

**THE
RIGHT
PLACE
AT**



**THE
RIGHT
TIME**

Pat Dempsey by Katrina Adams

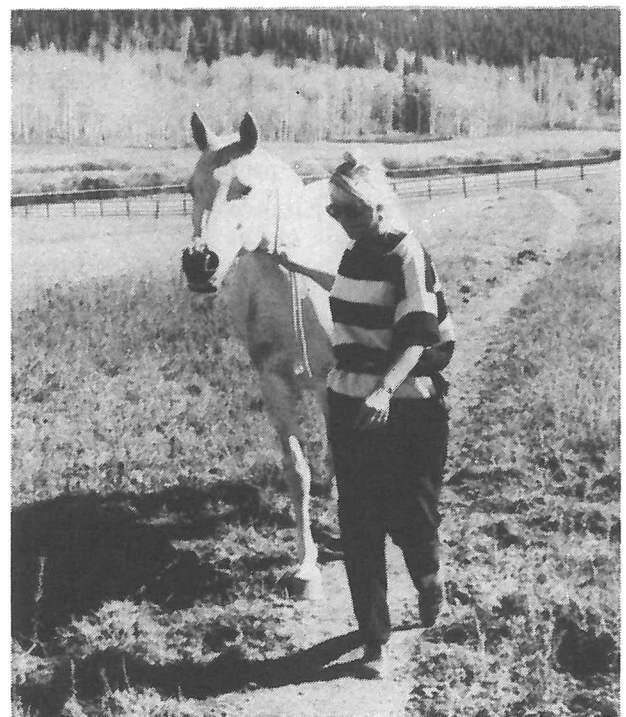
Coming into the Three Wire Winter class, I found an abandoned, unfinished story just waiting for me to pick up. I grew interested in that story. Deciding to meet the intriguing lady in the story, Pat Dempsey, I made plans to visit her for an interview at her ranch.

In the middle of the day, Mr. McKelvie, classmate Tracy Delliquadri and I drove up to the ranch. It was a beautiful October day. As we were driving, the scenery around us added a special magical touch. Aspen trees, with exciting multi-colored leaves, were on both sides of the road breaking the warmth of the sun. After a while we saw a sign that said "Wapiti Ranch." We thought it an interesting name; Wapiti means elk in Indian language. Finally we made it to the ranch, and Pat Dempsey welcomed us into her beautiful home, the setting for the interview.

Pat was born in Cleveland and grew up on a farm near Columbus, Ohio. She used the skills for working with horses to help pay her way through college.

"I graduated from college in 1968. It took me a year and a half to get my Master's in Business Administration at Miami University. My Master's in Public Administration was a little different. The professors were very current on what was going on at Woodrow Wilson's School of Government and Foreign Affairs. They're tied with Harvard's School of Foreign Affairs for the number one spot in the country as far as the value of an M.P.A. So I really did learn a lot there because I had not had the experience with the government.

"At that time the government was definitely becoming a very major factor in running a business. Now, it's about 60 percent of anybody's business with the forms and protocol. I completed the degree in less than a year. The college suggested that I take 12 hours, and I was taking 18 hours of classes. I was there the first year they allowed women in. They didn't have bathrooms for us, and it was very male-oriented. I was gratified to get in. There were only two women in the entire program.



"I moved to Denver in 1970 after receiving my M.P.A. Due to the fact that I couldn't find a job there, outside of being a teacher, a secretary, or a nurse, I was forced to start doing things on my own. I did fundraising for U.S. Senator Bill Armstrong. I had only lived in the state of Colorado three days, so I didn't know I couldn't do it. I knew I had to do it. At that time, Bill was running for the House of Representatives. I organized the finances, and after the campaign certain businesspeople I had met asked me to do things for their corporations and businesses. My business just kind of grew from there. It started growing and I had to open an office in Chicago, in Denver, and one in San Francisco. I worked out of my suitcase and my briefcase.

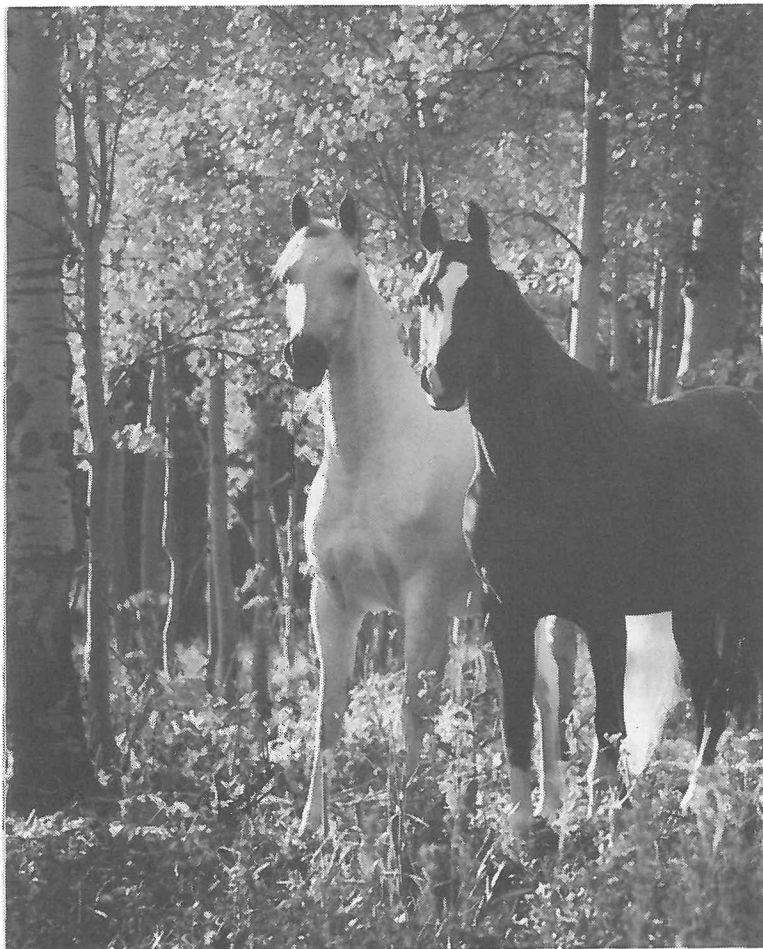
"We consulted with all aspects of business; we did some governmental consulting. Basically, I did mergers and acquisitions, labor negotiations, wage and salary, international development, and international marketing and development. I had approximately 300 people working for me.

"Some of my clients thought I was really off the wall when I decided to move back to the country and sell my business. I was on a three-year consulting basis with the companies after I sold them. During that period, I had to go back and have consultations, and I did do traveling for them. My clients were concerned that I didn't know what I was doing by moving back to a different type of lifestyle in the country.

"The life of traveling and consulting is very hard. I was really burned out because all my energies, 20 hours a day basically, were geared to the company that had problems. When I wasn't actually in conferences, I was working the problems out, either in small groups or by myself. Even weekends were totally work-oriented. That business was constant traveling, time changes, living out of motels and hotels, conference rooms and foreign food."

Pat was in the consulting business for about nine and a half years by the time everything was switched over from the business to the ranch. "I lived on \$100 a month while I had my company (consulting business). My car was owned by the company, and I was doing company business 20 hours a day. They paid all my plane and travel expenses, and everything else. Instead of actually getting settled in someplace, I lived on \$100 a month and put everything else in the bank, so that I could afford to buy a place when I got ready.

"Then when I sold the company, I bought horses because I knew that I was the type of person who wanted to work. I'm not the type who wants to invest in the stock market where your assets go up and down and you have no control over it. I wanted something I could control, and I wanted to produce



(WHITE HORSE: NAVIANA; DARK HORSE: MI KERIDA +)

"I WANTED TO PRODUCE SOMETHING BETTER THAN WHAT I HAD."

something better than what I had. Basically, when raising horses, you are trying to produce something better if you're raising them as a breed rather than just ranch horses to ride."

Pat's ranch is way up in the hills, with nothing but National Forest all around. "When I was looking for property around Steamboat, I kept telling my realtor: 'No, that place is too accessible.' He kept saying, 'I think I know the exact place for you.' This place had been vacant for eight years before I found it in 1978. The ranch was empty for so long that it looked like a ghost town. So we had a lot of fixing up to do. We picked up all the rocks in the field, every post and rail, all the fencing, and we built the horse facilities. Dr. Jeckle, the man who designed the heart bypass surgery technique, built the ranch. He built the shop and the house. I added a greenhouse to the house and changed all the carpet and drapes."

Pat owns 25 Arabian horses, and a few other animals too, which means she needs a good vet. "Dr. Baldwin is my vet and he's always been super with helping out. In fact, he just sewed my bird's beak back on. He now has the privilege of treating all of my animals.

Tim Fentress does my foot work, all my horse trimming, and he does a super job."

Pat has never taken a riding lesson in her life. She learned how to work with horses on her own. Pat learned how to ride when she lived on the farm with her parents in Ohio.

Pat has come to admire a good horse in any breed, but she has always admired the Arabian horse the most. "I really like the way Arabians move and the way they are put together. Arabians are much more human oriented than other breeds; they really care. They're not really a horse that you can say, 'Do it,' and they'll do it. They will look at you like, 'Why?' Arabians have a definite curiosity about everything. If you go out my back door and you call one of them, they are all afraid they're going to miss something, so all of them just come tromping down the hill. They all come to their names.

"In the desert in Egypt where Arabians came from, the horse lived in the tent with its master. It was a watchdog and the warrior; they would act just like a watchdog today. When neighboring tribes would come in to try to steal horses or make acts of aggression, the horses, especially the mares, would act like watchdogs. The horses got their milk before the owner's family did because they considered the horses so critical to their existence, which they were, in the desert.

"In Poland, the big Polish Arabians were bred for racing. They're a very big horse, bigger than the other Arabian types. Arabians are the best endurance trail horses you can find just because they don't have as much muscle as a quarter horse or a thoroughbred. They say the Arabian horse is the really versatile breed because you can take an Arabian and do all kinds of athletic activities with it.

"The Morgan, the quarter horse, the thoroughbred and all of the light horse breeds originated with the Arabian. The thoroughbred is two-thirds Arabian. Over the years they've evolved into the breeds they are. People brought in different strains to make it a different horse."

Conformation (the way a horse is put together) shows the quality of the horse. "There's five indications of type in an Arabian. One of them is the dished head. Others are the big prominent eyes, its tail carriage, its neck set, and flaring nostrils. After typing in a horse is defined, then you find the points of conformation. One of the things to look for is the slope of the shoulder. Look to see that the neck comes up from the shoulder and it's very refined in the throatlatch. In an Arab for show, three legs have to be perpendicular to the ground when they're standing up. The fourth one can be back because they like the croup to



(MI KERIDA +)

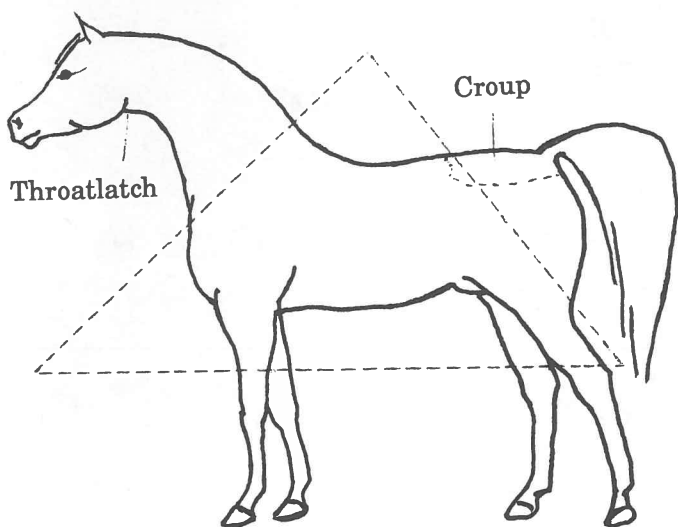
"I REALLY LIKE THE WAY ARABIANS MOVE..."

be flat. Some of them are not only flat, but they go up at the tailhead. Those horses hang out behind, and when you're riding them, they can't collect themselves under themselves. That's a big point because a horse's motor is right in here, the hip of a horse.

"Most people start riding a horse from the girth forward. They kick it in the girth and they pull the reins. What you have to do with your legs and your hands is you have to drive this rear end up into the bit. Just like driving a car -- if you want the whole horse to move and you don't have the motor engaged, you can steer it but you're not going to go anywhere. What you need to do is get the horse's legs underneath him. A horse that either has a totally flat croup or a croup that slants even upwards can't get his legs underneath him as well. People don't realize that the horse has to be on the bit and not in front of or behind the bit. If the horse's mouth isn't on the bit you will never engage the motor (its back end). Now that doesn't mean the horse won't go; it will be going but

you do not have control. A lot of horses give you an illusion of control because as long as you don't know that you don't have control, it is much better for him.

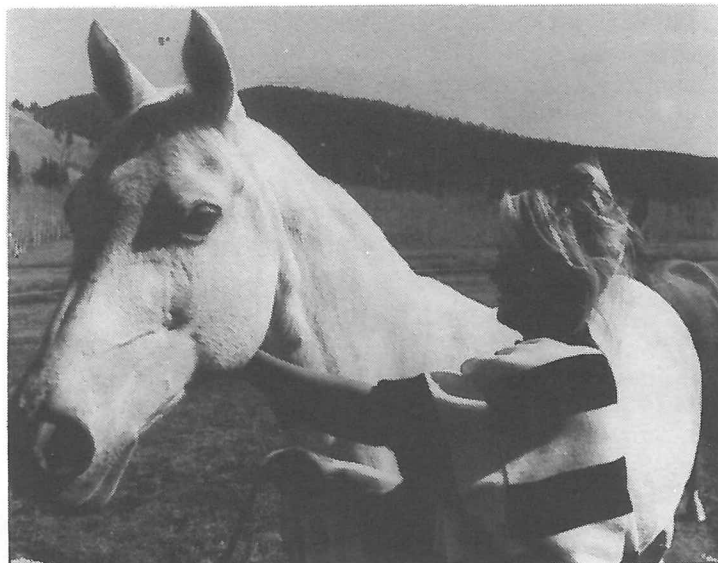
"When you look at a horse, what you do is divide it into thirds, so you end up with the front, middle and back end of a horse. Another thing you can do when looking at a horse is to come up through the shoulder and come up through the point of the hip and then make a triangle and see how balanced your triangle is or how off your triangle is. That will show you the balance in a particular horse. But you always definitely want the area between the sets of legs longer than the topline because when they're moving they'll come up and hit themselves.



"Judges in horse shows look at the conformation and temperament of a horse. When entering shows there are some good judges and some bad ones. It's really very political, like life. There are some judges that only like a certain type of horse, and you may as well not show under them because it's so expensive to go to a show today. This is why I have to have a trainer because I can't be out there training the horses every day and doing everything else." Mike Neal is a show horse trainer in California who is training for Pat. Pat also had another horse trainer, Cathy Meyers, who had a stable in Vail and Englewood. She is not working in the horse training business at the moment.

"We really haven't shown in performance lately because it costs so much to put a horse in training. I can't afford to keep a great number of them in training. So I've got three of my horses in training right now out in California with the halter trainer.

"As with all horse industries, at this time, business is off somewhat. The prices of horses were getting way out of control, and people just don't have the extra money to buy and show horses. Horses can be considered a luxury item. They are one of those things you have if you've got the money."



"HORSES CAN BE CONSIDERED A LUXURY ITEM."

Pat is a sponsor at the Nationals. "I advertise on the back cover of the Nationals program, and everybody has a Nationals Program. I have the contract on it. Last year people would turn the magazine over and put their coffee on the back. This year they were turning it over and putting their coffee on the front because the back was so pretty that they didn't want to get it dirty.

"Nationals lasts for a week. It starts on a Saturday, and it's over about midnight the following Saturday. There are almost no breaks because there are so many horses and classes to get through. They'll have 36 driving classes with 10 horses in each class, because everybody who qualified from around the country has the opportunity to enter. In driving, they try not to have more than 10 or 15 horses in the ring. Under saddle, they can have 35 in the ring at a time and have five sections of it.

"The whole first part of the week is eliminations. Thursday afternoon, Friday and Saturday are when the major championship classes are held. Three years ago they asked me if I wanted to sponsor the stallion halter class because I am a patron, which means I sponsor a class at the nationals, which helps support the industry. They gave me stallion halter to sponsor, which is a prime class at Nationals. At that time Kenny Rogers, the country singer, said that he would be a patron if he could sponsor the National Stallion Championships. They called me back from IAHA, our international organization that controls showing, and told me that Kenny Rogers said he would be a patron and give out the trophy if he could have stallion halter. I told them he could have the class. Kenny never showed up. I joked with the guy that arranged it, by saying, 'I can sing as well as the breeding manager,' who ended up giving the trophy. So I got stallion halter back again last year."

Pat is very careful about showing her babies (under three years old). "With the babies, we only go to about two or three shows per year. I don't believe in over-showing the young ones. We take their shoes off and turn them out after that. We just let them rest and grow up so that they're not burned out by the time they're two, which happens a lot of times, or burned out by three when they're really old enough to go on and do something at the national level."

The filly that Pat showed in 1987 did well. "My filly, Shalamar W. A., had been hurt, so she was about 50 to 70 pounds lighter than the other horses. This was her first show in May, and we had a Nationals judge walk up to her and the trainer and say, 'There isn't a thing in this class that can beat her.' Well, technically that was true, but she wasn't as mature as the other horses, and so we came in fifth out of 62. Next year she'll do better. Shaly will be more mature and have more training. She was five months younger than some of the other horses in the competition. She wasn't even a year old yet. Technically, Shaly was just a year old and the others were a year and a half. I couldn't be more pleased with the way my trainer handled her and the way he presented her. As tough as this industry is, it's really incredible, any number of those 60 some horse owners would have given their right arm to be in that position."

Another horse that did well for Pat in 1986 is Kerida's Shahdow W.A., who won the yearling Cal-Bred Futurity class of about 67 horses. "We have a gelding out behind the barn that won in halter, and in English Pleasure, and covering about a nine-state show area. Then, after only eight weeks training, he won the driving class. So our horses can do a lot. They are not just halter horses. A problem in the horse industry is people will say, 'That's a halter horse.' If it's a halter horse, people think that's supposed to mean that they can't move. But if they're that well put together to be an epitome of breeding stock, then that horse ought to be able to move any which way you want it to."

There is an overload of horses in the horse industry, which is causing a poor market for horses of all breeds. "In past years, if people heard that a horse was an Arabian of a certain breeding, they would tend to buy it at an inflated, unsubstantiated price. This buying of Arabians went on for years. People figured they were getting two for one by buying a mare in foal. There became a tremendous glut of poor-quality horses, and the industry is paying the price. It's a healthy revamping of our entire industry, which needed to happen."

"A lot of people have felt that if a horse was sired by a certain stallion then that would increase its price by as much as \$100,000. My values have always reflected the individual quality rather than pedi-

grees. Before last year, I had sold 43 horses in five years and only had two horses to sell. I would have sold a number of horses before they became two years old, and I did so in a couple of instances, but before two years and a day you used to have to pay capital gains tax on the money when it was sold. It wasn't taken in as ordinary income. When you sold a horse, you had to pay the government 50 percent regardless of what your expenses and income were running. That's a big factor in selling a horse. I maintained a number of these horses until they became two years and a day. In August 1986, the rules changed. Now, at any age that you sell a horse, the money is considered ordinary income which has given most programs a beneficial tax break -- available to most



PAT DEMPSEY GIVING OUT THE U.S. NATIONAL STALLION HALTER CHAMPIONSHIP TROPHY.

other types of businesses. I probably have three to four horses right now to sell as a result of the tax change. I've basically reduced my breeding and have my mares back under saddle during the transition."

There is always work to do in the horse business. "I basically have four businesses to run, which means 18 hours of paperwork a month just in maintaining all my records. I have an individual shoeing, health and show record, plus all of my ledgers which keep track of my expenses and things like that. At the end of every month, I've got to total or subtotal about where I stand financially for that year, so when December 31 rolls around my records are ready to go to my accountant. In September, we sit down and we go through it to see where I stand and to see what I need to do before the end of the year."



(BARICHA)

"MY VALUES HAVE ALWAYS REFLECTED THE INDIVIDUAL QUALITY."

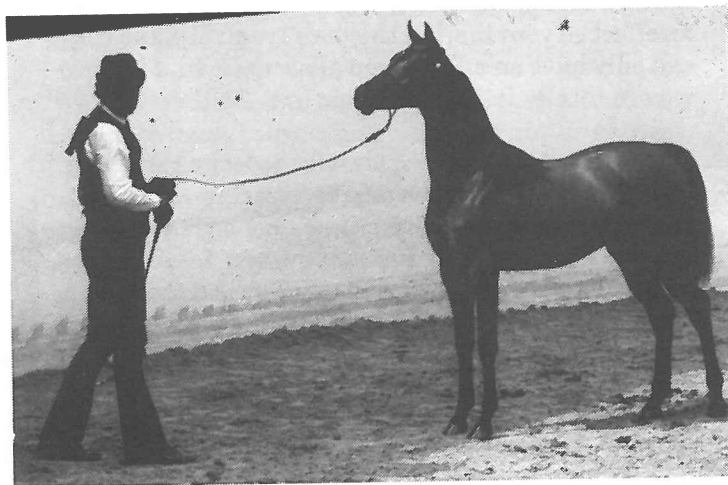
"In the showing part of the horse business, people usually enter the shows either for prize money or to raise the value of their horse. In halter shows, basically it's the value of the horse that increases. The futurities are totally different; they are totally financially oriented. If a filly would go on and win as a three-year-old, which is when the National Futurity is in the U.S.A., she could stand to win up to \$30,000. With that big ribbon and trophy that Shahdow won, I only won \$15.00 which was split with my trainer. It's the third year that you get into the money. He takes 20 percent and I get 80 percent. It's an incentive for the trainers; the agreement is put in all their contracts. Most of the trainers take more, but my trainer recognized that I pay all the entry fees, all the futurity fees, the training, all the hauling, and other costs."

The main stud Pat owns is W. N. Satamiros. "Beau" is his nickname. W. N. stands for Wayne Newton. "I started calling him Beau because he was every lady's beau at the ranch. We've called him a lot of other things too. I own him in a partnership. We bought him at ten months of age and he's now seven and a half years old. He still holds the record for the highest-selling yearling colt ever sold at auction in our industry. He's gone on to produce some very good babies. He was shown by Wayne Newton's trainer, Alfredo Ortega; he won two major championships in the Arabian horse industry at the age of ten months. He was brought home to grow up and breed mares.

"A new program has been established in the Arabian breed. This program gives financial incentive to Arabian horse owners. In racing there's a purse, so the industry established a program called The Breeders Sweepstakes. Before the foals are born, you have to pay \$300 up front and nominate the foals for the Breeders Sweepstakes. Now, they can be a year old when shown and win sweepstakes money. In fact, we did win last year. You can show halter for yearlings, and then it's three year olds again. Anything that a horse does in its lifetime can earn money for its owner. But you do have to put the horse in the program before you ever see your babies.

"I have always felt that if I didn't feel the babies were worth investing \$300, I shouldn't be breeding them. So I've always bitten the bullet and put my horses in. There's a tremendous amount of controversy in our industry over this because a lot of people can't afford it. We have what's called Breeders Sweepstakes Nominated Stallions also. If I bred a horse and the stallion was not nominated, his foals could never be eligible for Breeders Sweepstakes. So if you've got two instances where the people down the road don't have their stallion in the Breeders Sweepstakes, yours is, and the stud fees are the same, which one are you going to breed to? The one in Breeder Sweepstakes so you can go on and win in the show ring, endurance or trail, and sell them as Breeders Sweepstakes babies. The other baby you can't. It's turned out to be a very successful program within the industry.

"Say if my mare showed at Nationals and she got U.S. National Futurity Champion, I would probably get \$8,000 to \$9,000 because she won the futurity which is paid into before they're born. In addition, being Breeders Sweepstakes nominated, I could win an additional \$15,000 or \$20,000. The third-place horse may be the first horse to get Breeders Sweepstakes



(SHALAMAR W. A.)

"THERE ISN'T A THING IN THIS CLASS THAT CAN BEAT HER."

money because the first two may not have futurity money, but due to sweepstakes, the third-place horse may take most of the money, So there is a financial incentive now in showing because of the Breeders Sweepstakes money."

Pat said she never sets long-term goals. "Really, I have never had a goal in my life. I have my objectives for the day; I know what I need to accomplish. Like now, I'm getting ready for winter; this is short-term. I know I have to get hay in and other lists of things we've got to do, but basically everything's done. We've brought post and rails down from up above at the shed because we have to rebuild the fences all winter. You'll see right by the phone I have my list of things to do for town, a list for here and the calls I need to make. I focus on what I have to do at the immediate time.

"There are people considering buying the ranch, but until it happens, this is where my emphasis is focused, right here. Working with horses, making sure that everything is ready for winter, or we're ready to go into summer, or we're ready to do what we need to do. I find that if I focus on goals, I can miss what's really important for me. That's so far been better for my life than what I see as what I want for my life. If I focus on a goal, I can get blindsided by these other things that come along. I've had to really train myself not to be goal-oriented because I know with all the knowledge I've got I really don't know what's best for myself.

"I think there's a master plan for each and every one of our lives, and I think if we allow it to unfold, it will. I think the greatest things I've learned, especially up here, is that there's nothing in your life that you can really control except the thought you're thinking at that moment. I don't believe anybody else can control your life, either. I don't believe it's an outward thing where other people control your life. They just have an effect on your life, but they can't control it and they can only have an effect if you allow them to. I believe we are totally in control of our own destinies.

"Yet, to have that control we have to let go. You have to let go because when you're fighting against it, you're resisting something that may be better than what you think. For instance, when I was really trying to get back to the country, I found this home over near Granby. I had some coal interests at that time. A lot of times when businesses didn't have money to pay me, I would take stock or trade a certain percentage of their controlling interest. I built up quite a portfolio of interests by doing this. I didn't invest in the stock market, but I had actual investments that I could oversee every day. I was overseeing the companies and doing a lot of consulting and management, advising them. So I knew exactly what my investments were doing. I had this one coal

investment, and this man had a beautiful log home on 30 acres that he wanted to trade. He wanted my coal, and I wanted his home.

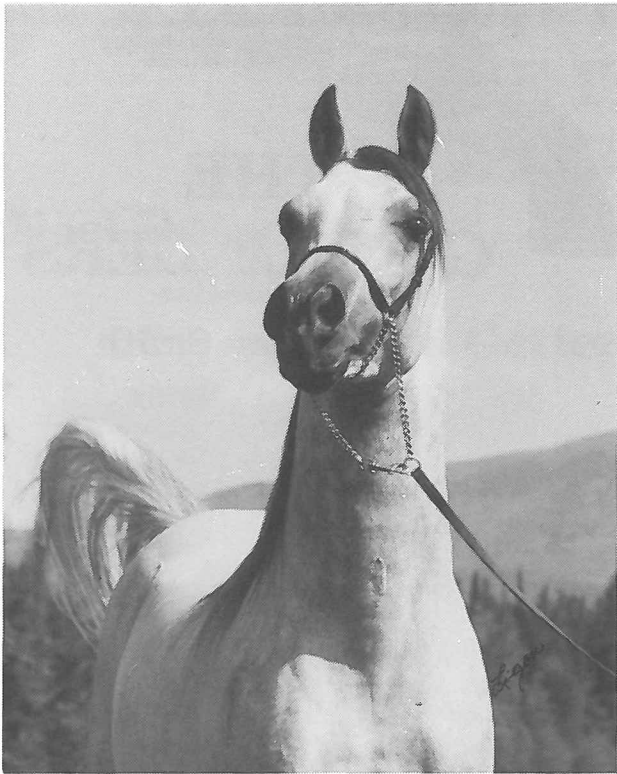
"For nine months, the deal wouldn't close. I don't know why, he just kept backing off of the offer. It was going to be an even swap, so there shouldn't have been any problems. Except that for some reason, it just wouldn't close. I look back on it now behind eyes that have a lot more wisdom. There isn't a more perfect place than the land I have now. That place that man offered would not have been right. When the transaction wouldn't close, I started looking for other properties for sale. That's when I found this place. I look at it now and I could not have done there what I've done here; this was just the right place. I know that I don't know what's good for me always. A number of things in my company would just look like the best thing for everybody, but what came along to actually be the best was so far superior to anything that I could conceive. I have inclinations only."

To illustrate this point, Pat tells the tale of a horse named Belle. "She was on the U.S. Olympic Equestrian Team twice. Belle has won Grand Prix Jumper and Grand Prix Dressage of the world. I was introduced to Belle about two and a half years ago down at Colorado State University. They were getting

"AFTER ONLY EIGHT WEEKS OF TRAINING, HE WON THE DRIVING CLASS."

(KERIDA'S SHAHDOW W. A.)





(W. N. SATAMIROS)

**"I STARTED CALLING HIM BEAU
BECAUSE HE WAS EVERY LADY'S BEAU
AT THE RANCH."**

eight to ten embryos out of her a year. They would breed her and then in eight days they would go in and flush the embryo, which was a fertilized egg, and implant it in another mare. They use the uterus in the other mare and let it carry Belle's babies. They do this with a lot of really valuable race horses and show horses. They don't want to take those horses out of training. You can get 10 to 20 babies out of a mare in a year.

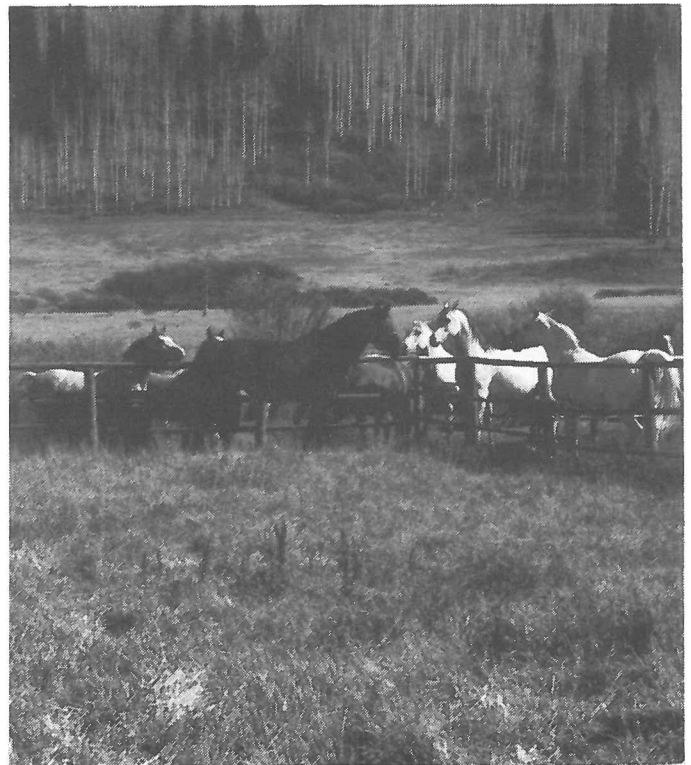
"Belle won the gold cup over in Sweden, which is a major jumping competition. It's very prestigious. The first thing I said when I saw the mare was that she needs to be running at the ranch instead of in these stalls. There was no place to move for a horse who's been as athletic as she has been. It would be like taking someone like me and closing me in a room. So I told Ginger, who is the horse extension specialist for the State of Colorado, 'That mare is meant to be mine, and she is meant to run up at the Wapiti Ranch.' Her prior owner got into financial trouble and went bankrupt. CSU got the horse because of all the embryo transfers and the care of all these horses they had down there that the man owned.

"In September 1986, I was down there and the gal that does my advertising for the horse industry was there to do a speech. She and I went over to this fence, and the mare was out in the pasture. There were 25

of these big black horses out there and Gloria said, 'Which one is Belle?' I only saw her in this little corral, and so I yelled out and said, 'Belle, if you're meant to be mine, get yourself over to the fence!' From clear across this pasture, this one horse picked up her head and just came trotting over. Gloria's mouth just fell open. It was Belle.

"So last May, the horses were sold to make up for the deficit that had occurred while the man was not paying his bills. At that point, I was going into summer with my mortgages and a lot of expenses, and there just wasn't any way I could afford to buy her. I stood back, and some people from Ohio bought her. Ginger kept looking at me. She said, 'There goes your mare.' I said, 'Well, it must be for the best.' I couldn't afford her at that point. They had paid in cash and brought their own veterinarian with them from Ohio. They meant to get this mare because she is really phenomenal.

"I had to go to Grand Junction to work on a brochure with Gloria in advertising, and then I drove down to Fort Collins for the Colorado Horseman Seminar. They presented me with a bronze trophy for doing the work for the program for about six years. When I got down there, Ginger, the horse extension specialist, was splitting at the sides. She said, 'You will not believe who's back.' I had let go of Belle completely, but I always kept thinking about what that horse could have taught me about riding. Ginger said, 'Belle is back.' And she is going to be mine now."



(BLACK HORSE, NICKNAMED "BELLE")

"THAT MARE IS MEANT TO BE MINE."