

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

June 8, 2017

2. Department

California Exposition & State Fair

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

Facility Operations

4. CEA Position Title

Facility Operations Director

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

The proposed CEA will provide advice, consultation, and make recommendations to the CEO on the development, modification, and implementation of departmental programs and policies. The proposed CEA is responsible for providing administrative direction to the Capital Development and Maintenance Program, Sales and Facility Outreach, and Facility Operations which includes long term tenant leases, an RV park, event parking and admissions, and the sustainable energy program. In addition, the position will be involved in negotiations with private investors, evaluating the financial soundness of proposals, and making recommendations to the CEO. The proposed CEA will represent the CEO and Cal Expo in matters related to issues arising from the community and local agencies, (i.e., city and county regulations on noise, traffic, parking). Interacts with top level management, legislative officials, and union representatives. The proposed CEA plays a key role in Cal Expo being fiscally self-sufficient and has as a primary assignment the attraction of private investment and capital to the Facility.

6. Reports to: (Class Title/Level)

CEO General Manager, Board Appointee

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.

The CEA will be responsible for establishing a reinvigorated customer service strategy to appropriately position Cal Expo in the market place; this will include setting policy for facility use and costing. The CEA will help with recruitment and training for all staff. Work with budgets for staffing, capital improvement, equipment repair, upkeep, maintenance and replacement. The CEA will write and review existing contracts for all aspects of facility operations and maintenance departments. The CEA will provide oversight to ensure that each of the specific units work in unison and not replicate processes and workload for events. The CEA will review, rewrite and apply policy changes as needed to ensure compliance with internal agency and external vendor needs to ensure profitable results. The CEA will work on sustainable and renewable energy programs with SMUD. The CEA will be responsible for Cal Expo compliance with all permits and operating within the State and Federal regulations for each event.

The CEA approves and assists in coordination of program planning functions for all shows produced by Cal Expo staff. Participates in, or leads meetings to determine long range programs, planning and development of Cal Expo with the ultimate objective of increasing public services, use of facilities and revenues. The CEA will draft and implement significant polices, procedures and training materials, related to a wide variety of Cal Expo operational activities. Analyze prior operational event plans, implement program alternatives and make policy recommendations to the Chief Operation Officer and Board of Directors on operational changes. Policy decisions made by the CEA will potentially have impact into other departments within Cal Expo such as the police department, administration and marketing.

The CEA will evaluate, develop strategies and design a strategic plan for the implementation of how best to address capitol improvements as the revenue becomes available to do so. This will require a matrix of what can happen with given budgets, personnel and when it can be implemented with out disruption to year round events held on the grounds.

The CEA will provide the CEO, Executive Staff, and the Board of Directors with information, analysis, alternatives, options and recommendations upon which to base policy and legislative and organization decisions.

The CEA provides high level assistance and expertise to the CEO and represents Cal Expo in a variety of forums, including the Legislature, various control agencies, media and the public regarding programs.

This position is at the second organizational level and is a member of the Executive Staff.

The CEA would have a significant and direct role in achieving the departments mission of shaping the operational future of the organization.

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 proposed CEA serves as advisor to the CEO and the Board of Directors in directing and organizing activities and functions of the California Exposition and State Fair. This position plays a key role in Cal Expo being fiscally self-sufficient and has as a primary assignment the attraction of private investment and capital to the Facility. Assists the CEO in providing leadership and direction to staff for the purpose of increasing revenue and promoting development.

The prosperity and leadership of the Facility Operations Department is a critical component to the success of the Cal Expo mission. The unification of the teams, starting with a dedicated director to provide feedback and input, will help shape the work of the year-round interim events. In turn, this revisited focus will help shape Cal Expo's future to uphold Cal Expo's commitment to showcase area industries, future trends, and be a destination for travelers from all over the world to do business or visit.

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.

Cal Expo maintains approximately 175 +/- permanent, full time positions with \$23,200,000 in total operating revenues. While the State Fair is in full swing, staffing levels increase to 1,000 +/-.

In addition to the annual State Fair and interim events, Cal Expo maintains three temporary residential areas, including: a Recreation Vehicle (RV) Park, a Horseman's RV Park, and rooms in the horse barns where California Horse Racing Board licensed grooms and trainers reside. The Fairgrounds also maintain a full-time Police Department, a Satellite Wagering Facility, Papa Murphy's Park, multi-use sports facility, and a one-mile racetrack. Cal Expo works cooperatively with lessee's Raging Waters, Watch and Wager, and Spectra. The Fairgrounds are the site of approximately 200 events annually on the 350 developed acres.

Cal Expo, in cooperation with OES, the State Assembly, and the Senate is in the process of becoming one of three locations that will be used as a temporary seat of State Government in the event of a disaster with the development of a Continuity of Government plan. The Fairgrounds also serve as the Northern California National Pharmaceutical Stockpile in the event of a natural disaster or pandemic event. Additionally, Cal Expo is the regional staging and marshalling area for first responders in a national disaster or emergency and recently, in cooperation with Red Cross, served as an evacuee center for displaced California residents.

Cal Expo experienced economic hardship in 2009 in accordance with the tough state and world financial crisis. With the reduced profits and Cal Expo receiving no general funds, layoffs affected approximately a quarter of all Cal Expo permanent staff.

In this renewed economy and Cal Expo's focus on growth and development, Cal Expo is in a position to grow and feels this CEA position will be critical for continued profitable use of our grounds and land. Specifically, the CEA will contribute towards growing the significantly improved financial position, enhanced organizational stability, and repositioning Cal Expo as an industry leader.

Cal Expo is optimistic that focusing on reducing costs, streamlining processes, and implementing customer centric policy will make our venue more desirable for the public and Exhibitors.

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.

Cal Expo, as a State agency, has a large group of control agencies overseeing our operations. The CEA would be responsible for preparing a pro forma, outlining policy issues, working with legal authorities/liabilities, creating revenue models and recommending a policy decision to the CEO. The CEA will negotiate the rental terms and agreements for year round facility use. The CEA will work with the promoters to negotiate terms for facility use.

The CEA will focus on positive and sustainable change for the 360 acres, all buildings, all structures, and equipment located at the California Exposition & State Fair. Through this process the CEA will achieve the vision of the Governor and the Agency regarding the future of these buildings in green and sustainable endeavors. Through the collective efforts and continued dedication of the incumbent, partners and stakeholders, these buildings will become stronger and more sustainable while maintaining the integrity and value of its resources. We will position ourselves to be effective in protecting California's most valuable and cherished resources, providing the best services and experiences that Californians should expect from their State Fair, and to become more nimble in the future. The incumbent has an opportunity to achieve excellence as he/she transforms California's treasured State Fair into a world-class model for real estate services and building property management.

The CEA will be responsible for the analysis of Cal Expo's statutory requirements, and contrasting that with actual activities of programs. Coordinate with stakeholders and deputies to prepare a priority list for each division. Including but not limited to Cal Expo and State Fire Marshal requirements.

The CEA will review and make staffing recommendations to include, restructuring current positions and responsibilities of said positions, with the possibility of establishing new positions in an effort to meet functional alignment efforts in conjunction with Cal Expo's mission.

The CEA will establish, develop, and implement performance measures for department-wide policies and practices.

C. ROLE IN POLICY INFLUENCE (continued)

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

The scope of the position is to provide the direction for ensuring a better customer experience at Cal Expo by focusing on initiative beyond the daily operation of the grounds. The CEA would have complete decision making authority as it comes to contract review, employee training, and input for proper event scheduling, budget and purchasing authority. The CEA would work in conjunction with the SSM III, and other appropriate department supervisory staff, to determine what would best meet Cal Expo needs to increase revenue and mitigate risk and unnecessary revenue expenditures.

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

The CEA will be developing new policy surrounding SMUD and renewable energy sources. The CEA will develop policy for consistent customer service. The CEA will help review and ensure consistency with facility and rental contracts for best business practices and to preserve profit. The CEA will also have full responsibility for development new policy related to stands set by State and Federal legislation or regulations, executive orders, and local control agency guidelines (such as Department of Health and Cal OSHA).