

CAPITAL PROJECTS ADVISORY REVIEW BOARD
 Hybrid Meeting via Teams at Green River College
Meeting Minutes - Amended
 May 9, 2024

MEMBERS PRESENT	REPRESENTING	MEMBERS ABSENT	REPRESENTING
Janice Zahn (<i>Chair</i>)	Ports	Rep. Mike Steele	House (R)
Keith Michel (<i>Vice Chair</i>)	General Contractors	Rep. Steve Tharinger	House (D)
Corey Fedie	Public Hospital Districts	Senator Judy Warnick	Senate (R)
Lekha Fernandes	OMWBE		
Bobby Forch	Disadvantaged Businesses		
Senator Bob Hasegawa	Senate (D)		
Bruce Hayashi	Architects		
Janet Jansen	State Government		
Santosh Kuruvilla	Engineers		
Karen Mooseker	School Districts		
Mark Nakagawara	Cities		
Matt Rasmussen	Counties		
Irene Reyes	Private Industry		
Mark Riker	Construction Trades Labor		
Linneth Riley-Hall	Transportation		
Steven Russo	Specialty Contractors		
John Salinas II	Specialty Contractors		
Kara Skinner	Ins./Surety Industry		
Robin Strom	General Contractors		
Josh Swanson	Construction Trades Labor		
Robynne Thaxton	Private Industry		
Olivia Yang	Higher Education		

Staff & Guests are listed on the last page.

CALL TO ORDER & ROLL CALL FOR QUORUM

Chair Janice Zahn called the hybrid meeting of the Capital Projects Advisory Review Board (CPARB) to order at 8:00 a.m.

A meeting quorum was acknowledged.

WELCOME BOARD MEMBERS & INTRODUCTIONS

Chair Zahn welcomed everyone to the meeting. Changes in membership include the resignations of Corey Fedie representing Public Hospital Districts, and Janet Jansen, representing the Department of Enterprise Services. Chair Zahn thanked them for attending the meeting and recognized their service to the Board.

APPROVE AGENDA – Action

Vice Chair Michel reviewed the agenda for any proposed changes. Nancy Deakins recommended changing the *Board Leadership Elections* to an action item.

Matt Rasmussen moved, seconded by Irene Reyes, to approve the agenda as modified. A voice vote approved the motion unanimously.

Senator Hasegawa inquired as to whether his membership status as a nonvoting member applied to all actions by the Board. Chair Zahn affirmed nonvoting members do not have voting rights for any actions by the Board; however, his participation and feedback are important and appreciated by the Board.

APPROVE MEETING MINUTES OF APRIL 11, 2024 – Action

Recommended corrections to the minutes included:

- *Correct the spelling of Tom Zamzow on page 8 in the second paragraph under WSDOT Project Delivery Method Review Task report.*
- *On page 1, correct Steven Russo’s company to reflect “UMC.”*
- *On page 2, within the first paragraph, change “House Committee” to reflect “House Transportation Committee.”*
- *On page 2, within the second paragraph, change the last sentence to state, “She shared that she received some feedback of concern, as some members of the PRC were frustrated with and not understanding the Board’s action.”*

- On page 2 under Legislative Updates, add “SB” before “6167” within the last sentence change “Local Government Committee” to reflect “House Local Government Committee.”
- On page 3, within the first paragraph delete the reference to “MA” on the ninth line.
- On page 3, within the last sentence of the first paragraph, revise the sentence to state, “...additional experience as a former elected official of a small city.”
- On page 6, within the first sentence of the fifth paragraph, change “certification” to “owner re-certification” at the end of the sentence. Change the next sentence to reflect, “The re-certification...”
- On page 8, within the fifth paragraph, revise the first sentence to state, “...Legislature with a proviso that CPARB will provide recommendation, which is...” Revise the second sentence to state, “Chair Zahn committed to the Legislature to complete the work, which speaks to her confidence in the committee to meet timelines.”
- On page 8, within the first sentence of the last paragraph, add “already” between “were” and “appointed.”

Bruce Hayashi moved, seconded by Lekha Fernandes, to approve the minutes of April 11, 2024, as amended. A voice vote approved the motion unanimously.

INVITATION FOR PUBLIC COMMENTS – *Information*

There were no public comments.

CHAIR REPORT – *Information*

Chair Zahn reported on her participation at the recent WSDOT Project Delivery Method Review Task Force meeting. She met with House Transportation Committee Chair Jake Fey and Senate Transportation Committee Chair Marko Liias and received additional feedback on the efforts by the task force specific to the request in the proviso. Chair Fey had recently shared information with members of the Puget Sound Regional Council Executive Board. At the last task force meeting she shared a recording of his appearance at that meeting about his concerns with cost overruns on WSDOT projects, which was why the Board was asked to review four projects. He also conveyed concerns as to whether Design-Build was the preferred method and generated the best results for cost certainty. Senator Liias shared similar sentiments because the intent was for CPARB to complete its recommendations while delaying advertising of the projects despite the task force and the Executive Board pointing out that the original project advertising timeline was scheduled before the recommendations were due in December. Both legislators clarified that the intent was WSDOT would not move forward until CPARB recommendations were submitted and the committees had an opportunity to review the report.

Chair Zahn reported she plans to attend the Project Review Committee business meeting representing the Board on May 28, 2024, to review the Board’s decision overturning PRC’s decision of rejecting the project application from the Spokane Public Facilities District.

BOARD ENGAGEMENT

Board Members Opening Thoughts/Share Commitments – *Discussion*

Members individually shared their respective opening thoughts. Members spoke to the opportunity to participate at an in-person meeting, appreciation of the Board’s shared commitments focused on listening to understand, the great meeting venue, and optimism to complete the Board’s work.

BOARD LEADERSHIP ELECTIONS – *Action*

Co-Chair Lekha Fernandes reviewed the process for electing the Board’s Chair and Vice Chair every even calendar year. Each candidate has the opportunity to speak to his or her interest for the position. Board members will have an opportunity to ask questions followed by nominations and a roll call vote to select their respective candidate. Candidates receiving a majority vote will be appointed to the position by the Board.

Two letters of interest for the Chair position were submitted by Linneth Riley-Hall and Janice Zahn.

Co-Chair Fernandes outlined the desired qualifications of the Chair. She invited Janice Zahn to speak to her letter of interest.

Ms. Zahn asked for support to continue serving as Chair. The Board’s work is important, and members make a difference and transform the industry. Over the last several years as Chair, it has been an honor to help the Board reach its goals. Together, members have developed the Board’s shared commitments guiding the Board’s work. Amongst the 21 members of the Board there can be occasional conflicts because of differing interests. As Chair, she served as a guide and facilitator to help members collaborate and find common ground, produce solid legislation along with best practices, and improve how the Board and committees conduct business through continuous improvement. She cited her qualifications and

engagement at the local, state, and national levels as outlined in her letter of interest. She believes as Chair, the intersection between her position as Chief Engineer at the Port of Seattle and serving on Port committees and her elected position at the City of Bellevue have enabled her to bring her relationships with elected officials to resolve areas of disagreement and assist legislators in resolving issues. Last year, the Board successfully moved the Small Works legislation forward. As Chair, she represented the Board and reviewed some of the issues with legislators to move the Board's proposal forward successfully. This year, the Board was not as fortunate with SB 1621 partly due to recognizing that not all voices were represented on the subcommittee. She is committed to working on continuous improvements and identifying opportunities to represent the Board in the best way possible while addressing any nuances that might impede legislation. She looks forward to forwarding the Board legislation on the prompt pay legislation. She advocated on behalf of the Board to the Legislature requesting deferral of the bill to CPARB rather than passing the original bill. Next year, with a new governor and likely some resulting chaos in state government, she believes it is important to maintain stability of the Board. She asked members for their support.

Vice Chair Michel inquired about the time she has spent in addition to Board meetings supporting the Board's functions throughout the year. Ms. Zahn responded that she participates in many committee meetings as possible and when it is not possible, she obtains recordings of the meetings so she can watch the proceedings to keep informed. During the legislative session, she meets with legislators to check in, catch up, and to build confidence and trust of CPARB by legislators. She believes she has been successful as the Board has been able to pass legislation that was ultimately pivoted to CPARB, which is a testament of the trust by legislators in the Board's abilities. Those efforts also require spending time with legislators between sessions. Ms. Zahn said she does not track hours she spends on behalf of the Board.

Co-Chair Fernandes noted that the position description for the Chair allocates approximately 20 to 30 hours a month to support the Board.

Co-Chair Fernandes invited Linneth Riley-Hall to speak to her letter of interest.

Ms. Riley-Hall said she works at Sound Transit as the Executive Project Director for the Federal Way Link Extension. She loves healthy competition; however, she also focuses on collaboration, inclusion, safety, quality, and respect. All voices should be heard because everyone has something to say, and each voice is important. She would like CPARB to go to the next level by pursuing the Board's charge of focusing on capital projects to ensure all tools within the legislation are utilized and effective. Examples include prompt pay and small business inclusion for all contracting opportunities for alternative public works or regular public works projects. She has hands-on experience with procurement serving as the Procurement Director at the City of Seattle and at Sound Transit. Her experience spans Job Order Contracting, creating the tools, monitoring and measuring data, and participating in committees to help improve on-the-ground conditions that occur at a lower level and elevating them whether the projects are Job Order Contracting, Small Works, alternative public works, GC/CM, Heavy Civil GC/CM, Design-Build, or Progressive Design-Build. She has experienced the application of those types of projects to assess whether they are meeting the intent of the legislation. It may require some changes in the legislation or in the tools used by the industry to achieve the results needed within the state. Better results are needed along with better inclusion and collaboration. Her goal is to utilize CPARB and all members to achieve the Board's mission.

In response to several questions by members, Ms. Riley-Hall said she serves on the Board Development Committee, Education Connections Committee, Project Review Committee, and is Co-Chair of the WSDOT Project Delivery Method Review Task Force. She is serving as an instructor during the upcoming two-day GC/CM training sponsored by Associated General Contractors (AGC) having served as an instructor for approximately 10 years. She is a *board* member of the national Design-Build Institute of America (DBIA) and plans to increase participation at the local level by frequently attending local chapter meetings. DBIA at the national level strives to ensure best practices are implemented nationally. Each chapter has access to all tools and resources provided during national conferences. DBIA offers internship and scholarship programs nationally. She was involved in the Conference of Minorities Transportation Officials. A local chapter in Seattle was established with a focus on inclusion of minority businesses and small businesses to enable participation in capital projects. The program helps businesses with the tools to ensure successful projects. Her motivation for applying for the Chair position is based on her passion for capital projects, passion for inclusion, passion for collaboration, ensuring all voices are heard, and that the Board is viewed as the best and continues to seek improvements.

Co-Chair Fernandes called for nominations for Chair.

Keith Michel nominated Janice Zahn to the position of Chair.

Irene Reyes nominated Linneth Riley-Hall to the position of Chair.

No other nominations were offered. Co-Chair Fernandes closed nominations.

A roll call vote on the nominations followed:

Olivia Yang – Linneth Riley-Hall

Robynne Thaxton – Janice Zahn

Josh Swanson – Janice Zahn

Robin Strom – Linneth Riley-Hall

Kara Skinner – Linneth Riley-Hall

John Salinas II – Janice Zahn

Steve Russo – Janice Zahn

Linneth Riley-Hall – Linneth Riley-Hall

Mark Riker – Janice Zahn

Irene Reyes – Linneth Riley-Hall

Matt Rasmussen – Linneth Riley-Hall

Mark Nakagawara – Linneth Riley-Hall

Karen Mooseker – Linneth Riley-Hall

Santosh Kuruvilla – Linneth Riley-Hall

Janet Jansen – Linneth Riley-Hall

Bruce Hayashi – Linneth Riley-Hall

Lekha Fernandes – Abstained

Corey Fedie – Linneth Riley-Hall

Keith Michel – Janice Zahn

Janice Zahn – Janice Zahn

Robynne Thaxton moved, seconded by Janet Jansen, to appoint Linneth Riley-Hall as CPARB Chair. A voice vote approved the motion unanimously.

Co-Chair Fernandes recognized and thanked Ms. Zahn for the work she has accomplished over the last several years, which has been amazing and incredibly valuable.

Talia Baker advised that the Chair and Ms. Riley-Hall collaborate over the summer to assist in the transition of the new Chair. Ms. Riley-Hall will assume the position in September 2024.

Ms. Riley-Hall thanked members for their confidence in her. The experience has been humbling. She thanked Chair Zahn for leading the Board forward and is looking forward to meeting with her over the summer to learn about her ideas for the future and how they align with the future direction of the Board.

Co-Chair Fernandes opened nominations for Vice Chair. One letter of was received from Keith Michel. She invited Mr. Michel to speak to his letter of interest.

Mr. Michel said he is interested in continuing to serve as Vice Chair due mostly because he recently assumed the position from Bill *Dobyns*, his mentor, and a leader on the Board. He has enjoyed serving in the role of Vice Chair, as it has been a good opportunity for him personally to extend his level of engagement both at meetings and externally within the industry and with Board committees. He serves to support the Chair and the legislative process. He believes he brings energy and enthusiasm to meetings and looks forward to continuing serving as Vice Chair.

Bobby Forch joined the meeting at 8:59 a.m.

Ms. Riley-Hall asked about his plans to support her as the new Chair. Mr. Michel remarked that his support would be to the best of his ability because many nuances of the positions are still new. His commitment is to availability and making time to support efforts to ensure the Board operates effectively.

Co-Chair Fernandes remarked that when she joined the Board, the experience was overwhelming. The Vice Chair position is designated to assist in implementing the Board's mentorship program. However, it has been difficult to recruit members who are well informed and knowledgeable to engage with new members. She asked about his ideas to assist in promoting those efforts, as it is important for new members to be engaged with a knowledgeable member for guidance and direction on the Board's work.

Mr. Michel admitted to his list of priorities and his lack of awareness of the role to implement the mentorship program. Since the last meeting, he has invited members to either participate in the mentorship program or serve as mentors. The list of participation continues to be short. He is serving as a mentor for Steve Russo and Robin Strom as they represent a similar set of constituents. Olivia Yang has volunteered to serve as a mentor. He encouraged members to participate in the program by contacting him. Conversations within the industry and through various networks have also contributed to some mentoring opportunities.

Irene Reyes and Robynne Thaxton advised that they also volunteered to serve as mentors.

Co-Chair Fernandes invited nominations for Vice Chair.

Irene Reyes nominated Keith Michel to serve as Vice Chair.

With no other nominations, nominations were closed.

By a unanimous vote of affirmation, members selected Keith Michel as the nominee for Vice Chair.

Matt Rasmussen moved, seconded by Irene Reyes, to appoint Keith Michel as Vice Chair of CPARB. A voice vote approved the motion unanimously.

PRC APPOINTMENTS – Action

Chair Zahn reported on PRC open positions of General Contractor (2 positions), Owner-Higher Education (2 positions), and Owner – General Public (2 positions). She invited applicants to speak to their respective application.

Owner – Higher Education (2):

Alexis Blue, Assistant Director, Facilities Development for Western Washington University, reported she leads all alternative public works projects including two GC/CM and three Progressive Design-Build projects totaling over \$250 million. She is contributing to the development of the best practices guidelines as a member of the Board's General Contractor/Construction Manager Committee. Western Washington University is committed to promoting business diversity by being involved in prompt pay and the Small Works Roster. The University's alternative delivery teams rates participation and enhancement plans highly within Request for Qualifications (RFQs) and Request for Proposals (RFPs) and asks contractors to develop aspirational goals. She is committed to the PRC's dedication of contributing to the ongoing success of alternative contract delivery of public works in Washington. She invited questions and thanked members for their time.

Bobby Forch asked whether the University sets aspirational goals or whether the goals are established by the contractor. Ms. Blue explained that the University encourages contractors to establish goals but does not mandate them.

Bruce Hayashi asked how she contends with the challenges of contracting opportunities for small and diverse businesses in the northwest region of the state. Ms. Blue noted that Northwest Washington lacks a large diverse pool of disadvantaged and small businesses. However, the University has experienced an increase in the number of applicants. The last Design-Build project award included a large aspirational goal of 30% for diverse and small business participation. The University leverages enhancing the market by utilizing large contractors to serve as mentors to assist smaller businesses. It is often difficult; however, the University is pursuing opportunities when possible. The area is home to one of the largest woman-owned businesses providing rental equipment for construction projects.

Ms. Reyes asked whether the University utilizes an outline or guide to pursue other options to attract diverse and small business participation. Ms. Blue responded that the University does not have any guides other than desired aspiration goals incorporated within the publication of RFQs and RFPs and information provided by contractors on their goals for attracting participation of diverse and small businesses. Often contractors mentor and seek smaller businesses meeting the requirements by providing assistance in obtaining state certification. Although the University lacks any outline, the University pursues inclusion through enhancement and promotion through values embedded in the selection criteria.

Ms. Thaxton pointed out that the University is engaged in an extensive business equity project. She understands the University did not establish minimum goals because funding was not available; however, the University established aspirational goals through contractors and design builders for GC/CM projects.

Ms. Blue responded that the University seeks aspirational goals from hard money bids (fixed-price bids).

Ms. Thaxton inquired about successes the University has experienced in alternative delivered projects through the program emphasizing aspirational goals. To her knowledge, the University is one of a few owners that established the largest point value for diverse and small business inclusion.

Ms. Blue cited a Progressive Design-Build project of a cultural building that achieved 30% participation of small and diverse businesses. The University has been successful in increasing participation from 10% four years ago to 30% today.

Jeannie Natta, Director, Major Projects, Project Delivery Group, University of Washington, said she started in the industry with IBEW Local 46 as an electrician and began with the University of Washington in 2010 as an Associate Construction Manager. She earned a master's degree in construction management in 2013 and has worked on alternative public delivery projects (GC/CM & Design-Build) at the University for the last 10 years. She has completed approximately \$700 million in projects either as a direct project manager or as a director with oversight. She currently has oversight of 12 major projects ranging from \$15 million to \$190 million. In 2021, she directed the University's first Progressive Design-Build project using an integrated Design-Build contract to complete the Hans Rosling Center. The project was awarded *Project of the Year* by DBIA in 2021. In 2022, she received a distinguished leadership award from DBIA for work on Design-Build projects. Her direct experience in participating, guiding teams, and collaborating with project teams has shaped how she approaches projects and evaluates whether public owners are ready to pursue alternative public works delivery. She has served on the PRC since 2021 and is committed to the public works process and supporting public owners in the use of alternative project delivery. Alternative project delivery promotes safety by early involvement of contractors to plan early for hazards in construction and for design and construction to overlap often decreasing the duration of construction. Alternative project delivery enables innovative ideas and enables public owners to practice greater outreach to encourage diverse business participation in University projects. The University employs the Ascend Program to train businesses of color to help them prepare to participate in larger projects. Many of those firms have worked on university projects. The University works closely with general contractors, builders, and architects to collaborate and break down scopes of work into smaller projects to afford more opportunities for underrepresented businesses in the marketplace. A recent example is the Medical Center project that partnered with a small drywall contractor. Another recent successful project was the University of Washington's Tacoma Milgard Hall project achieving 40% diversity participation with women and minority-owned businesses representing 22%. Thirty percent of those businesses were located in South Puget Sound. Alternative project delivery methods are valuable tools for public owners to mitigate project risk, drive predictability, cost, and schedule, and enable fair, equitable, and transparent business partners. She looks forward to the opportunity to continue serving on the PRC.

Mr. Kuruvilla asked whether the University favors a particular alternative project delivery method. Ms. Natta advised that it depends on the project. The University is working to establish a robust process for selecting project delivery methods. The market also plays a contributing factor. Some projects are easier to quantify and are better suited for GC/CM because of the importance of the general contractor's early involvement to oversee construction logistics. Other projects seeking to incorporate greater levels of innovation might be better suited for Progressive Design-Build delivery.

Vice Chair Michel asked whether the University is agency certified by the PRC. Ms. Natta affirmed that the University is a certified owner for GC/CM and Design-Build projects. He asked whether she has participated in any of the PRC's owner certification or recertification processes. Ms. Natta confirmed her participation in recertification processes.

Mr. Hayashi asked about opportunities pursued by the University to include diverse and small businesses at the primary contractor level. Ms. Natta advised that the University's larger projects are typically delivered by either GC/CM or Design-Build. The University has contracted with diverse and smaller architectural and design firms but not with an underrepresented general contractor in the marketplace.

Ms. Thaxton asked about the cost range of the projects because based on her understanding of the projects, the cost range can be in the millions of dollars.

Ms. Natta advised that the Hans Rosling Center was \$230 million, the Behavioral Health Teaching Center at the University of Washington Medical Center Northwest Campus cost \$244 million, the House Sciences Education Building cost \$100 million, and Milgard Hall was approximately \$70 million. For larger projects, the University has been able to identify trade partners and partnerships. Most contractors competing for those projects are able to assume bonding. Smaller firms are often partnered with large general contractors.

Ms. Thaxton noted that the bonding requirements for the large projects would render it nearly impossible for small businesses to qualify to bond and serve as the prime contractor. Ms. Natte affirmed that it has been the University's experience, which speaks to efforts to promote partnerships between small firms and general contractors.

Bob Armstead noted that the statements speaking to bonding requirements are not accurate because in Dallas County, Texas, 50% percent of a \$2 billion project was completed by a small business consortium. It is possible and it has occurred.

Chair Zahn invited nominations for the two positions.

Santosh Kuruvilla nominated Jeannie Natta to serve on the PRC in the position of Owner-Higher Education.

Linneth Riley-Hall nominated Alexis Blue to serve on the PRC in the position of Owner-Higher Education.

No other nominations were offered.

Linneth Riley-Hall moved, seconded by Mark Nakagawara, to appoint Alexis Blue and Jeannie Natta to fill the PRC vacant positions of Owner-Higher Education. A voice vote approved the motion unanimously.

Owner – General Public (2):

Chair Zahn invited the three applicants to speak to their respective application.

Ms. Riley-Hall withdrew her application from consideration.

Art McCluskey, Washington State Department of Transportation (WSDOT) requested the Board's consideration of this third appointment to the PRC as the representative for Owner-General Public. During his service to the PRC, he has served as Chair for many review panels and serves on the Project Feedback Process Workgroup and the Bylaws Subcommittee. He was a member of a small task force responsible for modifying the evaluation and application process for GC/CM to address the alternative subcontractor selection process. He serves as the Design-Build Program Manager at WSDOT. Since 2001, WSDOT has completed or is in procurement for 86 Design-Build projects. Since his arrival at WSDOT, approximately half of those projects were under his supervision totaling more than 40 Design-Build projects since joining WSDOT in 2016. As the State Design-Build Program Manager, he establishes policies and procedures for the projects, as well as involvement in the procurement and execution of contracts and providing project support as needed. Prior to working for WSDOT, he was employed by private industry with many decades of experience in engineering and design. He worked on several Design-Build projects in the transportation industry prior to joining WSDOT. As a life-long learner, his association with PRC has benefitted him with insight on the alternative contracting process by other committee members. He considers the position very seriously, has achieved perfect attendance during his tenure on the committee, and would like the opportunity to continue serving.

Mr. Kuruvilla questioned Mr. McCluskey as to his preference between GC/CM, Design-Build, and Progressive Design-Build. Mr. McCluskey advised that his preference is Design-Build as well as Progressive Design-Build as it is the agency's method of preference because of the many aspects associated with the delivery method. The agency is in the process of addressing some challenges; however, overall, the objective is treating all participants fairly and contracting fairly.

Steve Russo said his questions pertain to disadvantaged business participation, as the information provided to the Board did not address disadvantaged business participation. As an influencer on policy, he asked how WSDOT promotes, encourages, or mentors/development of disadvantaged business participation. Mr. McCluskey responded that his group works closely with the Department's Office of Equity and Civil Rights. The office develops the project's requirements for inclusion. He works closely with the office to seek input for incorporation into the contract to ensure inclusion requirements.

Ms. Reyes questioned Mr. McCluskey as to how he offers recommendations to the Office of Equity and Civil Rights on ways to utilize diverse and small businesses or whether he has the capacity to influence the outcome of the decisions by the Office for attaining goals. Mr. McCluskey said the Department's best effort is the value or points awarded during evaluations to award firms that have achieved inclusion requirements. The value can be high or low on the evaluation and WSDOT strives to ensure projects are assigned the correct evaluation for achieving inclusion as a project goal. The evaluation process includes the Office of Equity and Civil Rights as subject matter experts to evaluate that part of a submitter's documents.

Lisa Corcoran, Director, Planning & Development, Spokane International Airport, reported her background is in aviation. She has worked 28 years in airport engineering and airport aviation management originally starting in Anchorage, Alaska with the Alaska Department of Transportation. She worked 17 years as a consultant working with military bases and airports across the nation on Design-Build projects. Her recent position at Spokane International Airport has been over 10 years overseeing all planning, development, and construction. The organization was instrumental in encouraging the use of the alternative procurement methods for projects especially as a region that was expanding. The organization considered ways of utilizing the methods to benefit projects, trade partners, contractors, and the community. The organization began implementing alternative delivery projects in 2019 with the first project presented to the PRC in 2020 for a \$150 million terminal expansion project. A previous project was security upgrades as a way to introduce the new alternative delivery process. The heavy civil project enabled the organization to venture into the larger terminal expansion project. She is a certified member of the American Association of Airport Executives. In her current position, she meets with and encourages many airports across the nation to utilize GC/CM for airport terminal construction. The method has become a positive form of construction, as airports must remain functional during construction. The importance of safety, systems, personnel, employees, and the public are important to the airport. She commended PRC and CPARB for advancing alternative public works delivery methods and looks forward to continuing shaping the methods by encouraging other airports to consider using alternative public works to deliver projects.

Chair Zahn invited nominations for the positions of Owner-General Public.

Santosh Kuruvilla nominated Art McCluskey to serve in the position of Owner-General Public.

Keith Michel nominated Lisa Corcoran to serve in the position of Owner-General Public.

No other nominations were offered.

Keith Michel moved, seconded by Santosh Kuruvilla, to appoint Art McCluskey and Lisa Corcoran to fill the vacant PRC positions of Owner-General Public. A voice vote approved the motion unanimously.

Chair Zahn recommended recessing for a break and deferring reports from the Project Feedback Process Workgroup, JOCE Committee, Education Connections Committee, and New Business – Members Ideas/Discussion until the next meeting. The Board concurred with the request.

Chair Zahn recessed the meeting for a break from 9:45 a.m. to 9:50 a.m.

General Contractor (2 Positions):

Chair Zahn reported the Board received four applications for two vacant positions of General Contractor. She invited the applicants to speak to their respective application.

Bret Miche, Operations Manager, Graham Construction Management, said he has been with the company for 17 years and has lived in Spokane for 25 years. His background is diverse in construction beginning in the semi-conductor industry in the late '90s working through several semi-conductor booms and busts. He has worked in healthcare, K-12, and multi-family construction projects. His experiences include a broad range of different types of projects using different project deliveries. His interest in the PRC is to help both the PRC and the Board further efforts to enhance and assist in ensuring the continued success of public delivery projects using alternative delivery methods in the interests of stewardship of public money. It is important to ensure further enhancement or solidifying the benefits and best value to the public through the alternative delivery of different types of public projects.

Rob Decker, Senior Project Manager, Garco Construction, Inc. said he has been with the company for 16 years and began in the industry as a project engineer. Prior to his construction experience, he served the country as an infantry officer in the United States Army based at Joint Base Lewis McChord. He serves as the Inland Northwest Chapter DBIA Vice President and was recently elected Board President effective August 2024. He serves as a trustee with the Northwest Iron Workers Union Trust for Health and Welfare and Apprenticeship. Most of his work has been in the public sector completing approximately \$400 million in alternative delivery projects with most of his experience in GC/CM and Design-Build projects. He supports the mission of CPARB and the PRC and the valuation of public capital projects, construction processes, and is interested in the impact of the contracting methods and positive outcomes. Personally, he has witnessed the value of alternative delivery for public owners. However, he also does not believe every project should use alternative delivery. He is interested in serving on the PRC to review and approve public works using Design-Build, GC/CM, or JOC. His request is based on a heart of service, accountability, and humility and he looks forward to continue serving the industry in the State of Washington.

Timothy Thomas, President, Bouten Construction Company, reported the company is located in Spokane, Washington and is celebrating its 80th year as a general contractor. He has been with the firm 26 years. Over the 80 years, the majority of work was as a construction manager and being involved in projects early in the process that lends itself to the GC/CM and Design-Build delivery methods as overseen by the PRC. As a Spokane native, he was raised and graduated from Washington State University and moved to Seattle and worked for another firm for seven years as a project manager on Design-Build projects. He moved back to Spokane and joined Bouten Construction Company in 1998. He is a fervent proponent of alternative contracting methods having been involved in those projects during his entire career. The work by Bouten Construction is not typically hard bid but generally is involved at the beginning of the project helping the owner develop cost certainty and ensuring safety and logistic plans are developed properly. His three years as a member of the PRC have been impactful and provided a good opportunity to help promote the alternative methods as well as identify those methods for projects that might not benefit. Not all projects should use alternative delivery and it is important to identify those projects. Another advantage of GC/CM, Design-Build, and Progressive Design-Build is onboarding minority, women-owned, and disadvantaged businesses early. The argument that Eastern Washington does not have the same opportunity as Western Washington is not valid today as the company has made concerted efforts to outreach to minority and women-owned businesses with an opportunity to mentor some business to assist them in receiving certification.

A video of the last applicant, **Michael Rechnitz, Chief Operations Officer, Schuchart Corporation**, was played. Mr. Rechnitz was unable to attend the meeting. He reported he started in the industry as a carpenter and met some great leaders, people who were able to vision the future and had a broader sense of what it meant to be a member of a team, collaborate, coordinate, and execute. He received a master's degree in construction management from Colorado State University. His first position following college was in California spending the next two decades working exclusively on Design-Build projects. The projects included Progressive Design-Build, Design-Build, IBB, and GC/CM. He cited major projects in California he worked on followed by a series of major Design-Build infrastructure projects in California of hospitals, prisons, and education facilities. He has been in the Pacific Northwest for the last decade and worked on delivering a Design-Build project for Washington State University. The project team was able to deliver a fantastic project reviewed by the PRC. The project won multiple national awards for teaming, partnership, and process. Other work in the state included the SeaTac International Arrival Facility, Washington State University Behavioral Health Teaching Facility, and most recently Western State Hospital and the new GC/CM forensic psychiatric hospital currently under construction. The project will be one of the state's largest GC/CM projects. He has also witnessed projects that were unsuccessful using either GC/CM or Design-Build. The projects provided insight in terms of some of the steps that were missed that were incredibly important for execution. He is excited to share his knowledge and enthusiasm with the PRC to progress alternative procurement in the State of Washington.

Chair Zahn invited nominations.

Mr. Kuruvilla nominated Tim Thomas for the position of General Contractor.

Matt Rasmussen nominated Bret Miche for the position of General Contractor.

John Salinas nominated Rob Decker for the position of General Contractor.

No additional nominations were offered. Chair Zahn closed nominations.

A roll call vote on each member's top two choices followed:

Lekha Fernandes – Tim Thomas & Bret Miche

Bobby Forch Jr. – Tim Thomas & Bret Miche

Bruce Hayashi – Tim Thomas & Rob Decker

Janet Jansen – Tim Thomas & Bret Miche

Santosh Kuruvilla – Tim Thomas & Bret Miche

Karen Mooseker – Tim Thomas & Bret Miche

Mark Nakagawara – Rob Decker & Tim Thomas

Matt Rasmussen – Tim Thomas & Bret Miche

Irene Reyes – Tim Thomas & Bret Miche

Mark Riker – Rob Decker & Tim Thomas

Linneth Riley-Hall – Rob Decker & Tim Thomas

Steve Russo – Rob Decker & Tim Thomas

John Salinas II – Bret Miche & Rob Decker

Kara Skinner – Tim Thomas & Bret Miche
Robynne Strom – Bret Miche and Tim Thomas
Josh Swenson – Rob Decker and Tim Thomas
Robynne Thaxton – Bret Miche and Tim Thomas
Olivia Yang – Rob Decker and Tim Thomas
Keith Michel – Rob Decker & Tim Thomas
Janice Zahn – Bret Miche & Tim Thomas

Irene Reyes moved, seconded by Linneth Riley-Hall, to appoint Bret Miche and Tim Thomas to the PRC filling the two vacant positions of General Contractor. A voice vote approved the motion unanimously.

Chair Zahn thanked Mr. Decker for offering to serve on the PRC. She encouraged him to become involved on some of the Board's other committees.

COMMITTEE & WORKGROUP REPORTS

Board Development Committee – Information

Co-Chair Thaxton reported the committee continues to identify mentors and plans to work with Vice Chair Michel to identify members. Board members are required to complete the mentorship process because of the importance of understanding some of the Board's policies. Members are working on recruitment and outreaching to communities to ensure outreach to all communities to recruit for positions. The Board and PRC members will be asked to provide feedback on the benefits received as a member of PRC and CPARB to develop information to share with interested individuals that might be interested in applying for a position.

Chair Zahn referred to the last meeting discussion on the importance of all members serving on a committee(s). Co-Chair Thaxton suggested members who are interested in joining a committee should notify her via email. The committee plans to review committee membership after reaching out to each member individually.

Steve Russo shared that he reviewed the membership of each committee. Each position that was vacant was a contingency he did not represent. For those committees with specialty contractor positions they did not have any vacancies, which represented no opportunities for him to join a committee. However, he admitted that his lack of the committee membership structure likely was a contributing factor in terms of how he could serve. He is willing to join a committee. Co-Chair Thaxton reminded members that they can serve on a committee without representing a specific stakeholder group. Representative positions are to ensure those contingencies are represented. She encouraged him to contact her to review his choice of a committee or committees.

Ms. Reyes encouraged Mr. Russo to participate in committee meetings without necessarily becoming a member because every opinion is important.

Business Equity/Diverse Business Inclusion Committee (BE/DBI) – Information

Co-Chair Fernandes advised of the completion of the project definition and scope. The scope includes a review of agencies, prime contractors, and others to ensure diverse subcontractors are paid expeditiously. The committee agreed to pursue prompt pay and if time permits, the next focus will address retention and change orders. The committee voted on an aggressive project schedule. The review includes four sets of groups comprised of a Stakeholder Engagement Group, Schedule Development Group, Findings and Discovery Group working on new legislative recommendations and a second Findings and Discovery Group tasked with working on current best practices to include in the report, and a Report Creation Group. Each meeting has scheduled deadlines with a goal to present a draft report to the Board on September 12, 2024, for a final vote at the Board's October 10, 2024, meeting to meet the legislative deadline.

The Findings and Discovery Group identified five potential legislative recommendations. The group is drafting the recommendations in a statutory format to accompany a survey to all key stakeholders for discussion. The group working on best practices plans to identify to the Legislature what could be accomplished under current statute and how the statute is perceived differently to provide information to legislators on which statutes are working to ensure prompt paying is occurring. The Report Creation Group is initiating a draft of the documents. The report will include methodology, stakeholder engagement, project schedule, and report recommendations and feedback on the recommendations. The groups are moving forward and have been successful. The Stakeholder Engagement Group plans to release a two-part survey campaign to receive input directly from individuals and groups that are experienced in public works contracting throughout the state. The group identified approximately 150 prime contractors, subcontractors, advocates, agencies, owner representatives, PRC members, CPARB members, and BE/DBI members. The survey was released on Tuesday,

May 7, 2024, with a short closing date of May 12, 2024, to meet the deadline to analyze survey results by May 15, 2024, to maintain the schedule. Co-Chair Fernandes urged and reiterated the importance of each member completing the survey or forwarding the survey to the appropriate stakeholder to complete. The survey focuses on current practices and experiences and includes questions on why stakeholders believe payments are delayed. Survey results will be analyzed by the committee at its May 15, 2024, meeting. Results will be cross compared with new legislative recommendations with a committee vote on the recommendations to forward to stakeholders in the form of a second survey on new legislative recommendations to seek feedback, opinions, potential barriers, and benefits. Following receipt of feedback from the second survey, the committee will solidify the information and develop the report. Co-Chair Fernandes emphasized the importance of each member's engagement on both surveys to enable the committee to prepare for the Board's review and discussion at the September Board meeting. The Board is scheduled to vote on the report and recommendations at its October meeting. Additionally, each team is represented by leadership of the committee along with ample engagement of stakeholders.

Co-Chair Fernandes invited Mr. Russo to contact her to discuss joining any of the groups.

Chair Zahn noted that the work is from Senate Bill 6040 that the Legislature failed to pass from both chambers. The Legislature pivoted and forwarded a request to CPARB to provide recommendations on prompt pay with a deadline of November 1, 2024, to receive the report. Timing for the Board to receive the draft report speaks to the urgency of the committee's work.

Co-Chair Fernandes reiterated that a draft report will be presented to the Board at the September meeting with a pre-read available before September 9, 2024. The committee plans to work on completing the draft and taking a vote with an optional meeting scheduled on September 4, 2024, if needed.

Mr. Rasmussen expressed interest in participating on the committee. Co-Chair Fernandes advised that the next meeting is scheduled on May 15, 2024, at 1:30 p.m.

Ms. Baker checked on the status of members assigned to the committee to ensure a quorum of the Board would not be established during a committee meeting. The current Board membership on the committee includes eight members limiting the appointment of new members to avoid achieving a quorum. Discussion followed on the possibility of the CPARB Chair not attending meetings to avoid a quorum of the Board. Co-Chair Fernandes recommended limiting membership of the Board to nine members.

Olivia Yang nominated Matt Rasmussen to serve on the BE/DBI Committee.

A unanimous vote of affirmation appointed Matt Rasmussen as a member of the BE/DBI Committee.

GC/CM Committee – Information/Action

Co-Chair Nick Datz reported the committee achieved a milestone of completing a draft of the GC/CM Best Practices Manual. The next step is providing the Board with an opportunity to review the draft and provide comments. Members discussed the possibility of posting the draft on the website to receive public feedback and providing copies to PRC members to receive input. Dependent upon the review period, the schedule calls for finalizing the manual for review at the Board's September meeting.

Mr. Riley-Hall inquired about the desired format to receive feedback on the draft. Co-Chair Datz recommended downloading a spreadsheet to add comments and emailing it to staff for consolidation into a spreadsheet for the committee's review.

Chair Zahn noted that the Board discussed incorporating elements of the BE/DBI Best Practices Manual into the Design-Build and GC/CM Best Practices Manuals. Co-Chair Datz affirmed that the GC/CM Best Practices Manual includes some discussion about small business utilization. However, the committee did not specifically cross-reference the BE/DBI Best Practices Manual specifically.

Chair Zahn recommended the Board consider how to dovetail the manuals as it was included on the parking lot as a pending item.

Ms. Riley-Hall asked whether membership of the committee included a representative from small and disadvantaged businesses. Co-Chair Datz noted a member was assigned but has been unable to attend several meetings. Before the Board's September meeting, he plans to review membership of the committee as many alternates have attended for members who have not attended some meetings and some members have since retired.

WSDOT Project Delivery Method Review Task Force – Information

Co-Chair Riley-Hall reported the committee’s goal is to produce the report to meet the July 1, 2024, deadline. A series of meetings have been scheduled. The last meeting was held on May 8, 2024, with the next meeting scheduled on May 22, 2024. A special CPARB meeting is scheduled on June 3, 2024 to review the draft preliminary report. Comments from the Board will be incorporated to finalize the report prior to the July 1, 2024, deadline. The goal of the Task Force is a review of the procurement method of several WSDOT projects with focus on the July 1, 2024, deadline of the SR 18 project. The remaining three projects have a December deadline with the committee continuing to meet over the summer to finalize reporting on those projects. The mission also requires the committee to examine the approved funding for each project. Additionally, she is appreciative of WSDOT representatives attending all committee meetings who have answered questions during discussions.

The delivery methods under review include Design-Build, Design-Bid-Build, Progressive Design-Build, GC/CM, and Heavy Civil GC/CM. WSDOT’s statutes enable the agency to use Design-Build as the preferred delivery method. As WSDOT pursues a selection process, the Design-Build delivery method is the first choice versus Design-Bid-Build. Both methods are considered by WSDOT. WSDOT has not considered GC/CM or Heavy Civil GC/CM for the four projects as alternatives. The agency is focused because of the RCW’s preference for using Design-Build. The committee examined GC/CM and the Heavy Civil GC/CM delivery methods as well as the Progressive Design-Build. In terms of the GC/CM delivery method, the SR 18 team and WSDOT as a whole do not have the documentation available and lack specifications, management plan, and other documentation for the GC/CM, which would require additional time to prepare the documents. Additionally, WSDOT lacks the expertise to develop GC/CM documentation. That information is part of the discussion with no conclusion attained at this point. The committee is seeking information to reach the point of validating the delivery method WSDOT selected for the SR 18 project in addition to recommendations by the committee for WSDOT. WSDOT’s legislation stipulates Design-Build as its preferred methodology. Expanding the legislation to enable WSDOT to consider other alternative delivery methods could be one recommendation.

The next step is seeking expertise in report writing to assist in drafting the report. She urged members to contact her, as the deadline is aggressive for the report.

A special meeting has been scheduled for the Board on June 3, 2024, to review the draft report and offer feedback. The meeting is scheduled from 9:30 a.m. to 11 a.m. Members are urged to provide feedback quickly because of the short timeframe to finalize the draft by the committee.

SHB 1621 Review Committee – Information

Co-Chair Mark Nakagawara reported the committee met earlier in the week. Members are examining expansion of uses of prudent utility management. The difficulty is the current definition of language which is oblivious to others outside utility districts that operate using the language. Identifying appropriate language that is recognizable by all public entities and balancing that work with the concerns surrounding the issue has been challenging. The committee is scheduling meetings every two weeks.

Co-Chair Michel said the meeting earlier in the week was productive with members compiling a narrow list of action items. The issue is striving to achieve balance of a workable solution to satisfy the interests of labor, small businesses, and public municipalities with infrastructure to manage. How that is accomplished in the context of the bill will be necessary under the new category established of self-performed work with higher thresholds, which is why the focus is identifying a more specific definition when an entity can utilize the option.

Co-Chair Nakagawara noted that as the legislation as written is not intended to absolve the current \$75,000/\$50,000 threshold, which is a concern because of the \$300,000 provision that essentially eliminates the \$75,000/\$150,000 threshold. The provision is unclear in terms of what the \$300,000 limit means.

The committee established an aggressive deadline to work through the legislative process with active proactive planning and conversations with bill sponsors.

Chair Zahn added that CPARB was asked to review SHB 1621 that will become effective in June 2024. The Board developed SB 6167 during the last legislative session based on agreement by the committee and the Board to establish \$75,000/\$150,000 as limits for self-performance by cities and public utility districts with consideration of more efforts on the remaining issues. Unfortunately, SB 6167 did not advance through the Legislature because some stakeholders were not represented on the committee. Representatives of Fire Districts testified and expressed some concerns to the Legislature. The Board is continuing the work of the committee to ensure a review of all provisions. Prudent Utility

Management is a term not broadly used by cities, as well as other provisions the committee is examining to reach a consensus. The Board has been invited to attend the House Local Government Committee on June 10, 2024, to provide an update on progress during a 30-minute presentation.

Mr. Russo shared that when he joined the committee, he reviewed all the information, and the issue of how public entities use self-performance because the process is not defined and could possibly eliminate project opportunities for small businesses and other companies. The language appears to be too vague and could be subject to abuse.

Co-Chair Michel reported the committee reached consensus on adding a reporting obligation to track the option and how it is utilized. The committee supported recommending a \$300,000 single project limit with an annual cumulative limit of no more than 10% of the entity's capital budget as a guardrail.

Ms. Riley-Hall questioned the process of data reporting and the responsible entity for reviewing data, as well as the consequences if data reveals abuse of the self-performance option. She cited data collection efforts by the Board for alternative public works. The process resulted in database issues, review issues, and outcomes that were never addressed. She questioned the committee's process or proposal to manage data. Co-Chair Michel advised that the committee is wrestling with similar questions and attempting to identify options. The committee recommended not assigning CPARB as the oversight body for any reporting.

Because of special interests with respect to legislation effective next month, it is important to create the ability to evaluate how much self-performing use is occurring over a period. It may require continuous evaluation to check occurrences of self-performing work and considering an effective compliance method.

Mr. Russo questioned whether an option could include a sunset clause forcing an evaluation of the process and usage. Co-Chair Michel reported CPARB's recommendation in December included a trial period, but it lacked consensus. The difficulty is reaching a balance to achieve consensus by competing interests.

Co-Chair Nakagawara commented on the City of Seattle's competitive bid waiver process for emergencies and potential audit or reporting requirements that would affect the city.

Chair Zahn reminded members the target for the report/recommendation is October 31, 2024, to ensure adequate time to work with legislators. She encouraged members to provide any feedback to the Co-Chairs. Because of the number of issues, the report to the Legislature could include some unanimous recommendations, some majority recommendations, and a minority report to capture the full conversations of the committee.

Mark Nakagawara nominated Steve Russo to serve on the SHB 1621 Review Committee.

A unanimous vote of affirmation appointed Steve Russo as a member of the SHB 1621 Review Committee.

Small Works Committee – Information/Action

Co-Chair Bill Frare reported on the update by the Department of Labor and Industries of its WAC and processes. OMWBE also updated its WAC and created a public port for the small business enterprise certification process. The Department of Enterprise Services is currently working on model contracts and with Municipal Research and Services Center (MRSC) on the statewide roster anticipated to be launched by July 1, 2024.

ADMINISTRATIVE

Upcoming Tasks/Budget Report (see pre-read) – Information

Recap of Action Items:

Nancy Deakins reviewed action items:

Board Development Committee

- Board Members are requested to participate in committees. If joining or leaving a committee, members should forward an email to Robynne Thaxton. If not a member of a committee, consider joining a committee.
- Members interested in serving as a mentor should contact Keith Michel.

BE/DBI Committee

- Members were asked to complete the two-part survey or forward to the appropriate stakeholder to complete the survey.
- Steve Russo and Matt Rasmussen will follow-up with Ms. Fernandes about serving on committee groups.

WSDOT Project Delivery Method Review Task Force

- Members were asked to review the draft preliminary WSDOT Project Delivery report (5/29 preread prior to June 3 CPARB Special Meeting) and respond either with comments or no comments.

Leadership Survey

- Ms. Baker and Ms. Riley-Hall will review survey and schedule distribution to Board members.
- Assess status of Parking Lot items.

GC/CM Committee

- Members to review draft of GC/CM Best Practices Manual and obtain the spreadsheet from the CPARB home page with instructions for providing comments on the draft.
- New members are needed on committee.

September 12, 2024, Draft Agenda – Review and Discussion

Vice Chair Michel reviewed a draft of the proposed September meeting agenda.

- Minutes 5/9/2024 & 6/3/2024
- Project Review Committee
- Committee/Workgroup Reports:
 - Board Development
 - Education Connections
 - GC/CM Best Practices (draft report)
 - BE/DBI (draft report)
 - SHB 1621 Review Committee (draft report)
 - Project Feedback Process Workgroup
 - Small Works Committee (Potential action to dissolve)
 - WSDOT Delivery Method Review Task Force (draft report)
 - JOC Evaluation Committee
- New Business - Discussion
- Recap of Action Items

CLOSING THOUGHTS OF BOARD MEMBERS - Information

Chair Zahn thanked members for their service. She appreciated her time serving as Chair for the last three years. Members shared closing thoughts and congratulated Ms. Riley-Hall on her appointment as Chair. Members thanked Chair Zahn for her leadership and service to the Board.

ADJOURNMENT

With there being no further business, Chair Zahn adjourned the meeting at 11:31 a.m.

Staff & Guests

Eza Agoes, Sound Transit	Jeff Gonzalez, Department of Enterprise Services
Bob Armstead, NAMC	Valerie Gow, Puget Sound Meeting Services
Talia Baker, Department of Enterprise Services	Monique Martinez, Department of Enterprise Services
Alexis Blue, Western Washington University	Art McCluskey, WSDOT
Thomas Brasch, WSDOT	Bret Mische, Graham Construction Management
Lisa Corcoran, Spokane International Airport	Jessica Murphy, City of Seattle
Nick Datz, Sound Transit	Jeannie Natta, University of Washington
Nancy Deakins, Department of Enterprise Services	Tim Thomas, Bouten Construction
Robert Decker, Garco Construction, Inc	Kyle Twohig, Spokane County
Dawn Eychaner, Legislative Services	Jerry Vanderwood, AGC
Bill Frare, Department of Enterprise Services	Charles Wilson, Department of Enterprise Services
Cody Glasgow, PCI	