

DRAFT



2025-2029 STRATEGIC PLAN

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A MESSAGE FROM THE BOARD OF DIRECTORS AND CEO

The Board of Directors and staff of the OC Fair & Event Center are pleased to present this five-year strategic plan. It is the result of many hours of careful and thoughtful work by the Board and staff dedicated to the future of the OC Fair & Event Center (the 32nd District Agricultural Association).

This new strategic plan has at its foundation the organization's mission, vision and values which serve as both anchor and catalyst for all we do. The plan speaks to investing in future growth and innovation while honoring the history and heritage of the property and its assets. It calls for enhancing the organization's connection with the community and to the people who visit here. And it provides for ongoing improvements to operations, business processes and programming.

The OC Fair & Event Center is represented by a strong Board of Directors and a dedicated staff that are committed to serving as stewards of the property and its many programs and activities. The collective knowledge and creativity of the Board and staff combined to create the strategic plan for the next five years.

This will be our roadmap moving forward, and we're excited to work together to make it a reality for all those we serve.

STRATEGIC PLAN FRAMEWORK

As the OC Fair & Event Center prepares to celebrate its 135th anniversary in 2025, the organization's mission, vision and values remain constant. The five-year strategic plan for 2025-2029 is built around four organizational pillars that define who we are and support why we exist.



From these four organizational pillars comes the strategic direction that will lead the organization's efforts over the next five years. They form the basis for the goals set by the Board and the actions taken by the staff to achieve the strategic direction.



PURPOSE: VISION, MISSION, VALUES

PURPOSE:

The OC Fair & Event Center is the 32nd District Agricultural Association (32nd DAA), a California state institution that is organized in accordance with the California Food and Agriculture 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.
- 2 To construct, maintain and operate recreational and cultural facilities of general public interest in Orange County.

VISION

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



MISSION

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



VALUES

Safety, People, Integrity, Stewardship, Compliance, Diversity & Inclusion, Excellence, Community & Neighborliness, Fun.*



**The Board of Directors changed the mission statement from “creating” equitable community access to “enhancing” equitable community access, agreeing that the 32nd DAA should not just create, but continually work to enhance and improve access for all. “Fun” was also added to the list of organizational values.*

ORGANIZATIONAL VALUES

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.

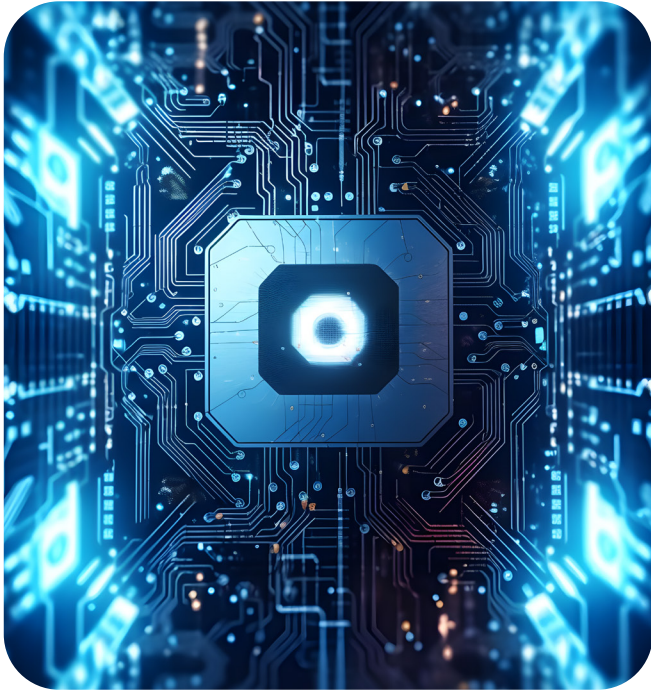
DIVERSITY AND INCLUSION: We celebrate people from all backgrounds, experiences, and identities. Because we are responsible not only for ourselves but also for others, we speak out against hatred and bigotry whenever and wherever we find them. We strive to maintain a welcoming community where everyone 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.

FUN: We believe fun is an expression of freedom, joy and happiness and when shared with others, fun creates deeper bonds between people and creates memorable experiences from what we offer our guests, to how we conduct business, to how we relate to each other in the workplace.

STRATEGIC DIRECTION 2025-2029



Prioritize and invest in technology infrastructure to support the growth of the organization, harnessing new technology to the maximum benefit of operations

- A Initiative:** Launch an internal review and assessment of all current technology hardware and software with the goal of determining needed improvements and new opportunities
- B Initiative:** From the review and assessment, determine key technology partners who can assist in reaching the goals identified from the audit
- C Initiative:** Develop an implementation plan which includes required staffing and funding



Understand community and guest preferences in order to offer new and innovative programming

- A Initiative:** Conduct a series of visitor surveys over multiple platforms to gather guest preference data on emerging trends in entertainment, educational programming, competitive exhibits and events with the goal of meeting existing visitor demands and attracting new visitors
- B Initiative:** Leverage the results of the survey data to develop plans to meet and exceed visitor programming expectations
- C Initiative:** Create a central database to capture voluntary visitor feedback through tracking social media comments, customer service contacts and interactions with staff in order to understand what guests want us to know





Ensure facilities meet the growing needs of the organization, particularly related to parking, storage and expansion of public programs

- A Initiative:** Undergo a thorough review of the Master Site Plan annually, making adjustments to the finance plan to ensure appropriate funding
- B Initiative:** Revisit the previous parking study, update with current parameters and execute to maximize on-site parking and leverage off-site parking opportunities
- C Initiative:** Develop a long-term on-property storage plan and seek off-site options
- D Initiative:** Utilize the Master Site Plan and capital projects to ensure adequate facilities to support expansion of public programs at Centennial Farm, Heroes Hall and The Ranch



Create new revenue streams through greater control of the visitor experience

- A Initiative:** Increase the number of self-produced events that harness staff creativity, maximize property utilization and produce greater financial results
- B Initiative:** Seek new local public/private partnerships and expand existing relationships in the development of new self-produced events
- C Initiative:** Explore fundraising opportunities with Centennial Farm, Heroes Hall and The Ranch to supplement the work of foundations





Create an environment that supports making it easier to do business with and results in process improvements and operational excellence

- A Initiative:** Identify key internal processes and implement an organization-wide process improvement initiative to positively impact both internal and external customers
- B Initiative:** Invest in staff training to better utilize systems and people



Promote responsible stewardship of the State's assets for future generations including agriculture, property, heritage and financials

- A Initiative:** Measure new programming and business opportunities to ensure maximum benefit to the public
- B Initiative:** Ensure that public programs honor OCFEC's history and heritage while celebrating new innovations
- C Initiative:** Present an annual budget that not only meets OCFEC's operating needs, but provides reserves for future growth
- D Initiative:** Responsibly maintain facilities to meet current demands, while planning for the future



