

**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, OCTOBER 17, 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. 2022-14 approved on September 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 June 13, 2022 Executive Committee Meeting**
4. **Chair's Report**
5. **Discussion Item(s):**
 - A. **Presentation by North County Transit District - Downtown Platform Project Briefing**

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

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

**BOARD MEMBERS
PRESENT:** Chair Carol Kim and Directors Carlos Cota

**BOARD MEMBERS
ABSENT:** Directors Jeff Gattas and Elvin Lai

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

ALSO PRESENT: Jennifer Lyon, General Counsel

1. Call to Order:

Chair Carol Kim called the meeting to order at 12:04 p.m. in the Executive Conference Room of the San Diego Convention Center Corporation, 111 West Harbor Drive, San Diego, California.

Chair Kim 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 - Absent**

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

2. **Non-Agenda Public Comment** – Chair Kim requested public comment regarding any non-agenda items. Hearing none, the meeting proceeded.
3. **Approval of Minutes of March 14, 2022, Executive Committee Meeting:**

Directors Cota and Kim moved and seconded, respectively, to approve the minutes from the March 14, 2022, Executive Committee meeting.

**Director Carol Kim – Aye
Director Carlos Cota - Aye
Director Jeff Gattas – Absent
Director Elvin Lai– Absent**

Vote: Unanimous

AYES: 2 NAYS: 0 ABSTENTIONS: 0

4. **Chair's Report:** None

5. **Discussion Item(s):**

Chair Kim inquired if any member of the public wished to comment on Agenda Item 5.A. No member of the public responded to the request for comment.

A. SDCCC Strategic Plan Review

(1) Discussion Item – Strategic Plan Progress Report

Staff provided a timeline for future Strategic Plan reporting updates:

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

- Progress Report
- Imperatives & Timeframe Established for Next Strategic Plan

- Progress Report

June 2024

- Strategic Plan Summary Report (FY23 & FY24)
- Next Strategic Plan Finalized (Timeframe TBD)

SDCCC Staff members who provided oversight of specific imperatives then provided summaries regarding the status of the goals associated with the five imperatives of the SDCCC FY22 Strategic Plan:

- Grow and Nurture Culture: Mardeen Mattix, CFO, reported:

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.

- Develop a Facility Maintenance and Improvement Program: Corey Albright, COO, reported:

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.
- Build Confidence for a Safe and Effective Reopening: Mardeen Mattix, CFO, and Andy Mikschl, EVP Sales, reported:

Although this imperative has been completed and will be removed from the plan in the future, staff provided the following summary of items related to resolution.

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 revenue

- Refine Business Model to Ensure Financial Viability: Mardeen Mattix, CFO, and Andy Mikschl, EVP Sales, reported:

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 these 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 reviewed at upcoming board meetings to ensure our staff and board members are aligned as we further refine our business model and focus areas.

- Engage the Community: Maren Dougherty, Executive Director of Marketing & Communications, reported:

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.

6. Staff Updates:

- **CFO - None**
- **President & CEO – Mr. Rippetoe reported:**
 - The San Diego Tourism Authority has hired Michaeline Sullivan, who was previously employed as the Director of Sales at the Hyatt, as their new Vice-President of Sales.
 - Since Bobby Ramirez has been promoted to a position as Sodexo Regional Manager, Sodexo has promoted Dorianne Mormann to the position of the new General Manager of Food Service at SDCCC.
 - We received very positive event feedback from the American Academy of Pediatric Dentistry. The event liaison said in a world where everybody suffers from low staffing, she never felt the staffing impact when they were here two weeks ago, and our venue sets a high bar, and our team sets the example for what good service post-pandemic looks like.
 - The Coastal Commission has approved the Comic-Con permit for a five-year period.
 - I'll be taking a trip to Oklahoma City next week.
 - My service on the IAVM Board is coming to an end. I've got six weeks left on the Board.
 - I've found out I've been nominated for a position on the PCMA board beginning in 2023. An appointment to this Board would continue to place SDCCC in direct involvement with our customer base. I'll relay the outcome of the nomination once I've heard from PCMA.

6. Urgent non-agenda items – None

7. **Executive Committee Comment:** None

There being no further business, the meeting adjourned at 1:24 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 June 13, 2022.

Carol Kim, Chair



North County Transit District Downtown COASTER Station

San Diego Convention Center Corporation

October 17, 2022

COASTER SPRINTER BREEZE FLEX LIFT



810 Mission Avenue, Oceanside, CA 92054 | (760) 966-6500 | GoNCTD.com

Key Project Team

- **Tracey Foster – Chief Development Officer**
 - Phone: 760-966-6674
 - Email: tfoster@nctd.org
- **Scott Loeschke – Deputy Chief Development Officer**
 - Phone: 760-966-6502
 - Email: sloeschke@nctd.org
- **Scott Shroyer – Senior Rail Engineer**
 - Phone: 760-967-2849
 - Email: sshroyer@nctd.org



Community Outreach

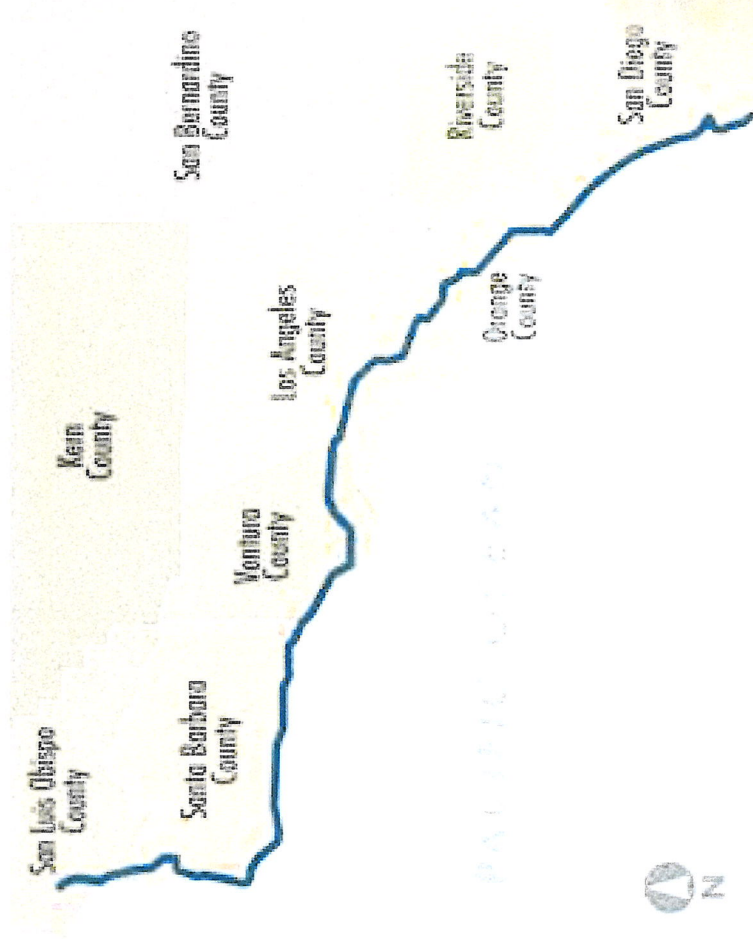
NCTD has provided briefings to the following organizations:

- City of San Diego
- Convention Center Corporation
- Downtown Community Planning Council
- Downtown San Diego Partnership
- Gaslamp Quarter Association
- San Diego Tourism Authority

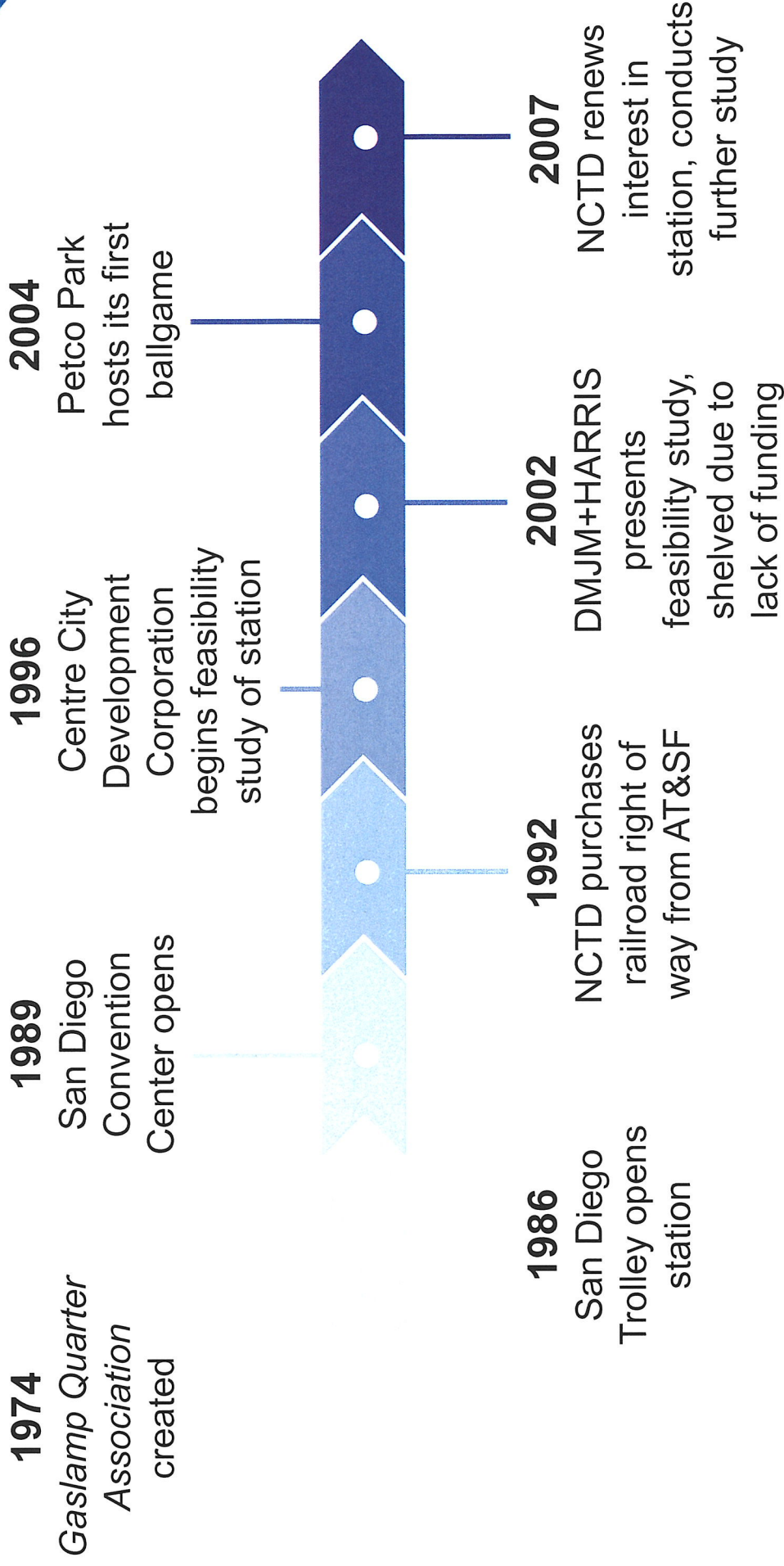


LOSSAN Corridor

- Second busiest intercity rail corridor in the nation
- Only viable freight rail link between San Diego and rest of the nation
- Freight and passenger capacity is limited due to track and signal capacity constraints
- Projected 2030 volume is estimated to be more than double the current volume



Convention Center Background





**NORTH COUNTY
TRANSIT DISTRICT**

-
- LOSSAN-SD Intermodal Improvement Program**
- LOSSAN Station
 - TCEP Project
 - Existing Single Track
 - == Existing Double Track
- San Diego to Double Track Phase 1
- San Diego to Double Track Phase 2
- San Diego to Double Track Phase 3
- San Diego to Double Track Phase 4
- San Diego
- Escondido
- Carlsbad
- San Marcos
- San Diego
- 0 2.5 5 10 Miles
- N

TCEP Grant Benefits

- **The primary benefit of the TCEP program of projects is increased freight frequencies, which is key to improving the supply chain, reducing inflation, and meeting climate action goals. The TCEP program of projects has several key secondary benefits to include:**

- Construction of a new COASTER platform in the Convention Center area that will provide a one-seat ride closer to the heart of downtown. The relocation of the COASTER to a new platform south of Santa Fe Depot adds capacity for freight operations.
- Relocation of the COASTER platform to add capacity and access for the future construction of a new Amtrak maintenance facility that will reduce maintenance activities currently occurring at Santa Fe Depot to address community feedback and support improved operations for Amtrak.
- Significant track and signal improvements that will improve automobile movement by raising train speeds and controlling the movement of trains by signals to reduce gate down-time. Current movements south of Santa Fe Depot are completed with manual switches.
- Paves the way for NCTD to implement a pilot for wireless crossings at up to ten (10) grade crossings which is estimated to reduce gate down-time cycles by up to 240 minutes per day.

Downtown COASTER Station

NORTH COUNTY
TRANSIT DISTRICT

- Provides one-seat ride from Oceanside to downtown destinations
- Improves daily and special event access to Gaslamp Quarter, Petco Park, and Convention Center
- Adds corridor capacity to support increased passenger and freight movement



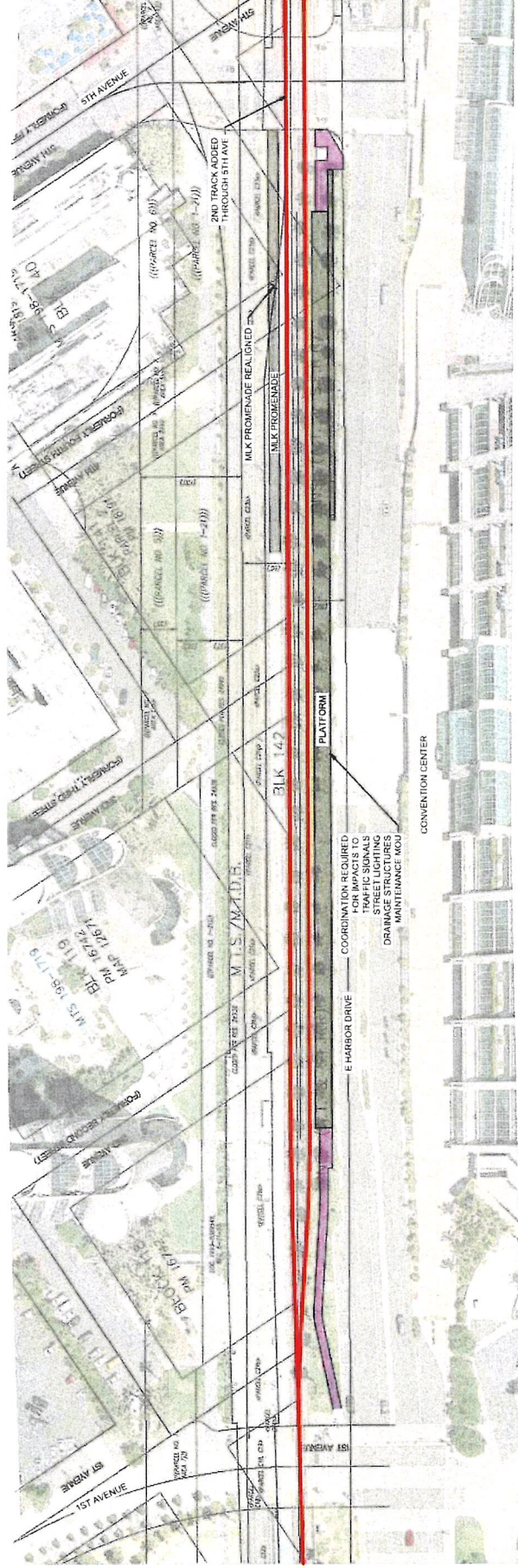
Platform Overview

Platform located between 1st Avenue and 5th Avenue



Platform Layout

(First Avenue to Fifth Avenue)



Station Concept Rendering

NORTH COUNTY
TRANSIT DISTRICT



Project Impacts

- **Increased Train Frequencies**
 - 11 COASTER trains are planned to run to the new platform through the five grade crossing between Broadway and Fifth Ave. This will be in addition to 72 Trolley trips and 4 freight trips
- **Quiet Zone**
 - The project will assess the existing Quiet Zone and make any improvements necessary to maintain the QZ
- **Noise & Vibration**
 - Noise and Vibration impacts were reviewed during the preliminary design phase. The study determined that there are no impacts



Project Progress

- **30% Design Complete**
 - June 23, 2021
- **CEQA Statutory Exemption**
 - Exemption filed June 1, 2021
- **NEPA Process**
 - FTA determined NEPA clearance is not required for the project
- **California Coastal Commission**
 - No effects letter received July 20, 2021
- **Final Design/Construction**
 - TCEP (State) funding was allocated in March 2022
 - NCTD/BNSF Agreement was executed in March 2022



Project Schedule

- **Tentative Project Schedule**
 - 60% Design Complete – October 2022
 - 90% Design Complete – March 2023
 - Final Design Complete – June 2023
- **Construction projected to begin early 2024**
 - Construction is estimated to take two years to complete



Questions?

