

Conference Brochure

CALIFORNIA'S COALITION FOR ADEQUATE SCHOOL HOUSINGSM
48th ANNUAL CONFERENCE ON SCHOOL FACILITIES



February 23 – 25, 2027
SAFE Credit Union Convention Center
Sacramento, California

Welcome to the 48th Annual CASH Conference on School Facilities!

This year's conference is all about the future of K-12 school facilities; find out what you need to know to stay ahead, including what is new and what is changing. Join school facilities professionals from across California as we explore the most important issues shaping our industry, including:

- State funding and evolving strategies for financing modernization, new construction, deferred maintenance, and other facility needs.
- Emerging technologies and practical applications of AI that are transforming facilities planning, maintenance, operations, and everyday workflows.
- New approaches to project planning, procurement, and construction delivery that help districts manage cost, schedule, risk, and increasingly complex facility programs.
- Strategies for building more resilient and sustainable school facilities, including energy efficiency, electrification, renewable energy, long-range planning, and effective maintenance and operations.
- Leadership and professional development sessions focused on strengthening teams, developing future leaders, managing organizational change, improving communication, and preserving institutional knowledge.
- Innovative approaches to school design and planning that create inclusive, engaging, and future-ready learning environments for students and communities.
- Inspiring general sessions featuring thought leaders and industry experts discussing trends and innovations shaping the future of educational facilities.
- And much more!

Whether you are new to school facilities or a seasoned professional, you will find a full slate of sessions designed to meet your needs and experience level. Returning favorites including our fast-paced, 45-minute mini-workshops that deliver practical takeaways in a focused format, along with in-depth education sessions (75 minutes) and clinics (90 minutes) that provide opportunities to explore critical topics in greater detail.

The conference is about more than education - it's also a great opportunity to strengthen your professional network. Connect with colleagues from across the state in the Trade Show, where industry partners showcase the latest products, services, and innovations supporting California schools. Join peers at the pre-conference golf tournament, and you will not want to miss the legendary opening night CASH Bash, where attendees can relax, reconnect and build lasting professional relationships.

The CASH Board of Directors and the Annual Conference Planning Committee invite you to join us February 23–25, 2027 in Sacramento for the largest gathering of school facilities professionals in California. Come to learn, grow, connect, and help shape the future of school facilities together.

Who Should Attend

- School District Facilities Planners and Directors
- County Office of Education Facilities Officers
- Maintenance and Operations Managers and Directors
- Project and Program Managers
- Architects
- Attorneys
- Construction Managers
- Superintendents
- State Agency Representatives
- Anyone in the school facilities industry!

**General Session Luncheon, Tuesday,
February 23, 2027 at 12:30 p.m.**

Keynote Speaker, TBD

Tentative Schedule of Events*

All events are held at the Sacramento SAFE Credit Union Convention Center, unless otherwise noted.

Monday, February 22, 2027

3:00 p.m. - 6:00 p.m.	Golf Tournament, TopGolf Roseville
7:00 p.m. - 9:00 p.m.	Pre-CASH Bash, Networking Reception, Mayahuel

Tuesday, February 23, 2027

8:00 a.m. - 6:30 p.m.	Registration
10:00 a.m. - 11:30 a.m.	School Facility Manufacturers' Association Board of Directors Meeting (by invitation only)
10:45 a.m. - 12:00 p.m.	Concurrent Sessions
12:15 p.m. - 1:30 p.m.	General Session Luncheon Welcome and Opening Remarks by CASH Chair Conference Review by Planning Committee Chair Keynote Speaker: TBD Presentation of the James L. Murdoch Lifetime Achievement Award
1:45 p.m. - 3:00 p.m.	Concurrent Sessions
3:00 p.m. - 3:15 p.m.	Break
3:00 p.m. - 4:30 p.m.	School Facilities Leadership Academy Class of 2026-27 Graduation
3:15 p.m. - 4:30 p.m.	Concurrent Sessions
4:30 p.m. - 6:00 p.m.	Welcome Reception in Trade Show

Monday Highlights

- Every year, CASH kicks off the Annual Conference on School Facilities with the Golf Tournament! For more information, visit: www.cashnet.org/page/AC_GolfTournament
- Don't miss the pre-CASH Bash networking reception

Tuesday Highlights

- Maintenance Network Reception and Vendor Show
- Don't miss the Welcome Reception and Trade Show Opening, from 4:30 p.m. – 6:00 p.m.



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All dates, times and speakers are subject to change.

Tentative Schedule of Events*

All events are held at the Sacramento SAFE Credit Union Convention Center, unless otherwise noted.

Wednesday, February 24, 2027

7:30 a.m. - 5:30 p.m.	Registration
7:30 a.m. - 5:30 p.m.	Trade Show Open
8:00 a.m. - 9:00 a.m.	Continental Breakfast in the Trade Show
9:00 a.m. - 10:15 a.m.	Concurrent Sessions
10:15 a.m. - 10:30 a.m.	Break
10:30 a.m. - 11:45 a.m.	Concurrent Sessions
11:45 a.m. - 12:45 p.m.	Lunch Options: Use a meal voucher at the Trade Show or enjoy lunch on your own.
12:45 p.m. - 1:00 p.m.	Break
1:00 p.m. - 2:30 p.m.	Maintenance & Operations Leadership Academy Class of 2026 Graduation
1:00 p.m. - 2:30 p.m.	Concurrent Sessions Clinic
2:30 p.m. - 2:45 p.m.	Break
2:45 p.m. - 3:30 p.m.	Concurrent Mini-Workshops
3:30 p.m. - 3:45 p.m.	Break
3:45 p.m. - 4:30 p.m.	Concurrent Mini-Workshops
4:30 p.m. - 5:30 p.m.	Reception in the Trade Show

Wednesday Highlights

- Clinics are in-depth, hands-on learning sessions offered only on Wednesday.
- Continue networking at the Reception in the Trade Show.
- The Trade Show is included as part of your registration fee. Your badge is your ticket to attend!



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Tentative Schedule of Events*

All events are held at the Sacramento SAFE Credit Union Convention Center, unless otherwise noted.

Thursday, February 25, 2027

7:00 a.m. - 12:45 p.m.	Registration
7:30 a.m. - 8:45 a.m.	Maintenance Network Breakfast, Hyatt Regency Sacramento
8:00 a.m. - 8:45 a.m.	General Session Breakfast
	Opening Remarks and CASH Treasurer's Report Guest Speaker: TBA
8:45 a.m. - 9:00 a.m.	Break
9:00 a.m. - 10:15 a.m.	Concurrent Sessions
10:15 a.m. - 10:30 a.m.	Break
10:30 a.m. - 11:15 a.m.	Concurrent Mini-Workshops
11:15 a.m. - 11:30 a.m.	Break
11:30 a.m. - 12:45 p.m.	General Session Awards Luncheon
	Welcome by Planning Committee Chair Presentation of the Student Design Awards Presentation of the CASH/AIA CA Leroy F. Greene Design and Planning Awards Induction of the New Chair and Board Members Presentation of the Gene Hartline Member Service Awards CASH Maintenance and Operations Leadership Academy Presentation CASH School Facilities Leadership Academy Presentation Closing Remarks
12:45 p.m.	Conference Adjourns
12:45 p.m.	Annual Conference Planning Committee Post-Conference Debriefing Meeting (open to all attendees)

Thursday Highlights

- Maintenance and Operations professionals are invited to attend the CASH Maintenance Network Breakfast starting bright and early at 7:30 a.m.!
- Stay through the end of the conference to celebrate your peers and colleagues during the awards presentations. You'll also hear from graduates of CASH's year-long leadership programs as they share their experiences and insights from these professional development programs.

Concurrent Sessions

Workshops

Tuesday, February 23, 2027

New Member, First Time Attendee (PD)

Moderator: Scott Hammond, Erickson-Hall Construction Co.

Attend this fun and interactive session to meet long-time CASH members who are here to help you become engaged in the organization. Begin your journey with CASH by building long-lasting relationships to continue your successful school facilities career. Learn how to navigate the Annual Conference on School Facilities to maximize your time. You will also learn about the full range of school facilities and educational programs provided by CASH, such as monthly workshops, leadership and maintenance certificate programs, and more!

Planning for the Impossible “Summer Sprint”: \$70M/28 Schools... 1 Collective Team (PPM)

Moderator: TBD

In Summer 2025, Newport-Mesa Unified School District modernized 28 school sites in 8 weeks with... 1 “Collective” team. Simultaneous renovations updated multipurpose rooms, playgrounds, shade structures, new restrooms and much more over one (1) summer break. This workshop explains how the District’s program management team, humbly named “The Collective”, coordinated procurement, Division of the State Architect compliance, hazardous material removal/responses, schedule risk, and Board communication across a compressed construction season. Attendees will leave with real frameworks, hard-won lessons, and tools applicable to their own “Summer Sprint” modernization programs.

AI in Action: Practical Tools for K-12 Facilities Management (PD)

Moderator: Kristen Adams, Safework, Inc.

Artificial Intelligence is rapidly transforming how K–12 school districts, construction managers, architects, and consultants manage projects, documentation, communication, and operational workflows. The session will feature an interactive panel discussion with two school district directors, offering both owner-side and industry perspectives on practical, real-world applications of AI in K–12 facilities and construction management. The panel will demonstrate how AI tools can support document validation, specification review, procurement support, spreadsheet development, template creation, meeting documentation, report generation, schedule analysis, and quality-control processes. Attendees will see practical examples of how AI can help reduce administrative burden, improve consistency, enhance communication, and support better decision-making across capital improvement and bond programs.

The session will focus on realistic applications and real world examples that district teams can begin implementing immediately using commonly available AI platforms and workflows. Panelists will also discuss limitations, risks, accuracy considerations, data confidentiality, and best practices for responsible implementation within public agency environments. Attendees will leave with actionable strategies, example workflows, and practical ideas that can be directly applied within facilities, maintenance & operations, bond, and construction management programs.

Choose Your Own Adventure: CTE and the Future Student Experience (SA)

Moderator: Jeff Johnson, PBK Architects

As districts continue searching for ways to improve student engagement, attendance, and workforce readiness, educational environments are evolving beyond traditional classroom models. At the same time, artificial intelligence is reshaping how students learn, how educators teach, and what skills will be most valuable in the future workforce. This workshop explores how research-based design, immersive learning environments, Career Technical Education (CTE) programs, and emerging technologies are transforming the student experience and creating stronger connections between education, college pathways, and workforce development.

Through research, case studies, and national examples, panelists will examine how student-centered environments can support curiosity, collaboration, applied skill development, and uniquely human capabilities that AI cannot replace. The session will explore how immersive experiences, flexible learning environments, maker spaces, and AI-supported technologies are creating new opportunities for engagement, career exploration, personalized learning, and workforce preparation. Using concepts inspired by the MIT Sloan EPOCH framework, panelists will discuss how educational environments can intentionally support empathy, creativity, communication, adaptability, and critical thinking through spatial design and hands-on learning environments. Attendees will gain practical insight into how districts, higher education leaders, and industry partners can create engaging, future-ready learning environments that balance technology integration with human connection.

Planning and Program Management 101 (PPM)

Moderator: Tova Corman, San Marcos USD

This presentation will cover the basics of planning and program management for State School Facility Program (SFP) funding. This workshop “experience” will start with the development of a program and expand into the following topics: Planning a capital facilities bond program; Site selection, approval, and acquisition; SFP eligibility, funding applications, and audits; Demographics, enrollment projections, and boundaries; Hands-on planning with education specifications, needs assessments, prioritization of project elements and components of successful state agency approval; Project scheduling, budget planning, and closeouts.

Purchasing 101 for Maintenance Staff (MO)

Moderator: Leeann Errotabere, COLBI Technologies

This session will provide an overview of bid requirements for public works projects related to deferred maintenance and other construction projects. Public Contract Code, Education Code, Government Code and Labor Code all dictate bid procedures to be performed by district procurement department to assist compliance in completing needed projects. Bid knowledge will improve collaboration with Maintenance and Purchasing/Admin Staff.

Financial Transparency in School Bond Programs: What Leaders Need to See (FM)

Moderator: Grant Vermillion, COLBI Technologies

School bond programs often span years, funding sources, project phases, and reporting audiences, making it difficult for districts to maintain a clear and consistent financial picture. This session will explore practical strategies for improving transparency across multi-year, multi-fund capital programs so facilities leaders, fiscal teams, and decision-makers can work from the same understanding of program status. Attendees will learn where confusion commonly arises, including mismatches between budgets, expenditures, commitments, cash flow, and reporting views, and how districts can structure information to improve clarity, stewardship, and confidence. Designed for school facilities and bond program teams, this session will help attendees think more clearly about how financial visibility supports better planning, communication, and oversight.

Finance 101: Fundamentals of School District Facilities Financing (FM)

Moderator: Erica Gonzalez, Stifel

Are you in the middle of updating your master facilities plan? Are you grappling with major modernization needs, or are you a growing school district requiring new facilities? How will your school district meet these facility demands? As school district administrators tackling facilities’ needs, from master plans to community engagement, funding, construction, operations and maintenance – this clinic will provide you with the information you need to understand the financing tools available to fund capital facilities. Whether your District is considering pursuing a new general obligation bond measure, has recently passed one or is contemplating the tradeoffs of other types of financings, if you want a deeper understanding of the legal and financial steps to funding your projects, or you want to explore how to begin the process, please join us for an interactive session with real-life examples from an experienced team of professionals.

Don’t Shoot Yourself in the Foot: Procurement & State Funding (PPM)

Moderator: April Thompson, King Consulting

You planned the project. You built the school. Now you want your state money — and that’s when you find out the process decisions made years ago are standing between you and reimbursement. This session, presented by a state funding consultant alongside a school district Facilities Director, takes an honest and practical look at how procurement planning and construction documentation decisions directly affect state funding eligibility — sometimes years after a project is complete. Attendees will learn how to structure their programs for long-term compliance from day one. Topics include planning procurement for design-bid-build, design-build, and lease-leaseback delivery methods; what OPSC requires for each; competitive selection planning for architects and consultants; incorporating compliance for other state agencies into your program timeline; how properly documented Notices to Proceed support funding eligibility; and how to establish records retention systems that hold up long after project closeout. Whether you’re building your program from scratch or evaluating a completed project for SFP Modernization reimbursement, this session will help you plan smarter — before the audit finds out you didn’t.

Concurrent Sessions

Maintenance and Operations 101 (MO)

Moderator: Alain Contreras, Davis Joint USD

Master the essentials: triaging and organizing work orders, setting Service Level Agreements (goals) to guide response times and staffing, launching a practical preventive-maintenance program, and clarifying M&O responsibilities within the District governance process (LCAP). We'll also cover stakeholder communication, and strategies to ensure campuses remain clean, safe, and functional.

Beyond the 50% Rule: Rethinking When to Rehabilitate vs Replace (SA)

Moderator: Mariana Alvarez-Parga, 19six Architects

Existing building regulations for K–12 facilities are often perceived as complex, restrictive, and project-ending once the “50% rule” is triggered. In reality, these regulations are more nuanced, and many modernization projects can continue successfully with the right understanding and planning approach. This workshop will demystify EB-01 through EB-04 and explain how they apply to school modernization projects, including reroofing, infrastructure upgrades, system replacements, and phased campus improvements. The session will clarify common misconceptions around rehabilitation triggers, EDCR requirements, and the relationship between modernization costs and replacement value.

Using real-world examples and conceptual case studies, the presentation will also illustrate what structural rehabilitation may actually involve in existing school buildings and why seismic retrofits are often manageable, targeted interventions rather than project-ending obstacles. The goal of the session is to provide architects, districts, engineers, and facilities professionals with a practical framework for evaluating existing campuses confidently, understanding available pathways forward, and making informed decisions that balance compliance, cost, and long-term facility value.

Selecting the Best Delivery Method for School Construction Projects (SC)

Moderator: Mike Conrad, Overaa Construction

Oakland USD has delivered projects using multiple construction delivery methods, including Lease-Leaseback (LLB), Design-Bid-Build (DBB), and collaborative delivery approaches. Through both successes and challenges, the District has learned that selecting the right contract method is critical to achieving project goals, managing risk, and maximizing public investment.

In this session, District representatives and industry partners will share real-world lessons learned from applying different delivery methods across a variety of modernization, infrastructure, and new construction projects. Attendees will gain insight into which project scopes are best suited for traditional versus collaborative approaches, how procurement strategies impact schedule and cost outcomes, and how early team alignment can improve project execution. The session will provide practical guidance to help school districts evaluate delivery methods based on project complexity, risk profile, stakeholder involvement, and overall program goals.

Alternatives to 7-11: Strategies for Maximizing Return on Surplus Property (FM)

Moderator: Jeremy Brust, Tao Rossini, APC

The declining enrollment trend has left school districts statewide with closed and under-enrolled schools and vacant property. Selling or leasing these surplus sites requires compliance with a complicated legal process. The surplus property procedures are cumbersome and give priority to public agencies that will often pay a steeply discounted price. This workshop will explore effective alternatives to the surplus property procedures. Topics will include property exchanges, joint occupancy agreements, licenses, and workforce housing projects. These approaches can help school districts control future uses of their surplus property and maximize revenue. Our experienced panel will offer legal, business, and school district perspectives, discuss strategies and pitfalls, and describe cutting-edge deals that are redefining how school districts manage their most valuable assets. Participants will have ample opportunity to ask questions and interact with the panelists.

Major Maintenance, Deferred Maintenance & Equipment / Building Replacement (MO)

Moderator: Tom Silva, Tom Silva Consulting

When the Local Control Funding Formula was enacted in 2013 it ended the Deferred Maintenance Categorical Funding Program. The protected money, that for 33 years (1980 to 2013) gave Districts guaranteed funding for major maintenance projects, was freed up and wrapped into the unrestricted money for use by local school districts. The need for funding major maintenance didn't go away, but the need for reallocating previously restricted dollars outweighed the need for Major Maintenance and Deferred Maintenance funding. The San Diego County Office of Education's Education Facilities Solutions Group (formerly the Planning Department) immediately assisted Districts by developing tools to empirically quantify the appropriate funding needs for Major Maintenance Projects. At the same time, the SDCOE assisted districts with Deferred Maintenance Planning using the previously required 5-Year Capital Improvement Planning Workbook. This workshop will take a deep dive into those tools, and highlight how Districts can quantify its maintenance capital needs and budget accordingly. It will also present ideas on how to get the maintenance dollars included in the Local Control Accountability Plan (LCAP).

Building While Operating: Lease-Leaseback Strategies for complex phasing (SC)

Moderator: Mike Conrad, Overaa Construction

Delivering major construction projects on active K–12 and higher education campuses requires far more than simply sequencing work. Districts and builders must balance safety, campus operations, stakeholder communication, schedule certainty, and evolving educational needs — all while minimizing disruption to students and staff. This session explores how the lease-leaseback delivery method can create a collaborative framework for successfully executing complex phased projects on occupied campuses. Through real-world examples and lessons learned, attendees will examine how early contractor involvement, preconstruction planning, and coordinated phasing strategies can help districts maintain operations while reducing project risk. Topics will include stake-

holder coordination, temporary facilities, utility shutdown planning, logistics management, schedule integration, cost control, and maintaining flexibility during construction. The discussion will also address common challenges owners face in lease-leaseback delivery and practical strategies for maintaining transparency, accountability, and trust throughout the life of the project. Attendees will leave with actionable insights into how districts and contractors can work together to successfully deliver projects in highly constrained operational environments

School Construction 101 (SC)

Moderator: Martin Hom, Tao Rossini, APC

This workshop will present an overview on the school construction process starting with the inception of a project, financing and budgeting for the project, selection and procurement of the team (architect, construction manager), selection of the project delivery method, procurement of the contractor, bidding issues, and potential issues that may limit the selection or use of a certain project delivery method, and navigating political issues with project selection and delivery methods. This workshop will provide an overview of the school construction project up to the award of the construction contract.

Designing Play Spaces for Inclusion, Discovery, and Ecological Performance (SA)

Moderator: Kevin Belair, Edgeland

Robinson Elementary School reimagines the contemporary schoolyard as a resilient, nature-based environment that supports children, habitat, and long-term environmental performance. Serving Saddleback Valley Unified School District's primary campus for students with mobility challenges, the project transformed the kinder and primary play areas into a unified landscape of inclusive play, outdoor learning, planting, and stormwater infrastructure. The result is a campus that feels more like a park than a traditional school while responding directly to Southern California's climate realities.

A key climate action strategy was the removal of 1.6 acres of turf and 0.2 acres of asphalt across the 3.12-acre site. Outdoor spaces were reallocated toward resilient play surfacing, planted learning areas, and a decorative bioretention basin, while a smaller natural turf field was retained for recreation. This reduced water demand, minimized heat-absorbing pavement, and created a more ecologically functional landscape. Stormwater is treated as visible green infrastructure rather than hidden utility. A planted bioretention basin slows, filters, and absorbs runoff on site while doubling as a child-centered landscape experience. Planting selections prioritize climate adaptation, durability, habitat value, and low maintenance. The project also advances social resilience through inclusive design, demonstrating that climate-responsive school design can be joyful, inclusive, and buildable.

Concurrent Sessions

Wednesday, February 24, 2027

Nobody Trains Us for This: A Leader's Blueprint for High-Performing Teams (PD)

Moderator: Keith Kovach, Covina-Valley USD

This session is for every leader, in every role, who wants to translate leadership theory into real-world action. Culture happens whether you plan for it or not—the STEP Forward framework ensures you are the one designing it by balancing the human element with organizational structure.

ACE (The People): How to ensure your team feels Appreciated, Connected, and Engaged so performance naturally follows. STEP (The System): How to build the four operational cornerstones—Schedules & Systems, Training & Talent Development, Equipment, Environment & Essentials, and Performance Management. FORWARD (The Process): The implementation guide that makes this framework repeatable in any department, of any size. STEP Forward is a practical system designed to guide planning, sharpen decision-making, and challenge old biases. Attendees will leave with a clear leadership model, a self-assessment tool, and a roadmap they can use immediately. Whether you are a new leader or a veteran ready to put structure behind good leadership and teach it to the next one, this session is built for the work you actually do.

Designing Wellness Centers That Support Student Healing and Success (SA)

Moderator: Virginia Marquardt, HMC Architects

Students today face increasing levels of stress, anxiety, trauma, and social isolation, requiring schools to rethink how learning environments support student well-being. This session explores how architecture can directly contribute to physical, emotional, and mental wellness through the design of school-based Wellness Centers. Using two Los Angeles Unified School District (LAUSD) Wellness Centers currently in design, presenters will share how trauma-informed planning, biophilic design, cultural responsiveness, privacy, and student-centered space planning can create environments that feel welcoming, calming, and supportive for students and families. The session will examine how educational and healthcare design principles intersect to improve access to care while reducing stigma and barriers to services. Attendees will leave with practical design strategies that can be applied to future modernization projects, student support spaces, and campus wellness initiatives.

Maintenance and Operations 201 (MO)

Moderator: Ken Mueller, Beaumont USD

Level up from essentials to strategic: convert deferred maintenance of assets into a capital plan, refine Preventive Maintenance with data-driven adjustments, manage process including budgets, keeping abreast of changing legislation, and correlate worker performance to both District and Departmental objectives, including practical use of the FRISK framework for progressive discipline to ensure continual process improvement.

What Delivery Method is Right for Your Project (SC)

Moderator: Sumeet Gadi, Barnhard-Reese Construction, Inc.

Selecting the appropriate project delivery method is one of the most important decisions made during the planning phase of a construction project. The chosen approach directly influences project cost, schedule, risk allocation, communication, and overall project success. With increasing project complexity, evolving owner expectations, and pressure to deliver projects faster and more efficiently, understanding the strengths and limitations of various delivery methods has become ever more essential.

This presentation provides a practical and comparative overview of the most commonly used construction delivery methods, including Design-Bid-Build, Lease Leaseback, CM Multiple Prime, and Design-Build. Through real world examples and case-study analysis, attendees will explore how each method affects collaboration, procurement, decision-making, and project outcomes. Participants will gain insight into how factors such as project complexity, budget certainty, schedule constraints, owner involvement, and risk tolerance influence delivery method selection. The session will also highlight common challenges and misconceptions associated with each approach and provide actionable tools for evaluating which method best aligns with specific project goals. Attendees will leave with a clearer understanding of how to strategically select delivery methods that improve efficiency, reduce risk, and enhance project performance.

Planning and Program Management 201 (PPM)

Moderator: Jessica Mears, Irvine USD

This presentation will discuss advanced topics in school facilities planning and is designed to provide those planning school facilities with the tools needed to make data-driven, cost-effective decisions about current and projected facility needs. This workshop will cover an in-depth how-to on: 1. Preparing a needs analysis that is multifaceted and highly functional, 2. Preparing a capacity analysis with the ability to adapt to various enrollment and program changes from year-to-year, 3. Step-by-step on how to complete applications for state new construction and modernization funds, 4. What you need to know about CEQA from a district-staff perspective. A quick guide for school districts navigating CEQA requirements.

Preconstruction with Purpose: Building Better Outcomes for TK-12 School Projects (SC)

Moderator: Aaron Jobson, Quattrochi Kwok Architects

Preconstruction has become an increasingly important component of successful TK-12 school construction projects in California, helping districts navigate complex schedules, escalating costs, campus logistics, and regulatory requirements before construction begins. However, inconsistent approaches to preconstruction services, and lack of aligned expectations, can lead to gaps in planning, limited collaboration, and unforeseen impacts during construction.

This workshop will explore the practical value of effective preconstruction and how districts can better evaluate, structure, and maximize these services to support successful project delivery. Through project-based examples and lessons learned, attendees will gain insight into how early CM and/or contractor engagement, constructability reviews, budgeting exercises, phasing analysis, procurement planning, and risk identification contribute to improved schedule certainty, budget alignment, and campus readiness.

The session will also examine common challenges districts encounter when preconstruction expectations are not clearly defined and provide strategies for establishing accountability, collaboration, and measurable outcomes throughout the process. Attendees will leave with practical tools to help assess preconstruction approaches, strengthen project team alignment, and make more informed decisions that support successful, student-centered project outcomes.

Why Master Plans Fail During Rollout and How Districts Can Adapt (FM)

Moderator: Jennifer Quigley, Lionakis

Master Plans are often created to secure funding, support bond campaigns, and establish long-term district vision, yet many lose relevance once implementation begins. Enrollment shifts, operational realities, deferred maintenance pressures, staffing changes, and evolving funding requirements create ripple effects that challenge even the strongest planning efforts.

This session explores how districts can move beyond static planning documents and create "living" Master Plans that actively support bundling strategies, capital implementation, maintenance priorities, and long-range operational decision-making. Presenters will examine how planning tools can better align with evolving district identity, community perception, and funding realities while remaining adaptable during rollout. Attendees will learn how to structure Master Plans for implementation instead of shelf life, improve coordination between Capital Improvement Plans and Maintenance Plans, and establish consultant partnerships that allow plans to evolve over time. Through case studies and discussion, the session will challenge traditional planning approaches and provide actionable strategies for building more resilient, usable, and connected district planning frameworks.

Concurrent Sessions

New(ish) to Facilities Leadership? Tips for Your Tool Kit (PD)

Moderator: Rob Mangewala, Napa Valley USD

This panel will continue to build on three years of successful and well attended sessions at the CASH annual conference. The goal is to bring new facilities leaders together, especially people who do not have a strong background with facilities or who are brand new to a leadership position. Attendees will hear from a current facilities leader with an IT/business background, along with a construction manager, architect, and funding specialist/demographer about things every school facilities team should be aware of. Each year, there is emphasis on news from that year's Governor's Budget that will impact public school facilities. In addition to the material presented, this session is designed to foster networking and collaboration. Attendees will leave the session with new contacts whom they can reach out to for mutual support and partnering. Throughout the session, the moderator will provide interactive moments where attendees can express questions - this is designed to be open ended and often leads to expert discussions on a wide range of topics that are on the minds of new leaders.

Small Districts, Big Funding Challenges: Practical Ways to Move Projects Forward (PPM)

Moderator: Sheree Stopper, Van Pelt Construction Services

Small K-12 school districts often face the greatest facilities needs with the least administrative capacity to access the funding available to them. As funding opportunities move forward, the challenge is not simply whether resources exist, but whether small and rural districts can position themselves to use them. In this session, two active superintendents, a representative from the California Department of Education and a school finance expert will sit down for a practical discussion on how small districts can be creative, strategic and proactive in maximizing state funding, hardship pathways, local resources and project opportunities. Panelists will discuss the realities small districts face, including aging facilities, limited staffing, bond capacity constraints, matching requirements, complex applications and competing local priorities. Attendees will gain practical guidance on how to start earlier, build the right team, identify eligible projects, sequence priorities, strengthen documentation and use every available resource to move projects forward. The session will also highlight the importance of advocacy, leadership and partnership in ensuring small districts are not left behind in the next era of school facilities funding.

Embracing Technology & AI: Smarter, Faster K-12 Facilities Operations (MO)

Moderator: Matt Pace, FMX

K-12 facilities and operations teams are being asked to do more with the same or less staff, tighter budgets, and growing expectations from administrators, parents, and students. This session walks California school facilities directors through the latest tools, platforms, and AI capabilities that streamline service delivery, improve communication, and automate the routine work taking up your team's time. Hear directly from K-12 M&O leaders on what's actually working in the field: from cutting work order chaos and PM compliance gaps to giving overtime back to your staff. Learn how to use technology to optimize system performance, manage IT and physical assets, and respond faster when something breaks. The goal: a more productive, more responsive team that's actually able to support the whole district, not just put out fires. Attendees will walk away with practical next steps for evaluating, adopting, and measuring the impact of AI and emerging technology without overhauling their whole operation overnight.

School Construction 201 (SC)

Moderator: Martin Hom, Tao Rossini, APC

Construction 201 is a continued overview of the school construction process. This workshop will pick up where Construction 101 ends, with the award of the construction contract and start of construction. Construction 201 will examine and discuss issues that may arise during the construction process through DSA project closeout. Those issues include, preconstruction meetings, substitution of materials, substitution of designated subcontractors, skilled and trained workforce, delays to the critical path, acceleration of work, DSA inspections and notices of noncompliance, change orders, and project close out. The panel will include a school construction employee (director of construction), architect, construction manager or contractor and the panel will provide their point of view on the construction issues and discuss best practices for addressing the construction issues presented.

Finance 201 (FM)

Moderator: John Baracy, Baird

This workshop will serve as the traditional "Hot Topics" in California K-12 school finance. Looking back at the successes and challenges California K-12 school districts faced and how the changing economic and political landscape will impact GO Bond election results in 2026. What is the impact of new economic and fiscal policy to California K-12 school districts during the election and planning process? How will these factors impact the sale and issuance of a District's GO Bonds or other securities? If you are a school district professional, what are key takeaways for working with your staff, community and other employees on the master planning process and implementation of a GO bond program? This panel will provide you the up-to-date information you need to be successful in adapting to trends, new norms, and regulations.

Post-Occupancy Feedback: Validating Educational Design Beyond the Ribbon Cutting (SA)

Moderator: Scott Moreland, DLR Group

How do you know if a bold educational vision truly works once students and teachers move in? This workshop explores how Del Mar Heights School translated its District vision of "the unrelenting pursuit of the extraordinary school experience" into architectural and furniture design strategies, and how success was assessed through post-occupancy evaluation (POE). The session walks attendees through the project timeline: from the Strategic Plan to built outcomes that align with the District priority of facilities that support exceptional learning. A multidisciplinary panel will share how the school's mission was physically and experientially realized, and how targeted POE questions were developed to assess the learning environment's effectiveness. The session will spotlight the process from design to occupancy, including real-world feedback from students and educators, that emphasize the importance of designing evaluation tools that truly measure alignment with original goals. This workshop offers practical insights for districts, designers, and planners on using POE not just to validate design decisions, but to inform and refine future learning environments.

Concurrent Sessions

Clinics

Storytelling for Stronger Stakeholder Engagement in School Facilities (PD)

Moderator: Katie Hylton, San Bernardino County Superintendent of Schools

This session equips school business and facilities leaders with practical strategies to strengthen communication, build trust, and improve stakeholder engagement through strategic storytelling. Participants will learn how to translate complex information—such as capital projects, bond initiatives, and budget priorities—into clear, compelling narratives that resonate with boards, staff, and communities. Drawing from real-world applications, this session provides tools to support more effective presentations, navigate challenging conversations, and increase understanding and buy-in for critical initiatives. Attendees will leave with ready-to-use techniques to enhance everyday leadership communication.

Strategic Facility Planning During School Closures and Consolidation (PPM)

Moderator: Christine Lupercio, Sysco Energy Solutions

School districts across California are facing difficult decisions related to declining enrollment, budget pressures, school closures, and campus consolidation. These operational changes create significant challenges for facilities teams responsible for maintaining aging infrastructure, prioritizing deferred maintenance, managing underutilized spaces, and supporting evolving educational needs. This session explores practical strategies for managing school facilities during periods of enrollment decline and operational transition. Attendees will learn how districts are evaluating campus utilization, prioritizing capital investments, reducing operational inefficiencies, managing utility and maintenance costs, and planning for long-term facility resiliency. Through examples and lessons learned, the panel will discuss approaches for balancing fiscal responsibility, operational continuity, community concerns, and future campus flexibility.

Designing for the Whole Student: Schools as Social Infrastructure in the Age of AI (SA)

Moderator: Helena Jubany, NAC Architecture

As student needs become more complex, schools are called to do more than deliver academic content, they must support the full development of the whole student. In today's rapidly evolving digital landscape, where artificial intelligence is automating routine tasks and reshaping the future of work, the role of education is shifting. Students no longer need to focus solely on acquiring information or performing tasks that may soon be replaced by automated systems. Instead, they must develop essential human capacities, critical thinking and judgment, collaboration, empathy, and adaptability.

This shift is redefining school facilities as vital social infrastructure that supports not only academic learning but also students' mental, physical, and social well-being. Learning environments must actively foster connection, resilience, creativity, and a sense of belonging. Even traditional academic spaces, classrooms,

libraries, and common areas, must evolve to support student-centered learning, reduce stress, accommodate neurodiverse learners, and promote wellness through intentional design. This workshop explores how districts and design teams can reimagine campuses as integrated ecosystems that support the whole student. Through case studies, planning strategies, and interactive discussion, attendees will gain practical approaches to embedding human-centered, student-focused design into campus development, preparing students not just for work, but for life.

NEM is Over: Right-Sizing Solar and Offsetting True-Up Bills (FM)

Moderator: Ali Chehrehbaz, TerraVerde Energy

The economics of school solar have fundamentally shifted. Net Energy Metering 3.0 has changed how solar production gets valued, and districts are seeing it in their true-up bills. At the same time, building code increasingly requires solar on new construction, meaning districts must install solar even when the financial case has weakened. This session tackles both sides of that reality. District leaders will share what their NEM true-up bills actually look like and the strategies they've used to reduce them, including load shifting, storage pairing, and rate optimization. Then the conversation turns to new construction: how to size solar arrays for actual savings rather than maximum production, how to think about storage as part of the design, and how to avoid the common trap of building a system that looks impressive but underperforms financially. Attendees will leave with a practical playbook for both existing systems and new builds in the post-NEM environment.

Thursday, February 25, 2027

Leading in Transition: Building Organizational Resilience Amid Change (PD)

Moderator: Danny Weigel, FLINT

When leadership retires or key staff move on, who carries institutional memory and how do you keep it from walking out the door? Districts face an accelerating crisis: retirements, turnover, and a generational handoff reshaping both sides of the table. Left unmanaged, this invisible exodus erodes decades of expertise. This session unites District and industry leaders to confront these realities, sharing proven frameworks to preserve institutional knowledge, strengthen succession pipelines, and build resilience. Through candid panel and audience exchange, attendees explore knowledge capture strategies, cross-functional leadership development, and change management best practices.

Attendees (whether District staff, architects, engineers, contractors, or program managers) will walk away with a shared language and practical framework for managing the knowledge and leadership transitions reshaping K-12 facilities delivery. As veteran District leaders retire and industry partners cycle through, the ability to capture institutional knowledge, build succession depth, and sustain continuity across the AEC pipeline becomes a strategic imperative for every District. This panel equips the entire K-12 AEC community with the tools to protect hard won expertise and position their Districts and firms for long-term operational resilience and success, because when the people change, the mission cannot afford to.

Mentoring the Move: Cultivating New M&O Leadership from Within (MO)

Moderator: Lynne Lees, The KYA Group

The best future managers for your maintenance, grounds, and custodial teams are already on your payroll—they simply need the right roadmap to step into leadership. This session gives Directors a practical, supportive strategy to help frontline staff make that transition smoothly. You will learn how to guide your technicians and custodians through the tough mindset shift from peer to supervisor, build their confidence in communication and professional presence, and establish a mentoring approach that helps them advocate for their crews while protecting team morale. Join us to actively transform your technical experts into organizational leaders.

Lease-Leaseback and Design-Build - Negotiating a Guaranteed Maximum Price (SC)

Moderator: Glenn Gould, Orbach Huff & Henderson LLP

Certain construction delivery methods such as lease-leaseback and design-build allow a school district to request a guaranteed maximum price from the contractor. While a GMP can be a helpful tool for controlling project costs, the district, in its negotiations with the contractor, must understand how that price is assembled so as to reach a final GMP which is reasonable and fair. This workshop will explore various issues that impact the GMP including prime contractor-performed work, mark-ups on work, the best value subcontracting process and negotiating allowances.

Custodial Program Management: Building Clean, Safe, and Sustainable School Environments (MO)

Moderator: Nerissa Sparks, MGT

Clean, safe, and well-maintained schools do not happen by accident. They require clear standards, realistic staffing, effective supervision, training, quality control, and a culture that supports custodial teams. This session will guide participants through the development of a practical custodial program management framework for K-12 school districts. Using APPA custodial standards as a foundation, along with California facility oversight findings (plus updates on AB 1273 and AB 2971 as they progress) and real-world district examples, participants will learn how to define service levels, evaluate staffing and resources, build custodial manuals, organize daily and periodic cleaning tasks, plan summer deep cleaning, and implement quality control systems. The session will also address management structure and change management, helping districts move from informal practices to a consistent, measurable, and sustainable custodial program. Attendees will leave with practical tools and strategies to strengthen custodial operations, support staff, improve cleanliness, and better align custodial services with the educational mission of the district.

One District, Two Campuses: Designing Identity Beyond Standardization (PPM)

Moderator: Jennifer Quigley, Lionakis

Two campuses within one district faced similar modernization challenges, aging infrastructure, budget constraints, operational disruptions, and evolving educational goals, yet neither project could rely on simple “reuse.” Delivered by different contractor teams and shaped by distinct RFIs, stakeholder priorities, campus cultures, and phasing realities, each project evolved into a unique response to shared district needs. This session explores how district standards can support efficiency without creating generic educational environments. Through side-by-side comparisons, post-occupancy evaluation findings, and lessons learned from collaborative delivery, attendees will examine how each campus maintained its own identity while navigating parallel implementation challenges. Presenters will share practical strategies for balancing consistency, flexibility, and long-term operational success across multiple district projects. Attendees will gain insights into decision-making frameworks, stakeholder engagement approaches, and post-occupancy lessons that can help districts avoid “copy-paste” modernization solutions while still leveraging shared institutional knowledge.

Beyond the Bond Measure: Emerging Trends in California School Facilities Finance (FM)

Moderator: John Baracy, Baird

As California school districts face rising construction costs, aging campuses, enrollment shifts, and growing demands for modernization, traditional bond financing alone is no longer enough. Beyond the Bond Measure: Emerging Trends in School Facilities Financing brings together district leaders, financial experts, facilities planners, and policy professionals to explore the evolving landscape of school infrastructure funding across the state.

This timely session will examine innovative financing strategies being used to address today's most pressing facilities challenges, including public-private partnerships, developer fees, state modernization programs, energy and sustainability grants, lease-leaseback delivery methods, and long-term capital planning. Attendees will gain practical insight into how districts are leveraging diverse funding sources to build resilient, equitable, and future-ready learning environments. Designed for superintendents, chief business officials, facilities directors, board members, and education partners, the session will highlight real-world examples from California districts navigating complex fiscal and policy realities. Participants will leave with a stronger understanding of current funding trends, emerging opportunities, and strategic approaches to maximizing limited resources.

Mini Workshops

Wednesday, February 24, 2027

Building Trust, Building Schools: The Power of Stakeholder Engagement (PPM)

Moderator: Sherry Sajadpour, HMC Architects

Beyond Boilerplate: Making RFPs Work (Well!) (PD)

Moderator: James Traber, F3 Law

Clearing the Fog: Data Management Basics for Facilities Planners (PD)

Moderator: Kristen Rose, Foresight Planning & Development

Prequalification vs. CUPCCAA: Choosing the Right Process for the Job (PPM)

Moderator: Jamin Boggs, COLBI Technologies

Biliteracy Landscape - Designing for Language, Identity, & Play (SA)

Moderator: Alan Gonzalez, LPA Design Studios

From Turf to Teaching: Transforming Campus Landscapes for Outdoor Learning (MO)

Moderator: Paul Johnson, Panama-Buena Vista Union School District

From Plan to Plug: Electrifying School Transportation (MO)

Moderator: Amy Cahill, Schneider Electric

Bridging CTE Vision with Facilities: Aligning Programs, Spaces, and Workforce Needs (PPM)

Moderator: Julie Strauss, HMC Architects

Bridging the Gap Between M&O and Facilities Construction & Planning (MO)

Moderator: Wayne Sjolund, Premier Management Group

The Day to Day: Managing Facilities During Active Construction (MO)

Moderator: Kunal Shah, Cumming Management Group

Building an Effective Maintenance Management Plan for a Smarter Future (MO)

Moderator: David Trask, ARC Facilities

The Cognitive Blueprint of Leadership (PD)

Moderator: Amna Javed, Salinas City Elementary School District

Robotics to Universities Pipeline: Westview HS Indoor-Outdoor CTE Facility (PPM)

Moderator: Dan Dubrow, Architects Mosher Drew

Inside the RFQ/P from Both Perspectives: How Owners Evaluate and Teams Can Win (PPM)

Moderator: TBD

Thursday, February 25, 2027

Honoring Heritage: Outdoor Learning as a Celebration of School Culture (PPM)

Moderator: Sergio Pena, Perkins Eastman Architects

Campus Disaster Preparedness for Schools (MO)

Moderator: TBD

Crush it! Leverage declining enrollment to remove portables, not close sites. (PPM)

Moderator: Rob Murray, King Consulting

Navigating Alternative Project Delivery Methods (PPM)

Moderator: Brian Meyers, HMC Architects

Nobody Woke Up Dreaming of Parking Lots — But Here We Are: Title V & CDE Approval (SA)

Moderator: Jamie King-Iseman, King Consulting

Making More of FCAs - From Static Document to Dynamic Planning Tool (MO)

Moderator: Nicholas Johnson, Kahua

Where's the Budget? Managing Cost Creep on School Projects (FM)

Moderator: Kunal Shah, Cumming Management Group

Registration Information

Attendee Registration Fees

Include Access To:

- All education workshops, clinics, and mini-workshops
- Trade Show
- CASH Maintenance Network Vendor Show
- All General Sessions
- Networking Receptions
- Electronic handouts from workshops and clinics, if provided by speakers
- Conference Mobile App

Networking Reception - pre-CASH Bash Included in Attendee Registration Fees:

- Monday, February 22, 2027
 - Networking Reception – CASH Bash
- Tuesday, February 23, 2027
 - General Session Welcome Luncheon
 - CASH Maintenance Network Vendor Show Reception
 - Welcome Reception in the Trade Show
- Wednesday, February 24, 2027
 - Continental Breakfast in Trade Show
 - Lunch Options: Use a meal voucher at the Trade Show or enjoy lunch on your own.
 - Reception in the Trade Show
- Thursday, February 25, 2027
 - General Session Breakfast or Maintenance Network Breakfast
 - General Session Luncheon

Travel Information

Hotel Reservations

The following hotels have a limited number of rooms contracted exclusively for the 48th Annual Conference on School Facilities. CASH does not have a booking agent or housing bureau for this event. In order to receive CASH group rates, all reservations must be made directly with the hotel by using the booking link in the registration confirmation email, or on the CASH website Annual Conference page:

www.cashnet.org/page/AC_HotelReservations

Sheraton Grand Sacramento \$252/night (deadline is February 2, 2027)

Hyatt Regency Sacramento \$231/night (deadline is February 2, 2027)

Hyatt Centric Downtown Sacramento \$259/night (deadline is February 2, 2027)

Residence Inn Sacramento \$300/night (deadline is February 4, 2027)

The deadline/cutoff date to make reservations at the CASH group rates is listed above. If the CASH room block(s) reach capacity before the cutoff date, the hotel(s) may accept reservations on a space-available basis, at the prevailing rates. A one-night non-refundable deposit is required for the reservations.

For more information and updates regarding the CASH 48th Annual Conference on School Facilities, please visit:

www.cashnet.org/page/AC_AnnualConference

Register Online

www.cashnet.org/page/AC_AnnualConference

Attendee Registration Fees

Full-Conference Registration	Members	Non-Members
School District/ County Office of Education	\$1,484	\$1,761
Associate (Private Company)	\$1,849	\$2,177

One-Day Registration <i>(select day online)</i>	Members	Non-Members
School District/ County Office of Education	\$828	\$1,079
Associate (Private Company)	\$1,222	\$1,471

Cancellation Policy

The CASH Office must receive written notice of cancellation to our Registration Lead by email, asehic@m-w-h.com. Policy is as follows:

- Before 4:00 p.m. on Friday, January 8, 2027, in order to receive a full refund
- Before 4:00 p.m. on Friday, January 22, 2027, subject to a \$350 cancellation fee
- Registrations made on or after 4:00 p.m. on Friday, January 22, 2027, or no shows, are not eligible for refunds

Continuing Education Credits

Workshops and clinics have been submitted for AIA CES and MCLE credits. The sessions that receive approval will be noted in the Conference Program Book and on the Conference Mobile App.

See You in Sacramento!



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