

**BLUE RIBBON COMMITTEE**

**RECOMMENDATIONS**

**TO**

**THE LINCOLN COUNTY  
BOARD OF COMMISSIONERS**

**March 24, 2010**

**The Committee:**

**Rich Belloni, Lon Brusselback, Kelley Ellis,  
Chair Frank Geltner, Ron Goulet, Lori Hollingsworth,  
Vanessa Klingensmith, Don Mathews, Lyle Mattson,  
Vice-Chair Linda Neigebauer**

**Facilitated by:**

**John Baker  
Northwest Management Specialists, Inc.**

## RECOMMENDATIONS - REPORT

- I. Blue-Ribbon Committee Authorization, Committee and Facilitator Selection and Process (see Addendum "A")
- II. The Fair (as Event)
  - A. Committee and Public Recommendation:

Although the spoken and public input for a fair may be weighed toward current users, attendees, vendors, etc., who favor a fair, the committee heard no detractors of a fair. Some responders, however, certainly had a lot of ideas about improvements that would identify the Lincoln County niche and indicated the need to broaden the scope and participants of a county fair.

Therefore, the Blue Ribbon Committee (BRC) recommends the continuation of the Lincoln County Fair. We understand that the Town and Country Fair and Rodeo, Inc. will put on the 2010 fair this July and that the fair will be a self-sustaining financial operation. The BRC also recommends the continuation of an on-going annual fair in compliance with the Oregon Revised Statutes.

- B. Suggested and Recommended Fair Theme and Potential Events and Other Opportunities:

In order to make a fair successful, the BRC recommends the careful selection of a fair board as soon as possible. The process used for selecting the Blue Ribbon Committee may very well be the process used to determine fair board interest and suitability of potential board members. Given the track record of the Town and Country Fair and Rodeo, Inc. in putting on a successful fair and overcoming some major challenges, those members might be considered as potential board members. At any rate, the BRC feels that well-identified criteria should be developed for membership. Both the successful managers of the Tillamook County Fair and the Polk County Fair emphasized the critical nature of a good fair board in order to insure success. The quality of the fair board is critical. That was a major emphasis by the visiting fair managers and the executive secretary of the Oregon Fairs Association. The board sets policy, and the manager is responsible for day-to-day operations.

The BRC also recommends that a Memorandum of Understanding be developed clarifying the individual and collective roles of the commissioners, the fair board, and the fair manager. The BRC also recommends that a fair manager be employed as soon as possible. Hopefully, with the release of state funds, that money could be used to employ an entrepreneurial fair manager. The BRC believes that a fair can be planned and operated in the black, especially with

broader participation and attendance. The fair, of course, would be just one major event in a year-long succession of events involving fairground users.

In the past, fairs grew out of an agricultural culture – a new paradigm is needed. The BRC spent time giving consideration to the name; many organizations have added “expo,” “event, and “expo park” – all with an intent to broaden the involvement and accuracy of today’s year-long enterprise (see Addendum “G”). A theme would probably be broadly described, at least by the public and BRC input, as “The Fair: A way to celebrate ourselves, our individual and group activities, the diverse economic and social activities, and Lincoln County. The Fair has always been a way to bring people together in fun, education, and celebration.”

Much of the public input focused on opportunities and learning experiences, particularly for youth, including 4-H, Scouting, etc., and that access by the youth to the grounds and facilities is of paramount importance. A minimal charge for youth activities might be considered.

The potential to develop a new, revived, and revised fair is exemplified in the County Fairs’ Study done by BRC member Lyle Mattson (see Addendum “B”). County fairs can be successful, and even revived, if there is a belief in their potential success. The Tillamook County Fair and Polk County Fair are excellent examples of fairs brought back to life from the brink of disaster. (A shortened version of Lyle Mattson’s report is attached as Addendum “B1.”)

At its January 20, 2010 BRC meeting, a preliminary summary answering the three questions raised by the commissioners was included in the minutes of that meeting (see Addendum “C”). To further ascertain interest in the county fair, the BRC strongly recommends a professionally done, random telephone survey of a broad representation of county residents.

C. Advantages and Disadvantages of a Fair Event:

1. The BRC recommends the early development of a strategic plan and a business plan. These two documents will provide the direction and coordination between commissioners, the fair board, fair manager, and the general public.

Certainly one of the advantages of an annual fair is as a key income producer and keystone for a year-round operation and a place for a great variety of activities: the key to bringing visitors and users year round. The fair is also the focus and culmination of work and activities for a wide range of organizations and individuals. The Town and Country Fair in 2009 is a small example of one such organization celebrating activities. Additionally, over the past three months of the BRC’s existence, the committee members have attested to the relief and enthusiasm that has

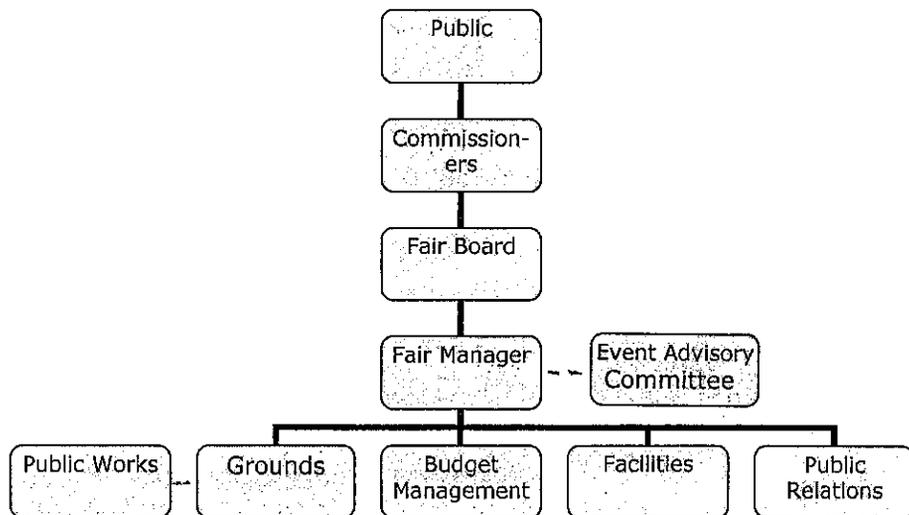
greeted them when groups and individuals learn there will be a fair this year. If support can be seen as an advantage, then this has value. The attendees at the public meetings in Newport and Lincoln City were unanimous in their support of a fair.

2. Disadvantages might be summed up as “work.” Initially, to right-the-ship of the fair, critical attention will have to be paid to recommendations listed above: appoint a fair board; get a creative, energetic fair manager; and develop a plan, including a facilities plan. Again, the BRC is committed to, and feels the operation of, a fair and an all-year, income-producing property can be operated in the black.

D. Costs and Successful Management:

1. This year’s fair will be self-sufficient. With the development in subsequent years as a larger and more diverse county fair, the cost will be greater, as will the revenue opportunities. The reports from other county fairs across the state indicate that fairs can be operated in the black. The business plan, particularly with creative marketing of revenue opportunities and living within the projected budget, can make the enterprise a popular one. (For revenue opportunity examples, see Addendum “D.” For a sample of individual creative input, see Dave Loomis’s recommendations, Addendum “E.”)
2. Management:

The BRC recommends the following table of organization:



The key for all the input is to have clear expectations of responsibilities in writing, wise choice of members and manager, on-going communications and interpersonal civility, and no micro-managing. The fair board is seen as setting and monitoring policy and not directly managing the fair. The BRC also recommends that some of its members, who would welcome the opportunity, be involved in the hiring process. Facilitator John Baker suggests a process for hiring a manager. (For an example, see Addendum "F.")

### III. The Fair and Event Grounds and Facilities

Concept: Much like a port property, financial solvency is essential, and the entrepreneurial ability of the management of that resource either makes or breaks the project. This, then is the same challenge needed for a successful fifty-two-weeks-a-year, fair-centered enterprise.

#### A. Location:

The BRC, as a short-term projection, recommends continuing with the present location using professional fair-based consultants to evaluate the current site given the vision that the strategic plan will identify. If the study shows the current site unsuitable for the projected need, then the plan will also indicate what type, location and facilities will be necessary.

#### B. Ground Plan and Facilities, including Parking:

The first order of business, using room tax dollars as a support for facility maintenance and development, is to obtain a professional assessment of the current site for the long-range plan requirements. An agreed-upon plan, as endorsed by the BRC, is to build a multipurpose facility for a wide variety of uses for both indoor and outdoor pursuits.

#### C. Maintenance:

The manager will be charged with developing a maintenance plan, working closely with the county. This plan will include both short—term needs and long-term goals. Given that the BRC endorses a short-term plan using the current facilities, develop a short-term plan to maximize the current facilities to meet a variety of user needs. Of course, for the success of the future fair and enterprises, the consultant's analysis will be critical.

On the shorter term, the BRC recognizes the need of a partnership with the county for ultimate maintenance. Working with the county Public Works Department, the commissioners and, perhaps, volunteers of the BRC or an advisory committee, develop a cooperative plan using some room tax dollars

and the county Public Works group to develop a maintenance plan and a plan to pay for maintenance.

D. Space Limitations and Parking:

The current acreage designated “Fairgrounds” is the smallest in the state. Given that statistic, there is still room for hope. The BRC feels that professional “fair” consultation is essential. However, there is a positive feeling among the BRC that the current area can be made “right” for the opportunities that lie ahead. Also, partnership with surrounding neighbors, i.e., the school district, etc., will be beneficial for certain activities and parking.

With the arrival of NOAA and other newcomers, such a county facility would also meet various organizational and public needs. Additional users might include local and regional industries such as fishing and marine science, forestry and vocational interests. The strategic plan will include promoting, selling and profiting from such a facility.

IV. Use of Room Tax Allocation for On-Going Financial Success and Management Projection:

The BRC is committed to a fair and year-long successful entrepreneurial enterprise that is financially self-sustaining. The start-up will be the most challenging period, but by year two, rents, potential grants, and admissions will put the enterprise in the black.

Room tax dollars need to be used to provide space and facilities that will attract potential users. Already, one renter can provide \$1,000 per month, and with an active, energetic manager, those fees can support a manager and maintenance effort. How much of those salaries, particularly for the maintenance person, could be paid from room tax is a matter for interpretation. At any rate, those tax dollars should be used to bring a potential self-sustaining gem into the 21<sup>st</sup> Century. Those dollars could also be used to develop a 40,000 to 50,000 square-foot, multi-purpose, indoor-outdoor facility.

Even within the first year, the budget could be balanced, but short-term user fees and on-going rents may need review. Promoting use of the facility and grounds is essential.

The BRC also recommends a careful assessment of a “special rent structure” for youth groups such as 4-H, Scouts, etc., and an examination of fees for all groups.

V. In Brief Summary

- A. “Yes” to an annual fair that complies with the Oregon Revised Statutes.

- B. "Yes" at least for now, to keeping and using the current fairgrounds site.
- C. The BRC recommends utilizing consultants who specialize in fairgrounds property and facilities to determine the most successful potential uses.
- D. Appoint a fair board quickly, using criteria that attracts and selects positive folks who harbor no grudges and have no hidden agendas. The selection process used for the Blue Ribbon Committee is a positive example.
- E. Conduct a professional, random telephone survey of Lincoln County residents to determine future interest and support of the "new fair." As a facility project, utilize room tax dollars for this study.
- F. Hire a fair manager, utilizing an exacting process to get just the right person (see the example with the managers of both the Tillamook County and Polk County Fairs).
- G. Look seriously at facility improvements and maintenance. A new multi-use 40,000 square foot (or so) indoor/outdoor facility could be the centerpiece for a revenue-generating area and breathe new life into the whole project.
- H. Identify and select a Fair Advisory Committee, not to compete with the policy-making board, but to be a group generating and supporting good ideas to ensure the success of the enterprise.
- I. Many of the BRC members have stated that if they can be of further benefit, they would be glad to serve.

## **Blue Ribbon Committee Recommendations and Report**

### **ADDENDUM – ATTACHMENTS**

- A. Resolution #09-09-09A Establishing a Blue Ribbon Committee – 4 pages
- A1. Orders #11-09-298 and #1-10-03 Appointing Members to the Blue Ribbon Committee – 3 pages
- A2. Agreement for Facilitation Services with Dr. John Baker – 1 page
- A3. Blue Ribbon Committee – Lincoln County Fair and Facilities Fund Response to Questions Posed by Lincoln County Board of Commissioners – 1 page
- A4. Blue Ribbon Committee Potential Recommendation Format – 1 page
- B. Oregon County Fairs’ Study Submitted by Lyle Mattson – 48 pages
- B1. Condensed Version of Oregon County Fairs’ Study – 4 pages
- C. Blue Ribbon Committee Meeting Minutes of January 20, 2010 Outlining Answers to Questions Posed by Board of Commissioners – 1 page
- D. Income Generating Activities for Oregon Fairs – 1 page
- E. Suggestions Submitted by Dave Loomis – 3 pages
- F. Review Questions for General Manager – 4 pages
- G. Fairgrounds and Expos (Sample of Variety of Names) – 5 pages

**BEFORE THE BOARD OF COMMISSIONERS**  
**FOR LINCOLN COUNTY, OREGON**

In the Matter of: )  
)  
*Establishment of a Blue Ribbon* ) **RESOLUTION # 09-09-09A**  
*Committee to Examine the Options for* )  
*the Future of the Lincoln County Fair* )  
*and the Voter Approved Facilities Fund* )

WHEREAS for a number of years the Lincoln County Fair and the Fairgrounds have operated with limited funding which led to little-to-no facility improvements or ongoing maintenance of the existing facilities. Funding on a state level and revenues from operations are inadequate to sustain the fair event and fairgrounds facilities as currently configured and operated. The lack of funding culminated in the resignation of the Fair Board (save one member) in February of 2009 following the conclusion of the Centennial Fair. The Board of Commissioners assumed responsibility for the fairgrounds and has been providing support for events on an interim basis including a traditional 4-H Fair and the Town and Country Fair in July of 2009; and

WHEREAS the voters in November of 2007 approved a ballot measure referred by the Board of Commissioners that included a dedication of a percentage of transient room taxes collected by the County to a separate fund known as the Fairgrounds Facilities Improvement Fund for disbursement at the discretion of the Board for facilities available for a fair, or if there is no fair, for other tourism related facilities as allowed by law; and

WHEREAS the Board desires to appoint a Blue Ribbon Committee to examine options and make recommendations on questions including but not limited to the following:

1. **The future of the Lincoln County Fair.** What does the community want and what will it support for the Fair? What options are available? Can and should the Fair become an event rather than a venue? If so what kind and scale of event is desired? What kind of business plan can be developed to make the Fair or a Fair event financially sustainable? Are there other partnerships that need to be explored?
2. **The future of the Lincoln County Fairgrounds.** Although the Fair and Fairgrounds have previously been inextricably linked, are there other facilities options for the fairgrounds and fair? What are those options? If this involves new or remodeled facilities, what will those facilities be and how will funds be raised to construct the new facilities? Where will those facilities be located? Most importantly, who will operate the facilities and what is the business plan to insure a financially sustainable operation of any facilities built or remodeled?
3. **The use of the dedicated transient room tax funds.** How can we best use these funds? Are there other building options that will serve the needs of the fair and the community? Can these funds be leveraged with other funds and partnerships to expand options? How much can be built with the projected revenue stream?

and

WHEREAS the Board desires to involve representatives of a number of organizations that have an interest in the future of the Fair, Fairgrounds, event facilities and the questions posed above, and also desires that the committee involve the community at large in determining the direction in which to proceed in an open process focused on finding solutions to the issues at hand;

**NOW, THEREFORE, BE IT RESOLVED THAT:**

(1) There is created the Blue Ribbon Committee which shall meet to consider the threefold questions of the future of the Lincoln County Fair, the future of the Fairgrounds, and the use of the dedicated transient room tax funds, and any and all associated issues and questions, in order to make recommendations to the Lincoln County Board of Commissioners.

(2) That membership on this committee shall consist of the following:

- A representative of the Lincoln County Extension / 4-H Community to be selected by the Lincoln County Extension Service.
- A representative of the equestrian community to be selected by the Lincoln County Mounted Sheriff's Posse.
- A representative of the traditional users of the Fair to be selected by the Board of Commissioners from applicants for that slot.
- A representative from the Lincoln County School District selected by the District.
- A representative of the City of Newport selected by the City.
- A representative of the City of Lincoln City selected by the City.
- A south county representative selected by the Board of Commissioners.
- An east county representative selected by the Board of Commissioners.
- A representative of the Siletz Tribe selected by the Tribe.
- A representative of the County Chambers of Commerce selected by the Chambers.
- Two at large members selected by the Board of Commissioners.
- A representative of the Port of Newport selected by the Port.

(3) That the appointments identified in paragraph 2 above be made no later than October 13, 2009. The Board of Commissioners shall maintain a roster of current membership on the Committee.

(4) That once appointed, the County will convene the Committee to establish a schedule of public meetings to consider the questions posed by the Board. Included in that schedule will be at least two public forums specifically arranged to solicit public input in the

process. It is the Board's desire that the Committee concludes its work and makes recommendations to the Board of Commissioners by no later than February 26, 2010.

(6) The County will provide or fund support services for the Committee to enable it to accomplish the tasks requested by the Board.

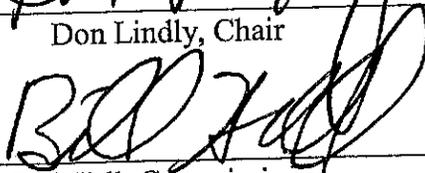
(5) That copies of this Resolution be provided to the entities and groups identified in paragraph 2 above.

DATED this 9th day of September, 2009.

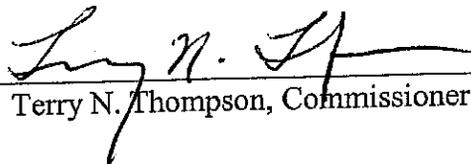
**LINCOLN COUNTY BOARD OF COMMISSIONERS**



Don Lindly, Chair



Bill Hall, Commissioner



Terry N. Thompson, Commissioner

**BEFORE THE BOARD OF COMMISSIONERS  
FOR LINCOLN COUNTY, OREGON**

In the Matter of )  
 ) **ORDER NO. 11-09- 298**  
*APPOINTING MEMBERS TO THE* )  
*BLUE RIBBON COMMITTEE* )

WHEREAS by Resolution #09-09-09A approved on September 9, 2009, a Blue Ribbon Committee was formed to consider the questions of the Lincoln County Fair, the Future of the Fairgrounds, and the use of the dedicated Transient Room tax funds and any and all associated issues and questions, in order to make recommendations to the Lincoln County Board of Commissioners; and

WHEREAS the Board desires to involve representatives of a number of organizations that have an interest in the future of the Fair, Fairgrounds, and event facilities, as well as the community at large; and

WHEREAS applications have been received from representatives of the organizations listed in Resolution #09-09-09A and one application from the community at large;

NOW, THEREFORE, IT IS ORDERED AS FOLLOWS:

1. The following individuals are appointed to serve on the Blue Ribbon Committee, effective immediately:

<u>Name</u>	<u>Representing</u>
Vanessa Klingensmith	4-H Youth Development/OSU Extension
Ron Goulet	Equestrians (Nominated by Lincoln County Sheriff's Posse)
Rich Belloni	Lincoln County School District
Councilor Lon Brusselback	City of Newport
Mayor Lori Hollingsworth	City of Lincoln City
Kelley Ellis	Confederated Tribes of Siletz Indians
Linda Neigebauer	Lincoln County Chambers of Commerce
Don Mathews	Port of Newport
Frank Geltner	Community at Large

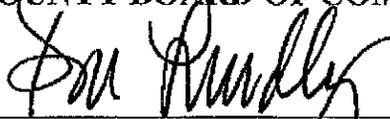


2. That Committee Members serve until the Committee is disbanded by the Board as having completed it purposes. Additional actions concerning appointments, removal, or resignation of members shall be placed on the Board's consent calendar.

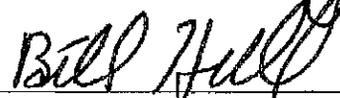
5. That copies of this Order be provided to: Appointees listed in paragraph #1 above; Dr. John Baker, Northwest Management Specialists, 2014 NE Crestview Drive, Newport OR 97365; and Public Information Officer Casey Miller.

DATED this 25<sup>th</sup> day of November, 2009

**LINCOLN COUNTY BOARD OF COMMISSIONERS**



DON LINDLY, Chair



BILL HALL, Commissioner



TERRY N. THOMPSON, Commissioner



BEFORE THE BOARD OF COMMISSIONERS  
FOR LINCOLN COUNTY, OREGON

In the Matter of )  
 )  
*APPOINTING LYLE MATTSON TO THE* ) **ORDER NO. 1-10-03**  
*BLUE RIBBON COMMITTEE* )

WHEREAS by Resolution #09-09-09A approved on September 9, 2009, a Blue Ribbon Committee was formed to consider the questions of the Lincoln County Fair, the Future of the Fairgrounds, and the use of the dedicated Transient Room tax funds and any and all associated issues and questions, in order to make recommendations to the Lincoln County Board of Commissioners; and

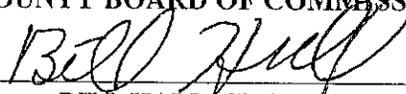
WHEREAS the Board desires to involve representatives of a number of organizations that have an interest in the future of the Fair, Fairgrounds, and event facilities, as well as the community at large; and

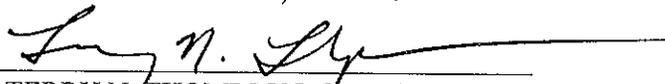
WHEREAS an application has been received from Lyle Mattson to serve on the committee;  
NOW, THEREFORE, IT IS ORDERED AS FOLLOWS:

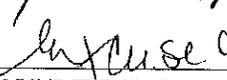
1. That Lyle Mattson is appointed to serve as an at-large member of the Blue Ribbon Committee.
2. That Mr. Mattson serve until the Committee is disbanded by the Board as having completed its purposes.
3. That copies of this Order be provided to: Members of the Blue Ribbon Committee; Dr. John Baker; and the Board of Commissioners.

DATED this 6th of January, 2010

LINCOLN COUNTY BOARD OF COMMISSIONERS

  
\_\_\_\_\_  
BILL HALL, Chair

  
\_\_\_\_\_  
TERRY N. THOMPSON, Commissioner

  
\_\_\_\_\_  
DON LINDLY, Commissioner





Agreement By and Between  
Lincoln County, Oregon and Dr. John Baker  
For Facilitation Services

**John Baker (Baker)**, EIN/SSN 93-1271632, agrees to provide consulting services to **Lincoln County, Oregon (County)** in facilitating the processes of the Lincoln County Fair Blue Ribbon Committee. The scope and duration of the services shall be mutually agreed by the parties. Compensation for services shall be as follows:

- |    |  |                       |
|----|--|-----------------------|
| 1. | Four to Eight Meetings   | \$350.00 each meeting |
| 2. | Initial meeting with commissioners to identify history and ideas | \$250.00              |
| 3. | Reports and other assignments                                    | \$125.00 per hour     |

Baker will provide an invoice for services and expenses to the following address for payment:

Judy Eames  
Room 110  
225 W. Olive Street  
Newport, Oregon 97365

Payments will be made to:

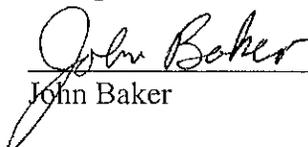
John Baker  
2014 NE Crestview Drive  
Newport, OR 97365

The parties intend that Baker, in performing the services specified in this agreement, shall act as an independent contractor and shall have the control of the work and the manner in which it is performed. Baker is not to be considered an agent or employee of the County and is not entitled to participate in any pension plan, insurance, bonus or similar benefits County provides its employees.

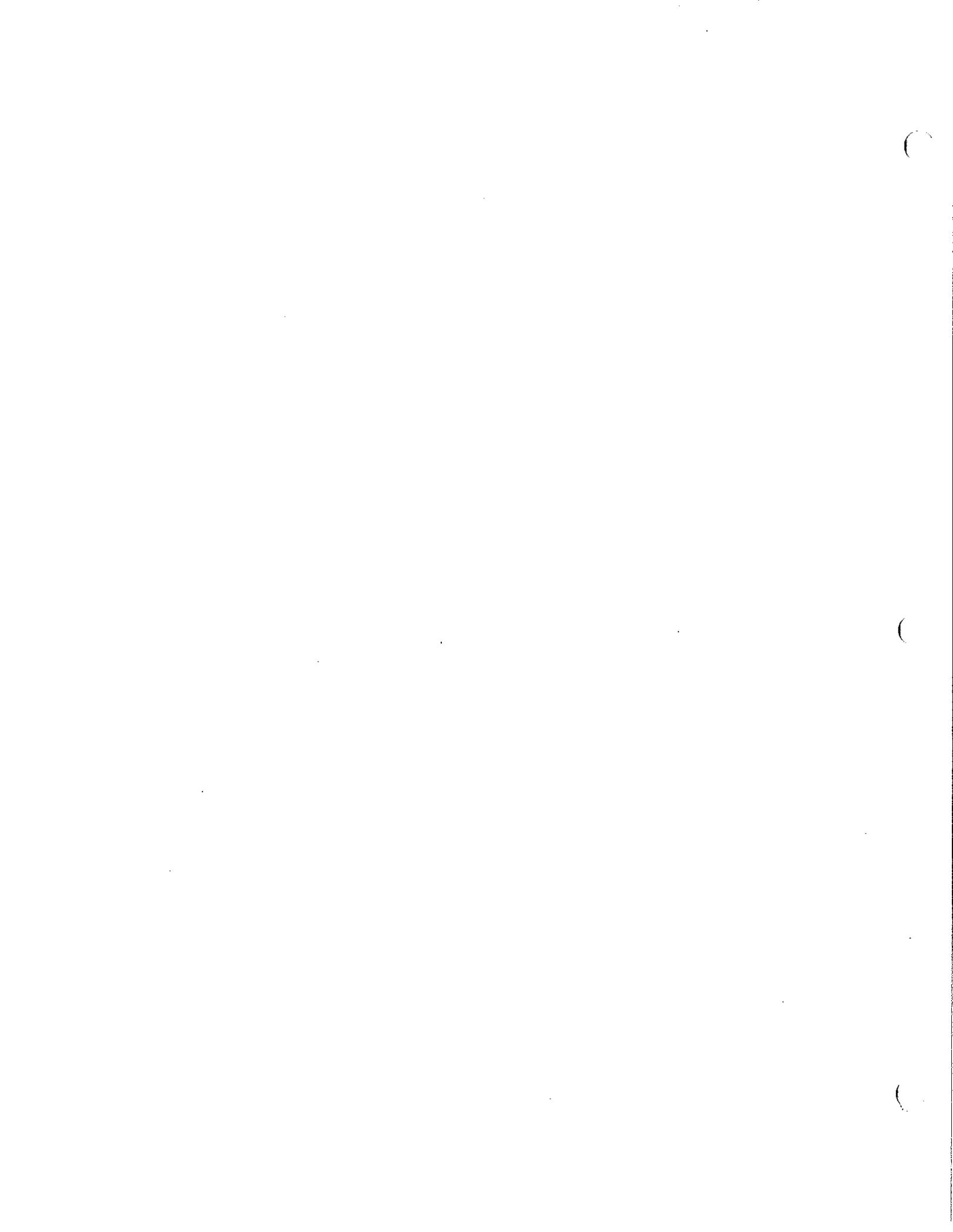
Baker will not be eligible for any federal social security, state workers' compensation, unemployment insurance or Public Employees Retirement System benefits from this contract payment, except as a self-employed individual.

This agreement may be terminated by either party upon written notice to the other party.

So Agreed:

  
\_\_\_\_\_  
John Baker

  
\_\_\_\_\_  
Don Lindly, Chair  
Board of Commissioners



**Blue-Ribbon Committee – Lincoln County Fair & Facilities Fund – response to the questions posed by the Lincoln County Board of Commissioners.**

**Lincoln County Board of Commissioners *September 9, 2009 Meeting Minutes***

Lincoln County Board of Commissioners 225 West Olive Street, Room 110 Newport, OR 97365 (541) 265-4100

**Establishing Blue-Ribbon Committee – Lincoln County Fair & Facilities Fund**

Chair Lindly gave a brief background description of the reasons behind the formation of a Blue-Ribbon Committee to examine options and make recommendations to the commissioners on the future of the Lincoln County Fair and fairgrounds and how best to use the transient room tax funds dedicated to improvement of the fairgrounds. Applications for the Committee will be posted on the county's website in the near future ([www.co.lincoln.or.us](http://www.co.lincoln.or.us)). It is hoped that appointments will be made by October 13 and that committee recommendations will be presented to the Board by the end of February. Appointments will be made on a wide geographic basis and will include representatives from eight interested agencies; five appointments will be made by the Board of Commissioners. Commissioner Hall made a motion to adopt Resolution #09-09-09A establishing a Blue-Ribbon Committee to examine the options for the future of the Lincoln County Fair and the voter-approved Facilities Fund. Commissioner Thompson seconded the motion. The vote was taken, and the motion passed unanimously by a vote of 3-0.

**MOTION TO ADOPT RESOLUTION #09-09-09A ESTABLISHING A BLUE-RIBBON COMMITTEE TO EXAMINE OPTIONS FOR FUTURE OF THE LINCOLN COUNTY FAIR AND VOTER-APPROVED FACILITIES FUND**



**Blue Ribbon Committee  
Potential Recommendation Format**

- I Authorization and Assignment for the Blue Ribbon Committee
  
- II The Fair (as Event)
  - A. Committee and public recommendation
  - B. Suggested and recommended fair theme, profile and potential events and opportunities
  - C. Advantages and disadvantages of a fair event
  - D. Costs and successful financial management
  
- III The Fair/Event Grounds and Facilities
  - A. Location
  - B. Ground plan and facilities, including parking
  - C. Maintenance
  - D. Planned development and professional consultation
  - E. Costs and successful financial management
  - F. Advantages and disadvantages
  
- IV Use of Room Tax Annual Allocation and Ongoing Financial Success and Management
  - A. Cost effectiveness and budgeting for maintenance and facility development
  - B. Advantages and disadvantages



Blue Ribbon Committee meeting

Jan 4<sup>th</sup>

4:00pm County Commissioners meeting room

225 w. Olive st.

Newport Or. 97365

The following people will be attending our Jan 4<sup>th</sup> meeting to give us input and answer questions we might have. We might also have the Polk county fair director Tina Anderson if she is back from vacation in time for the meeting.

Lyle Mattson (541)961-5373

2009 OFA Board of Directors

*Oregon Fairs Association*

*P.O. Box 771 | Salem, OR 97308*

*503-370-7019 | Fax: 503-587-8063 | Email: [info@profadminserv.com](mailto:info@profadminserv.com)*

**President**

Jerry Underwood, Tillamook County

Term Expires 2010

PO Box 455

Tillamook, OR 97141

(503) 842-2272

Fax (503) 842-3314

[tillamookfair@wcn.net](mailto:tillamookfair@wcn.net)

**Executive Secretary**

John McCulley

PO Box 771

Salem, OR 97308

(503) 370-7019

Fax (503) 587-8063

[john@profadminserv.com](mailto:john@profadminserv.com)

Questions regarding your County Fair operation

Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds?
2. What is you annual budget? Income and expenses.
3. How big is the area foot print for you Fairgrounds?
4. Is your Fairgrounds used year round for other events?
5. Approximately how many non Fair events do you have?
6. Do you have paid staff to manage your Fairgrounds?
7. Is your Fairgrounds partnered with any other entities?
8. Do you have a Fairboard and do they manage the day to day operation of the Facility?

If this information is available via a website could you direct it to me?

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

JC Market

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**From:** Leslie Lewis [lewisl@co.yamhill.or.us]  
**Sent:** Monday, May 11, 2009 8:20 PM  
**To:** lylemattson@newportnet.com  
**Cc:** Al Westhoff; fair  
**Subject:** FW: Fairgrounds  
**Attachments:** image003.jpg; image002.jpg; Lyle Mattson (Posse)2.vcf; Fair operation.doc; Fair operation LLL answers.doc; Fair Budget 09-10 rev02.xls

Dear Lyle,

Thank you for writing me about the Yamhill County Fair and Fairgrounds. I have filled out your survey. I am also copying our Fair Manager, Al Westhoff on this email so that he can fill out the survey as well.

Our Fair was in very bad shape 8 years ago. Our total budget was about \$250,000 annually. The County Commissioners have been giving the Fair \$57,000 video lottery for many, many years. The Fair used to need these dollars for day-to-day operations.

Now, the Fair is self-sufficient for operations and the \$57K is used for catching up on major facilities maintenance (new roofs, HVAC systems, etc.).

Our Fair did not improve immediately, but over several years the Fair and the year-round operation have increased useage and become profitable. I attribute much of this success to Al Westhoff and to our very hardworking Fair Board.

Good luck to you for your Fair. If we can give you additional help let us know.

Best wishes,

Leslie Lewis  
Yamhill County Commissioner  
liaison to the Yamhill County Fair

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**From:** lylemattson [lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 3:09 PM  
**To:** Leslie Lewis  
**Subject:** Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

[cid:image003.jpg@01C9D24A.67499C20]

[cid:image002.jpg@01C9D24A.67384440]

Questions regarding you County Fair operation Yamhill County Commissioner  
Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds?

Yamhill County has a variety of funding sources for the County Fair/Fairgrounds. The numbers below are based on our projected 09-10 Budget (I have attached the 09-10 Budget in an Excel spreadsheet for your review):

State funding	\$39,500 (estimated)
County video lottery funding	\$57,000
Sponsors for Fair & Rodeo Court	\$30,000
Portland Karting Association lease	\$11,542
Cell tower rent	\$4,296
Steelworker's Union office rent	\$4,200

The rest of the funding comes from admissions, concessions, facility use fess, etc.

2. What is you annual budget? Income and expenses.

The 09-10 Budget is \$537,207.

3. How big is the area foot print for you Fairgrounds?

We have about 25 acres total. I'd say about 50 percent has buildings. There is a big open grassy field that has an asphalt track built on it for the PKA go-cart events. I think that's about 10 acres. We use this big open field for paid parking during the County Fair.

Our Fair Manager, Al Westhoff, can give you a more definitive answer about the footprint.

4. Is your Fairgrounds used year round for other events?

Yes, we have an arena that is heavily used for weekend horse shows. The horse shows attendees also rent stalls. Also, various groups rent the arena for evening "ride nights". We also have a large steel frame building with a commercial kitchen (about 8000 square feet total) that

we rent to groups for their annual banquets, such as Ducks Unlimited, Oregon Hunters Association, Rocky Mountain Elk Foundation, etc.

Our Fair Manager, Al Westhoff, can give you a more definitive answer about the year-round events.

5. Approximately how many non Fair events do you have?

Our Fair Manager should answer this question. I know that we generate \$130,000+ for Facility Fees.

6. Do you have paid staff to manage your Fairgrounds?

Yes, we have one part-time Fair Manager (0.5 FTE); one full-time Office Assistant (1.0 FTE); and one full-time Work Crew Supervisor. The Work Crew Supervisor is 1.0 FTE, but we pay Community Corrections so he doesn't show up as an FTE in our budget. Instead, he shows up as CO INTERNAL CONTRACT SERVICES.

We are very fortunate to have Al Westhoff as our Fair Manager. He is retired from another county fair operation. He moved to Portland to live near his daughter and her family. He loves Fairs and was willing to work for us at a very, very reasonable rate. Al is an extremely talented manager and is a big part of our Fair operations' success.

We also have a part-time "night security" person (0.35 FTE). He works a couple of hours a day and is paid minimum wage. Then rent is deducted from his paycheck. So our actual expense is very minimal.

7. Is your Fairgrounds partnered with any other entities?

Our Fair Manager should answer this question.

From my perspective, we have great partnerships with many entities (PKA, 4-H, FFA, Master Gardners, Yamhill County Community Corrections, etc.).

8. Do you have a Fairboard and do they manage the day to day operation of the Facility?

We have a Fair Board and, no, they do not manage the day-to-day operation. We did have a period of about 2 years (Fiscal Years 03-04 and 04-05) when they did manage the operation. That was prior to us hiring Al Westhoff.

If this information is available via a website could you direct it to me?

The Fair's website is: [www.co.yamhill.or.us](http://www.co.yamhill.or.us)

Under "Departments", click on "Fair".

Good luck to you Lyle, Leslie Lewis, Yamhill County Commissioner, Fair liaison.

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

**JC Market**

---

**From:** Tillamook Fair [junderwood2@wcn.net]  
**Sent:** Thursday, May 14, 2009 12:07 PM  
**To:** JC Market  
**Subject:** Re: Lincoln county fair

Lyle,

It was good talking to you on the phone today. I'm happy to hear that you are willing to help the County Commissioners come up with a plan for the Fair and fairgrounds. Please feel free to call me anytime for help or support. As President of the Oregon Fairs Association, I want to offer its support also.

1. The Tillamook County Fair and Fairgrounds funding sources are:
  1. Fair Revenue
  2. Off-Season or interim usage of fairgrounds
  3. State Support for County Fairs per state statute
  4. General Fund dollars from the County has averaged \$65,000 per year since 1994. The County has committed to pay \$75,000 for the next 10 years to pay off a \$750,000 interest free loan that TLC federal Credit Union gave the Fair Board to build their new grandstand .
2. Annual Budget:
  1. Income - \$821,700.00 (\$661,700.00 fair, \$95,000.00 off-season, \$5,000.00 skating and \$60,000.00 beginning balance)
  2. Expenses - \$821,700.00 (\$491,250 fair, 287,850 off-season, \$2,600.00 skating and \$40,000.00 contingency)
3. Foot Print of Fairgrounds:

68 acres
4. Is your fairgrounds used year round for other events?

Yes
5. How many non-fair events do you have?
  1. 8-12 weddings
  2. 4-6 Quinseaneras
  3. 80 skate parties
  4. Rodeo, Seafood Festival, Home and Garden Show, Mayors Ball, OHA Banquet, YMCA Auction, High School Graduation, State Holstein Dairy Show and Sale
  5. Lease area for indoor tennis September - June
  6. Provide storage of vehicles, boats and motor homes September - April
  7. Fair Board sponsored Craft Shows in March and November
  8. 4-H/FFA have free use of fairground facilities on an as available agreement
6. Do you have paid staff to manage your fairgrounds?

yes - The paid staff consists of a full time Manager and Secretary and a Part-Time Maintenance Person (20 hours per week). We hire two college age girls to work in the Fair Office for about 10 weeks each. We hire four high-school/college age boys to mow, paint, and prepare fairgrounds for fair about 8 weeks each. We hire approximately 50 part-time persons the two days before the fair to help Open Class Superintendents for an average of 8 hours each.
7. Is your fairgrounds partnered with any other entities?

No
8. Do you have a Fair Board and do they manage the day to day operation of the facility?

Yes - The Fair Board, Manager and Staff are the controllers and caretakers of the entire operations as directed in ORS 565.230. The Fair Board is appointed by the County Commissioners. The Fair Board is solely responsible for hiring a manager to manage the Tillamook County Fair and fairgrounds on a daily basis. Tillamook County has a very active and involved Fair Board. This is key to a successful fair and fairgrounds.

I hope this helps.

Jerry Underwood  
Manager  
Tillamook County Fair

----- Original Message -----

**From:** JC Market

**To:** [tillamookfair@wcn.net](mailto:tillamookfair@wcn.net)

**Sent:** Thursday, May 14, 2009 10:29 AM

**Subject:** Lincoln county fair

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

(541) 265-6641 Work  
(541) 961-5373 Mobile  
[posse@co.lincoln.or.us](mailto:posse@co.lincoln.or.us)  
[lyle@jcmarket.net](mailto:lyle@jcmarket.net)



<http://www.lincolncountysheriff.net/posse/>

The logo is a five-pointed star with a circular seal in the center. The seal contains a smaller star and the words "SHERIFF" and "LINCOLN COUNTY". The word "SHERIFF" is arched above the seal, and "LINCOLN COUNTY" is arched below it.

**JC Market**

---

**From:** SWAIN Nancy [Nancy.O.SWAIN@Co.Benton.OR.US]  
**Sent:** Tuesday, May 19, 2009 2:10 PM  
**To:** jc@jcmarket.net  
**Subject:** FW: County Web site Email -  
**Attachments:** Fair operation.doc

answers on attached form - I'm just surprised that Lincoln County doesn't just get this information from the Oregon Fairs Association

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**From:** FARLEY Teresa  
**Sent:** Tuesday, May 19, 2009 1:38 PM  
**To:** SWAIN Nancy  
**Subject:** FW: County Web site Email -

Could you assist in answering this email. Thanks. Teresa

*Teresa Farley*  
**Executive Secretary/Legal Assistant**  
**Benton County Board of Commissioners/County Counsel**  
**Phone: (541) 766-6800/(541) 766-6890**  
**Fax: (541) 766-6893/(541) 766-6014**  
**teresa.farley@co.benton.or.us**  
**"At Your Service Everyday"**

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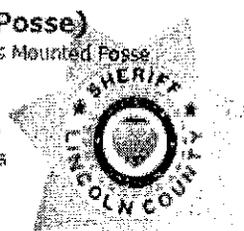
**From:** JC Market [mailto:jc@jcmarket.net]  
**Sent:** Tuesday, May 19, 2009 1:38 PM  
**To:** \*Benton Web BOC  
**Subject:** County Web site Email -

Second request.

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

(541) 265-6641 Work  
(541) 961-5373 Mobile  
posse@co.lincoln.or.us  
lyle@jcmarket.net



<http://www.lincolncountysheriff.net/posse/>

Questions regarding you County Fair operation Benton County

Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds? Benton County, State of Oregon (like all Fairgrounds), sponsorships & donations, and rental income
2. What is you annual budget? Income and expenses. We have a biennial budget. ~ \$2,152,700 Revenue and same for Expense
3. How big is the area foot print for you Fairgrounds? – 29 acres
4. Is your Fairgrounds used year round for other events? Yes
5. Approximately how many non Fair events do you have? Over 300 from private parties to 4-H meetings to public events such as the Friends of the Library Book Sale
6. Do you have paid staff to manage your Fairgrounds? Yes
7. Is your Fairgrounds partnered with any other entities?
8. Do you have a Fairboard and do they manage the day to day operation of the Facility? We have a Fair Board but the Manager, with staff, oversees the day-to-day operations

If this information is available via a website could you direct it to me? [www.bentoncountyfair.com](http://www.bentoncountyfair.com)

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

**From:** bakerfair@bakercounty.org  
**Sent:** Thursday, May 14, 2009 2:05 PM  
**To:** Lylemattson@newportnet.com  
**Subject:** Fair Operations  
**Attachments:** Fair operation.doc

Lyle, I am attaching the fair operations questions that you had emailed to our county. If there is any other information that I can provide you, please let me know.

(See attached file: Fair operation.doc)

Colleen Taylor  
Baker County Fair Grounds Manager  
2610 Grove Street, Baker City OR 97814  
Phone: (541) 523-7881 Fax: (541) 524-9567 Cell Phone: 541-403-0800

Questions regarding you County Fair operation Baker County

Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds? Yes, we have several different meeting rooms, barns that we rent, our County General Fund assists us as well as State Fair Funding
2. What is you annual budget? Income and expenses. Our budget will vary year to year, however, this year's budget is \$160,000 for operations.
3. How big is the area footprint for you Fairgrounds? 20 Acres
4. Is your Fairgrounds used year round for other events? Yes, our facilities are available for the public to rent for a variety of public and private events. We also provide office space for the OSU Extension Service, in addition to supplying meeting space and arena use to our 4-H Leaders.
5. Approximately how many non-Fair events do you have? We have two other events during the year in addition to our fair: Our Fall Gift Show and the Elkhorn Classic Jr Showmanship on Memorial Weekend.
6. Do you have paid staff to manage your Fairgrounds? Yes. We currently have a ¾ time Fair Grounds Manager, a ¼ time Assistant Manager, a ½ Time maintenance man, and ¼ time janitor.
7. Is your Fairgrounds partnered with any other entities? Yes "Friends of the Fair"
8. Do you have a Fairboard and do they manage the day-to-day operation of the Facility? Yes, we have a 7-member Fair Board and a 3-Member non-voting Advisory Board

If this information is available via a website could you direct it to me? Yes, however, we are updating the site at this time. [bakerfair@bakercounty.org](mailto:bakerfair@bakercounty.org)

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

**From:** Rayven Davis [fairmgr@canby.com]  
**Sent:** Wednesday, May 13, 2009 3:33 PM  
**To:** 'Lyle Mattson'  
**Subject:** RE: Fairgrounds  
**Attachments:** Lincoln Co. Fair operation request 5-09.doc

Lyle,  
I hope this information helps, call me if you have questions.

*Rayven Davis, Fair Manager*  
Clackamas County Fair & Event Center  
[fairmgr@canby.com](mailto:fairmgr@canby.com)  
[www.clackamascountyeventcenter.com](http://www.clackamascountyeventcenter.com)

*"Celebrate the Tradition"*  
*August 18-23, 2009*

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**From:** Lyle Mattson [mailto:lyle@jcmarket.net]  
**Sent:** Wednesday, May 13, 2009 2:33 PM  
**To:** 'Rayven Davis'  
**Subject:** RE: Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

Sorry the attachment did not get through. If you could take a moment to answer I can certainly use the information.

Thanks for responding

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse  
(541) 265-6641 Work  
(541) 961-5373 Mobile  
[Posse@co.lincoln.or.us](mailto:Posse@co.lincoln.or.us)  
[lylemattson@newportnet.com](mailto:lylemattson@newportnet.com)  
<http://www.lincolncountysheriff.net/posse/>



**From:** Rayven Davis [mailto:fairmgr@canby.com]  
**Sent:** Wednesday, May 13, 2009 2:11 PM  
**To:** lylemattson@Newportnet.com  
**Subject:** Fasingrounds

Good afternoon Lyle,

Unfortunately when the message was sent on to me it did not have the question portion of the message. Please send the questions to me and I will gladly help you.

From: Lyle Mattson [mailto:lylemattson@Newportnet.com]  
Sent: Monday, May 11, 2009 6:57 PM  
To: ccfair@canby.com  
Subject: Fairgrounds

ADDENDUM B  
Page 14 of 48

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

*Rayven Davis, Fair Manager*  
Clackamas County Fair & Event Center  
[fairmgr@canby.com](mailto:fairmgr@canby.com)  
[www.clackamascountyeventcenter.com](http://www.clackamascountyeventcenter.com)

*"Celebrate the Tradition"*  
*August 18-23, 2009*

**Response from Clackamas County Fair, Canby Oregon**

**Completed by Rayven Davis, Manager – Clackamas County Fair & Event Center**

Questions regarding you County Fair operation

Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds?  
**Self-generated year round activities and annual Fair approx \$800,000+ , Hotel/Motel tax \$345,000; State Funding (Fairs) approx. \$42,000 dedicated by statute to put on annual Fair.**
2. What is you annual budget? Income and expenses.  
**\$1.2 to 1.4 million per year depending on projected revenue. Expenses include general operation, capital projects, contingency fund and normally \$150,000- \$200,000 cash carryover each year.**
3. How big is the area foot print for you Fairgrounds?  
**The fairgrounds are approximately 56 acres**
4. Is your Fairgrounds used year round for other events?  
**YES**
5. Approximately how many non Fair events do you have?  
**On the average per year 600+**
6. Do you have paid staff to manage your Fairgrounds?  
**Yes, 3.5 FTE Office year round; 4.5 FTE Maintenance year round. Increase normally in April a few positions on maintenance and office staff and continues to increase through Fair. During Six days of Fair maintenance operates three shifts (day, swing, graveyard) Fair Office is open 6am-10pm, plus other staffing.**
7. Is your Fairgrounds partnered with any other entities?  
**NO**
8. Do you have a Fairboard and do they manage the day to day operation of the Facility?  
**Fair Board is a policy/advisor Board, Day to Day operation is the responsibility of the Fair Manager and staff.**

If this information is available via a website could you direct it to me?

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

JC Market

**From:** daves@co.umatilla.or.us  
**Sent:** Wednesday, May 13, 2009 2:25 PM  
**To:** lylemattson  
**Subject:** Re: Fairgrounds

- 1) Yes we do our sponsorships are huge, donations, state funding, general fund, rental of the grounds, storage, the fair supports some what of the fairgrounds.
- 2) With the fair and the grounds is close to a million we are the 4th largest fair in the state
- 3) The Fair grounds sits on 28 archers
- 4) Yes all year in the winter we even have a festival of lights the day after thanksgiving and runs to the weekend before Christmas with displays, lights, bazaar ect....
- 5) Something is going on every weekend and some on the weekdays
- 6) Yes
- 7) Yes Hermiston school dist, City of Hermiston, the local hospital service groups and the fair its self they subsidizes the fairgrounds yes it takes them all to put on the fair
- 8) Yes we have a Fair Board and no they do not manage the day to day operations.  
hope that helps  
Dave  
Umatilla County Fair and Fairgrounds Manager  
541 567 6121  
[daves@umatillacounty.net](mailto:daves@umatillacounty.net)

- > If you could have someone take a moment and answer some questions we
- > in Lincoln County have about your Fair operation it would be appreciated.
- > Please see attached.
- >
- >
- > Lyle Mattson (Posse)
- >
- >
- >
- >
- >
- >

## JC Market

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**From:** Chuck Hurliman [churlima@co.tillamook.or.us]  
**Sent:** Wednesday, May 13, 2009 12:12 PM  
**To:** lylemattson  
**Subject:** RE: Fairgrounds

Lyle

County fairs across the nation has had to rebuild themselves. In many cases the County Commissioners have taken over the fair and created a focus group of citizens and business (needs) and interest groups (bike, horse, fisherman, 4H, schools). When the needs have been identified - issues of the types of uses & amount of use, the footprint and who and how funding and management will fall in place. The vision and mission will spark the interest for volunteers and partners.

I know I didn't answer your questions, but I do feel Lincoln County has an opportunity to build a community center that will provide many things for the citizens of your county. This opportunity is to do the planning that many Fair Boards will not do, because they do not want public input. I have viewed fairs with RV parks to sporting facilities.

The most important thing County Commissioners have done once the process is moving is get out of the way.

Below are examples of Missions etc.

**Mission:** To provide a wholesome family fair incorporating educational and entertaining activities and to generate year round usage of our facilities. In accomplishing this mission we will continually improve our business processes and address the needs of our community and customers.

County Fair and Exposition Center provides educational, entertainment and recreational opportunities for the general public and preserves the heritage of California agriculture. This is accomplished while promoting and showcasing the talents, interests and accomplishments of the citizens.

**Vision:** County Fair Association will provide a financially sound, well managed Fair in a fully maintained Fairgrounds complex with interim programs designed to serve the County and area residents. The Fair programs will support agricultural focused education programs – linked to local schools, agricultural and children's programs. The Fair Association will encourage an atmosphere of community involvement through service and participation with quality local and regional entertainment.

### **The Vision Statement**

The vision of the 2008 Livable Communities Fair is to provide a venue and create an environment where the County community can come together to:

- Promote livability values and standards
- Teach one another to value, protect, and enhance the County's livable qualities
- Provide access to resources, experts and interactive education
- Identify and showcase proactive sustainability measures and model livability success
- Cultivate collaborative relationships
- Create momentum to sustain a broader long-term livability effort in the County

### **STRATEGIC PLAN**

Requirement. By December 31 of each year, in addition to the three-year business plan, the Fair Board will create a strategic plan to serve as a guide for the preparation and implementation of the annual fair.

Purposes. The strategic plan will serve the following purposes:

Provide direction to the fair board and its staff, as well as other volunteers working on the fair each year.

Provide a job description for fair board members and County.

Outline tasks for each fair board member and staff.

Provide an overall time line with deadlines for completing tasks.

Provide a work plan for individual committees to use as a guideline when developing committee work plans.

Review and revision. The Fair Board will continuously review and may update the strategic plan as necessary to allow the board to adapt to new opportunities.

Chuck

---

**From:** lylemattson [mailto:lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 3:01 PM  
**To:** Chuck Hurliman  
**Subject:** Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

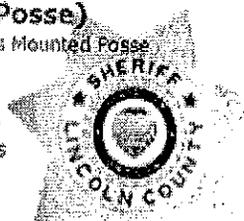
(541) 265-6641 Work  
(541) 961-5373 Mobile  
posse@co.lincoln.or.us  
lyle@jmarket.net



<http://www.lincolncountysheriff.net/posse/>

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

(541) 265-6641 Work  
(541) 961-5373 Mobile  
posse@co.lincoln.or.us  
lyle@jmarket.net



<http://www.lincolncountysheriff.net/posse/>

JC Market

---

**From:** Kelly Walther [walther@callatg.com]  
**Sent:** Tuesday, May 12, 2009 11:21 AM  
**To:** 'lylemattson'  
**Subject:** RE: Marion County Fair Web Site

Lyle – The Marion County Fair does not own its own grounds. We rent from the State Fair. Our budget for our 4 day fair last year was around \$233,000. We receive approximately \$80,000 from the County and \$50,000 from the State. The balance of our revenue is from sponsors, gate receipts, carnival and vendors. We have one part time staff, a working volunteer board and contract other help as needed. Good luck on your endeavors!

Kelly Walther, Chair  
Marion County Fair

**From:** lylemattson [mailto:lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 2:52 PM  
**To:** marioncountyfair@co.marion.or.us  
**Subject:** Marion County Fair Web Site

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

(541) 265-6641 Work  
(541) 961-5373 Mobile  
posse@co.lincoln.or.us  
lyle@jcmarket.net



<http://www.lincolncountysheriff.net/posse/>

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

(541) 265-6641 Work  
(541) 961-5373 Mobile  
posse@co.lincoln.or.us  
lyle@jcmarket.net



<http://www.lincolncountysheriff.net/posse/>

**JC Market**

**From:** Malheur County Fair [mcfair@fmtc.com]  
**Sent:** Tuesday, May 12, 2009 10:40 AM  
**To:** lylemattson  
**Subject:** Re: Fairgrounds

Response to your questions from Malheur County Fair:

1. As with all Oregon County Fairs - we receive our portion of State Funding. We receive \$18,000.00 from the county.
2. Annual budget is \$347,000.00
3. The Fairgrounds is approximately 40 acres
4. Our fairgrounds is used year round
5. 2008: We rented the facility for approx 42 off season events along with leasing a portion of the fairgrounds to the college for rodeo classes.
6. We have a full time Manager and Caretaker
7. We are not partnered with another entity
8. We do have a Fair Board - The Manager manages day to day activities and the Fair Board meets once a month to make major decisions.

Hope this helps answer your questions, please let me know if you need further information.

Janeen Kressly  
Malheur County Fair Board  
795 N.W. 9th Street  
Ontario, OR 97914  
541-889-3431

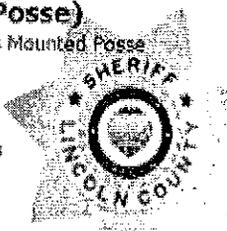
----- Original Message -----

**From:** [lylemattson](mailto:lylemattson)  
**To:** [mcfair@fmtc.com](mailto:mcfair@fmtc.com)  
**Sent:** Monday, May 11, 2009 3:50 PM  
**Subject:** Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

(541) 265-6641 Work  
(541) 961-5273 Mobile  
[posse@co.lincoln.or.us](mailto:posse@co.lincoln.or.us)  
[lyle@jcmarket.net](mailto:lyle@jcmarket.net)



<http://www.lincolncountysheriff.net/posse/>

**JC Market**

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**From:** Patrick Wood [patrickwood@clearwire.net]  
**Sent:** Tuesday, May 12, 2009 9:13 AM  
**To:** 'Dave Gordon'  
**Cc:** lylemattson@newportnet.com  
**Subject:** RE: Fairgrounds  
**Attachments:** Lincoln Fair operation.doc

Done. I have the answers in an attachment. I copied Lyle so he should have it.

Patrick Wood, Manager  
Crook County Fairgrounds  
541-447-6575  
541-447-3225 fax  
[patrickwood@clearwire.net](mailto:patrickwood@clearwire.net)

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**From:** Dave Gordon [mailto:Dave.Gordon@co.crook.or.us]  
**Sent:** Tuesday, May 12, 2009 8:34 AM  
**To:** Patrick Wood  
**Cc:** Dave Gordon; lylemattson@newportnet.com  
**Subject:** FW: Fairgrounds

Hi Pat:

I received this request from a gentleman on the Coast. To the extent you have time, and are willing to do so, please feel free to respond or direct him to other resources. Thanks.

Dave Gordon  
Crook County Counsel  
T: 541.447.6555/F: 541.416.3891  
Email: [dave.gordon@co.crook.or.us](mailto:dave.gordon@co.crook.or.us)

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\*\*\*\*\*

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**From:** lylemattson [mailto:lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 2:25 PM  
**To:** Dave Gordon  
**Subject:** Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

Questions regarding you County Fair operation Crook County Fairgrounds

Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been asked by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds?  
We have funding sources as follows: Support from the County General Fund, support through the current Oregon Fair Commission disbursements, support from long term property rental, (an RV park), support from local lodging taxes, support from an annual tourism payment from the City of Prineville, and we generate our own revenue via grounds/building rentals.
2. What is you annual budget? Income and expenses.  
Income / expense is \$370,000.00. We also maintain a capital fund for long term purchases. It currently has a balance of \$60,000.00.
3. How big is the area foot print for you Fairgrounds?  
63 acres. 15 acres comprise a horse racing track.
4. Is your Fairgrounds used year round for other events?  
Yes. We host approximately 150 days of each year for events.
5. Approximately how many non Fair events do you have?  
Approximately 65.
6. Do you have paid staff to manage your Fairgrounds?  
Yes. A FT manager, one FT maintenance, 2 PT maintenance, and one seasonal secretary.
7. Is your Fairgrounds partnered with any other entities?  
No. Not in the true sense of the word. We maintain close relationships with the City of Prineville, the Crooked River Round-Up Association, and the majority of the rest of our clients.
8. Do you have a Fairboard and do they manage the day to day operation of the Facility?  
We have a Fairgrounds Board. They are seven positions on the Board. All are currently filled. They set policy and acts as the Managers supervisor including an annual performance review.

Lyle,

You are welcome to visit our website at [www.crookcountyfairgrounds.com](http://www.crookcountyfairgrounds.com). If you any further question you may contact me directly at [patrickwood@clearwire.net](mailto:patrickwood@clearwire.net) or call 541-447-6575.

Patrick wood, Manager, Crook County Fairgrounds

**JC Market**

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**From:** TINA ANDERSEN [ANDERSEN.TINA@co.polk.or.us]  
**Sent:** Tuesday, May 12, 2009 8:58 AM  
**To:** lylemattson@newportnet.com  
**Subject:** Fairgrounds  
**Attachments:** Fair%20operation[1].doc

Sorry, it would really help if I sent the attachment

Tina Andersen, Manager  
Polk County Fair  
Area III Director  
[andersen.tina@co.polk.or.us](mailto:andersen.tina@co.polk.or.us)  
503-623-3048

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds?  
State funding \$49,404.72 County funding \$45,000.00 and the rest is self generated approx. \$296,000.00 (this reflects the 2007-08 fiscal year)
2. What is you annual budget? Income and expenses.  
2008-09 budget – Revenues \$380,690.00 Expenditures \$380,690.00
3. How big is the area foot print for you Fairgrounds?  
20 acres
4. Is your Fairgrounds used year round for other events?  
Yes
5. Approximately how many non Fair events do you have?  
We are booked every weekend and several times during the week we are open 365 days a year.
6. Do you have paid staff to manage your Fairgrounds?  
Yes, we have a manager, a secretary, a janitor and a maintenance/caretaker
7. Is your Fairgrounds partnered with any other entities?  
I'm not sure what you are asking – the fairgrounds partners with many organizations to use the facility but not any other County entities.
8. Do you have a Fairboard and do they manage the day to day operation of the Facility?

The Fair Board is a policy making Board, they do not run the day to day operations of the fair, their manager runs the daily operations

If this information is available via a website could you direct it to me?

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

## JC Market

---

**From:** Gary Friedman [gfriedman@co.clatsop.or.us]  
**Sent:** Tuesday, May 12, 2009 8:25 AM  
**To:** Lylemattson@newportnet.com  
**Subject:** Survey  
**Attachments:** Fair operation.doc

Lyle - Attached are our answers to your survey.

### **Gary Friedman**

General Manager  
Clatsop County Fairgrounds and Expo Center  
503.325.4600

This message has been prepared on resources owned by Clatsop County, Oregon. It is subject to the Internet and Online Services Use Policy and Procedures of Clatsop County.

Questions regarding you County Fair operation Clatsop County Fairgrounds and Expo Center  
Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds ? **We have an operating levy that was passed by the voters in 2006. It goes back to the voters again next year.**
2. What is you annual budget? Income and expenses.
3. How big is the area foot print for you Fairgrounds? **We have 109 acres but only about one third of it is usable ground.**
4. Is your Fairgrounds used year round for other events? **Yes**
5. Approximately how many non Fair events do you have? **We have 50 to 60 other events at the fairgrounds. A combination of both public and private.**
6. Do you have paid staff to manage your Fairgrounds? **Our fairgrounds has 3.5 FTE's. A manager, two maintenance/set up techs, and a half time office assistant.**
7. Is your Fairgrounds partnered with any other entities? **No**
8. Do you have a Fairboard and do they manage the day to day operation of the Facility? **We have a five person fairboard. They do not manage the day to day operations, the manager does that.**

If this information is available via a website could you direct it to me have ? **We a website but this information will not be found there. [www.clatsopfairgrounds.com](http://www.clatsopfairgrounds.com)**

Thank You

Lyle Mattson

107 N. Coast Hwy

**JC Market**

---

**From:** Harold J. Phillips [hjphilli@co.douglas.or.us]  
**Sent:** Tuesday, May 12, 2009 7:50 AM  
**To:** lylemattson  
**Subject:** RE: Contact the Douglas County Fairgrounds  
**Attachments:** Fair operation.doc

Lyle,  
I hope these answers are sufficient. If you have any further questions please feel free to contact me.

Harold Phillips  
Fairgrounds Director

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**From:** lylemattson [mailto:lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 2:30 PM  
**To:** Fairgrounds Email  
**Subject:** Contact the Douglas County Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

(541) 265-6641 Work  
(541) 961-5273 Mobile  
posse@co.lincoln.or.us  
lyle@jmarket.net



<http://www.lincolncountysheriff.net/posse/>

**JC Market**

---

**From:** Harold J. Phillips [hjphilli@co.douglas.or.us]  
**Sent:** Tuesday, May 12, 2009 7:50 AM  
**To:** lylemattson  
**Subject:** RE: Contact the Douglas County Fairgrounds  
**Attachments:** Fair operation.doc

Lyle,  
I hope these answers are sufficient. If you have any further questions please feel free to contact me.

Harold Phillips  
Fairgrounds Director

---

**From:** lylemattson [mailto:lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 2:30 PM  
**To:** Fairgrounds Email  
**Subject:** Contact the Douglas County Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

**Lyle Mattson (Posse)**  
Lincoln County Sheriffs Mounted Posse

(541) 265-6641 Work  
(541) 961-5373 Mobile  
posse@co.lincoln.or.us  
lyle@jcmarket.net



<http://www.lincolncountysheriff.net/posse/>

Questions regarding you County Fair operation Douglas County Fairgrounds

Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds?  
**We are self sustaining and receive no other funding.**
2. What is you annual budget? Income and expenses.  
**Approximately 2 million "balance budget"**
3. How big is the area foot print for you Fairgrounds?  
**74 acres**
4. Is your Fairgrounds used year round for other events?  
**We hold over 220 separate events throughout the year. We produce three events in-house Fair, Christmas Craft fair & Sportsmen Show.**
5. Approximately how many non Fair events do you have?  
**See above**
6. Do you have paid staff to manage your Fairgrounds?  
**We have 10 FTE's**
7. Is your Fairgrounds partnered with any other entities?  
**No**
8. Do you have a Fairboard and do they manage the day to day operation of the Facility?

**Our fairboard is a policy making board only and are totally hands off when it comes to day to day operations. All contracts & management decisions are the Director's discretion.**

If this information is available via a website could you direct it to me?

[www.douglasfairgrounds.com](http://www.douglasfairgrounds.com) **We create & manage our website in-house.**

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

**JC Market**

**From:** Nikki Whitty [nwhitty@CO.COOS.OR.US]  
**Sent:** Tuesday, May 12, 2009 7:09 AM  
**To:** lylemattson  
**Subject:** RE: Fairgrounds  
**Attachments:** Questions from Lincoln County.doc

Here is most of the information you wanted.

Nikki Whitty  
Coos County Commissioner  
250 N Baxter Street  
Coquille, OR 97423  
Phone: 541-396-3121 ext. 247  
Fax: 541-396-4861  
Mobile: 541-260-2188

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**From:** lylemattson [mailto:lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 2:23 PM  
**To:** Nikki Whitty  
**Subject:** Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

**Lyle Mattson (Posse)**  
Lincoln County Sheriff's Mounted Posse



(541) 265-6641 Work  
(541) 961-5373 Mobile  
posse@co.lincoln.or.us  
lyle@jcmarket.net

<http://www.lincolncountysheriff.net/posse/>



**Lyle Mattson**

(541) 265-6641 Work  
(541) 961-5373 Mobile  
lyle@jcmarket.net  
(541) 265-3328 fax

107 n coast hwy  
Newport, Or.  
97365

Questions regarding you County Fair operation Coos County Commissioner

Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

1. Do you have any funding sources for your Fair or Fairgrounds? Gate receipts, booth rental, and carnival receipts. The last two years the county has made a donation of \$40,000.
2. What is you annual budget? Income and expenses. Around \$400,000
3. How big is the area foot print for you Fairgrounds?
4. Is your Fairgrounds used year round for other events? Not too often because the cost to heat the buildings is expensive, however it is used by 4-H throughout the year.
5. Approximately how many non Fair events do you have?
6. Do you have paid staff to manage your Fairgrounds? We have a Manager, an office person and a maintenance person.
7. Is your Fairgrounds partnered with any other entities? No
8. Do you have a Fairboard and do they manage the day to day operation of the Facility? We do have a fair board but according to statute they are mainly policy.

If this information is available via a website could you direct it to me?

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

**JC Market**

---

**From:** Hood River County Fair [hrfair@hrecn.net]  
**Sent:** Monday, May 11, 2009 6:42 PM  
**To:** lylemattson@newportnet.com  
**Subject:** Hood River Fair info

Our fairgrounds covers 19 acres including our buildings. We have Rv rallies, car show, craft shows, building rentals, estate sales, church groups and many other things to earn our money.

The only other funding is from the state not the county. We run our own shop earning money for revenue and paying our own bills. All handled thru the office. The grounds are run by the fair manager with the board being a procedural and support group. The board does not run the day to day operations. Wouldn't work.

We use one building for rentals year round and in the winter use the close barn and the other rental building for vehicle storage.

I am the manager and work part time as does our ground's person and the 2 ladies who handle the cleaning of the buildings. We are all part time, non county employees normally working 3 days a week for the manager and the grounds person.

We also have web site which is [www.hoodriverfair.com](http://www.hoodriverfair.com) that shows our events that we do and the grounds.

Hope this helps. Thanks Clara Rice, Manager

JC Market

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**From:** Leah Perkins-Hagele [lperkins@faircomplex.com]  
**Sent:** Monday, May 11, 2009 4:33 PM  
**To:** 'lylemattson'  
**Subject:** RE: Fairgrounds

1. Do you have any funding sources for your Fair or Fairgrounds? In addition to the State Funding we get 1% of the county hotel/motel tax.
2. What is your annual budget? Income and expenses. Our total annual budget is \$2,517,479.00
3. How big is the area footprint for your Fairgrounds? 101 acres
4. Is your Fairgrounds used year round for other events? Yes
5. Approximately how many non Fair events do you have? 350+
6. Do you have paid staff to manage your Fairgrounds? Yes, we have a paid professional staff of 7 full-time people. We hire an additional 30 for Fair-time.
7. Is your Fairgrounds partnered with any other entities? No
8. Do you have a Fairboard and do they manage the day to day operation of the Facility? We do have a Fair Board and they do not manage the day to day operation, that is left to the staff.

Leah Perkins-Hagele, Fair Manager  
Washington County Fair Complex  
873 NE 34th Ave, Hillsboro OR 97124  
503-648-1416 x 202  
503-648-7208 fax  
[lperkins@faircomplex.com](mailto:lperkins@faircomplex.com)  
[www.faircomplex.com](http://www.faircomplex.com)

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**From:** lylemattson [mailto:lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 3:07 PM  
**To:** lperkins@faircomplex.com  
**Subject:** Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.

JC Market

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**From:** Stephanie Walters [walterss@grantcounty-or.gov] on behalf of GCFair [gcfair@grantcounty-or.gov]  
**Sent:** Monday, May 11, 2009 3:10 PM  
**To:** lylemattson  
**Subject:** RE: Inquiry via GCOregonLive2.com

1. Do you have any funding sources for your Fair or Fairgrounds? Approx \$50,000 video lottery dollars, \$25,000 an economic grant from video lottery dollars, \$15,000 RV Park and the rest we earn through the Fair, rentals, and events we put on.
2. What is your annual budget? Income and expenses. Our revenue is approximately \$275,000. Our expenses are about \$10-20,000 less than revenue depending on year.
3. How big is the area foot print for your Fairgrounds? About 26 acres of which about ½ is actually used (the rest is a field)
4. Is your Fairgrounds used year round for other events? Yes – most events the fair staff puts on – gun show, home & garden, truck & tractor pull, rodeo, flea markets, quilt show, craft shows. Then we have 3-4 dinner/auctions by organizations such as Oregon Hunters, Rocky Mtn Elk etc.
5. Approximately how many non Fair events do you have? 6-10 (depending on year) – we also do other groups work, the BMW Rally pays us a rental fee, plus we have a beer garden for them, do the clean up, coordinate caterers – same with the Snowmobile Convention and others
6. Do you have paid staff to manage your Fairgrounds? 1 full time manager, ¾ time office staff, 18 hour bldg/grds. We will begin managing the RV Park In July which is on our grounds but has been managed by the city's parks and recs. We hope that will increase revenue and bring grounds person to full time.
7. Is your Fairgrounds partnered with any other entities? Not sure what you mean – try to work with groups in the community.
8. Do you have a Fairboard and do they manage the day to day operation of the Facility? The Fair Board makes policy, sets direction (long term plans), but the manager is responsible for staff and day to day

## JC Market

---

**From:** Dan Despotopulos [Dan\_Despotopulos@co.deschutes.or.us]  
**Sent:** Monday, May 11, 2009 2:52 PM  
**To:** lylemattson  
**Subject:** RE: Fairgrounds

Lyle:

Here are some answers to your questions.

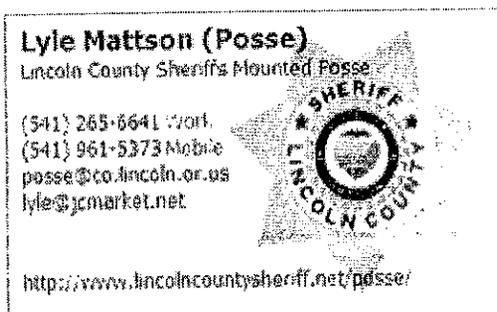
1. We receive a small amount of room tax \$30,000 and \$120,000 of general fund money.
2. Fair - \$1.2 million Fair/Expo(other 51 weeks) - \$2.3 million RV Park - \$1/2 million
3. We have 320 acres
4. Yes
5. varies from year to year - average 380 events per year
6. We have 11 FTE'S
7. No
8. We have a 5 member Fair Board who oversee the operations(more policy than anything else) and a 15 member Fair Assoc. board that oversee the Fair only. Staff manages the day to day operation

Dan

---

**From:** lylemattson [mailto:lylemattson@newportnet.com]  
**Sent:** Monday, May 11, 2009 2:28 PM  
**To:** Dan Despotopulos  
**Subject:** Fairgrounds

If you could have someone take a moment and answer some questions we in Lincoln County have about your Fair operation it would be appreciated. Please see attached.



## JC Market

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**From:** JC Market [jc@jcmarket.net]  
**Sent:** Friday, June 05, 2009 9:48 AM  
**To:** Lyle Mattson  
**Subject:** Sherman co survey  
**Attachments:** Lyle Mattson (store).vcf

1. State lottery 25000, looking at putting wind generators on site possible income 30000 each
2. 70000 annual estimate
3. 25 acres
4. Yes
5. Small events 4 per year
6. Combination duties for one paid staff – light maintenance and office
7. No
8. Fairboard and staff

These results were phoned to me from one of the county commissioners. He also states that the county maintains the buildings and grounds as a result of the county legal staff looking into the ORS laws for the state. His name is Carey and phone numbers is 541-386-1811

Lyle



**JC Market**

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**From:** Jackie [jackie2@jocofair.com]  
**Sent:** Tuesday, June 02, 2009 12:39 PM  
**To:** Lylemattson@newportnet.com

Questions regarding you County Fair operation  
Good day from Lincoln County Oregon

My name is Lyle Mattson, I have been ask by the County Commissioners to be involved on a task force to advise the Commissioners on direction for our County Fair and its grounds. If you could give me some feedback as to how the operation of you County Fair functions it would be of great assistance to us. I will outline the questions I have and if you can easily answer these I will compile the information and hopefully put it to good use.

I. Do you have any funding sources for your Fair or Fairgrounds?  
No - what the Fairgrounds generates with rentals, fund raisers, Fair, etc.

II. What is your annual budget? Income and expenses.

Approximatley \$1 million, we do not try to make a big profit - enough to keep us open and hopefully maintain the buildings.

III. How big is the area foot print for you Fairgrounds?  
45 acres

IV. Is your Fairgrounds used year round for other events?  
Yes

V. Approximately how many non Fair events do you have?  
We have approximately 1529 event days

VI. Do you have paid staff to manage your Fairgrounds?  
Yes

VII. Is your Fairgrounds partnered with any other entities?  
No

VIII. Do you have a Fairboard and do they manage the day to day operation of the Facility?  
Yes - the management does day to day, Fair Board sets policy, helps with fund-raises etc.  
If this information is available via a website could you direct it to me?

Thank You

Lyle Mattson

107 N. Coast Hwy

Newport, Or. 97365

(541)961-5373

[Lylemattson@newportnet.com](mailto:Lylemattson@newportnet.com)

1. Do you have any funding sources for your Fair or Fairgrounds?											
yes		24		average funding all sources						467,597	
no		1									
2. What is your annual budget? Income and expenses.											
budget/fair income		746,954		budget/expo income		1,214,433		r/v park income		257,500	
average								budget/fair expense		505,313	
								budget/expo exp		165,225	
3. How big is the area foot print for you Fairgrounds?											
acres		66		used		61		unused		5	
average											
4. Is your Fairgrounds used year round for other events?											
yes		23		no		1					
5. Approximately how many non Fair events do you have?											
event/year non fair		215									
average											
6. Do you have paid staff to manage your Fairgrounds?											
yes		24		no		0		full time		4	
								part time		1	
7. Is your Fairgrounds partnered with any other entities?											
none		21		partner		3					
8. Do you have a Fairboard and do they manage the day to day operation of the Facility?											
board does all		3		board only policy		21		grounds manager		23	
								events		24	
								fair		24	

1. Do you have any funding sources for your Fair or Fairgrounds?		24	1	from	amount	60,809	from	amount	101,500	from	amount	285,250	from	amount	20,038
* Baker	yes	no	from	amount	60,809	from	amount	101,500	from	amount	285,250	from	amount	20,038	
* Benton	yes		county			state			self gen						
* Clackamas	yes		co, state, rental			room tax			345,000 self gen			800,000			
* Clatsop	yes		levy												
* Columbia															
* Coos	yes		county			40,000 events			?						
* Crook	yes		state			county				rv park			tourism tax		
* Curry															
* Deschutes	yes		room tax			30,000 general fund			120,000						
* Douglas	no	no													
* Gilliam	yes		state fund												
* Grant	yes		video lotto			50,000 lotto grant			25,000 r/v park			15,000			
* Harney	yes		county			county			racng assoc.						
* Hood River	yes		state			?									
* Jackson															
* Jefferson															
* Josephine	no														
* Klamath															
* Lake	yes		county						loto						
* Lane															
* Lincoln															
* Linn	yes		county			250,000 sponcers			140,000						
* Malheur	yes		state			18,000									
* Marion	yes		state			50,000 county			80,000						
* Morrow															
* Multnomah															
* Polk	yes		state fund			49,404 county			45,000 self incom			296,000			
* Sherman	yes		state			25,000 county fund			maintenance						
* Tillamook	yes		county			75,000 state									
* Umatilla	yes		state			county fund			self incom						
* Union															
* Wallowa															
* Wasco	yes		state fund												
* Washington	yes		state fund			?			0						
* Wheeler															
* Yamhill	yes		state fund			39,500 video lotto			57,000 fair,rodeo			30,000 contracts			20,038













8. Do you have a Fairboard and do they manage the day to day operation of the Facility?		21	23	24	24
		3			
* Baker	board does all	board only policy	grounds mgr	events	fair
* Benton		7 members	staff	staff	staff and board
* Clackamas		members	8 paid staff	staff	staff and board
* Clatsop		5 member	3.5 paid staff	staff	board
* Columbia					
* Coos		members	3 paid staff	staff	staff
* Crook		7 member	5 paid staff	staff	staff
* Curry					
* Deschutes		5 member	11 paid staff	staff	15 member oversee fair only
* Douglas		members	10 paid staff	staff	staff
* Gilliam	members		board	board	board
* Grant		members	staff	staff	staff
* Harney		members	staff	staff	staff and board
* Hood River		members	staff	staff	staff
* Jackson					
* Jefferson					
* Josephine		members	staff	staff	staff and board
* Klamath					
* Lake		members	staff	staff	staff and board
* Lane					
* Lincoln					
* Linn		members	staff	staff	staff, with working fair board,
* Malheur		members	2 paid staff	staff	staff and board
* Marion	members			board	1 prt time staff, with working fair board,
* Morrow					
* Multnomah					
* Polk		members	3 paid staff	staff	staff
* Sherman		members	staff	staff and board	staff and board
* Tillamook		members	staff	staff	staff, with working fair board,
* Umatilla		members	staff	staff	staff, with working fair board,
* Union					
* Willowa					
* Wasco	members		staff	staff and board	staff and board
* Washington		members	7 paid staff	staff	30 more paid for fair
* Wheeler					
* Yamhill		members	3 paid staff	staff	staff

### Lincoln County Fair (annual event)

*Question: Examine options and make recommendations to the commissioners on the future of the Lincoln County Fair.*

It appears there is a strong enough public support throughout the County for the annual Lincoln County Fair event. This event should be preserved and aligned to continue indefinitely or until such time as the support of this event no longer exists. The financial burden of the annual Lincoln County Fair should be budgeted for by the Fair board and separated from the day to day operation of the fairgrounds.

#### Recommendations:

1. Establish a Lincoln County Fair Board charged with the responsibility of holding an annual Lincoln County Fair event and oversee the management of the Fairgrounds.
2. Follow the O.R.S. governing the structure and capacity of the Lincoln County Fair Board and the annual Fair event.
3. Create a Memorandum of understanding outlining the duties, responsibilities, and authority of the Lincoln County Fair Board and the Lincoln County Commissioners as it relates to the Lincoln County Fair event and Fairgrounds. Establish what their participation will be in the creation, planning, production and financial management of an annual Lincoln County Fair event. Establish what their participation will be in the management, maintenance, development and financial aspects of the Fairgrounds property and buildings.

## Lincoln County Fairgrounds

*Question: "Examine options and make recommendations to the commissioners on the future of the Lincoln County fairgrounds"*

This question is a very complex issue that will need more time and study. The property owned by Lincoln County that historically has been used as the Lincoln County Fairgrounds has a healthy property value in excess of 5 million dollars. The footprint location within the County is favorable for public access. The size of the grounds to some degree limits any future growth. The buildings on the grounds are very dated. Parking on the grounds as they are laid out is restrictive. There is no Manager dedicated to the success of the grounds on a day to day basis. There is a great need within our County for a facility to be used by our youth, our service groups, our public sector and a need to continue to expand the opportunities for tourist attraction to our County.

### Recommendations:

1. Set in place a budget and a timeline for producing an acceptable study that will help to guide us on the future of the current Lincoln County Fairgrounds.
2. Secure a professional consulting company that is versed in Fairgrounds to evaluate the current location of the Fairgrounds, the buildings and improvements on the grounds and report back to the committee there recommendations.
3. Examine the feasibility of creating Multipurpose Pavilion(s) on these or other grounds that could be used by the Counties residents as well as attracting usage by groups from outside our County.
4. Examine the feasibility of such a grounds design to become financially independent on a year around basis.
5. Create an acceptable business plan including management structure, ownership and financial responsibility for year around use of such facilities.
6. Create a strategic plan to set goals and timelines for the future of the fairgrounds
7. Establish a memorandum of understanding detailing ownership of the real property and the buildings by the County, requiring a maintenance plan to be implemented by the county maintenance department.
8. Establish a Development Committee to oversee the findings, recommendations and develop plans for the future.

Financial Plans; Lincoln County Fairgrounds & Lincoln County Fair annual event.

*Question: "Examine options and make recommendations to the commissioners on how best to use the transient room tax funds dedicated to improvement of the fairgrounds"*

Again this is a very complex issue that can only be addressed by looking at all the possibilities for our Fairgrounds. We can invest dollars into existing grounds and buildings or use those dollars for different grounds or buildings. It is extremely important to get the most out of our dollar investment, not only for today but for future.

Recommendations:

1. Budget room tax funds to acquire a professional analysis of the current Fairgrounds and building.
2. Budget room tax funds to acquire a professional recommendation for a Fairgrounds facility.
3. Dedicated room tax dollars should be used for improvements of the Fairgrounds that will enhance the use of the Fairgrounds and follow a strategic plan.
4. Explore possible grants and matching funds for building a new facility using the room tax dollars to secure a building bond.
5. Compare the costs of remodeling existing buildings and grounds to bring them up to current code while making attractive to future event customers compared with the costs of building new facilities.
6. Establish a Fair Board and maintain an annual County Fair in order to obtain the State of Oregon funding for such.

## Summary

The Vision of a year round facility offering multipurpose Pavilions and grounds that can be used by County organizations, clubs, groups, non-profits, as well as private sector “for profit” events and venues that will bring an annual income sufficient to sustain and grow the facility according to its business plan. With a sustainable Multipurpose destination Managed by a facility manager the annual Lincoln County Fair board would be able to focus its efforts on the annual Fair event to be held on these County grounds. One of the most important parts of this vision is to have a Facility manager that is charged with developing a business plan and budget, overseeing the day to day operation and the promotion of the Facility to attract events and booking of the facility sufficient to sustain the business plan. The Manager would be employed by the Fair board and ultimately answer to them. The Manager would interact with the County government and the Fair board with a minimum of monthly reports to the Commissioners outlining the uses and plans of the facility.

Having the proper facility design that has management and business planning will allow for the greatest opportunity of success. Such a facility would ultimately be a diamond of the brightest nature for our County, its residents and our future growth.

7. **Discussion Items**

A. The committee reviewed the preliminary suggestions to the three charges from the commissioners.

(1) A Fair

As an event, the committee at this time favors that a Lincoln County Fair be held in 2010. This is the short-term plan. Already, some usual participants are beginning their planning. The committee also feels the event should be expanded to other county industries and interests that have not had involvement. Instead of the fairgrounds, which seem to exist mostly for the fair, a more inclusive name might be "The County Grounds: A Place to Celebrate Lincoln County's People, Activities and Environment."

The remainder of "1" was put in "2" – the Fairgrounds.

(2) The Fairgrounds

The focus at this time is to keep the current grounds as the county activity/fair location. The rationale is that relocating would put the grounds further from a major population center, would necessitate expensive infrastructure, and ultimately erode value because of more distant location and less varied opportunities for a potential private owner. Parking is a challenge, but with partnerships, the issue could be resolved.

In order to achieve some financial stability for an all-year facility, it will be necessary to hire an effective manager. This is not a step back to what was, but what could be, thus expanding the old fair concept into what could be a dynamic celebration center. Assessing and reassessing what will bring success is, therefore, essential. Getting the \$41,000 from the state will be a beginning.

Additionally, the committee has discussed using room tax dollars to build a covered general purpose "large structure" that would be the essence of a "multiple-use facility." The committee uses the term: short-term/long-term planning.

The committee emphasizes the need for a professional consultant to look at an expanded and more varied use of the current site. Once varied uses of the property and potential uses are identified, a professional assessment of facility needs will also be required.

(3) Financials

The room tax dollars are viewed as potential leverage to finance a multi-purpose facility and, perhaps, a readjustment of current facilities and property development. Those changes could produce solid revenue assets. An examination of total dollars might provide other facility improvements. It's recommended that the county continue to maintain the grounds and facilities, given the county's current means to do so.

The committee has not decided if and what current structures and locations need to remain or be left status quo. Again, fewer buildings would reduce the maintenance costs. Again, professional guidance on potential use will help mold the decisions.



Report to Event Center/Fairgrounds committee  
Prepare by Evelyn Brookhyser  
April 20, 2000

Three fairgrounds were contacted to see what kind of income generating activities they had year round: Clackamas which is a bedroom to Portland, Jackson, Medford, OR and Douglas, Roseburg, OR.

The following list is a compilation of activities that are conducted:

Horse shows  
Dog Shows  
Llama Shows  
Miniature Donkey Show  
Rodeos  
Goat Shows  
Pet Shows  
Livestock Shows  
Bird Expo  
Lamb Show

Car Shows  
RV Shows  
Sportsman Show  
Gun Show

Craft Fairs/Shows  
Antique Shows  
Quilt Shows  
Home Shows  
Auctions  
Gem and Mineral Show  
Christmas Show

Circus  
Concerts  
Fiddlers Convention

Religious Conventions  
Motor Home Retreats

Banquets  
Corporate Picnics  
Parties—Birthday, Weddings

Notes from discussions

Combination fair grounds and event center balances revenues.

Arena is wet down and packed for concerts, etc. instead of removing dirt.

Don't charge 4-H for events

Good arena and conference facilities—will make money.



Boundary Surveys  
Topographic Surveys  
Elevation Certificates  
Construction Layouts  
As-Built Surveys



Partitions  
Subdivisions  
Boundary Line Adjustments  
Land Use Consulting  
Wetland Boundaries

### Loomis Surveying

459 Pioneer Mtn. Loop, OR 97391 (541)764-2928  
(541) 336-2994 fax - (541) 270-2928 cell  
[dave@loomissurveying.com](mailto:dave@loomissurveying.com)

#### Blue Ribbon Fair Committee

I am Dave Loomis, at the meeting I was the second longest Lincoln County Fair goer, I have been going to the Lincoln County Fair since 1951. My children started in 4H in 1980 and I now have Grandkids participation in fair type activities which have need for a fair grounds type facility. Many things have evolved over the years. I still enjoy meeting with the longtime fairgoers who I meet on the walk through the grounds at fairtime.

The following things are some points which I believe would be good to consider:

The Fair grounds needs to be used as a Learning Facility where all generations come to learn and enjoy themselves.

It should be set up to facilitate many different types of uses. Being Special Events which is now held in smaller facilities and with more advertising they could be made larger.

#### Sports:

There should be a Football-Track stadium at the facility which could be used for the local teams and if large enough have tournaments from across the State.

A building large enough to house 2 basketball courts at the same time. At present when Little league teams are playing my grandkids are sometimes playing in opposite ends of the county. Also again major teams (college or Professional teams could come to give demonstration games)

Along with these structures there should be open spaces where Baseball and Soccer can be played also.

This would make it possible to have sports being played in the facility all months of the year.

Scouting: The Scouts used the Facility when the Posse managed the grounds. A facility near the forest would be better for the teaching of outdoor skills. These facilities could be used to also teach the older adults how the natural resources need to be managed and not just left alone.

Concerts: The building housing the basketball courts could be designed to hold both concerts and stage plays when the Performing Arts center is too small.

When the Posse managed the animal facilities. The horse boarders more than paid for the expenses of the barn. Out of these profits the Posse made contributions which increased the efficiency of the fairgrounds and made the grounds safer. I feel that a horse facility should be located on the facilities providing stalls and a riding facility.

A major source of resources which was not brought up at the meeting was motorized events. These events would fill the grandstands more than anything else. There should be an arena constructed for motorized events only, this would allow the motor event people more time for their planning and use of the facility without being in the way of other events as now. There is presently an ATV club in the county which could possibly use a facility closer to town for their events and have them starting on the facility.

There should be an area like a skateboard park cross country and BMX track for bicycles.

There needs to be an area large enough for a large carnival. They could possibly use portions adjacent to the ball fields.

There needs to be 2 camping areas, one for the contestants and another for the spectators. These would need to hold at least 40 campers in each facility.

In order to have all of these functions in one area the grounds would need to be moved. As a surveyor I have looked at most of the areas around the county in the past 30 years. The best place which I have located is property located just North of Moolack Creek. The reasons which I feel this would be a great place is many. Beach Access could be had, There is streams located close to the site. It is just outside of the Newport City limits, Sewer and water are not too far.

The area is close enough to town that many people could use it. Some day when Highway 101 slides into the ocean just North and south of this point the fairgrounds will be on the main highway.

The cost of these facilities will be great. I feel that the costs to move the fairgrounds should be borne by the people who have taken the area away from the fairgrounds. This may not be all in Dollars but possibly some of this could be in trade time and other improvements. Many of the improvements needed could be done by the crews of the organizations presently using the fairgrounds property as once deeded by a family for a fairgrounds. Large Companies may donate large chunks of money to have their names on the facilities as is done at Universities and other Public places. In the same manner smaller organizations may contribute to the maintenance or construction of smaller facilities.

Thanks for allowing me to send my thoughts to your committee.

Dave Loomis

SKETCH FOR  
PROPOSED LINCOLN COUNTY FAIRGROUNDS  
IN LINCOLN COUNTY, OREGON

area for  
non-motorized  
vehicles



Camping area  
for contestants

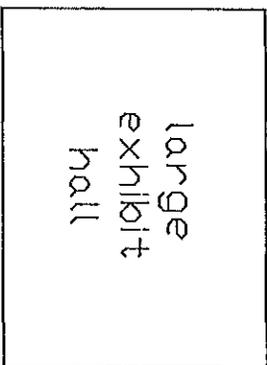
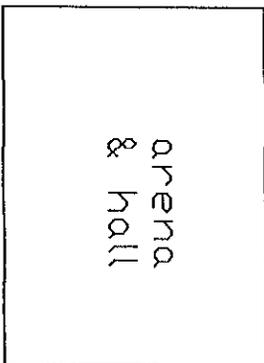
open ball fields  
and carnival area



parking



Camping area  
for viewers.



THIS SKETCH WAS DRAWN TO SHOW A CONCEPTION OF WHAT I WOULD LIKE TO SEE IN A FAIRGROUNDS FACILITY. AN AREA WOULD NEED TO BE FOUND TO LOCATE THE FACILITY AND THEN THE BUILDINGS AND ROADWAYS DESIGNED TO FIT THE AREA.



DAVID LOOKING SKY RANCH  
= DAVID A. LEONIS LS 1908 =  
459 PIONEER MTN LOOP  
TILENDI, OR 97091  
541-764-8928 - 541-270-8928  
(541) 336-2994 - FAX

SKETCH FOR: BLUE RIBBON COMMITTEE  
LOCATION: LINCOLN COUNTY

CHECKED BY: DAL
DRAWN BY: DAL
SCALE: NONE
DATE: JAN 2010
No.



## INTERVIEW QUESTIONS FOR A UTILITY GENERAL MANAGER

5 = best    4 = good    3 = fair    2 = poor    1 = worst

### Entrepreneurship

1. What are some successful money-making programs that you have developed? 5 4 3 2 1
2. What are some that were not successful? 5 4 3 2 1
3. What would you do to insure the utility's financial success? 5 4 3 2 1
4. Are there any innovative business opportunities that you would like to see the utility do? 5 4 3 2 1
5. What are the business priorities you see for this utility? 5 4 3 2 1

Comments: \_\_\_\_\_

### Communication

6. Describe the problem-solving strategy that you would use in this organization. 5 4 3 2 1
7. What are some beliefs that you hold that facilitate effective communication? 5 4 3 2 1
8. What do you think keeps the workplace a happy one? 5 4 3 2 1

Comments: \_\_\_\_\_

### Creative Enthusiasm

9. Here is a problem we face in this utility. (Describe a real challenge that the utility faces.) How would you go about solving it? 5 4 3 2 1
10. Who are your management heroes and why? 5 4 3 2 1
11. What is your management philosophy? 5 4 3 2 1

12. What personal and professional characteristics are necessary for an effective manager? 5 4 3 2 1
13. Are there any past ineffective managerial characteristics that you've worked on to eliminate or that you have eliminated? How did you achieve that aim? 5 4 3 2 1

Comments: \_\_\_\_\_

Political Aptitude

14. Describe a difficult political situation you have faced and what you did to resolve it. 5 4 3 2 1
15. How would you describe "political aptitude?" 5 4 3 2 1
16. Describe how you would develop a positive relationship with the Board of Directors. 5 4 3 2 1
17. What would you do to develop positive support for the utility throughout the District? 5 4 3 2 1

Comments: \_\_\_\_\_

Financial

18. Briefly describe your experiences developing and managing the finances of an organization. 5 4 3 2 1
19. What improvements did you make in the financial systems and management of any of your recent employments? 5 4 3 2 1

Comments: \_\_\_\_\_

People Management and Leadership

20. Do you believe it is possible to motivate other people? If no, why not? If yes, how? 5 4 3 2 1
21. How are people best managed? 5 4 3 2 1

Comments: \_\_\_\_\_

Leadership

22. How would you establish yourself as a leader in this organization? 5 4 3 2 1
23. A lot of current management is built around the concept of openness and trust. What are the advantages and disadvantages of openness? 5 4 3 2 1
24. Describe in some detail what your program of work will be for the first year if you are selected as the Manager. 5 4 3 2 1

Comments: \_\_\_\_\_

Conflict Resolution

25. What are some effective ways to reduce conflict? 5 4 3 2 1
26. From any of your employment situations, describe a personnel situation that was difficult for you. 5 4 3 2 1
- a. Why didn't you get along with that person?
  - b. What did you do to resolve the situation?
  - c. What happened and why?
27. Describe your previous and/or current experience working with a Board of Directors. 5 4 3 2 1
28. What are the Board's responsibilities and what are the Manager's? 5 4 3 2 1

Comments: \_\_\_\_\_

Social

29. What do you feel are the organizational and community social responsibilities inherent in the job? 5 4 3 2 1

Comments: \_\_\_\_\_

## REFERENCE QUESTIONS FOR HIRING A MANAGER

You've been named as a (personal) (professional) reference for \_\_\_\_\_.  
He/she is one of our finalists for the job of Manager of the Lincoln County Fair.  
Your comments will be held in the strictest confidence.

1. How would you describe \_\_\_\_\_ from your personal point of view? (So we get to know him/her better through your eyes)
2. What is \_\_\_\_\_'s interpersonal management style?
3. What are her/his best personal and professional traits (habits, behaviors) in your eyes?
4. Everyone has an Achilles heel. What would \_\_\_\_\_'s be? It could be something he/she has overcome, as well.
5. What would \_\_\_\_\_ bring to this job that would make him/her successful and strengthen and make the Lincoln County Fair successful?
6. If you were in our shoes, why would you hire \_\_\_\_\_?

Thank you so much for your help.

# innovations

in FAIRGROUNDS & EXPO DESIGN

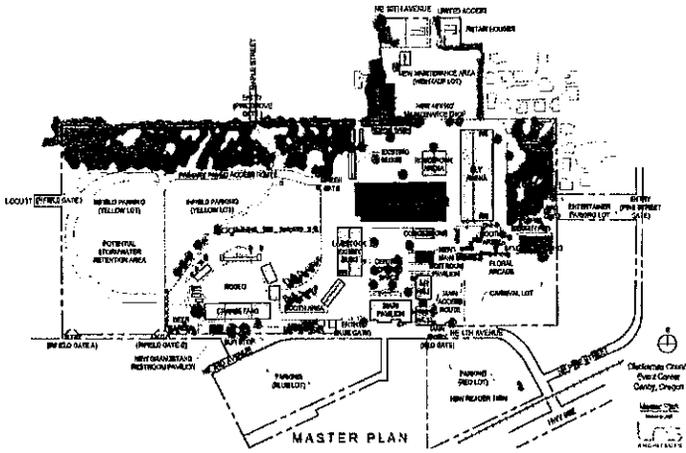
*New Facilities*  
*Renovations and Expansions*  
*Master Plans*



*Linn County Fair & Expo Center*

**LRS FAIRGROUNDS EXPERIENCE**

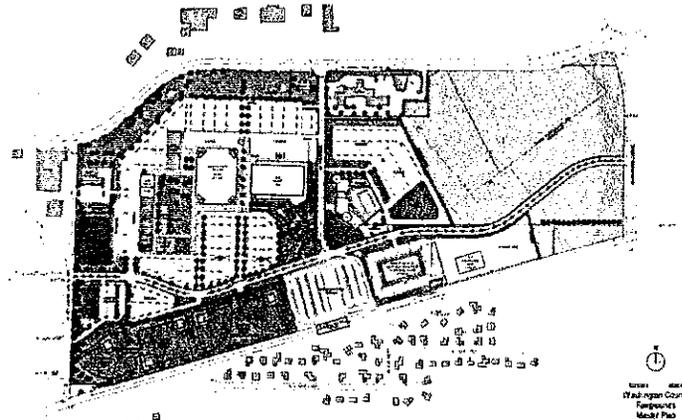
- Clackamas County Fairgrounds Master Plan, Canby, Oregon
- Clackamas County Fairgrounds Master Plan Revisions, Canby, Oregon
- Clackamas County Fairgrounds Main Pavilion Renovation, Canby, Oregon
- Clackamas County Fairgrounds Multipurpose Building Study, Canby, Oregon
- Clackamas County Fairgrounds Conference Center Study, Canby, Oregon
- Clackamas County Fairgrounds Restroom Pavilions Study, Canby, Oregon
- Del Norte County Fair Event Center Study, Del Norte, California
- Douglas County Fair Conference Center, Roseburg, Oregon
- Flint Hills Horse Park and Events Center Master Plan, Manhattan, Kansas
- Hood River County Fair Study, Hood River, Oregon
- Linn County Fair & Expo Center Master Plan, Albany, Oregon
- Linn County Fair & Expo Center Event Center, Albany, Oregon
- Linn County Fair & Expo Center Show Arena, Albany, Oregon
- Linn County Fair & Expo Center Santiam Building, Albany, Oregon
- Linn County Fair & Expo Center Restroom Pavilion, Albany, Oregon
- Linn County Fair & Expo Center Livestock Building/Warm-Up Arena, Albany, Oregon
- Oregon State Fair and Exposition Center Warm-Up Arena, Salem, Oregon
- Oregon State Fair and Exposition Center, Poultry Building Renovation, Salem, Oregon
- Pendleton RoundUp & Happy Canyon Master Development Plan, Pendleton, Oregon
- Skamania County Fair Equestrian & Special Events Center Study, Stevenson, Washington
- Tillamook County Fair Special Event Center & Warm-Up Arena Study, Tillamook, Oregon
- Washington County Fairgrounds Fair Board Master Plan, Hillsboro, Oregon
- Washington County Fairgrounds Public/Private Development Master Plan, Hillsboro, Oregon
- Washington County Fairgrounds Revitalization Task Force Master Plan, Hillsboro, Oregon
- Washington County Fair Events Center Study, Hillsboro, Oregon
- Washington State Fair Park Master Plan, Yakima, Washington



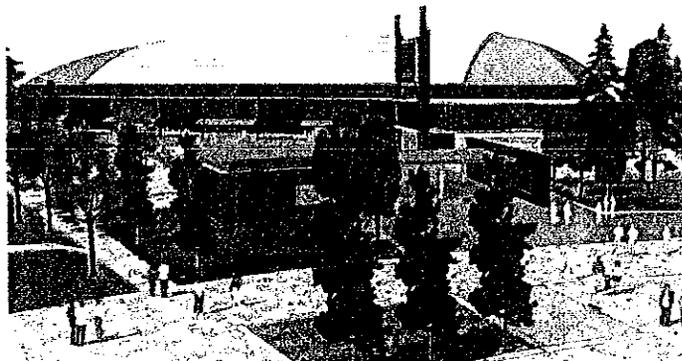
*Clackamas County Fair Master Plan*



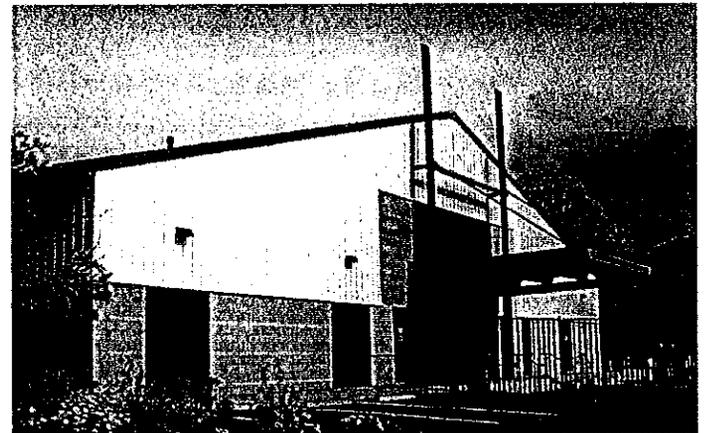
*Clackamas County Fair Main Pavillion Remodel*



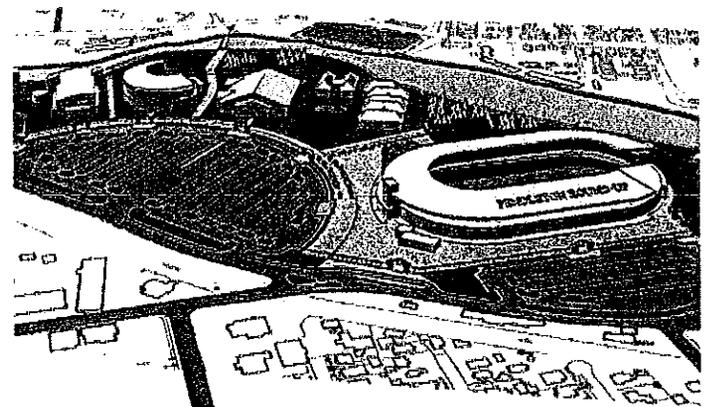
*Washington County Fair Complex Master Plan*



*Washington County Fair Complex Master Plan - Phase I*



*Douglas County Fair Conference Center*



*Pendleton RoundUp & Happy Canyon Master Development Plan*

**WHAT OUR CLIENTS ARE SAYING ABOUT US**

*"On behalf of Skamania County and the Citizens Steering Committee, I want to express our appreciation for your team's work on the Multi-Use/Equestrian Center Project. Your team had an excellent depth of knowledge and valuable expertise that greatly assisted us as we worked towards our goals"*

- Ken Cohen, Director of Skamania County Community Events and Recreation Department

*"LRS did an excellent job working with all the varied interest groups and the result of their effort is an absolutely outstanding Fair and Expo Center."*

- Ralph E. Wyatt, Administrative Officer, Linn County General Administration

*"It is my pleasure to write this letter of recommendation on behalf of the Douglas County Fairgrounds to express the satisfaction and pleasure we had working with Steve Mileham and his architectural team at LRS."*

*LRS listens to what "we" wanted and didn't try and design grandiose but worked to keep the project functional and within budget. Throughout the project itself LRS staff was pleasant in correspondence with the owner and worked excellent with the project manager regarding any design changes we needed. LRS understands the fairgrounds industry and supports it by being a good standing member of Oregon Fairs Association."*

*I would strongly suggest considering LRS as your project architect."*

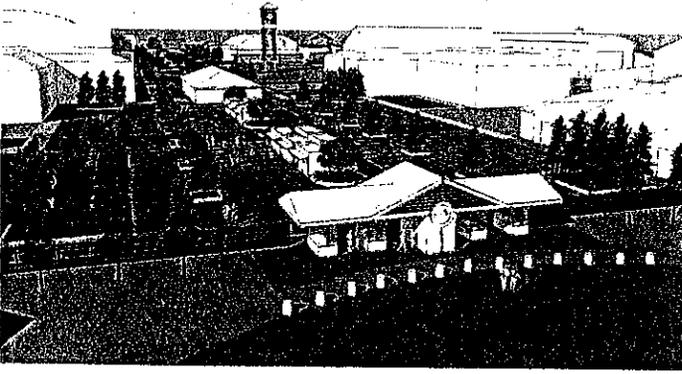
- Harold Phillips, Fair Manager, Douglas County Fairgrounds Complex

*"Our challenge was to develop a plan that maintains and improves traditional uses for this land while creating an exciting place for year-round events. The future of the fairgrounds is important to us all. The recommended master plan will make the property a viable venue for trade shows and expos."*

- Tom Brian, Washington County Board of Commissioners Chairman

*"This plan provides the necessary space and facilities for year-round community and fair uses. A vision of this type is long overdue, and Washington County citizens will finally have their own Great Room for all to gather."*

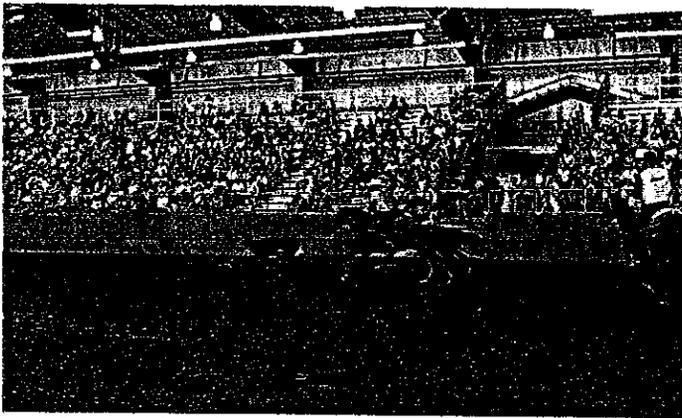
- Lyle Spiesschaert, Washington County Fair Complex Boosters President



Washington State Fair Park Master Plan, Yakima, WA (3D image)



Linn County Fair & Expo Center - Expo Hall



Linn County Fair & Expo Center - Show Arena



Linn County Fair & Expo Center - Livestock Building

LRS Architects Inc. is celebrating 33 years of providing award-winning architectural design services throughout the US and China. LRS is consistently rated among the top architectural firms in the Portland/Vancouver metropolitan area. We are widely known for our exceptional work for the Fairgrounds industry and are proud members of the Oregon Fairs Association.

LRS Architects strongly believes in preserving the earth's resources, and therefore all design should be sustainable. LRS routinely specifies renewable materials and systems in our site and building designs. We have 15 registered LEED Accredited Professionals on staff, and have designed both LEED projects and other projects implementing sustainable design principles.

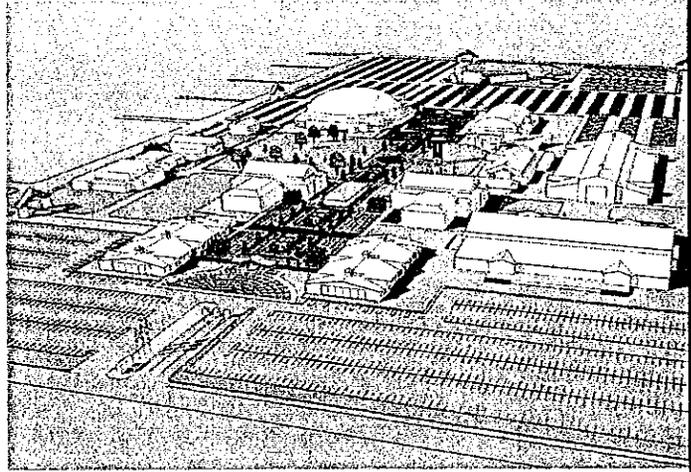
**LRS SERVICES INCLUDE:**

- Site planning/design
- Programming
- Master planning
- Building design
- Construction documents
- Construction administration
- Space planning
- Firground identity implementation
- Code conformance studies
- Agency approval consulting
- Building analysis/ feasibility studies
- Sustainable building options
- Accessibility evaluations
- Management & operations studies
- Virtual 3D renderings

**3D MODELING AND VIRTUAL RENDERINGS**

Let LRS model your fairgrounds property in a virtual 3D model! Starting with your survey or site plan, LRS can model your buildings, fences, parking, and outbuildings to any level of detail desired. Benefits include:

- Establish a record copy of your existing site and facilities
- 3D Model can be simple massing or detailed buildings
- Create a base document for future planning
- Lets you see how your facility would appear with new or deleted buildings
- Can be used as planning tool to illustrate production areas
- Evaluate site plan alternatives
- Virtual "fly-bys" or "walking" tours through your campus
- Snapshot views can be created from any angle or orientation
- Views can be rendered in detail with people, vehicles, landscape, and background
- Software allows you to view model on your own computer
- Great visuals for fundraising and grant proposals

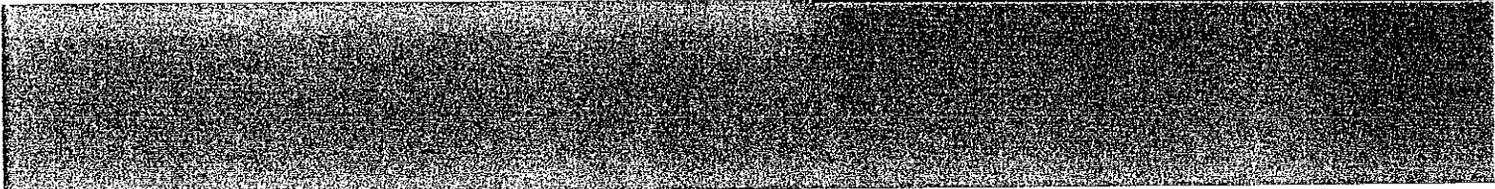
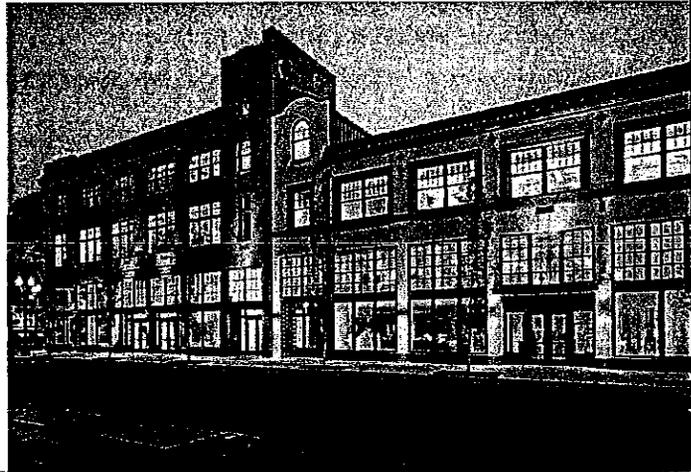


**LRS ARCHITECTS**

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[www.lrsarchitects.com](http://www.lrsarchitects.com)

Steve Mileham, AIA  
[smileham@lrsarchitects.com](mailto:smileham@lrsarchitects.com)  
503.265.1531



**Oregon County Fair Property Names (as found on the internet):**

Polk County Fair  
Wallowa County Fair  
Morrow County Fair

Baker County Fairgrounds  
Benton County Fairgrounds  
Crook County Fairgrounds  
Grant County Fairgrounds  
Harney County Fairgrounds  
Hood River County Fairgrounds  
Josephine County Fairgrounds  
Lake County Fairgrounds  
Lincoln County Fairgrounds  
Malheur County Fairgrounds  
Sherman County Fairgrounds  
Tillamook County Fairgrounds  
Umatilla County Fairgrounds  
Union County Fairgrounds  
Wasco County Fairgrounds

Lane Event Center  
Clackamas County Event Center  
Columbia County Event Center  
Curry County Event Center on the Beach  
Klamath County Fairgrounds & Event Center

Clatsop County Fair & Expo  
Deschutes County Fairgrounds & Expo Center  
Jackson County Fairgrounds & Expo Park  
Linn County Fair & Expo Center

Douglas County Fairgrounds Complex  
Jefferson County Fair Complex  
Washington County Fair Complex

Coos County Fair & Rodeo  
Yamhill County Fair & Rodeo

Wheeler County Fairgrounds & RV Park

Gilliam County Fair.....could not find the property name  
Marion County holds their fair on the Oregon State Fair property  
Multnomah County Fair is held at the Oaks Amusement Park

