



Strategic Planning Efforts

22nd District Agricultural Association
Board of Directors
October 12, 2021

Strategic Goals



Treat the campuses of the fairgrounds as one ecosystem where all activities are complementary and aligned with the purpose, mission, vision and values of the San Diego County Fair & Event Center.

- **Objective 1:** Formally adopt the purpose, mission, vision and value statements for the San Diego County Fair & Event Center.
 - Sought civic leader input
 - Presented final drafts to board for adoption
 - **Incorporate statements into board agenda, beginning with November board meeting.**
 - Assigned to: **Executive Committee and CEO**

Treat the campuses of the fairgrounds as one ecosystem where all activities are complementary and aligned with the purpose, mission, vision and values of the San Diego County Fair & Event Center.

- **Objective 2:** Identify additional processes and filters by which we evaluate existing and new activities and opportunities in support of the Business and Master Plans.
 - Senior Staff identify additional processes and filters (beyond Purpose, Mission, Vision, and Values statements)
 - Review and provide input for inclusion in an Assessment Tool to evaluate existing and new activities and opportunities
 - Assigned to: Finance, Audit & Governance, Community & Government Relations, Fair Operations committees

Acknowledging the short-term need to plan for fiscal recovery and stabilization, create a 5 to 10 year business plan that rebuilds a strong financial base, contemplates new business activities and partnerships, provides program accessibility, and leads to a thriving San Diego County Fair & Event Center.

- **Objective 2: Research and evaluate other business models and methodologies to update program methods, practices and structure to further business effectiveness.**
 - Create a matrix for evaluation of identified business operations: Fair, Horse Racing, The Center, Rentals & Leases, Resiliency Center, Admin & Overhead
 - Assigned to: Executive Team, Staff Leadership Team
 - **Evaluate current governance model and its impact on business effectiveness, taking into consideration proposed transition plans for DAAs.**
 - Assigned to: **Audit & Governance Committee and CEO**

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- **Objective 4:** Continuously assess and define current and new program initiatives, action plan priorities and implementation timeline to support targeted growth and change.
 - Research relevant policies and practices of comparable organizations and agencies
 - Assigned to: Finance Committee, Executive Team, and Director of Finance
 - Establish targeted growth goals, reserve policy, acceptable debt ratios, and goals for diversification of business.
 - Assigned to: Finance Committee, Executive Team, and Director of Finance

Create an environmentally and fiscally responsible land use plan for the San Diego County Fair & Event Center, aligning with purpose, mission, vision and values of the organization.

- **Objective 1:** Engage in a master planning process that evaluates highest and best land uses and environmental sensitivities.
 - Create an RFP for highest and best land use analysis and financial feasibility report, taking into consideration both current and potential land uses.
 - Assigned to: Strategic Planning Committee, Executive Team, and Environmental Planner
- **Objective 2:** Develop a pragmatic, fiscally responsible land use plan, including appropriate upgrades and improvements to existing facilities and grounds and the addition of new program opportunities and supporting structure.
 - Provide an analysis of existing facilities and grounds for planning infrastructure investment upgrades and improvements.
 - Assigned to: California Construction Authority (CCA) and Director of Facilities

Incorporate community engagement within the Business Plan and Master Plan processes to enhance understanding and expand opportunities.

- **Objective 3:** Partner with local emergency response agencies to proactively prepare the San Diego County Fair & Event Center as a resiliency center and resource.
 - **Update emergency procedures and guidelines**
 - Issue RFP for situational analysis assessment that leads to updated emergency procedures and guidelines
 - **Develop and implement training for staff to be better prepared to serve as a resiliency center and resource**
 - Assigned to: **Public Safety Director**

Next Steps

- ✓ Prepare notes from the April 23rd session
- ✓ June
 - ✓ Prepare a draft filter, or lens, for the organization
- ✓ July
 - ✓ Prepare draft strategic goals and objectives
 - ✓ Seek stakeholder input and review – under way
- ✓ August
 - ✓ Make adjustments to lens, strategic goals, and objectives and present to board for review and approval
- ✓ September
 - ✓ Present final statements, strategic goals, and objectives for board approval
- ☐ October
 - ~~☐ Present a timetable outlining the planning process steps and action plan to board for review and approval~~
 - ☐ *Modified to:* Outline the planning process steps and action plan to board for assignment of responsibility to oversee and implement the timeline and action steps to the Strategic Planning Committee, with regular monthly reports provided at board meetings

