

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

**Director Elvin Lai, Chair
Director Carol Kim
Director Carlos Cota
Director Allan Farwell
Director Jaymie Bradford**

**MONDAY, DECEMBER 6, 2021, NOON
111 W. Harbor Drive, 2nd Floor, Executive Boardroom
San Diego, California 92101**

AGENDA

Pursuant to Government Code section 54953(e) and Board Resolution No.2021-04, members of the San Diego Convention Center Corporation Board and staff 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 the 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** - Elvin Lai, 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 August 23, 2021 Executive Committee Meeting**
4. **Chair's Report**
5. **Action Item(s):**
 - A. **Recommendation to Authorize Approval of San Diego Convention Center Corporate Policy No. 528 re: Strategic Planning**
 - B. **Recommendation to Authorize Acceptance of the SDCCC Strategic Plan**

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, AUGUST 23, 2021, 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 Elvin Lai and Directors Carol Kim, Allan Farwell, Carlos Cota and Jaymie Bradford

**BOARD MEMBERS
ABSENT:**

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

ALSO PRESENT:

1. Call to Order:

Chair Elvin Lai called the meeting to order at 12:01 p.m. in the Executive Conference Room of the San Diego Convention Center Corporation, San Diego, California.

Chair Lai 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 Lai - Present
Director Kim - Present
Director Farwell - Present
Director Cota - Present
Director Bradford - Present**

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

2. **Non-Agenda Public Comment** – None

3. **Approval of Minutes of May 17, 2021 Executive Committee Meeting:**

Directors Farwell and Bradford moved and seconded, respectively, to approve the minutes from the May 17, 2021 meeting.

**Director Lai - Aye
Director Kim - Aye
Director Farwell - Aye
Director Cota - Aye
Director Bradford - Aye**

Vote: Unanimous

AYES: 5

NAYS: 0

ABSTENTIONS: 0

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

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

A. Recommendation to Authorize Approval of the San Diego Convention Center Corporation Coronavirus Prevention Program

After Committee discussion regarding Staff's ability to effectuate changes to the policy as changing circumstances may dictate, General Counsel Lyon recommended that the full Board, as a part of the approval process, state that the President & CEO has the authority to make changes to the policy as needed,

Directors Cota and Kim moved and seconded, respectively, to Recommend Authorization to Approve the San Diego Convention Center Corporation Coronavirus Prevention Program

**Director Lai - Aye
Director Kim - Aye
Director Farwell - Aye
Director Cota - Aye
Director Bradford - Aye**

Vote: Unanimous

AYES: 5

NAYS: 0

ABSTENTIONS: 0

Director Cota stated that if Staff felt it was necessary, he would support future action by the Board requiring center staff to obtain vaccinations in order to support the ongoing viability of the meeting industry.

B. Recommendation to Authorize Approval of the San Diego Convention Center Corporation Injury and Illness Prevention Program

Chair Lai requested that General Counsel Lyon determine if it is necessary to insert language into this policy regarding the President & CEO having flexibility to make changes to this policy, since the language was previously inserted into the SDCCC Corona Prevention Program.

Directors Kim and Farwell moved and seconded, respectively, to Recommend Authorization to Approve the San Diego Convention Center Corporation Injury and Illness Prevention Program

**Director Lai - Aye
Director Kim - Aye
Director Farwell - Aye
Director Cota - Aye
Director Bradford - Aye**

Vote: Unanimous

AYES: 5

NAYS: 0

ABSTENTIONS: 0

6. Staff Updates:

• CFO

Ms. Mattix reported the following:

- Regarding Operation Artemis, staff received payment of \$20 million.
- Staff anticipates billing an additional \$2 million.
- SDCCC currently has unrestricted reserves of \$19,000,000.
- Event resumption is off to a slow start and staff anticipates business will continue to be slow in the immediate future.
- Staff will do a presentation to City Council in November regarding our first quarter results. We expect to report that revenue is lagging and expenses are higher than anticipated.
- Staff is exploring opportunities to apply for grants related to the travel industry.

- Staff continues to plan and prepare for future capital needs and maintenance and repairs.
- Mr. Albright will be preparing a framework for a capital improvement and major maintenance program.
- Staff is drafting the requirements for a Director's position to oversee the program.
- The annual audit process will be starting soon.
- **President & CEO – Mr. Rippetoe reported:**
 - DeeAnne Snyder, Director of Event Management, was designated as one of San Diego Magazine's "Fifty Women of Influence."
 - The Corporation received a nomination for a PCMA Visionary Award. Mr. Rippetoe and Mr. Mikschl will attend the ceremony in Washington, D.C.
 - The Corporation experienced its first "growing pains" where an in-house concert conflicted with an event held at the Shell. Staff will work with Shell staff to avoid those conflicts in the future.
 - SDCCC had one of its largest F&B revenue days attributable to the Plumbers & Pipefitters event.

7. **Urgent non-agenda items – None**

8. **Executive Committee Comment:** Director Cota congratulated Ms. Snyder for her recognition by San Diego Magazine and he thanked Ms. Kurtenbach for her work drafting the Corporation's Corona Virus and Injury and Illness policies.

There being no further business, the meeting adjourned at 12:50 p.m.

CERTIFICATION

I, Elvin Lai, 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 August 23, 2021.

Elvin Lai, Chair

**SAN DIEGO CONVENTION CENTER CORPORATION
CORPORATE POLICY**

Subject: STRATEGIC PLANNING

Policy #: 528

Date: December 14, 2021

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Purpose:

This policy outlines responsibilities and the general process to be followed when developing, implementing, maintaining, and monitoring the San Diego Convention Center Corporation's ("Corporation") Strategic Plan.

Policy:

The Corporation's Board of Directors ("Board") believes that strategic planning is an integral component of its governance and leadership functions. The Strategic Plan provides overall direction, unified goals, and focus in the deployment of various resources.

The Board controls the process by setting the broad strategic areas of emphasis of what is to be improved or accomplished, called "Imperatives". The majority of strategic planning beyond the Imperatives involves operational decisions referred to as "Initiatives" with progress measured by "Objectives". The Board establishes a framework through this policy to guide those decisions, but remains largely outside of the process itself and delegates these operational decisions and measurements to the President and CEO to be reported on periodically to the Board.

The Strategic Plan is comprised of:

1. Imperatives: High level, strategic areas of emphasis for a desired future state established by the Board to improve the Corporation. This is the starting point and all further strategic planning should be aligned with achieving such Imperatives. Imperatives are accomplished through a series of Objectives and Initiatives (defined below) and are carried out by staff.
2. Objectives: Measurements and/or milestones that define success within the broader strategic Imperative. Staff will maintain a dashboard of Objectives and their statuses for the Board's continued oversight.

3. Initiatives: Operational plans, projects, or tasks proposed, established, and carried out by staff to achieve the Board established Imperatives. Initiatives are intended to help achieve one or more Objectives with progress captured through a measurement benchmark or accomplishment of a milestone in support of the Imperative.

Periodic Review

- The Objective dashboard shall be presented to the Board on a quarterly basis, or more frequently as requested by a member of the Board.
- The entire Strategic Plan shall be reviewed annually, or more frequently as requested by a member of the Board.

Alignment

The Strategic Plan will be realized through alignment with:

- Corporate Policies.
- Annual Budget(s).
- Annual Capital Budget(s).
- Staff Growth/Development Plan(s).

Roles and Responsibilities

The Board is responsible for the following:

1. Define and maintain the Imperatives.
2. Evaluate and approve Objectives and Initiatives presented by staff.
 - a. Additions, deletions, or material changes to Objectives or Initiatives require prior Board approval.
3. Maintain oversight of the entire Strategic Plan, adjust Imperatives and/or provide feedback and recommendations as appropriate or when requested by staff.
4. Board member(s) may share history, knowledge, and ability to support Initiatives. In this capacity the Board member would serve as a resource on the Initiative, but would not direct or dictate the means and methods of fulfilling such operational Initiatives.

The President and CEO is responsible for the following:

1. Once the Board defines the Imperatives, the President and CEO, or appropriate staff representative, proposes supporting Objectives and Initiatives to the Board.
 - a. This proposal should include pertinent information such as a general description, timeline, required resource investment, and Objectives to measure success toward Board established Imperatives.
 - b. While the President and CEO may delegate the Objectives and Initiatives, the President and CEO remains ultimately responsible for ensuring the appropriateness, viability, completion, and successful outcome of Strategic Plan Objectives and Initiatives.

Approved by the Board of Directors on December 14, 2021