

## Strategic Planning Pre-Work for Board Members

### May, 2021

1. Who are our stakeholder groups? Whose input is important to our strategic planning process?
2. What information do we want to gather from our stakeholder groups?
3. Rank the importance of the following issues facing our organization? Indicate if they are operational or strategic?  
☐ Master Site Plan  
☐ Revenue generation/revenue diversification  
☐ Educational assets  
☐ Year-round programming  
☐ Equestrian Center operations
4. What would you define as our organizational mandates?
5. How would you evaluate our current mission statement (*Celebration of Orange County's communities, interests, agricultural and heritage, with results justifying resources expended*)?
6. Review our current values – are these right for us at this time? Why or why not? What is missing?
  - **Safety:** We prioritize safety first and foremost in everything we do.
  - **People:** We value all Internal and External Stakeholders by encouraging their participation and involvement in 32nd DAA programs and activities.
  - **Integrity:** We are committed to honesty, transparency, and fairness in our relationships with one another and with External Stakeholders. We do what is right regardless of who may be watching and follow through on our commitments.
  - **Stewardship:** We recognize that the 32nd DAA is a California state institution and that all 32nd DAA Personnel hold a position of trust on behalf of the people of California. We are committed to serving as faithful stewards of the 32nd DAA's property, resources, and institutional values by acting in the best interest of the 32nd DAA.
  - **Compliance:** We are each personally committed to ensuring compliance with all applicable laws, regulations, and policies through effective controls.
  - **Diversity and Inclusion:** We celebrate people from all backgrounds, experiences, and identities. Because we are responsible not only for ourselves but also for others, we speak out against hatred and bigotry whenever and wherever we find them. We strive to maintain a welcoming community where everyone is treated with respect and dignity and can be proud of who they are.
  - **Excellence:** We are committed to providing best-in-class programs and services by creating a culture of teamwork, innovation, and accountability.
  - **Community and Neighborliness:** We build on the 32nd DAA's tradition of enriching the lives of all those we serve in a spirit of being good neighbors.

7. What is your vision of success for the organization in the next 3 years? In other words, how will we measure whether or not we are successful at the end of 3 years?
8. What are the internal **strengths** of OC Fair & Event Center?
9. What are the internal **weaknesses** of OC Fair & Event Center?
10. What are the external **opportunities** for OC Fair & Event Center?
11. What are the external **threats** for OC Fair & Event Center?