

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

2026-07-27

2. Department

22nd District Agricultural Association

3. Organizational Placement (Division/Branch/Office Name)

San Diego County Fair/Del Mar Fairgrounds

4. CEA Position Title

Chief Financial Officer

5. Summary of proposed position description and how it relates to the program's mission or purpose.
(2-3 sentences)

Under the direction of the Chief Executive Officer, the Chief Financial Officer oversees and set District policy and assist with the day-to-day administration the District's Programs. The incumbent will set policy, direct standardization of policies and procedures in accordance with generally accepted accounting principles and financial reporting industry best practices; establish financial key performance indicators; oversee financial statement reviews on the Programs; develop process improvement plans when necessary; and create and enhance Department policies for Program financial operations. The incumbent will oversee an direct activities in the Administration, Contracts & Procurement and Finance in alignment with priorities and objectives of the District. The CFO is a key member of the Executive Management team and is involved in all major decision making and planning.

6. Reports to: (Class Title/Level)

CEO/Secretary-Manager VII, District Agricultural Association

7. Relationship with Department Director (Select one)

- ☒ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- ☐ 1st ☒ 2nd ☐ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the Chief Executive Officer (CEO), the Chief Financial Officer (CFO) is responsible for daily administrative functions, providing input for strategic planning, collaborating on policy development and implementation, and serving a critical role in driving organizational performance of the 22nd District Agricultural Association (District) which produces the annual San Diego County Fair. The CFO oversees resource allocation and ensures smooth business service operations such as administration, accounting and finance, financial investment, debt management, risk management, contracts and purchasing, strategic information, payroll functions, and human resources. As a member of the Executive Leadership Team, the CFO reports directly to the CEO. The CFO consults with and advises on policies and programs and employee understanding and engagement on business priorities and key initiatives aligned with District's vision, strategy, and production of the Fair. The CFO manages various business service contracts including food and beverage, horse racing, and equestrian center operations and serves as District's project manager for all capital infrastructure investments. Additionally, the CFO identifies risks, resolves issues that may arise, and ensures timely reporting to the CEO or regulatory entities, and may assist in other tasks.

- As a member of the Executive Leadership Team, guides and influences long-term and strategic decision making within the broadest scope, participating in key policy development and operational decisions.
- Advises the Executive Leadership Team on a wide range of administrative matters impacting strategic planning and resource allocation.
- Exercises full management responsibility for administrative functions, policy management, and business services and is accountable for the operational efficiencies of District.
- Develops business management goals and objectives that tend to growth, prosperity, and maximum productivity while mitigating risk, utilizing knowledge of business and management principles involved in formulating strategic business plans, resource allocation, and leadership technique.
- Evaluates the overall business performance of District against its objectives regularly and systematically, determining areas of potential risk, cost reduction, program improvement, or policy change, and reports these results to the CEO.
- Oversees annual financial audit, by external audit company, and works with partners to plan and facilitate the audit.
- Stewards customer service, accountability, transparency, sustainability, policy, compliance, risk mitigation, and solid business acumen.
- Ensures that District activities and operations are carried out in compliance with local, State, and Federal regulations and laws governing business operations.
- Performs complex financial and operational analyses to support short-term and long-term strategic plans and operating budgets.
- Creates and delivers presentations.
- Plans and implements capital investment projects including environmental planning and interacts with professional consultants regarding land planning, environmental issues, designs, and financing.
- Monitors progress and resolves issues with capital construction projects, dealing with project architects and engineers on assigned projects.
- Conducts new project feasibility analysis.
- Responsible for and manages budget development, implementation, and execution for all key operational areas of responsibility, including the District operating budget and capital improvements budget.
- Meets budgetary objectives and adjusts to project constraints based on financial analysis.
- Works directly with the Executive Leadership Team to provide budget, project, and asset management and analysis using excellent verbal and written communication, presentation, and leadership skills.
- Communicates effectively to the CEO regarding monthly and quarterly actual to forecast analyses, business trends, and organizational performance.
- Ensures that District has adequate and suitable resources to complete its activities (e.g., people, material, equipment).
- Manages and oversees the contracts for horse racing, food and beverage, and equestrian center operations.
- Procures and administers insurance programs for District and works with agents, brokers, and attorneys on ongoing claims.
- Stays abreast of trends and innovations relating to District operations.
- Establishes operating policies and ensures execution consistent with the CEO and the Board of Directors' short and long-term broad policies, objectives, and planned initiatives.
- Directs, administers, coordinates, and provides budget oversight of the overall financial plans of District in support of executive direction, policies, goals, and objectives.
- Sets policies for risk tolerance and coverage requirements for the District and users of the facility.
- Provides policy direction through review and analysis of proposed legislation and regulations affecting programmatic and administrative functions.
- Independently gathers information from a variety of sources to analyze, interpret, and summarize to deliver insights.
- Develops and administers procedures and controls to promote communication and adequate information flow within District.
- Analyzes complex problems, identifies and reviews related information to develop and evaluate effective courses of action and implements solutions.
- Develops and implements new policies and programs for ensuring environmental, financial, and regulatory compliance amongst the multiple District departments with external governmental and regulatory entities.
- Develops and implements best management practices.
- Directs maintenance of working and official files.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The District is an entirely self-funded entity, receiving no General Fund or taxpayer support. To deliver on its mission, the District must maintain an intense focus on effective stewardship of its assets and resources. The CFO provides critical leadership and policy oversight to ensure that financial resources, physical resources and human resources are in place and effectively utilized in support of the District's mission. Consequence of error carries a high impact by adversely affecting the District's ability to operate and achieve its goals. The CFO is responsible for financial, cash management, risk management, investment and debt management strategies and policies, the annual budget and capital outlay budget to maintain 400 acres and over 2 million square feet of buildings.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

Currently, there are three CEA Level A positions on the Executive Management Team of the District: Chief Operating Officer, Chief Administrative Officer, and Chief Communications Officer.

This request is to reclassify the existing CEA Level A, Chief Administrative Officer to a CEA Level A, Chief Financial Officer. Additionally, the CEA Level A, Chief Communications Officer position will be eliminated.

The requested change is the result of changes in business operations, and strategic planning by the Board of Directors and Executive Management. The Chief Financial Officer position will put an emphasis on a highly technical financial position, which the Board and Executive Management have felt is necessary for the District's operations, and is beyond the skill of a Chief Administrative Officer.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The CFO exercises independence and authority in developing, implementing, directing and evaluating the District's administrative policies and programs. A few specific examples include, but are not limited to:

Contracts & Procurement

The CFO serves as the principal policy maker for Contracting and Procurement compliance with Government Code, Public Contract Code, Food and Ag Code, Federal and State laws, Department of General Services, and District policy. The CFO monitors changes and new developments in these areas of law and regulation, and initiates updates to District policies as needed. In addition, the CFO is responsible for identifying and developing policies in response to organizational contracting and procurement challenges, such as: competitive bidding procedures; CalCard usage; public work contracts; contract templates; and procurement procedures.

Accounting/Finance

The CFAO serves as the principal policy maker for all accounting and finance operations, responsible for the effective stewardship of District resources with accountability and transparency. The CFO will monitor changing federal and state laws as well as regulations and guidelines from the Department of Food and Agriculture, the Department of Finance, the State Controller's Office and the State Auditor for any impact on the District's policies and operating procedures. The CFO is responsible for identifying and developing internal policies to ensure effective financial controls, including expenditure approval; payment approval; budget administration and accountability; and investment and cash flow planning. As the District is responsible for processing its own payroll, it is critical that related state and federal laws are correctly implemented. Additionally, the District's operations include a sizable retail component. As an example, over \$10 million of physical cash is processed by the District each year, mostly during the 1-month period of the annual fair event, requiring sound custody and control policies in order to safeguard this asset.

Information Technology

The CFO serves as the principal policy maker for the District's information technology function. Conditions and best practices in this area are continually evolving, and the CFO responds by developing, implementing and updating policies in response to these changes. Areas of information technology policy include internal and external security; employee use of computing resources; network and application access; anti-SPAM laws and regulations; customer privacy; and protection of consumer financial information.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

As a key member of the Executive Management Team, the CFO participates in most major decisions affecting the District. Many broad-reaching policies require approval from the CEO, and in some cases, the District's Board of Directors. The CFO will have decision-making authority within the administrative functions. The CFO will also have sole authority to approve certain expenditures in accordance with specific District policy.

In the absence of the CEO, the CFO may be called upon to make final decisions on urgent and sensitive matters. The CEO's financial authority may, in their absence, be delegated to the CFO.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

Both. The CFO will be responsible for continually reviewing and modifying existing policy that governs the operations of the organization, but will also be instrumental in developing and implementing new policies as new laws and regulations are enacted, and as the business evolves to meet changing circumstances, opportunities and threats.