



Marion County Fair Strategic Plan

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 community contacts.

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

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

Task	Completion Date	Responsible Party
1. Reminder to members to pursue recruiting new vendors and sponsors for the upcoming fair.	Dec	FB
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 include dates for move-in/out.	Feb	Staff, Chair, Treasurer, EC
7. Determine fair hours.	Nov	FB, EC
8. Review theme days-Honor Day, Ag Day, and Family Day	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.

Task	Completion Date	Responsible Party
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 be ready to pick fair theme in January. (If applicable)	Dec	FB, Staff, EC
5a. Vote on fair theme. (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.(9/15 applications accepted)	Sept.	Staff
9. Present new fair theme logo to fair board. (If applicable)	Oct.	MC
10. Determine date for holding BOC Board Session at the fairgrounds during fair.	April	BOC, Staff
11. Pay for renewal of MCFair.net domain name every 5 years (Next 5/24/24)	May	Staff

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

Task	Completion Date	Responsible Party
1. 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.).	April	FB, EC
4. Explore other venues (library/mall displays, chamber press outlets, Saturday Market, First Wednesday, Iris Festival, etc.).	Feb -Fair	FB, EC
5. Target chamber newsletter articles.	Feb -Fair	FB, MC
6. Create activities that draw cross-cultural participants.	Feb -Fair	FB, EC

7. 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.

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. Seek “Zero Waste” proposals (deadline no later than mid-Nov.)	Nov	Staff
4. 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.).

Task	Completion Date	Responsible Party
1. Monitor and coordinate tasks getting an early start on key tasks in all areas of the fair.	On-going	Staff, EC
2. 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
3. Identify carnival vendor as needed. (Next RFP 2024)	Dec	FB, County Process
4. Identify security (Next RFP 2025) and ticket-taking (Next RFP 2024) agency as needed.	Dec	FB, County Process
5. Identify & coordinate grounds crews to do set-up and takedown.	Jan	EC
6. Identify the type of tickets for free entry via electronic devices- Public Competitions, Participant, FV, CV, etc.	May	EC, Staff, FB
7. Further develop state fair/MC fair cooperation- more effective layout; communication of needs; fencing; better signage.	May - fair	Staff, FB, EC
8. Develop Grange log cabin agreement.	May	Staff
9. Present fair layout (including booths) to fair board.	Feb	EC
10. Work with Public Works van pool to arrange for big name entertainment transportation van.	March	Staff, EC
11. Submit Fire Permit Application for Special Event/Trade Show to the Salem Fire	June	EC

Dept.		
12. Submit tent or canopy permit application to Salem’s Building and Safety Division/Permit Application Center.	June	EC

Strategy 3 - Improve communication and relaying of information.

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

Goal 4- Sustain and Increase Fair Activities and Events that Encourage Broader Audiences to Attend

Strategy 1 - Book free and professional entertainment.

Task	Completion Date	Responsible Party
1. Respond to requests to participate (entertain) that come into the fair office; relay to Entertainment Coordinator for a response. Hold meeting between the Event Coordinator and the Entertainment Coordinator to identify openings on the main stage.	Mar	FB (Entertainment Coord.) EC
2. Work with Event Coordinator on potential entertainment and attractions 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 - Hold a Marion County Fair Talent Show.

Task	Completion Date	Responsible Party
1. Identify Performing Arts coordinator for community stage	Jan	EC

2. Contract with sound and lights contractor.	Jan	EC, Staff
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Strategy 3 - implement and enhance 4-H, FFA, and public competitions livestock events

Task	Completion Date	Responsible Party
1. Create detailed work orders.	May	FB, EC, Staff, 4H/FFA
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 MOU with public competitions' animal groups (pygmy goats, llamas, mini Herefords, etc.).	Feb	FB, Staff

Strategy 4 - implement and enhance other Public Competitions events.

Task	Completion Date	Responsible Party
1. Inventory ribbons, order exhibit tags, update dept. classes per superintendents' requests.	Mar	Staff, FB
2. Pursue public competitions award donations.	Apr	EC, MC, FB
3. Hold public competitions pre-fair superintendents' meeting; ensure superintendent positions are filled.	Apr	FB
4. Place public competitions application and information on website.	Mar	EC, Staff
5. Send out public competitions press release.	April	EC, BOC
6. Hold public competitions' superintendents' post fair review.	Sept	FB

Strategy 5 - implement and enhance opportunities for food vendors and for commercial exhibitors.

Task	Completion Date	Responsible Party
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/outside layouts.	Mar	EC, Staff, FB

Strategy 6 - Expand daily/targeted events and activities.

Task	Completion Date	Responsible Party
1. Coordinate dog related activities (Flyball, Rescue Row, K-9 demos, etc.)	Jan	EC, Staff
2. Process/sign Big Name Entertainment Contract.	Apr	FB, Staff
3. Discuss continuing events such as the “The Woods”, Real Heroes, Grill-Off, etc.	Nov	FB, EC
4. Hold an August fair re-cap meeting to address positive and negative components of the most recent fair.	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	FB, EC
2. Convene STEAM partners to organize and develop STEAM projects	Jan-June	EC, Staff
3. Coordinate veterans’ uniform display.	May	EC

Goal 5- Increase the Effectiveness and Success of the Fair Board Members

Strategy 1- Board membership, orientation, and continuing education

Task	Completion Date	Responsible Party
1. Provide member notebook.	A/N	Staff
2. Identify and submit OFA & OFEA award nominations.	October	FB, EC, Staff
3. On-going training- Oregon Fairs Association conferences; Aug. regional fair meeting at fairgrounds.	On-going	FB, Staff
4. Election of officers.	Nov	FB
5. Review pertinent member re-appointments for discussion with BOC.	A/N	Staff
6. Update Member Directory.	A/N	Staff
7. Board members complete annual “Board Self Evaluation Questionnaire” tool.	Sept	FB
8. Participate in Advisory Board Orientation E-Learning Module	A/N	FB

Strategy 2- Hold Annual planning meeting		
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 with BOC Fair Board/BOC Management Agreement- every five years (Next Nov 2027).	Aug.	FB
5. Review Strategic Plan.	On-going	FB, Staff, EC
6. Prepare upcoming fair presentation (fair highlights) for a BOC board session.	June	FB, Staff

Updated: 10/23