



CALIFORNIA CONSTRUCTION AUTHORITY

BOARD OF DIRECTORS SPECIAL MEETING MINUTES August 31, 2021

ROLL CALL:

The regular teleconference meeting was called to order by Director Yeager at 9:43 a.m. on August 31, 2021, pursuant to the California Government Code Section 54950 et. seq., and Section IX of the Joint Exercise of Powers Agreement. Roll call was taken and a quorum of the Board of Directors of California Fairs Financing Authority d/b/a California Construction Authority (“CCA”) were present for all agenda items.

INTRODUCTIONS:

Board Members present in Del Mar:

Mike Francesconi, Director (Non-Voting)
CDFA Fairs and Exposition

Carlene Moore, Director
San Diego County Fair, 22nd DAA

Marisa Yeager, Director
Southern California Fair, 46th DAA

Michele Richards
OC Fair & Event Center, 32nd DAA

Others present in Del Mar included:

Randy Crabtree Jr., Executive Officer
California Construction Authority

Sean Slay, Project Manager II,
California Construction Authority

Becky Bailey-Findley, Special Consultant
California Construction Authority

Vanessa Torres, Administrative Assistant
California Construction Authority



AGENDA ITEMS

1. Strategic Planning Part III: Reviewing Strategies, Action Steps, Outcomes, and Measures

Executive Office Randy Crabtree and Becky Bailey-Findley led a planning session, the thoughts and ideas collected during this session are attached as Exhibit “

PUBLIC COMMENT: There was no public comment.

ADJOURNMENT: Meeting was adjourned by Director Moore at 2:45 p.m.



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Strategic Planning Meeting
August 31, 2021

Board of Directors' Responses

To open the strategic discussion the board members were asked to share something they appreciated about CCA and something they wish CCA could provide. These discussion items are organized as:

1. CCA Contributions to Sustain Into the Future

- The ability to respond to a fair client who has an emergency facility need. CCA serves as a resource, providing much needed expertise, knowledge, experience, and an understanding of the process needed to respond to the emergency repair on a fairgrounds. They provide guidance on the emergency repair process and document it appropriately which helps the fair further respond to the emergency in reporting out to interested parties or entities. They also aid in securing funding from CDFA for the emergency repair.
- CCA has the expertise and experience working on a fairgrounds. There is an understanding of how a fair operates and how to manage construction within this model. They bring to the table experience and talent in working with fairgrounds staff, CDFA, Fairs & Expositions, DGS, State Fire Marshall and organized labor. Their ability to be flexible is considerable.
- CCA is a knowledgeable resource with the added experience of knowing how to serve a diverse client base. Longevity and consistency are appreciated because of the changing nature of the agencies that oversee construction on fairgrounds and the revolving door of fair management and boards.
- CCA survived its crisis and is stronger as a result.
- Appreciate CCA's talent in dealing with storm water management with the added understanding of livestock and equestrian programs on fairgrounds.
- Due to CCA's expertise and longevity, their presence and involvement can help neutralize a local drama on a fairgrounds.
- The working relationship between CCA and F&E is one of trust and shared information with mutual clients. This benefits the client base.



- CCA staff and leadership is professional.
- CCA's internal structure is stable and consistent. The staff are empowered to do their jobs well and feel supported in the decision-making process.

2. **CCA Contributions to Enhance or Grow in the Future**

- Create a guidebook regarding the process for responding to an emergency need or repair on a fairgrounds.
- Provide aid in securing funding for fairground construction or repair projects. Grow in knowledge of availability of funding sources.
- Continue to improve and enhance sharing of information and coordinating response to fair needs. Prioritize coordinating between CCA, CFSA, CDFA and CARF.
- Continue to engage in training and educational opportunities for fair leadership and staff. Participate in providing onboarding information, especially in this time of significant fair and management turnover.
- Create a mechanism to solicit and measure customer experience and satisfaction.
- Formalize and provide a process, along with funding, to assess fairgrounds' facility and grounds needs. Grow CCA's ability to provide Facility Audits and Facility Conditions Assessments.
- Create a macro-maintenance subscription model for fair clients. Expand the ability to provide Day Labor. Brand the organization as California Maintenance and Construction Authority - CMCA.
- Encourage and coordinate cross-entity/jurisdiction projects as a cost benefit to fair clients. For example, help coordinate with Cal Trans work and asphalt regrounding that could be used on a fairgrounds.
- Provide a regular "newsletter" of communication regarding projects on fairgrounds as a tool to further educate the fair network about possibilities.
- Expand board of directors' engagement and contribution. Find a way to include other fair clients with the board of directors.
- Bring professional resources internal to CCA's organization. Add engineering and/or architectural staff to CCA's roster.
- Working with the State, create alternate mechanisms for funding for projects to be deposited at CCA for fair project work.



- Engage with the industry and be a part of long-term planning or the benefit of the California Network of Fairs.



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Strategic Planning Discussion

Session 3:

Pillar 1 - Exceptional Customer Service

- Suggested to add Strategy 3: Action Step Example - Gather customer feedback.
- Fairs to fill out a survey for CCA's review
- Submit a "Project Acceptance" form to fairs with closeout documentation

Pillar 2 - Strong Partnership and Collaboration

- Strategy 2: Suggested that "Build Back Better" be replaced with: "Assist the State and the Fair Network in identifying opportunities for responsible recovery planning and reinvestment in the Network."
- Strategy 5: Eliminate all verbiage that states Deferred Maintenance to **Infrastructure Maintenance, this applies to Strategy 4 & 5.**

Pillar 3 – Optimal Resource Management

- Board not clear on ALL business plans, suggest: "Do not assume that fair boards understand business planning."

Pillar 4 – Dynamic Human Capital

- Suggest: In providing training opportunities for staff, soft skills are just as important as hard skills, CCA should include both in training programs.
- Communication and conflict resolution are key for CCA's organization.
- Suggest the need for a remote work policy.