



BOARD OF DIRECTORS AGENDA REPORT

MEETING DATE: NOVEMBER 15, 2024 ITEM: 6A

SUBJECT: **5-Year Strategic Planning Workshop for 2025 – 2029**

DATE: November 13, 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 current strategic plan for 2022-2024 includes work by the Board of Directors to establish the following:

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*

The Board also established strategic direction for the following business units which staff further developed into operational initiatives for each year of the plan.

1. Annual OC Fair
2. Year-Round Events Program
3. Educational Assets/Foundations
4. Equestrian Center
5. Community Support

The resulting 3-Year Strategic Plan for 2022-2024 also included the later addition of the Master Site Plan.

Due to the uncertainty of the market emerging from the pandemic, the Board decided to develop the current strategic plan using a shorter three-year look into the future, rather than a longer-term view. This gave the Board and staff the opportunity to focus on specific aspects of the business since at the time there was still a lot of recovery work that needed to be done.

Now with a more stable post-pandemic market, and the Master Site Plan projects underway, the Board decided at its March 2024 meeting to approach the next strategic planning process as follows:

1. The new strategic plan should be focused on the next five years: 2025-2029.
2. The planning process should be facilitated by CEO Richards.
3. Since so much groundwork was already done with the 2022-2024 plan, the Board prefers to schedule 1-2 sessions outside of regularly scheduled Board meetings.
4. The Board agreed with staff's recommendation that the new strategic plan be focused on key growth strategies for the OC Fair & Event Center.
5. The Board agreed that it would first develop the new strategic plan, then provide for public feedback and suggestions before final approval.
6. The Board agreed with staff that once approved, the strategic plan would be shared with community partners, elected officials and Orange County leaders, business partners and the public using various communications channels.

The strategic planning process for 2025-2029 will include the following steps:

- Review of the current Mission Statement
 - Does it still resonate?
 - Are any updates needed?
- Review of the current Vision Statement
 - Is it still relevant?
 - Does it need to be revised?
- Review of the current Organizational Values
 - Do these values still reflect the organization?
 - Do any new values need to be added?
 - Should any values be amended?
- Organizational Pillars
 - Why do we exist and what is our purpose?
 - What themes will “support” our future growth?
- S.W.O.T. Analysis

- What are our internal Strengths, Weaknesses, and what are our external Opportunities & Threats?
- How does this information help define our future direction?
- Gap Analysis
 - What is our Current State?
 - What is our Desired State?
 - What is the “bridge” that will close the “gap”?
- Strategic Direction
 - What is the strategic direction from the Board for each Organizational Pillar that will help take us from our Current State in 2025 to our Desired State by 2029?
- Next steps
 - Staff will develop S.M.A.R.T. goals in concert with the Board’s strategic direction
 - The draft plan will be brought back to the Board in December or January for review
 - Staff will provide the draft plan to the public and other stakeholders for feedback
 - The finished plan, with any recommended amendments, will be brought back to the Board for final approval