

**SANTA CRUZ COUNTY FAIR
14th District Agricultural Association**

STRATEGIC PLAN



2013 – 2015

**SANTA CRUZ COUNTY FAIRGROUNDS
14th DISTRICT AGRICULTURAL ASSOCIATION**

**Strategic Plan for 2013, 2014 and 2015
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STRATEGIC PLAN FOR THE SANTA CRUZ COUNTY FAIRGROUNDS

2013, 2014 and 2015

EXPECTATIONS

The Strategic Plan is the overview document that spearheads the operations of an organization for a three year timeframe. The Strategic Plan is a "living" document that can be updated at any time and will be brought to the Board of Directors for review and modifications every year with an overview of the year's accomplishments. The Board of Directors will update its goals and objectives and review and modify, if necessary, the current strategic plans to accommodate major changes in the planning process.

VISION *(the Direction an organization goes to accomplish its mission)*

CURRENT VISION STATEMENT: The Santa Cruz County Fair's (14th District Agricultural Association) vision is to:

- Improve traffic flow
- Improve facilities for year round use (i.e. seminars, retreats)
- A year round horse show facility
- House more interim events (i.e. concerts, weddings, festivals, Quincenera)

PROPOSED VISION STATEMENT: The Santa Cruz County Fair's (14th District Agricultural Association) vision is to be the location of choice for community events in Santa Cruz County.

MISSION STATEMENT *(defines purpose of the organization; its reason for being and has three parts: who it is; what it serves; and how it serves)* See B. laws. Don adapt

CURRENT MISSION STATEMENT Our mission is to provide an old fashion county fair, and to make a place for events that educate the community about food and agriculture. We shall improve and grow the fairgrounds to increase the public's enjoyment of this cultural and recreational resource for generations to come through tourism and year round use.

PROPOSED MISSION STATEMENT The mission of the Santa Cruz County Fairgrounds is to provide a safe, customer-oriented location for community events with a focus on an annual Fair that showcases the talents of our community and the role of ~~food and agriculture in our lives~~ educational opportunity

BACKGROUND/HISTORY:

The first Fair was held in 1882, followed by Apple Annuals, held from 1910 - 1914. In 1941 the State of California purchased the 100 acres that are the current Santa Cruz County Fairgrounds and held the first fair of the 14th District Agricultural Association.

During the 1970's, California State Fairs received the most support from the state and the Santa Cruz County Fairgrounds saw construction of most of the buildings and infrastructure of our current fairgrounds. Fair management was stable and the fairgrounds were used daily by various businesses, organizations and members of our community.

In recent years revenues from the State of California have steadily decreased until 2012, when it was announced that no revenues would be available for fairground operations. During the last decade there has been a lack of stability in the management of the Santa Cruz County Fairgrounds due to the quick turn-over in managers and the fair has been close to bankruptcy several times. In 2012 a volunteer management team with a volunteer manager began managing the fairgrounds with no promise of funding from the State of California, a history of poor customer relations, two law suits and few events scheduled on the fairgrounds. By the beginning of 2013, an impressive turn-around occurred in customer service and fairgrounds bookings, resulting in a positive attitude from the community. The Fair is working its way through the two law suits and began 2013 with cash in the bank.

See Timeline of Events, Appendix I for more historical details

STATE OF CALIFORNIA AND DISTRICT FAIR ASSOCIATIONS CURRENT SITUATION:

In 1941, the State of California purchased 100 acres from the Peterson Family and established the 14th District Agricultural Association (the Santa Cruz County Fair).

The Fairgrounds is governed by a 9-member Board of Directors appointed by the Governor to fulfill a 4-year term of office, or until the Governor makes new appointments

In 1933 fairs were awarded by law 4% of horseracing handle. That percentage continually decreased until 2010 when fairs were placed under the general fund of the State of California.

California fairs have received their last checks from the State and are today working toward self-sufficiency.

Portions of two recent reports from of Little Hoover Commission pertaining to California State Fairs. *(entire documents available on Little Hoover Commission website)*

- o Rebecca Desmond, Director of California Department of Food & Agriculture Division of Fairs & Expositions written testimony of December 19, 2011 can be found at <http://www.lhc.ca.gov/studies/activestudies/propertymanagement/DesmondJan12.pdf>
- o Contents of Little Hoover Commission report of September 25, 2012 to Governor Edmund G. Brown, Jr
Subject of Report: Building Value: Modernizing Property Management

Recommendation 4: The Legislature should enact legislation that provides more flexibility to district agricultural associations to pursue strategies that support and sustain the mission of local fairs.

The legislation should enable the state to transfer state-owned fairground property to a joint powers authority, whose membership includes the district agricultural association and local governments, established to keep the property in public hands and expand options for communities that support the association's missions and local economies. (60-page report can be found on Little Hoover Commission website)

- Although legislation regarding support of state fairs has been developed, none has gotten to legislative committee.
- Fairs and Expositions (which will probably dissolve in 2013) has asked that fairs come to them with proposals that will enable the fairs to become self-sustaining.

SWOT ANALYSIS (Strengths, Weaknesses, Opportunities and Threats)

STRENGTHS

100,000 sf of facilities
100 acres of grounds
Public's interest in food & agriculture
Community support
Two experienced staff
Great Volunteers
Expertise of Volunteer Management Team

WEAKNESSES

Major Upgrade
60 yr old buildings need repairs
60 yr old infrastructure needs repairs
Previous plans, policies & procedures
disregarded by board and management
Not adequate No operating funds or reserves in Jan 2012
Community hasn't been asked for support

No corporate culture of customer service
Volunteers are temporary management solution

Board members are political appointees and
often have no passion for nor understanding
of the operations of the Fairgrounds

OPPORTUNITIES

Expand facility/grounds rentals
Make customer service a priority
Develop a strong PR program
Sponsorship program
Volunteers eager to help Fair
Good time to redesign organization
and fairgrounds *(It's a new
Opportunity)*

THREATS

No future State allocations
State reporting/laws still applicable
Two legal suits

Fair attendance is static
Large sponsorships require time for
relationship-building

No funds to hire manager &
employees
Governors do not appoint fair board
members in a timely manner
Governor's appointees often do not
meet the needs of the
Fairgrounds

STRATEGIES FOR SANTA CRUZ COUNTY FAIRGROUNDS 2013 – 2015

- Continue to improve our organizational structure and culture so that it emphasizes and maintains good business practices, financial management, transparency, public relations and education for all staff (paid and volunteer) in perpetuity
- Gain ^{MAINTAIN} confidence, trust and involvement in the activities of the fairgrounds from the community in a 50-mile radius of the Fairgrounds
- Develop and implement a long-term volunteer program that provides dependable, trained volunteers to:
 - Assist in managing the fairgrounds
 - Assist in maintaining buildings and grounds and in set-ups and tear-downs of events
 - Assist in administration
 - Create and present the annual Santa Cruz County Fair
- Improve cash flow to sufficiently provide revenues to continually support annual operations and afford major facility repairs of the Fairgrounds

^{SCAFFOLD}
local financial independence

SANTA CRUZ COUNTY FAIRGROUNDS GOALS AND OBJECTIVES – 2013, 2014 and 2015

(how our success will be measured)

See
APPENDIX I

GOALS AND OBJECTIVES 2013 - 2015

APPENDIX II

ORGANIZATION CHARTS

APPENDIX I

2013 GOALS AND OBJECTIVES:

Responsible Complete

1. Continue to improve our organizational structure and culture so that it emphasizes and maintains good business practices, financial management, transparency, public relations and education for all staff (paid and volunteer) in perpetuity
- o Complete the 3-year Strategic Plan and annual goals and objectives
 - o Develop the long-term plan for general operations and overall maintenance of the Fairgrounds
 - o Create management tools and internal controls that highlight overspending and fraudulent actions
 - o Use assessment sheets to help members of the board of directors make informed decisions
 - o Use simplified financial statements with monthly presentations to the board of directors and other organizations on the fairgrounds
 - o Begin the review and update of Fairground policies and procedures

2014 GOALS AND OBJECTIVES:

1. Continue to improve our organizational structure and culture so that it emphasizes and maintains good business practices, financial management, transparency, public relations and education for all staff (paid and volunteer) in perpetuity
- o Review the successes of the 2013 goals and objectives
 - o Update the Strategic Plan and the 2014 goals and objectives
 - o Continue the 2014 plan for general operations and overall maintenance of the Fairgrounds
 - o Use assessment sheets to help members of the board of directors make informed decisions
 - o Use simplified financial statements with monthly presentations to the board of directors and other organizations on the fairgrounds
 - o Complete the review and update of the Fairgrounds policies and procedures and provide information to the board and staff
 - o Create/update job descriptions of staff, including a job description of the CEO of the Fairgrounds that includes the requirement that s/he possess the skills and knowledge to perform most of the fair staff responsibilities as well as possess leadership in organizational strategies, marketing, business development and revenue enhancement
 - o Create an Oversight Committee to work with Fairgrounds Board of Directors and Management to ensure that the components of this #1 Goal will remain a part of the basic decisions and organizational structure of the Fairgrounds

2015 GOALS AND OBJECTIVES:

1. Continue to improve our organizational structure and culture so that it emphasizes and maintains good business practices, financial management, transparency, public relations and education for all staff (paid and volunteer) in perpetuity
- o Review the successes of the 2014 goals and objectives
 - o Update the Strategic Plan and the 2015 goals and objectives
 - o Continue the 2015 plan for general operations and overall maintenance of the Fairgrounds
 - o Use assessment sheets to help members of the board of directors make informed decisions
 - o Use simplified financial statements with monthly presentations to the board of directors and other organizations on the fairgrounds
 - o Once during the year, review/update the Fairgrounds policies and procedures and provide information to the board and staff
 - o Assess how the Overview Committee and its policies are working with CEO, Board of Directors and Fair Staff and make necessary adjustments to ensure that the components of this #1 Goal will remain a part of the basic decisions and organizational structure of the Fairgrounds.

2013 Goals and Objectives

Responsible Complete

2. Gain confidence, trust and involvement in the activities of the Fairgrounds from the community in a 50-mile radius
- o Put the customer first. Success will be determined through a survey provided to every customer at the completion of their event
 - o Develop working relationships with fairgrounds neighbors and with a minimum of twenty businesses and organizations to ensure the Fairgrounds reflect the needs of our community
 - o Provide appropriate marketing collateral and advertising for sponsorships, facility and grounds rentals and the Santa Cruz County Fair using both traditional and electronic resources
 - o Create public awareness about Fairgrounds activities
 - o Increase facility and grounds rentals and sponsorships by gross revenues of 10%
 - o Create positive, professional, trained staff for administration & maintenance work.
Success will be determined by results of surveys at the completion of events and during the Fair
 - o Assist in creating a community garden

2014 GOALS AND OBJECTIVES:

2. Gain confidence, trust and involvement in the activities of the Fairgrounds from the community in a 50-mile radius
- o Survey every customer at the completion of their event to ensure that we are meeting their needs
 - o Maintain good relationships with neighbors and work with an additional 20 businesses or organizations to ensure the Fairgrounds reflect the needs of our community
 - o Review the success of marketing techniques used to promote public awareness of the Santa Cruz County Fairgrounds activities: sponsorships, facility and grounds rentals and the Santa Cruz County Fair, Revamp promotions accordingly.
 - o Increase facility and grounds rentals and sponsorships by a minimum gross revenues of 20%
 - o Focus on customer relations with all Fairgrounds guests through a minimum of 2 personnel trainings
 - o Assist Agricultural History Project in plans to open a living history farm
 - o Assist in maintaining a community garden

2015 GOALS AND OBJECTIVES:

2. Gain confidence, trust and involvement in the activities of the Fairgrounds from the community in a 50-mile radius
- o Survey every customer at the completion of their event to ensure that we are meeting their needs
 - o Maintain good relationships with neighbors and work with an additional 20 businesses or organizations to ensure the Fairgrounds reflect the needs of our community
 - o Continue to promote public awareness of the Santa Cruz County Fairgrounds activities: sponsorships, facility and grounds rentals and the Santa Cruz County Fair
 - o Increase facility and grounds rentals and sponsorships by a minimum gross revenues of 20%
 - o Focus on customer relations with all Fairgrounds guests through a minimum of 2 personnel trainings
 - o Determine success of the Santa Cruz County Fair through surveys of attendees
 - o Assist Agricultural History Project in opening a living history farm
 - o Assess the success of the community garden and make adjustments

2013 Goals and Objectives

3. Develop and implement a long-term volunteer program that provides dependable, trained, imaginative volunteers to create and present the annual Santa Cruz County Fair and to assist year-round in managing the fairgrounds, maintaining buildings and grounds and assisting with administrative responsibilities
- o Develop a Volunteer Handbook with general information for volunteer staff and specific information for management team members, administrative and maintenance volunteers
 - o Provide customer service training for staff and volunteers
 - o Continue the work of the Volunteer Management Team members
 - o Create two special groups of volunteers to help with
 - 1) administrative tasks
 - 2) maintenance of buildings and grounds

2014 Goals and Objectives

3. Develop and implement a long-term volunteer program that provides dependable, trained, imaginative volunteers to create and present the annual Santa Cruz County Fair and to assist year-round in managing the fairgrounds, maintaining buildings and grounds, providing event set-ups and tear-downs and assisting with administrative responsibilities
- o Provide customer service training for staff and volunteers
 - o Create a third special group to help with set-up and tear-down of events
 - o Determine success of customer service through results of customer surveys at the completion of events
 - o Determine success of customer service at the Santa Cruz County Fair through surveys of vendors and department heads

2015 Goals and Objectives

3. Continue to implement a long-term volunteer program that provides dependable, trained, imaginative volunteers to create and present the annual Santa Cruz County Fair and to assist year-round in managing the fairgrounds, maintaining buildings and grounds, providing event set-ups and tear-downs and assisting with administrative responsibilities
- o Provide customer service training for staff and volunteers
 - o Continue to solicit volunteers to help with administration, buildings and grounds and set-up and tear-down for events
 - o Determine success of customer service through results of customer surveys at the completion of events

2013 Goals and Objectives

Responsible Complete

4. Improve cash flow to sufficiently provide revenues to continually support annual operations and afford major facility repairs for the Fairgrounds

- o Accomplish a total 10% increase in revenues through sponsorships, farmers market, facility rentals and horse shows

Revenue Source	2012 Revenue	2013 Goal	Increase
Sponsorships	47228	75000	27772
Facility Rentals	199507	210500	11000
Farmers Market	0	70000	70000
Horse Shows	92681	114000	21319
Totals	339416	469500	130091

- o Net proceeds for the year 2013 will be a minimum of \$50,000
- o Sustain the Fairgrounds by upgrading facilities and infrastructure
Approximately \$100,000 in projects is incorporated into the 2013 Fairgrounds budget - (See Appendix III for details)
- o A list of projects totaling \$2,544,000 to be completed during the next 5 or 6 years was presented to the Heritage Foundation for their fundraising decision and response, which will assist the Fairgrounds in these financial responsibilities

2013 Heritage Foundation Priorities:

Crosetti Building - Rubberized Coating-20 year guarantee	50000
Arts Building Entryway - dry rot repairs and new roof	12000
Arts Building Restroom - dry rot and window repairs	12000
Arts Building Roof - leak repairs and roof coating	20000
Harvest Kitchen Patio - concrete	20000
Fire Protection System - replace diesel engine and controls	50000
Drainage improvements under roads - Livestock Area	30000
Total	194000
Plus equipment replacement during 2013	30000

Total 2013 224000

2014 Goals and Objectives

4. Improve cash flow to sufficiently provide revenues to continually support annual operations and afford major facility repairs for the Fairgrounds

- o Accomplish a 20% total increase in gross revenues from farmers market, facility rentals, sponsorships, horse shows, overnight camping and auto races

- o Net proceeds for 2014 will be a minimum of \$
- o Sustain the Fairgrounds by upgrading the following facilities and infrastructure
Approximately \$_____ in projects is incorporated into the 2014 Fairgrounds budget - (See Appendix IV for details)
- o A list of projects totaling \$2,544,000 to be completed during the next 4 or 5 years was presented to the Heritage Foundation for their fundraising decision and response, which will assist the Fairgrounds in these financial responsibilities

2014 Heritage Foundation Priorities:

Livestock Area Electrical - complete upgrade
Equipment Replacement

Total 2014

2015 Goals and Objectives

4. Improve cash flow to sufficiently provide revenues to continually support annual operations and afford major facility repairs for the Fairgrounds

- o Accomplish a 20% total increase in gross revenues from farmers market, facility rentals, sponsorships, horse shows, overnight camping and auto races

- o Net proceeds for 2015 will be a minimum of \$
- o Sustain the Fairgrounds by upgrading the following facilities and infrastructure
Approximately \$_____ in projects is incorporated into the 2015 Fairgrounds budget -
(See Appendix V for details)
- o A list of projects totaling \$2,544,000 was presented to the Heritage Foundation which will assist the Fairgrounds in these financial responsibilities

2015-2016 Heritage Foundation Priorities:

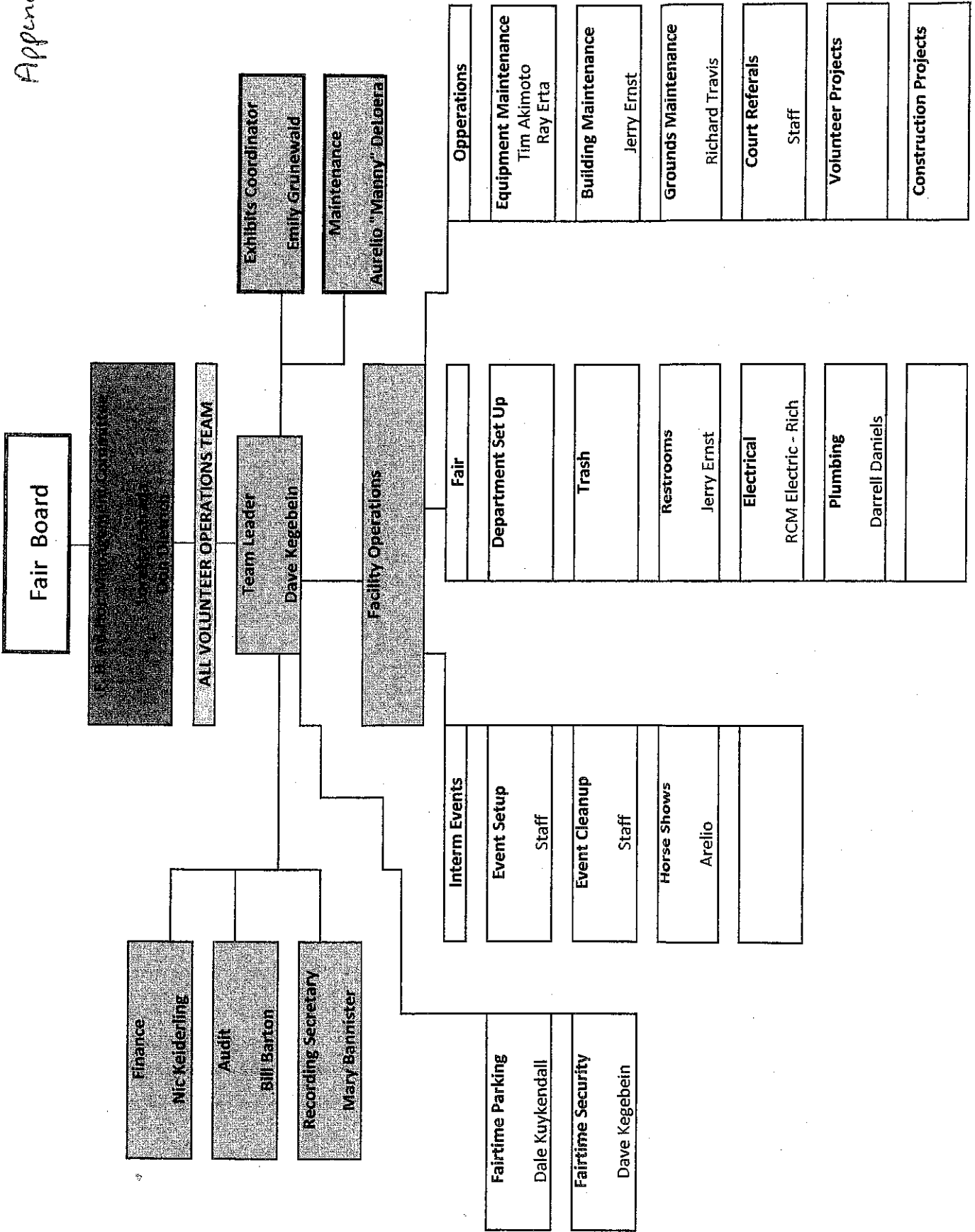
Water Delivery System - pipeline upgrade

Sewer System - pipeline upgrade

Total

2015 Replacement of Equipment

Appendix II



Fair Board

Volunteer Operations
Volunteer Services

ALL VOLUNTEER OPERATIONS TEAM

Finance
Nic Keiderling

Audit
Bill Barton

Recording Secretary
Mary Bannister

Team Leader
Dave Kegebein

Exhibits Coordinator
Emily Grunewald

Maintenance
Aurelio "Manny" DeLoera

Facility Operations

Interm Events

Fairtime Parking
Dale Kuykendall

Fairtime Security
Dave Kegebein

Event Setup
Staff

Event Cleanup
Staff

Horse Shows
Arello

Fair

Department Set Up

Trash

Restrooms
Jerry Ernst

Electrical
RCM Electric - Rich

Plumbing
Darrell Daniels

Operations

Equipment Maintenance
Tim Akimoto
Ray Erta

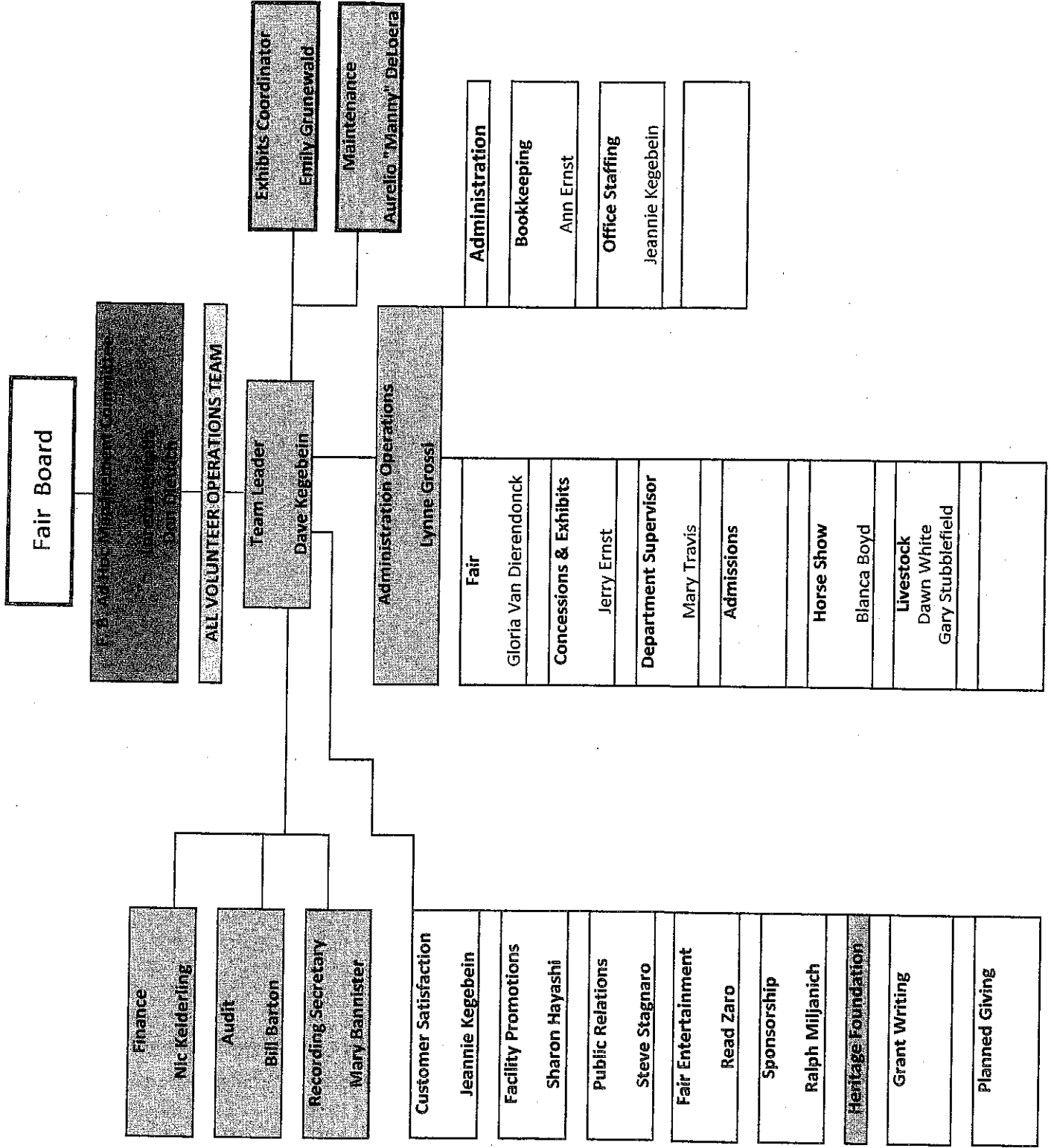
Building Maintenance
Jerry Ernst

Grounds Maintenance
Richard Travis

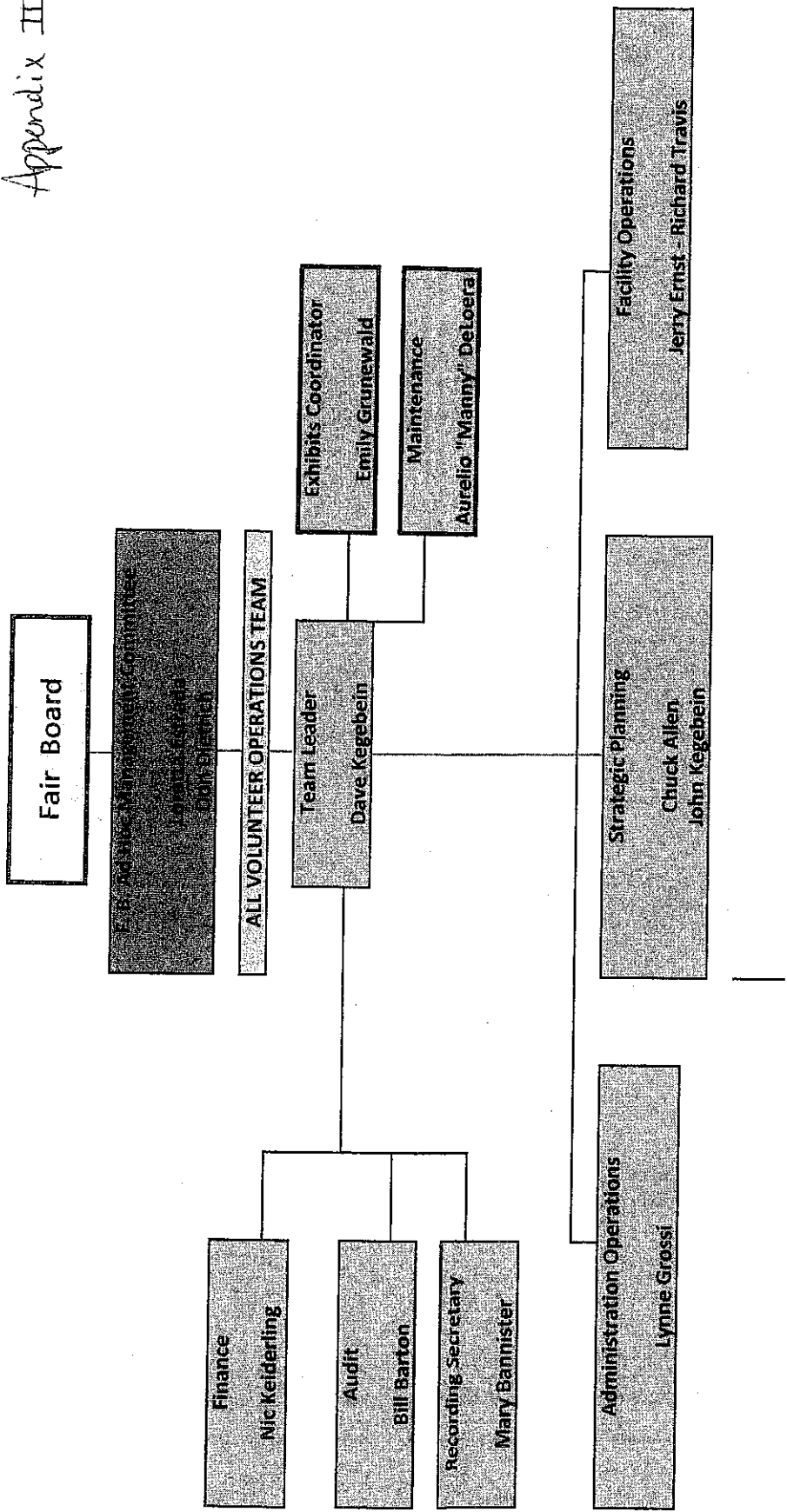
Court Referrals
Staff

Volunteer Projects

Construction Projects



Appendix II



APPENDIX III

TIME LINE AND HISTORY OF SANTA CRUZ COUNTY FAIR

Location of Fairs:

- 1882 - 1884 partnership between Monterey, San Benito and Santa Cruz Counties
- 1885 each county held its own Fair
 - Santa Cruz County held Fairs in various places in Santa Cruz County and Watsonville
- 1910 - 1913 Apple Annuals were held in Watsonville
- 1914 - Apple Annual held in San Francisco
- 1941 - State of California purchased the present location of 100 acres from the Peterson family
- 1941 - First Fair held - all exhibits in tents
- 1942 - 1945 - No Fairs held during World War II
- 1946 - Fairgrounds Master Plan developed
- 1946 - Fairs resumed, and continues to-date

General Grounds and Buildings Maintenance History:

- 1947 - Construction of utilities (water, electric and septic tank for sewer)
- 1947 - Grading of ½ of the 100-acre Fairgrounds
- 1947 - ½ mile horse race track completed
- 1946 - Built the L-shaped horse barn & floriculture building
- 1946 - Moved the grange hall to the grounds
- 1948 - 1980 100,000sf of buildings constructed on the Fairgrounds, funded by horseracing
- 1959 - 1st year of Auto Racing
- 1964 - Little League Ball Diamond installed
- 1984 - Master Plan was approved
- 1985 - Fair began negotiations with LAFCO and Salsipuedes Sanitation District to install a sewer line that connects to City of Watsonville sewer system. Permit fees were \$1.4 million and construction costs were \$132,000.
- 1992 - Sewer line installed
- 1995 - Porter Building completed at Agricultural History Project
- 1998 - Snyder Building completed at Agricultural History Project
- 1998 - Rodgers House moved to Fairgrounds
- 2000 - Small animal barn built
- 2005 - Grand Openings of Rodgers House and Codiga Center & Museum at Agriculture History Project
- 2012 - One Floriculture Building converted to Heritage Hall
- 2013 - Completion of Borina Tractor Barn at Agricultural History Project

Personnel History:

Fair Managers:

- 1946 - 1998 (52 years) - 8 Fair Managers (average of 6 ½ years)
- 1999 - 2012 (13 years) - 6 Fair Managers (average of 2 years)

Administration:

In addition to the Fair Manager:

- 1963 - 1969 - 1 FT Employee

1970 - 1990 - 2 FT Employees
1991 - 2011 - 1 FT Employee
(at least 2 PT Employees hired each year to help with Fair preparations)

General Grounds and Buildings Maintenance History:

1950's - sheep were used to "mow" the lawns
1963 - 1969 - 1 FT Employee & 10 Prisoners daily
1970 - 1973 - 2 FT Employees & 10 Prisoners daily
1974 - 1978 - 3 FT Employees, Court Referrals & Prisoners daily
1979 - 1997 - 2 FT Employees & Court Referrals daily
1998 - 2012 - 1 FT Employee & Court Referrals daily

(each year 3-5 PT Employees are hired)

**APPENDIX IV
HERITAGE FOUNDATION PROJECT REQUESTS**

A list of projects totaling \$2,544,000 during the next 5 or 6 years has been presented to the Heritage Foundation for their fundraising decision and response, which will assist the Fairgrounds in these financial responsibilities.

Priority A - Within the year, 2013:

Crosetti Building – Rubberized Coating-20 year guarantee	\$ 50,000
Arts Building Entryway - dry rot repairs and new roof	\$ 12,000
Arts Building Restroom - dry rot and window repairs	\$ 12,000
Arts Building Roof - leak repairs and roof coating	\$ 20,000
Harvest Kitchen Patio - concrete	\$ 20,000
Fire Protection System – replace diesel engine and controls	\$ 50,000
Drainage improvements under roads – Livestock Area	<u>\$ 30,000</u>
Total	\$194,000
Plus equipment replacement	<u>\$ 30,000</u>
Total for 2013	<u>\$224,000</u>

Priority B

Livestock Area Electrical - complete the upgrade	<u>\$200,000</u>
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Priority C

Water Delivery System - pipeline upgrades	\$500,000
Sewer System - pipeline upgrade	<u>\$500,000</u>
Total	\$1,000,000

Priority D

2nd domestic water well	\$200,000
Paving – Small Animal Barn to Service Gate	\$150,000
Paving Horse Show Arena	<u>\$150,000</u>
Total	\$500,000

Priority E

Crosetti Building - add on for storage area	\$200,000
Paving Crosetti Building to Small Animal Barn	<u>\$100,000</u>
Total	\$300,000

Future

Paving – Highway to West Gate	\$100,000
Paving – Crosetti Lot	\$100,000
Paving – Main Lot	<u>\$200,000</u>
Total	\$400,000

Total Request of Heritage Foundation	\$2,594,000
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Plus: Annual Allocation of \$30,000 per year for equipment replacement

APPENDIX V
2013 FAIRGROUNDS IMPROVEMENT PROJECTS

Approximately \$100,000 in projects is incorporated into the 2013 Fairgrounds budget:

Water System Repairs-	
Horse Show Well Improvements: Variable Speed Motor Control	\$ 8,000
Pressure Tanks	\$ 0
Recertify for Domestic Use	\$ 2,000
Fire System Pump Control Repairs	\$ 2,000
Main Well Meter Panel	\$10,000
Domestic System Pressure Tank Air Compressor	\$ 3,000
Domestic System Mail Line Flush Valve	\$ 2,000
Leak Repair Behind Rodgers House	<u>\$10,000</u>
	\$37,000
Maintenance Yard-	
Relocate Fire System Pipeline	\$ 2,000
Gravel	\$ 3,000
Relocate Propane Tank	\$ 1,000
Relocate Fuel Tank	<u>\$ 2,500</u>
	\$ 8,500
West Gate-	
Paving	\$ 0
Lighting	\$ 3,000
Gates	<u>\$ 2,000</u>
	\$ 5,000
Service Gate-	
Sign	\$ 1,000
Gate	\$ 1,000
Landscape	\$ 2,000
Fence Repairs	\$ 2,000
Lighting	<u>\$ 2,000</u>
	\$ 8,000
Administration – Storage & Office Improvements	\$ 8,000
Fence Crosetti Lot to Ball Field	\$ 5,000
Concession Utilities - Sewer & Water	\$ 1,000
Front Entrance Fence at Rodgers House	\$ 7,000
Highway Landscaping	<u>\$ 5,000</u>
	<u>\$26,000</u>
Total Current Projects:	\$84,500
Future Projects:	
Rodgers House Patio-Heritage Hall Walkway-Glass House	\$15,000
Heritage Hall – Sound	<u>\$20,000</u>
Total Future Projects	\$35,000

APPENDIX VI
2014 FAIRGROUNDS IMPROVEMENT PROJECTS
to be determined

APPENDIX VII
2015 FAIRGROUNDS IMPROVEMENT PROJECTS
to be determined

*or these statements are deleted and each year the projects for the following year
are presented with the revised goals and objectives for the following year*