



Board of Directors Meeting

October 12, 2021

Good morning.

The meeting will begin just after 3:00 p.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 #2 to Include Discussions on Setting Strategic Direction 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.”

The Board will continue its strategic planning process, setting direction for OCFEC programming.



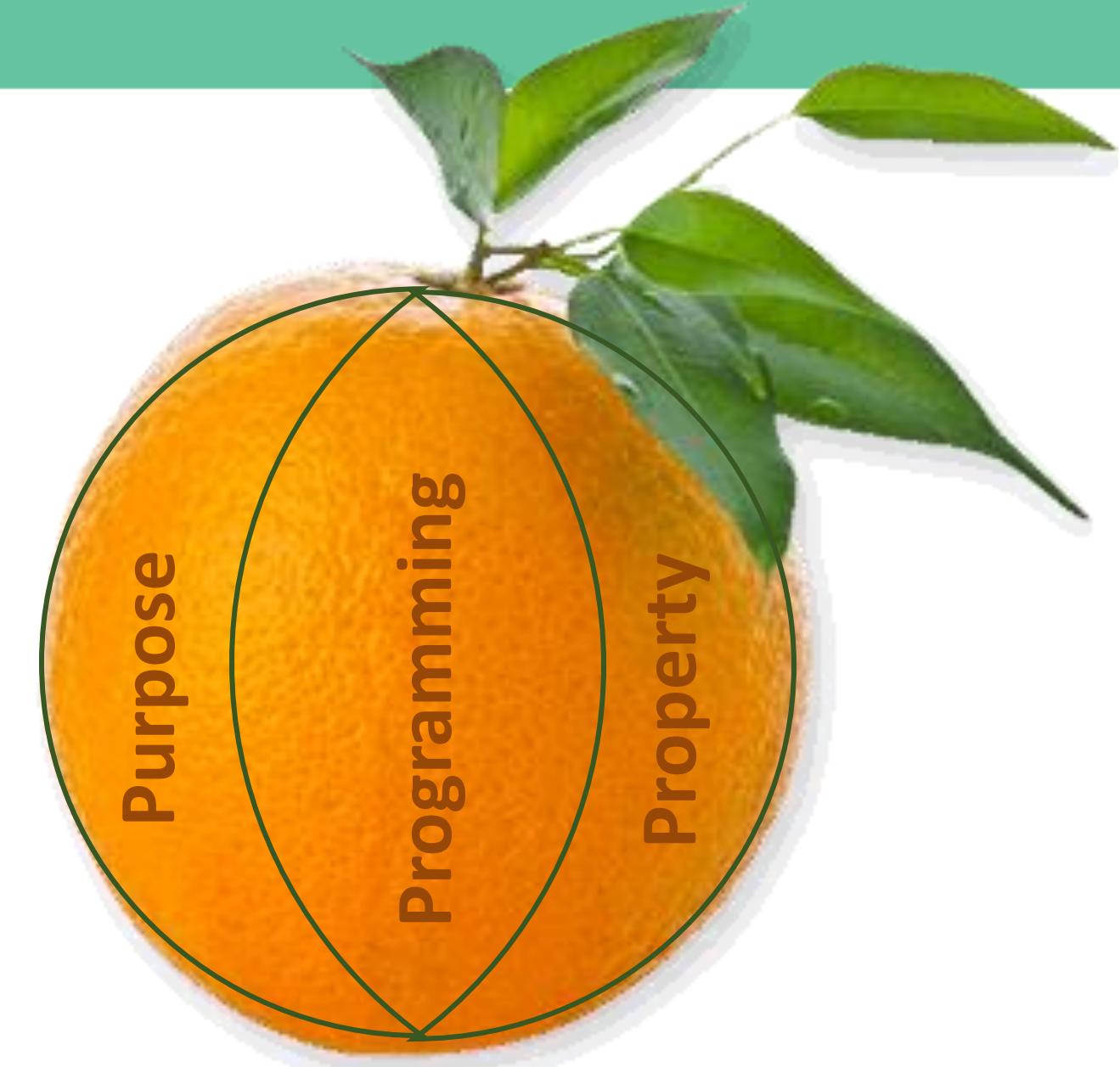
Strategic Planning – Workshop #2



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



Purpose of 32nd DAA

The 32nd District Agricultural Association (the 32nd DAA) is a California state institution that is organized in accordance with the California Food and Agricultural Code (the Code).

The 32nd DAA's purposes under the Code are:

- (1) to hold fairs, expositions and exhibitions in Orange County to exhibit the industries and industrial enterprises, resources, and products of every kind or nature of the state, with a view toward improving, exploiting, encouraging, and stimulating them; and
- (2) to construct, maintain, and operate recreational and cultural facilities of general public interest in Orange County.

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.



OCFEC Vision - DRAFT

*Orange County's town square – the
safe place where the community
gathers and finds value*



OCFEC Mission - DRAFT

*Creating equitable community access to
agriculture, entertainment, cultural and
educational experiences*



OCFEC Core Values – Need Some Revisions

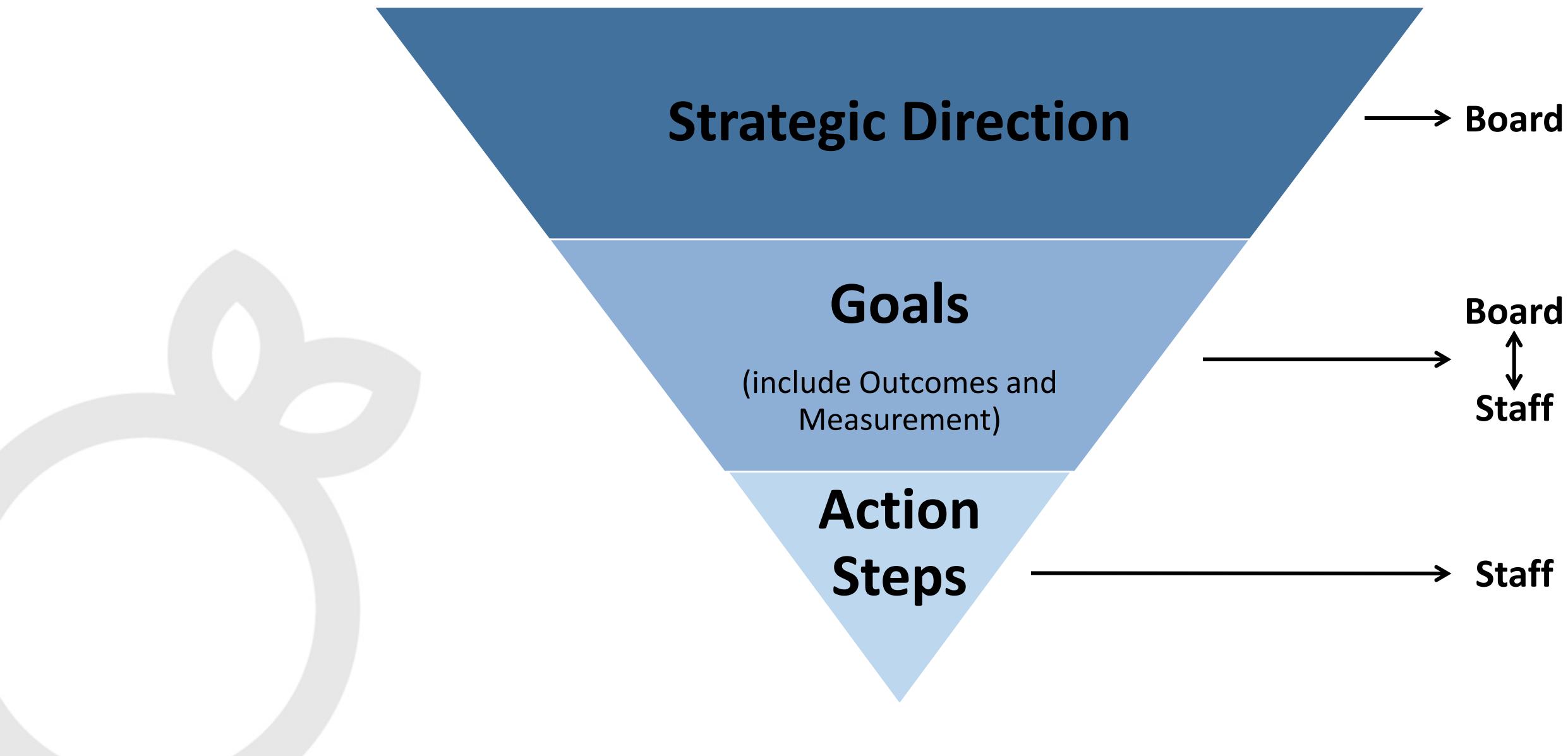
- Eliminate redundancy
- Descriptions are too long; simplify
- Add “Equity” to “Diversity & Inclusion”
- **RECOMMENDATION:** employee committee to work on revisions as part of governance and policy review

What is Strategic Direction?

- Strategic direction is a path set out for our organization based on our vision and mission
- Strategic direction creates a bridge from our vision to our goals and action steps
- Strategic direction defines the destination – where we want to be – while goals define how to get there
- Strategic direction unifies the organization toward achieving a single goal



Next Step – Setting Strategic Direction



Strategic Programming Areas

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

Strategic Direction – Questions to Ask

- Where do we need to be – the destination?
- How will we know when we get there?
- How will we get there?
- What is in the way?



Framework for Our Strategic Plan

OC Fair & Event Center 3-Year Strategic Plan (2022-2024)						
Vision:	Orange County's town square – the safe place where the community gathers and finds value					
Mission:	Creating equitable community access to agriculture, entertainment, cultural and educational experiences					
Values:	Safety, People, Integrity, Stewardship, Compliance, Diversity & Inclusion, Excellence, Community & Neighborliness					
Strategic Areas:	<i>Equestrian Center</i>	<i>Annual OC Fair</i>	<i>Year Round Events</i>	<i>Educational Assets and Foundations</i>	<i>Community Support and Outreach</i>	<i>Property</i>
Strategic Direction:		Include more merchants and concessionaires from Orange County				
Metrics:		% of merchants and concessionaires from Orange County				
Targets:		30%?				
Action Steps:						

Equestrian Center

- Private boarders and trainers
- Riding lessons, camps and other equestrian activities
- Open to visitors from the public
- 7.5 acres
- Operated under an agreement with an independent contractor
- EQC Study conducted earlier this year
- 5-year net proceeds history:
 - 2017: \$142,321
 - 2018: \$134,758
 - 2019: \$104,069
 - 2020: \$91,238
 - 2021: \$78,568 (projected)

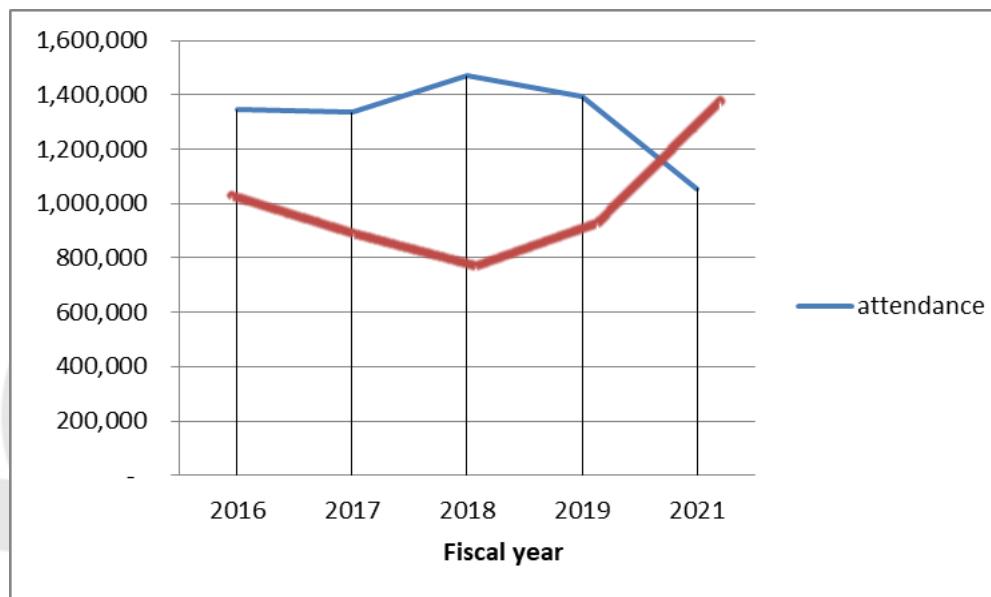


Breakout Session – Equestrian Center

- With your partner, discuss where you would like to see the Equestrian Center by the year 2024.
- Develop 2-3 strategic goals for the Equestrian Center.
- Write a statement for each goal that connects with the vision statement.
- Don't be concerned with measurement or action steps at this point.
- Be prepared to share your ideas with the full group.
- You have 20 minutes.

Annual OC Fair

- 5-year trend is that as attendance has increased, profitability has decreased (and vice versa)



- 5-Year Guest Services Ratings:
 - Enjoyment: 4.2-4.64
 - Overall Experience: 4.1-4.58
 - Value: 3.66-4.41

- The OC Fair is as diverse as the County of Orange:

	Orange County	2021 OC Fair
White	39.8%	49%
Hispanic/LatinX	34%	32%
Asian/Pacific Islander	21.7%	10%
Black/African American	2.1%	4%
Native American	1%	1%
Other	3.6%	4%
* US Census Data		* OC Fair Survey

- OC Fair Guests reside in:

- Orange County – 50%
- Inland Empire – 15%
- Outside CA – 1%

LA County – 32%
Other CA – 2%

- SWOT Analysis:

- Great location; convenient for residents across the County
- Creative team that always makes the fair fun and attractive
- Operational excellence
- Strong financial position

Breakout Session – OC Fair

- With your partner, discuss where you see the OC Fair by the year 2024.
- Develop 2-3 strategic goals for the OC Fair.
- Write a brief statement for each goal that connects with the vision statement.
- Don't be concerned with measurement or action steps at this point.
- Be prepared to share your ideas with the full group.
- You have 20 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

RECOMMENDATION:

At the Board of Directors' discretion.



7. Board of Directors' Matters of Information

Next Board Meeting

October 28, 2021

