

Agency Overview – Programs and Functions

Mission and Vision: To preserve and enhance the Fairgrounds and the annual State Fair for the benefit of all citizens of Indiana. A year-round gathering place, recognized for value and excellence, that: maximizes its resources to offer space for a diversity of activities, including the Indiana State Fair, to showcase agriculture, youth, education and entertainment while operating in a fiscally responsible and sustainable manner that honors the integrity of its core values.

Pursuant to IC 15-13, the ISFC's business is composed of:

- Event Production
- Facility Management
- Agricultural Education
- Fiscal Management

- 1) Event Production refers to the Annual Agricultural State Fair. Statutorily, this event is to be given priority over all other activities at the Fairgrounds during the period the Fair is held (IC 15-13-3-3). Year-round ISFC staff of approximately 71 full time, 25 part time employees and about 1,000 seasonal hires join forces with the Indiana State Fair Board members, who are working members responsible for implementing all Fair department programs.
- 2) Facility Management is the lifeblood of the ISFC's year-round business. Venue rental revenue joins with earned revenue from the State Fair, sponsorship monies and facility charge fees to help fund capital improvements, preventative maintenance and operational costs. Over 300 consumer and public shows and a variety of events take place at the Fairgrounds – some of the largest in central Indiana. These events include the Indianapolis Boat, Sport and Travel Show, Indianapolis Home Show, ice hockey games, national and regional livestock shows, dirt car racing, standardbred harness training, bicycle racing, weddings and banquets and professional development seminars.
- 3) Agriculture Education opportunities abound both at the State Fair and during year-round activities. Having successfully merged and expanded the educational programs of the Center for Agricultural Science and Heritage into the ISFC's Education function, year-round school field trips are being conducted on the Fairground's north side – a major complement to the existing facilities of Pioneer Village, Little Hands on the Farm, Pathway to Water Quality, 4-H complex and Department of Natural Resources building, as well as the relatively new addition of the Normandy and Mac Reynolds Barns. Further, to insure accessibility to all students across the state, a thriving outreach program takes the on-site experiences into classrooms.
- 4) Fiscal Management is crucial to the success of the ISFC's 250-acre campus which requires flexibility and foresight with the ebb and flow of events that occur at the Fairgrounds, including the State Fair. Being responsive to unplanned opportunities and calls to community service are vital to its overall business.

2011 Accomplishments

Event Production:

- Venue Solutions Group was contracted to assist staff with risk management assessments and the development of new business practices, policies and procedures for the year round operation, specifically in event management.
- Hosted 6 national shows including: National Junior Shorthorns, National FFA Convention, ARBA National Rabbit Show, Crossroads of America National Poultry Show, National Cat Show and the Cheersport National Cheerleading Championships; resulted in over \$175,000 in facility rental.

- Have three new tenants on the first two floors of the newly renovated Discovery Hall – Indiana Board of Animal Health, Marion County Extension and Marion County Soil & Water Conservation offices.
- Booked eight events for the 2012 Super Bowl resulting in rental revenue of nearly \$90,000. The different events held here included: Private NFL events Jan. 3-Feb. 9 in the Centennial Hall & 4-H Exhibit Hall and Feb. 3 in the West Pavilion; Pepsi Fan Jam Concerts – Feb. 2 & 4 in the Pepsi Coliseum and Champions Pavilion; Athletes in Action Breakfast – Feb. 4 in the Expo Hall and Southwest Pavilion; Football Clinic – Feb. 4 in the Farm Bureau Building; TK New York corporate sponsor party – Feb. 4 in the Ag/Hort Building, Pioneer Our Land Pavilion and Home & Family Arts Building; and the Super Bowl Volunteer Appreciation Party and Fire Sale – Feb. 18 in the Ag/Hort Building.
- In 2011, we had 86 new events of which 54 were in the underserved market (wedding receptions, banquets, luncheons, meetings). Per our Strategic Plan, we have reached 90% of our goal of having 95 new events (98% of goal to have 55 events in the underserved market) by 2013.
- Implemented new Facility Rental Application Form for new show producers.
- Developed & implementing written Event Booking Guidelines & Procedures Plan.
- Provided a free neighborhood Safe Night Halloween Trunk or Treat experience outside for the first time and hosted more than 2,800 people with the support of 26 area businesses and organizations – second highest attendance in seven years.
- Installed 28 security cameras in Discovery Hall to monitor all exit doors, the parking lot and Celebration Park.
- Added a new 4pm to midnight shift to our security department. This new shift is primarily responsible for securing buildings while the other officer on duty patrols the Fairgrounds. This new shift allows us to always have a person patrolling the grounds.
- In June, we began locking the main gate on 38th Street from 7pm to 6am daily and only allowing access through Gate 6. An officer is positioned at Gate 6 during these times to check in all visitors entering the grounds. This initiative has greatly enhanced our security operations and made the Fairgrounds safer and more secure overnight.

Facility Management – The following list breaks out the 2011 accomplishments by building.

Discovery Hall:

- Discovery Hall Phase III was completed and turned over to its respective users. The dorm and conference room area on the third floor provided dorm space for up to 224 people. It has four quadrants each with a complete toilet and shower area. The unique door and keying system allows this floor to be extremely flexible thus providing a highly desired rental space.
- Discovery Hall Tenant Improvements were also completed and turned over to its respective lessee, including the State Board of Animal Health, Purdue Extension-Marion County and the Marion County Soil and Water Conservatory District. This build out was not only a positive use for the space, but also will begin earning income for this facility. The construction incorporated several unique design features include motion activated lighting, a ground water recharging drainage system, side lights along the first floor office doors to provide a open design feeling and extensive use of carpet tiles to maximize carpet life and performance.
- Removed the old scuppers that were falling off the South side of building and built new scuppers.
- Support projects for the Discovery Hall complex included upgrading of exterior lighting for the entire 4H complex, a security package of cameras for the Discovery Hall, upgrade to the fairgrounds communication backbone from the Exhibit Hall to the West Pavilion, and a redundant demark for the entire fairgrounds, located in the Discovery Hall.

Administration Building:

- Removed all the gutters, rotting gutter boards and rotting soffit. Replaced the gutter boards, soffit, painted the new wood and installed the gutters and downspouts.
- Along the basement of the building there are window wells that are about 4 ft. deep with glass windows into the building. These windows were leaking water and the safety rails were rusting apart. We removed the rails and built a roof system sealing the windows and protecting the public from falling down into the window wells.
- The only access to the balcony of the building was to enter and exit through the President's apartment. We installed a second door to the balcony through the room next door to the apartment allowing a second option.
- Caulked and sealed the exterior windows to stop the water from entering between the brick and the window.
- Installed new weather stripping on the front doors of the building.

West Pavilion:

- Repaired several areas of the roof where the flashing was missing from between the masonry walls and the roofing.
- Repaired several of the flue pipes on the roof where the seal between the pipe and the roofing was missing and water was entering the building.
- Found several of the gutters were full of old nails and trash. By cleaning these gutters, the water could flow better to the drains instead of overflowing and running down the walls.
- Several of the downspouts had come apart at the seams allowing the water to run down the masonry walls at the point where the downspouts and the ground drains met. These were corrected and sealed.
- Finished the ceiling in the main floor space.
- Remodeled the bathrooms installing new sinks, counters and Quartz flooring.
- Built new walls along the top of the bathrooms and concession stand to hide the mechanical equipment that sits above them.
- Installed new quartz flooring in the area where the picnic tables sit in front of the concession stand.
- Installed a new HVAC system in the milk house of the West pavilion.
- Water was coming into the building around all the upper exhaust fans where the flashing was lapped the wrong direction. These were corrected.
- Corrected the wiring on the exterior security lighting.
- Cleaned the old brass building dedication wall plaques.

South Pavilion:

- Installed electrical metering in all four halls individually to track electrical use per hall during shows.
- Installed new sinks and counters in all bathrooms and shower rooms.
- Cleaned and inspected the interior electrical transformers that had never been cleaned from the time they were installed several years ago until now.
- Installed new signage on the bathrooms.
- Repaired the exterior downspouts that were loose and allowing water to run down the side of the building.
- Removed old handrails that had been left on the building for years.
- Fixed broken windows in the apartment on the second floor.
- Cleaned the old brass building dedication wall plaques.

- New insulated white TPO roof system was installed on the South Pavilion to provide a more energy efficient roof making the building cooler in the summer and warmer in the winter. New interior roof drains specifically designed for the TPO roof system were also installed.

Champions Pavilion:

- Mounted the main electrical panel to the wall as it was hanging loose and was a safety issue.
- Installed motion lights in front of the bathrooms on the East end of the building where the entrance was dark.
- Installed new controls on the main lighting of the building.
- Repaired the gutters on the West end of the building that has been leaking down the windows and into the building.
- Repaired the interior drains that were leaking in the walkway between the Champions building and the Pepsi coliseum.

Marsh Blue Ribbon Pavilion:

- Caulked the exterior of the building where the metal and the brick transitions.
- Caulked the windows and limestone window sills.
- Reinstalled the rubber seals between the metal panels. Several of the rubber seals were missing.
- Flashed the roof between the masonry and the metal of the South entry porch. This area had several water leaks into the building.
- Worked with ISF Sign Company when they installed a new LED Marsh Sign.
- Installed flashing along the East wall around the roof top furnaces where water was entering the building.
- Cleaned the old brass building dedication wall plaques.

Pepsi Coliseum:

- The conceptual design and estimate for the Pepsi Coliseum renovation have been completed. The Pepsi Coliseum will include a complete upper concourse with Seating for more than 7,100 fans. The Pepsi Coliseum project, which includes a new covered arena, is estimated at 63 million dollars. Financing for the project has been completed with the assistance of the Indiana Finance Authority and construction has already begun. The “New Arena” is scheduled to be complete in time for the 2013 Indiana State Fair, and the entire project is expected to be done before the 2014 Fair.
- Reworked the Scuppers and gutter drains to stop the ice from forming over the drains and hanging off the building.
- Rewired the gutter heaters to control ice damming.
- Removed old sponsor signage from inside the building.
- Rebuilt the platform seating on the east end of the building. Installing a new glass front rail, and rebuilding the floor system.
- Built temporary walls on the West end of the building over the old windows to protect the windows from the wind.
- Remodeled the Ice locker room.
- Installed new counters in 3 of the concession stands.
- Replaced some of the exit signage for safety reasons.
- Removed the old turnstiles for safety at the exits.
- Set up a monthly generator test for safety.
- Lowered mirrors in the bathrooms for Handicap usage.
- Cleaned the old brass building dedication wall plaques.

Ag/Hort Building:

- Remodeled the Concession stand, installed a Handicap window on the South end and rewired the room.
- Installed new sinks and counters in the bathrooms.
- All the rotting wood on the post and ceiling of the shelter houses on the West side of the Ag. Hort was replaced and stained.
- All the fencing and Arbors around the shelter house was repaired, stained and sealed.
- Repaired the gutters on the shelters.
- The fountain was painted black and a new copper fountain was installed.
- Removed the gutter on the East side of the building above the entry and installed drip edge to stop the water from getting between the gutter board and the gutters causing icicles that are a safety hazard for people walking into the building.

Expo Hall:

- Rebuilt the floor system in the Northwest corner apartment.
- Repaired the scuppers and downspouts around the building that were leaking and broken apart.
- Sealed several areas of the roof around the roof top furnaces.
- Installed new sinks and counters in the bathrooms.
- Cleaned the old brass building dedication wall plaques.

Pioneer Our Land Pavilion:

- Sealed the foundation where water was entering the building between the brick and the stone.
- Cleaned the old brass building dedication wall plaques.
- A new energy efficient insulated standing seam metal roof was installed on Pioneer Our Land Pavilion making it much easier to heat and cool the building as well as improve the acoustic properties.

Grand Hall:

- Repaired the roof and installed flashing along the roof where the masonry parapet walls and the shingles.
- Installed new weather stripping on all windows and doors to seal the water out.
- Cleaned out the South downspout drains that were plugged.
- Rebuilt the fence between the Grand hall and Dairy bar.
- Corrected some wiring issues that were safety issues.

Speed Barns:

- Installed new roofs and gutters on Barns 9 and 14.
- Removed old loft storage room and two old chimneys from barn 14 for safety reasons.
- Rewired barn 14.

Home & Family Arts Building:

- Removed and replaced old rotting trim around the soffit and gutter areas.
- Painted the wood trim around exterior of the building.
- Repaired leaking gutters.
- Worked on the skylight windows where water was leaking into the building.
- Installed lights in stairways where there were dark areas.
- Worked with Steve Patterson supplying paint for the stairs.
- Removed the old carpet from some areas on the top floor then sanded and painted the floor.
- Rewired some of the lights in the building.

Hospitality House (south of the Northwest Pavilion):

- Repaired all the flashing around the chimney where the water was leaking into the house.
- Installed missing shingles on the roof.
- Replaced broken windows.

Southwest Pavilion:

- Installed a new rubber seal around the complete building on the limestone cap where the stone is falling apart and the water is penetrating the building.
- Installed new flashing between the masonry walls and the shingles to stop water penetration.
- Cleaned the old brass building dedication wall plaques.

DNR Building:

- Replaced 16 broken windows.
- Replaced the broken door frame on the East end of the building.
- Repaired all the gutters that were sagging off the building.
- Installed new weather stripping on the exterior doors.
- Repaired, stained and sealed the fence around the building.
- Repaired roof leaks around furnace vent pipes.

Young Farmers Building:

- Installed turbine roof vents to help the air ventilation during the fair.
- Repaired gutters on the building.

Farm Bureau Building:

- Removed the old furnaces, fencing and wiring from the West side of the building.
- Remodeled the director apartment.
- Removed some furnaces from upstairs.
- Installed lighting at the electrical control panel for safety.
- Installed light control switches for the stage and room.
- Removed old wiring around the exterior of the building.
- Installed a new ramp at the kitchen doors.

Mechanic Shop:

- Connected a new phone line and ran a fiber optic line.

Mac Reynolds Barn:

- Stained and sealed the cedar trim and post.

Gazebo Gift Shoppe:

- Because the roof of the gazebo is used as a location for setting up props during the State Fair, the only way to hold the props in place safely is to anchor them to the roof. This caused roof damage every year, so in 2011 we installed tie down clips and new shingles to eliminate this problem.

Normandy Barn:

- Removed the dormer windows that were rotting and fixed all the flashing issues.
- Replaced the old windows with new windows, installed new siding, and painted the dormers.
- Removed old overhead wiring and telephone pole from the parking lot.

Pioneer Village:

- Partnered with Purdue Ag Alumni to add an extension on the storage building.
- Moved the Grain bin next to the pig barn.
- Removed several old light poles from throughout the village.
- Replaced several missing shingles from the green bathroom.

Riley Fun Park:

- Ran new underground electrical lines to different locations.
- Repaired the gutters and painted the shelter house.

Boy Scout Legacy Project Bridge:

- Sealed the complete structure.
- Straightened the hand rails and tightened the bolts.
- Installed a safety net on the fence above the drive tunnel to keep the stone from falling on the road below.

46th St. Campgrounds:

- Installed new barriers in front of every electrical box and sewer drains to protect them from getting damaged by campers.
- Installed post at the front of every campsite to help define the sites during busy times.
- Removed several old trees.
- Used the regrind stone from the paving project to make the roads between the campsites.

Walk Tunnels:

- North Walk Tunnel - Had several joints that we opened and the mud was coming thru into the tunnel. The dirt was dug out and walls were fixed.
- Southwest Walk Tunnel - There were electrical issues causing the sump pump to fail. Installed the correct wiring and new sump pump to stop the flooding every time it rained.
- Southeast Walk Tunnel - The concrete steps going toward the infield were crumbling apart and had to be replaced before the fair.

Fall Creek Parkway Entrance:

- The Wooden arched State Fair Sign was sanded, letters painted and then sealed.

Swine Barn:

- Installed flashing along the North masonry wall to stop the water from going into the building.
- Repaired the interior gutter drains as they were leaking into the bathrooms.
- Cleaned the old brass building dedication wall plaques.
- Upgraded the carpenter shop tools.
- Poured a new concrete pad on the Northwest corner of the building.
- Installed lights in the electrical room.

Communication Building:

- Replaced 67 broken window panes.
- Removed old phone wires from the exterior of the building.
- Installed a new HVAC system throughout the building.

Public Safety Center:

- Removed the gutters on the North side of the building, replaced the rotting gutter boards, and then reinstalled the gutters.
- Painted the East end concrete stairway leading to the Ice offices.
- Renovated the security office to improve working conditions and present a more professional image to the public. The renovation also included the construction of the Joint Operations Center used during the State Fair.

Midway Lot

- Five raised landscaped islands were built in the Midway Lot.
- Re-striped Parking Area between Ag-Hort and Home & Family Arts following new island installation.

Other Safety Issues fixed before the State Fair:

- Lowered the high bay lights and added more lights to correct the dark spots under the grandstands before the fair.
- Installed safety chains on all trolley cars used during the fair.
- All seats on the trolley cars were inspected. All bad boards were replaced, sanded and sealed.
- Removed the old barn foundation in the IUPUI parking lot and leveled the parking lot.
- Buried the main electrical line for the IUPUI parking lot that was laying on the ground for several years.
- Inspected all bleachers and installed over 150 end caps that were missing. This protects the crowd from cutting themselves on the bleachers.
- Inspected all picnic tables and park benches. All bad boards were replaced and all tables and benches were stained and sealed.
- All parking lot lights were inspected and many were not grounded properly. Corrections were made to every light to insure the safety of the visitors.
- A large portion of the sign in the Farmers market had rusted apart. The top part of the sign was taken down to avoid the possibility of problems later.

Miscellaneous Updates:

- Repaired, cleaned & painted buildings in preparation for the 2011 State Fair including Home & Family Arts, Pioneer Our Land Pavilion, Monon Restrooms, Machinery Field Restrooms, Pioneer Village/Riley Fun Park Restrooms, Farmer's Market Restrooms, and Speed Barn Restrooms.
- Installed new application server to consolidate and update hardware for primary software applications. In addition, a secondary server was set up to duplicate the primary for disaster planning purposes.
- Installed new archive server to capture and store all email communication for both legal retrieval and user recovery.
- Upgraded internet circuit to 100 Mbps and implemented sharing arrangement with Indiana Board of Animal Health, Marion County Extension, and Marion County Soil and Water.
- Streamlined and consolidated network cabling and equipment in telephone room.
- Installed and moved computer equipment for both new and relocation of employees. For Fair time, worked out an arrangement with IOT to borrow computers from surplus for temporary use in the barns and buildings.
- Replaced communication line to Facility Maintenance garage and installed a fiber cable for future network connectivity.

Overall Administration:

- Received legislative approval and Indiana Secretary of State and IRS determination of 501(c)3 status.
- Completed Capital Campaign Feasibility Study for Pepsi Coliseum and Education Program.
- Hosted 11 charitable events in 2011 saving local charitable organizations over \$167,020 in facility rental. These included: All American Horse Classic, Noble of Indiana Evening in the Garden, Indianapolis Charity Horse Show, Boy Scouts of America Memorabilia Auction, Salvation Army Coats for Kids, Salvation Army Toy Shop, YMCA Toys for Tots, Indianapolis Fire Department Safety Olympics, Latino Community's Santa Comes to Town, McMiracle, and Lupus Support Group Meeting.
- Hosted 5 Nexgeneracers events in the South Lot saving the organization \$49,380.
- Hosted 12 events for several state agencies donating \$22,315 in facility rental. State agencies included: Indiana State Board of Animal Health, Indiana State Police, Indiana School for the Deaf, Indiana Department of Homeland Security, Purdue Ag Alumni Association, and Purdue University.
- Donated \$16,842.50 in equipment rental to several county fairs and state agencies. County fairs included: Johnson County, Hendricks County, Bartholomew County, Clinton County, Daviess County, and Tippecanoe County.
- Provided \$45,000 toward the ARBA National Convention and the National Poultry Show.
- Started new Civic Advisory Board and have hosted them twice to keep them updated on year-round and Fair plans – once in August and once in December.
- Hired two new sales managers to support our efforts with the Strategic Plan. LaShanta Gripper started in August and brings us more than 20 years of experience in hotel sales with an emphasis on not-for-profit organizations. Jon Frost joined us in late September bringing several years of experience with Global Spectrum in the areas of marketing and arena management.
- We made great strides in employee safety with the purchase of new flashlights and ANSI Class 2 reflective safety vests that are worn by all employees.
- Job performance and morale of gates and parking employees continues to improve. We had fewer personnel issues in 2011 than in any year since we began tracking this in 2008.
- Completed training for all full time and part time employees (focusing on Fair employees) on Appropriate Workplace Behavior.
- Conducted another successful State Fair Job Fair – 1,314 candidates received initial interviews at the four-hour event.
- Indiana State Fair Commission: 2011 Spring League Softball State Champions!
- The Contracts office was able to reduce its paper use by at least 95% during the Fair based on the ability to scan documents directly to Contractors, Department Heads & Accounting.
- An "Inter-Office" tracking system was put into practice for all contracts. The system allows us to assign a contract number, document the initiator of the contract, update the status/location of the contract until it is fully executed. Tracking notations include Commission approval, needed signature by the Attorney General's Office, etc.

Agricultural Educators:

- Incorporation of Center for Agricultural Science and Heritage (CASH) into the ISFC successfully merged the two institutions, which completes the presentation of agriculture at the Fairgrounds.
- A Greenhouse Exhibit was completed and fully utilized allowing educational opportunities to observe plant growth from seed to maturity.
- There were over 6,000 participants in the State's Largest Classroom Programming.

- Hosted a highly successful Entomology Teacher Workshop in partnership with the National Entomological Foundation.

Fiscal Managers:

- Invested over \$1 million in 2009 and budgeted \$1.7 million in 2010 for facility improvements.
- Investing over \$1 million per year in preventive maintenance.
- Reduced Salaries and Wages by over \$100,000 in 2009, and are on target to reduce it again in 2010 by an additional \$250,000 through a reorganization of staffing without a reduction in customer service.
- Operating Expenses were \$240,000 lower in 2009 than the previous year; lower expenses have allowed the ISFC to survive on less State funding.

2011-2012 Challenges:

Event Production:

- Constant challenge of schools beginning at the outset of the Fair – build special programs throughout expanded dates to attempt to counteract impact.
- Keep Fair product fresh—add new elements to draw new visitors.
- Focus annually on agriculture education in an entertaining way – build on featuring an Indiana agricultural commodity, i.e. Year of Soy Bean, Year of Dairy Cow, and Italy Exhibit.
- Find financially sound options to provide entertainment during the 17 day Fair; including diverse entertainment at the Hoosier Lottery Grandstands.
- Successfully advertise the Fair and year-round activities with a limited budget.

Facility Management:

- Increase earned revenue as a percentage of total budget.
- As public entertainment venues and the public’s discretionary dollars are impacted by the economy, the impact of public/consumer shows must be continually assessed. ISFC must be proactive to such shifts in show attendance.

Agricultural Education:

- Increased fuel expenses may reduce field trip opportunities in target market and increase operational costs for outreach programming.
- Completion of available grants and philanthropic gifts that support education capital activity.
- Maximize constituent utilization of web-based services.
- Economic factors impacting In-kind participation from volunteers and program partners.

Fiscal Management:

- Enhance cost accounting processes for all lines of business.
- Development of systems/processes raising professionalism and business operations.

Objectives for Biennium:

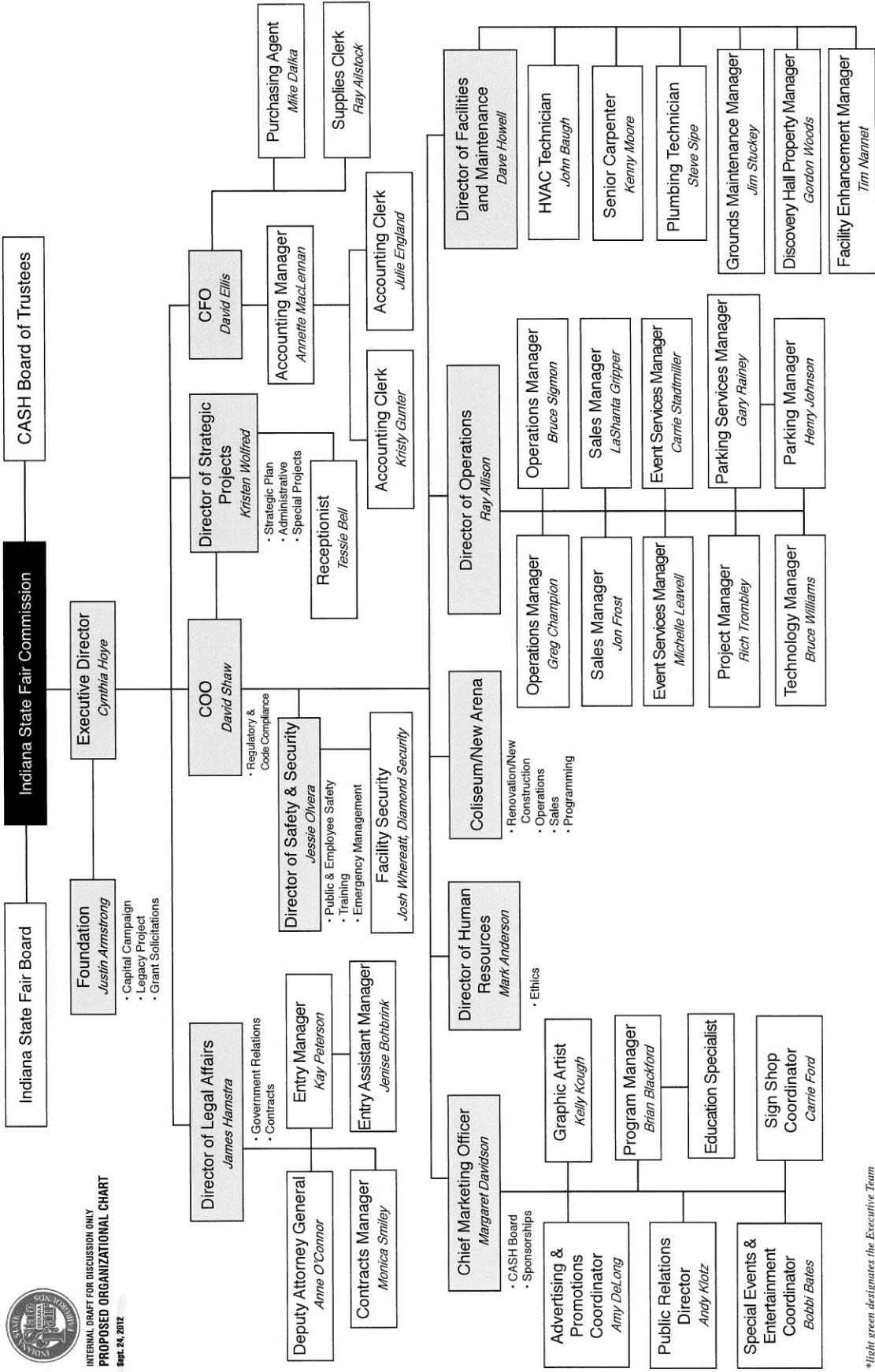
- Invest \$1 million in major projects and equipment annually.
- Invest \$1 million in preventive maintenance annually.
- Complete comprehensive analysis of programming and finances of extended Fair dates annually with goal of efficiently and quickly making any necessary adjustments.
- Reach 1,000,000 in attendance at the Fair.
- Increase earned income as a percentage of total budget.
- Complete the major renovation of the Coliseum and construction of New Arena; all to be completed in time to be highlighted at the 2014 Fair.

Key Performance Indicators/Program Measures:**Fair:**

The annual State Fair is much, much greater than an attendance figure. As with all outdoor events, weather is the influencing factor. In 2011, the Fair did not attain the same attendance that it had achieved in previous 17 day Fairs for that very reason. There were rain showers on seven days; with at least two of those days being severe storms. This resulted in total attendance for the Fair to be 853,941.

Earned Revenue:

In 2011, actual earned income as a percentage of total budget reported at the end of ISFC's fourth quarter was 64%. This was achieved in spite of having significantly lower gross revenue related to the collapse incident at the 2011 Indiana State Fair.



INTERNAL DRAFT FOR DISCUSSION ONLY
PROPOSED ORGANIZATIONAL CHART
 Sept. 24, 2012



*light green designates the Executive Team