



STRATEGIC DEVELOPMENT COMMITTEE

2025/2026 Chair:

- Develop and implement an annual CFA Member Satisfaction Survey
- Track and analyze member engagement metrics (renewals, participation, event attendance)
- Recommend strategies to increase member value and retention
- Review and recommend updates to CFA bylaws and policies
- Assess opportunities for greater operational clarity and autonomy within the WFA/CFA structure
- Define and document roles, responsibilities, and decision-making processes
- Explore options for committee structure optimization and effectiveness
- Align CFA priorities with broader industry trends and legislative landscape
- Ensure alignment between member expectations and delivered services
- Use data to drive informed decision-making and prioritization
- Develop strategies to improve communication with members regarding CFA initiatives and progress
- Ensure transparency around organizational decisions and strategic direction
- Ensure alignment with WFA strategic planning efforts
- Explore innovative approaches to member services, advocacy, and engagement
- Assess long-term opportunities for CFA independence, evolution, or restructuring
- Support development of new tools/resources (e.g., shared services, technology, AI tools)

COMMITTEE MEMBERS

Chair of the Board	Laurie Giannini	laurie@frogtown.org	Calaveras County Fair
President & CEO	Sarah Cummings	sarah@fairsnet.org	Western Fairs Association
Committee Members	Cliff Munson	cliffm@sisqfair.com	Siskiyou Golden Fair
	Patricia Conklin	ceo@dixonmayfair.com	Dixon May Fair
	Cinnamon Howell	Cinnamon.Howell2@countyofmerced.com	Merced Spring Fair
	Katie Bielen	Katie@nevadacountyfair.com	Nevada County Fair
	Allison Keaney	ceo@cowpalace.com	Cow Palace
	Mandy Clendenen	ceo@sonoma-marinfair.org	Sonoma Marin Agricultural Association
	Dara Tobias	dara@sanbenitocountyfair.com	San Benito County Fair
	Kim Floyd	kfloyd@dnfair.org	Del Norte Fair
	Membership Task Force	Laurie Giannini	laurie@frogtown.org
Cinnamon Howell		cinnamon.howell2@countyofmerced.com	Merced Spring Fair
Mark Armstrong		mark@grapefestival.com	Lodi Grape Festival
Governance Task Force	Patricia Conklin	ceo@dixonmayfair.com	Dixon May Fair
	Andrew Trygg	andrew@nevadacountyfair.com	Nevada County Fair
	Katie Bielen	Katie@nevadacountyfair.com	Nevada County Fair
	Allison Keaney	ceo@cowpalace.com	Cow Palace