



# Marion County Fair

## Strategic Plan 2017-2018

**Legend:**

- CV- Commercial Vendor*
- EC- Event Coordinator*
- FB- Fair Board*
- FV- Food Vendor*
- MC- Marketing Consultant*
- PC- Public Competitions*

### GOAL 1 - INCREASE FAIR REVENUES

**Strategy 1** - Hire an experienced fundraiser who will be successful in interacting with local businesses, agribusinesses, and other key community contacts.

**Plan**

Task	Completion Date	Responsible Party
1. Select a Marketing/Sponsorship Coordinator as needed.	Contract signed by Sept	FB
2. Accounting for sponsorship.	On-going	MC, Staff, Treasurer

**Strategy 2** - Work as a fair board to develop and implement policies and practices that maximize fair revenues.

**Plan**

Task	Completion Date	Responsible Party
1. Board members set individual goals to recruit new vendors/sponsors to the Marion County Fair.	Dec	FB
1a. Discuss possible sponsors for grounds floral baskets	March	S. Gubbels, D. Wells
2. Review pricing structure for vendors.	Dec	FB, EC Staff
3. Analyze and determine ticket prices, promotions, fees, premiums (for public competitions) and passes for impact on revenues.	Nov	FB, EC, MC
4. Analyze expenditures to determine where efficiencies can be gained or costs can be borne by a sponsor.	Nov	FB, EC
5. Present a Treasurer's Report regularly.	Monthly	Treasurer, Staff
6. Negotiate agreements with State Fair on parking and fairgrounds rental.	Feb	Staff, Chair, Treasurer EC
7. Determine fair hours.	Nov	FB, EC
8. Review special days (Senior/Teen Day) ticket pricing.	Jan	FB, EC

**GOAL 2 - INCREASE PUBLIC AWARENESS ABOUT THE FAIR**

**Strategy 1** - Work with a marketing consultant to create and implement a sound marketing plan.

**Plan**

<b>Task</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Adopt marketing budget.	Nov	FB, MC
2. Build on broad-based and segmented marketing approach (television, radio, internet/social networking, newspaper ads, yard signs, field signs, banners, etc.).	Jan	FB, MC
3. Marketing consultant will maintain regular communication with fair board, board designee, sponsorship consultant, and event coordinator.	On-going	MC
4. Maximize use of "free media" (press releases, radio promotions, etc.) in addition to traditional print, radio, and television advertisements.	Oct -Fair	MC
5. Reminder to pick fair theme in January. (If applicable)	Dec	FB, Staff, EC
5a. Vote on fair theme in board meeting. (If applicable)	Jan.	FB, Staff, EC
6. Interface with other state fairgrounds events occurring at the same time as county fair.	May	MC, EC, Staff Chair, State Fair Rep.
7. Put together CH2 (county building) window display	May	CS Staff/MC
8. Submit City of Salem banner application.	Starts Sept. 15	Staff
9. Present new fair theme logo to fair board. (If applicable)	Feb.	MC
10. Determine date for holding BOC Board Session at the fairgrounds during fair.	Jan.	BOC, Staff

**Strategy 2** - Involve all fair board members in public awareness activities.

**Plan**

<b>Task</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Schedule opportunities for fair board members to increase public awareness through presentations, promotions at service clubs, chambers and other public meetings.	Oct	FB, MC
2. Increase public participation in Public Competitions events.	May -Fair	EC, Staff, FB
3. Participate in community events (such as booth at AgFest, Awesome 3000, etc.).	Periodic	FB, EC
4. Explore other venues (library/mall displays, chamber press outlets, Saturday Market, First Wednesday, Iris Festival, etc.).	Feb -Fair	FB, EC
4a. Target chamber newsletter articles.	Feb -Fair	FB, MC
5. Create activities that draw cross-cultural participants.	Feb -Fair	FB, EC

6. Create activities schedule to help with public awareness and ensure coordination. (Working schedule, master list of specials, daily printout.)	June	Staff, EC
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**GOAL 3 - BE "PROACTIVE" IN ORGANIZING THE FAIR**

**Strategy 1** - Develop and implement a plan to assure fair responsibilities are coordinated.

**Plan**

Task	Completion Date	Responsible Party
1. Select an event coordinator as needed.	Oct	FB
2. Confirm garbage and clean-up is handled by an organization; coordinate any 4H/FFA specifics with them	June	EC, 4H/FFA
3. Facilitate "Zero Waste" contract with Garten Services	Nov	Staff
4. Identify the person responsible for exhibit hall logistics, stage, and commercial vendors.	Nov	FB, EC
5. Food vendors- % sales tracking (daily z-tape pickup).	June- fair	Treasurer
6. Update flow chart of board members responsibilities including back-ups.	Nov	FB, EC

**Strategy 2** - Get an early start on key tasks in all areas of the fair (Public Competitions, 4-H, FFA, Commercial Vendors, Entertainment, Activities and Events, etc.).

**Plan**

Task	Date	Responsible Party
1. Work with event coordinator to assign tasks; determine which tasks are assigned to coordinator, fair office staff, and fair board members.	Jan	FB, Staff, EC
2. Monitor and coordinate tasks getting an early start on key tasks in all areas of the fair.	On-going	Staff, EC
3. Evaluation of contracts- identify which contractors are eligible for renewal. Determine which services should be competitively solicited before the following year's fair.	August	Staff; EC
4. Identify carnival vendor. (Next RFP fall 2018)	Dec (as needed)	FB, County Process
5. Identify security and ticket-taking agency. (Next RFP winter 2018)	Dec (as needed)	FB, County Process
6. Identify & coordinate grounds crews to do set-up and takedown.	Jan	EC
7. Further develop state fair/MC fair cooperation- more effective layout; communication of needs; fencing; better signage.	May - fair	Staff, FB, EC
8. Negotiate the use of state fairgrounds for the fair activities and events.	Mar	EC
9. Develop Grange log cabin agreement.	May	Staff
10. Check to see if Comcast will be sponsoring internet service in the log cabin.	April	Staff, MC
11. Present fair layout (including booths) to fair board.	Feb	EC

12. Arrange for Big Name Entertainment Transportation Van (perhaps use county's vehicle pool)	March	Staff, EC
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**Strategy 3** - Improve communication and information.

**Plan**

Task	Completion Date	Responsible Party
1. Maintain two information booth notebooks.	June - fair	Staff
2. Improve "signage" throughout fairgrounds; including directing people to commercial exhibits and posting prices at ticket booths.	June	EC, Staff
3. Increase communication around gates, parking, camping, and tickets.	June - fair	FB, EC
4. Increase clarity of process with security personnel- who does what; informational (print, signs, etc.).	May	FB, EC
5. Review emergency plan.	Mid-June	Staff, EC, FB, security, other interested parties
6. Provide event listing information for program publication to Event Coordinator	May	FB, EC
7. Set date for holding Volunteer Appreciation Night in Sept.; give "save the date" notices to volunteers during fair.	June	FB, EC, Staff
8. Identify date and provide post fair gate numbers and revenue to Management Update.	July- Aug	Treasurer, Staff

**GOAL 4 - SUSTAIN AND INCREASE FAIR ACTIVITIES AND EVENTS THAT ENCOURAGE BROADER AUDIENCES TO ATTEND**

**Strategy 1** - Continue to book free and professional entertainment.

**Plan**

Task	Completion Date	Responsible Party
1. Send press release seeking local entertainers for the community stage. Respond to requests to participate (perform, or entertain) that come into the fair office; relay to Event Coordinator for a response.	Begin Apr	Staff EC
2. Work with Event Coordinator on potential entertainment as a draw for fair attendance.	Jan -Fair	FB, EC
3. Discuss whether the fair should feature a "big name act".	Nov	FB, EC, Staff

**Strategy 2** - Continue to feature the Marion County Talent Show.

**Plan**

<b>Task</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Identify Talent Show Coordinator.	Jan	EC
2. Contract with Sound and Lights contractor.	Jan	EC, Staff

**Strategy 3** - Continue to implement and enhance 4-H, FFA, and Public Competitions livestock events.

**Plan**

<b>Task</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Create detailed work orders.	May	FB, EC, Staff, 4H
2. Hold meeting with State Fair to address logistics, parking, work orders, barns and other issues. Negotiate horse stadium arena grooming.	May with follow-up in June	4H/FFA, Staff, FB, EC
3. Discuss any needed changes for 4H/FFA.	May	4H/FFA, FB, Staff EC
4. Update or develop MOU with public competitions animal groups (pygmy goats, llamas, mini Herefords, etc.).	Feb	S. Gubbels, Staff

**Strategy 4** - Continue to implement and enhance other Public Competitions events.

**Plan**

<b>Task</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Inventory ribbons*, order exhibit tags, update dept. classes per superintendents' requests.	Mar *July (end of fair)	Staff PC Point Pers.
2. Get public competitions sponsors; work with marketing consultant.	Apr	EC, MC, FB
3. Organize activities for exhibit hall stage.	Apr	EC, PC Point Pers.
4. Hold superintendents meeting; assure superintendent positions are filled.	Apr	PC Point Pers.
5. Place public competitions application and information on website.	Mar	PC Point Pers. Staff
6. Send out Public Competitions press release.	April	EC, BOC
7. Hold Public Competitions Superintendents' Post Fair Mtg.	Sept	PC Point Pers.

**Strategy 5** - Continue to implement and enhance opportunities for commercial/food vendors and for commercial exhibits.

**Plan**

<b>Task</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Maximize commercial space in exhibit hall and outside.	Feb- June	EC
2. Commercial vendor coordination (communication, applications, payment)	June	Staff

3. Food vendor coordination (communication, applications, payment)	June	Staff, Treasurer
4. Vendor issues- complaints; hand holding; sales (sell booth); vendor/fair expectations; improve inside layout; change outside layout; re-look at food vendors' contract re: deposit.	Mar	EC, Staff P. Zielinski- CV

**Strategy 6** - Expand daily/targeted events and activities.

**Plan**

Task	Completion Date	Responsible Party
1. Coordinate dog related activities (Flyball, Rescue Row, K-9 demos, etc.)	Jan	EC, Staff
2. Organize and develop other activities.	Oct	EC, FB
3. Process/sign Big Name Entertainment Contract.	Apr	FB, Staff
4. Discuss continuing the beer garden, pretty baby contest, Real Heroes, Grill-Off, etc.	Jan	FB, EC
5. Hold an August Fair Re-cap Meeting to address positive and negative components of the most recent fair.	Aug.	FB, EC, Staff
6. Board members submit attendance numbers in the August meeting if have not already done so.	Aug.	FB, EC, Staff

**Strategy 7** – Expand events for teens, seniors, and families, including culturally diverse activities.

Task	Completion Date	Responsible Party
1. Develop veterans' recognition program with community-based coordinator.	Jan -Fair	EC

**Family Plan**

Task	Completion Date	Responsible Party
1. Contact Boys & Girls Club and other family organizations re: the children's area.	Jan	EC
2. Convene STEAM partners to organize and develop STEAM projects	Jan-June	EC, Staff

**Senior Plan**

Task	Completion Date	Responsible Party
1. Build on previous year's senior activities (demonstrations, acts, games, booths, etc.).	April -Fair	EC, FB
2. Coordinate veterans' uniform display.	May	Staff (pre-fair), EC

**GOAL 5 – INCREASE THE EFFECTIVENESS AND SUCCESS OF THE FAIR BOARD MEMBERS**

**Strategy 1- Board orientation and continuing education**

**Plan**

<b>Task</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Provide member notebook.	As needed	Staff
2. On-going training- Oregon Fairs Association conferences; Aug. regional fair meeting at fairgrounds.	On-going	FB, Staff
3. Election of officers.	Nov	FB
4. Update Member Directory.	As Needed	Staff

**Strategy 2- Annual planning meeting**

**Plan**

<b>Task</b>	<b>Completion Date</b>	<b>Responsible Party</b>
1. Schedule work session with Board of Commissioners (BOC) for annual report; prepare documents.	Oct.	BOC, Staff
2. Make BOC work session presentation.	By Dec. 31	FB, Staff
3. Review Bylaws and communication/conflict resolution documents.	Dec	FB
4. Review Management Agreement- every five years (Next Sept. 2021).	Aug.	FB
5. Review Strategic Plan.	On-going	FB, Staff, EC
6. Update PowerPoint presentation for presentation of fair highlights to BOC.	June	FB, Staff
7. Review county/board ethics laws	Jan	FB, Staff

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