



El Dorado County Fair & Event Center *a 501 c 3 nonprofit organization*
100 Placerville Drive, Placerville CA 95667

January 10, 2023

El Dorado County Board of Supervisors
Don Ashton, EDC CAO

I respectfully submit a copy of our 2021-2026 Strategic Plan, along with a summary of those goals that have been completed, are in progress, or are scheduled.

We welcome your comments or suggestions.

Thank you,

Kathy Dunkak
CEO

GOALS List and **describe** the most important 3 to 5 year goals of the organization. They will relate directly to fulfilling the organization's mission and achieving its vision.

1. Organizational Development, how to keep moving forward.
2. Educate the public on the importance of the Fairgrounds. **Ongoing.**
3. Continue to work with State, City and County to eliminate or control overflow of water directed through Fairgrounds from above Hwy 50. **Waiting for State (CalTrans) to repair underground culvert, we have plans provided by El Dorado County Water Agency for flood control.**
4. Create a Heritage Foundation Ambassador program.
5. Board Development Activities incorporated in our meetings. **Ongoing.**
6. Continue to focus on the importance of safety and security of our Fair and Fairgrounds. **Ongoing. Added additional metal detector in 2022, will implement "clear bag policy" in 2023.**
7. Increase the reach to possible new Heritage Foundation members, by mailing to certain zip codes/PO Boxes.
8. Remain a critical Support Location for emergencies. **Ongoing. Caldor and Mosquito Fire Camp.PSPS for PG&E.**

Infrastructure Goals (not expected in 5 years, however, keeping our list going annually):

1. Repair/replace asphalt over lower Fairgrounds. **Completed July 2022.**
2. Upgrade the inside of the Forni Building, more aesthetically pleasing, ADA restroom, Audio/Visual Equipment. **In progress.**
3. Board Room remodel, roof, outside walls, mini split. **Slated for 2023.**
4. Pressure wash office roof.
5. Improve wash rack in sheep and Goat Barn. **Sheep completed 2022, goat slated for 2023.**
6. Add automatic irrigation to areas around fairgrounds that is currently manual (beer tree area, around office and Board room, outside of racetrack entrance).
7. Aesthetics of Buildings, modernize and fresh paint. **Paint (trim) slated for 2023.**
8. Upgrade Plaza Restrooms.
9. Replace livestock panels in barns. **Heritage Foundation purchased panels, more on order.**
10. Rebuild the Placerville and Armory Road Gates.
11. New Gate Signs
12. Increase the size of Forni kitchen, possibly take out the middle wall.
13. Replace commercial ovens in Forni, Marshall & Chuckwagon
14. Fencing around Fair side to keep RVers out of pits and separation from new Apartment Bldg.
15. Upgrade Organ Room, paint walls, add restroom. **Working with Museum on grant. The plan is to add upgrades and feature the Organ.**
16. Replace office and maintenance phone system.
17. Large Fans to Livestock Barns.
18. Upgrade restroom in Maintenance Shop.
19. Improve shade in and around barns. Replaced shade cloth 2022.
20. Improve ground and footing in barns. **Footing added in Henningsen & Milton Pavilion in 2022.**
21. Replace lower fencing along ditch, add erosion control with rocks. **Replaced 2022.**
22. a/c in concession stands.
23. Carpenter shop and old Day Care re-roofed.
24. Create more parking in the lot we have behind Raley's. **Bidding in progress.**
25. Paint underside of Henningsen.
26. Acquire property for additional parking.

27. Fairgrounds signs on local roads (Green Valley Rd, Placerville Drive on east side) to direct to fairgrounds.
28. Look at feasibility of HVAC/ventilation in the Forni bldg. **Bidding in progress.**
29. Murals around fairgrounds on Buildings.

STRATEGIC PLAN: 2019-2024

Summary Report for

EL DORADO COUNTY FAIR ASSOCIATION

Name of organization

This document summarizes the key components of our Strategic Plan or the elements for which we expect to be held accountable as an organization -by our customers, constituencies, and partners and by each other.

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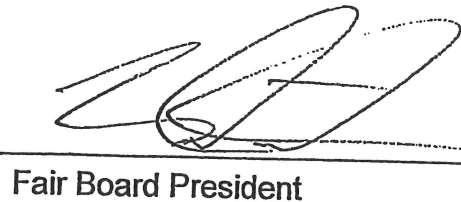
E-mail address

City, State, Zip

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Signatures:


Chief Executive Officer


Fair Board President

MISSION, VISION, & VALUES

MISSION STATEMENT

Briefly state the purpose of the organization, its reason for existence: what it is, who it serves, how, and why.

El Dorado County Fair & Event Center is dedicated to maintaining a vital, year round facility benefiting the people of El Dorado County, Today & Tomorrow.

VISION STATEMENT

Describe the organization's image of the most ideal long-term future for itself. It will reflect a natural outcome of fulfilling the mission statement.

Bringing community together.

VALUES

Describe the values the organization strives to demonstrate in its dealing with its customers, constituencies, and partners, as well as among the management, board, and staff of the organization.

The Fair is a family event.

The Fair is a safe environment.

The Fair is a friendly and fun place to go.

The Fair will showcase El Dorado County residents, their wares, talents and products.

The Fair is an educational forum.

The Fair promotes agriculture in our county.

The Fair will provide diverse activities for diverse interests.

The Fair Association will offer events that fit the community needs.

The Fair Association will follow policies and guidelines.

The Fair Association will be fiscally responsible.

The Fair Association will be involved with the community.

The Fair Association will create new avenues to generate revenues.

The Fair Association will provide a fair and equitable place to work.

The Fair Association will take pride in the Fair and facility.

The Fair Association will provide a positive image.

The Fair Association values honesty.

The Fair Association values and encourages community membership in the Fair Association.

GOALS List and describe the most important 3 to 5 year goals of the organization.
They will relate directly to fulfilling the organization's mission and achieving its vision.

1. Organizational Development, how to keep moving forward.
2. Reservation Software
3. Work with City and County to eliminate or control overflow of water directed through Fairgrounds from above Hwy 50.
4. Increase the Heritage Foundation Activity and possibly create a Heritage Foundation Ambassador program.
5. Board Development Activities incorporated in our meetings.
6. Continue to focus on the importance of safety and security of our Fair and Fairgrounds.

Infrastructure Goals:

1. Remove Fair side condemned building. *DONE*
2. Create Driveway and Gate from Fair Side to Ray Lawyer Drive. *DONE*
3. Create more Electric and water RV sites at Fair Side. *READY TO EXPAND*
4. Remodel Johnny's Gatehouse at Placerville Drive Gate. *DONE*
5. Murals around fairgrounds on Buildings.
6. Upgrade the inside of the Forni Building, more aesthetically pleasing, ADA restroom, Audio/Visual Equipment. *IN PROGRESS*
7. Upgrade restrooms counter tops, sinks, toilet seats, partitions, add changing table in men's restrooms. *DONE*
8. New Gate Signs.
9. Fairgrounds Signs on local roads (Green Valley Rd, Placerville Drive on East side) to direct to Fairgrounds.
10. Culvert over the water ditch by Barns.
11. Rebuild the Placerville and Armory Road Gates.
12. Increase the size of Forni kitchen, possibly take out the middle wall.
13. Increase Maintenance office. *DONE*
14. Board Room Roof replaced and dry rot.
15. Add automatic irrigation to areas around fairgrounds that is currently manual (beer tree area, around office and Board room, outside of racetrack entrance). *IN PROGRESS*
16. Carpenter shop and old Day Care re-roofed.

The El Dorado County Fair Association contracts with the County of El Dorado to produce the annual County Fair and maintain and manage the 54-acre Fairgrounds in Placerville. The Board of Directors consist of 5 supervisorial appointees and 6 members elected by the Fair Association. The Board of Directors sets policy and oversees the annual budget of just over \$1,000,000.

The first recorded Fair in El Dorado County was held in 1859. Until 1939, the Fair was held at various locations including Coloma, Diamond Springs, and downtown Placerville.

The first County Fair at the current site on Placerville Dr. (old Hwy 50) was held in 1939 conducted by the American Legion under a contract with El Dorado County. The American Legion conducted the County Fairs until 1952 when the current Fair Association was formed. World War II caused the Fair to become dormant from 1942 until 1947 when the American Legion reactivated the event.

Today the El Dorado County Fair Association conducts the Annual County Fair under a contract with El Dorado County. The El Dorado County Fair Association is a registered 501 (c) 3 non-profit.

The land on which the Fairgrounds sit today was purchased from Loren & Mary Forni in three transactions between 1939 and 1950. Total purchase price of their property was \$6196.50. All of the funds to purchase the Forni property were provided by the State of California from a horse racing pari-mutuel tax account created by legislation in 1933. No County funds were used in the property acquisition. All of the major improvements on the Fairgrounds were funded by the State of California through the pari-mutuel tax resource.

The Fair Association provides services for the citizens of El Dorado County, from South Lake Tahoe in the east to El Dorado Hills in the west and Mt. Aukum to the south and the Georgetown Divide to the north. In addition to the County Fair, the association conducts the 4th of July Family Blast, annual Crab Feed, monthly Horse Shows, and occasional concession sales at events held at the Fairgrounds.

Interim use of the Fairgrounds is significant, reaching well over 200,000 day uses, largest in the county. Year round users include First Five's Administrative Office, Imagination Theater, a theater company which produces an assortment of plays and camps throughout the year, a racetrack promoter who puts on at least 25 stock car races per year with an average attendance of over 1,000 per week, park and ride lot, weekly dog clinics, Fire Camps, Emergency Heating & Cooling Centers and evacuation site for people and animals.

In addition, we have numerous returning events, which include Dog shows, Home Shows, Kids Expo, Gem & Mineral Shows, Gun Shows, Art Shows, Concerts, Music Festivals, Fundraising Dinners, Christmas Parties, 4H events and others.

We have remodeled the Marshall Building to cater to weddings and reunions.

The non-profit organization employs 8 permanent employees as well as up to 123 temporary workers and another 700+ volunteers. The permanent employees, while exempt from civil service status, are considered County employees for the purpose of health benefits and PERS retirement.

ASSESSMENT SUMMARY

Briefly describe the organization's major strengths and weaknesses, opportunities and challenges, or other pertinent information important to the development and likely achievement of its long-term goals and vision.

Strengths

History
Location
Nonprofit agency
Fair dates
Facility: Multi-use (meetings, entertainment, well maintained)
Good staff
Strong "Team" atmosphere
Open communication
Customer appreciation is high
Dedicated board
Relationship with local government
Relationships with nonprofits and service clubs
Relationship with community
Working with neighbors
Strong interim program
Numerous fairgrounds-sponsored events
Innovative
Multi-talented, cross-trained staff
Staff trained and willing to embrace new technologies
Strong continual renter base
Recognized Emergency Center
Frugal, good budgeting
Staff and board are flexible and open minded
Park Like Setting, positive environment
Continued upgrades of facility
Strong community use of facility
Strong community interest in the fair
Willingness to change and try new things
Music Festival Venue
Minority Participation
Diverse
We bring Joy to people
Fairgrounds is the "go to" place in the community

Weaknesses

Limited facility (parking, space)
Aging Facility
Limited funding for facility improvements
Aging infrastructure
Small staff prevents staff from doing "all" that they would like to accomplish.
Perception in community as a County subsidized organization.

Opportunities

Acquire more land for parking
Armory Building – Watch and keep tabs on what is going on with the sale or use.
Social marketing (website, Facebook, Pinterest, Google ads, Twitter, Instagram, etc.)
Heritage Foundation and increasing membership
Heritage Ambassador Program
Build on to the RV park and create atmosphere.
Music Festivals

Concerns

Community perception: they believe that we are supported by the County tax dollars and that we are a county department.
Aging facilities & infrastructure.
Government regulations
Large oak trees
Neighbors (NIMBY)
Land takeovers
Parking
Water – run-off and flooding
Find A new Home for the Organ

ATTACHMENT: *Board Resolution*

Name of Organization: El Dorado County Fair Association

DAA No. (if applicable): N/A

EXCERPT FROM BOARD OF DIRECTORS MEETING HELD:

October 2, 2019

Date

Upon motion of Director: Fred Hunt

Seconded by Director: Tom Davis

CERTIFIED TO BE A TRUE COPY

Chief Executive Officer:

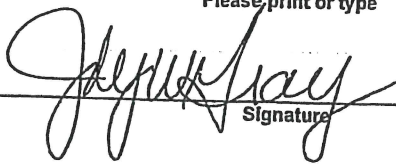
Fair Board President:

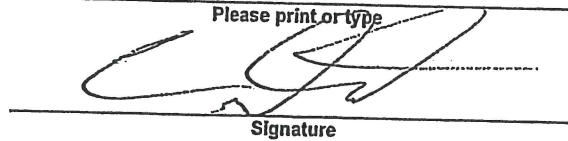
Jody W. Gray

Chris Whitaker

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Signature


Signature