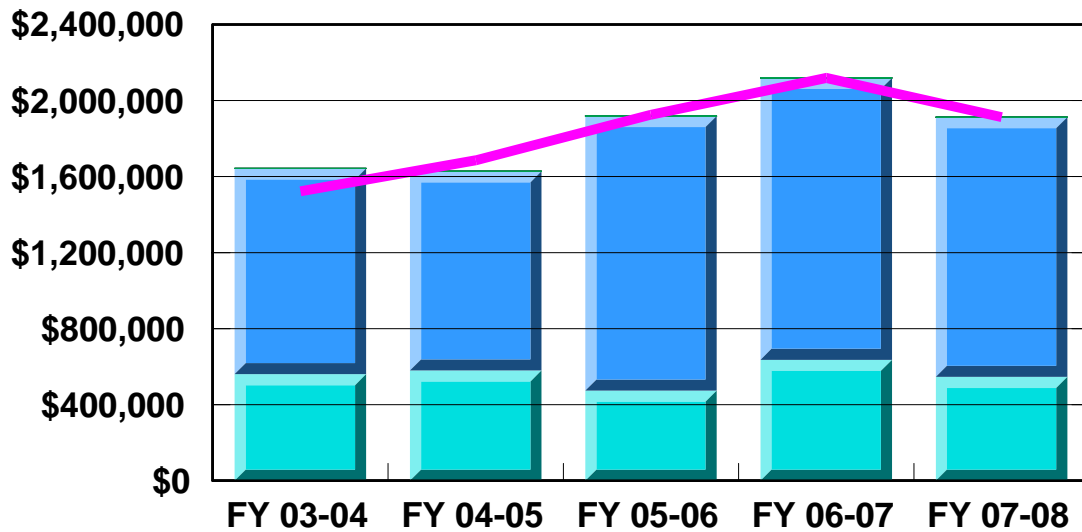


EXPO

2003-04 to 2007-08



	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
PERSONNEL	\$560,382	\$579,993	\$473,698	\$636,008	\$546,372
MATERIALS	\$1,082,631	\$1,048,300	\$1,444,892	\$1,482,935	\$1,366,500
CAPITAL	\$0	\$0	\$0	\$0	\$0
OTHER	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$1,643,013	\$1,628,293	\$1,918,590	\$2,118,943	\$1,912,872
TOTAL REV	\$1,522,754	\$1,685,623	\$1,925,414	\$2,118,943	\$1,912,872
FULL-TIME EQUIVALENTS	6.00	6.00	6.00	6.00	6.75

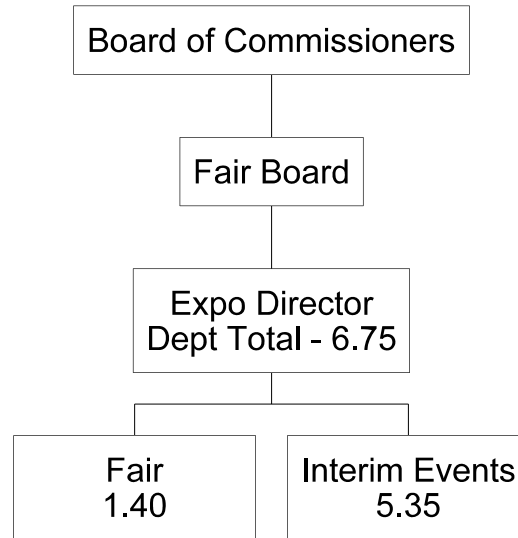
Numbers for FY 03-04 through FY 05-06 are actual revenues and expenditures. FY 06-07 represents the revised budget and FY 07-08 is the adopted budget. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24.

The increase in FTE is a result of eliminating two extra help positions and adding three-quarter time office help.



Expo

Organization Chart



All employees are reported as full-time equivalents.

Department Summary

The mission of the Jackson County Fairgrounds is to provide social, cultural, recreational, agricultural, commercial and educational opportunities for the citizens of Jackson County.

Purpose Statement: The Fairgrounds achieves its mission by connecting with community interests and developing activities designed to celebrate and promote education for all age levels and to showcase crafts, projects, and talents that appeal to the community. In addition to creating new and fun experiences that are relevant today, the Fairgrounds strives to renew ties to our heritage through structured activities that encourage leadership, self-discipline, skill development for youth and adults, common stewardship of land and agriculture, and activities that demonstrate pride in reflecting community values in Jackson County. The Fairgrounds produces events such as the County Fair, Harvest Fair, and Wild Rogue Pro Rodeo. The Fairgrounds also provides facility rentals to individuals or groups that wish to promote events such as equestrian shows, concerts, receptions, auctions, consumer shows, motor vehicle extravaganzas, sports and outdoor shows, and other diverse activities that draw attendance from our region and from out of the County. In addition, the Fairgrounds is responsible for the maintenance of the 253 acre facility, including 95,000 square feet of exhibit space, 110,000 square feet of livestock and equestrian arenas, 200 horse stalls, the Lithia Motors Amphitheater, and three small lakes used as recreation areas. The Fairgrounds also administers the lease agreement with the Rogue Valley Family Fun Center and is responsible, in concert with the Friends of the Fair Foundation, for continued and additional private development of the facility.

Major Issues and Service Level Goals for Fiscal Year 2007-2008

- The Fairgrounds is moving forward in fulfilling goals driven by the Fairgrounds Organizational Business Plan. All financial and written documents were reviewed and daily operation activities observed to see what processes were working and eliminate those that were not. This is an on-going process that has focused on financial history, raised rental rates, and compiled all activities and related costs that go into an event. Some of the goals established through this process are: increase sales revenue by 10 percent; control costs and save 20 percent; seek income-generating opportunities and follow margin control process; follow business management practices to control costs of all event aspects; work towards data collection, customer specific marketing and

Expo

planning; and achieve fiscal stability and eliminate dependence on general fund assistance.

- On-going sponsorship development is important in order to achieve short-term goals. The desire to have a stable funding source would be extremely helpful for the long-term. The challenge is to keep fee levels high enough, yet affordable, and respond to the ever increasing costs of doing business. Costs that have outpaced income include benefit expense and any petroleum related cost (fuel, utilities, equipment rentals, maintenance products).
- In an attempt to be more profitable, all staff positions and tasks have been reviewed and re-aligned to work towards eliminating duplicity and improving customer retention. One lead position is dedicated to sales and helping to develop new revenue streams, approve sales margin before booking the event, and assessing each event. Immediate event assessment has allowed us the ability to focus on the finances at each level of service, build on our successes and evaluate what we want to have. The other goal is to free up management and sales staff from daily operations tasks to focus on income and controlling costs.
- We are looking into the reason behind each activity and re-evaluating who and how we book. The desired outcome is retention of profitable users, book to optimum levels, use volunteers, train and develop consistent staff. This allows management to influence thinking and have more profit-minded decisions made at customer service level.
- Several plans to control costs include on-going supervisor training, working with budgets and open to buy controls, being accessible for clear communication and immediate decision-making. Shifting the operations schedule has helped match Fairgrounds labor to actual event activity and service level needs. The result has been a better ability to predict overtime needs and charge back vendors for unscheduled labor costs.
- The Fairgrounds seeks to develop new income opportunities by allowing time to be creative with new ideas. We are able to look at comparative statistics and similar industry successes and failures to learn from them.
- The Fairgrounds works with the Friends of the Fair Foundation who has raised millions for the amphitheater. This concert venue is projected to be a source of revenue for future generations. The Fairgrounds' relationship with the foundation is considered a model for similar foundations in the Pacific Northwest.

Major Issues and Service Level Accomplishments for Prior Year

- Increased fiscal stability by following internal business plan.
- Improve Lithia Motors Amphitheater's amenities to increase ability to rent out.
- Increased community involvement and sponsorship development.
- Master/strategic plan brought to near conclusion.

Benchmark

The Fairgrounds has initiated a study which will result in up-to-date, industry-wide, measures that we can use to develop meaningful benchmarks for future publications.

Fair

Program Purpose

New and fun experiences happen at the annual County, Spring, and Harvest Fairs. The Fairgrounds is showcased as “the place to be” which, in turn, creates exposure for our other revenue generating year-around events hosted at our facilities. The educational, historical, and entertaining opportunities available at the Fairs are exciting community celebrations which also have an economic impact for local businesses. The Fair Program is helping to meet County goals: (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (6) Encourage citizen understanding and participation in County government; and (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

The Fair Program is charged with producing high quality, fiscally sound, events that connect with the interests of all dimensions of life and encourages participation by all segments of the population.

- **County Fair**

Strategic objective: The Jackson County Fair is the largest single celebration in the region, drawing over 150,000 people annually. It is a traditional gathering offering entertainment; competitive exhibits; celebrates and promotes local projects, crafts and talents; commercial sales; agricultural, technological and educational exhibits; recreational activities; and a carnival.

<i>Outcome(s)</i>	FY 2005-2006 Actual	FY 2006-2007 Budgeted	FY 2006-2007 Expected	FY 2007-2008 Projected
Attendance at events	150,000	155,000	152,000	155,000

The attendance at the County Fair is driven in large part by the quality of the headline entertainment. The 2007 lineup will be diverse with two strong acts and also regional and local acts. We anticipate attendance will grow as locals come to see that fair week is also a premier concert experience opportunity featuring unique experiences and spectacular fireworks.

In 2006, a significant increase in facility usage by the Hispanic community boosted attendance at the fair. Marketing in Spanish has helped raise awareness of the Fairgrounds, in the Latino community, as a place to go.

- **Spring Fair**

Strategic objective: The Spring Fair is a purely agricultural event, providing opportunities for 4-H and FFA members to show lamb and small animal projects.



Fair

It includes three days of show and judging activities, culminating in the first leg of the junior livestock auction. No revenue, from this event, is generated for the Fair Program.

- **Harvest Fair**

Strategic objective: The Harvest Fair celebrates our heritage with a traditional fall festival that renews our ties to natural resources and to the agricultural industries in Jackson County. These industries include crops, wine, cattle and small animals that are all showcased in a festive, accessible environment. Opportunities are provided for citizens of the region to exhibit goods and services that reflect what is produced in the region in an atmosphere of support and recognition for local producers.

Significant Issues in the Year Ahead

The key issue for the Fair Program is to maintain a high quality experience in light of the loss of the general fund monies that cover about 9 percent of the hard costs of producing these highly attended community events. Replacing these funds will have to be accomplished by on-going work with community partners, sponsors, and agriculture leaders to develop new ideas and implement them into the respective events. Also key to increasing revenue is promotion of the Lithia Motors Amphitheater and focusing on measures that increase daily attendance. Having a dedicated, trained staff that understands how to create opportunities through business contacts, in-kind services and donations of supplies and materials will make the difference.

Financial Condition

The general fund allocation has been used to support underlying hard costs (facility prep, upgrades, and peak load utility/sanitation costs) of producing the fairs. The State funds go directly toward youth-related 4H and FFA judging/premiums paid out. Overall, this program generates most of its budget through fees, sponsorships, and donations. Using performance data measured via surveys will help establish spending priorities and ways to generate additional revenue from users already on the grounds. Focusing on ease of purchasing pre-sale tickets, developing a loyalty card program, hosting topical interactive events, and using technology to get information out to the public, and planning the venue in detail, will all help increase revenues and make up the shortfall of County funding over this transitional period.

Fair

Program: 210101	2003-2004 Actual	2004-2005 Actual	2005-2006 Actual	2006-2007 Revised	2007-2008 Adopted
REVENUES					
State/Local Gov't	\$84,515	\$75,814	\$83,655	\$75,000	\$180,000
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$700,770	\$676,814	\$855,321	\$804,200	\$838,100
Other	\$1,354	\$160,674	\$50,759	\$0	\$20,516
Total	\$786,639	\$913,302	\$989,735	\$879,200	\$1,038,616
EXPENDITURES					
Personal Services	\$215,307	\$227,447	\$227,797	\$322,609	\$158,704
Materials & Services	\$696,298	\$672,087	\$925,851	\$929,990	\$926,792
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
Total	\$911,605	\$899,534	\$1,153,648	\$1,252,599	\$1,085,496
Full-Time Equivalent	1.50	1.50	1.70	3.40	1.40



Interim Events

Program Purpose

The Interim Events Program generates facility rental income by leasing the site to private and/or commercial venues that offer superior special events, both ticketed and non-ticketed, that provide new opportunities for members of the community. We strive to host diverse activities for all interest levels. The attendance at our interim events creates familiarity with the Fairgrounds (for non-users) in hopes they will return for Fair activities. We also help develop a regional draw to Jackson County and all this adds to attracting business and people to the area and bringing in related economic benefits. Additionally, maintenance and development of the facility enhances our financial viability. The Interim Events Program is helping meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; and (12) Plan for the future.

Program Information

The Interim Events Program provides the following services:

- **Managing the Multi-Use Facility**

Strategic objective: Manage the multi-use facility to be the premier place to host an event or showcase a venue in our community, now and for future generations.

<i>Outcome(s)</i>	FY 2005-2006 Actual	FY 2006-2007 Budgeted	FY 2006-2007 Expected	FY 2007-2008 Projected
Interim attendance	213,000	225,000	215,000	225,000

A variety of groups, organizations, and individuals rent the facility during non-fair times (50 weeks of the year). This program also includes rental lease agreements with the Rogue Valley Family Fun Center, a paint ball site, and a cell tower site. The Interim rentals provide the community with a site for trade shows, business meetings, horse and livestock shows, concerts and other entertainment venues, commercial exhibit shows, club use and showcasing hobbies, selling products, seminars, job fairs, dealership auto and truck shows, and several other enjoyable events. Strategic alliances are formed through these relationships which benefits the Fairgrounds in the form of donations, in-kind services, consultants, materials, and supplies. These events are offered at an exceptional value to the consumer and serve to create a revenue steam for the Fairgrounds.

A master plan is near completion that focuses on how best to use the grounds, buildings, and other revenue-generating solutions. We look to get attendance up, and attract new and diverse segments of the community, by renting facilities in summer and winter markets to increase ancillary sales in



Interim Events

the areas of food and beverage, parking income, lawn chair or equipment rentals, merchandise concessions, and camp site and stall rentals. We look to keep the buildings efficient and updated, the grounds park-like, road and parking in good shape, and to improve venue sites for programming improvements. All of this activity attracts business sponsorships, contractor partners and community involvement to help keep the facility going and solvent. On-going improvement of the aesthetics of the site and the experience of the users will increase attendance and subsequent revenue generation. Many events are discounted or subsidized entirely in the area of youth participation.

<i>Outcome(s)</i>	FY 2005-2006 Actual	FY 2006-2007 Budgeted	FY 2006-2007 Expected	FY 2007-2008 Projected
Facility use days	1,113	1,060	1,144	1,150

Use days are defined as one facility site being used by one group for one day. If group A uses two barns, group B uses the pavilion, and group C uses the arena, all on a given day, the result is four use days.

Significant Issues in the Year Ahead

The strategic plan has been helpful in identifying areas of comfort, concern, wants, and needs. Always a key issue is the importance of maintaining and developing the facility, as well as making required capital improvements on an on-going basis. Certainly any aspect of facility improvement that upgrades and modernizes the site towards the end of improving experiences of users, or that increases revenue potential, should be a high priority.

Rental prices have been increased by 20 percent effective January 1, 2007, to partially capture rising operational costs. Also to help contain costs, all activity going into an event has been captured and the next goal is to set fees to the level of service required by that venue. By dedicating a staff person to filling revenue generating slots, approving a margin before contracts are released, immediate event assessment, and routine data entry, we are improving profit margins on all events booked. To better match labor to demand, a shift away from community night was made, but weekend access to free open riding (when staff was already on site) was offered.

Financial Condition

The Interim rental activities have increased over the past four years and have moved the Fairgrounds into a position to decrease its dependence on general funds in this area. About 95 percent of revenue for this budget is through fees and donations. The revenue generating position of this department has improved steadily and the development of the Lithia Motors Amphitheater is expected to accelerate that trend. On-going cost containment and margin control will improve cash flow in this area.



Interim Events

Program: 210102	2003-2004 Actual	2004-2005 Actual	2005-2006 Actual	2006-2007 Revised	2007-2008 Adopted
REVENUES					
State/Local Gov't	\$77,199	\$72,246	\$101,958	\$89,000	\$86,456
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$509,775	\$531,615	\$657,902	\$864,250	\$777,200
Other	\$149,127	\$168,454	\$175,812	\$286,493	\$10,600
Total	\$736,101	\$772,315	\$935,672	\$1,239,743	\$874,256
EXPENDITURES					
Personal Services	\$345,057	\$352,528	\$245,882	\$313,399	\$387,668
Materials & Services	\$386,299	\$376,178	\$519,006	\$552,945	\$439,708
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
Total	\$731,356	\$728,706	\$764,888	\$866,344	\$827,376
Full-Time Equivalent	4.50	4.50	4.30	2.60	5.35

