

# Washington County Fair Board Meeting Agenda

**December 7, 2022**

4:30 pm to 6:00 pm

## ZOOM Meeting

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83686463907>

## Fair Board

Gary Seidel, President  
Bill Ganger, Board Member

Ajoy Navin, Board Member  
Bob Rollinger, Board Member

Jerry Willey, Board Member  
Mitch Nussbaumer, Board Member

---

### **A. Call to Order**

### **B. Oral Communications I**

This is the time when members of the audience may address the Board. This opportunity is time-limited to two (2) minutes per individual. The maximum time for this Oral Communications period is ten (10) minutes. Another (longer) oral communication opportunity is available at the end of the agenda for those who need longer than two minutes. Speakers may select only one oral communications opportunity. Those providing written testimony are requested to provide 10 copies.

### **C. Reports**

1. Approval of August, September, and October financial report for Fiscal Year 22/23
2. Educational Fund update, if any
3. FAC update, if any
4. 4-H update, if any

### **D. Old Business**

1. Other, if any

### **E. New Business**

1. Strategic Plan Update – Review & Discussion
2. Other, if any

### **F. Other Matters of Information**

1. County Administrative Office Update, if any
2. Other, if any

### **G. Oral Communications II**

As noted above, this is the second opportunity for the public to address to Board if more than two (2) minutes is needed. This opportunity is time-limited to five (5) minutes per individual. The maximum opportunity for this Oral Communications period is thirty (30) minutes.

### **H. Adjourn**

**Washington County Fair**  
**801 NE 34<sup>th</sup> Avenue**  
**Hillsboro, Oregon 97124**  
**Phone: (503) 648-1416**  
**leah\_perkins-hagele@washingtoncountyor.gov**  
**www.bigfairfun.com**

## **MEMORANDUM**

**Date:** November 22, 2022

**To:** Washington County Fair Board

**From:** Leah E. Perkins-Hagele, Venue Manager

**Re:** Financial Reports

Attached is the current year-to-date financial report for fiscal year 2022-2023, through October 2022.



# Monthly Financial Report

Washington County

Washington County

Fund=200 (Fairplex), Program=981010 (Annual County Fair)

Account	July 2022	Aug 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	June 2023	YTD-Actual	Budget	Remaining Budget	Use
<b>Intergovernmental Rev</b>																
41025 Transient Lodge Tax	\$ -	\$ (73,243.00)	\$ (67,577.00)	\$ (72,128.00)									\$ (212,948.00)	\$ (614,237.00)	\$ (401,289.00)	35%
43156 Oregon Lottery Funds	\$ -	\$ (53,167.00)	\$ -										\$ (53,167.00)	\$ (53,166.00)	\$ 1.00	100%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ (126,410.00)</b>	<b>\$ (67,577.00)</b>	<b>\$ (72,128.00)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (266,115.00)</b>	<b>\$ (667,403.00)</b>	<b>\$ (401,288.00)</b>	<b>40%</b>
<b>Charges for Seivices</b>																
44511 Camping Fees	\$ -	\$ (6,559.00)	\$ -	\$ -									\$ (6,559.00)	\$ (2,000.00)	\$ 4,559.00	328%
44514 Comm Booth Rent	\$ (119,234.00)	\$ (110,716.00)	\$ 175.00	\$ -									\$ (229,775.00)	\$ (200,000.00)	\$ 29,775.00	115%
44515 Parking Fees	\$ (2,029.00)	\$ (174,451.00)	\$ -	\$ -									\$ (176,480.00)	\$ (218,000.00)	\$ (41,520.00)	81%
44516 Concert Admission	\$ -	\$ -	\$ -	\$ -									\$ -	\$ -	\$ -	
44517 Sponsorship Fees	\$ (5,000.00)	\$ -	\$ -	\$ -									\$ (5,000.00)	\$ (15,000.00)	\$ (10,000.00)	33%
44518 Carnival Fees	\$ -	\$ (491,709.00)	\$ -	\$ -									\$ (491,709.00)	\$ (550,000.00)	\$ (58,291.00)	89%
44522 Livestock Entry Fees	\$ (1,515.00)	\$ (3,205.00)	\$ -	\$ -									\$ (4,720.00)	\$ -	\$ 4,720.00	
<b>TOTAL</b>	<b>\$ (127,778.00)</b>	<b>\$ (786,640.00)</b>	<b>\$ 175.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (914,243.00)</b>	<b>\$ (985,000.00)</b>	<b>\$ (70,757.00)</b>	<b>93%</b>
<b>Miscellaneous Revenues</b>																
48195 Reimburse of Exp													\$ -	\$ (45,000.00)	\$ (45,000.00)	0%
48205 Concessions	\$ (163,848.00)	\$ (240,854.00)	\$ -	\$ -									\$ (404,702.00)	\$ (300,000.00)	\$ 104,702.00	135%
48225 Other Misc Rev		\$ (5,978.00)	\$ -	\$ -									\$ (5,978.00)	\$ (10,000.00)	\$ (4,022.00)	60%
<b>Total</b>	<b>\$ (163,848.00)</b>	<b>\$ (246,832.00)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (410,680.00)</b>	<b>\$ (355,000.00)</b>	<b>\$ 55,680.00</b>	<b>116%</b>
<b>Total Revenues</b>	<b>\$ (291,626.00)</b>	<b>\$ (1,159,882.00)</b>	<b>\$ (67,402.00)</b>	<b>\$ (72,128.00)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,591,038.00)</b>	<b>\$ (2,007,403.00)</b>	<b>\$ (416,365.00)</b>	<b>79%</b>
<b>Personal Services</b>																
51105 Wages & Salaries	\$ 13,027.00	\$ 16,887.00	\$ 17,647.00	\$ 15,464.00									\$ 63,025.00	\$ 206,997.00	\$ 143,972.00	30%
51115 Overtime/Other Pay	\$ 195.00	\$ 4,421.00	\$ 1,120.00	\$ -									\$ 5,736.00	\$ 1,000.00	\$ (4,736.00)	574%
51125 FICA	\$ 1,007.00	\$ 1,596.00	\$ 1,367.00	\$ 1,137.00									\$ 5,107.00	\$ 15,866.00	\$ 10,759.00	32%
51130 Workers Comp	\$ 185.00	\$ 231.00	\$ 230.00	\$ 211.00									\$ 857.00	\$ 2,842.00	\$ 1,985.00	30%
51135 Employer Paid Workd	\$ 5.00	\$ 6.00	\$ 4.00	\$ 5.00									\$ 20.00	\$ 68.00	\$ 48.00	29%
51136 Oregon Family Leave	\$ -	\$ -	\$ -	\$ -									\$ -	\$ 415.00	\$ 415.00	0%
51140 Pers Contribution	\$ 2,396.00	\$ 3,315.00	\$ 3,612.00	\$ 3,698.00									\$ 13,021.00	\$ 50,154.00	\$ 37,133.00	26%
51150 Health Insurance	\$ 3,466.00	\$ 4,576.00	\$ 4,578.00	\$ 4,190.00									\$ 16,810.00	\$ 53,454.00	\$ 36,644.00	31%
51155 Life, Long Term Disab	\$ 26.00	\$ 36.00	\$ 35.00	\$ 32.00									\$ 129.00	\$ 604.00	\$ 475.00	21%
51160 Unemployment Insura	\$ 17.00	\$ 17.00	\$ 14.00	\$ 13.00									\$ 61.00	\$ 252.00	\$ 191.00	24%
51165 Tri-Met Tax	\$ 98.00	\$ 156.00	\$ 132.00	\$ 108.00									\$ 494.00	\$ 1,653.00	\$ 1,159.00	30%
51180 Other Employee Allow	\$ 22.00	\$ 28.00	\$ 28.00	\$ 28.00									\$ 106.00	\$ 364.00	\$ 258.00	29%
51199 Misc Personal Services	\$ -	\$ -	\$ -	\$ -									\$ -	\$ -	\$ -	0%
<b>TOTAL</b>	<b>\$ 20,444.00</b>	<b>\$ 31,269.00</b>	<b>\$ 28,767.00</b>	<b>\$ 24,886.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 105,366.00</b>	<b>\$ 333,669.00</b>	<b>\$ 228,303.00</b>	<b>32%</b>

<i>Account</i>	<i>July 2022</i>	<i>Aug 2022</i>	<i>Sept 2022</i>	<i>Oct 2022</i>	<i>Nov 2022</i>	<i>Dec 2022</i>	<i>Jan 2023</i>	<i>Feb 2023</i>	<i>Mar 2023</i>	<i>Apr 2023</i>	<i>May 2023</i>	<i>June 2023</i>	<i>YTD-Actual</i>	<i>Budget</i>	<i>Remaining Budget</i>	<i>% Use</i>
<b>Materials and Supplies</b>																
51205 Supplies - Office	\$ -	\$ 23.00	\$ -										\$ 23.00	\$ 500.00	\$ 477.00	5%
51210 Supplies- General	\$ 29,963.00	\$ 13,390.00	\$ 85.00										\$ 43,438.00	\$ 50,000.00	\$ 6,562.00	87%
51285 Services -Professional	\$ 79,678.00	\$ 140,116.00	\$ 64,503.00	\$ 23,422.00									\$ 307,719.00	\$ 550,000.00	\$ 242,281.00	56%
51295 Advertising & Public N	\$ 63,114.00	\$ 1,300.00	\$ -										\$ 64,414.00	\$ 60,000.00	\$ (4,414.00)	107%
51305 Communications - Serv	\$ 2,250.00	\$ 1,680.00	\$ -										\$ 3,930.00	\$ 6,000.00	\$ 2,070.00	66%
51310 Utilities	\$ 4,420.00	\$ 30,275.00	\$ -										\$ 34,695.00	\$ 40,000.00	\$ 5,305.00	87%
51320 Repair & Maint	\$ -	\$ -	\$ -										\$ -	\$ -	\$ -	
51340 Lease & Rentals - Spac	\$ 4,642.00	\$ 1,976.00	\$ -										\$ 6,618.00	\$ 10,000.00	\$ 3,382.00	66%
51345 Lease & Rentals - Equ	\$ 6,600.00	\$ 100,843.00	\$ -										\$ 107,443.00	\$ 150,000.00	\$ 42,557.00	72%
51350 Dues & Membership	\$ -	\$ -	\$ -	\$ 1,000.00									\$ 1,000.00	\$ 2,500.00	\$ 1,500.00	40%
51355 Training & Education	\$ -	\$ -	\$ -	\$ 20.00									\$ 20.00	\$ 2,000.00	\$ 1,980.00	1%
51360 Travel Expense	\$ -	\$ -	\$ -										\$ -	\$ 5,000.00	\$ 5,000.00	0%
51365 Private Mileage	\$ -	\$ -	\$ -										\$ -	\$ 50.00	\$ 50.00	0%
51390 Permits, Licenses & Fe	\$ -	\$ -	\$ -										\$ -	\$ 500.00	\$ 500.00	0%
51465 - Postage & Freight	\$ -	\$ 31.00	\$ -										\$ 31.00	\$ -	\$ (31.00)	0%
51475 Printing- Internal	\$ -	\$ -	\$ -										\$ -	\$ 5,000.00	\$ 5,000.00	0%
51480 Photocopier	\$ 66.00	\$ 23.00	\$ 120.00	\$ 29.00									\$ 238.00		\$ (238.00)	
51495 Telephone Monthly	\$ -	\$ -	\$ -										\$ -	\$ -	\$ -	0%
51550 Other Materials & Ser	\$ 25.00	\$ -	\$ -										\$ 25.00	\$ 2,000.00	\$ 1,975.00	1%
<b>TOTAL</b>	<b>\$ 190,758.00</b>	<b>\$ 289,657.00</b>	<b>\$ 64,708.00</b>	<b>\$ 24,471.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 569,594.00</b>	<b>\$ 883,550.00</b>	<b>\$ 313,956.00</b>	<b>64%</b>
<b>Other Expenditures</b>																
52005 Bank Service Fees	\$ -												\$ -	\$ 4,000.00	\$ 4,000.00	0%
52045 Taxes, Assessments	\$ -												\$ -	\$ 500.00		100%
52130 Other Special Exp	\$ 16,512.00	\$ 2,074.00	\$ 950.00										\$ 19,536.00	\$ 30,000.00	\$ 10,464.00	65%
52139 Concert Expenses	\$ -	\$ -											\$ -	\$ -	\$ -	
52146 Entertainment Exp	\$ 350,858.00	\$ 104,828.00											\$ 455,686.00	\$ 500,000.00	\$ 44,314.00	91%
52147 Open Class Exp	\$ 12,658.00	\$ 36,292.00		\$ 560.00									\$ 49,510.00	\$ 15,000.00	\$ (34,510.00)	330%
52148 4-H Expenses	\$ 23,999.00	\$ 32,958.00	\$ (565.00)										\$ 56,392.00	\$ 30,000.00	\$ (26,392.00)	188%
52149 FFA Expenses	\$ 4,140.00	\$ 10,384.00		\$ 1,510.00									\$ 16,034.00	\$ 10,000.00	\$ (6,034.00)	160%
52156 Parking Expenses	\$ 94,872.00	\$ 4,540.00											\$ 99,412.00	\$ 70,000.00	\$ (29,412.00)	0%
<b>TOTAL</b>	<b>\$ 503,039.00</b>	<b>\$ 191,076.00</b>	<b>\$ 385.00</b>	<b>\$ 2,070.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 696,570.00</b>	<b>\$ 659,500.00</b>	<b>\$ (37,570.00)</b>	<b>106%</b>
53010 Interdpt Chg - Indirect	\$ 3,489.00	\$ 3,489.00	\$ 3,489.00	\$ 3,489.00									\$ 13,956.00	\$ 41,862.00	\$ 27,906.00	33%
53055 Interdpt Chg - General	\$ -												\$ -			
<b>Total</b>	<b>\$ 3,489.00</b>	<b>\$ 3,489.00</b>	<b>\$ 3,489.00</b>	<b>\$ 3,489.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,956.00</b>	<b>\$ 41,862.00</b>	<b>\$ 27,906.00</b>	<b>33%</b>
<b>Total Expenditures</b>	<b>\$ 717,730.00</b>	<b>\$ 515,491.00</b>	<b>\$ 97,349.00</b>	<b>\$ 54,916.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,385,486.00</b>	<b>\$ 1,918,581.00</b>	<b>\$ 532,595.00</b>	<b>72%</b>
<b>TOTAL REVENUES</b>	<b>\$ (291,626.00)</b>	<b>\$ (1,159,882.00)</b>	<b>\$ (67,402.00)</b>	<b>\$ (72,128.00)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,591,038.00)</b>	<b>\$ (2,007,403.00)</b>	<b>\$ (416,365.00)</b>	<b>79%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 717,730.00</b>	<b>\$ 515,491.00</b>	<b>\$ 97,349.00</b>	<b>\$ 54,916.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,385,486.00</b>	<b>\$ 1,918,581.00</b>	<b>\$ 532,595.00</b>	<b>72%</b>
													<b>\$ (205,552.00)</b>	<b>\$ (88,822.00)</b>	<b>\$ 116,230.00</b>	



**Plan Summary:**

**Vision**

Embrace our heritage and inspire future generations

**Moto**

Big Fair Fun!

**Desired Outcomes**

1. **Community Building Fun!** - The annual Fair is a fun, inviting, accessible, educational and entertaining community building family activity
2. **Health & Safety** - The Fair is a safe and healthy activity for all stakeholders
3. **Relevant Programming** - The community is drawn to the fair by its relevant, interactive exhibits, educational opportunities, and attractive entertainment
4. **Partnerships** - Community organizations proactively seek to partner with the County to deliver educational and interactive future-focused fair exhibits and entertainment
5. **Administrative Best Practices** - The Fair Board and County staff collaborate to increase efficiency and implement administrative best practices

Current Plan	Work Session Outcome
<p><b>Vision</b> Embrace our Heritage to shape the Future</p>	<p><b>Vision</b> Embrace our heritage and inspire future generations  <i>RCG Desired outcome example: The community is inspired to embrace our agricultural heritage and interact with the future</i></p>
<p><b>Mission</b> To present a County Fair that embraces the heritage, values, diversity and future of Washington County with a focus on educating and entertaining the community</p>	<p><b>Mission</b> Present an educational and entertaining County Fair embracing the heritage, values, diversity and future of the community  <i>RCG Desired outcome example: An educational and entertaining County Fair embraces the heritage, values, diversity and future of Washington County</i></p>
<p><b>Purpose</b> 1. To plan, prepare and oversee the production of the County Fair with the Fair Manager  2. To promote the annual County Fair to the Community of Washington County and surrounding areas</p>	<p><b>Purpose</b> We promote the best fair in Oregon, connecting community with the past and future</p>



<p><b>Goals</b></p> <p>1. Maximize attendance while ensuring a safe, healthy, and enjoyable user experience</p>	<p><b>Goals</b></p> <p>Deliver a fun and entertaining fair that brings the community together</p> <p><i>RCG Desired outcome example: Community Building Fun! - The annual Fair is a fun inviting, accessible, educational and entertaining community building family activity</i></p>
<p><b>Goal #1 Action Items:</b></p> <ul style="list-style-type: none"> <li>• Emphasis on repeat business.</li> <li>• Maintain a good balance between livestock, home arts, education, entertainment, and heritage throughout all the days of the Fair.</li> <li>• Improve access to Fair events and activities, especially parking and food/carnival lines.</li> </ul>	<p><b>Draft/ Proposed Goal #1 Action Items:</b></p> <ul style="list-style-type: none"> <li>• Through the annual planning process, ensure all aspects of the fair (livestock, arts, education, entertainment, heritage) receive equal consideration to deliver the most inviting, fun, educational, and accessible fair experience possible.</li> </ul>
<p><b>Goals</b></p> <p>2. Promote strategies that ensure a safe and healthy Fair for members of the public, as well as those who work and participate at the Fair.</p>	<p><b>Goals</b></p> <p>Ensure the delivery of an exemplary <b>health and safety</b> program for all stakeholders by <i>updating</i> the Emergency Action Plan annually and implementing a daily incident action plan</p> <p><i>RCG Desired outcome example: Health &amp; Safety - The Fair is a safe and healthy activity for all stakeholders</i></p>
<p><b>Goal #2 Action Items:</b></p> <ul style="list-style-type: none"> <li>• Reduce potential disease transmission from animals to humans.</li> <li>• Reduce potential risks and hazards associated with the fairground’s facility, including buildings.</li> <li>• Ensure an appropriate number of police officers, and security guards are on-site to provide personal safety and security to those attending and participating at the Fair.</li> <li>• Consider developing a policy regarding Unsupervised Youth at the Fair.</li> <li>• Develop strategies for Smoking &amp; Vaping enforcement.</li> </ul>	<p><b>Draft/ Proposed Goal #2 Action Items:</b></p> <ul style="list-style-type: none"> <li>• Ensure the delivery of an exemplary health and safety program.</li> <li>• Reduce potential disease transmission from animals to humans.</li> <li>• Ensure the Emergency Action Plan is updated annually</li> <li>• Ensure an incident action plan is implemented daily</li> <li>• Ensure an appropriate number of police officers, security guards, and emergency medical professionals are on-site to provide personal safety and security to Fair participants.</li> </ul>

Washington County Fair Board Retreat  
October 21, 2022



Goals	Goals
<p>3. Enhance the Fair’s foundational programming by focusing on educational and interactive experiences</p>	<p>Deliver foundational programming focused on educational and interactive experiences</p> <p><i>RCG Desired outcome example: Relevant Programming - The community is drawn to the fair by its relevant, interactive exhibits, educational opportunities, and attractive entertainment</i></p>
<p><b>Goal #3 Action Items:</b></p> <ul style="list-style-type: none"> <li>• Support and maintain traditional exhibits (e.g., competitions and displays in the home/creative arts and livestock/animals) to ensure this important aspect of the Fair is not lost. Include latest trends to entice participation.</li> <li>• Provide education on cultural diversity by partnering with local groups to bring ethnic-specific programs and activities to the Fair.</li> <li>• Involve the Fair Board in developing partnerships with local agriculture related groups (ex. 4-H, FFA, Farm Bureau, Livestock Association)</li> </ul>	<p><b>Draft/ Proposed Goal #3 Action Items:</b></p> <ul style="list-style-type: none"> <li>• Support creative arts competitions and displays.</li> <li>• Provide incentives for inclusion of latest trends and cultural diversity in art exhibits.</li> <li>• Support proactive outreach and coordination with to local 4-H, FFA, Farm Bureau, Livestock Association chapters</li> </ul>
<p><b>Goals</b></p> <p>4. Enhance jurisdictional, corporate, and community partnerships</p>	<p><b>Goals</b></p> <p>Develop and secure partnerships</p> <p><i>RCG Desired outcome example: Partnerships - Community organizations proactively seek to partner with the County to deliver educational and interactive future-focused fair exhibits and entertainment</i></p>
<p><b>Goal #4 Action Items:</b></p> <ul style="list-style-type: none"> <li>• Jurisdictional – Continue and enhance partnerships with surrounding communities.</li> <li>• Corporate – Involve the Fair Board in establishing relationships with potential business partners.</li> <li>• Community – Provide opportunities for Fair Board to interact with the public through involvement in activities at the Fair and by meeting with civic groups and volunteers throughout the year.</li> </ul>	<p><b>Draft/ Proposed Goal #4 Action Items:</b></p> <ul style="list-style-type: none"> <li>• Support proactive outreach to CBOs through three events each year</li> <li>• Seek CBO and corporate sponsorships of cultural programs, exhibits, events and activities at the annual Fair</li> </ul>



Goals	Goals
<p>5. Maintain effective and efficient governance and administration</p>	<p>The Fair Board and County staff deliver effective and efficient governance and administrative best practices</p> <p><i>RCG Desired outcome example:                      Administrative Best Practices - The Fair Board and County staff collaborate to increase efficiency and implement administrative best practices</i></p>
Goal #5 Action Items:	Goal #5 Action Items:
<ul style="list-style-type: none"> <li>• Review policies annually and update as needed.</li> <li>• Increase revenue in areas that don't increase expenses (e.g., sponsorship, food, carnival) to help finance the non-revenue generating side where costs continue to increase.</li> <li>• Pursue sustainability strategies (e.g., LED conversions, recycling/food waste).</li> <li>• Evaluate the Fair annually (programming, operations, hours, staffing levels, etc.)</li> <li>• Conduct surveys and/or focus groups to understand what the community wants from their county fair.</li> </ul>	<ul style="list-style-type: none"> <li>• Align County initiatives with Fair planning and policies</li> <li>• Seek out and implement efficiencies</li> <li>• Implement continuous improvement principles</li> <li>• Periodically review the Strategic Plan</li> </ul>