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

<table>
<thead>
<tr>
<th>1. Date</th>
<th>2. Department</th>
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<tbody>
<tr>
<td>5-3-2022</td>
<td>22nd District Agricultural Association</td>
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<tr>
<th>3. Organizational Placement (Division/Branch/Office Name)</th>
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<tr>
<td>San Diego County Fair/Del Mar Fairgrounds</td>
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<th>4. CEA Position Title</th>
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<td>Chief Communications Officer</td>
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5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The 22nd District Agricultural Association (22nd DAA) proposes to revise the above CEA allocation. The Chief Communications Officer is responsible for planning, organizing, developing, and executing the internal and external public information programs, including crisis communications, to meet the needs of all stakeholders and the public to be fully informed of the policies, procedures, and programs of the 22nd DAA and its 9-member board of directors appointed by the Governor. This position shall be responsible for developing and leading large communications initiatives including development and implementation of strategic goals, policies, procedures, program management, Master Plan initiatives and implementation, and liaison with local, county, and State government entities. As the mega evacuation center for all of San Diego County, the second most populous of California's 58 counties and the fifth largest in the country, the programs and activities of the organization are highly visible and of interest to the public.

<table>
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<tr>
<th>6. Reports to: (Class Title/Level)</th>
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<tbody>
<tr>
<td>Secretary/Manager VII</td>
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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.

Plans, organizes, develops, and executes the internal and external public information programs to meet the needs of all stakeholders and the public so that they are fully informed of the policies, procedures, and programs of the 22nd District Agricultural Association (22nd DAA).

Consults and advises the CEO, other Executive Management Team members, and the Board of Directors on the composition and timeliness of policies and programs as related to informational impact.

Evaluates and analyzes issues impacting the organization. Advises the Executive Management Team on a wide range of matters involving strategic planning, resource allocation, and communications strategy, and implements solutions. Keeps the Executive Management Team and Board of Directors informed of key issues and topics.

Directs the public information and affairs activities of the organization, serving as the point of contact for all media and formal information requests.

In the absence of the CEO, serves as the official spokesperson and voice of the 22nd DAA to the media and public, promoting a strong public image, managing social media presence, and representing the organization at events and press conferences.

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.

Develops and implements internal communications strategies and plans that engage, align, and inspire employees with the 22nd DAA's vision and strategy, driving understanding and engagement on priorities and key initiatives.

Plans and executes special public outreach and media relations events, writing content for websites, handling social media presence, and responding to public reviews on social media sites.

Develops a crisis management public relations strategy, consulting with executive leadership to develop effective communication procedures and policies for various situations or crises. Advising executive leadership and the Board on communications strategies, including clear message alignment and channel selection.

Develops key messages and public statement(s) for media response; preps/coaches spokesperson for public comment or media interviews.
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 Strategic Communications unit's mission is to deliver on the organization's overall mission: "Connecting our community through shared interests, diverse experiences, and service to one another in an inclusive, accessible, and safe place with an emphasis on entertainment, recreation, agriculture, and education." Comprised of Marketing, Creative Services, Communications, and Information Technologies Departments, the Strategic Communications unit works to build a beneficial relationship with the public, raise awareness about the 22nd DAA, and manage crisis communications in order to provide a greater understanding of the impact that the organization has on San Diego County, the region, and state in service of its mission. The unit leads a collaborative effort to develop the comprehensive communications strategy for the organization's self-produced events, activities, educational programs, and venue rentals program.

The Strategic Communications departments work in tandem with other departments to meet the needs of all stakeholders and the public to be fully informed of the policies, procedures, programs, and activities of the organization including responding to Public Records Act requests, of which the 22nd DAA receives several hundred annually, proactively evaluating PRA requests to determine if the information being requested should also be made more globally available on the organization's websites, and ensuring that all marketing, communications, and public relations, educational programs, and community outreach efforts are consistent with the 22nd DAA's brand.

Without the Strategic Communications departments, the organization would exist, however it would lack engagement with the public and stakeholders in its operations and understanding of program impacts on the community, negatively impacting the organization's ability to serve and provide inclusive and accessible public programming.
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, three CEA positions serve on the Executive Management Team of the 22nd DAA; two CEA positions were approved at Level A and one was approved at Level B. The three positions were the Deputy Manager- Fairtime (Level A), Deputy Manager- Non-Fair (Level A), and Chief Financial Officer (Level B). The three positions were established as the result of the abolishment of the Deputy Secretary-Manager, DAA position by Cal HR in 2016.

This request is to reclassify the existing CEA Level B, Chief Financial Officer, to CEA Level A, Chief Communications Officer, which is comparable to the other two existing CEA Level A positions in the organization, specific to its needs, and financially affordable for the 22nd DAA which is self-funded through its programs and activities.

The requested change is the result of changes in business operations, the highly visible nature of the 22nd DAA's programs and activities, responsibility for environmentally sensitive areas, and the need to be more responsive to the public and stakeholders through a more dedicated, strategic approach toward internal and external communications. The previous Level B classification placed an emphasis on a highly technical financial position which can be provided through a high level Accounting Administrator II or III civil servant. As a public agency that does not have or manage a diversified portfolio and is required to have an audit conducted by an outside certified public accountant, additional expertise is provided to the 22nd DAA by highly qualified auditors and public finance agencies for higher level matters.

As a highly visible organization that provides public programs and maintains 324 acres of state land within the California Coastal Commission's jurisdiction in the second largest county in California and the fifth largest in the country, the operations and programs of the 22nd DAA are of extreme public interest. The organization's economic impact on the greater San Diego County region is $550 million, including 5,000 FTE jobs created from all of the activities that take place on the Del Mar Fairgrounds, and is actively engaged in multiple lawsuits and hundreds of Public Records Act requests on an annual basis.

Pandemic impacts and public reporting of the organization's critical financial position at the start of it brought increased awareness and scrutiny of the use of the fairgrounds as a public asset, benefits of the organization's programs for the greater community, and need for increased communications with the public for better understanding of the role the organization serves and the means by which it is supported. Coming out of the pandemic, it is clear that the 22nd DAA is in need of a new Master Plan requiring significant public and stakeholder engagement. As a self-funded entity, the 22nd DAA has historically found itself in many positions where better communications with the public and stakeholders, both internal and external, including legislators, the Governor's office, and other state and local agencies would have been extremely beneficial.
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.

Communications: The CEA is responsible for working with the board of directors, executive management team, Office of the Attorney General, and staff to develop policies related to the dissemination of public information and adhering to the policies established by the Public Records Act that guide the fulfillment of public records requests. The CEA is responsible for holding all members of the organization accountable to adhering to said policies.

Crisis Communications: The CEA advises and coaches on communication strategies, including clear message alignment and channel selection, drafting messages and talking points for executive and board leadership. The CEA participates in, and leads, crisis communication preparedness activities.

Public Programs: The CEA is responsible for providing policy direction through review and analysis of proposed legislation and regulations affecting programmatic administrative functions and for working with staff to develop other policies related to how the organization's assets are used for the public good. The CEA develops and leads large communications initiatives, executive communications, and organizational branding and positioning.

Planned Initiatives: The CEA establishes operating policies and ensures execution consistent with the CEO and the Board of Directors' short and long-term broad policies, objectives, and strategic initiatives, developing comprehensive plans and maximizing positive positioning for major initiatives such as public engagement in development of a new Master Plan.
C. ROLE IN POLICY INFLUENCE (continued)

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

As a member of the Executive Management Team, guides and influences long-term and strategic decision making within the broadest scope, participating in key operational decisions and managing highly sensitive correspondence and communications.

Evaluates and analyzes issues impacting the organization; develops and implements innovative communications strategies and campaigns in direct support of organization goals and objectives.

Evaluates the overall performance of the 22nd DAA against its mission and communications objectives regularly and systematically and reports these results to the CEO and the Board of Directors.

Exercises full management responsibility for the 22nd DAA’s information and communications programs, policies, and procedures, providing ongoing program oversight and support across the organization to include all manner of high quality, informative content creation and execution for publication, posting, distribution, etc. resulting in a consistent, targeted, and impactful message that engages the public and stakeholders.

Acts for the CEO in his/her absence in order to maintain the work performance of staff following policies, processes, and procedures and fulfill a full range of required administrative responsibilities.

Works with CEO and serves as the Executive Management Team representative on Board committees as required.

Responds to emergencies during off-duty hours in order to address critical issues and operational requirements.

The Chief Communications Officer receives decision-making authority from several sources, including:
1. State of California - allows the CEA to make decisions about hiring within State guidelines, job classifications, and wage ranges.
2. 22nd District Agricultural Association Board of Directors - allows the CEA to make decisions in keeping with Board policies that govern the operation of the organization.
3. 22nd District Agricultural Association CEO - allows the CEA to make decisions on expenses within an agreed upon signing authority, to manage within an approved budget, to coach/counsel employees and take adverse action when necessary, to develop new programming and expand existing offerings, and to make business decisions in service of the organization's purpose, mission, and goals.

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

Both. The CEA will be responsible for interpreting and implementing existing policy that governs the operations of the organization (i.e. human resource policies, administrative policies, public safety and security policies, etc.), but will also be instrumental in developing and implementing new policies as the business requires (i.e. external communications policies). The CEA will be responsible for informing and advising the CEO on subjects of special concern or emphasis, developing and implementing an annual, regular cadence of relevant, easily accessible content for dissemination to the public and stakeholders through a variety of communication channels that integrates organizational initiatives, provides monthly action plans, and mitigates risk.