

Co-Chair Riley-Hall called the Board Development Committee (BDC) meeting to order at 4:03 p.m. A quorum was established.

Welcome and Introductions

Committee members in attendance unless otherwise noted:

(11 Active Members, 6 = Quorum)

Linneth Riley-Hall, Co-Chair, Owner Transit		CPARB
Jessica Murphy, Co-Chair, Public Owner Cities		PRC
Vacant, Public Owner	Absent	CPARB
Lekha Fernandes, OMWBE		CPARB
Bruce Hayashi, Architects/Labor/Other	Absent	CPARB
Dave Johnson, General Contractors		PRC
Santosh Kuruvilla, Owner Engineers	Absent	CPARB
Mike Pellitteri, Specialty Subcontractors		CPARB
Irene Reyes, Private Industry		CPARB
Olivia Yang, Owner Higher Ed		CPARB
Janice Zahn, Owner Ports	Absent	CPARB Emerita
Eza Agoes, Owner Transit		PRC

Other attendees included:

Monique Martinez
Nancy Deakins, DES Staff
Claire Hornacek, Maul Foster & Alongi, Inc.

Review and approve agenda – Action

Olivia Yang moved to approve the agenda, seconded by Dave Johnson. The motion was passed by a unanimous voice vote.

Review and approve minutes from 11/12/2025 – Action

Olivia Yang moved to approve the minutes, seconded by Dave Johnson. Lekha Fernandes abstained from voting as she was not in attendance at the 11/12/2025 meeting. The motion was passed by a unanimous voice vote.

Invitation to Public to Participate

Co-Chair Riley-Hall made three invitations for public comments. None were forthcoming.

Review Draft Joint Legislative Audit & Review Committee (JLARC) Report

Nancy Deakins presented a draft document outlining performance measures for CPARB's sunset review. Olivia Yang suggested the committee first review the performance measures to ensure agreement on content, verify available data, and then update the status rather than starting from scratch.

The document was organized into three main sections based on CPARB's statutory requirements. The first section covered CPARB activities including advising the legislature, increasing participation of minority, women, veteran, and small businesses, and Project Review Committee (PRC) operations. The second section addressed alternative public works procurement methods. The third section covered stakeholder engagement and related work.

Co-Chair Riley-Hall and Irene Reyes asked whether the group who drafted the report had followed the format examples that JLARC had provided. Olivia clarified that she had not seen the examples when drafting the document. Nancy explained that JLARC had mentioned a matrix format in Excel, but she had not had time to review it thoroughly and thought the committee should discuss ideas first since not everyone prefers Excel for this type of content. The committee agreed to prioritize getting the content finalized given the tight timeline. Irene suggested the Excel format might be easier for JLARC to review accomplishments, but the committee decided to move forward with content development first.

For the section on advising the legislature, Olivia proposed measuring the number of bills recommended by CPARB that were passed. Nancy confirmed Talia Baker had compiled data on bills since 2020. The committee

discussed whether to include just a number or provide a full listing, agreeing that including the listing would be better, either in an appendix or within the report itself. Co-Chair Riley-Hall noted that if they only put a number, someone would likely ask what the bills were.

Mike Pellitteri expressed concern about overcomplicating the effort and suggested doing the bare minimum to comply with JLARC's request, allowing them to ask for more information if needed. Nancy clarified that these performance measures were being developed for CPARB and the 39.10 statute for ongoing use, not just to satisfy an immediate request.

Irene asked for clarification on what the committee was trying to tell legislators. Nancy explained that JLARC would be conducting a sunset review around 2029 to determine if the 39.10 statute is working as intended. The performance measures being developed would help establish how CPARB thinks the program is working and provide metrics for JLARC to use in their review.

The committee agreed to include the number of studies requested by the legislature that were completed and submitted as another measure. Nancy cited the Washington State Department of Transportation (WSDOT) Project Delivery Evaluation reports as an example of this type of work. Irene asked about the Small Works Roster and whether increases in participation should be measured, but Nancy clarified this particular measure was specifically about studies requested by the legislature, which is different from CPARB recommending changes in legislation.

Irene raised the importance of articulating CPARB's outreach to multiple market segments and how to measure stakeholder engagement. Nancy asked how this would be measured and what kind of metric it would be. Irene suggested measuring participation through completed surveys and the resulting implemented changes. Jessica Murphy clarified that the bold statements in the document came directly from the statute and represented CPARB's charge, while the other content provided evidence that CPARB had fulfilled those charges. She suggested that stakeholder engagement evidence would fall under the section about increasing participation.

Nancy agreed to add the concept of engaging with a broad range of stakeholders within the industry, noting it might work better as part of a narrative rather than as a specific quantitative measure.

For increasing participation of minority, women, veteran, and small businesses, Olivia proposed measuring the number of reports and best practices developed to facilitate and support participation. Examples included the BE/DBI Report and prompt pay best practices work. Nancy noted that CPARB contributed to prompt pay legislation and that positions on the PRC now include representation from small businesses on each panel.

Co-Chair Riley-Hall asked whether the BE/DBI Committee should be listed as one of the things that helped increase participation. Nancy agreed this was important and suggested the BE/DBI Committee work and its continued efforts should be the first item. The group also discussed modifications to the Small Works Roster and the minority job order contracting work, which involved both best practices development and committee work.

For the PRC section, performance measures included PRC appointments and project data on submissions, approvals, and rejections by number and dollar amount per year. Nancy confirmed that Talia maintains this data. Dave Johnson mentioned the stakeholder complaint form, and Nancy discussed suggested process improvements and the project feedback group that developed the potential violations reporting process. Nancy confirmed that Talia had been gathering lessons learned from public owners, though this data might need to be presented as an attachment if too lengthy.

Irene suggested adding "feedback" to "lessons learned" since sometimes there is feedback without a specific lesson. Co-Chair Riley-Hall clarified that PRC applications include a question asking applicants to provide lessons learned from their previous General Contractor/Construction Manager (GC/CM) or Design-Build projects. Irene proposed calling it "compilation of lessons learned from public owners" with a potential link to the full document. Nancy agreed this would work well as long as Talia had made sufficient progress on compiling this information.

The committee then moved to alternative public works procurement methods. For GC/CM, Nancy noted that new legislation had been incorporated to reflect best practices. Performance measures included additional legislative modifications such as heavy civil provisions and the evolution from Mechanical Contractor/Construction Manager and Electrical Contractor/Construction Manager (MCCM/ECCM) to alternative subcontractor selection. Irene suggested clarifying the language to maintain consistency in how evolution was described across different procurement methods. The group also discussed including the development of the GC/CM best practices manual that was recently completed.

Mike asked whether the report was meant to update accomplishments since the last reauthorization. Nancy believed it covered work since 2020. Co-Chair Riley-Hall clarified that she had asked Talia to compile the last five years of work to understand CPARB's value, and this happened to coincide with the JLARC request. The timeframe was not specifically tied to JLARC but represented a reasonable period for demonstrating accomplishments.

For Design-Build, the committee discussed how it continues to evolve from traditional Design-Build to progressive Design-Build. Nancy mentioned bridging but noted she had not heard of recent bridging projects coming to the PRC. Performance measures included legislative modifications such as inclusion plans and WSU pilot projects under two million dollars. Nancy also added education opportunities including owner readiness sessions hosted by Municipal Research and Services Center (MRSC).

Jessica noted that some items, like owner readiness sessions, applied to both GC/CM and Design-Build, not just one method. Co-Chair Riley-Hall questioned whether the MRSC sessions should be described as CPARB-sponsored or if CPARB simply participated. Nancy recalled that the idea originated with CPARB and MRSC hosted them because of their connections with many owners.

The committee discussed updating the Design-Build Best Practices manual from 2018. Co-Chair Riley-Hall questioned whether this should be included as a current measure since it has not been completed yet. Nancy explained that the document indicated it was "to be updated" and represented a potential measure for future work. Co-Chair Riley-Hall was concerned that if they list a measure, they need to be able to report on it, and they cannot report on something not yet done. Nancy suggested it might be included in the strategic plan and scheduled accordingly.

Lekha Fernandes proposed an overarching measure stating that CPARB develops best practices for alternative public works and updates them periodically, rather than listing specific documents. This would cover what has been done collectively and what is planned for the future. Co-Chair Riley-Hall and Nancy agreed this was a better approach. Irene suggested adding a specific timeframe for periodic reviews, such as every three or four years. Nancy suggested using "periodic reviews" to maintain flexibility while showing CPARB's commitment to continuous improvement.

For Job Order Contracting (JOC), the committee discussed the evolution to increase thresholds and contract limits to increase access for Office of Minority & Women's Business Enterprises (OMWBE) and veteran firms, noting increased participation on JOC projects even if specific data was not immediately available.

Olivia had included a paragraph about the project feedback committee and potential violations form, noting it was not specifically addressed in legislation but represented important work that evolved from CPARB's charge. Nancy had already placed this under the PRC section since that is where it originated. The committee discussed whether it should be mentioned in both places. Co-Chair Riley-Hall suggested placing it at the end as additional work CPARB is doing beyond legislative requirements, representing the accountability aspect of the work. Irene agreed this made sense as accountability is part of measuring performance.

Irene emphasized the importance of demonstrating owner experience and benefits across all segments, noting that CPARB was created to help owners who did not know how to effectively deliver projects. She suggested including information about how owners now have more flexibility and creative procurement options. Jessica agreed that owners appreciate having more tools available and that different projects fit different methods better. She suggested showing the increase in approved projects over time to demonstrate utilization of these tools.

Nancy clarified that CPARB does not maintain detailed data on certified public bodies beyond the listing of who is certified. Jessica explained her point was simply to show that many certified agencies are using these methods and that certifications have increased over the past ten years, proving that owners value these tools. Irene added that more owners are volunteering their time to participate because they want to learn about their options and process improvements they can implement.

Nancy asked for specific language for a performance measure about owner engagement, and Jessica and Irene worked with Nancy to develop language about increased interest, participation, and utilization of various procurement methods by owners. Jessica suggested tying this back to the legislative improvements discussed in the first section. Nancy noted they were also specifically documenting legislative improvements recommended by CPARB for each method, such as the major overhaul of GC/CM, adding heavy civil provisions, and developing alternative subcontractor selection.

The committee verified the timeframe for when heavy civil was added to GC/CM, believing it might have been around 2018 before the 2020 reauthorization. Jessica recalled that CPARB created the heavy civil provisions and later reorganized how they were embedded in the statute sections.

Co-Chair Riley-Hall asked about next steps for completing the report. Nancy indicated she would need to complete the work quickly given that Monique and several others had two full days of PRC meetings later in the week. Jessica acknowledged that many panelists were stretched thin with approximately seven panels each. Nancy explained she had some time blocked on her calendar the next morning to work on the document. Nancy noted the pre-read materials needed to be ready by Thursday, December 4.

Nancy asked who wanted to review the updated document. Co-Chair Riley-Hall said it would be difficult for her to review before Thursday, December 4th. Mike volunteered to look at it between his PRC sessions on Thursday and Friday, December 5th. Jessica had previously agreed to review but noted the timeline had changed and she had an all-staff retreat that would not allow her time for review. Nancy said she would work with Olivia on the updates and review.

Co-Chair Riley-Hall added that CPARB received an invitation to the December 6th opening event for the Federal Way Link Extension project in downtown Federal Way, and Monique agreed to redistribute it. The project, which went through PRC approval as a Design-Build project, is opening a year ahead of schedule, under budget, and has zero claims. Jessica noted this provides a tangible example of alternative delivery methods in action. Co-Chair Riley-Hall credited the traditional Design-Build approach and collaboration with the contractor for successfully managing challenges including a significant landslide.

Nancy said she would try to complete the draft with supporting data and work with Olivia on final edits. The committee agreed that the document tied performance measures back to the Revised Code of Washington (RCW) charges effectively and provided appropriate examples with available data.

Co-Chair Riley-Hall moved to adjourn the meeting, seconded by Irene Reyes. The motion was passed by a unanimous voice vote.

The meeting was adjourned at 5:01 pm.

Action Items

1. Complete JLARC Report and submit to CPARB by Thursday, December 4.

Resources

[JLARC Report: Alternative Public Works Procedures Sunset Review](#), Dec. 2020

[Sunset Review Performance Summary to JLARC](#), Aug. 2020

[Capital Projects Advisory Review Board Bylaws](#)