



California Construction Authority

NOTICE OF REGULAR TELECONFERENCE MEETING CALIFORNIA CONSTRUCTION AUTHORITY BOARD OF DIRECTORS

July 11, 2025

Notice is hereby given that a Regular Teleconference Meeting of the Board of Directors of the California Fairs Financing Authority d/b/a California Construction Authority ("CCA") will convene at 10 a.m. on July 16th, 2025. This teleconference meeting will be held at the California Construction Authority Conference Room, 1776 Tribute Road, Suite 200, Sacramento, California 95815 and at the following teleconference locations:

- San Diego County Fair, 22nd DAA
2260 Jimmy Durante Blvd.
Del Mar, CA 92014-2216
- Orange County Fair and Event
Center, 32nd DAA
88 Fair Drive
Costa Mesa, CA 92626
- El Dorado County Fair
100 Placerville Drive
Placerville, CA 95667
- Solano County Building
675 Texas Street
Conference Room 6002
Fairfield, CA 94533

California Construction Authority Mission Statement

CCA exists to facilitate in a timely manner and with cost effectiveness, construction of California fairgrounds, ensuring public health and safety and compliance with California codes.

California Construction Authority Vision Statement

In response to the ever-evolving needs on California fairgrounds, CCA will be the preeminent resource and facilitator for construction projects on California fairgrounds by delivering high standards of project management; timely and cost-effective service; superior quality control and compliance with California codes; and providing access to current, relevant information and education.

Call to Order
Roll Call & Introductions
Public Comment

AGENDA ITEMS:

1. [Resolution No. 25-12 Approving Minutes of May 21, 2025, Regular Board Meeting](#)
2. [Resolution No. 25-13 Approving the 2023 Audit Findings from Pinnacle Accounting](#)
 - a. [2023 Audit Report](#)
3. [Resolution No. 25-14 Approving New Personnel Policy – Admin Leave \(former CTO Policy\)](#)
4. [Resolution No. 25-15 Approving Revised Salary Schedule](#)

INFORMATIONAL ITEMS

- I. Finance Report
- II. Business Services Report
- III. Strategic Initiatives & Communications Report
- IV. Executive Officer's Report
- V. Directors' Report

[Adjournment](#)

PUBLIC COMMENT

It is the policy of the Board of Directors of the California Construction Authority (CCA) to encourage public participation in the meetings of the Board of Directors. At each meeting, members of the public shall be provided with an opportunity to directly address the Board on items of interest to the public that are within the subject matter jurisdiction of CCA.

NOTE: The Board may take action on any matter, however listed on this Agenda, and whether or not listed on this Agenda, to the extent permitted by applicable law. Staff Reports are subject to change without prior notice. If requested, this agenda can be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Board Secretary Assistant for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting, should telephone or otherwise contact the Board Secretary as soon as possible. The CCA Board Secretary may be reached at 1776 Tribute Road, Suite 220, Sacramento, California 95815, or by telephone at 916-263-6101.

DISTRIBUTED PUBLIC RECORDS: Public records related to an agenda item that are distributed less than 72 hours before this meeting are available for public inspection during normal business hours at the CCA office at 1776 Tribute Road, Suite 220, Sacramento, CA 95815 and will be made available to the public on the CCA website at <https://cauthority.org/>. Availability of materials related to agenda items for public inspection does not include materials which are exempt from public disclosure under Government Code sections 6253.5, 6254, 6254.3, 6254.7, 6254.15, 6254.16, or 6254.22.

CCA Board Meeting

July 16, 2025

Agenda Items

- ☐ Resolution No. 25-12 Approving Minutes of May 21, 2025, Regular Board Meeting
- ☐ Presentation by Pinnacle Accounting on 2023 Audit Report
- ☐ Resolution No. 25-13 Approving 2023 Audit Report
- ☐ Resolution No. 25-14 Approving New CCA Personnel Policy 217 – Admin Leave and Rescinding Policies (212-214)
- ☐ Resolution No. 25-15 Approving Revised Salary Schedule
- ☐ Informational Items:
 - ☐ Finance Report
 - ☐ Business Services Report
 - ☐ Strategic Initiatives & Communications Report
 - ☐ Executive Officer's Report
 - ☐ Directors' Report

Resolution No. 25-12 – Approving Minutes of May 21, 2025, Regular Board Meeting

Recommendation: Approve minutes for May 21, 2025, Regular Board Meeting

Presentation by Pinnacle Accounting on 2023 Audit Report

CALIFORNIA FAIRS FINANCING AUTHORITY

PRESENTATION TO THE BOARD OF DIRECTORS:

RESULTS OF THE AUDIT

July 16, 2025



Pinnacle Accounting
& FINANCIAL SERVICES

Auditors Responsibility under Generally Accepted Auditing Standards (GAAS):

The Financial statements are the responsibility of management. As stated in our engagement letter, our responsibility is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented in all material respects, in conformity with U.S. generally accepted accounting principals (GAAP). Our audit of the financial statements does not relieve you or management of your responsibilities

The audit is substantially complete, and we plan to issue an unmodified opinion on the financial statements of the Authority for the year ended December 31, 2023.

Required Supplementary Information:

Government Accounting Standards Board (GASB) requires certain supplementary information to accompany the Authority's basic financial statements to be in conformity with GAAP. Such information has been subjected to limited procedures such as inquiries of management about the methods of preparing the information and comparing the information for consistency with the basic financial statements, however, we do not express an opinion because the of the limited nature of our procedures.

The following required supplementary information is required to accompany the Authority's basic financial statements and are subjected to limited procedures, but no opinion has been expressed.

- Management's Discussion and Analysis
- Schedule of the Authority's Proportionate Share of the Net Pension Liability
- Schedule of the Authority's Pension Contributions
- Schedule of Changes in the Authority's Net OPEB Liability and Related Ratios

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We will request certain representations from management that are included in their management representation letter to us.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Organization's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Significant Accounting Policies

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application.

The significant accounting policies used by the Authority are described in the notes to the financial statements. There were no new accounting policies or changes to existing policies for the year ended December 31, 2023.

We noted no transactions entered into by the Authority during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Management Judgements and Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

- Management's estimate of the collectability of the receivables is based on Management's assessment of the likelihood of receivable payments on individual accounts.
- Management's estimate of the liabilities recorded in connections with photovoltaic panel direct financing leases and also the related contingent liabilities is based on analysis and review of the underlying lease agreements and settlement agreements with various parties. This is further described in Note 4 to the financial statements.
- The Authority's Net Pension Liability (NPL) is measured as the proportionate share of the NPL. The NPL is measured as of June 30, 2023. The Total Pension Liability (TPL) used to calculate the NPL was determined by an actuarial valuation as of June 30, 2022 rolled forward to June 30, 2023 using standard update procedures. Using the Authority's individual employer rate plan's share of the risk pool TPL and Fiduciary Net Position (FNP), the proportionate shares of the TPL and FNP at the measurement date are determined for the Authority by the actuary.

Management Judgements and Accounting Estimates (continued)

The most sensitive estimates affecting the financial statements (continued):

- The Authority's Net OPEB Liability (NOL) and related deferred inflows and deferred outflows are based upon an actuarial valuation dated December 31, 2022, with a measurement date of December 31, 2023.

We evaluated the key factors and assumptions used to develop these estimated in determining that they are reasonable in relation to the financial statements taken as a whole. In addition, the related financials statement disclosures are neutral, consistent, and clear.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to you in our engagement letter.

Significant Risks Identified by the Auditor

In order to design appropriate audit procedures in accordance with GAAS the engagement team is required to perform risk assessment during its audit planning process. The following significant risks of material misstatement presumed by the auditing standards were incorporated into our audit plan:

- Improper revenue recognition due to fraud
- Management override of controls

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

A separate management letter will be issued for internal control deficiencies and recommendations.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole. A summary of correcting entries is included in the appendix to this presentation.

APPENDIX

Appendix - Statement of Net Position

	2023	2022
Assets		
Current Assets:		
Cash and cash equivalents	\$ 1,409,815	\$ 112,310
Restricted cash and cash equivalents	33,428,788	13,264,891
Accounts receivable and other assets	707,433	646,603
Total current assets	35,546,036	14,023,804
Non-current assets:		
Fixed assets, net	39,102	15,072
Rou assets, net	53,108	146,266
Total non-current assets	92,210	161,338
Total Assets	35,638,246	14,185,142
Deferred Outflows of Resources:		
Deferred outflows of resources related to opeb	301,971	204,957
Deferred outflows of resources related to pensions	1,324,241	1,406,580
Total Deferred Outflows of Resources	1,626,212	1,611,537
Total Assets and Deferred Outflows of Resources	37,264,458	15,796,679
Liabilities		
Current liabilities:		
Accounts payable	3,588,925	2,114,786
Lease liability - current	54,816	4,402
Unearned income	288,074	596,317
Dues to other governments	556,277	4,419,908
Fair funded project fund held	28,904,146	5,663,232
Due to F & E related to PV # 1	1,050,566	1,050,566
Due to F & E related to PV # 2	6,000	6,000
Total current liabilities	34,448,805	13,855,212
Non-current liabilities:		
Lease liability - non current	-	108,333
Net OPEB liability	1,198,447	1,249,106
Net pension liability	3,769,812	3,732,399
Total non-current liabilities	4,968,259	5,089,838
Total Liabilities	39,417,064	18,945,050
Deferred Inflows of Resources:		
Deferred inflows of resources related to OPEB	453,222	463,393
Deferred inflows of resources related to pensions	612,141	893,218
Total Deferred Inflows of Resources	1,065,363	1,356,611
Net Position:		
Restricted	10,878,223	12,213,886
Unrestricted	(14,096,191)	(16,718,868)
Total Net Deficit	(3,217,969)	(4,504,982)
Total Liabilities, Deferred Inflows of Resources, and Net Position	\$ 37,264,458	\$ 15,796,679

Appendix - Statement of Revenues and Expenditures

	2023	2022
Operating Revenues		
Project management fees	\$ 3,171,946	\$ 1,241,796
Deferred maintenance project revenue	803,004	943,836
Recovered revenue	-	30
Total operating revenues	<u>3,974,950</u>	<u>2,185,662</u>
Operating Expenses		
General and administrative expenses	2,687,028	542,399
Consultants	909	7,004
Total operating expenses	<u>2,687,937</u>	<u>549,403</u>
Operating gain	1,287,013	1,636,259
Net position, beginning of year	<u>(4,504,982)</u>	<u>(6,141,241)</u>
Net position, end of year	<u>\$ (3,217,969)</u>	<u>\$ (4,504,982)</u>

Appendix - Statement Cash Flows

	2023	2022
Cash Flows From Operating Activities		
Operating gain	\$ 1,287,013	\$ 1,636,259
Reconciliation to net cash provided by operating activities:		
Depreciation expense	6,428	8,417
Changes in:		
Accounts receivable and other assets	(60,830)	200,427
Net OPEB liability	(50,659)	(435,763)
Deferred outflows of resources	(14,675)	(796,789)
Accounts payable	1,474,139	(262,625)
Due to other governments	(3,863,631)	2,499,537
Fair funded project funds held	23,240,914	1,057,171
Unearned income	(308,243)	(163,441)
Net pension liability	37,413	1,086,653
Deferred inflows of resources	(291,248)	(1,447,003)
Net cash provided by operating activities	<u>21,456,623</u>	<u>3,382,843</u>
Cash Flows from Capital and Related Financial Activities		
Purchases of fixed assets	(30,458)	(11,859)
Net cash on lease liabilities	<u>35,238</u>	<u>(9,813)</u>
Net cash used by capital and related financing activities	<u>4,780</u>	<u>(21,672)</u>
Cash Flows From Non Capital Financing Activities		
Line of credit payments	<u>-</u>	<u>(250,000)</u>
Net cash used by non capital financing activities	<u>-</u>	<u>(250,000)</u>
Increase in cash and cash equivalents	21,461,403	3,111,171
Cash and cash equivalents – beginning of year	13,377,201	10,266,030
Cash and cash equivalents – end of year	<u>\$ 34,838,604</u>	<u>\$ 13,377,201</u>

CCA Board Meeting – July 16, 2025

Appendix – Adjusting Journal Entries

Adjustment 1		
(A) - To reconciling opening balance to final audit balance for 2022		
Account	Debits	Credits
310-000 - Grant F & E	231,715	-
311-000 - Net Position, beginning of year	-	1,709,460
741-000 - Rent, General, 00, General Ops, A	50,297	-
764-000 - Ops Travel, General, 00, General Ops, A	-	9
450-000 - CDFA Grant Project Planning Fees	1	-
765-000 - Fuel-Vehicle Expenses, General Ops,	4	-
768-006 - 768-000-00000000-A Misc Expenses, General,	4	-
904-000 - Pension Expense, Accrued Liability	1,444,214	-
905-000 - Lease Costs	-	16,766
Totals	1,726,235	1,726,235
Adjustment 2		
(A) - To record current year movents on ROU Assets		
Account	Debits	Credits
160-000 - ROA Asset	-	93,158
230-000 - Current Lease Liability	-	50,414
340-000 - Non-Current Lease Liability	108,333	-
905-000 - Lease Costs	55,420	-
741-000 - Rent, General, 00, General Ops, A	-	20,181
Totals	163,753	163,753
Adjustment 3		
(A) - To record Pension Fund movements for the year		
Account	Debits	Credits
144-000 - Deferred outflows of resources Pensions	-	82,339
224-000 - Deferred inflows of resources Pensions	281,077	-
223-000 - Pension Liability Net projection	-	42,850
904-000 - Pension Expense, Accrued Liability	-	155,888
Totals	281,077	281,077
Adjustment 4		
(A) - To reconcile Pension and OPEB expenses as per GASB 68 and 75 calculations		
Account	Debits	Credits
903-000 - OPEB Expense, Accrued Liability	192,311	-
904-000 - Pension Expense, Accrued Liability	-	260,220
703-000 - Salaries & Wages	67,909	-
Totals	260,220	260,220

Resolution No. 25-13 – Approving 2023 Audit Report

Recommendation: Approve findings of 2023 Audit Report

Resolution No. 25-14 – Approving New CCA Personnel Policy 217 – Admin Leave and Rescinding Policies (212-214)

Background:

The existing CTO policies grant managers broad discretion to award compensatory time, up to 120 hours, without clear criteria. This lack of structure risks inconsistent application and may lead to perceptions of unfairness.

Discussion:

- The revised policy grants FLSA Exempt employees 40 hours of CTO (Compensation Time Off) per calendar year.
- CTO must be used before any accrued vacation time.
- CTO hours cannot be carried over; they must be used within the same calendar year.
- Existing CTO balances under the current policy can be used through December 31, 2026, giving employees a year and a half to utilize those hours.

Recommendation:

Policy's 212 and 214 be revoked and replaced with the Management Leave for FLSA Exempt Employee Policy

Resolution No. 25-15 – Approving Revised Salary Schedule

Background:

Proposed are three new positions to be added to the organization's pay scales. These roles are essential for enhancing operational efficiency, regulatory compliance, and project management capabilities.

1. Business Services Manager -The Business Services Manager will lead administrative and operational functions, compliance and efficient internal services across the department.

2. Controller - reporting to the Executive Officer, will oversee the Authority's finances, ensuring transparency, compliance, and strategic fiscal management.

3. Project Engineer -The Project Engineer will provide technical expertise and support to ensure construction projects meet safety, quality, budget, and schedule requirements.

Exempt Employees				
SG	Job Title	Min	Mid	Max
1	Accountant I Construction Office Administrator I	\$68,557	\$81,343	\$101,466
2	Accountant II Construction Project Coordinator I	\$68,557	\$78,208	\$105,211
3	Accounting Department Supervisor Construction Office Administrator II	\$80,773	\$96,194	\$111,613
4	Construction Project Coordinator II Project Engineer	\$73,901	\$89,033	\$115,733
5	Construction Project Manager I Program Manager I	\$68,557	\$100,241	\$133,093
6	Construction Project Manager II Business Services Manager Construction Superintendent Program Manager II	\$75,047	\$110,725	\$145,245
7	Construction Project Manager III Construction Project Architect I Construction Project Engineer I Controller	\$88,850	\$117,585	\$161,042

Resolution No. 25-15 – Approving Revised Salary Schedule

Recommendation: Approve Revised Salary Schedule

Informational Items

2025 Fiscal Year Reforecast

California Construction Authority	Original Budget	Revised Budget	Variance Better/(Worse)
Revenues:			
Project Admin Fees	5,545,859	5,162,404	(383,455)
CDFA Grant Project Planning Fees	3,523,886	1,080,447	(2,443,439)
Technology Fee (0.5%)	187,871	50,738	(137,133)
Total Revenue:	9,257,616	6,293,589	(2,964,027)
Expenses:			
CFFA Salaries, Taxes and Benefits	3,537,481	3,997,008	(459,527)
CFSA Agreement Services	7,200	16,929	(9,729)
IT Services	276,870	245,484	31,386
Consulting/Professional Services	437,400	205,656	231,744
Legal Services	66,000	109,954	(43,954)
Other	450,317	507,240	(56,924)
Total Expenses:	4,775,267	5,082,271	(307,003)
Other Uses:			
OPEB Premiums	134,792	140,631	(5,839)
Total Expenses and Other Uses:	4,910,059	5,222,901	(312,842)
Net Income from Operations	4,347,557	1,070,688	(3,276,869)
Other Items of Revenue & Expense			
Retiree Pension Expense	588,340	590,201	(1,861)
Net Income per Income Statement	3,759,217	480,486	(3,278,730)

Grant Revenue Shortfalls:

- Silver Dollar
- Tulare Buildings 1&2
- San Bernadino
- OC Fair Midway Restrooms
- Merced Community
- MARRC
- Kings

Finance Report (continued)

Sage Intacct Implementation Update

Project Overview

- Initiated: January 2025
- Original Go-Live Target: June 1, 2025
- New Go-Live Target: Q4 2025

Key Issue Identified

- Discrepancies Found between Procore and Activity HD during testing phase

Strategic Response

- Only reconciled projects will be migrated to Sage Intacct
- Reconciliation Plan:
 - Initial approach: Reconcile and migrate projects one-by-one
 - Updated Plan: All 90 projects reconciled and ready for migration

Next Steps

- Engaged Procore to transition project cost structures for seamless integration with Sage Intacct
- Transition of Procore jobs into Sage Intacct scheduled for mid-July

Business Services Report

Staffing Status:

Current Staffing: 22

- Turnover: 1

Employee Status Breakdown:

- Regular Full time: 18
- Contract Employees: 4

Training:

- Mandatory biennial Anti-Harassment course YTD25 Completion Rate: **100%**
- Supervisory Training scheduled for Newly Appointed Supervisors
- Annual Cyber Security Training under review for adoption

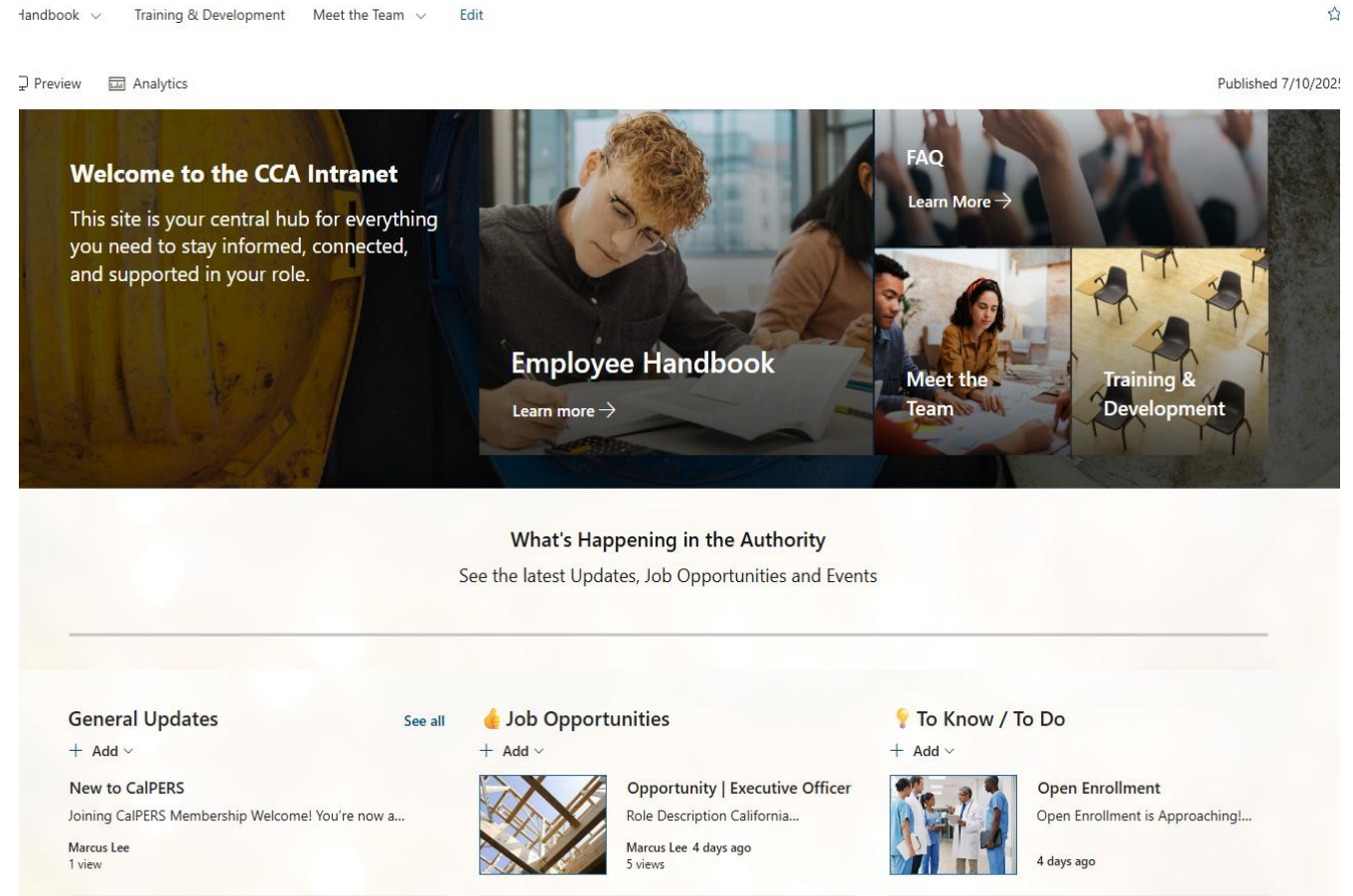
Performance Reviews

- All needed reviews completed as of May 30th
- Merit increases given for staff
- Currently reviewing different processes for next year.

Business Services Report (continued)

Ongoing Initiatives

- Network infrastructure update
 - Part of the Office Reorganization Effort
 - Speed and Latency Improvements
- New timekeeping system adopted
 - Workforce Hub
 - Use begins 7/28/2025
- CCA Intranet under development
 - Developed Using SharePoint
 - Rollout planned for week of July 28th



Strategic Initiatives and Communications Report

Statewide Grant Strategy Partnership:

- In today's uncertain federal grant landscape, and with the recent pause on the release of Prop 4 funding, California's fairgrounds risk losing out on critical funding.
- As a result, CCA will lead this effort with support from CDFA and Wyn Partners to develop and manage a new grant program strategy to identify local, state and foundation funding sources that are often overlooked but highly accessible to fairgrounds with the right approach.

Grant Writing is Strategic Fundraising

Status of Current Grants:

Awarded: FEMA and State of CA- Nonprofit Security Grant Program (NSGP) for Butte and Trinity County Fairgrounds

- Grants totaling over \$650K impounded by DHS.

Pending: CalOES Homeland Security Grant Program for State Agencies

- Grants submitted and under review \$300K

Total weekly identified opportunities: approximately \$57M + \$159M + multi-million grants — a substantial funding pool in **California**

- **Immediate grant opportunities with high probability for success:**

- **California Wellness Foundation** awarded ~\$57 million in 2023, with quarterly grants typically \$200K–\$750K- Letter of Intent will be submitted this month. Due: **7/31/2025**
- **James Irvine Foundation** distributed ~\$159 million in 2024, including project grants often ranging \$250K–\$750K- Invitation Only Grants

Targeting Viable Grant Opportunities

- **Grant Success Rates** – Federal grants are highly competitive (5% success rate); foundation grants average 15–30% when aligned with funder priorities.



Grants are not found through online research or “GOOGLING” to find opportunities.



The grant funding industry is highly competitive



A sophisticated network, often behind paywalls, highlighting the importance of investing in grant software



High-value grants may be limited to invitation-only applicants, underscoring the need for trusted relationships with funders.

Statewide Grant Strategy Partnership

Primary Goals:

- Capture untapped grant funding that California Network of Fairgrounds and Event Centers have historically missed due to lack of staff, time, or grant knowledge.
- Secure grants that either:
 - Offset operational expenses by funding revenue-generating programs (e.g., swap meets, wellness clinics),
 - Directly support capital improvements. (e.g., parking lots, perimeter lighting, ADA access)
- **Issue network wide assessment.**
- Develop a network wide resource database creating a 360 degree view of each fairground site, allowing for data consistency and accuracy for strategic planning and future business development opportunities.
- Provide *realistic* grant funding opportunities across the network on a regular basis.
- Deliver real time grant program progress reports for leadership.

Who Qualifies for Grants?

This program is designed to identify grant funding opportunities on behalf of the following entities:

- **CDFA**
 - Local, state and federal grants
- **CCA**
 - Local, state and federal grants
- **DAA Fairgrounds**
 - Local, state and federal grants
 - Foundation funds

Implementation Strategy

Outreach & Engagement – September 2025

CCA issues initial grant survey to entire network

- Follow up calls to complete survey by CCA
- Wyn Partners reviews results, identifies potential candidates for potential grants
- CCA sends invitation to all eligible fairgrounds
- Wyn Partners hosts virtual info session to walk through grant requirements and timeline

Application & Submission Process – Ongoing

- Fairground and/or Wyn Partners prepares application documents
- CCA supports with documentation or letters of support as needed

Post-Submission

- If awarded → move into implementation & compliance support
- If denied → schedule debrief with funder, refine approach, and resubmit next quarter at no additional cost.

Funding opportunities will be sent on a regular basis to qualified fairgrounds.

Measuring Results of the New Grant Strategy Partnership (12-18 months)

-  Increase in Grant Dollars Secured
-  Number of Capital Projects Funded
-  Increased CEO Engagement
-  New Partnerships Formed
-  Improved Grant Application Success Rate
-  Diversified Funding Sources
-  Creation of a Centralized Grant Management System & Fairground Resource Database

Executive Officer's Update

What Have We Accomplished

We've come a long way in a short time...

- Identified and Created Functional Departments
- Created a Leadership Structure
- Project Initiation & Compliance Services (PICS)
- Defined the Project Life Cycle Process
- Created Functional Project Cost Codes
- Accounting System Integration
- Implementing a New Sheet System
- Started Office Remodel

Realigning with Our Core Purpose

- Organization Structure
 - Create Leadership
 - Empower
 - Support
- Systems Approach
 - Operational Focus
 - Linear Execution
- Customer Service
 - Outreach
 - Proactive Communication
- Fee Stabilization

Budget Realignment

- Fiscal Conservancy Approach
- Reassessed NTP Based on Realistic Outcome
- Evaluate all Expenses
- Evaluate Purpose and ROI on all Events
(Tradeshows, Conferences, Conventions...)
- Review Consulting Contracts – Proactively Manage
- Office Remodel – Significantly Cut Back Budget
- Hold on Initiatives – Branding, Web-site, Intranet

Challenges

- Budget Impacts – Caused by Shifting Revenue
- Perception of CCAs Purpose and Value
- FRC Project Budget Challenges – MARRC, Chico, Tulare, Shasta,
- Creating Clarity on Our Process
- Integration of SFM into Projects
- Revenue Modeling
- Minimal Pipeline

Short Term Goals

Next 6 Months....

- Establish Business Services and Finance & Accounting
- Integration of New Accounting System
- Re-evaluate Use of Procore
- Contract Revitalization – AIA, Consultant, Construction...
- Create a Project Initiation Process
- Revise CCA Fee Calculation
- Solidify PICS Process and Team

Initiatives 2025 - 2026

- Project Initiation Process
- Systems Development – PICS
- Process Development & Management – Scope, Design, Construction
- Client Focus – Education and Retention
- FRC Funding Process
- Curating Data – Dashboards, Financials, Program, Project Reporting
- Metrics and KPIs
- Project Risk Analysis Methodology

Strategic Planning

Forward Focused....

- Values, Vision, Mission
- 3-year Business Plan
- Investment Plan
 - Training, Technology, Scalability
- Funding Opportunities
- Focus on Ability to Accurately Budget and Schedule
- Develop Messaging and Education for Clients
- Rebranding

Business Planning - 2026

- Will formally begin in October 2025
- Client Categorization
- Outreach to Fairgrounds and Board
- Identify Pipeline Opportunities
- Expense Budgeting
- Internal Risk Assessment
- Revenue Forecasting and Modeling Analysis
- CCA Rate Structure
- Develop Metrics – Utilization, Multiplier, Break-even

Directors' Reports

2025 Board & Finance Committee Meeting Dates

- **Board of Directors:**
 - 17-SEP: In Person (location to be determined)
 - 6-NOV: In Person (to be held on a Thursday during the CFA Manager's Conference)
- **Finance Committee:**
 - 20-AUG - Q2 2025 : Teleconference
 - 15-OCT - Q3 2025 : Teleconference
 - No December Meeting

Regular Meeting Adjourned