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2. Our project approach

Following is a brief description of our approach outlined in the gantt chart on the preceding page. The exact approach we will undertake for your plan update will depend on your preferences and experience to-date - which we will resolve with you prior to proceeding.

1. Conduct your scoping

Task 1a: Conduct your retreat



We will conduct a workshop with you, your staff, Fair Advisory Commission (FAC), Board of County Commissioners (BOCC), and

others you deem appropriate to strategize about:

- **Vision** - concerning the scope of your market demand, financial feasibility, and fairgrounds master plan.
- **Assessment** - of your previous 2004 Economic Impact & Public Benefits study, current fair users, sponsors, and participants.
- **Participants** - identifying who and how to involve your 4-H and FFA clubs, livestock and equestrian groups, fiber and arts, performers, vendors, adjacent residents, and your public-at-large in your process.
- **Webpage/newsletter** - posting newsletters, reports, surveys, plans, and other materials on your planning process, schedule, meeting locations, and other particulars on your website throughout your planning process.

Task 1b: Tour your facilities/infrastructure

We will conduct a tour of your facilities with you, your staff, FAC, and other affected parties including Centralia and Chehalis city representatives.

Task 1c: Conduct stakeholder workshops

We will conduct a series of workshops with your 4-H and FFA, livestock and equestrian groups, farm and garden groups, food vendors, carnival, performers, and other fair participants as well as other year-round site and facility users.

Task 1d: Review findings with staff/FAC

We will document, publish, and review the results of your retreat, our facility tour, and stakeholder workshops with you, your staff, FAC, BOCC, fairground user groups, and others you deem appropriate during public workshop sessions.

2. Inventory/assess your facilities

Task 2a: Assess your facilities

- **Historic structures** - including conserving as is, retaining facades and reconfiguring interior layouts, and other alternatives that meet historical landmark listing and preservation requirements.
- **Facility and infrastructure life cycle** - estimating the repair and replacement (R&R) requirements and the remaining life of your fairground facilities and water, sewer, storm, power, and telecommunications infrastructure including the replacement costs required when the asset's life has been expended.
- **Use capacity** - including the maximum number of horse, swine, goats, sheep, cattle, poultry, rabbits, and cavies stalls and pens, fiber, home, and garden exhibit spaces, food and other vendor sites, carnival rides, campsites, horse arena riders, arena bleacher seats, exhibition hall seats, performer stages and seating, on-site parking spaces, and other activities your fairgrounds currently and potentially can provide at build-out capacity.
- **Site map** - including 3D modeling of your existing and proposed fairground facilities.

Task 2b: Review assessments

We will document, publish, and review your facility inventories and assessments with you, your staff, FAC, BOCC, fairground user groups, and others you deem appropriate during public workshop sessions..

3. Assess your economic potentials

Task 3a: Assess your market trends and potentials

- **Annual Fair** - we will analyze your annual fair entry and participant trends including your public attendance, livestock and exhibit entries, rodeo participants, food, carnival, and other vendors, camping, parking, and trailering

requirements.

- **Year-round utilization** - we will compile and analyze your year-round fairground utilization including stage productions and performances, meetings and other presentations, parties, and livestock events.

We will correlate your utilization trends and requests with your market area populations and with the use capacity of your existing buildings and grounds in order to forecast your long-range requirements and potentials.

Task 3b: Assess your financial prospects

We will compile and analyze your financial trends and prospects in regard to:

- **Fair revenue and expenses** - from your attendance fees, entry fees, concessions, carnival, parking, and other incidentals compared with your annual fair operations and maintenance costs.
- **Year-round revenue and expenses** - from building and ground rentals compared with your year-round operations, maintenance, repair, and replacement costs.
- **Supplemental funding allocations** - from state and federal grants, obligation bonds and/or special property tax levies, and special or enterprise funds.

Task 3c: Review assessments

We will document, publish, and review your trends, potential demands, and financial resources with you, your staff, FAC, BOCC, fairground user groups, and others you deem appropriate during public workshop sessions.

4. Design your public involvement

Task 4a: Design your public involvement

We will design a series of public outreach and involvement events and methods including:

- **Surveys** - including a series of on-line and mail/back questionnaires of county residents, Fair attendees and participants, and finally a registered voter sample.
- **Workshops** - with 4-H and FFA, livestock and equestrian groups, farm and garden groups, food vendors, carnival, performers, and other fair participants as well as year-round users.
- **Open houses** - with residents concerning their participation, attendance, and comments regarding fair and year-round activities.

5. Approve your public involvement

Task 5a: Approve your public involvement plan

We will document, publish, and review our proposed public involvement activities and events with you, your staff, FAC, BOCC, fairground user groups, and others you deem appropriate during public workshop sessions. We will make any revisions appropriate to your validation and approval.

6. Conduct your public involvement

Task 6a.1: Survey county residents

We will conduct an on-line survey using the US Post Office's Every Door Direct Mail (EDDM) postcard mailers to all residents within your county zip codes with questions about:

- **Familiarity** - with your fairground facilities, activities, and year-round programs.
- **Reason for attending or using** - including opinion of costs, quality, or convenience.
- **Reason for not attending or using** - including lack of awareness, schedules, costs quality issues, or lack of programs or facilities or year-round programs of interest.
- **Level of satisfaction** - with your existing fairground facilities, activities, and year-round programs.
- **Desires** - for specific fairground facility, activities, or year-round programs.
- **Participant characteristics** - including place and length of residence, age, and household status.

Task 6a.2: Survey fairground attendees

We will conduct intercept surveys of your fairground attendees during your August Fair including questions similar to your countywide survey but with more specificity about:

- **Participant characteristics** - especially whether in county or out-of-area residents (tourists).
- **Attractions** - that drew attendees to the fair including livestock exhibitions, fiber and art, food, performances, carnival rides, vendors, rodeo, or other activities.
- **Expenditures** - for specific activities and events including entry fees, amusements, food, vendor merchandise, hotels, parking, and other items.
- **Level of satisfaction** - with your existing fairground facilities or activities.

- **Desires** – for specific fairground facility, activities or year-round programs.

Task 6ba: User group workshops

We will conduct workshops with the public, nonprofit, and for-profit agencies that sponsor or provide or use your facilities, activities, or year-round programs about:

- **Programs and facilities** - presently provided or sponsored or used or rented from you on an annual fair or year-round basis,
- **Issues** - including costs, fees, selection criteria, management structure, fairground impacts, economic multipliers, and opportunities.
- **Suggestions** - including possible facility, activities or year-round program improvements.

Task 6c: Conduct public open houses

We will conduct public open houses with your interested residents and users. We will display exhibits of your fairground facilities, activities, and year-round programs to facilitate discussions about their attendance, issues, and suggestions.



We will distribute a survey to each public participant as they enter your open houses. The survey will be indexed to the graphic displays asking the participant their concerns, issues, and preferred fairground plan options.

7. Review your public involvement

Task 7a: Review public involvement findings

We will document, publish, and review the results of your public involvement activities and events with you, your staff, FAC, BOCC, user groups, and others you deem appropriate during public workshop sessions.

8. Develop your draft master plan

Task 8a: Develop 1st draft master plan

Based on the results of task 7a, we will develop your fairground master plan elements:

- **Market and financial scenario(s)** - projecting market area populations, future fair attendance and year-round fair facility utilization, entry fees, exhibition fees, vendor fees, food and vendor revenue, rental and lease revenues, operating expenditures, and net profit or operating losses.
- **Facilities** - including admission and ticket areas, permanent exhibits, livestock barns and exhibition buildings, fiber and crafts exhibition buildings, playgrounds and picnic areas, food vendors, outdoor stage performance areas, outdoor activity areas and arenas, rodeo warm-up and livestock holding areas, spectator seating and bleachers, carnival rides, and restrooms and concessions,
- **Special areas** - including lecture and presentation facilities, meeting, conference, and breakout rooms, kitchen and catering areas, administration offices and work areas.
- **Site improvements** - including delivery and set-up areas, vendor and staff parking and trailer areas, contestant parking and staging areas, fairground attendance parking, recreational vehicle and tent camping areas.
- **Site utilities** - including water, sewer, storm drainage, power, and telecommunication improvements.
- **Operations** - including staff and equipment necessary to support fair and year-round operations and maintenance requirements.
- **6/20-year capital facilities program (CFP)** - with estimated acquisition, design, development, maintenance, repair, and replacement costs.
- **Funding sources** - using fairground revenues, revenue bonds, special property tax levies or levy lid lifts, lease-to-own agreements, and/or joint ventures with other public, nonprofit, or for-profit agents.
- **Organizational approaches** - evaluating the potential of using public facility districts and/or public development authorities and/or municipal park districts - as well as nonprofit stewardship groups, land/lease and operational agreements with nonprofit and user organizations or concessions.

Task 8b: Review first draft master plan

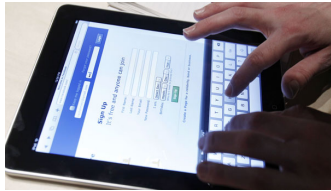
We will document, publish, and review the first draft master plan with you, your staff, FAC, BOCC, fairground user groups, and others you deem appropriate during public workshop sessions.

Task 8c: Refine first draft master plan

Based on the results of task 8b, we will make any refinements necessary and appropriate to your market demand, financial feasibility, and comprehensive master plan update.

Task 8d: Survey voter households

We will conduct another EDDM invitation to take



an on-line survey about your fairground market demand, financial strategy, and comprehensive master plan

strategies. We will incorporate graphic illustrations in order to ask a series of closed and open-ended questions about:

- **Approvals and priorities** - for specific proposals including illustrative concepts for existing or proposed new fairground facilities, activities, and year-round programs.
- **Financing preferences and priorities** - including user fees and charges, concession agreements and schedules, joint ventures, methods and amounts of proposed fund allocations, revenue bonds, property tax levy rate adjustments or levy lid lifts,
- **Behavior** - including what affect your proposed fairground master plan improvements, activities, and year-round programs would have on their attendance and expenditures.
- **Characteristics** - including length of residence, age, and household status.

Task 8e: Conduct public open houses

We will conduct another series of open houses



with your residents and users. We will distribute a survey to each public participant as they enter your

open houses indexed to the graphic displays asking the participant their concerns, issues, and priorities concerning your facility, fair activities, year-round programs, and financing proposals.

Task 8f: Validate second refined master plan

We will document, publish, and review the results of the voter survey, open house, and second refined master plan with you, your staff, FAC, BOCC, fairground user groups, and others you deem appropriate during public workshop sessions.

9. Publish/review your master plan

Task 9a: Edit/publish master plan documents

We will publish the following documents:

- **PowerPoint presentations** - of your fairground master plan facilities, activities, and year-round programs.
- **Narrative document** - of your facility assessments, use trends and potentials, market demand, financial prospects, master plan elements, capital improvement program, and financing scenarios.
- **SEPA Checklist** - of any impacts and mitigations to your natural and human environment.
- **Web-based graphics** - and other materials that may be inserted into your website.

Task 9b: Review final comments

We will document, publish, and review any final comments on your published master plan with you, your staff, FAC, BOCC, fairground user groups, and others you deem appropriate during public workshop sessions.

10. Review/adopt your master plan

Task 10a: Review master plan with Planning Commission

We will help you present your Fairgrounds Market Demand, Financial Assessment, and Comprehensive Master Plan Update to your Planning Commission documenting their recommendations for BOCC review.

Task 10b: Review/adopt master plan with BOCC

We will help you present your Fairgrounds Market Demand, Financial Assessment, and Comprehensive Master Plan to your Board of County Commissioners (BOCC) to complete GMA required hearings for review and adoption proceedings.