

# CCA Board Meeting

January 28, 2026

## Agenda Items:

- Resolution No. 26-01 Approving Minutes from November 6th and December 9th, 2025
- Resolution No. 26-02 Board Member Elections for 2026
- Resolution No. 26-03 Remote-Centered Workplace Policy 217
- Resolution No. 26-04 Approving 2026 Budget

## Informational Items:

- Finance Report
- Business Services Report
- Strategic Initiatives & Communications Report
- Chief Executive Officer's Report
- Executive Officer's Report
- Directors' Report

## Resolution No. 26-01 - Approving Board Meeting Minutes

- **Background:** Board meetings were held on November 6, 2025, and December 9, 2025, and minutes were recorded for both meetings.
- **Discussion:** The draft meeting minutes were reviewed by Legal Counsel and the Board Chair and have been approved as presented.
- **Recommendation:** It is recommended that the Board adopt Resolution No. 26-01, approving the meeting minutes from the November 6, 2025, and December 9, 2025, Board meetings.

## Resolution No. 26-02 – Election and Appointment of Board Officers for 2026

### Background and Discussion:

- Each year, the Board solicits interest and/or nominations for the Vice-Chair position.
- When nominations are received, the Board votes on the candidates, and the elected Vice-Chair assumes the role effective after January 28th

### Recommendation:

- It is recommended that the CCA board formally move to solicit interest and/or nominations and elect members for the Board Chair and Vice-Chair positions.

### Current Board Officers:

<b>Board Officers</b>	<b>Board Member Appointed</b>	<b>Appointment Date</b>
<b>Board Chair</b>	Russ Vandenberg	11/22/24
<b>Board Vice-Chair</b>	Vacant	

## Resolution No. 26-03 – Approving Remote-Centered Workplace Policy 217

### Background:

- In 2024, CCA opened a Southern California office to support regional staff; over time, employees increasingly traveled directly to dispersed project sites rather than reporting to the office.
- In December 2025, management determined the location was no longer operationally or financially viable and terminated the lease.

### Discussion:

- The New Remote-Centered Worksite Policy allows, when appropriate, an employee's home to be designated as their official workplace, distinct from telework arrangements.
- The policy improves clarity, reduces financial and compliance risk, and preserves management oversight through defined approval, review, and revocation standards.

### Recommendation:

- Approving Remote-Centered Workplace Policy 217 be approved and adopted as presented.

# 2026 Budget

# CALIFORNIA CONSTRUCTION AUTHORITY

## 2026 Budget

### California Construction Authority

	Q1 2026 Budget	Q2 2026 Budget	Q3 2026 Budget	Q4 2026 Budget	2026 Budget	2025 Forecast	Variance \$ Better/(Worse)	Variance % Better/(Worse)
<b>Revenues:</b>								
<b>Total Revenue:</b>	<b>1,236,589</b>	<b>1,245,393</b>	<b>1,898,969</b>	<b>976,781</b>	<b>5,357,732</b>	<b>5,710,197</b>	<b>(352,465)</b>	<b>-6%</b>
<b>Expenses:</b>								
Salaries and Wages	818,672	696,000	716,058	714,178	2,944,909	3,753,311	808,403	22%
CFSA Agreement Services	3,900	3,900	3,900	3,900	15,600	19,311	3,711	19%
IT Services	31,824	31,824	32,334	17,784	113,764	177,770	64,006	36%
Consulting/Professional Services	150,461	127,546	142,546	115,546	536,100	295,445	(240,655)	-81%
Legal Services	21,500	21,500	21,500	21,500	86,000	84,502	(1,498)	-2%
Education & Seminars	1,250	7,500	7,500	7,500	23,750	49,697	25,947	52%
Professional Dues & Licensing	750	750	750	750	3,000	6,953	3,953	57%
Board Expense	2,500	2,500	2,500	2,500	10,000	4,322	(5,678)	-131%
Rental & Storage	20,769	19,569	19,569	19,569	79,476	86,904	7,428	9%
Supplies	7,300	7,300	7,300	7,300	29,200	64,570	35,370	55%
Telephone	6,425	6,425	6,425	6,425	25,700	20,003	(5,697)	-28%
Postage/Delivery	250	250	250	250	1,000	964	(36)	-4%
Equipment Rental/Maintenance	1,500	1,500	1,500	1,500	6,000	2,354	(3,646)	-155%

# CALIFORNIA CONSTRUCTION AUTHORITY

## 2026 Budget

### California Construction Authority

	Q1 2026 Budget	Q2 2026 Budget	Q3 2026 Budget	Q4 2026 Budget	2026 Budget	2025 Forecast	Variance \$ Better/(Worse)	Variance % Better/(Worse)
Depreciation	7,290	7,229	7,153	6,125	27,797	29,846	2,049	7%
Marketing	5,909	1,364	1,364	1,364	10,000	15,397	5,397	35%
Printing	2,400	2,400	2,400	2,400	9,600	8,920	(680)	-8%
Audit/Actuary	5,000	5,000	5,000	5,000	20,000	65,500	45,500	69%
Insurance	25,250	25,250	25,250	25,250	101,000	85,843	(15,157)	-18%
Travel	18,000	18,000	18,000	18,000	72,000	73,909	1,909	3%
<b>Total Operating Expenses:</b>	<b>1,130,950</b>	<b>985,806</b>	<b>1,021,299</b>	<b>976,841</b>	<b>4,114,895</b>	<b>4,845,521</b>	<b>730,626</b>	<b>15%</b>
<b>Other Expenses:</b>								
OPEB Premiums	37,068	37,068	37,068	37,068	148,271	149,469	1,198	1%
Retiree Pension Expense	150,365	142,194	154,198	150,879	597,636	578,990	(18,646)	-3%
<b>Total Other Expenses:</b>	<b>187,433</b>	<b>179,262</b>	<b>191,266</b>	<b>187,947</b>	<b>745,907</b>	<b>728,459</b>	<b>(17,448)</b>	<b>-2%</b>
<b>Total Expenses:</b>	<b>1,318,382</b>	<b>1,165,068</b>	<b>1,212,564</b>	<b>1,164,788</b>	<b>4,860,802</b>	<b>5,573,980</b>	<b>713,178</b>	<b>13%</b>
<b>Net Income:</b>	<b>(81,793)</b>	<b>80,325</b>	<b>686,404</b>	<b>(188,006)</b>	<b>496,930</b>	<b>136,217</b>	<b>360,713</b>	<b>265%</b>

## 2026 Budgeted Cash Flow

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Cash Flow Projection		Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
						Jun-26	Jul-26					
Cash Flow												
Net Income	(47,605)	(10,627)	(23,562)	25,073	24,314	30,938	223,023	228,222	235,160	(65,227)	(58,252)	(64,527)
A/R	187,753	-	-	(2,935)	-	-	(217,858)	-	-	307,396	-	-
Depreciation	2,430	2,430	2,430	2,430	2,399	2,399	2,399	2,399	2,354	2,302	2,222	1,602
<b>Net Cash Flow</b>	<b>142,578</b>	<b>(8,197)</b>	<b>(21,132)</b>	<b>24,568</b>	<b>26,713</b>	<b>33,338</b>	<b>7,564</b>	<b>230,621</b>	<b>237,514</b>	<b>244,471</b>	<b>(56,031)</b>	<b>(62,925)</b>
Starting Cash	640,318	782,896	774,699	753,567	778,136	804,849	838,187	845,750	1,076,371	1,313,886	1,558,356	1,502,325
Ending Cash	782,896	774,699	753,567	778,136	804,849	838,187	845,750	1,076,371	1,313,886	1,558,356	1,502,325	1,439,400

- Notes:
1. Simplified Cash flow includes A/R due to timing of cash transferred from project account into CCA Operating Account
  2. Assumes all operating expenses are paid within 30 days
  3. Budget adds in \$800K to CCA net reserves by the end of 2026, enhancing long-term stability of CCA

## Resolution No. 26-04 - Approving the 2026 Budget

- **Background:** The 2026 budget was developed to align staffing and spending with realistic, project-driven revenue expectations, protect cash flow, and strengthen long-term financial sustainability.
- **Discussion:** The budget reflects conservative revenue assumptions, staffing realignment, and targeted cost reductions to reduce fixed-cost exposure and improve financial resilience. It is projected to improve operating results and advance progress towards building operating reserves, supporting cash-flow stability and organizational sustainability.
- **Recommendation:** Approve and adopt the California Construction Authority 2026 Budget presented.

# Business Services Report

Marcus Lee

## Business Services Report

### Staffing Status:

Current Staffing: 21

- Turnover: 2

### Employee Status Breakdown:

- Regular Full time: 20
- Limited Duration Employees: 1

### Training:

- Mandatory biennial Anti-Harassment course YTD26  
Completion Rate: **90%**

### Performance Reviews:

- New Performance Appraisal Form in use.
- Self-Assessments scheduled to begin in February, with complete review process completing by March 31, 2026

## Business Services Report (continued)

### Ongoing Initiatives

- **Migration to Cloud / SharePoint Underway**
  - Employee Accounts are Cloud Based
  - Shifting to Cloud storage for Project files
  - Moving away from reliance on a local server
  - All project related documents are now stored online.
- **Intranet Employee Portal is live**
  - Enabling Quick Access to:
    - Company News
    - Board Updates
    - Policies and related Forms

**Welcome to the CCA Intranet**  
This site is your central hub for everything you need to stay informed, connected, and supported in your role.

- We want to hear from you, please email Glynnis [here](#) for suggestions or recommendations

**Personnel Policies**  
Board Approved Organizational Policies →

**Administrative Policies**  
Internal Policies for Day to Day →

**Benefits Overview**

**FAQ**

**Resources**

 Project Updates and Milestones	 Project Initiation Form (PIF) Template	 Current Organizational Chart
 Employee Contact List	 2026 Holiday Schedule	 2026 Expense Report

**Recently Updated (Policies / Forms)**

- AP-Policy 201 - AP Invoice Approval Process

**Common Reports and Forms**

- Board Meeting Minutes and Agendas
- Telework Agreement
- Form 700 - California Fair Political Practices...

## Business Services Report (continued)

### Updated Ad-Hoc Committee Meeting Schedule for 2026

- Current Ad-Hoc Committees Established:
  - Finance (Quarterly)
  - Executive (Monthly)

Month	Meeting Audience	Financial Period Reported
January 23th at 10:00am	Executive Committee	Confirmed
January 28th at 10:00am	Board	No Financial Report
February 13th @ 10:00am	Executive Committee	
February 19th at 9:00am	Finance	Q4 2025
March 13th @ 10:00am	Executive Committee	
March 18th @ 10:00am	Board	Q4 2025
April 10th @ 9:00am	Executive Committee	
April 30th @ 9:00am	Finance	Q1 2026
May 8th @ 10:00am	Executive Committee	
May 20th @ 10:00am	Board	Q1 2026
June 12th @ 10:00am	Executive Committee	
June	Finance	No meeting
July 10th at 10:00am	Executive Committee	
July 15th @ 10am	Board	No Financial Report
August 14th at 10:00am	Executive Committee	
August 20th at 9:00am	Finance	Q2 2026
September 11th @ 10:00am	Executive Committee	
September 16th @ 10:00am	Board	Q2 2026
October 9th at 10:00am	Executive Committee	Q3 2026
October 29th at 9:00am	Finance	
November 5th (time TBD)	Board	Q3 2026
November 13th @ 10:00am	Executive Committee	
December	Finance	No Meeting

# Strategic Initiatives & Communications Report

Glynnis Vaughan

## Communication and Engagement



BOARD  
ENGAGEMENT



CCA  
EMPLOYEES



CLIENT  
ENGAGEMENT



STAKEHOLDER/  
PARTNERSHIPS

## CCA in the Field

**Jan. 7**  
**CDFA Collaborative**

**Executive Officer  
Client Site Visits**  
San Bernardino, So Cal, OC, Del  
Mar, Fresno

**Jan. 18-23**  
**2026 WFA  
Convention**

**CDFA Collaboratives**  
**Feb. 4**  
**March 4**  
**April 1**

**Maintenance Mania**  
**Feb. 3-5**

## Process Improvements



### Internal Employee Project Planning Tool

Launched an internal reporting system to assist with accountability, project reporting and improve cross division collaboration.

Used bi-weekly for leadership meetings and for individual one on one meetings with EO.



### Customer Relationship Management Database

Developing a customer contact database to track fairground engagement touchpoints and key criteria beyond construction management activities.



### CCA Employee Intranet Site

Introducing new intranet site as a centralized platform for employees to access personnel documents, new policies and other employee related items.

# Chief Operations Officer's Report

Don Haase

## Updates This Period

- HUB – Portfolio Health – Update – Baseline
- Created Tracker in Excel as “Proof of Concept”
- Portfolio Meeting Bi-Weekly for Focused Review
- FRC Project Evaluations and Recommendations
- Continuing Development of the PATH Gateways

# CALIFORNIA CONSTRUCTION AUTHORITY

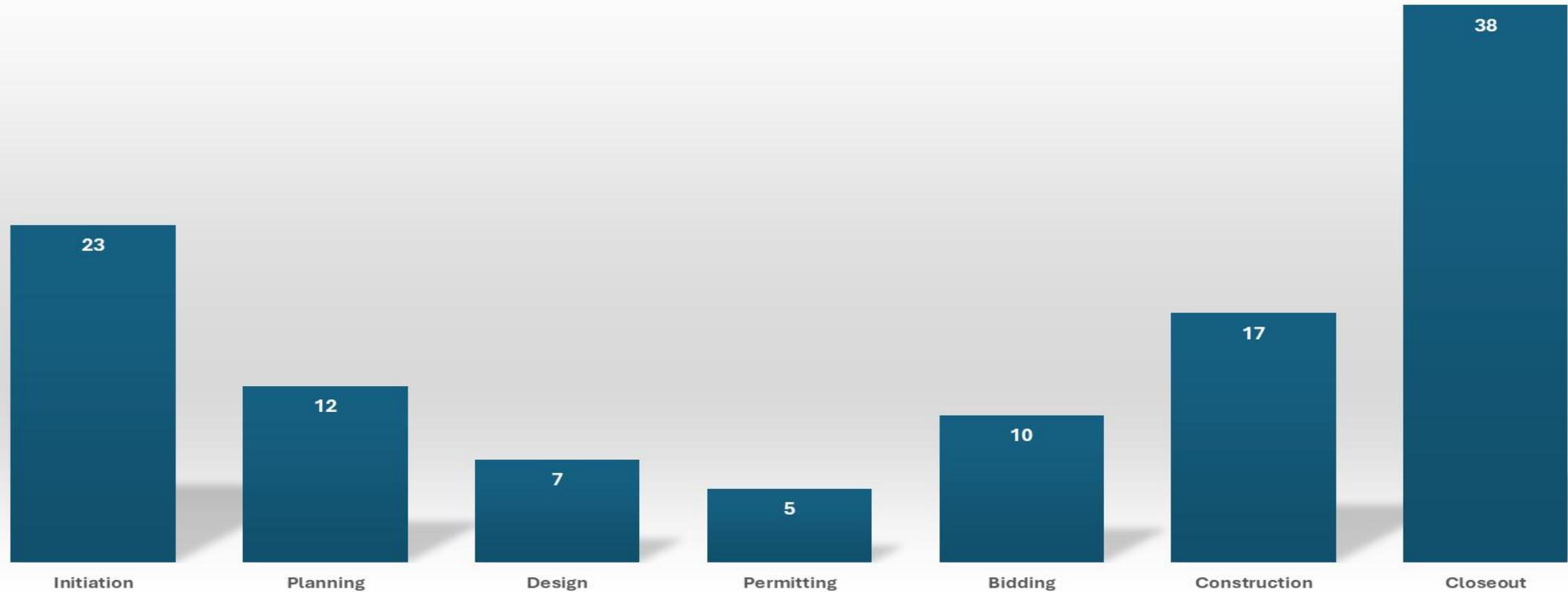
## Master Portfolio Tracker

Fair	Fairground	F-Project No.	Name	Region	PM	Project Budget	Current Phase	Next Milestone	Next Milestone Due Date	On Track (Yes/No)
22	Del Mar	022-25-889934	Del Mar Exhibit Hall Transformer	SOUTH	CALEB		\$300,000.06 Bidding	N/A	N/A	No
28	San Bernardino	028-23-014	SAN BERNARDINO RESILIENCY UPGRADES	SOUTH	CALEB		\$12,000,000.05 Permitting	Fire Marshall Plan Complete	03/31/26	Yes
45	California Mid-Winter	045-22-126	EMERGENCY STORM DAMAGE REPAIR	SOUTH	GREG		\$948,709.08 Closeout	Reconciliation	01/23/26	Yes
22	Del Mar	022-22-047	FACILITY CONDITION ASSESSMENT	SOUTH	GREG		\$355,726.08 Closeout	Reconciliation	01/23/26	Yes
22	Del Mar	022-23-031	DMTC HVAC	SOUTH	GREG		\$473,269.06 Bidding	Fire Marshall	03/28/26	Yes
22	Del Mar	022-23-100	Del Mar Connection Center	SOUTH	GREG		\$1,126,776.04 Design	Change Order	03/06/26	Yes
22	Del Mar	022-24-595634	GRANDSTAND FIRE PANEL REPLACEMENT	SOUTH	GREG		\$554,567.08 Closeout	Reconciliation	04/30/26	Yes
22	Del Mar	022-25-889896	Del Mar Hacienda Room HVAC	SOUTH	GREG		\$90,000.06 Bidding	Finish Design Plans	03/06/26	Yes
22	Del Mar	022-25-889929	Del Mar Solana Ramp Asphalt Repair	SOUTH	GREG		\$1,525,000.02 Initiation	N/A	N/A	N/A
22	Del Mar	022-25-889938	Del Mar Mission Tower HVAC	SOUTH	GREG		\$210,000.04 Design	Finish Design Plans	03/02/23	Yes
22	Del Mar	022-25-889942	Del Mar Sound Boiler Replacement	SOUTH	GREG		\$231,710.07 Construction	Demolition	01/28/26	Yes
22	Del Mar	022-22-124	The Sound Floor Infill	SOUTH	GREG		\$390,207.02 Initiation	Get Funding	01/30/26	Yes
22	Del Mar	022-25-891285	Del Mar Surfside Mechanical Roof	SOUTH	GREG		\$210,000.09 Closed	N/A	N/A	N/A
2	San Joaquin	002-24-738213	EcoGREEN	NORTH	JEFF	\$13,797	09 Closed	No funding	02/28/26	No
2	San Joaquin	002-25-003	HVAC Unit #4	NORTH	JEFF	\$-	03 Planning	Prob w/ work	UNK	No
2	San Joaquin	002-25-004	San Joaquin AT&T Mod	NORTH	JEFF	\$30,000	02 Initiation	Fair send CRUISE	02/15/26	No
2	San Joaquin	002-26-XXX	San Joaquin EcoGreen EV Chargers	NORTH	JEFF	\$-	01 Pre Initiation	On hold	02/28/26	No
2	San Joaquin	002-25-934238	Bingo Hall HVAC II	NORTH	JEFF	\$4,750	02 Initiation	Fair CEO	02/28/26	No
7	Monterey	007-23-072	HERITAGE FOUNDATION BARN	NORTH	JEFF	\$4,750	02 Initiation	Waiting on plans	02/28/26	No
7	Monterey	007-23-036	Monterey VERIZON TELECOM FACILITY	NORTH	JEFF	\$24,000	02 Initiation	Schedule pre-con	02/28/26	No
14	Santa Cruz	014-24-779096	EAST PARKING LOT	NORTH	JEFF	\$299,334	08 Closeout	Closeout		
14	Santa Cruz	014-24-619738	HERITAGE PRI	NORTH	JEFF	\$15,250	03 Planning	On hold per CEO	02/28/26	No
14	Santa Cruz	014-24-595845	SANTA CRUZ FIBER INSTALLATION	NORTH	JEFF	\$3,135	07 Construction	Needs inspection	02/28/26	No
14	Santa Cruz	014-25-098487	Santa Cruz Material Removal	NORTH	JEFF	\$89,850	03 Planning	Fair CEO	02/28/26	Yes
15	Kern	015-25-0862684	2025 Temp Structure Assessment	NORTH	JEFF	\$6,150	08 Closeout	Close out		
25	Napa	025-25-916376	Napa Valley AT&T Modification	NORTH	JEFF	\$7,810	08 Closeout	1/20/26 Passed final	02/28/26	Yes
25	Napa	025-26-XXX	Napa Valley T-Mobile Battery Replacement	NORTH	JEFF		01 Pre Initiation	On hold	02/28/26	No
25	Napa	025-26-XXX	Napa Valley Verizon Monopole Mod	NORTH	JEFF		01 Pre Initiation	On hold	02/28/26	No
30	Tehama	030-23-007	Tehama T-MOBILE CELL TOWER COLO	NORTH	JEFF	\$11,500	07 Construction	Failed inspection	02/28/26	No
35	Merced	035-24-494127	LODGE BUILDING RESTROOM	NORTH	JEFF	\$16,500	03 Planning	Waiting on plans	02/28/26	No
35	Merced	035-23-045	SHADE STRUCTURE	NORTH	JEFF	\$4,562	03 Planning	On hold	02/28/26	No
36	Dixon	036-25-960668	Dixon Gate							
38	Stanislaus County Fair	038-23-033	38th AT&T MODIFICATION							
38	Stanislaus County Fair	038-25-002	Stanislaus Fiber Project						02/28/26	Yes
39	Calaveras	039-23-009	Calaveras STORAGE BUILDING	NORTH	JEFF	\$4,700	07 Construction	Waiting on plans	02/28/26	No
40	Yolo	040-23-085	HERITAGE FOUNDATION ARENA	NORTH	JEFF	\$4,750	07 Construction	Failed inspection	02/28/26	No
40	Yolo	040-26-XXX	Yolo AT&T Mod	NORTH	JEFF	\$-	02 Initiation	Fair send CRUISE	02/28/26	Yes
41	Del Norte	041-24-863443	Verizon Modification	NORTH	JEFF	\$7,000	02 Initiation	On hold	02/28/26	No
42	Del Norte	041-25-110135	Del Norte Verizon Fiber	NORTH	JEFF		07 Construction	Pre-con	02/28/26	Yes
01A	Cow Palace	01A-23-110	AT&T CELLULAR MOD	NORTH	JEFF	\$14,000	08 Closeout	reconciliation	02/28/26	Yes
01A	Cow Palace	01A-25-916452	VERIZON GENERATOR REPLACEMENT	NORTH	JEFF	\$5,290	02 Initiation	on hold per Verizon	02/28/26	No
XPO	Cal Expo	XPO-23-491102	RAGING WATERS DEMO	NORTH	JEFF		\$4,750.10 Cancelled	Cancelled		
XPO	Cal Expo	XPO-22-128	T-MOBILE MONOPOLE REPLACEMENT AND UPGRADE	NORTH	JEFF		\$22,348.03 Planning	Schedule pre-con	02/28/26	Yes
2	San Joaquin	002-26-XXX	San Joaquin Big Ass Fans	NORTH	JEFF		\$-10 Cancelled	x		
2	San Joaquin	002-25-918441	San Joaquin Electrical "ER"	NORTH	JEFF		\$-08 Closeout	Bren?		

**Active Projects - Project Updates & Milestones - All Documents**

## Portfolio Tracking by Phase

Active Projects by Phase



# CALIFORNIA CONSTRUCTION AUTHORITY

## FRC Project Summary

Name	Project Title	Project Phase	Status	FRC Funding Total	NOTES
Shasta	Resiliency Center Upgrade	04 Design	Full Project	\$ 4,000,000	Construction estimate is \$4.6M
Santa Cruz	Livestock Barn	04 Design	Full Project	\$ 13,238	\$150,000 from FG to front load design (Estimate \$4M)
Cal Expo	Livestock Bldg South Restrooms	04 Design	Full Project	\$ 1,854,681	SFM requires demo (balance of \$7M total funding)
Gold Country	Reiliency Center HVAC Project	05 Permitting	Full Project	\$ 1,111,361	Const Estimate \$1,261,761 - Fair adding \$476,000
Kings Fair	Boswell Community Center	05 Permitting	Hold	\$ -	Const Estimate \$6,919,545
Silver Dollar	RESILIENCY PROJECT	05 Permitting	Full Project	\$ 30,000,000	95% RE Design - SFM Round 2
San Bernardino	RESILIENCY	05 Permitting	Phase One	\$ 6,000,000	Evaluating phasing alternates
Kings Fair	RV PARK	06 Bidding	Full Project	\$ 3,500,000	Low Bid \$1,013,553
Tulare	RESILIENCY - BLDG 1&2 COMMERCIAL KITCHEN	06 Bidding	Phase One	\$ 10,132,921	Evaluating phasing alternates
Amador	RESILIENCY	06 Bidding	Full Project	\$ 1,500,000	Bid \$1,614,641 w/Alternates
Antelope Valley	MARRC	07 Construction	Completed	\$ 20,000,000	
Merced	COMMUNITY RESILIENCY CENTER	07 Construction	Full Project	\$ 5,000,000	Bid awarded for \$2,453,300
Tulare	RESILIENCY - BLDG 3 KITCHEN	08 Closeout	Completed	\$ -	
Cal Expo	LIVESTOCK NORTH RESTROOMS	08 Closeout	Completed	\$ 2,562,643	
Cal Expo	TENT D FABRIC	08 Closeout	Completed	\$ 629,085	
Cal Expo	HVAC	09 Closed	Completed	\$ 1,953,591	Closed 10/23/25 - \$8,651.04 returned to XPO
				<b>\$ 88,257,519</b>	

\* Kings Boswell Community Center - balance of RV Park Funds transferred plus contribution from Boswell family

\*\* Santa Cruz Livestock Barn will be funded if money is available

Construction estimates do not include soft costs or contingency

## **MARRC Update**

- Received all SFM permits on all three packages
- SFM currently reviewing deferred submittal packages for FLS
- Received permit from LACPW (water tap)
- Substantial Completion slated for August 2026

## **Continued Issues**

- Create clarity on equipment including funding sources
- Creating clarity on data, especially for auditorium
- Funding challenges overall



**Executive Officer's Report**  
**Brent Jamison**

## Strategic Objectives (Q1 2026 – Q4 2026)

- **17 Organizational Objectives for 2026 across FIVE Strategic Pillars.**
  - **Strategic Pillar # 1: Project Delivery Improvements**
  - **Strategic Pillar #2: Fiscal Stability and Reliability**
  - **Strategic Pillar #3: Enterprise Strategy and Governance**
  - **Strategic Pillar #4: Organizational Health**
  - **Strategic Pillar #5: Business Development**

## CCA Strategic Pillar # 1: Project Delivery Improvements

- **Re-establish CCA Portfolio Management Tracking**
  - Purpose: Have full visibility and accountability in CCA project delivery
  - Method: Establish weekly project tracking meetings / Standup Portfolio Management Health, Updates, and Baseline (HUB) in SharePoint
  - OKR: 90% of Active Projects visible and updated bi-weekly
  - Anticipated Completion: Q1 2026 / Q2 2026 (HUB)
  
- **Evaluate Current CCA Contracting Processes**
  - Purpose - mitigate risk / clarify delegations of authority/ establish legal review triggers
  - Method – review and update contracting SOP's and templates with CCA Legal
  - OKR: Contracting procedures are 100% completed and approved by CCA Legal.
  - Anticipated Completion: Q2 2026

## CCA Strategic Pillar # 1: Project Delivery Improvements (cont.)

- Document CCA project lifecycle
  - Purpose: Standardize CCA service delivery organization wide
  - Method: Create SOPs for all Phases of Project Delivery
  - OKR: 90% of active projects visible and updated bi-weekly
  - Anticipated Completion: Q2 2026

## Project Life Cycle - Process Flow

Pre Funding		Post Funding					
Pre-Initiation	Initiation	Planning	Design	Regulatory Review	Bid & Award	Construction	Closeout
Consultation	Intake Provide Detail	A/E Solicitation	Kick-Off Meeting	Pre-Meetings	Bid Schedule	Kick-Off Meeting	<b>Contract Closeout</b> As-Builts
Client - PIF	Scope	A/E Scope	Manage Design	Plan Reviews	Licensing Rqmts.	Contract Submittals	Warranty
Scope Budget Schedule	Budget Schedule	Project Schedule Project Budget Hard Cost	A/E Confirm Scope Design to Scope Design to Budget	Over the Counter	Delivery Method Bid Form	Schedule Submittal Log Other	O&Ms Training Other
CCA - Triage	Project Impact Client Consult Soft Cost Eval Site Constraints	Soft Cost Contingency Escalation	Design Schedule Phase Page Turns Standing Meetings	Back Check A/E Updates	Front Ends 00/01s Bid Advertising Bid Marketing	PM/CM Mgmt CPM RFIs	Retention Release Warranty Walk
Assign Soft Costs	Schedule Issues	Options Study	A/E Manages Estimates	Final Review AHJ Approval(s)	Bid Walk Bid RFIs	Submittals Daily's PCOs	<b>Project Closeout</b> Client Survey
Scope Clarification Project Budget Project Schedule	Client - GNG	OPR BoD	Code Compliance AHJ Coordination Plan Checks		Bid Opening Notice of Intent Contract Rqmts	Punch List Temp C of O	A/E Record Set Final Pay Apps Reconcile Costs
CCA - GNG	Funding Request	Executed Contract	AHJ Submission	A/E Issues for Bid	Executed Contract	Occupancy Permit	Client Refund

## CCA Strategic Pillar #2: Fiscal Stability and Reliability

- **Adjust CCA's Budget for Long-Term Fiscal Stability**
  - **Purpose:** Reduce volatility related to CCA financials
  - **Method:** Reinforce budget discipline (events, contracts, expenses) / Limit revenue forecasting to contracted projects only
  - **OKR:** CCA 2026 net revenues  $\geq$  10% of OPEX.
  - **Anticipated Completion:** Q4 2026
- **Implement New CCA Accounting System**
  - **Purpose:** To improve fiscal accounting processes and reporting by automating tasks, improving accuracy, and providing real-time insights that will allow for better organizational decision-making.
  - **Method:** Fully implement Sage Intacct accounting software
  - **OKR:** CCA 100% transitioned to Sage Intacct as system of record.
  - **Anticipated Completion:** Q3 2026

## CCA Strategic Pillar #3: Enterprise Strategy and Governance

- **Strategic Planning**

- Purpose: To ensure CCA operations align with CCA Board vision and direction
- Method: Conduct board aligned 3-year strategic planning process
- OKR: Strategic plan formally approved by CCA Board
- Anticipated Completion: Q3 2026

- **Increase CCA Operational Transparency for CCA Board**

- Purpose: Provide CCA Board greater visibility into CCA operations
- Method: Establish monthly CCA Executive Committee meetings
- OKR: (±)12 Executive Committee meetings are held in 2026
- Anticipated Completion: Q4

## CCA Strategic Pillar #4: Organizational Health

- **Continue Annual Performance Review Program**

- Purpose: To assess an employee's prior year's performance, provide constructive feedback, and align individual efforts with organizational goals
- Method: CCA management
- OKR: 100% of employees receive review and development plan.
- Anticipated Completion: Q2 2026

- **Conduct Annual Organizational Health Survey**

- Purpose: To provide a comprehensive evaluation of CCA organizational well-being (leadership, culture, and employee engagement).
- Method: Standardize a long-term organizational health survey (establishing a baseline) that will be implemented annually
- OKR:
  - 70% participation
  - action plan developed
  - Endorsed and monitored by CCA Board
  - Anticipated Completion: Q4 2026

## CCA Strategic Pillar #5: Business Development

- **Improve Stakeholder Communications**

- Purpose: To provide CCA stakeholders (Board Members, clients, partners) with greater visibility of CCA operations.
- Method: Issue quarterly stakeholder newsletter
- OKR: One edition delivered each quarter
- Anticipated Completion: Q4 2026

- **Establish Stakeholder Education and Training initiatives/materials**

- Purpose: To better educate CCA stakeholders as to construction management best practices and public works contracting processes.
- Method: Regularly present CCA educational sessions at CDFA collaborative meetings and fall CSFA, CDFA and CCA joint regional trainings.
- OKR: Conduct  $\geq 6$  educational sessions/trainings in 2026
- Anticipated Completion: Q4 2026

## Budget Letter 24-04 (Update)

- Issued by Department of Finance (DOF) February 1, 2024
- Section 10105 - Requires DGS oversight for Public Works projects over \$461,000
- CDFA Evaluation to be completed Spring 2026
  - Initial feedback provided at January 7<sup>th</sup> CDFA Collaborative meeting.

## Directors' Reports

# Regular Meeting Adjourned