

# STRATEGIC PLAN: 2021-2026

## 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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Signatures:

  
 \_\_\_\_\_  
 Chief Executive Officer

  
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 Fair Board President

# **MISSION, VISION, & VALUES**

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## **MISSION STATEMENT**

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*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**

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*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 the community together.

## **VALUES**

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*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 Fairgrounds play a critical role in Emergency Response in our County. The Fairgrounds acts as an introduction to our community.

The Fairgrounds is a vital facility in our community, as it is the largest venue as well as supports events covering many interests in our County.

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's 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 its 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. Educate the public on the importance of the Fairgrounds. Ongoing Goal
3. Continue to work with State, City and County to eliminate or control overflow of water directed through Fairgrounds from above Hwy 50. In process
4. Create a Heritage Foundation Ambassador program.
5. Board Development Activities incorporated in our meetings. Ongoing Goal
6. Continue to Focus on the importance of safety and security at our Fair and Fairgrounds. In Process. We have applied for a grant with Homeland Security, a threat assessment has been completed. Working with EDSO during fair time for security, in addition to hiring security personnel during fair.
7. Increase the reach to possible new Heritage Foundation members by mailing to specific zip codes/PO Boxes.
8. Remain a critical Support Location for emergencies. Ongoing

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

1. Repair/replace asphalt over lower Fairgrounds. Completed in July, 2022
2. Upgrade the inside of the Forni Building, more aesthetically pleasing, ADA restroom, Audio/Visual Equipment. ADA restroom, Audio/Visual, window coverings, completed in 2023.
3. Board Room remodel, roof, outside walls, mini split. Completed in 2023.
4. Pressure wash office roof.
5. Improve wash rack in sheep and Goat Barn. Sheep Barn completed 2022, Goat Barn on hold until a new system can be designed.
6. Add automatic irrigation to areas around fairgrounds that are currently manual (beer tree area, around office and Board Room, outside of racetrack entrance) Slated for 2024
7. Aesthetics of Buildings, modernize and fresh paint.
8. Upgrade Plaza Restrooms.
9. Replace livestock panels in barns. Hog and sheep panels completed 2023, goats slated for 2024.
10. Rebuild the Placerville and Armory Road Gates. Placerville Drive Gate completed 2022.
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 public areas. Grant in progress
15. Upgrade Organ Room, paint walls, add restroom. Need the County to remove their organ.
16. Replace office and maintenance phone system. Completed in 2023.
17. Large Fans to Livestock Barns. Jr. Livestock Auction committee is working on this project.
18. Upgrade restroom in Maintenance Shop.
19. Improve shade in and around barns. Replaced shade cloth in 2022.
20. Improve ground and footing in barns. New footing was added in Henningsen & Milton in 2022.
21. Replace lower fencing along ditch, add erosion control with rocks. Completed 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. Received Bid in 2022, cost prohibitive.
25. Paint underside of Henningsen.
26. Acquire property for additional parking. In progress
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. Completed in 2023. Not realistic to replace with current usage.
29. Murals around fairgrounds on Buildings.

30. Hill in front of Fair Office re-landscaped to be drought tolerant (remove lawn on hill).
31. Fair Office upgrade, remove popcorn ceiling, lighting, HVAC, flooring & paint.

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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 \$1,600,000.

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 and 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. The 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.

In 2020, from TOT funding, the existing RV park located off of Ray Lawyer Drive was upgraded, with asphalt driveways, and dedicated power and water to each site. There are 17 sites in the park, with laundry service, a dog park, and wi-fi for registered users of the Park.

In 2022, through ARPA funding provided by the County of El Dorado, the immense job of new asphalt throughout the lower grounds was completed, along with the restoration and lining of the main culvert running underneath the ground throughout the fairgrounds. Additionally, the front restrooms of the Mark D. Forni Building were upgraded to comply with ADA requirements, and the audio/visual was replaced with state-of-the-art equipment.

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 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 seasonal swap meets held at the Fairgrounds.

Interim use of the Fairgrounds is significant, reaching well over 250,000 day uses, the largest in the county. Year-round users include Imagination Theater, a theater company that 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, 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, Livestock Shows, Kids Expo, Home Shows, Gem & Mineral Shows, Gun Shows, Art Shows, Concerts, Music Festivals, Fundraising Dinners, Christmas Parties, 4H events and others.

The non-profit organization employs 7 permanent employees as well as up to 123 temporary workers (during the fair season) 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

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*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.*

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## **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 the 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, Fire Camp, Evacuations, heating cooling centers.  
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  
RV Park a new year-round revenue  
Source Support local commerce.  
Online Presence  
Natural Amphitheater  
Adopt a Spots which create a prettier fairground, cared for by volunteers.



### **Weaknesses**

Limited facility (parking, space) Aging  
Facility & Infrastructure  
Limited funding for facility improvements  
Small staff prevents staff from doing "all" that they would like to accomplish.  
Perception in community as a County subsidized organization.  
We are looked at as a dumping Ground, everyone wants to unload their historical  
items (fire tower, train, organ).  
Noise from music and races.  
Flies from livestock.

### **Opportunities**

Acquire more land for parking  
Heritage Foundation and increasing membership  
Heritage Ambassador Program  
Expand on Ag Education.  
New Apartment Complex may create new customers.  
Continue to grow our relationship with the Community Foundation.

### **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

