

CAPITAL PROJECTS ADVISORY REVIEW BOARD

Via Zoom

Minutes - Amended

September 9, 2021

MEMBERS PRESENT

Janice Zahn (*Chair*)
Bill Dobyys (*Vice Chair*)
Senator Bob Hasegawa
Matthew Hepner
Janet Jansen
Mark Nakagawara (*Alternate*)
Santosh Kuruvilla
Karen Mooseker
Irene Reyes
Linneth Riley Hall
John Salinas II
Mike Shinn
Axel Swanson (*Alternate*)
Robynne Thaxton
Andrew Thompson
Lisa van der Lugt
Senator Judy Warnick
Olivia Yang

REPRESENTING

Ports
General Contractors
Senate (D)
Const. Trades Labor
State Government
Cities
Engineers
School Districts
Private Industry
Transportation
Specialty Contractors
Specialty Contractors
Counties
Private Industry
General Contractors
OMWBE
Senate (R)
Higher Education

MEMBERS ABSENT

B. Piilani Benz
Walter Schacht
Rep. Mike Steele
Rep. Steve Tharinger
Vacant
Vacant
Vacant

REPRESENTING

Insurance/Surety Industry
Architects
House (R)
House (D)
Const. Trades Labor
Disadvantaged Businesses
Public Hospital Districts

Staff & Guests are listed on the last page

WELCOME & BOARD MEMBER INTRODUCTIONS

Chair Zahn called the Capital Projects Advisory Review Board (CPARB) virtual meeting to order at 8:01 a.m.

A roll call of members established a meeting quorum.

APPROVE AGENDA – *Action*

Chair Zahn reviewed the agenda as published.

Olivia Yang moved, seconded by Janet Jansen, to approve the agenda as published. A unanimous voice vote approved the motion.

APPROVE MAY 13, 2021 MEETING MINUTES - *Action*

The following corrections were requested to the May 13, 2021 meeting minutes:

- On page 15, within the last paragraph, provide better clarification by adding parentheses around “also includes the first area that encompasses 39.04 and 39.08.”
- On page 14, correct references of “Jackie Bain” to reflect “Jackie Bayne.”

Robynne Thaxton moved, seconded by Matthew Hepner, to approve the minutes of May 13, 2021 as amended. A unanimous voice vote approved the motion.

APPROVE JUNE 9, 2021 SPECIAL MEETING MINUTES – *Action*

Olivia Yang moved, seconded by Santosh Kuruvilla, to approve the minutes of June 9, 2021 as published. A unanimous voice vote approved the motion.

INVITATION FOR PUBLIC COMMENTS – *Information*

Vice Chair Bill Dobyys invited public comments.

Jen Masterson, Senior Budget Assistant, Office of Financial Management (OFM), reported on a Construction Cost Assessment Report included in OFM’s Capital Budget this year. The study will review existing formulas for state agency cost estimating to ensure cost estimates accurately reflect project costs for standard and alternative public works project delivery. The scope of the study covers construction costs escalation, project management fees, architectural & engineering fees, extra consultant services, and project contingencies, as well as proposed updates to the C-100 Form and

AE fee guidelines. A Request for Qualifications (RFQ) was posted earlier in the summer and closed last week. CPARB members Janet Jansen and Olivia Yang volunteered to serve on the consultant selection panel. Contract negotiations are anticipated to occur in late September and early October. The preliminary Construction Cost Assessment Report is due to the Legislature on January 31, 2022, with the final report due on May 31, 2022. Ms. Masterson offered to provide regular updates to the Board on the status of the assessment, as well as coordinating a presentation by the consultant team to receive feedback from the Board.

Ms. Thaxton and Vice Chair Dobyms supported receiving updates as the process moves forward.

Andrew Thompson asked whether the scope of the cost assessment includes both vertical and heavy civil projects. Ms. Masterson advised that the assessment would examine how costs are estimated for state public works projects included within the capital budget. Mr. Thompson noted the assessment would likely focus on the vertical building environment. He encouraged consideration of a parallel effort and mentioned the Washington State Department of Transportation's (WSDOT) heavy civil projects as a reason to expand the study.

Chair Zahn suggested adding a quarterly update on the assessment as a regular agenda item or adding a New Business topic to include the update and other non-scheduled topics during each meeting.

RECOGNITION OF NEW LEADERSHIP – Shared Vision – Information

Chair Zahn thanked the Board for its faith in her as the newly elected Chair. The Board's work is important for alternative public contracting and for serving as an advisory to the Legislature. The Board's efforts help to ensure the industry and public projects are successful. She encouraged members to provide feedback and comments. One area of focus later in the meeting is the development of some meeting norms based on discussions on inclusion and equity. As the Board moves forward, leadership will serve as the facilitator for the Board and act on behalf of the entire membership. Both she and Vice Chair Dobyms are looking forward to serving the Board.

Vice Chair Dobyms echoed similar sentiments. He and the Chair have had some good conversations and they both share a common vision for the Board's work over the next year. He is appreciative of the Board's confidence and they look forward to a good year of productive work to improve the alternative delivery system in the state.

WELCOME NEW MEMBERS – Information

Chair Zahn recognized Talia Baker, who provides support to the Board and Recording Secretary Valerie Gow for producing the Board's meeting minutes. Nancy Deakins serves to ensure the Board receives current and historical information regarding the Board's work over the years.

Chair Zahn acknowledged and welcomed newly appointed members Janet Jansen, Linneth Riley Hall, and Olivia Yang and invited them to provide self-introduction.

Janet Jansen reported on her attendance to many meetings over many years. Her supervisor and former member, Bill Frare, afforded her an opportunity to serve on the Board. She is excited to become a member and is appreciative of the work completed by all members. She served as a member of the Reauthorization Committee and has been involved in number of issues relevant to the Board.

Linneth Riley Hall reported she works for Sound Transit and represents Transit, a new position on the Board. She also serves as a member of the Project Review Committee and served as a past Chair of PRC. She is excited to serve on the Board representing Transit.

Olivia Yang said she is looking forward to a productive year and serving on the Board.

Vice Chair Dobyms reported Garrett Buckingham is no longer a member as he assumed a new position and no longer represents Public Hospital Districts. Public Hospital Districts is responsible for appointing his replacement. Ms. Baker added that Mr. Buckingham identified and recommended several potential candidates for consideration.

Vice Chair Dobyns reported Ahmad Qayoumi is no longer employed by Clark County. The County position on the Board is vacant. Ms. Baker explained that the Washington State Association of Counties (WSAC) is responsible for appointing a new member to the Board. Axel Swanson is attending the meeting as a representative of WSAC.

Mr. Swanson advised that he is serving as an alternate. He serves as the Managing Director for WSAC Engineers and is working with WSAC Executive Director Eric Johnson to fill the vacancy.

Vice Chair Dobyns advised that two incumbents whose terms have ended have agreed to continue serving until the positions are filled. Andy Thompson represents General Contractors. Mr. Thompson advised that he was asked to serve until his replacement has been appointed by the Governor's Office of Boards and Commissions. A number of candidates have applied.

Chair Zahn advised that she has been in contact with the Governor's Office of Boards and Commissions. The office has received applications for the General Contractor, Architect, Building Trades, and Disadvantaged Businesses positions. The Governor's Office is currently reviewing and vetting applications. B. Piilani Benz has advised that she is stepping down from her position representing the Insurance/Surety Industry. An applicant has submitted a letter of interest for the position.

The Association of Washington Cities (AWC) is reviewing applications for the position on the Board. AWC plans to vote on a recommendation for submittal to the Governor's Office. The position is temporarily filled by Rebecca Keith and Mark Nakagawara serving as the alternate.

Vice Chair Dobyns noted that with the increase in Board positions, attaining a meeting quorum requires more members in attendance.

CORE VALUES – MEETING NORMS – *Information*

Equity Training/Equity Moment

Chair Zahn reported the Board has often discussed ways to work effectively especially with the advent of new members. She introduced Marika Barto with the Office of Minority and Women Business Enterprises (OMWBE). Ms. Barto will facilitate the exercise and assist members in developing some meeting norms to assist equipping the Board to work efficiently and effectively moving forward.

Ms. Barto said she serves as Assistant Director of Workforce Development at OMWBE. The intent of the discussion/exercise is to review each member's contribution and what behaviors, norms, commitments, and guidelines are vital for each member to be successful as a member of the team and how to ensure accountability of each member with respect to those behaviors/norms/commitments/guidelines. The process involves members offering some reflections on their needs as a member and ways to hold each other accountable to ensure each member performs to the best extent possible while using equity as the lens for viewing and conducting the Board's work.

As a starting point, Ms. Barto shared the following poem:



Ms. Barto acknowledged how space is unique for everyone and how events today in the world are affecting everyone. Each member has experienced different lived experiences and approach issues differently because of different life experiences. As a member of the Board, it is also important to afford grace to each member as well as the expectation each member requires as a member of a team to function.

Ms. Barto referred to information provided to the Board in advance to help prepare for the exercise. The Board received examples from Dr. Caprice Hollins on Norms for Courageous Conversations, Dr. Kathy Obear on Engagement Guidelines, and Collective Commitments prepared by OMWBE.

Ms. Barto outlined the exercise process:

- Members will form three-to four person break-out virtual rooms
- One person will serve as the note taker utilizing Padlet, a collaborative tool
- Members will use the discussion prompts as guides
- Members should plan to present results of the break-out discussion to the Board

Ms. Barto reviewed some discussion prompts:

- Share respective reflections on the best and worst team experiences you have had.
- What behaviors/norms/commitments/guidelines are vital for you to be successful on a team?
- How do we hold each other accountable to those behaviors/norms/commitments/guidelines?
- As a group, commit to no more than five norms to bring back to the larger group.

Because of the absence of some members, the list will not be solidified until all members have had an opportunity to contribute to the process.

Chair Zahn recessed the meeting for the break-out exercise at 8:45 a.m.

Chair Zahn reconvened the meeting at 9:07 a.m.

Ms. Barto invited each group to share their results.

Group E: Karen Mooseker, Linneth Riley Hall, and Mark Nakagawara:

- Ensure solid agendas are presented in advance of the meeting.
- Clear expectations provided for the purpose of the meeting & the role of each member of the team.
- Value listening first before responding or presenting one's own objective.
- Ensure inclusive participation – everyone is present, everyone is participating, everyone feels valued, and that one voice is not valued over another.

Group A: Janice Zahn, Santosh Kuruvilla, Matt Hepner, Irene Reyes

(The group brainstormed some reflections from previous Board meetings:

- How do we hold each other mutually accountable in Board meetings and how can that be measured?
- Be comfortable with being uncomfortable.
- Sometimes expectations seem to reflect that members should stay within their lane, which does not always engender inclusive and broad engagement.
- One commitment for each member is active listening by withholding judgment and avoid prejudging and becoming defensive.
- Showing up, being as open as possible without a personal agenda, and committing to the Board's agenda.
- Working on being more cohesive recognizing not all members will be pleased.
- At times, Board meetings can feel like the "Alamo" and members can feel confrontational when members have open and broad discussions. It is important to appreciate the candor members bring to difficult conversations while striving to eliminate the feeling of it being like the "Alamo."
- Reminders of active listening.

Group B: Robynne Thaxton, Bill Dobyms, Janet Jansen, and Axel Swanson:

- Compromise is not a bad thing as the government is based on compromise, as well as the Board.
- CPARB should be a deliberative and not a political body. (Ms. Thaxton shared that she works with the National Design-Build Institute of America and is familiar with other state laws on alternative delivery. CPARB is unique as a body as the Board involves stakeholders from different areas who deliberate.
- Keep alternative delivery processes efficient and available.
- CPARB is designed to have different viewpoints and the Board should commit to understanding those differences even if those differences conflict with other member's views.

Group D: John Salinas II, Mike Shinn, and Lisa van der Lugt:

- Speak openly and honestly.
- Listen and seek clarity.
- Hold each other accountable.
- Show respect to members and their opinions regardless of your own opinion.
- Make time and/or space for conversations even if outside the meeting. Although meetings can be long, sometimes the Board runs out of time on a topic. Some members may want to seek further clarity or build a better relationship based on the discussion.

Mr. Salinas added that the group discussed the best and worst meetings. The group agreed the best meetings are when people were open but not out of line (belligerent). When people typically know one another and are not hesitant to speak, candor often occurs more frequently. It is also important to be fair, honest, and thoughtful when people are speaking. The worst meetings often generate feelings of being worried or concerned about making somebody unhappy or not speaking with candor. Behaviors that describe success include candor, honesty, and unafraid to address problems, as well as objectively reviewing the question or the problem and striving to solve the issue. Accountability can be described as listening and enabling others to speak and embrace change understanding that some difficulties may occur while continuously seeking clarity to avoid misunderstandings. The group discussed other meetings within the framework of the Board, such as the Project Review Committee and other committees. The group agreed on the importance of listening with objectiveness and treating people equally with no special treatment or any biases because of other relationships.

Group C: Andrew Thompson, Senator Hasegawa, and Olivia Yang:

- The group agreed with the concept of disagreeing without being disagreeable. (A positive characteristic of Ms. Yang is her ability to enter a conversation through “humble entry” in a group setting whereas she is willing to speak-up but prefaces her comments by letting everyone know her position. She has the ability to engage with members while conveying her opinions. Ms. Yang added that within her professional capacity, she strives to create an organization that brings value. She encourages different opinions from everyone because it can often lead to better outcomes. When she previously worked as a project manager, one of the routine closeouts of a project was meeting with the lawyers. It is important to do better and that is what CPARB is about in a transactional way but also through a greater and more strategic, holistic way. Everyone has the capacity of learning from those experiences and avoiding repeating those experiences.)
- Senator Hasegawa’s comments during the break-out pertained to the responsibility as an elected official and the importance of recognizing the platform as an elected official.

Ms. Yang referred to the expression of “rank is not a privilege but a responsibility.” Today, it is about helping everyone to be better. Mr. Thompson admitted that 30 years ago, that mindset represented the industry. Although some of those same mindsets continue today, it is much more recognizable when it does occur.

Ms. Barto reported on the next steps of consolidating all input and copying the Board with all the information while enabling new members to be a part of the discussion for a final review and a decision on the Board’s norms and guidelines. Ms. Yang’s reference that a person’s position does not guarantee knowledge or that the person should be the one making decisions are mindsets that should be challenged. Ms. Yang also referenced historic practices of “this is how we have always done things.” Today, the Board is at a point where it is possible to consider doing things differently. As a Board, it is an enormous responsibility to consider past practices and whether it makes sense to build, grow, and dismantle old systems and rebuild new ones. The exercise also pointed to the overlap between the groups. She encouraged the Board to consider quantifying and qualifying words to ensure a mutual understanding of each word. It is important to define and articulate what “accountability” looks like and identify the actions to fulfill accountability. The exercise was the Board’s first step in many discussions designed to complete a final product. Members must invest in the final product and hold each other accountable to the norms and guidelines established as a Board.

Chair Zahn commented on her belief that the process is a way for the Board to lead and model as a broad representation of the industry to advance the industry. She complimented members for their level of engagement as the exercise serves as a way to ground the Board in its future work. She encouraged members to contribute additional feedback via the Padlet, which will remain open. Members were invited to share their respective feedback regarding the process for establishing norms and guidelines as a Board.

Senator Hasegawa said the small group conversation was beneficial with Mr. Thompson and Ms. Yang recognizing that the intent is for CPARB to serve at a high functioning group level. To accomplish that task, it is important to identify a clear goal or a mission that is commonly understood by all members. The industry has changed significantly while many of the attitudes underlying the system take time to change. As CPARB serves as the leadership within the industry, it is important to establish a mission to achieve the best outcomes for taxpayers. Equity is endemic to the Board’s mission, as well as achieving a high level of functioning as a group in pursuit of that mission. Each group must undergo different stages of growth and unless a clear set of norms have been established based on mutual respect for everyone’s opinion, the group will never advance beyond the storming stage. It is important for the Board to identify a set of norms the Board will operate from to achieve its mission. This two-part process of storming and norming enables members to get to know each other and learn how to work together to become more comfortable with each other and the process to establish a clear mission. Previously, old style leadership was deemed as “top down” with directives from the boss. To achieve a high functioning level as a Board, it is not possible to operate in a “top down” environment, as it must be based on mutual respect with all members contributing to the final product, which will benefit all taxpayers. The process entails different steps the Board should undertake to achieve a high functioning Board. He is impressed members were willing to undertake the efforts to achieve a desired outcome.

Irene Reyes commented on the importance of members being truthful as truthfulness nurtures growth and maturity and assists members in learning from each other's mistakes. She advocated for the Board to establish a set of core values, as the Board's guiding principles will dictate behavior.

Janet Jansen referred to a pre-read from OMWBE on Collective Commitments. The document speaks to many attributes the Board should consider when establishing norms and guidelines in terms of positive attitudes and assuming good intent across the Board as members serve to support one another, to learn, and to improve on past practices.

Mark Nakagawara said the effort presents a good opportunity to reinforce the Board's mission, what it can achieve, and establish expectations of how members view respective members and their ideas. He appreciated participating in the exercise.

Santosh Kuruvilla recommended the Board should include an opportunity at the beginning of each meeting to enable members to share information as that process often sets the framework for active listening.

Karen Mooseker conveyed appreciation of the process, the exercise, and the discussion.

Axel Swanson said he appreciates the discussion and the themes of inclusion, compromise, and improvement. The materials provided to the Board also emphasized the importance of participating with a positive attitude and giving members the benefit of the doubt.

Linneth Riley Hall reported her group discussed the effectiveness of employing the break-out groups to ensure all voices were heard with members afforded an opportunity to share information within a smaller group. She encouraged the Board to continue similar tools whenever possible to ensure all members have an opportunity to participate.

John Salinas agreed the smaller group format was effective as it breaks up the Board's dynamic and afforded a nice change of pace.

Mike Shinn said the discussion has been beneficial and the outcome of the exercise might result in a mission statement for the Board to ensure everyone is aware of the Board's mission. He suggested posting a mission statement on the website, as well as reviewing the mission before each meeting.

Robynne Thaxton thanked Ms. Barto for facilitating the process. The topics and questions were beneficial for the Board. She thanked members of her break-out group for their input and supported the Board utilizing the tool frequently as smaller groups enable participation by all members.

Lisa van der Lugt thanked Ms. Barto for facilitating the exercise. She works closely with Ms. Barto, who has been instrumental in helping her move the culture of OMWBE to a better and stronger agency for inclusivity, consideration of different opinions, and listening. She thanked Ms. Barto for bringing her expertise to the Board. She supports the recommendation of starting each meeting with some type of reflection about the process and collective commitments as established by OMWBE. She is also supportive of small groups as OMWBE has deployed them at the agency. The process has been helpful in unearthing biases in the agency's work. That type of work is often difficult, uncomfortable, and often invokes a tendency to rush through the process. Ms. Barto consistently reminds staff of the importance of working slower through the process. She looks forward to the Board pursuing a similar process and is appreciative of Chair Zahn for leading the effort to ensure members hold each other accountable in a respectful way.

Vice Chair Dobyns commented that the Board, by design, was created with differing viewpoints, perspectives, and experiences on alternative delivery. The responsibility of all members is to bring constituent viewpoints, perspectives, and experiences to the discussion. Members provide a disservice if they do not bring those opinions forward. It is important to learn about other opinions, viewpoints, and experiences without judging and labeling.

Chair Zahn thanked Ms. Barto for facilitating the exercise, and recessed the meeting at 9:50 a.m. for a break. Chair Zahn reconvened the meeting at 10:02 a.m. A meeting quorum was confirmed.

COMMITTEE REPORTS

Project Review Committee (PRC)

Mike Shinn, Chair, PRC, referred to the Chair Report for a list of projects approved by PRC since May. Recent activities of the PRC include updating processes and forms to respond to changes to the RCW to include updating the scoring sheet for panels. Jeff Jurgensen was elected as Vice Chair. All panels include a PRC member representing a minority, woman, or disadvantaged businesses as required by the statute.

Chair Zahn asked whether all projects were approved by the panels. Mr. Shinn affirmed all projects were approved. Chair Zahn asked whether project applicants shared information on lessons learned. Jeff Jurgensen responded that several project applications were not approved over the last several months. The panelists asked good questions of the applicants and shared reasons as to why the applicant failed to meet the requirements of the RCW. During the last year, PRC members have increased engagement with applicants through questioning and discussions. Additionally, based on the new alternative delivery subcontractor selection process, PRC revised some forms. Applications include information on whether the contractor plans to use the alternative subcontractor selection process. For those contractors planning to use the process, an addendum to the application is now required. No changes were made to the PRC panel presentation format or timing afforded to presenters.

Mr. Shinn added that based on new legislation, any project valued over \$2 million enables contractors to hire subcontractors earlier in the project.

Vice Chair Dobyns asked whether any project applications included a trade for alternative delivery other than mechanical or electrical. Mr. Shinn replied that PRC has received six applications for other subcontractor trades.

Ms. Baker advised that Western Washington University included a mass timber manufacturer. PRC unanimously denied the Asotin County Justice Complex GC/CM Project application because of the lack of GC/CM experience.

Chair Zahn asked about other subcontractor types applying for alternative subcontracting. Mr. Shinn said one application included the iron trade as a subcontractor. To date, PRC has received applications from mass timber subcontractors, iron works, and electrical and mechanical.

Vice Chair Dobyns suggested that in the future, PRC reports should include information on subcontractors to assist in tracking usage and the type of trades.

Ms. Thaxton referred to the Western Washington University GC/CM project, which was previously approved prior to the effective date of the statute. The university resubmitted an application to receive approval to pursue other subcontracting contracts other than electrical and mechanical. She thanked the PRC for the quick turnaround on updating the form to enable the owner to reapply, as the goal of the project is for the building to achieve net zero ready, which requires the owner to pursue mass timber and other sustainability subcontractors. The limiting factor was the project was required to be over \$2 million. PRC was able to accommodate the request as soon as possible.

Mr. Shinn explained that prior to changes in the statute, general contractors could complete electrical and mechanical subcontracting packages after selection as the general contractor. Under the new statute, general contractors are including subcontractor packages at the beginning of the process providing more clarity to all parties.

Mr. Kuruvilla asked whether any discussions were pursued on lessons learned with applicants submitting for recertification. Mr. Jurgensen explained that PRC engages all applicants to provide information on lessons learned. It is one of the first questions asked during each panel presentation. Ms. Thaxton added that the recertification form also includes questions on lessons learned.

Mr. Kuruvilla said his interest is identifying any emerging themes or commonalities with respect to lessons learned.

Ms. Yang commented that she believes the subcontracting value is \$3 million. The Board is interested to learn how many owners are requesting subcontractor trades other than MCCM or ECCM. Mr. Shinn offered to follow up with additional information but believes there have been six applications that were not MCCM or ECCM.

Ms. Reyes asked whether there was any interest by members to require lessons learned or any significant experiences highlighted on all committee reports. Mr. Shinn pointed out that most sharing of lessons learned occurs during recertification of agencies rather than during a project presentation.

Chair Zahn summarized the requests and suggested the PRC reports should include a section for any lessons learned that have been shared by an applicant, as well as information on any alternative subcontracting beyond MCCM and ECCM.

Chair Zahn thanked Mr. Shinn and Mr. Jurgensen for the update and for forwarding a letter requesting the addition of positions representing disadvantaged business enterprises (DBEs) to align with positions on the CPARB. She recommended including some additional time on the next meeting agenda to review PRC requests.

Owner – Higher Education -1 Applicant

Chair Zahn invited the applicant to speak to her application.

Jeannie Natta, Senior Project Manager, Project Delivery Group, University of Washington, reported she has been an employee of the University for 11 years with 20 years experience in the built environment. She spent 10 years as a commercial electrician with IBEW and has experience as a construction manager and as a project manager. She has worked with all delivery methods including Design-Bid-Build, Job Order Contracting, GC/CM, and Progressive Design-Build. She completed the first Progressive Design-Build project at the University of Washington-Tacoma for the McDonalds Smith building. She recently worked on an integrated Design-Build contract for a project completed in 2020 and is currently involved on a behavioral health teaching facility project at the University Washington Medical Center. She is interested in the opportunity to serve on the PRC and learn more from other agencies. She believes her background in a variety of procurement methods would help support other state agencies in understanding how to use the tools of delivery methods to ensure good project outcomes.

Chair Zahn invited a motion for nomination of the applicant to the vacant PRC position.

Matthew Hepner moved, seconded by Robynne Thaxton, to nominate and appoint Jeannie Natta to the position of Owner-Higher Education.

Ms. Thaxton spoke in support of the applicant based on her background and experience.

A voice vote of members unanimously confirmed the appointment of Jeannie Natta to the position of Owner-Higher Education.

Board Development Committee

Bill Frare, Co-chair, presented an update on activities of the Board Development Committee.

The Construction Trades Labor PRC position is currently vacant. Mr. Frare advised that he plans to outreach Mark Riker to identify potential candidates from building trades. He asked Ms. van der Lugt and Ms. Reyes to reach out to DBE partners to identify some candidates for the Disadvantaged Business Enterprise position. He asked Ms. Riley Hall to contact potential Owner-Transportation candidates. Ms. Riley Hall confirmed she has identified several applicants.

Mr. Frare reported the committee was asked to update some position descriptions. He presented the updated position descriptions for consideration and approval for the Owner-Transportation and the Disadvantaged Business Enterprise positions.

Chair Zahn asked whether the committee plans to review other position descriptions for consistency and for any required updates. Mr. Frare affirmed the committee would be reviewing other position descriptions.

Ms. van der Lugt requested additional time before the Board acts on the request. Mr. Frare advised that staff would distribute the position descriptions to members to review.

The committee's workplan also includes an update of CPARB Bylaws as a result of the reauthorization to include an update of member position descriptions and addressing issues surrounding elections of CPARB officers. The committee's next meeting is scheduled in October to develop a PowerPoint with guidance and essential information for new member onboarding and outlining the legislative process that is either initiated by the Board or referred to the Board for comment and advice.

Ms. Reyes asked whether the election bylaws review would also include term of office as the Chair's term expires in May 2022. Mr. Frare advised that the direction to the committee did not include a review of terms. His understanding is that elections will be held in May 2022 in accordance with the bylaws unless there is direction from the Board to change terms of office.

Mr. Kuruvilla expressed appreciation of Mr. Frare's contribution to the Board. He acknowledged the struggles by the Board each time a chair and vice chair are elected as it essentially entails hitting the reset button and starting anew, which has been one of the Board's greatest struggles during his tenure on the Board. He supports maintaining continuity of the Board in both topics and discussions and avoiding a relearning process. Mr. Frare acknowledged that there is a learning curve for a new chair and vice chair to establish agendas, presiding over meetings, as well as learning the legislative process and connecting with legislators and stakeholders. Bob Maruska served as Chair for many years as well as Vice Chair Ed Kommers who served the Board well over the years because they provided consistency in leadership. Alternatively, there are benefits in changing leadership with new ideas and new priorities. The Board has the benefit of choosing officers and incumbents can be re-elected if the Board so chooses.

Vice Chair Dobyns commented that the bylaws are clear in terms of the election cycle with the next election scheduled in May 2022. He prefers not complicating the issue any further and retain existing provisions.

Chair Zahn suggested the Board could develop some guidelines prior to the next election cycle to re-validate the goals and expectations for elections. She asked about the status of recruiting new members for the committee.

Staff displayed a list of current members on the Board Development Committee. Chair Zahn asked whether the committee plans to seek another Co-chair with the advent of Mr. Schacht's term ending. Mr. Frare said he believes Mr. Schacht is willing to serve on the committee regardless of his status as a member of the Board.

Chair Zahn asked for feedback on whether the membership of the committee is adequate.

Ms. van der Lugt asked about the status of committee meetings. Mr. Frare advised that the committee has not met for some time with the next meeting scheduled in October to address onboarding of new members and the legislative process. Ms. van der Lugt asked about the possibility of scheduling regular meetings similar to the scheduled meetings of the Business Equity/Diverse Business Inclusion Committee because of the scope of upcoming work by the committee. Mr. Frare said he would work with staff to develop a schedule of meetings. Ms. van der Lugt reiterated her request for regularly scheduled meetings and a defined scope of work to accomplish over the next several years.

Ms. Yang commented that at one point, the Board discussed the committee pursuing the core values discussion. She asked whether that is the current course of action and whether the committee would be the appropriate forum to assume the task. Chair Zahn said that the initial work with Ms. Barto could include the committee tasked with collecting information on existing core values. As the Board moves forward, members could determine next steps in completing the product. The committee could also offer a recommendation on how it might undertake that task. She also cautioned against delegating too many tasks to the committee to avoid creating too much work. Ms. Yang offered an alternative suggestion that perhaps the committee's current scope of work concurrently supports the work underway with Ms. Barto because it could provide an opportunity for the Board to decide next steps and where discussions on core values, mission, and vision should reside.

Ms. van der Lugt advocated the importance of the committee developing a list of priorities and a timeline of scheduled meetings.

Mr. Frare acknowledged the feedback and affirmed he would provide an update at the next meeting.

Business Equity/Diverse Business Inclusion Committee – Information

Co-chair Yang updated members on the status of work by the committee since the May meeting. The committee organized into two subcommittees of the Best Practices Subcommittee and an External Stakeholders Engagement Subcommittee to ensure an organized conduit is available to the Business Equity/Diverse Business Inclusion Committee.

The Best Practices Subcommittee will use the recommendations from the DES Disparity Study to address ways to describe the recommendations as a problem statement/opportunity statement and recommend some implementation actions. The subcommittee plans to provide updates on the status of its work. The subcommittee is co-chaired by Aleanna Kondelis and Brenda Nnambi.

The External Stakeholders Engagement Subcommittee is co-chaired by Irene Reyes and Linda Womack.

Mr. Kuruvilla reported CPARB was directed by the Legislature to develop a Best Practices Report by June 2022. As part of the initial work, the committee drafted an outcome strategy identifying various steps. The three focus areas of the committee include a review of RCW 39.10 to include RCW 39.04 and 39.08 for consistency in language and to evaluate effective strategies and opportunities for firms to compete.

Mr. Kuruvilla displayed the committee's Kanban depicting a visualization of the committee's workflow. Information includes the frequency of CPARB meetings, Business Equity/Diverse Business Inclusion Committee monthly meetings on the fourth Friday of each month, and subcommittee meetings. The Kanban includes work cards or steps in the workflow of the committee's work and process. Information will be shared on the work completed by the two subcommittees. The important work is engagement of external stakeholders and receiving feedback. The Board is asked to support the process. The committee plans to provide an update at each meeting with a draft Best Practices document developed by the end of the year or early next year.

Ms. Reyes said it has been a privilege to work with Linda Womack of MBDA as her co-chair with member support from Young Song with Song Consulting and Bobby Forch with Forch Consulting. Since her involvement in the minority business community since 1993, most barriers have been consistent with some improvements and enhancements occurring over time by owners; however, the seriousness of the problem has not been fully addressed or eliminated. The subcommittee used findings from the DES Disparity Study to identify barriers along with an enumeration of barriers identified by NCMA and other MBEs. The MBE barriers are constant and represent a compilation of the subcommittee's conversations, engagements, and phone calls with MWBEs, leadership of organizations, and community members of other trade organizations. The information represents a community of identified barriers that have been bulleted under each section of the Disparity Study findings. The subcommittee plans to continue to pursue feedback. She invited questions from the Board.

Aleanna Kondelis provided an overview of the DBI matrix. The intent of the matrix is to capture all initial information. The matrix includes a high-level enumeration of the barrier, a description of the barrier, working solutions or general practices that have been identified or shared with the subcommittee, leads assigned for each barrier, and identification of all disparity studies supporting the subcommittee's process. The studies include the 2019 DES/OMWBE, 2020 Local Government (MRSC), 2020 Sound Transit, 2019 Port of Seattle, 2017 WSDOT, and the City of Tacoma's 2018 Disparity Study. The matrix provides context for the committee's work and reaffirms priorities. The matrix is only a guide as the bulk of the subcommittee's work will be captured in the External Stakeholders Engagement Subcommittee reports and barrier statements detailing a description of the barrier, best practices, assigned leads, feedback and comments, and reference information.

Ms. Reyes added that she included the following information within the chat function for the Board's information: *Disparity Study Qualitative Findings (The numbers in red text are the Qualitative Findings of the Disparity Study, and the bulletized points are the various challenges the team added. The last few highlighted in green were added to capture most comments we have compiled):*

1. *M/WBEs experience negative bias & exclusion from networks*
 - *Attending networking events, acceptance in the "good old boys" network.*
 - *Attending events that are predominantly white organizations.*
 - *Identifying which trade associations to join and meetings to attend.*
 - *Hesitation to engage with the same level of leadership and commitment in organizations inclusive of diverse businesses.*
 - *Often sending outreach employees to diverse organizations and someone knowledgeable of the work that had decision authority to predominantly white organizations.*
 - *Prime contractors keep using preferred peers and sub-contractors.*
 - *Identifying which trade associations, agencies and prime contractor*

Ms. Kondelis reported the current focus of the subcommittee's work involves a subgroup of the subcommittee detailing each barrier through the development of a problem statement for each topic and identifying ways to socialize the barriers to greater populations by working through the External Stakeholders Engagement Subcommittee and external stakeholders and the diverse business community, socializing with other public owners, specialty contractors, and others. All input is valued and it is likely members will be contacted for feedback on any personal experience with any of the barriers, general practices, and any lessons learned.

Mr. Kuruvilla reported the committee is also requesting approval to appoint some additional members.

Chair Zahn added that the effort by the Business Equity/Diverse Business Inclusion Committee is in response to Senate Bill 5032 Section 20 (reauthorization) directing the Board to provide the Legislature with recommendations on how to remove barriers and increase inclusion of minority and women-owned businesses to compete and achieve success. She thanked the committee and stakeholders for their efforts during the summer.

Ms. Yang reported the Co-chairs of the Business Equity/Diverse Business Inclusion Committee and the four Co-chairs of the subcommittees have identified recommended appointments as voting members of the committee. The core membership established under the direction of former Co-chairs Walter Schacht and Ms. van der Lugt will continue to serve. The following individuals are recommended for appointment to the committee:

- Linda Womack (*-serving as Co-chair of External Stakeholders Engagement Subcommittee*)
- Keith Michel with Forma
- Stephanie Caldwell with Absher Construction
- Shelly Henderson with the Mukilteo School District
- Cathy Robinson with the City of Lynnwood
- Young Song with Song Consulting

Ms. Yang expressed appreciation for Mr. Frare's continuing membership. She asked Mr. Frare to advise the committee of his future plans for engagement on the committee or if he plans to assign a representative on his behalf. Ms. Yang acknowledged Ms. van der Lugt's continued membership. Of note is the participation of Sarah Erdman and Timolin Abrom representing OMWBE. The committee appreciates their time to participate.

John Salinas moved, seconded by Robynne Thaxton, to appoint the slate of candidates as recommended by Ms. Yang to the Business Equity/Diverse Business Inclusion Committee as voting members. A voice vote of members unanimously approved the motion.

Ms. Yang conveyed her appreciation for all efforts by the committee and stakeholders over the summer. The efforts represent a good start.

Senator Hasegawa asked about the possibility of members representing minority contractor associations participating in the process. Ms. Reyes explained that some stakeholders of the committee represent NAMC and other associations as nonvoting members. The subcommittee intends to outreach to the community by becoming more engaged and soliciting feedback throughout the process.

Local Government Public Works Study Committee – Information Legislative Report to House on 9/16/21

Chair Zahn reported Jon Rose is scheduled to present the Board's Local Government Public Works Study to the Legislature's Local Government Committee.

Mr. Rose acknowledged the support and assistance of Chair Zahn in shaping the presentation to the Local Government Committee. MRSC continues to collaborate with DES to develop the presentation highlighting the Board's work over the last two years. The following presentation mirrors the presentation to the Legislature.

The presentation outlines the purpose of the study and the Board's task, addresses barriers to participation in the small works process, and recommendations for policy and maintenance actions. Policy items require an update to statute and maintenance items require a resource and ongoing funding commitments.

The genesis of the project was prompted by the Legislature receiving multiple requests each session for adjustments to public works contracting thresholds and processes. Mr. Rose identified subcommittee members who worked on the study during 2020 and 2021.

Of particular interest to the Legislature is identifying barriers to participation in the public works and small works roster process. Although the study identified barriers, it is important the Legislature recognizes that it does not entail the Board's final work on increasing the rates of participation of small and minority-and women-owned businesses and addressing barriers to improve participation rates. The presentation will cover agency barriers, such as the perception of no DBE availability and challenges of identifying firms that are DBEs as there are multiple registration programs available throughout the state. An educational opportunity is for owners to outreach to small businesses. Challenges within the business community include lack of notification of projects, unclear identification of the return on effort for participating in local government contracting, challenges for responding to solicitations, insurance and bonding barriers, and working through the requirements of certification.

The Board's recommended policy changes address the task of creating uniformity within public works contracting. One recommended action is adjusting Port District and Irrigation District authorizing statutes for alignment with other agencies controlled by RCW 39.04.155. Currently, those districts have an authorizing amount of \$300,000 rather than \$350,000 that is available for other agencies. Other recommendations include defining small business in public works contracting statute, removing retainage and bond requirements for projects under \$5,000, and tying Small Works Roster threshold increases to statewide inflation factor based on the Construction Cost Index (CCI). The Board considered three decision points as to whether there should be an increase in the small works roster threshold, when and how often that should occur, how those changes should be calculated, and how the increase should be implemented. The Board recommended a two-part recommendation of a review every five years using a statewide inflation factor based on the CCI. He shared an example of an adjustment in year five based on the impact of inflation reflecting a threshold amount adjusted to \$410,000. The adjustment would maintain consistency with the types of projects using the Small Works Roster program.

Senator Hasegawa inquired as to the whether the Board reached a consensus on the definition of small business. Mr. Rose advised that because of the different sources of the definition in use, the challenge is identifying a definition. Senator Hasegawa asked whether the discussion acknowledged the possibility of the state's definition conflicting with the federal definition. Mr. Rose affirmed the difference as federal dollar amounts are much higher and applying those rates to local government would create a conflict. The issue was bridging the federal requirement versus the practicable amount for local government and the lack of a tracking mechanism.

Mr. Rose reviewed the maintenance recommendations, which will require a particular entity to fulfill with a caution of any recommendation that might result in an unfunded mandate:

- Create a centralized list of Small Works rosters
 - Because each public agency is authorized to maintain their own roster, businesses have trouble understanding:
 - How to find which rosters are available
 - What is required of the contractor in each roster process
 - The benefit to the business of registering with each roster
 - This recommendation would require any agency, collection of agencies, or roster service to register in a centralized list
 - A future study concept would review the impact of a centralized statewide roster
- Create list of certification/registration programs for disadvantage businesses
 - The Office of Minority and Women Owned Business Enterprises is the only certifying organization in the state of Washington for disadvantaged contractors
 - Many local governments have their own programs requiring registration for small, minority, women, and veteran-owned businesses
 - Some qualifying businesses have difficulty discerning the differences and benefits of certification with the state and registration in other programs
 - The recommendation requires any agency, collection of agencies, or service to register in a centralized list of all small business, minority, women, disadvantaged business enterprises, and veteran-owned programs in the state for businesses to understand what resources are available and the benefits conferred by the program
- Coordinate schedule for significant outreach events between public agencies and other stakeholders
 - Business participants identified that there seems to be a lack of coordination for large conferences, meetings, and events for businesses and public agencies to connect. One example is multiple important events occurring concurrently creating difficulty for businesses to determine which event to attend
 - The recommendation is to designate to or establish an agency, collection of agencies or service as a resource to create a calendar of major outreach events as a central source for businesses to fund outreach information and to ensure similar events do not conflict.

Ms. van der Lugt advised that OWMBE is formulating a plan to complete some of the work with the funding provided by the Legislature this year. The agency is exploring options for technical assistance and development of a statewide outreach plan to deploy staff to solicit more WMBE business participation. OMWBE also received funding for the transportation sector.

Ms. Reyes offered the suggestion of OMWBE serving as the center of information. Ms. van der Lugt affirmed the agency is already serving as a central source of information.

Mr. Rose noted that some of the work is moving forward through OMWBE because of the availability of funding from the Legislature.

- Provide professional assistance to local government for contracting guidance and marketing and outreach to contractors
 - Agencies and businesses suggested that they need more resources around public contracting
 - Public agencies need more training on what public contracting processes are available and how to develop them
 - The recommendation is to designate or establish an agency, collection of agencies, or service as a resource to provide assistance to public agency employees, specifically in the areas of writing scope and bid documents, marketing, and outreach

Mr. Rose identified some existing entities (MRSC, PTAC) to assist in moving some of the recommendations forward. In response to Representative Pollet's question about other similar models available in other states, research revealed the

state of Oregon's funding model is Business Oregon (similar to the Washington State Department of Commerce), which has funded similar programs since the late 1980s as part of the Governor's Office budgeting process.

Additionally, for consideration is the impending federal infrastructure bill that may include funds and that local government has a greater need for understanding how to move effectively through small works projects.

Chair Zahn thanked and acknowledged Mr. Rose for his work and support. The subcommittee spent considerable time to reach consensus on the recommendations to the Board. The next step is forwarding the Board's recommendation to the Legislature.

Chair Zahn recessed the meeting at 11:42 a.m. for a break.

Chair Zahn reconvened the meeting at 11:53 a.m. and reconfirmed a meeting a quorum.

GC/CM Committee

Best Practices Update – Information

Nick Datz, Co-chair, updated on the Board on the status of developing the committee's GC/CM best practices guidelines. Update efforts were initiated in September 2020 following initial meetings focused on the Best Practices Guidelines. The committee developed an outline of the guidelines, identified the chapters, and the approach for developing the manual. The goal was to finish the guidelines quickly but ensuring a quality document useable and understandable by users of the GC/CM delivery method in the state. The committee's approach was working on the 10 chapters with committee teams assigned to focus on specific chapters. The approach targeted the end of 2021 or early 2022 to complete the guidelines for the Board's review. The process has since slowed. In April 2021, the committee completed a review of a chapter on the Alternative Subcontractor Selection with four of the 10 chapters completed and reviewed by the committee. In May because of the lack of a chapter to review, the committee canceled its meeting followed by a lack of a quorum at the June meeting. Subsequently, the development process has slowed with members evaluating the work completed to date over the last several years when the committee began efforts on legislative updates. At that time, the committee met regularly each month. The committee agreed to cancel the July and August meetings to afford members a break while encouraging the chapter teams to continue working to enable the committee to resume working in September. The next committee meeting is scheduled on September 29, 2021 to review chapters on the Alternative Subcontractor Selection and Heavy Civil. By the end of October, approximately 50% of the guidelines should be drafted.

The committee continues to experience great participation by stakeholders, consultants, contractors, owners, and others. The focus is on reviewing and discussing best practices to create a consistent application on the use of GC/CM across the state.

Mr. Datz responded to comments about Scott Middleton's recent withdrawal as the committee's Co-chair. Mr. Middleton stepped away from the role because of other obligations requiring his attention. However, he continues to participate in the committee. The committee discussed replacement options but plan to consider any next steps over the next several months.

Chair Zahn inquired about the interaction between the Business Equity/Diverse Business Inclusion Committee and the GC/CM Committee to include some placeholders for the business and outreach components of best practices as the Business Equity/Diverse Business Inclusion Committee's work on best practices concludes. Mr. Datz affirmed interaction between the two committees with some members serving on both committees. Some conversations have occurred as evidenced when the drafts of the alternative subcontractor and subcontracting chapters were completed as the focus has been on small business utilization and expanding subcontractor utilization under the GC/CM delivery method. He anticipates more input from the Business Equity/Diverse Business Inclusion Committee as the process moves forward.

Chair Zahn asked whether the PRC's updated process incorporating alternative subcontractor will be included within the manual with lessons learned from the industry added later. Mr. Datz confirmed that the alternative subcontractor selection chapter discusses the PRC's changing role based on recent legislation. As the PRC continues to develop processes, those changes will be incorporated within the Best Practices Guidelines. In terms of adding lessons learned in the future, that process would likely be directed by CPARB to identify how the guidelines evolve and change over time.

Ms. Yang asked whether the heavy civil chapter covers WSDOT. Mr. Datz explained that the Best Practices Guidelines applies only to RCW 39.10. WSDOT's operates under another RCW for its delivery methods. As there were no legislative changes to heavy civil, the committee reorganized the chapter to improve readability and improve understanding of best practices.

Mr. Kuruvilla commented that the Business Equity/Diverse Business Inclusion Committee is following the GC/CM Committee's lead in terms of the committee's review of best practices. The process adopted by the GC/CM committee is very effective. He asked whether the process has been effective for the committee in terms of efficiency, consolidating all comments, and incorporating all the information within one document. Mr. Datz advised that the collaborative tools of using Microsoft Online has been extremely helpful by producing one document without encountering issues with version control and viewing of all edits and changes. It is also possible to rollback the document in case of an additional deletion. The committee has not been utilizing Teams but rather has been using OneDrive folder, which has proved to be effective for the review process, as well as enabling members to work at their own pace outside of meetings.

Mr. Thompson questioned the timing of the process to insert changes from SB 5032 within RCW 39.10. Melissa Van Gorkom responded that although the bill has become effective, it takes some time for the Office of the Code Reviser to incorporate all legislative changes within the online version of RCW 39.10. Typically, the changes are incorporated during the months of September and October. Mr. Thompson thanked Ms. Van Gorkom for the update. He added that the move of heavy civil GC/CM to one location would be important.

Nancy Deakins confirmed that the legislative changes have been incorporated within the statute.

Chair Zahn thanked Mr. Datz for providing the update.

JOC Evaluation Committee – *Information & Action*

Best Practices Update

Linda Shilley and Quinn Dolan, Co-chairs, provided the update and reviewed the requested action to adopt the JOC Best Practices Guidelines.

Mr. Dolan referred to pre-read material on the committee's recommendations for reporting. Prior to recent legislation, the statute required annual reporting for JOC. Outstanding reporting includes 2020 data. The request is for the Board to request DES work with the committee to release the request to public agencies for submittal of 2020 JOC data. Additionally, 2018 and 2019 JOC data have been submitted to DES. The committee recommends receiving the data from DES to enable the committee to analyze and provide a report to the Board. New JOC legislation does not require reporting on an annual basis but will be based on requests from the Board. The committees requests DES unlock the form used for the last reporting cycles to enable public agencies access for best practice moving forward.

Chair Zahn noted that data collection has been an effort that has stymied the Board in many venues in terms of the level of data that should be collected. Closing the 2020 reporting and unlocking the forms for access to public agencies to utilize the forms is appreciated.

Ms. Shilley requested the Board's approval to publish the JOC Best Practices Guidelines to enable use of the guidelines as a training tool. The committee developed the guidelines utilizing a presentation format. The guidelines and appendices were included in a pre-read for the Board. The notes contained within the presentation slides are an integral part and provide additional content and information. The presentation will be utilized as a training tool that will revolve as legislative changes occur or through changes in best practices identified by the industry over time. The Guidelines includes public owner and contractor perspectives in several areas to assist the industry in understanding the benefits, complexities, and challenges in utilizing JOC, and as a way to encourage contractors currently not competing for JOC projects to consider entering the bidding pool. The committee has received several requests to conduct workshops on JOC using the Best Practices Guidelines from agencies across the state to help inform public owners and contractors on the overall methods and processes in procuring, awarding, and managing JOC projects.

Mr. Dolan illustrated the bookmark feature incorporated within the Best Practices Guidelines presentation identifying specific sections with specific details and notes summarizing the information. Based on recent legislative changes, more information was added on outreach with input from Mr. Kuruvilla and Ms. Yang.

Ms. Shilley reviewed Appendix A, a cooperative effort involving many individuals contributing information and suggestions. The goal of the appendix was including contact information of businesses for the purpose of outreaching to those businesses rather than expecting businesses to check bid announcements. The proposal ensures announcements are published where businesses are located to ensure businesses are aware of JOC bid opportunities. The extensive list is categorized by places to advertise opportunities to contractors, subcontractors, and vendors.

Ms. van der Lugt asked whether the committee is working with any of the state commissions, such as the Commission on Hispanic Affairs or the Commission on African American Affairs, and whether the list represents the entire state. Ms. Shilley affirmed the committee's focus was for statewide representation. The committee has not worked with any of the commissions; however, following the Board's approval for publishing the guidelines, the committee plans several road shows with several members and other JOC professionals in the state to provide workshops. Ms. van der Lugt noted that many towns and cities have Hispanic Chambers of Commerce and other entities, which speaks to the importance of conducting outreach statewide. Ms. Shilley noted that the committee also discussed focusing on the regional area surrounding workshops that have been scheduled by developing a list of entities and organizations that might not be included in Appendix A.

Senator Hasegawa underscored Ms. van der Lugt's suggestion to include outreach to ethnic commissions because many have subcommittees focused on economic development that have developed a network of contacts statewide.

Mr. Dolan noted that as part of the Guidelines, the committee attached many documents as appendices. The intent is to afford opportunities for public agencies to share RFPs. The information includes the City of Seattle's RFP as an example for JOC projects.

Ms. Shilley said the committee plans to solicit assistance from MSRC by providing the guidelines as a resource to publish online.

Ms. Reyes recommended the committee should reach out to the Procurement Technical Assistance Center (PTAC) because the organization sponsors many outreach events and offers online training opportunities.

Chair Zahn acknowledged the efforts of Ms. Shilley, Mr. Dolan, and members of JOC Evaluation Committee. She reviewed the proposed action for consideration by the Board.

Bill Dobyms moved, seconded by Irene Reyes, to approve the JOC Best Practices Guidelines and three requests for DES to provide data collected for 2018 and 2019 to the committee, request DES update the current data collection form and issue a request to agencies to submit JOC data for fiscal year 2020, and request DES provide an unlocked version of the JOC data collection form for use by public agencies. A voice vote approved the motion unanimously.

ADMINISTRATIVE

Proposed CPARB Meeting Dates for 2022 – Information

Chair Zahn referred to the recommendation from Mr. Kuruvilla for creating time on each agenda for members to share information about the meeting or recommendations for future agenda topics.

Vice Chair Dobyms reviewed the proposed meeting dates for 2022 of February 10, 2022, April 14, 2022 (*possibly adding an additional spring meeting based on a discussion by the Board*), May 12, 2022, September 8, 2022, October 13, 2022, and December 8, 2022. Vice Chair Dobyms said he did not recall the discussion for possibly adding another meeting in the spring. Ms. Baker advised that the discussion occurred during the February meeting in the context of the gap between the legislation session ending and the May meeting, which may speak to the need for the Board to consider adding an April meeting to avoid scheduling special meetings.

Ms. van der Lugt suggested adding in another additional meeting between May and September because of funding availability in July sparking agency changes, to accommodate long legislative sessions, and to close the long meeting gap between May and September when the Board is not meeting. She suggested adding a meeting either in June or July.

Mr. Kuruvilla supported the recommendation and noted the Board's June 30, 2022 deadline for submittal of Best Practices Guidelines from the Business Equity/Diverse Business Inclusion Committee because it would afford several opportunities for the committee to present updates to the Board. He asked for consideration of adding an April and June meeting. Ms. Reyes supported the recommendation. Ms. Yang added that the benefit of scheduling additional meetings could also entail shorter meetings. She suggested scheduling meetings during odd months of January, March, and May for ease in planning.

Ms. Baker described the timeline necessary to prepare for PRC and Board meetings.

Chair Zahn offered to follow up with DES for adding a meeting in June to meet the legislative deadline of June 30, 2022. It appears the Board supports adding the April meeting and staff has confirmed the ability to provide support.

Ms. van der Lugt emphasized the importance of adding a June meeting with the understanding that staffing capacity is an issue. OMWBE could possibly offer some support.

Senator Hasegawa requested clarification as to whether the Legislature approved an appropriation for CPARB reflecting an increase in the budget for additional capacity. Ms. Jansen replied that she does not believe DES requested an increase in funding for the Board as DES augments the Board. Ms. Deakins reported the CPARB budget moved from the operating budget to the capital budget within DES with no increase in the funding amount.

Ms. van der Lugt asked whether DES requested an increase in funds for additional resources. Ms. Deakins said she understood no increase was requested because of other budget priorities within DES.

Chair Zahn recommended approving the additional meetings and working with DES and OFM to identify resources. If resources are not available, the Board might need to consider other alternatives.

Mr. Thompson added that he was not aware of any discussion to increase the budget to address resources. The work by the Business Equity/Diverse Business Inclusion Committee is relevant and important and the Board should be aware; however, the Board should support the committee for completing the deliverable expected by the Legislature. The Board's action will be dependent upon the efficiency of the committee over the next several months. He encouraged members to consider ways to support the committee as members navigate the next several months.

Mr. Kuruvilla and Ms. Yang affirmed the need to schedule two additional meetings.

Ms. Yang moved, seconded by Bill Dobyms, to schedule a April 14, 2022 regular meeting and a special meeting in June 19th to address the Best Practices Section 20 Report to the Legislature.

Mr. Kuruvilla offered a friendly amendment to require the Business Equity/Diverse Business Inclusion Committee to present the final Best Practices Report at the June 19, 2022 special meeting.

Ms. Jensen offered a friendly amendment stipulating that DES needs to consider staff support capacity for adding 1.5 meetings.

The makers of the motion accepted the friendly amendments.

A voice vote unanimously approved the motion as amended.

Hybrid Meetings with Virtual & In-Person Options – Information

Ms. Baker reported on the possibility of conducting future hybrid meetings combining both in-person and virtual aspects to the extent possible until total in-person meetings are possible. The Board has often commented on the difficulty of traveling to Olympia to attend Board meetings especially for members who live outside the area. She asked for feedback on the possibility of scheduling specific meetings as virtual meetings versus in-person meetings or deferring discussion to a future date.

Ms. Baker responded to questions regarding efforts for scheduling and setting up meeting venues for both virtual and in-person formats. Virtual or phone-in meeting options often require additional time for set-up and testing. A combined meeting format provides for some members to participate without having to travel an extended distance.

Ms. Yang commented that joining a meeting via zoom often places the member at a disadvantage as opposed to attending the meeting. She suggested meetings should be scheduled either as virtual or in-person.

Ms. Jansen shared that moving forward, DES does not plan to offer partial occupancy of the DES building until November 1, 2021 at the earliest. The system has not been tested at the DES building. She agreed with Ms. Yang that there is a disparity between how attendees can interact in person versus on the phone or participating by Zoom.

Mr. Salinas commented that as a business owner, it is difficult to attend meetings in Olympia. It is much easier for him to attend meetings through Zoom while acknowledging that there are both positives and negatives; however, it is nearly a necessity for him personally at this time to participate virtually.

Vice Chair Dobyns advocated for in-person meetings because it affords better interaction. However, the Board previously provided the ability to participate by phone. He supports resuming in-person meetings when DES resumes normal operations while adding a Zoom option as an enhancement to replace the phone-in option.

Ms. van der Lugt recommended continuing Zoom meetings as most agencies will not resume in-person activities for some time. However, she supports the hybrid option when in-person meetings can resume as it enables more participation.

Ms. Reyes supported the hybrid option and possibly scheduling one in-person quarterly meeting when normal meetings resume.

Chair Zahn thanked members for providing feedback.

Budget – Information

Ms. Deakins reported staff did not receive the budget report. The Board deferred the budget review to the October meeting.

October 14, 2021 Meeting Planning & Draft Agenda – Discussion

Vice Chair Dobyns reviewed the proposed October meeting agenda:

- Continuation of the Core Value Discussion facilitated by Ms. Barto
- OFM Update
- Expanded PRC Discussion
- New Business
- Member Open Roundtable
- Budget Discussion on CPARB Funding
- New Business
- Committee Reports:
 - Project Review Committee – Report & Appointments (if necessary)
 - Board Development Committee
 - Business Equity/Diverse Business Inclusion Committee
 - GC/CM Committee – Best Practices Update
 - JOC Evaluation Committee

- Local Government Public Works Study Committee
- Review Status of Education, Outreach & Web Development Workgroup

With there being no further business, Chair Zahn adjourned the meeting at 1 p.m.

Staff & Guests

Talia Baker, Department of Enterprise Services

Marika Barto, OMWBE

Nick Datz, Sound Transit

Nancy Deakins, Department of Enterprise Services

Quinn Dolan, Centennial Construction

Don (no last name or affiliation)

Bill Frare, Department of Enterprise Services

Curt Gimmetstad, Absher Construction

Valerie Gow, Puget Sound Meeting Services

Steve Gross, MSRC

Shelly Henderson, Mukilteo School District

Jeff Jurgensen, OAC

Kelci Karl-Robinson, Washington State Legislature

Aleanna Kondelis, Akana

Jen Masterson, OFM

Art McCluskey, WA State Department of Transportation

Keith Michel, Forma

Scott Middleton, MCA

Rachel Murata, OMWBE

Jeannie Natta, University of Washington

Geoff Owen

Shari Reiter-Johnson, Dept. of Labor & Industries

Jon Rose, MRSC

Jolene Skinner, Dept. of Labor & Industries

Linda Shilley, Pierce Transit

Michael Transue, MCA

Melissa Van Gorkom, Senate Committee Services

Charles Wilson, Department of Enterprise Services

Prepared by Valerie L. Gow, Puget Sound Meeting Services, psmsoly@earthlink.net