



**To:** Board of Directors

**From:** Dana Stoehr, Chief Executive Officer

**Date:** November 7, 2025

**Subject:** CEO Update

Dear Members of the Board,

Please find below my report summarizing current initiatives, operational activities, and strategic planning efforts led by the CEO's Office.

### **Strategic Planning - Feasibility Study RFQ Oversight**

- The Feasibility RFQ process has been started with planned in-person stakeholder meetings confirmed for in-person stakeholder meetings on November 6th. A detailed invitation list was curated, and invitations were sent. Additionally, extensive data about the facility has been collected by Johnson Consulting. The stakeholder sessions were well attended, and the consultants were pleased with the quantity and quality of input. Further Zoom call sessions will be scheduled with key stakeholders, including SMCEC Board members that were not able to attend, other business and community stakeholders, and existing client stakeholders. In addition, surveys will be sent to various stakeholder groups to expand input to the consulting team.
- Board & Staff Development – Continue to work with the Board President to plan the January 28<sup>th</sup> Board Retreat; we have secured a facilitator.

An employee engagement staff: The staff held a Halloween party on October 31<sup>st</sup>, and a fun time was had by all who attended.

- Continued recruitment of key positions in the organization. A new Facilities Director search is ongoing. We are continuing recruitment for the electrician position. A senior Sales Coordinator position has been filled. Other recruiting for positions in parking and culinary is ongoing. A part-time cashier was hired for the Jockey Club
- We continue to work with Ovations, an analytical software company, that will help review the Fair, ESS, Culinary, Marketing, and Maintenance Departments to track costs more efficiently, provide detailed analysis reporting, and P/L reporting. In addition, JCM Events has been retained to help guide the Association in best practices. JCM Events brings experience in all aspects of venue management including Casinos, Fairs, and stadiums.

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## Capital Projects

- Cypress Restroom Project – Completed
- Fiesta Hall Lobbies and Bathrooms – Completed
- RV Project – Construction is on schedule; weekly construction meetings are being held to support the project. Completion remains anticipated by March of 2026. I am collaborating with staff on an operational and marketing plan that will be presented at the November Board meeting.
- Redwood Resiliency Project –
  - Construction has begun, and weekly construction updates are being conducted. The project is currently on schedule
  - Grant Administration: Weekly tracking for quarterly reporting continues.
  - Oversight: Active participation in weekly construction meetings.
  - Final Design and Cost: Finalization is complete; a not-to-exceed contract has been executed, not exceeding \$15,970,000. Construction has started, and completion is anticipated in June or July 2026.
  - Operating Agreement: Meetings with Samaritan House continue as a potential tenant of the Kitchen, as well as meetings with the County Human Services Agency, which is also interested in leasing the kitchen for programming.
- Cal OES Generator Project – Generators are in place, and we are working on project closeout.
  - BAAQMD permits have been issued to SMCEC.
  - Grant Administration: Ongoing weekly tracking for quarterly report compliance.
- Fiesta Hall Life Safety and Fire System Upgrade
  - Fiesta hall is being scheduled with the selected contractor for a full life and fire system upgrade

## Operational and Other Activities

- Management policies have been updated and added to the ongoing list for the Policy Ad-Hoc Committee. Please note the attached policy memo.
- Oversaw daily operations, including financial statement input and authorization of all monthly accounts payable.
- Have worked with all departments on the annual 2026 budget over the last month
- Executed all ESS, Marketing, Fair, and Maintenance contracts issued during the month.
- Continue bi-weekly Management meetings and various one-on-one meetings with each department manager.
- Met with John Hutar from the SF Peninsula Travel about ongoing collaboration and marketing of the Event Center. Co-moderated a session on tourism in San Mateo County at the annual SF Peninsula
- I attended the ZONE 8 (Western Fairgrounds) of IAFE (International Fairs and Expositions) in Oregon and presented a session on Emergency Response and Resiliency.
- I have also been requested to speak to students enrolled in the Cal Poly Fairgrounds Management program on emergency and resiliency response later this fall.
- Continued to work with Diane and Charlene and Hansen, and Bridgett Attorneys on the VSP (Voluntary Service Plan) correction for the Association Retirement Plan and the 2008 correction amendment identified in 2023. Due to the potential for unfunded pension liability, I

am recommending that the Association retain a \$4.5 million reserve. This would require a delay in some of the planned capital projects and conservative expense budgeting for 2026. None of the major capital projects underway would be affected. A more detailed plan will be presented at the September Finance committee meeting.