

# **MINUTES**

## **REGULAR MEETING OF CALIFORNIA FAIR SERVICES AUTHORITY BOARD OF DIRECTORS**

**February 5, 2014**

**1776 Tribute Road, Suite 100, Sacramento, CA 95815**

**Pat Conklin, Board Chair  
Dixon May Fair (36<sup>th</sup> DAA)**

**Becky Bailey–Findley, Executive Director  
California Fair Services Authority**

**Richard Persons, Director  
Lake County Fair (49<sup>th</sup> DAA)**

**Rebecca Desmond  
Deputy Executive Director  
California Fair Services Authority**

**Brian Bullis, Vice Chair  
Mariposa County Fair (35-A DAA)**

**Tom Amberson, Safety Manager  
California Fair Services Authority**

**Jim Wolcott, Director  
Lassen County Fair**

**Kevin Wright, Mgr of Business Services  
California Fair Services Authority**

**Dan Jacobs, Director  
Antelope Valley Fair**

**Melissa Thurber, Communications  
California Fair Services Authority**

**John Quiroz, Director  
Division of Fairs & Expositions**

**Raechelle Gibbons, Controller  
California Fair Services Authority**

**John Root, Director  
Public Member**

**Christy Layton, Legal Counsel to CFSA  
Miller & Owen**

**Charlie Mitchell, Risk Manager  
California Fair Services Authority**

## I. CALL TO ORDER

Pursuant to the meeting notice, a regular meeting of the California Fair Services Authority (CFSA) Board of Directors was convened at 10:00 a.m., February 5, 2014, by Board Chair Patricia Conklin, in the conference room at 1776 Tribute Road, Suite 200, Sacramento, California.

## II. APPROVAL OF MINUTES

Moved by Director Root and seconded by Director Jacobs to adopt **Resolution No. 14-01** approving the minutes of the regular meeting of December 4, 2013 after removing Jim Wolcott from the list of attendees, as presented to the Board of Directors.

Ayes: Chair Conklin, Directors Bullis, Root, Wolcott, Jacobs, Quiroz and Persons  
Noes: None  
Abstain: None  
Absent: None

## III. ADOPTION OF RESOLUTION APPROVING REVISIONS TO CFSA PERSONNEL POLICIES

Deputy Executive Director Rebecca Desmond presented revised policies to the Board of Directors.

Moved by Director Bullis and seconded by Director Wolcott to adopt **Resolution No. 14-02** approving the following actions:

1. That revisions to the following personnel policies are adopted as presented and amended:
  - a. Policy 212 Compensatory Time Off: Non-Managerial Exempt Employees
  - b. Policy 510 Bulletin Boards
  - c. Policy 520 Employee Suggestions
  - d. Policy 530 Employee Concerns and Complaints
  - e. Policy 630 Promotions and Transfers
  - f. Policy 631 Job Posting
  - g. Policy 710 Internal Accident and Injuries
  - h. Policy 810 Employee Separation
  - i. Policy 812 Reduction in Force
  - j. Policy 820 Exit Interviews
  - k. Policy AD-101 Fraud
  - l. Policy AD-120 Internal Workers' Compensation and Liability Claims
2. That the following policies be added:

- a. Policy AD-020 Credit Card Use
- 3. That the following policies be deleted:
  - a. Policy 650 Volunteer Fair Staff
  - b. Policy 720 Life Threatening Illnesses
  - c. Policy AD-001 Outside Agencies

Ayes: Chair Conklin, Directors Bullis, Root, Wolcott, Jacobs, Quiroz and Persons  
Noes: None  
Abstain: None  
Absent: None

#### **IV. ADOPTION OF RESOLUTION DELEGATING TO CFSA'S TREASURER THE AUTHORITY TO INVEST FUNDS OR TO SELL OR EXCHANGE SECURITIES**

This is an annual delegation from the board to the treasurer for authority to invest funds or to sell or exchange securities for CFSA according to CFSA investment policies.

Moved by Director Persons and seconded by Director Jacobs to adopt **Resolution No. 14-03** delegating authority to CFSA's treasurer to invest funds or to sell or exchange securities.

Ayes: Chair Conklin, Directors Bullis, Root, Wolcott, Jacobs, Quiroz and Persons  
Noes: None  
Abstain: None  
Absent: None

#### **V. ADOPTION OF RESOLUTION APPROVING CFSA'S INVESTMENT GOALS, OBJECTIVES, AND STRATEGIES**

Government Code Section 53646 requires Board action on an annual basis to review and approve the agency's investment policies.

Moved by Director Persons and seconded by Director Bullis to adopt **Resolution No. 14-04** approving CFSA's investment goals, objective, and policies.

Ayes: Chair Conklin, Directors Bullis, Root, Wolcott, Jacobs, Quiroz and Persons  
Noes: None  
Abstain: None  
Absent: None

#### **VI. ADOPTION OF RESOLUTION ADOPTING CFSA'S 2014 STRATEGIC GOALS AND OBJECTIVES**

The board of directors for CFSA, along with key stakeholders and management staff, engaged in strategic planning in March of 2013. As a result, five strategic

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goals with objectives were adopted by the board. Staff then developed the action plan for each goal and objective and reported back results at each 2013 board meeting.

Recently, management reviewed the strategic goals and updated the objectives. In addition, the management team has identified tactics for implementation of the goals and objectives for 2014.

## **Discussion of CFSA Strategic Goals & Objectives**

At the regular meeting of the CFSA board of Directors, the directors discussed the 2013 CFSA Strategic Goals and updated them for 2014.

### **Participating in the discussion were:**

#### **From the Board:**

Pat Conklin, Chair

John Root

Brian Bullis, Vice Chair

John Quiroz

Dan Jacobs

Jim Wilcott

#### **From the Management Team:**

Becky Bailey-Findley

Raechelle Gibbons

Kevin Wright

Rebecca Desmond

Melissa Thurber

Christy Layton, Miller Owen

Tom Amberson

Charlie Mitchell

The discussion followed this agenda:

1. Review of Past Performance
2. Assessment of Current Conditions
3. Setting Direction through 2014 Goals and Objectives

### **1. Assessing Where We Have Been**

#### **What has gone well?**

- ✓ Collaboration with a majority of the other entities that serve CA Fairs.
- ✓ Improved outreach and communication efforts by CFSA staff.
- ✓ Visible presence and leadership in the CA fair industry.
- ✓ Engaged with the fair industry.
- ✓ Trust of the CFSA Risk Manager
- ✓ Activated the CFSA loan program.
- ✓ Increased training offered to members and CFSA staff.
- ✓ Management of the CFFA function.
- ✓ Management of internal organizational change.

#### **What could have been done better?**

- Managing change with the CFSA customer.
- Communicating complex issues.
- Changing and improving the CFSA customer service culture.

- Perception that CFSA has not been responsive to economic challenges of CA fairs.
- Dealing with competition from commercial insurance market.
- Client retention strategies.
- Communicating to members the value of CFSA membership.
- Customer comprehension of their insurance coverage and fees.
- Identity crisis for CFSA – confusion by members as to the role and functions of CFSA vs. F&E
- Connecting with new fair CEOs
- Providing explanations of coverage and CFSA programs that CEOs can share with their boards of directors.
- Educating the members
- Have a CFSA sales function.
- Addressing and being responsive to the change-over in fair CEOs, staff, and board members. Providing the necessary education and tools.

### **What are the most critical issues/challenges facing CFSA in the future?**

- ⊗ Loss of customers.
- ⊗ Members' ability to pay their bills.
- ⊗ Subsidy or funding needed by member fairs.
- ⊗ Regulatory issues such as the Affordable Care Act.
- ⊗ Customer/member care, including education.
- ⊗ Clarity in the roles of F&E, CFSA, WFA. Fairs are missing the "screening" function of F&E.

## **2. Assessing Our Current Conditions.**

### **What are strengths of CFSA?**

- ✓ Staff: accessibility, willingness to help, expertise, knowledge
- ✓ Quality of services provided
- ✓ Stability of the self-insurance pools.
- ✓ Extra roles that CFSA assumes for the benefit of the industry.
- ✓ CFSA is flexible and adapts in order to be response to member needs.
- ✓ Institutional knowledge, expertise and history in the CA fair industry.

### **What are the weaknesses of CFSA?**

- Current identity crisis. Do our members understand the role of CFSA?
- Limited to CA fairs only as potential customers.
- Limited sources of potential revenue.
- Rates are set for the pool members as a whole rather than for individual fairs.
- Lack of understanding by the customer as to how the rates are set.
- Lack of a sales culture in CFSA.
- The ability to provide timely service by the CFFA team.

### **What are the opportunities for CFSA?**

- + Add value to CFSA membership by limited access to CFSA services to members only.
- + Create a sales culture within CFSA
- + Expand services to non-California fairs.
- + Expand self-insurance pooling to CA fairs outside the network of CA fairs.
- + Expanded educational opportunities for our members.
- + Demystify the “business” of CFSA as a JPA.
- + Take on the “screening” function of CDFA/F&E.
- + Build in incentives to the CFSA loan program and with fees for the self-insurance pools.
- + Organize fairs in co-opting their buying power and contract leveraging by becoming a centralized setting for large contracts.
- + Refute what the competition is asserting about CFSA and the self-insurance pools coverage.
- + Formalize and develop a crisis response program, responding to emergencies, severe incidents, crises at member fairs: light towers, satellite phones, generators, training, and crisis communication services.
- + Develop an emergency response contract template for fairs to use locally.

### **What are the threats to CFSA?**

- Competition from the commercial market.
- Economic distress of our members.
- Is the State in or out of the fair business? Increasing regulations and lack of funding to help fairs comply.
- Lack of understanding by the State/CDFA/Governor’s Office of the severity of the challenges and issues facing CA fairs and CFSA.
- Diminishing talent pool and a lack of interest of talent choosing the fair industry as a viable career choice. Succession planning.

## **3. Setting Direction through 2014 Goals and Objectives**

### **Goal A:**

In order to develop a coordinated approach to addressing the needs of CA fairs CFSA will enter into and sustain ongoing discussions with potential partners who share its statewide commitment to the health of local fairs.

#### **Objective 1:**

CFSA management and staff will participate in the WFA/CFA committees and collaborate with WFA staff.

**Objective 2:**

CFSA will collaborate with the Leadership Development Committee to develop Phase II of the training program for boards of directors, in conjunction with the WFA produced Board of Director handbook.

**Objective 3:**

CFSA will meet regularly with CDFA and Division of Fairs & Expositions staff to collaborate and share information.

**Objective 4:**

CFSA will provide data and expertise assistance to the 2014 WFA advocacy strategy, seeking funding for CA fairs.

**Goal B:**

Working on its own and in tandem with its partners, CFSA will continue to create and to commit resources to professional development and technical assistance programs designed to address the current needs of California fairs.

**Objective 1**

CFSA will participate in the planning and production of the annual Maintenance Mania.

**Objective 2**

CFSA will develop a training program, "Fair Operations 101," lifting up best practices in fair operations to be presented at WFA Convention on an annual basis.

**Objective 3**

CFSA will collaborate with WFA and IAVM to create an event management training opportunity.

**Objective 4**

CFSA will collaborate with WFA in planning and presenting Managers' Conference 2014 and 2015 WFA Convention.

**Objective 5**

CFSA will develop a program that addresses accounting best practices, financial reporting and business planning.

**Goal C**

CFSA will assess its current services to identify, build and monitor customer service opportunities that can strengthen and expand its services to fairs throughout California.

**Objective 1**

The financial services department of CFSA will review and examine customer barriers, creating strategies and tactics to address perceived customer barriers.

**Objective 2**

CFSA management team and key staff will work to build community and relationships with member fairs.

**Objective 3**

CFSA will continue its all-staff customer service and team building training program, incorporating marketing and sales strategies for team implementation.

**Goal D**

In order to keep member fairs healthy, strong and financially viable, CFSA will continue appraising and upgrading core pool programs and risk management services that develop and improve the scope and depth of the self-insurance pools.

**Objective 1**

CFSA management will develop a structure for the Risk Management Department that supports Goal D.

**Objective 2**

CFSA will devise a plan for dismantling the property pool and offer property insurance options for member fairs desiring property insurance coverage.

**Objective 3**

CFSA will create tools that educate our members about their pool membership and insurance coverage.

**Objective 4**

CFSA will create an outreach and marketing strategy and materials that communicate the benefits and value of the self-insurance pools and CFSA membership.

**Objective 5**

The CFSA Risk Control and Communications Departments will collaborate on creating a crisis response plan and team, available to member fairs at a time of emergency.



**Objective 6**

CFSA management and board of directors will evaluate policies related to member v. non-member benefits.

**Objective 7**

CFSA management and board of directors will research and develop fee structures and incentives that are responsive to member need while maintain the integrity of the self-insurance pools.

**Goal E**

CFSA will continue to enhance communication efforts, tools and methodologies to better implement strategic programs and services.

**Objective 1**

CFSA will update the external website, logo and other marketing/sales collateral.

**Objective 2**

CFSA will create ongoing marketing and sales plan for CFSA products and services.

**Objective 3**

CFSA will highlight and communicate to members best practices and identify resources for member access.

**Objective 4**

CFSA will develop a benchmarking and recognition program, highlighting member performance and best practices.

**4. Setting Priorities for 2014**

Following the review and update of the Strategic goals and objectives, the board of directors selected by way of straw-vote, their top 3 priorities. This resulted in the following ranking of objectives in priority order.

**Top 3 Priorities**

CFSA management team and key staff will work to build community and relationships with member fairs.

CFSA will create an outreach and marketing strategy and materials that communicate the benefits and value of the self-insurance pools and CFSA membership.

CFSA will create tools that educate our members about their pool membership and insurance coverage.

### **Other Priorities**

CFSA will create ongoing marketing and sales plan for CFSA products and services.

CFSA will meet regularly with CDFA and Division of Fairs & Expositions staff to collaborate and share information.

CFSA will continue its all-staff customer service and team building training program, incorporating marketing and sales strategies for team implementation.

The CFSA Risk Control and Communications Departments will collaborate on creating a crisis response plan and team, available to member fairs at a time of emergency.

CFSA management and board of directors will research and develop fee structures and incentives that are responsive to member need while maintain the integrity of the self-insurance pools.

CFSA will update the external website, logo and other marketing/sales collateral.

CFSA will develop a benchmarking and recognition program, highlighting member performance and best practices.

Moved by Director Wolcott and seconded by Director Quiroz to adopt **Resolution 14-05** adopting CFSA's 2014 strategic goals and objectives.

Ayes: Chair Conklin, Directors Bullis, Root, Wolcott, Jacobs, Quiroz and Persons

Noes: None

Abstain: None

Absent: None

### **VII. INFORMATIONAL ITEMS**

1. Status of the Pooled Property Protection Program was presented by Risk Manager Charlie Mitchell. The pool program will be discontinued as of July 1, 2014. All remaining funds are returned to the F&E Fund after all outstanding losses and expenses are paid and CFSA completes a final accounting of all funds as requested by CDFA. CFSA is exploring a group purchase option for district agricultural association and citrus fruit fairs. CFSA staff will prepare and distribute bulletins to all participating fairs describing the available options for property insurance coverage depending on the type of fair in the spring
2. Staff reports were presented as follows:
  - a. Administrative Services: Kevin Wright and Melissa Thurber
  - b. Risk Management: Charlie Mitchell

- c. Construction Department: Becky Bailey-Findley
- d. Finance Department: Raechelle Gibbons
- e. Risk Control: Tom Amberson

- 3. Executive Director Report was presented by Becky Bailey-Findley
- 4. Directors' Reports: Chair Conklin will not be in attendance at the April 2, 2014 board meeting.
- 5. Next Board meeting  
Scheduled for Wednesday, April 2, 2014 at 10:00am.

**VIII. CLOSED SESSION**

The Board adjourned from regular session at 2:37 p.m. and went into closed session to discuss the liability claims involving Jaqub Ramirez and the 23<sup>rd</sup> DAA, and Robert Mosley, Mark Entner, and Jana Nelson and the 32<sup>nd</sup> DAA.

**IX. REGULAR SESSION**

The Board adjourned from closed session at 3:02 p.m. and regular session was reconvened. No reportable action was taken during closed session.


**X. ADJOURNMENT**

The meeting was adjourned at 3:03 p.m.

  
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CHAIR

ATTEST:

  
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SECRETARY