



Board of Directors Agenda Report

MEETING DATE: SEPTEMBER 9, 2021 ITEM NUMBER: 6A

SUBJECT: 3-Year Strategic Planning Workshop #1 to Include Discussions and Vote on Organizational Purpose, Vision, Mission and Values with Initial Goal Setting for OCFEC Programming

DATE: September 2, 2021

FROM: Michele Richards, CEO

PRESENTATION BY: Michele Richards, CEO

RECOMMENDATION

At the Board of Directors' discretion.

BACKGROUND

Per Board Policy 4.03, *"the Board—with the assistance of staff and in consultation with key stakeholders—establishes the 32nd DAA's overall direction through the development and approval of a Strategic Plan. This plan provides a blueprint for the 32nd DAA's general direction for the next three to five years by identifying priority goal areas to focus the activities of the organization, along with high-level objectives, strategies, and performance indicators for each area."*

The Board made the following decisions at the May and June 2021 meetings regarding strategic planning:

- The strategic planning workshops will be facilitated in-house by CEO Richards.
- The strategic plan should focus on the next three years.
- The process should include input from stakeholder groups.
- A survey will go out to the Board ahead of the first workshop to gather individual feedback from Board members.
- There will be two strategic planning workshops, each approximately four hours in length. The first will be held on September 9 beginning at 9:00am, and the second date is TBD.
- The strategic planning process should include setting goals for:
 - When and how to gather public input
 - Revenue diversification

- Public programming
- Educational assets/Foundations
- Master Site Plan/capital improvements
- Equestrian Center

The Board will participate in Strategic Planning Workshop #1 which will include the following topics:

- Development of an organizational purpose statement
- Development of a vision statement for the next three years
- Review of current mission statement and values
- Discussion on revenue diversification and the right business model
- S.W.O.T. analysis
- Discussion on stakeholder input – when and how
- Setting goals for public programming – OC Fair, Imaginology, year-round events

Strategic Workshop #2 (date TBD) will include:

- Setting goals for educational assets and working with our Foundations
- Review of the Master Site Plan and setting goals for capital improvements to the property
- Setting goals for the Equestrian Center