



**MARION COUNTY FAIR**  
**Sunday, November 5, 2017 10:00 AM**

Retreat  
Wells Residence  
10408 Crosby Rd N Woodburn OR 97071

**AGENDA**

**10:00** Open Executive Session- RFP Review, 2017 Contractor Evaluations, Peer Evaluations

**11:00** Close Executive Session Open Work Day Session

**Items of Special Interest**      *Information/Possible Action*

- Approval of October 4 Meeting Summary Notes
- Oregon Fairs Association Convention Recap - Dylan/Heidi/Bry
- Review 2016 Retreat Notes; 2017 Fair Pros/Cons
- 2018 Fair Goals
- 2018 Creative Fair Ideas
- Approval of 2017-18 Strategic Plan
- Review of Conflict Resolution and Meeting Ground Rules documents
- Review Subcommittee Structure and Purpose
  - Fair Board Member Roles and Responsibilities
- 2018 Operating Budget- review, edit, and adopt- *Tamra*
- 2018 Big Name Entertainment Discussion

**Election of Officers** - *Action*

**Next Steps**

**Adjourn**

**Next meeting:** December 5, 2017

**Marion County Fair Board**

*To promote the diverse agricultural and cultural heritage of Marion County through active participation of its citizens.*

**Monthly Meeting**

Commissioners' Board Room

October 4, 2017 5:30 PM

In Attendance

**Board Members:** Brandi Buxton, Joel Conder, Heidi DeCoster, Dylan Wells, Pam Zielinski (by phone Shannon Gubbels and Nathan Leao)

**Staff:** Denise Clark, Tamra Goettsch, Commissioner Janet Carlson (BOC Liaison)

**Guests:** Jill Ingalls, Ingalls & Associates; Melanie McCabe, 4H

**Meeting convened:** 5:37 PM

- I. **Introductions**
- II. **Public Comments-** None
- III. **Approval of September 6, 2017 Meeting Summary Notes-** Brandi made a motion to accept the notes; Shannon seconded. Motion passed.
- IV. **4H Report-** Melanie

October 1 started the new 4H enrollment year and all new programing. A joint Marion and Polk counties grant was received for computers and virtual reality equipment.

For fair, 4H is considering moving the fashion review and performing arts entries from Saturday afternoon to Thursday evening; this may include other county's showcases.

Denise asked if there is any further information on the change in the fair ticket sales process that OSU brought up post fair. OSU is no longer allowing 4H to accept cash or checks for ticket sales, camping, stalls, etc. This was a past practice and the funds collected were then given to the county at a later date. Only credit cards will be accepted. Tamra suggested that perhaps we can do a contract for services, similar to what is done with Afton. Melanie will talk with Donita (OSU) to determine next steps.

- V. **Financial Report-** Brandi

The majority of the changes reflected on the document were year to date changes and motions that were passed at the last meeting.

Jill noted that the golf cart rental and wheel chair rental line items need to have a zero entered in the cell as they were sponsored in 2017.

No \$250 invoice has been received from Abiqua Animal Clinic for fair animal check-in; Shannon will look into it.

Daniel will be closing the budget year out the end of October.

Heidi made a motion to accept the budget as presented with the zero entry changes made; Brandi seconded. Motion passed.

## VI. Items of Special Interest

### Discussion on Entertainment Buyer- Tamra

- At a previous board meeting, it was discussed what went well, and what didn't, with the entertainment buyer at the 2017 fair. Some areas of the entertainment buying went better this past year and some did not. Joel was not present at that meeting so those present asked for the discussion to be brought to a future meeting. Feedback will be provided to the entertainment buyer that reflects performance comments from the prior meeting and those expressed over the year through a newly developed performance review form that is based on the contract's scope of work.
- The current contract is for 3 years, with the option to renew each year.
- Any major changes to this contract, such as going out for an RFP, would need to happen in August; it's too late to cancel. The Fair Board has been behind in identifying its big name acts for the last 4-5 years.
- Better management of fair contracts includes clear, up-front, communication with the desired result of less conflict.
- The entertainment world is a different business; "they operate in their own circle."
- Joel reminded the board that they can't control the bands, but all agreed that the board does have an impact on how the booking agent performs.
- Perhaps ask Mike Paulazak, from the state fair, what his experience with the buyer has been.
- Put the buyer on probation.

Tamra stated that staff is preparing reviews for all of the fair's major contracts- Event Coordination, Marketing/Sponsorship, Entertainment Booking Agent, Security, and Ticketing.

Denise was directed to add to the September Strategic Plan items "performance review of contractors."

**Upcoming work Day (November 5)** - The meeting will start at 10 AM with review of the performance feedback forms. The first hour (10-11) can be an executive session. Dylan will host the meeting at his house.

Joel said that he just received news that singer Tracy Byrd will be touring. His opening price is starting around \$27,500. The fair board is interested in pursuing him. Brandi made a motion to attempt to sign Tracy Byrd for under \$30,000; Pam seconded the motion. Motion passed.

A list of the available country acts and prices was distributed. A classic rock acts list should be available within the next 10 days.

Jill asked that staff work with Eric to develop a list of artists that are of interest with millennials.

### **Volunteer Appreciation Night Update-** Dylan

There were approximately 50 volunteers who attended the event, in addition to Pam, Denise, Heidi, Jill, Dylan, Commissioners Carlson and Cameron, Tamra, and the volunteer coordinators Mary Grim and Lisa Miller. The Round Table pizza was good and the volunteers seemed to really appreciate the event.

The Volunteers Budget Request Form items will be added to the 2018 budget, which will be brought to the November meeting.

## Storage Unit Discussion- Dylan

- The blue storage barn out at the fairgrounds was broken into again; it's unknown if any items were stolen.
- Possibly purchase a Conex box/container replacing the blue barn and the secure storage unit on Silverton Rd.
- Need to ensure items such as ribbons and paper stay dry and don't mold wherever they are stored.
- Purchase a semi-trailer that could be stored, hooked up to, and hauled.
- Trailer problems- rubber tires deteriorate from sitting; licensing issues.
- Need to come up with some price quotes on other options.
- Perhaps find a sponsor for a unit.
- Tamra is discussing possible storage options with the county.
- Jill has the STEAM signs and Heidi has the public competition materials in their possession.
- If dispersing items out, need to have a map as to where things are stored.
- Jill has a tentative inventory sheet of items in storage such as signs and entrance items; is being updated this month.

## Event Coordination RFP Results (Jill stepped out of the room during the discussion)

- Two proposals for Event Coordination were received- Class Act Event Coordinators and Ingalls and Associates.
- The evaluation committee (Joel, Brandi, Pam, Heidi, Denise, Tamra, and Sarah) met prior to this meeting to review and score the submissions.
- The recommendation for the Event Coordination is based on the score; Ingalls & Associates had the highest score.
- Only one responder to Sponsorship and Marketing- Ingalls & Associates.
- Changes- slight increase in fees; some items will be reimbursed at a flat rate.
- Any concerns will be identified when the contract is written.

Heidi made a motion to accept the Ingalls & Associates proposals for Event Coordination and for Marketing and Sponsorship; Brandi seconded. Motion passed.

The question was raised as to whether the Ingalls were willing to do the marketing and sponsorship if they didn't receive the Event Coordination contract. Answer- "Yes, they submitted separate proposals for the Event Coordination RFP and the Marketing/Sponsorship RFP.

## VII. October Strategic Plan Items:

2.1.5 *Maximize use of "free media" (press releases, radio promotions, etc.) in addition to traditional print, radio, and TV ads.* Discussion was held regarding items to be negotiated into the marketing contract. Shannon thought there was good use of social media this past year. Jill said that Jolene Kelly has been very helpful; she's a great asset to the fair.

3.1.1 *Select an Event Coordinator as needed.* Done

5.2.1 *Schedule work session with BOC for annual report; prepare docs.* Denise will do. (Denise has since scheduled the work session for **Tuesday, December 19 at 9:30 AM** in the BOC office.)

2.2.1 *Schedule opportunities for FB members to increase public awareness through presentations, promotions at service clubs, chambers and other public meetings.* Dylan said that he promotes the fair at the Farm Bureau meetings. Jill would

like FB members to give her the name of all the organizations they are members. Jill will create a “canned” message for FB members to take to those meetings. She requests that the information be sent to her.

**VIII. Ingalls Report-**

They are closing their books on last year’s fair and are currently working with Daniel on outstanding reimbursements on budget items.

Tamra reported that the Fair’s Management Agreement was presented to the Board of Commissioners and it was approved.

**Meeting Adjourned:** 6:40 PM.

## Marion County Fair Board

*To promote the diverse agricultural and cultural heritage of Marion County through active participation of its citizens.*

### Retreat Meeting Summary Notes

November 2, 2016

Scenic Valley Farms

#### In Attendance

**Board Members:** Brandi Buxton, Joel Conder, Heidi DeCoster, Shannon Gubbels (by phone), Nathan Leao (by phone), Dylan Wells, Pam Zielinski

**Key Volunteers:** Amy Goulter-Allen, Bry Taylor-Campos

**Staff:** Denise Clark; Tamra Goettsch; Commissioner Janet Carlson, BOC Liaison

**Guests:** Jill and Scott Ingalls, Ingalls & Associates

#### **Approval of October Notes:**

Brandi made a motion to add the approval of the October Budget Meeting summary notes to the agenda; Heidi seconded. Motion passed.

Heidi made a motion to approve the October 5, 2016 Budget Meeting Summary Notes; Brandi seconded. Motion passed.

#### **New Fair Policy (Election of Officers)**

A draft of the Election of Officers Policy was sent out previously. Denise noted that she will need to make changes to 3.7.1 regarding members voting in abstention based on what has been recently learned from Legal Counsel regarding members must be present to vote. Dylan recommended changing General Policy 8.1 that affects the term length of those holding office. However, this would require a bylaws change. Addressing changes to the bylaws will be brought back to another meeting.

Dylan made a motion to move the approval of the Election of Officers policy to the next meeting with the recommended changes; Brandi seconded the motion. Motion passed.

Nathan is interested in continuing in his previous role including operating as a back-up to Shannon with the barn's responsibilities.

Shannon indicated that she would like to meet with Denise to review the open class animal MOU's and create any new ones that are needed. The open class livestock discussion was tabled for another meeting.

#### **Election of Officers**

Chair- Dylan received 4 votes and Pam received 3 votes. Dylan was elected chair

Vice chair- Heidi received 4 votes and Joel received 3; Heidi was elected vice chair.

Brandi was elected treasurer with a unanimous vote.

(Shannon and Nathan disconnected from the phone calls and were no longer present for the remainder of the meeting.)

#### **ShoWorks Update- Tamra**

- A review of the ShoWorks program was provided by Melanie & Margi (4H) November 1 at their offices. Also present were Dylan, Bry, Tamra, Denise and Eric Hendrick, County IT.
- County IT confirmed that they would help the fair with what is needed (laptop, printer) and that the “light” version should be adequate. (It includes the “support” package.)
- Consider on-line registration incentives such as free entry tickets.
- The cost of the program and supports is estimated to be \$1400.
- More discussion needs to be had before implementing, including the amount of RAM needed to run the program.

### **Approval of Strategic Plan, Management Agreement, and Meeting Ground Rules**

Jill suggested changing the wording on item 4.7.1 to “Build Teen & Youth Participation”. She would also like to see “EC” (Event Coordinator) added back to most of the strategic plan items. The changes will be made and brought back to the next meeting.

Discussion was held on how to incorporate the Grill-off into the fair.

- Place under Public Competitions
- Identify how to support this event; possibly have Oregon Food Truck Association involved

Brandi made a motion to approve the Management Agreement and Meeting Ground Rules documents as presented; Heidi seconded, Motion passed.

### **Review Subcommittee Structure and Purpose- Fair Board Member Roles and Responsibilities**

Programming Committee-

This is the “Ideas Team” or “Communications Think Tank” which decides when it’s best to have an event during the fair and under what conditions or parameters. The team determines the direction and then communicates with each program/organization.

- Knowing the big picture, this committee can ensure that the theme of the day is carried out throughout all programs. (Thursday- Honor Day; Friday- Awesome Day; Saturday- Ag Day; Sunday- Family Day)
- Expand the planning participation, bring in outside people to help plan(Boys & Girls Club; Media; STEAM, etc.)
- A liaison can communicate back and forth between the program/organization and the board.
- Meetings may be conducted by email or by conference call so folks don’t have to attend another meeting.
- Could have the Programming Committee meet ½ hour before the regularly scheduled meeting and move the fair board meeting to starting at 6:00 PM.
- The team can bring recommendations back to the board to limit the amount of meeting time devoted to programming.
- Jill will coordinate with outside parties such as the Boys and Girls Club and others who may be interested in attending the programming meetings.

Front of the House Committee and Commercial Team-

- Heidi will be added to both teams. The Commercial Team will address the open class layout in the State Fairground’s commercial building.

## Budget Key Focus Areas

- Grounds & Utilities

It was decided not to have a tent in front of the main stage as it blocks visibility.

- Security

Discussion around the back gates being unlocked after security locks them.

- Perhaps place our own locks on the gates; coordinate with state fair
- Entry- reiterate with security if no credentials, no entry. Any questions can be directed to the Event Coordinator by radio.
- Providing a full description of lost child over radio (as was done last fair) was not following the Emergency Plan guidelines.

- Promotions & Advertising

- Gate Pricing- remain the same
- Do not have special discount days, instead have promotions associated with the theme days via sponsorship.
- Logo- keep as is

- Programming

- Talent Show
  - On the budget document move it to under "Events and Activities" instead of a stand-alone item.
  - Jill is looking into talent show coordinators that address participants of all ages
  - Considering having karaoke.

- Big Name Entertainment

- Review/Approval of IRFP for Booking Agent- *Tamra*

Tamra indicated that she would like to move this to another meeting time as it turns out that the scoring is not correct and she needs to do some research before making a recommendation/decision. The members present agreed to meet on Thursday, November 10 at 10:00 AM for the IRFP review meeting. This will be followed by a special board meeting to receive the recommendation and make a booking agent decision.

The fair board would like to go out for another security RFP (Request for Proposals) restructuring it so that there is an RFP for security and one for gate entry/cashiering. This may bring in more responses; finding one company that does both is limiting. There were a lot of problems with gate entry including people getting in without any credentials. Banks and rotary groups are willing to do gate entry; perhaps this could even be a sponsorship.

*Shannon made a motion to put out an RFP for security and ticket taking (cashiering) as two different contracts ASAP; Heidi seconded. Motion passed.*

Afton is researching whether they can provide its own staff for events, having them do the cashiering on its devices.

It was also suggested to go out for bid for the entertainment booking agent. It was noted that our contract is with Romeo Entertainment; a different booking agent can also be requested. Joel needs to be present before a decision can be made.

Tamra will let Sarah know that we might be going out for these RFPs. The booking agent discussion will be put on the September agenda.

**I. Fair Recap- What went right/wrong:**

- Include title on member name badges (fair board member, staff, etc.)
- Denise noted that no written complaints or requests for refunds were received this year; so that is one indicator of a successful fair.
- A coloring contest participant complained that they should have received a premium payout (\$6) for the blue ribbon on the project. Heidi took responsibility for this; in the future, superintendents will try to be clearer on premium eligibility.
- Market auction- the aisles need to be wider between the pig pens for people to get through.
- Market auction- there needs to be bleachers for seating on three sides of the arena. The auction pen layout will be changed next year.
- Sunday evening's load-out went well. Participants were allowed to leave at 5:15 PM and they were happy about that. Shannon gave kudos to Jill and company for this.
- Dylan felt that the concerts were "great" and that vendors were happy. He said the fair felt very successful.
- Jill was disappointed in the veterans' groups' organization for Thursday's Veterans' Tribute. There was not enough publicity and therefore limited participation from the veterans' community. She felt this affected Thursday's attendance numbers.
- The theme days went well; Jill thanked everyone for focusing on the concept of the day.
- Sunday didn't come together as well as Jill had hoped.
- The Real Heroes area looked great this year; the flags were a nice addition.
- Heidi felt that the first annual Lego build contest went well; there weren't as many participants as expected but she expects it to go better next year.
- The public competitions entry process needs improvement. The intake folks didn't have the information they needed; the volunteers needed better instructions. Better customer engagement was expected. With only one

day for in-take this year, a lot of issues came up. Need to have the entry period go later into the evening to accommodate those that work for a living. Also need to work out the new ShoWorks program bugs.

- Denise noted that the number of participants/entries in public competitions were up; all the marketing made a difference.
- Heidi wants to improve the coloring contest process.
- The 4<sup>th</sup> of July negatively affected the public competitions entry process this year.
- The talent show (Teen Idol) organizers are a challenge to work with; we would like to see better communication. They do, however, put on a good show. The organizers receive \$275 for prize money and \$900 to put on the adult talent show.
- It was suggested that we could do a karaoke contest instead of a talent show. In some fairs the karaoke contest participants are pre-qualified with eight weeks of tryouts. There is still a cost in having someone coordinate it.

## II. **Other:**

### Ingalls' Report-

- Jill is in the process of submitting invoices to the county; the final media invoices will take a while.
- During set-up a food vendor broke a hose and a forklift driver "took out" a pipe.
- The Dairy Women's barn awning was damaged, but it was after our event so not our responsibility.
- The sponsor payments are almost all in.

The Alaskan Pig races had huge crowds and had a good commentator.

The Barnyard Adventures did well; a lot of good activities.

The petting zoo didn't have as many animals and they didn't look as good as they have in the past.

Board members were reminded to save the date on the Volunteer Appreciation Event, September 14; location TBD.

Tamra noted that the fair volunteer process went well and that Mary Grim is utilizing the Volgistics (volunteer data base software) program efficiently.

David Beem was an enthusiastic volunteer this year, however, he needs clearly identified tasks that maintains his attention and provides focus. Perhaps next year a volunteer can be assigned to assist him.

Shannon noted that Godfrey Nursery is interested in a flower sponsorship for the 2018 fair. She asked that this be added to the Strategic Plan for March.

Everyone was thanked for their great work at this year's fair.

**Meeting adjourned: 8:35 PM**



# Marion County Fair Strategic Plan 2016-2017

**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	Shannon
2. Review pricing structure for vendors.	Jan	FB, EC Staff
3. Analyze and determine ticket prices, promotions, fees, premiums (for public competitions) and passes for impact on revenues.	Nov	FB, EC
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
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**

Task	Completion Date	Responsible Party
<del>1. Consider renewal of current marketing consultant's contract (if applicable). See 1.1.1</del>	<del>TBA</del>	<del>FB</del>
2. Adopt marketing budget.	Feb	FB, MC
3. Build on broad-based and segmented marketing approach (television, radio, internet/social networking, newspaper ads, yard signs, field signs, banners, etc.).	Jan	FB, MC
4. Marketing consultant will maintain regular communication with fair board, board designee, sponsorship consultant, and event coordinator.	On-going	MC
5. Maximize use of "free media" (press releases, radio promotions, etc.) in addition to traditional print, radio, and television advertisements.	Oct -Fair	MC
6. Reminder to pick fair theme in January. (If applicable)	Dec	FB, Staff, EC
6a. Vote on fair theme in board meeting. (If applicable)	Jan.	FB, Staff, EC
7. Interface with other state fairgrounds events occurring at the same time as county fair.	May	MC, EC, Staff Chair, State Fair Rep.
8. Put together CH2 (county building) window display	May	CS Staff/MC
89. Submit City of Salem banner application.	Starts Sept. 15	Staff
910. Present new fair theme logo to fair board. (If applicable)	Feb.	MC
4011. Determine date for Holding BOC Board Session at the fairgrounds during fair.	Jan. <del>(to be determined)</del>	BOC, Staff

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

**Plan**

Task	Completion Date	Responsible Party
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 insure 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).	Feb-June	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 2016/2018)	Dec (as needed)	FB, County Process
5. Identify security and ticket-taking agency. (Next RFP fall 2016)	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, 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.	Aug/June	FB, EC, Staff
8. Identify date and provide post fair gate numbers and revenue to Management Update.	June	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 entertainment-Event eCoordinator for a response.	Begin Apr	Staff EC Entertainment-Coord.
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**

Task	Completion Date	Responsible Party
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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**

Task	Completion Date	Responsible Party
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. <b>Negotiate horse stadium arena grooming.</b>	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, <b>mini Herefords</b> , etc.).	Feb	S. Gubbels, Staff

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

**Plan**

Task	Completion Date	Responsible Party
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	OC Point Pers.
5. Place public competitions application and information on web site.	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**

Task	Completion Date	Responsible Party
1. Maximize commercial space in exhibit hall and outside.	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
<del>32.</del> Organize and develop other activities.	Apr	EC
<del>—32a.</del> Process/sign Big Name Entertainment Contract.	Apr	FB, Staff
<del>43.</del> Discuss continuing the beer garden, Pretty Baby contest, Real Heroes <del>HQ, Oregon's Best Contests</del> , Grill-Off, etc.	Jan	FB, EC
<del>54.</del> Hold an August Fair Re-cap Meeting to address positive and negative components of the most recent fair.	Aug.	FB, EC, Staff
<del>65.</del> 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.**

**Teen Plan**

Task	Completion Date	Responsible Party
1. Build teen and youth participation.	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

**Senior Plan**

Task	Completion Date	Responsible Party
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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**

Task	Completion Date	Responsible Party
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**

Task	Completion Date	Responsible Party
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 <del>Sept. 2017</del> 2021).	<del>Dec</del> 2012Aug.	FB
5. Review Strategic Plan.	On-going	FB, Staff, EC
6. Update PowerPoint presentation for presentation of fair highlights to BOC.	June	FB, Staff

Updated: 11/8/16 8/5/17



## MARION COUNTY FAIR BOARD Conflict Resolution- Key Actions

### **BASIC PRINCIPLES:**

1. Focus on the issue, process, or problem, not the person or personality.
2. Maintain the self-esteem and self-confidence of the other person.
3. Maintain constructive relationships with coworkers and supervisors.
4. Take initiative to make things better.
5. Lead by example.

### **#1 Listening, Clarifying & Summarizing**

1. Show your interest in what the other person has to say.
2. Ask questions to clarify what you have heard.
3. Let the other person know what you understand.

### **#2 Clarifying Expectations**

1. Identify the product or service and explain why you want to discuss it.
2. Ask questions to clarify what the customer expects from your product or service.
3. Summarize your understanding of the customer's expectations.
4. Discuss what you will do to meet these expectations.
5. Agree on the next steps and set a follow-up date.

### **#3 Non-Defensive Communication— Giving & Receiving Feedback**

1. State the purpose of the discussion.
2. Describe specifically what you have observed or heard.
3. Describe your reactions to what you have observed.
4. Offer helpful ideas when appropriate.
5. Summarize and show your support.

### **#4 Problem Solving**

1. Describe the problem
2. Determine the cause(s)
3. Generate ideas & choose a solution
4. Plan action steps and implement
5. Follow-up

## **#5 Moving from Conflict to Collaboration**

1. Establish mutual involvement.
2. Seek to understand the other person's point of view.
3. Present your perspective of the problem and its impact.
4. Decide on an appropriate plan of action.
5. Express your appreciation for the other person's effort.

## **#6 Managing Change & Transition**

1. Find out exactly what changes are planned.
2. Understand why the changes will occur.
3. Find out how the changes will affect you.
4. Help solve problems associated with the changes.

## **#7 Building an Effective Team**

1. Pass on good ideas
2. Look for ways to help others.
3. Give recognition for things well done.
4. Let others know what you need to get the job done.

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## **Ground Rules for Effective and Efficient Meetings**

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1. Be on time; begin and end meetings on time.
2. Assume and act in good faith.
3. Value the opinions of others.
4. Focus on the problem, not the personality.
5. Retribution for either ideas or participation will not be tolerated.
6. Be aware of how you are being perceived by others.
7. Represent your interests honestly; be sensitive to the needs of other people, departments, and the County as a whole.
8. Be succinct and balance your air time so others can speak and participate.
9. Create proposals and solutions that work for the County as an enterprise, and work at making the group successful.
10. Remember that our first responsibility is to the public.
11. Be accountable, and hold each other accountable for using these ground rules.



## Marion County Fair Board Primary Subcommittees

**Purpose:** The Marion County Fair Board has identified four primary areas of focus that need additional attention outside of its monthly board meeting. These areas are: Infrastructure, Programming, Commercial, and Front-of-the-House. Each subcommittee will meet as needed to clarify, define, and plan functions and activities that need additional focus and attention.

**Authority:** Each subcommittee shall work collaboratively and within the direction and budget limits authorized by the Marion County Fair Board. Any new budget items shall be discussed at subcommittee meetings prior to being presented to the full board for consideration.

Each subcommittee shall develop detailed plans, set completion timelines and make contacts necessary to advance board-approved items. Each team shall identify a subcommittee member to present updates, concerns, and any modifications to the full fair board for consideration and approval.

**Membership:** Subcommittee membership may be comprised of board members, key volunteers, contractors, and/or consultants needed to carryout board-approved activities.

**Expectations:** Each subcommittee is responsible for gathering information and report that to the Event Coordinator (EC) and Staff to create work orders. All subcommittees shall report progress to the Marion County Fair Board monthly or as appropriate.

### **2016 Subcommittee Membership:**

#### Infrastructure Team:

Event Coordinator (EC), Joel, Dylan, Melanie, Bry, and Nathan

#### Programming Team:

Melanie, Joel, Bry, Dylan, Amy, Tamra, Nathan, Shannon, Warren, BOC, and staff

#### Commercial Team:

Denise, Pam, Brandi, Joel, Nathan, and EC, (Heidi added 11/16)

#### Front-of-the-House Team

Brandi, Tamra, Nathan, Joel, Volunteer Coordinator, EC, Pam, and Denise, (Heidi added 11/16)

## **SUBCOMMITTEES' TASK DESCRIPTIONS**

### **Infrastructure Team**- Facility structure and equipment needs

Garten  
Janitorial  
Portable sinks /toilets  
Stage, sound, lights  
Structure & Equipment Needs  
Tents  
Tables/Chairs  
Work orders /supplier needs /state fair

### **Programming Team**- All programs/events held at the fair

4H	Grill Off
Awesome Day	Grounds Acts (jugglers, entertainers, etc.)
Bull Riding	Honor Day /Veterans Tribute
Carnival	Legislative Reception
Chamber Greeters	Main Stage
Community stage	Market Auction
Company (Corporate) Picnics /Parties	Media Day
Family Day	Open Class
FFA	Permitted Activities
Fly Ball	Pretty Baby Contest
Food /Beverage Pairing Event	Real Heroes

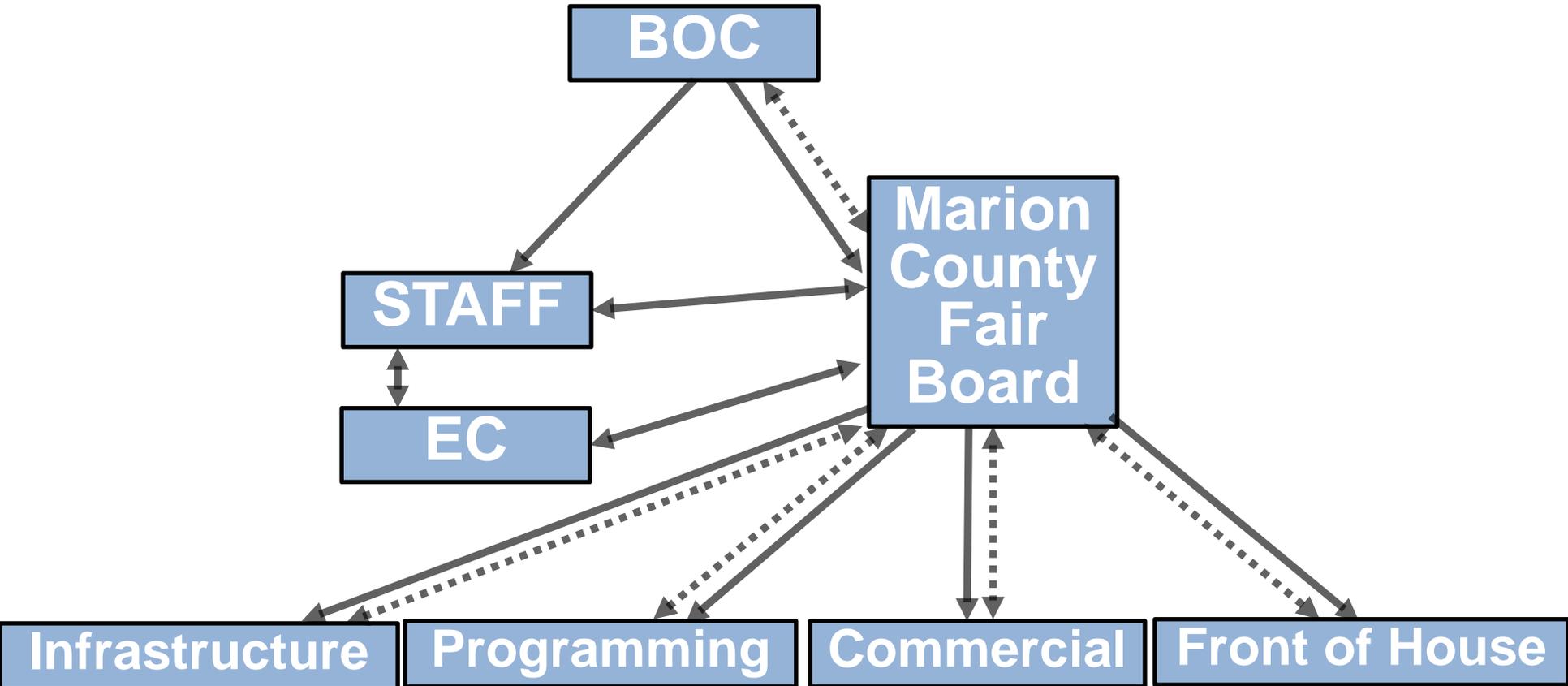
### **Commercial Team**- Booths/Vendors and all items associated

Building Superintendent (coordinates all users in building - reports to EC)  
County Booths  
Exhibitors (Inside and outside)  
Food Vendors  
Grounds Superintendent (care and handling of outside vendors)  
Made in Marion Area (wine, crafts, artisans by floral garden)  
Non Profit Exhibitors +Rescue Row

### **Front of the House Team**

Admissions/ticketing Sales  
Liaison/State Fair/Commissioners  
Media/Marketing/ Sponsorship  
Parking Management  
Policy Compliance  
Safety/1st Aid  
Security  
Signs, Directions, handouts, communication tools  
Volunteers Staffing

# Marion County Fair Communication Chart



— Primary Communication  
- - - - - Feedback Communication