



## **Board of Directors Meeting**

### **September 9, 2021**

**Good morning.**

**The meeting will begin just after 9:00 a.m. If you would like to make Public Comment, please use the Zoom chat function to notify the meeting clerk. If using the Zoom dial-in option, use \*6 to mute and un-mute your phone.**

*Please take notice that this public meeting of the 32nd District Agricultural Association, a California state institution, is being recorded using video recording equipment. Please also take notice that the 32nd District Agricultural Association will release video recordings of its public meetings where required under California law.*

**Please keep your device on mute**

The Mission of OCFEC is...

**Celebration of Orange County's  
Communities, Interests, Agriculture and  
Heritage**

*(with results justifying resources expended)*





## 5. Matters of Public Comment

Speakers are requested to sign in prior to the start of the meeting and are limited to three minutes. Public comment is allowed on issues NOT on the current Agenda. However, no debate by the Board shall be permitted on such public comments, and no action will be taken on such public comment items at this time, as law requires formal public notice prior to any action on a docket item.

Comments will be accepted on Agenda items during the meeting. Speakers wishing to address the Board on items on the agenda are requested to sign in prior to the start of the meeting and identify the agenda item[s] on which you desire to address the Board. Speakers are limited to three minutes.



## 6A. 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

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.”



# 6A. 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

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
- 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



## 6A. 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

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



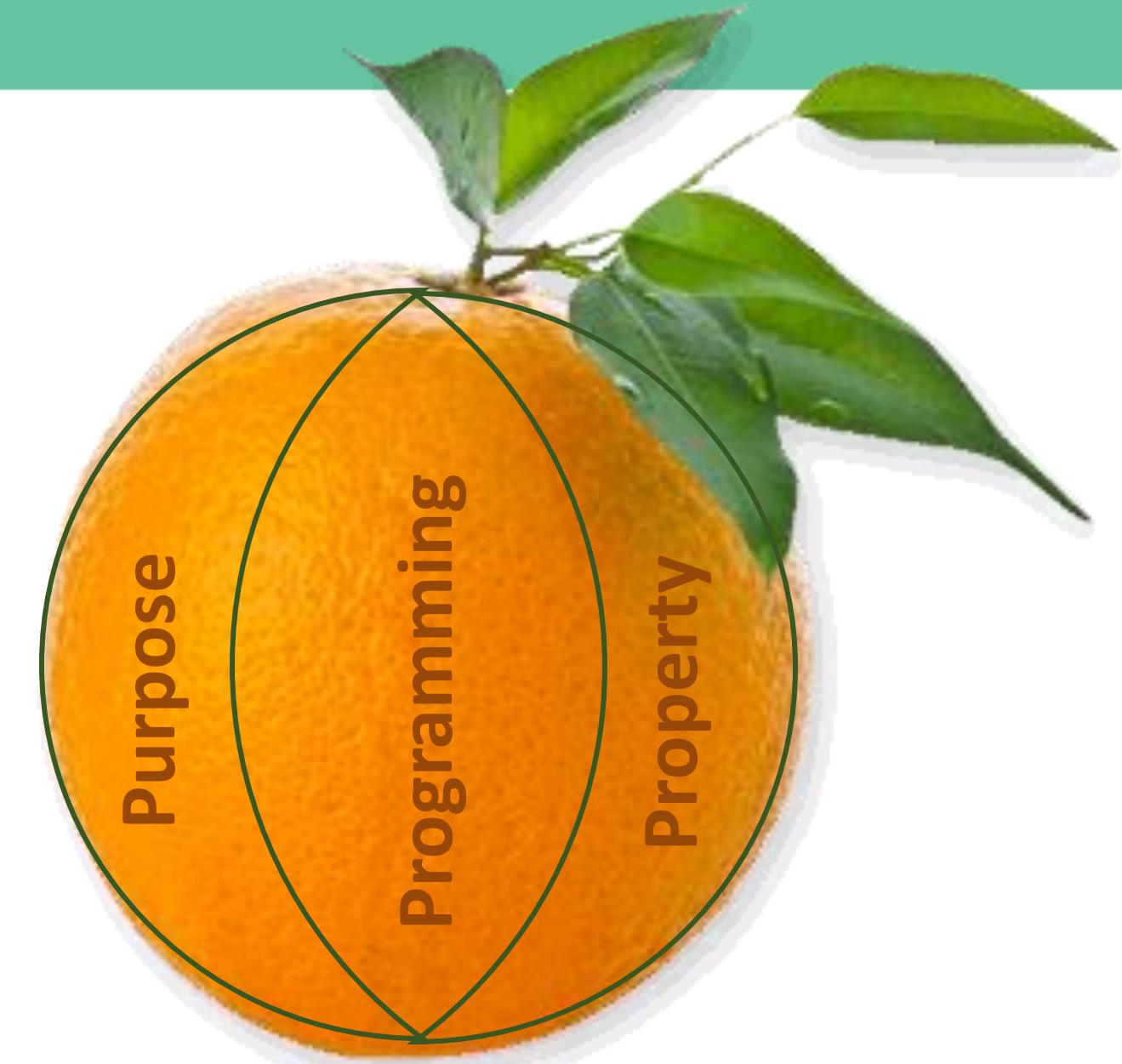
# *Strategic Planning – Workshop #1*



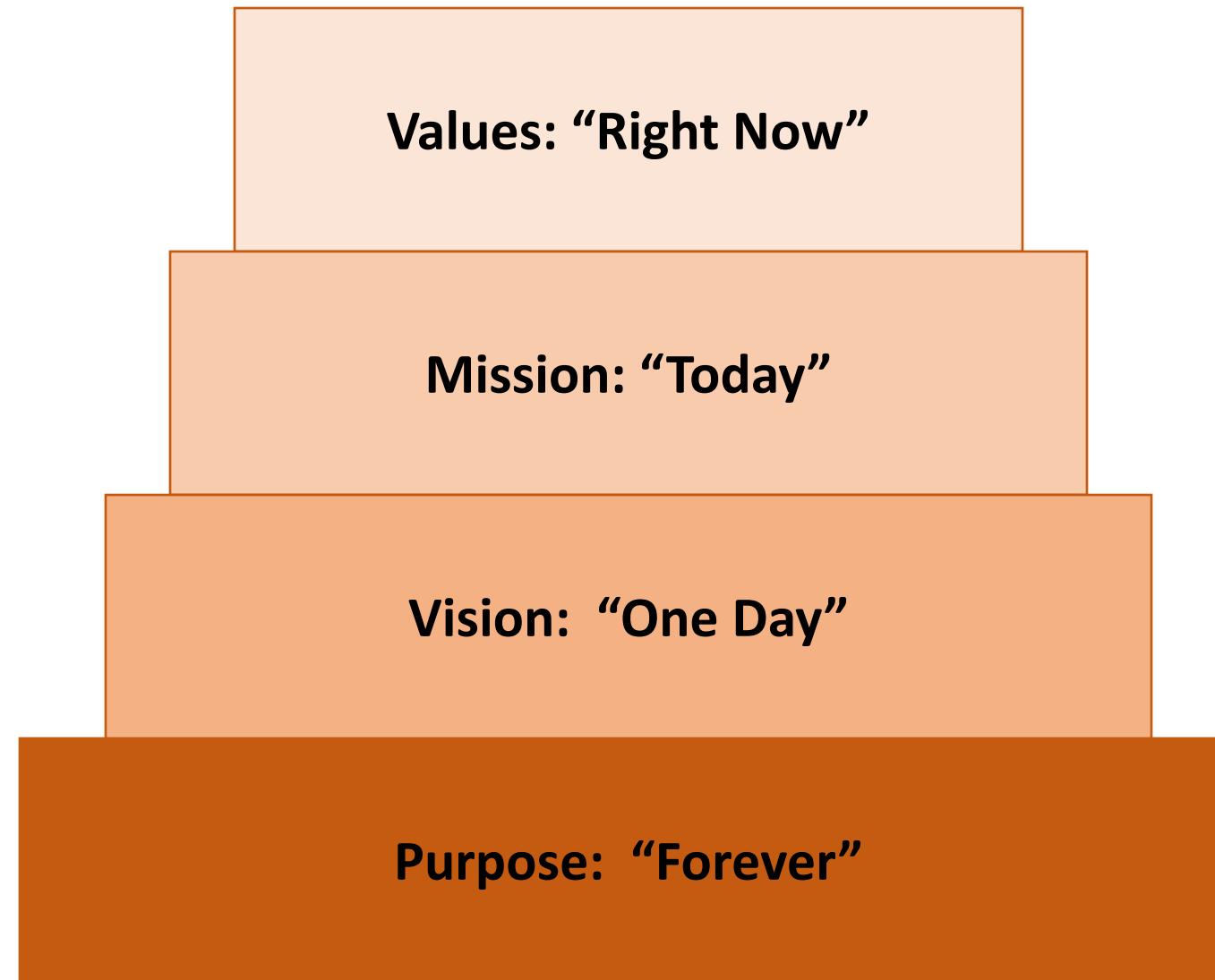
OC Fair & Event Center - Costa Mesa, CA

# *Strategic Planning Process*

- **Purpose: Lay the Foundation**
  - Purpose
  - Vision
  - Mission
  - Values
  - Business model
- **Programming: Strategic Direction**
  - Annual OC Fair: 2022-2024
  - Year-Round Events Program
  - Educational Assets
    - Centennial Farm
    - Heroes Hall
    - Imaginology
  - Foundations
    - Heroes Hall Veterans Foundation
    - Centennial Farm Foundation
  - Equestrian Center
  - Community Support
    - Resiliency Center
- **Property: Strategic Direction**
  - Infrastructure Study
  - Master Site Plan



# *Let's Build the Foundation First*



# *Our Purpose – “Forever”*

- Our purpose is why we exist.
- Our purpose is what drives us.
- Our purpose acts as a North Star to focus everything we do.
- Our purpose is our source of inspiration and guidance that outlasts any ups, downs, shifts or pivots.



# *Our Purpose – “Forever”*

- Utilize the property year-round and **serve as many constituents** as possible
- Remain competitive for our business partners so we can expand and **provide education and community opportunities**
- **Provide educational and entertainment** programs for our guests
- **Safety** for all employees and attendees
- All **community is welcome** and we have programming that covers a wide range of interests
- We **deliver value to our State and our community**
- We govern our operations to maintain **compliance with all applicable laws** at the local, state and federal level
- Maintain a **secure and stable operating budget for our future**
- Our events must have substantial value and **create meaningful experiences** that are of interest to a target population
- **Create meaningful relationships** with our local families, enterprises, organizations and neighboring communities

# *EXERCISE: What is our Purpose?*

- Jot down notes to answer the following questions:
  - Why does the OC Fair & Event Center exist?
  - What is the reason the OC Fair & Event Center was created?
  - What is the connection between what we do at OCFEC and the benefits we deliver to people's lives?
- With your partner, now try to distill what you wrote into a single sentence. Try it a few times.
- As a full group, create a 5-6 word sentence: ***“Our purpose is to...”***

# *Our Vision – “One Day”*

- Our vision sets our sites on the future.
- Our vision provides a clear, easily understood image of a better future.
- Our vision defines where we are heading.
- Our vision inspires us.



# *Our Vision – “One Day”*

- What ultimate impact do we want OCFEC to have on our community?
  - **Habitat for Humanity:** “*A world where everyone has a decent place to live.*”
  - **Nike:** “*To bring inspiration and innovation to every athlete in the world.*”
- In what ways will OCFEC ultimately interact with customers?
  - **McDonald’s:** “*To be the best quick service restaurant experience.*”
  - **Disney:** “*To make people happy.*”
- What will the culture of OCFEC look like, and how will that play out in employees' lives?
  - **Ben & Jerry's:** “*Making the best ice cream in the nicest possible way.*”
  - **Ford:** “*People working together as a lean, global enterprise to make people's lives better through automotive and mobility leadership.*”
- **Google:** “*To provide access to the world's information in one click.*”
- **Instagram:** “*Capture and share the world's moments.*”
- **Southwest Airlines:** “*To become the world's most loved, most flown and most profitable airline.*”

# ***EXERCISE: What is our vision in 3 years?***

- Visioning takes some creativity.
- Imagine that you are the editor of a newspaper and the date is September 9, 2024.
- You're reporting on the OC Fair & Event Center.
- With your partner:
  - Name your newspaper.
  - Write headlines for five articles on the front page.
  - Add bullet points under each headline to highlight what's happening in 2024.
    - Property
    - Revenue
    - Customers
    - Programs
    - Community
    - Etc.

# *Vision Statement Templates*

- (VERB: *Providing, Giving, Creating, Making, etc.*)
- a (ADJECTIVE: *healthier, happier, more productive, safer, etc.*)
- (NOUN: *world, place, dream, reality, existence, etc.*)
- for (*the group of people we want to serve*).



OR Complete this sentence...

**“We are successful if we are...”**

# *10 Minute Break*



# *Is this Mission Statement still relevant?*

Celebration of Orange County's  
communities, interests, agriculture  
and heritage  
(with results justifying resources  
expended)



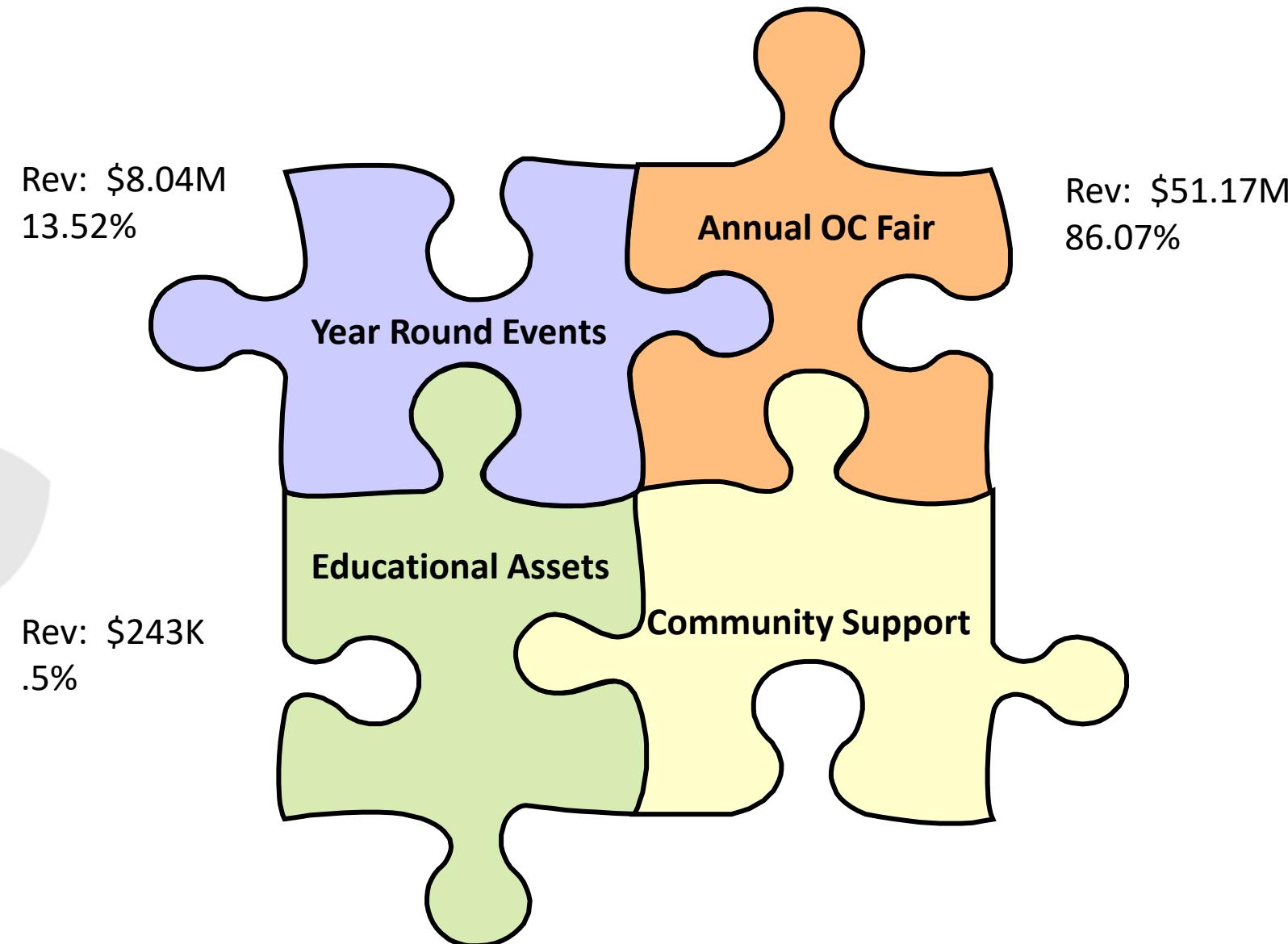
# *Do these values still describe us?*

- **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 32<sup>nd</sup> DAA programs and activities.
- **Integrity:** We are committed to honesty, transparency and fairness in 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 32<sup>nd</sup> DAA is a California state institution and that all 32<sup>nd</sup> DAA personnel hold a position of trust on behalf of the people of California. We are committed to serving as faithful stewards of the 32<sup>nd</sup> DAA's property, resources and institutional values by acting in the best interest of the 32<sup>nd</sup> DAA.

# *Do these values still describe us?*

- **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 32<sup>nd</sup> DAA's tradition of enriching the lives of all those we serve in a spirit of being good neighbors.

# *What is the right business model?*



# S.W.O.T. Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• We provide cost effective alternative for family fun</li><li>• We offer wonderful venues for entertainment without having to go to LA</li><li>• Creative team that always makes the fair fun and attractive</li><li>• Dedicated and well trained staff</li><li>• Executive staff providing outstanding leadership</li><li>• Good financial condition</li><li>• Strong leadership</li><li>• Operational excellence</li><li>• Strong Mission and Values to guide decisions</li><li>• Strong balance sheet</li><li>• Great property in a great location off freeways with multiple routes for residents across the county</li><li>• Great staff who are seamless at making sure we operate and run effectively</li></ul>	<ul style="list-style-type: none"><li>• We tend to rely on the same businesses/expos coming back. We could do a better job hosting more diverse festivals- grow opportunities like the Tet and Night Market.</li><li>• Expand public art and year-round offerings</li><li>• Storage and parking</li><li>• As a State Agency there are numerous regulations that impact operational efficiencies</li><li>• Administrative red tape</li><li>• Location near community (noise and parking)</li><li>• Limited by current property (size and space is fixed)</li><li>• Lack of local vendors to participate in our events</li><li>• Availability of vegan-friendly food options for non-meat-eating consumers</li></ul>
<ul style="list-style-type: none"><li>• Host sports events/tournaments</li><li>• Explore partnerships with local sports franchises</li><li>• Let community know our competitive pricing</li><li>• Go after corporate events outside of fair</li><li>• Rental space for corporate events during fair</li><li>• Utilize our venues year-round</li><li>• Given our location and our facilities we have numerous opportunities to expand our programs</li><li>• Collaborations with other community organizations or Fairs. Partnerships.</li><li>• State funding / grants</li><li>• Utilizing technology to streamline and make things more efficient but also to deliver better experiences to our patrons</li><li>• Major college themed alumni nights during the fair</li></ul>	<ul style="list-style-type: none"><li>• OC is a competitive place for things to do; we need to compete with other venues, sports complexes, free activities like beach and park programming</li><li>• Regulations that impact our ability to operate</li><li>• Weather (climate change)</li><li>• COVID or other viruses</li><li>• State budgets (if tight they may look to take from us)</li><li>• State laws (ie. vaccination requirements, banning gun shows on state property, etc.)</li><li>• Public sentiment</li><li>• Domestic terrorism</li><li>• Security breaches</li></ul>

# Stakeholders

- **Who are our stakeholders?**
  - Board of Directors
  - OCFEC staff
  - Fair and year-round event guests
  - Year-round event promoters and users
  - Business partners, contractors, concessionaires and merchants
  - Neighbors
  - OC residents and businesses
  - Equestrian Center users
  - Public Safety officials
- **When do we want to seek their feedback?**
- **How should we seek their feedback?**

- **What feedback do we want from them?**
  - Input on current and future operating programs and projects. Needs and Wants.
  - What are we doing right and what needs improvement right now?
  - Where do our stakeholders see the property in 10 years?
  - What needs to be done to bring the property into the 21<sup>st</sup> century and remain competitive as an expo site, entertainment destination and educational site?
  - What are the interests of our community that align with our mission and capabilities?
  - How can we include more diversity and inclusion in what we are doing?
  - How can we better maximize results?
  - Where are additional opportunities for revenue?
  - What are the concerns about traffic and sound control?
  - What is the quality of our goods and services?
  - How would you rate workplace safety?
  - What are your thoughts about sustainability?
  - What are your thoughts about health and wellness?
  - Is there a need in the community not being met?

# *2018 Strategic Business Plan Goals*

- **Safety and security as our #1 priority**
  - To create an organization that continues to focus on the safety and security of guests and employees with fully developed Emergency Preparedness plans and continuous training and improvement of procedures
- **A workforce prepared for the future**
  - To prepare the workforce for the challenges of the future, ensuring effective succession planning, continuous employee development and strategies to respond to fiscal and external employment conditions
- **A continued commitment to community outreach, engagement and education**
  - To fully engage with the community year-round in achieving our mission by providing new activities and educational programming to meet the needs of the community, with a focus on the underserved
- **Using technology to improve key processes**
  - To utilize the best-fit technology to integrate labor management, financial and organizational planning systems
- **Continuously evolving to remain relevant**
  - To further develop skills for planning and evolving for the future including the property's physical site, branding and positioning in the market, fair operations, revenue generation and environmental stewardship.

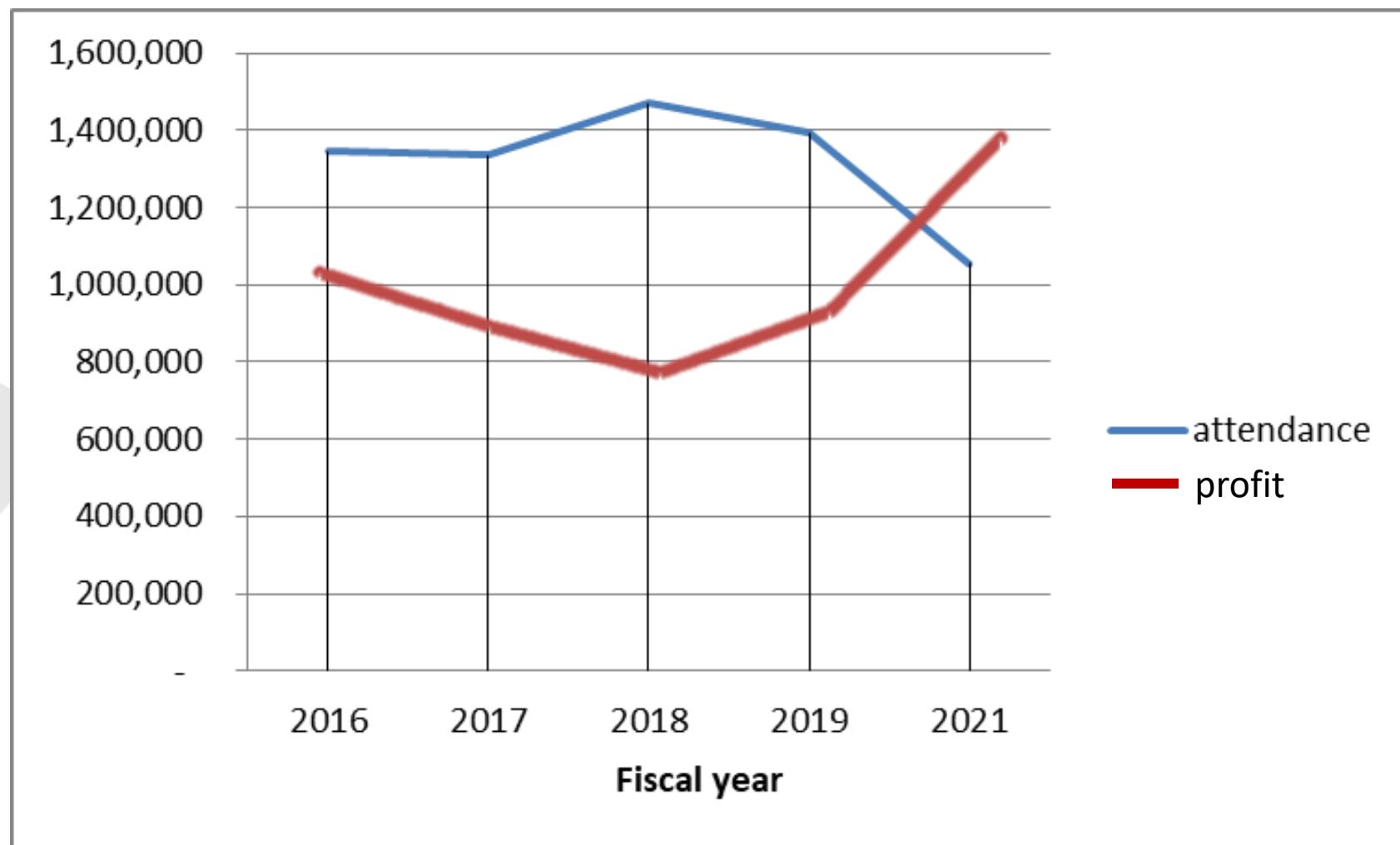
# *Setting a Strategic Direction*



# *Programming – Strategic Direction*

- Annual OC Fair
- Year-Round Events Program
- Educational Assets
  - Centennial Farm
  - Heroes Hall
  - Imaginology
- Foundations
  - Heroes Hall Veterans Foundation
  - Centennial Farm Foundation
- Equestrian Center
- Community Support
  - Resiliency Center

# 5-Year OC Fair Attendance vs. Profitability



# *Annual OC Fair – Strategic Direction*

- #1



# *Year-Round Events - Strategic Direction*

- #1



# 6A. 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

## **RECOMMENDATION:**

At the Board of Directors' discretion.



## **7. Board of Directors' Matters of Information**

**Next Board Meeting**

**September 13, 2021**

**&**

**September 23, 2021**

