Saturday evening of the Show) and voting rights at the annual membership dinner in January. Membership renewal reminders went out through mail and the newsletter, with membership renewals typically surging in the months of March and April, in advance of the Flower Show. Diana commented that with no membership drive due to the cancellation of the 2020 Flower Show, membership had fallen to 90 individuals during 2020.

¹⁰ Axelson, D. (2020, December 29). City Council continues to refine community grants policy. *Coronado Eagle & Journal*. Retrieved April 15, 2021, from http://www.coronadonewsca.com/news/coronado_city_news/city-council-continues-to-refine-community-grants-policy/article_736fdd74-28de-11ea-add5-87c463ea3dfb.html

¹¹ A lifetime membership is no longer available; individuals who purchased a lifetime membership decades ago are grandfathered in. All other members pay an annual fee to maintain their membership.

Reflecting on the difficulty of attracting members, Don Crawford, a former board member and long-time volunteer observed, “I think people in general, unless really interested in gardening and the Flower Show, will just show up the day of the Show.”

The board conducted extensive debates on how to increase membership. Several board members asked why residents would not want to be a member and support the Flower Show. Coronado’s changing demography might be a factor, as rents and property values had increased dramatically. The median home price increased from \$1.1 million in 2012 to \$2.1 million in 2020, and the average rent for a 1-bedroom apartment was \$2,500 in 2020. The number of second homes had increased greatly over the years, decreasing the number of full-time residents. Former board member Laura Crenshaw thought the decrease in full-time residents negatively affected community engagement and events, as there were less people able to be involved in local organizations like the CFA.

Although the board could not affect rising home values, discussions had centered on how to make membership more attractive. Both Jenn Settle, the former membership chair, and Megan Pontes, the former treasurer, noted the CFA rarely reached out to its members and limited its communications to soliciting entries to the show, purchasing tickets for the annual membership dinner, or distributing only two to three emails throughout the year. An education chair position was created and an education committee formed in 2018 to create workshops and other events to engage with current and potential members. These events included how-to workshops on plants, gardening, and entering the Flower Show. However, according to former Education Chair, Carol McGraw, the board provided little financial or administrative support to the ideas and efforts of the education committee, and she quit the board by the end of that year. Without a chair or support from the board, the fledgling efforts of the education committee dwindled. The board deemed this effort a failure and dissolved the education committee.

The Garden Clubs in Coronado

Crown Garden Club, the first garden club in Coronado, was founded in 1959, with the mission “to encourage interest in all phases of home gardening, better horticultural practices, the principles of artistic design, and the conservation of the natural resources of Coronado.” To be eligible for membership, an individual must possess a long-term connection to Coronado (i.e., live or work in Coronado) and must be sponsored by two existing members. Early members were primarily wives of Naval officers, stationed at the North Island Naval Base on Coronado. Prior to the pandemic, Crown Garden Club members gathered monthly for a meeting and presentation and also volunteered for various aspects of the Flower Show. As current president of Crown, Vicki Fisk was also on the board of CFA and had been an active participant in CFA board meetings.

Bridge & Bay Garden Club was founded in 1972 as an alternative to the Crown Garden Club, where interested individuals could join without any requirements to have sponsors or a connection to Coronado. Its mission was to “encourage interest in all phases of home gardening, better horticultural practices, civic activities, the principles of artistic design and the conservation of natural resources.” The club maintained a few small gardens around Coronado, assisted in the Flower Show, and noted a Spot of Beauty in Coronado each month, which was promoted in the local paper and other such activities. Each monthly meeting for general members had a horticultural presentation; meetings had transitioned to Zoom during the pandemic. As the 2020 president of Bridge & Bay, Kathy Beaton also had a seat on the board of CFA but had not been present for most CFA board meetings, without giving a reason for her inability to attend.

Similar to CFA, both garden clubs were also experiencing declining membership and struggling to attract younger members. Discussions surrounding the merger of the two garden clubs had arisen every few years. The clubs often had similar speakers or presentations at their monthly meetings, and as Don Crawford pointed out, “Combining the garden clubs might lift the burden on the volunteers doing the ‘heavy lifting’ within each club.” However, past talks of merging the two clubs had failed due to lack of support from the founding members of each respective club. Vicki Fisk, president of Crown Garden Club, asserted the two garden clubs were too different from each other, emphasizing, “What makes Crown unique is its requirement that members have a direct connection to the Coronado community, such as living or working in Coronado.” Vicki also stated a merger with CFA would not make sense, as CFA did not have a similar requirement for their membership.

The Future of the Flower Show

As the board began to plan for the 100th anniversary show in 2022, the future of CFA and the Flower Show beyond that year remained uncertain. Leslie Crawford, the Flower Show chair, made another appeal to the board for the need to continue the Flower Show:

The Flower Show is a tradition and a unifying entity for the springtime in town. It’s a way to bring people together on a neutral ground, like when it got started. The question is how can CFA show throughout the year the value it brings to the community, whether this is education or more activities.

Diana, President of CFA, countered:

More activities mean more volunteers, and we are struggling to find volunteers across all ages and backgrounds. Like other organizations, we are struggling to find long-term volunteers. You and I are tired and leaving after this year; who will replace us?

Leslie replied:

People need to step up. Yes, you and I are burned out, but we need to start having this conversation and figure out how to frame it. The 100th anniversary of the Flower Show is a perfect opportunity to appeal to the community for help. The Flower Show plays an important role in bringing the community together; it shouldn’t go away.

Diana remained unsure:

We have appealed for volunteers before without much success. Maybe CFA has not evolved enough along with the community, and I am not convinced CFA is responsible for bringing the community together. If not, what is our role?

Vicki added:

The aging of groups is a factor. The younger generations want to do the fun things like parties. Maybe we just need to change the Flower Show—it can’t be the same.

Lisa replied:

Maybe it is time for the organization to go a different way. Maybe if there is no Flower Show for a year, maybe people will step up. We don’t know what is going to happen in the future.

Leslie replied:

The CFA is one of thousands of local voluntary associations in the United States that struggles to survive as they face declining memberships, increasing partisanship, and external shocks like a pandemic. Yet organizations like CFA can play an important role locally in building community networks, trust and reciprocity that facilitate collaboration and cooperation.

Lisa countered:

I'm not really sure the Flower Show unifies. The Flower Show does bring people together, but it is more in a social way.

Leslie reasserted:

The future of the CFA is not simply about organizing an annual Flower Show (or not) but about the vision of a community and its future.

EXHIBIT 1. CORONADO FLORAL ASSOCIATION (CFA), BOARD OF DIRECTORS



Diana Drummey, *President*

A retired officer for the Coronado Police Department, Diana first became involved with the organization in 2000 to grow her knowledge and involvement with the community in which she served. She became a Master Gardener and has used her horticulture gifts and knowledge within a variety of capacities in the organization. She has served on the board from 2013 to 2020, as secretary, Flower Show chair, and president.



Leslie Crawford, *Flower Show Chair*

Leslie grew up in Coronado, where as a child she entered flowers and plants in the Flower Show. As an adult, she joined the local garden clubs and volunteered at the Flower Show before eventually joining the board in 2007. She has served several positions on the board, including Flower Show chair, vice president, and president.



Lisa Daniels, *Home Front Judging Chair & Treasurer*

Lisa joined the board of directors in 2018 as Home Front Judging chair in response to a CFA appeal in the local newspaper.¹² She took on the additional role of treasurer after the previous treasurer resigned due to lack of availability from returning to graduate school.

Carol McGraw, *Former Education Chair*

Carol joined the CFA board in 2017 when she became president of Bridge & Bay Garden Club. She served as the education chair in 2018, resigning from the position and board by the end of that year, citing lack of support for the efforts of the Education Committee



Vicki Fisk, *Board Member as President of Crown Garden Club*

Shortly after she moved to Coronado, Vicki joined Crown Garden Club in 2010, to learn West Coast gardening. As a member of Crown Garden Club, she volunteered at the Flower Show. Vicki became a nonelected member of the CFA board upon becoming president of Crown Garden Club in 2019. She regularly attended the online CFA board meetings during the pandemic.

¹² CFA seeks Homefront Judging chair. (2018, January 29). *Coronado Eagle & Journal*. Retrieved November 6, 2021, from http://www.coronadonewsca.com/news/coronado_island_news/cfa-seeks-homefront-judging-chair/article_5b5cae54-051f-11e8-a8ff-afd6f7145941.html

Kathy Beaton, *Board Member as President of Bridge & Bay Garden Club*

Kathy became a nonelected member of the CFA board upon becoming president of Bridge & Bay Garden Club in 2018. She did not attend online CFA board meetings during the pandemic for reasons unknown.

EXHIBIT 2. CFA FOR THE YEARS ENDED DECEMBER 31, 2017-2020 (USD)

		2020		2019		2018		2017
Revenue and Support	\$							
City Grant		\$0		\$55,000		50,000		44,000
Membership								
Individual / Family		2,353.19		6,157.36		7,496		6,505
Business		0		1,016.84		0		0
Donations		781.80		4,512.64		3,215		4,235
Membership Dinner		2,618		3,040		1,731		3,175
Flower Show Income		0		34,394		31,905		
Admissions		0		17,271		15,782		13,825
Beer Garden		0		2,601		3,221		3,915
Plant Sales		0		1,561		2,632		752
Saturday Night Event		(150)		11,100		8,574		0
Vendors		0		1,860		1,696		1,559
Other Income		508		506		4		302
Total Revenue and Support		6,261		104,627		94,351		78,268
Expenses								
Administration		1,027		1,289		465		557
Membership Dinner		3,368		2,546		2,171		2,008
Flower Show Expenses								
Rental Services		1,710		57,661		49,655		45,190
Show Production		4,052		11,359		17,725		10,931
Beer Garden		0		1,258		693		742
Saturday Night Event		653		8,065		7,638		0
Home Front Judging		291		3,286		3,238		2,863
Total Expenses		14,155		89,697		86,273		66,147
Change in Net Assets		7,894		14,930		8,078		12,121
NET ASSETS AT END OF YEAR	\$	101,421.24						