

**SAN DIEGO CONVENTION CENTER CORPORATION
EXECUTIVE COMMITTEE MEETING
OF THE BOARD OF DIRECTORS**

**Director Carol Kim, Chair
Director Carlos Cota
Director Jeff Gattas
Director Elvin Lai**

**MONDAY, JUNE 13, 2022, NOON
111 W. Harbor Drive, 2nd Floor, Executive Boardroom
San Diego, California 92101**

AGENDA

Pursuant to Government Code section 54953(e)(1)(B), City of San Diego City Council Resolution R-2022-396, and San Diego Convention Center Corporation Resolution No. 2022-05 approved on May 23, 2022, members of the San Diego Convention Center Corporation Board and all of its legislative bodies may participate in public meetings via teleconference or video conference. In the interest of reducing the spread of COVID-19, in-person public participation is prohibited at this time. Board meetings are held live via teleconference at the number indicated at the top of the agenda. Members of the public may participate live in the Board meeting and submit comments live on this teleconference line.

**Telephone number for members of the public
to observe, listen, and address the meeting telephonically:
1(888) 251-2909 – Access code is 6724115#**

1. **Call to Order - Carol Kim, Chair**
2. **Non-Agenda Public Comment:**
This portion of the agenda provides an opportunity for members of the public to address the Board on items of interest within the jurisdiction of the Board that have not previously been before the Board. Pursuant to the Brown Act, no discussion or action shall be taken by the Board on items not posted on the agenda.
3. **Approval of Proposed Minutes of March 14, 2022 Executive Committee Meeting**
4. **Chair's Report**
5. **Discussion Item(s):**
 - A. **SDCCC Strategic Plan Review**

6. Staff Updates:

- CFO
- President & CEO

7. Urgent non-agenda items (must meet the requirements of Government Code, Section 54954.2)

8. Executive Committee Comment [Govt. Code §54954.2(a)(2)]

Adjournment

This information is available in alternative formats upon request. To request an agenda in an alternative format, or to request a sign language or oral interpreter, or an Assistive Listening Device ("ALD") for the meeting, please call Pat Evans at (619) 525-5131 at least five working days prior to the meeting to ensure availability.

In compliance with Government Code section 54957.5, non-exempt written material that is distributed to the Board prior to the meeting will be available at the meeting or it may be viewed in advance of the meeting at the corporation's offices at 111 West Harbor Drive, San Diego, CA. Materials distributed to the board after the posting of this agenda also will be available online at visitsandiego.com. Please contact Pat Evans at (619)525-5131 or pat.evans@visitsandiego.com if you would like to pick up a copy of any material related to an item on this agenda.

Action items on this agenda may be consolidated for voting purposes into a single vote of the Board, to the extent they are routine or otherwise do not require further deliberation. A Board member may comment on an action item before it is voted upon as part of the consolidated vote; however, if a Board member wishes to discuss an action item, that item will not be included in the consolidated vote. If a member of the public wishes to comment upon an action item, they should so advise the Board chair at or before the public comment portion of the meeting, in which case that item will not be included in any consolidated vote.

Agenda Item 3

MINUTES

**SAN DIEGO CONVENTION CENTER CORPORATION
EXECUTIVE COMMITTEE
OF THE BOARD OF DIRECTORS**

**MONDAY, MARCH 14, 2022, NOON
111 W. Harbor Drive, 2nd Floor, Executive Boardroom
San Diego, California 92101**

**Director Elvin Lai, Chair
Director Carol Kim, Vice-Chair
Director Allan Farwell, Treasurer
Director Carlos Cota, Secretary
Director Jaymie Bradford**

BOARD MEMBERS PRESENT: Chair Carol Kim and Directors Carlos Cota and Elvin Lai

BOARD MEMBERS ABSENT: Director Jeff Gattas

STAFF PRESENT: Rip Rippetoe, Mardeen Mattix and Pat Evans (Recorder)

ALSO PRESENT: Jennifer Lyon, General Counsel

1. Call to Order:

Acting Chair Carlos called the meeting to order at 12:03 p.m. in the Executive Conference Room of the San Diego Convention Center Corporation, 111 West Harbor Drive, San Diego, California.

Acting Chair Cota announced that he would chairing the meeting in Chair Kim's stead. He also announced that since this meeting is being conducted via teleconference, the first action is to perform a roll-call to determine which Board members are present on this call.

**Director Kim - Present
Director Cota - Present
Director Gattas – Absent
Director Lai - Present**

All Directors were present except Director Gattas and any votes taken at today's meeting will be recorded via roll-call vote.

2. **Non-Agenda Public Comment – None**
3. **Chair's Report: None**
4. **Discussion Item(s):**

A. Committee Chair Updates

- Director Cota provided a Budget Committee update wherein here reported that the Facility Condition Report is being finalized and results from that report will impact portions of the Strategic Plan. Director Cota looks forward to staff developing plans for general maintenance as well as capital projects.

SDCCC Strategic Plan Review

- Director Cota noted that it was important that the pending Strategic Plan was “actionable” and he requested that staff provide an update regarding the current status of the identified imperatives.
- Ms. Mattix reported the following:
 - The Strategic Plan’s imperatives have been re-ordered in order of priority.
 - The original Strategic Plan was imperatives were focused on one year and the new emphasis will be placed on imperative planning for two to three years.
 - Grow and Nurture Culture
 - Recruiting new staff continues to be a struggle
 - Rehiring staff for the People & Culture team has also been a struggle. A new Director of that Department has been identified and staff will be augmenting recruitment efforts using the firm of Ignite Human Capital (“Ignite”).
 - Ignite has reviewed the Corporation’s recruitment postings and have made some observations that staff believe will allow them to gain traction with the recruitment efforts.
- Mr. Rippetoe joined the meeting and reported that staff leaders on the imperatives are in the process of gathering information to submit to the Director of Communications who is spear-heading the effort to streamline the information into a more formal format that will be presented to the full Board at the next week.
- Chair Kim stated that she had hoped that there might be discussion between Directors and the various staff owners of imperatives to see if there are points within the plan on which Directors might provide input. During the

Board presentation next week, Chair Kim stated that she would not only wanted staff to provide a updated report, she would also like staff to address next steps for the Board in terms of following-up on metrics over the next two to three years. Chair Kim had hoped that conversations would take place at this Committee meeting that would set up discussions at the full Board meeting to allow for broader conversations regarding years two and three of the Strategic Plan. It would, of course, be incumbent on future Boards to handle future iterations of the Plan.

- Director Lai noted when, as Chair, he dissolved the Strategic Plan Ad Hoc Committee, there was a thought of creating a new Ad Hoc committee that would specifically oversee the Strategic Plan. Director Lai suggested that either the Executive Committee be tasked with oversight of the Strategic Plan, including establishing benchmarks, or another Ad Hoc committee be designated for the task of oversight of time-lines, outlooks and KPIs, etc..
- After discussion regarding the structure of oversight and implementation and future updates of imperatives for years two and three, the Committee decided that the Executive Committee will provide oversight for establishing the structure on how to move imperatives forward for years two and three of the Strategic Plan.
- The Committee discussed selecting a future date for a full presentation of the Strategic Plan and decided on May 16, 2022 at the Executive Committee meeting. At that meeting, staff should be prepared to discuss at least one and possibly two years of imperative updates.

5. Staff Updates:

- **CFO - None**
- **President & CEO** – Mr. Rippetoe reported that commencing April 1, 2022, all SDCCC Board/Committee meetings will be held in person versus virtually.

6. Urgent non-agenda items – None

7. Executive Committee Comment: None

There being no further business, the meeting adjourned at 12:38 p.m.

CERTIFICATION

I, Carol Kim, Chair of the Executive Committee of the Board of Directors of San Diego Convention Center Corporation, Inc., do hereby certify that the foregoing is a true and correct copy of the minutes of the business transacted by the Executive Committee of the Board of Directors of the San Diego Convention Center Corporation, Inc. at a duly noticed meeting held on March 14, 2022.

Carol Kim, Chair

Strategic Plan Development and Reporting Timeline

- June 2022**
 - Strategic Plan Summary Report (FY22)
 - Strategic Plan Finalized (FY23 & FY24)
- September 2022**
 - Progress Report
- November 2022**
 - Progress Report & Retreat Discussion
 - Review/Add KPIs and Initiatives Through FY24
- March 2023; June 2023; September 2023**
 - Progress Reports
- November 2023**
 - Progress Report
- June 2024**
 - Strategic Plan Summary Report (FY23 & FY24)
 - Strategic Plan Finalized (Timeframe TBD)
- March 2024**
 - Progress Report

San Diego Convention Center Corporation

Strategic Direction

DRAFT – 6/9/22



Purpose	Promise	Values	Reputation	Position
<p>The San Diego Convention Center is the region's premier gathering place, hosting conventions, trade shows and community events that economically benefit the city of San Diego and advance our convention and tourism industry.</p>	<p>We provide clients and guests with outstanding service, consistently exceeding expectations, so that they want to come back, over and over again, to invest in San Diego.</p>	<p>Integrity: Do what you say you will do, big and small. Service: If we are not serving our client, serve someone who is. Collaboration: Work together for the greater good—over communicate.</p> <p>Courage: We work together toward our goals, despite the presence of risk, uncertainty or fear.</p> <p>Accountability: Anyone inside or outside of the organization can ask "why?". If we don't have a good answer, we change the decision.</p>	<p>S Service D Diversity C Community C Collaboration</p>	<p>Located in a top 10 destination, our convention center is #22 in size with an industry-leading team and reputation.</p>

Imperatives: FY23 & FY24

1. Grow and Nurture Culture
2. Develop a Facility Maintenance and Improvement Program (CIP, Operating Capital, and Major Maintenance)
3. Refine Business Model to Ensure Financial Viability
4. Engage the Community

1. Grow and Nurture Culture

Objectives

- Retain and recruit a high-performing team.
- Enhance employee onboarding and training to develop a consistent employee experience and a competitive workforce.
- Strengthen management by reinforcing a culture of trust, respect, and accountability.

KPIs

- By 9/22: Average time to hire is fewer than 4 weeks for part-time employees and fewer than 6 weeks for full-time employees (non-exempt).
- By 10/22: Core six People and Culture positions filled.
- By 10/22: Employee orientation program updated and in use.
- By 1/23: 80% of all budgeted positions filled and past probationary period.
- By 1/23: Core competencies defined for all positions and performance review process established.

Initiatives

- Streamline hiring and onboarding process (background checks, screening, references, employee handbook review, and mandatory training for OSHA/Harassment).
- Revamp talent development plan, inclusive of employee orientation and leadership coaching.
- Refine the performance management process to connect reviews to this plan and further establish a goals-oriented, accountable workforce.
- Start with Core Competencies and KPIs in job descriptions to start framework.
- Assess and implement total rewards strategy to effectively retain and motivate employees; hire compensation and benefits analyst and review annually for consistency with market value.
- Evaluate exit interviews and conduct recurring employee surveys to collect ongoing feedback about our internal culture.

2. Develop a Facility Maintenance and Improvement Program

Objectives

- Reduce reactive repairs and maintenance.
- Increase capital project planning and phased asset replacement.
- Develop long-term funding plan.

KPIs

- By 09/22: Hire Facilities Engineer.
- By 10/22: Meet with City regarding long-range capital investment strategy.
- By 12/22: Create long-range capital and major maintenance project plan.
- By 3/23: Create comprehensive facility and asset management programs.
- By 6/23: Refine CMMS to ensure all periodic inspection and maintenance work orders are configured on the appropriate recurring basis according to code.

Initiatives

- Create first iteration of long-range capital and major maintenance project plan inclusive of scheduling around event activity.
- Create comprehensive facility and asset management programs including periodic inspections and maintenance, project qualification and prioritization models.
- Hire Facilities Engineer and additional mid-level leadership position.
- Refine the computerized maintenance management system (CMMS) to ensure all parts, assets, and infrastructure are inventoried and appropriate periodic inspections and maintenance intervals are up to building code.
- Organize and maintain digital building plans and as-built drawings.

3. Refine Business Model to Ensure Financial Viability

Objectives

- Develop new sales criteria to ensure optimal events for the Facility and the destination.
- Optimize booking strategy to maximize in-house revenues.
- Increase event-related ancillary revenues.

KPIs

- By 10/22: New ESP scoring system used when evaluating all future SDTA booking opportunities.
- By 10/22: Utilize updated criteria for all short-term booking opportunities.
- By 1/23: Implement comprehensive tiered pricing structure and updated negotiating parameters.
- By 6/23: Increase ancillary revenues for billable labor services by 25%.

Initiatives

- Initiate competitive set rental and pricing survey to ensure our pricing and discounting model is consistent with other similar venues.
- Research potential funding source, potentially from TOT, to provide for reimbursement of rental credits.
- Continue to explore new business development opportunities, such as expanded digital advertising, to increase non-event related revenues.
- Using functionality available with new Event Management Program (VenueOps), create Pre- and Post-Event related reporting tool to improve tracking of event budgets.
- Create policy for budget, debt, and cash reserves.
- Leverage rental pricing/discounts to incentivize more spend with our in-house partners to drive larger commissions.

4. Engage the Community

Objectives

- Effectively communicate the San Diego Convention Center purpose as an economic driver and premier gathering place.
- Strengthen relationships with community, educational, and industry organizations, contributing to a vibrant and sustainable future for San Diego.
- Build understanding of the need to invest in our future, and the value of this investment.

KPIs

- Achieve social media engagement growth of at least 10% each year.
- Earn positive coverage with at least 25 major media stories each year.
- Participate in at least 12 presentations or panel discussions each year.
- Lead or participate in at least 12 collaborative activities each year (e.g., donation drives, volunteer efforts, community events).
- At least 75% of Leadership staff participate in community organizations or take a leadership role in a volunteer activity.

Initiatives

- Assess current staff participation in community organizations and identify opportunities for greater involvement.
- Implement a video and audio content strategy to better communicate our gathering place, our team, and events we host.
- Further collaborate with the San Diego Tourism Authority on communications and partnerships with local businesses.
- Through communications and community outreach, build local awareness of SDCC as a high-quality employer.

FY23 & FY24 KPI Reporting Grid

KPI	Department(s) Tracking	Goal	Actual
1.1			
1.2			
1.3			
1.4		To be completed once imperative slides are finalized	
2.1			
2.2			
2.3			
2.4			

FY23 & FY24 KPI Reporting Grid

KPI	Department(s) Tracking	Goal	Actual
3.1			
3.2			
3.3			
3.4		To be completed once imperative slides are finalized	
4.1			
4.2			
4.3			
4.4			

FY22 Progress: Grow and Nurture Culture

KPI	Department Tracking	Goal	Status
1.1 Date interim compensation philosophy established.	People and Culture	By 12/31/21	Goal achieved; planning continues for long-term philosophy.
1.2 Percentage of positions compensated within current market range.	People and Culture	100%	Goal achieved.
1.3 Percentage of recruitment cycle time targets achieved.	People and Culture	>80%	In process.
1.4 Date recruitment begins for known People and Culture vacancies.	People and Culture	By 1/1/22	Recruitment underway.
1.5 Date all People and Culture positions filled, including known vacancies and those of additional support staff.	People and Culture	By 6/30/22	Exec. Dir. position filled as of 6/22. Three more positions to fill by 1/1/23.
1.6 Date employee survey results assessed, goals set for FY23 & FY24.	People / Comms	By 6/30/22	Deferred.

Summary: To support and signify the increased emphasis on our workplace culture, we rebranded the HR department as the “People and Culture” department and discussed this focus during a series of team town halls. Working closely with Forward Talent Strategies, we have recruited a new Executive Director of People and Culture and identified the immediate need for a People and Culture Manager and HRIS Manager as key positions to rebuild the department. Once the new Executive Director has started, focus will begin on developing the employee surveys and building a training program during FY23/FY24.

To successfully recruit in this competitive labor market, we contracted with a professional Talent Management Company to bolster efforts and provide necessary resources to fill critical positions. We have boosted our recruitment marketing efforts through online ads, print materials, and presence at community job fairs. To aid employee retention, we used a compensation research database to complete a thorough review of all positions and adjust salaries to be at market rate. We are continuing to develop the long-term compensation philosophy with focus on reviews, benchmarks, performance measurements, and market conditions.

FY22 Progress: Develop a Facility Maintenance and Improvement Program

KPI	Department	Tracking	Goal	Status
2.1 Hire date of Director of Planning and Development.	Procurement	By 12/31/21	Victoria Mitchell hired 12/13/21.	
2.2 Date Facility Condition Assessment completed.	Procurement	By 12/31/21	Draft received, pending finalization.	
2.3 Date Preventative Maintenance Program developed.	Procurement	By 3/31/22	Not yet completed.	
2.4 Date Capital Improvement and Major Maintenance Program developed.	Procurement	By 6/30/22	In process.	

Summary: The imperative for building maintenance and improvement falls into two segments of the lifecycle.

Planning and Development Projects: Once existing assets near end of useful life or additional assets are needed, the Planning and Development team plans for and oversees construction management projects to ensure successful completion. The assets are then commissioned and maintained by the Preventative Maintenance team. Progress:

- Hired Victoria Mitchell as Director of Planning and Development, started December 13, 2021.
- Hired Andrew Sry as Project Engineer, started April 18, 2022.
- Facility condition assessment draft completed, pending finalization.

Preventative Maintenance: Periodic inspections, maintenance, and routine repairs of our assets and building. This portion of the lifecycle is focused on maintaining what we already have during its useful life. Progress:

- Created a Facilities Engineer position, on target to begin recruiting by early July 2022.
- Converting our computerized maintenance management system (CMMS) to be cloud-based to allow real-time mobile work order management.
- Preventative Maintenance Program initiative combined into comprehensive facility and asset management program, target completion March 2023.

FY22 Progress: Build Confidence for a Safe and Effective Reopening

KPI	Department Tracking	Goal	Status
3.1 Percentage of staff compliant with vaccination and/or testing requirements.	People and Culture	100%	100%
3.2 Percentage of citywide conventions and other major revenue-generating events retained (including rescheduled events) among those booked January to June 2022.	Sales/Events	>80%	Goal met; we have retained more than 90% of events booked for this time period.

Summary: We have continued to implement and monitor COVID-19 health and safety protocols, in alignment with local, state and federal requirements. All staff are complying with vaccination and/or testing requirements.

For conventions and meetings booked between January and June 2022, we have successfully retained more than 90% of those events. Attendance has been steadily building as consumer confidence builds and travel restrictions lift.

We continue to focus on booking strategies and our operational resources to service clients based on post-pandemic needs. As we face staffing challenges, we continue to look for ways to maintain excellent customer service while producing efficiencies to streamline operations. Examples of ways to implement change include: standardizing room sets to reduce turnover costs for both clients and our corporation; evaluating rental rates and contract strategies to ensure we remain competitive; and standardizing food & beverage minimum requirements before giving rental discounts.

Now that we have been successfully open for event activity for nearly a year, since August 2021, staff recommend combining this Reopening imperative with the Business Model imperative. With this focus, we will continue to strategize how to generate greater regional impact while maintaining operational solvency and growing our internal business partner revenues.

FY22 Progress: Refine Business Model to Ensure Financial Viability

KPI	Department Tracking	Goal	Status
4.1 Number of events analyzed for actual costs of services provided.	Executive Team	>10	Analysis in process.
4.2 Percentage of strategic direction KPIs established for FY23 and FY24.	Executive Team	KPIs developed for 100% of imperatives	Planning in process; draft KPIs to be shared with Executive Committee in May 2022.

Summary: Sales and Finance continue to look at pre-pandemic event attributes to determine high quality events to sharpen our focus on future bookings.

We have identified some common elements that make for premium bookings of short-term business, including room nights, attendance, food and beverage commitment, tech-focused shows, consumer shows and local trade shows of at least two days that bring local attendees to the convention center. The Sales team started booking based on this criteria over the past year and continues to polish these strategy attributes. In addition, staff is beginning to implement a revised ancillary pricing model to help increase incremental short-term revenue from event activity. We are also developing new booking policies regarding the rental structure for both long-term and short-term events, specifically related to complimentary meeting room allotments and food and beverage incentives. These policies will help grow overall revenues, leading to a more sustainable long-term business model.

To guide future operations, staffing, and budgeting, our strategic planning working groups are developing KPIs and initiatives for the next two years, FY23 and FY24. These strategic plan components will be shared at upcoming board meetings to ensure our staff and board members are aligned as we further refine our business model and focus areas.

Progress Report

FY22 Progress: Engage the Community

KPI	Department Tracking	Goal	Status
5.1 Year-over-year social media engagement growth.	Communications	>10%	Goal achieved.
5.2 Number of media outlets covering positive SDCC initiatives.	Communications	>10	Goal achieved.
5.3 Presentations or panel discussions with SDCC team participation.	Communications	>12	Goal to be achieved by the end of June.
5.4 Number of collaborative community activities with SDCC team participation.	People / Comms	>10	Goal achieved.

Summary: During this quarter (April-June), we continued to strengthen our community partnerships and communications, meeting or exceeding all KPIs.

Social media: With the hiring of Dylan James as our digital communications specialist, we have enhanced our use of video and photo content, including recruitment videos, event features, staff spotlights, and Comic-Con chocolate bar sneak peeks.

- Public relations:** We earned positive media coverage related to event activity and our economic forecasts, including May feature stories in the *San Diego Business Journal* and the *San Diego Union-Tribune*. IAVM published an in-depth story on our sustainability efforts in the May/June issue of *Venue Professional* magazine and named SDCC employee Renee Jung to their 30 Under 30 list. We also hosted a Transplant Games press conference, attracting significant broadcast and print media to cover the announcement of the event taking place in San Diego for the first time in summer 2022.
- Presentations:** Rip Rippetoe and our team presented locally and nationally, including a series of City Council presentations and industry panel discussions.
- Community Activities:** We continued to participate in community job fairs and partnership activities such as the Downtown San Diego Partnership's April tree planting initiative.