

Capital Projects Advisory Review Board
Board Development Committee

Meeting Notes 03/04/2025

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Committee members in attendance unless otherwise noted:

Bill Frare, Co-Chair, Owner State	CPARB
Linneth Riley-Hall, Co-Chair, Owner Transit	CPARB
Lekha Fernandes, OMWBE	CPARB
Bruce Hayashi, Architects/Labor/Other	CPARB
Dave Johnson, General Contractors	CPARB
Santosh Kuruvilla, Owner Engineers	CPARB
Jessica Murphy, PRC Leadership	PRC
Mike Pellitteri, Specialty Subcontractors	PRC
Irene Reyes, Private Industry	<i>Absent</i> CPARB
Olivia Yang, Owner Higher Ed	CPARB
Janice Zahn, Owner Ports	<i>Absent</i> CPARB

Guests:

- Talia Baker, CPARB Staff
- Jessica Letteney, Maul Foster & Alongi, Inc.
- Jon Rose, Municipal Research and Services Center (MRSC)

Welcome and introductions

A quorum was established, Co-Chair Bill Frare called the meeting to order at 4:02 p.m..

Members and attendees introduced themselves.

Review and approve agenda – Action

Co-Chair Frare reviewed the agenda and asked for any amendments. Items added included:

1. Reviewing current CPARB Committees to determine whether they are still relevant, and to recommend at the April 10th CPARB meeting to disperse with any that are not.
2. Giving Jon Rose time to talk about why he was attending.

Olivia Yang moved to approve the amended agenda, seconded by Mike Pellitteri. The motion was passed by a voice vote.

Review and approve minutes from 01/07/2025 and 02/04/2025 – Action

Co-Chair Frare asked the group to review and provide any edits to the minutes from the January 7, 2025, and February 4, 2025, meetings.

Olivia Yang moved to approve both sets of minutes, seconded by Dave Johnson. The motion was passed by a voice vote.

Invitation to the public to participate

Jon Rose attended this meeting because the Municipal Research and Services Center (MRSC) has had a close connection with CPARB. MRSC is a research organization funded by the Department of Commerce that can explain the options and impacts of different actions or recommendations. In that capacity, MRSC participated in the discussions of several committees. MRSC provides written training materials to local governments and has partnered with Washington APEX Accelerator (APEX) to do trainings for contractors. The agency is a hub of information between local governments and state agencies including the auditor's office and Department of Labor & Industries. They want to let CPARB committees know what they have to offer and give committees options to publicize their work.

Review Strategic Planning Issues List

The group viewed the strategic planning issues list. Co-Chair Frare reminded members that the task is to identify and define the issues and how they relate to CPARB's mission, then take the list to CPARB for confirmation. CPARB may tell the Board Development Committee to tackle certain issues.

Co-Chair Riley-Hall noted that issue 4a is a question about the role of the Project Review Committee (PRC). (*Reimagining the PRC; What is the role of the PRC?*)

The committee agreed that the Board Development Committee should define the role of the PRC and present it to CPARB. Olivia

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noted that the PRC current chair, Jessica Murphy, and vice chair, Dave Johnson, are on this committee and they can talk about how they want to get feedback on PRC for a comprehensive discussion. Jessica clarified that she and Dave don't speak on behalf of the entire PRC, but they could seek the input of others and bring it back to this committee.

Co-Chair Riley-Hall noted that, if the Board Development Committee takes on developing solutions for all of the listed topics, it will never get through the list. If this committee has all the right people at the table, it should take on some topics to discuss and seek CPARB feedback, advice, and direction on others. Having direct goals and timelines will help the committee.

Olivia agreed that the list is long but noted that, if CPARB addressed the list, it would take even longer.

The Committee has already done a lot of work on issues in the first bucket (items 1 through 3). (Owner\stakeholder Readiness; Determining who the Public Works Cop\enforcement; and Creating a feedback loop for lessons learned)

Item 4 *Reimagining the PRC* is meaty; this committee should hash out it.

Items 6, *Outcome-Oriented Review of the Strategic Plan*, and 8, *How to Streamline Reauthorization*, should be left toward the end of the discussion because they are dependent on other discussions.

Item 7—*Ethical considerations for membership for CPARB, PRC or committees*—is important, is connected to PRC membership, and has been brought up several times in this committee. It would be helpful to have someone from the Ethics Commission talk about being in a position of public trust because that may influence how the group discusses PRC.

Talia Baker noted that committee members represent the greater community and are subject to same rules as CPARB, which are noted in the governor's [Boards and Commissions Membership Handbook](#).

Co-Chair Riley-Hall agrees that ethics are important. This committee could suggest an annual presentation to all CPARB and PRC members on ethics. Jessica added that members need to understand what to do if they see a problem as well to understand the definition of a problem, as this can vary by individual. People do not necessarily understand where to go if they have an issue, so that process needs to be clarified as well as establishing a venue for dealing with issues. There is already the complaint form, but people don't know about it. It should be daylighted or another venue should be created for dealing with issues.

Olivia said that she can find someone from the Ethics Commission to address this committee on the topic of ethics. Having an opportunity for questions and answers would be an important part of the presentation. The discussion could build on the work by the Project Feedback Process Workgroup and discuss different levels of intervention.

Co-Chair Frare noted that there is a need to have a codified set of ethics and noted that people may need to be periodically reminded of the ethics issues. Jessica observed that PRC regularly fields ethics complaints so the need for an avenue to deal with it exists. Private-side entities may not get the same training and discussions as entities on the public sector side. It is also possible that some ethics problems have been institutionalized systematically with boards and roles and processes. Creating a space to think about ethics in reimagining some of those roles is tied to the strategic plan.

Co-Chair Riley-Hall agreed that a training would be valuable to get everyone on the same page and to ask questions. Issues such as the role of the committee chairs; how information flows to the chair; how the different committees, CPARB, and PRC pass information to the legislators; and other topics should be included in a training, so that the committee can consider how information will trickle down.

The State's online ethics training is not nuanced enough for what the committees do and it doesn't necessarily cover behavior norms such as holding each other accountable. MRSC has been trying to work more with the Education Committee and could develop a training for PRC and CPARB members about public works and procurement.

Lekha recommended 1. regularly schedule trainings on what to do if there is a suspicion that someone is not adhering to ethics standards, 2. making it known everywhere that there is a place to report ethics violations, and 3. developing the training for diverse stakeholders and levels of understanding.

Jon noted that there is limited enforcement when something is unethical in a public works environment. MRSC receives calls from contractors often to talk about a public agency. He recommended developing and disseminating best practices on ethics. Lekha added that it would be important to establish which agency sets ethics standards.

Co-Chair Riley-Hall suggested that, if another committee is already working on an issue, such as the ethics training, that this committee pass the task to them to continue work. In this case, the Education Committee could determine whether there is a process in place

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because they've already been working on it.

Co-Chair Frare asked members for insight on how and when this committee gets its strategic plan recommendations approved by CPARB and then how to operationalize the strategies—such as Co-Chair Riley Hall’s suggestions to turn ethics training over to the Education Committee. To be transparent, he would like to bring something to CPARB soon.

Co-Chair Riley-Hall shared the [2025–2027 Strategic Goals](#) document of the Design-Build Institute of America, which created a one-page strategic plan from different ideas. This committee should consider what its end product will look like and determine which of the issues this committee will tackle. She asked the group to consider whether it wants to share the Strategic Planning Issues table with CPARB.

The committee agreed to use its next meeting to make more progress before CPARB meets in April. The more they can share at this stage, the fewer different opinions will emerge later. Committee members aim to bring at least one recommendation on one issue to CPARB.

Co-Chair Riley-Hall asked group members to weigh in on whether they wanted to continue and complete the conversation about ethics.

Co-Chair Frare suggested not giving CPARB a polished diamond but rather submitting the list as a work in progress and getting CPARB’s feedback on what’s missing, their thoughts on the issues, and who they think should be involved in solving. Asking CPARB will result in their buy-in. Others agreed with this approach.

Olivia suggested taking time during every committee meeting to discuss a chunk of the issues and see how far they get. After three meetings they can evaluate whether they are making progress. The committee could publish an agenda of what they intend to discuss in the next meeting. She anticipates that issue 4, *Reimagining the PRC*, could be a difficult meeting, but the topic has been long coming. Others agreed, noting that PRC leaders have been working to bring PRC back to its original intent and that has resulted in some challenging conversations.

Strategic Planning Issues List

Issue	Objectives	Action Needed:	Completed
1. Owner/stakeholder readiness 2. Determining who is the 'public works cop/enforcement' 3. Creating a feedback loop for lessons learned	<i>Provide guidance to public agencies and collective construction industry for successful accountable public works contracting.</i>	Education Use potential violation report form	
4. Reimagining the PRC a. What is the role of the PRC? <i>i. Original intent?</i> <i>ii. Current Role?</i> <i>iii. Future?</i> b. Having the right people on the PRC...	Control to ensure alternative delivery is used appropriately. Provide resources \ opportunity for project success	Review the whole PRC process	
5. Defining CPARB’s value add for public works a. Taking stock of accomplishments b. Standardize decision-making in committees and on the board (<i>recommendations include legislative reports</i>)	# of reports / recommendations to the Legislature that have been adopted <i>Advise the legislature on policies related to public works delivery methods and alternative public works contracting procedures.</i>		

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<p>6. Conducting an outcome-oriented review of the strategic plan (<i>sequential with priority 1 & 2</i>)</p> <ol style="list-style-type: none"> a. Defining measurable goals b. Describing interim steps c. Creating actionable outcomes <p>7. Discussing ethical considerations for membership for CPARB, PRC or Committees</p> <ol style="list-style-type: none"> a. Building in capacity (<i>bringing in individuals to participate</i>) 	<p>Ethics Board presentation annually at CPARB and PRC BMs.</p>	<p>ECC take on?</p>	
<p>8. Reauthorization and how to streamline it; (<i>sequentially dependent on other issues being addressed</i>)</p> <ol style="list-style-type: none"> a. What should the Board Development Committee's role be? (<i>regarding strategic plan and reauthorization</i>) b. Setting the number of years for reauthorization c. Reading the JLARC studies to see what they said in 2019 and 2012 			

Next meeting agenda

- April 1, 2025, 4:00 – 5:00 p.m.
- Review agenda
- Approve minutes – March 4, 2025
- Confirm grouping sequence and topics
- Continue tackling issues

Action items

1. Olivia will find someone from the Ethics Commission to address this committee on the topic of ethics.

Co-Chair Frare moved to adjourn, seconded by Co-Chair Riley-Hall. The motion was passed by a voice vote.

The meeting was adjourned at 5:04 pm.