

memo

Date: 23 April 2018

From: Walter Schacht, FAIA - Architects' Representative to the Capital Projects Advisory Review Board

To: Capital Projects Advisory Review Board

Re: **Strategic Issues and Board Leadership**

Announcement of the process to elect the board's chair and vice-chair for 2018 – 2020 was the impetus for me to step back and think about our performance as a board and the challenges that lay ahead of us.

- From my perspective there are three strategic issues that inform leadership selection. We should assess our effectiveness in serving our mission. We should consider the impending reauthorization of RCW 39.10. We should think about how to improve our advocacy for CPARB at the governor's office and legislature.
- We should also consider how we select our leaders. CPARB would benefit from sustainable leadership development and transition protocols. Selection of the chair and vice-chair should be an integrated process that ensures teamwork. We should think ahead to the next transition milestone in May 2020.

I. STRATEGIC ISSUES

A. MISSION

As board members we share responsibility for ensuring that CPARB serves its mission.

- RCW 39.10.220(1) states "The board is created in the department of enterprise services to provide an evaluation of public capital projects construction processes, including the impact of contracting methods on project outcomes, and to advise the legislature on policies related to public works delivery methods."
- The board should evaluate whether it is meeting the intent of the statute. From my perspective we are only partially meeting our obligation to evaluate capital projects construction processes. The lack of data collection and reporting on completed projects constrains our ability to evaluate project outcomes. We are not meeting our obligation to advise the legislature on policy.

B. REAUTHORIZATION

The board needs to consider the process involved in reauthorizing RCW 39.10, which will expire in 2021. The last reauthorization occurred in 2013.

- JLARC (Joint Legislative Review and Audit Committee) Sunset Review occurs a year prior to the reauthorization. Board preparation should commence well in advance of the JLARC's review.
- JLARC made four recommendations in its 2012 Sunset Review. Three of them focus on data collection.
 1. Reauthorize public works.
 2. Revise job order contract reporting.
 3. Obtain information on GCCM subcontract awards and payments.
 4. Refocus effort on collecting information that will help the board make recommendations to improve public works delivery methods.
- Lack of compliance with the data collection requirements may impact the next Sunset Review.

C. ADVOCACY

Our ability to advocate for CPARB at the legislature and the governor's office is critical to fulfilling our mission.

- We need to make reports on studies mandated by the legislature. For example, the Design-Build Best Practices Guidelines were developed in response to a proviso in the 2015 State Capital Budget but the report was not sent to the legislature.
- We need to advocate more effectively for board approved legislation. We should commence planning the advocacy for CPARB proposed legislation in the 2019 legislative session, anticipating proposed revisions to the design-build component of the statute.
- We need to engage the governor's office of Boards and Commissions in a dialogue about appointments to ensure they are made in relation to CPARB's needs for expertise, leadership and diversity. We need to ensure that board positions are filled in a timely manner.
- The board should consider forming an Advocacy Committee that would be responsible for representing CPARB at the legislature and the governor's office.

II. BOARD LEADERSHIP

Effective board leadership is a team effort by a group of dedicated individuals who share responsibility for making sure that the board achieves its mission. Informal and/or formal protocols can contribute to a sustainable leadership development and transition process.

- Most boards have nominating committee to identify prospective leaders. This approach eliminates the awkwardness of our current self-nomination process and allows the board to identify candidates who are committed to working as a team.
- Most boards have a succession plan that calls for the vice-chair to succeed the chair at the end of their term.
- CPARB should consider a more structured process and think ahead to who will serve as chair and vice-chair in 2020 - 2022. They will be responsible for leading the board through the process of JLARC Sunset Review and reauthorization of RCW 39.10.