

CAPITAL PROJECTS ADVISORY REVIEW BOARD

Via Zoom

Minutes - Amended

October 14, 2021

MEMBERS PRESENT	REPRESENTING	MEMBERS ABSENT	REPRESENTING
Janice Zahn (<i>Chair</i>)	Ports	Rep. Mike Steel	House (R)
Bill Dobyns (<i>Vice Chair</i>)	General Contractors	Rep. Steve Tharinger	House (D)
Bobbie Forch, Jr.	Disadvantaged Businesses	Senator Judy Warnick	Senate (R)
Corey Fedie	Public Hospital Districts		
Senator Bob Hasegawa	Senate (D)		
Matthew Hepner	Const. Trades Labor		
Janet Jansen	State Government		
Rebecca Keith	Cities		
Santosh Kuruvilla	Engineers		
Karen Mooseker	School Districts		
Mark Nakagawara (<i>Alternate</i>)	Cities		
Irene Reyes	Private Industry		
Mark Riker	Const. Trades Labor		
Linneth Riley Hall	Transportation		
John Salinas II	Specialty Contractors		
Walter Schacht	Architects		
Mike Shinn	Specialty Contractors		
Kara Skinner	Insurance/Surety Industry		
Axel Swanson	Counties		
Robynne Thaxton	Private Industry		
Andrew Thompson	General Contractors		
Lisa van der Lugt	OMWBE		
Olivia Yang	Higher Education		

Staff & Guests are listed on the last page

CALL TO ORDER & ROLL CALL FOR QUORUM

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

A roll call of members established a meeting quorum.

WELCOME & NEW BOARD MEMBER INTRODUCTIONS

Chair Zahn welcomed returning member Mark Riker and new members Corey Fedie, Bobby Forch Jr., and Kara Skinner. For the Cities position, Mark Nakagawara is serving as the alternate for Rebecca Keith until a new representative for Cities is appointed by the Governor's Office. Walter Schacht representing Architects and Andrew Thompson representing General Contractors also continue to serve until the Governor's Office appoints new members to fill both positions.

Chair Zahn invited new members to provide self-introduction.

Corey Fedie reported he serves as the CEO of East Adams Rural Healthcare (Public Hospital District) in Ritzville, Washington. He has been in healthcare for over 19 years and began working as a maintenance supervisor. He looks forward to contributing his technical background representing a certified healthcare facilities manager as well as a healthcare executive.

Bobby Forch, Jr. reported he serves as the President and owner of Bobby Forch Consulting, LLC. As a previous city employee, he served as the city's contracting manager managing city and consultant contracts, as well as the outreach manager for the Seattle Department of Transportation. He currently serves as the Washington State Department of Transportation's Strategic Advisor for DBE and MBE inclusion focused on the development of the policy, outreach, monitoring, and oversight. He serves in a similar capacity with Seattle Public Schools. He looks forward to his service on the Board as his focus has been on inclusion, diversity, and policy development in the public contracting sector.

Mark Nakagawara said he is with the City of Seattle serving as the Construction Contract Manager overseeing all public works procurement contracts for the City. He is serving as Rebecca Keith's alternate who is currently on sabbatical.

Mark Riker said he serves as the Executive Secretary of the Washington State Building Construction Trades Council representing approximately 80,000 construction workers in the state. He previously served on the Board and always appreciated the work completed by the Board. He looks forward to continuing the work.

Kara Skinner said she looks forward to serving on the Board. As a third generation surety bond producer following her father and grandfather, she owns Integrity Surety, a surety-only broker providing surety bonds. The company is licensed nation-wide and issues all types of surety bonds. The company's largest client base is contractors. She hopes to serve as a resource for the Board, as well as learning from the Board.

APPROVE AGENDA – Action

Chair Zahn recommended removing agenda topics: *OFM Study Update* and *New Business* and adding a new topic: *Opening Thoughts of all Board Members* as a way to assist members in learning about each other in spite of the continuing Zoom meeting environment. The previous agenda topic of *Meeting Norms* is recommended for renaming to *Shared Commitments* to continue the work completed at the last meeting with Marika Barto with the Office of Minority & Women Business Enterprises (OMWBE).

Andrew Thompson moved, seconded by Janet Jansen, to approve the agenda as modified.

Olivia Yang requested some flexibility in the time allocated for the informational briefing by the Business Equity/Diverse Business Inclusion Committee.

A voice vote unanimously approved the motion.

APPROVAL OF SEPTEMBER 9, 2021 MEETING MINUTES – Action

The following corrections were requested to the minutes of September 9, 2021:

- On page 3, within the first paragraph, delete the second “is.”
- On page 9, within the sixth paragraph, correct the reference of “IVW” to reflect “IBEW.”
- On page 10, within the third paragraph, correct the name of “Irene Reyes.”

Robynne Thaxton moved, seconded by Matthew Hepner, to approve the minutes of September 9, 2021 as amended.

A voice vote unanimously approved the motion.

INVITATION FOR PUBLIC COMMENTS – Information

Vice Chair Bill Dobyms invited public comments.

There were no public comments.

OPENING THOUGHTS OF ALL BOARD MEMBERS – Informational

Chair Zahn encouraged members to share a word or phrase describing their thoughts as a member of the Board:

Janice Zahn:	Excited to attend the meeting and for the new members joining the Board.
Bill Dobyms:	Good to have all positions filled because it initiates a start of good work in the coming year.
Corey Forch:	Excited to be engaged with the Board and for the opportunity to be a member of the Board.
Senator Hasegawa:	Preparation for the upcoming session.
Matthew Hepner:	Feeling under the weather and believe persistence in attending the meeting will be important.
Janet Jansen:	Look forward to the potential of future work.
Mark Nakagawara:	Optimistic and looking forward to the opportunities of working with the Board.
Santosh Kuruvilla:	Active listener.
Irene Reyes:	Excited and would like the Board to be more of great listeners and more open-minded to comments and not to take some comments negatively. Want to move forward in positive manner.
Mark Riker:	Very busy.

- Linneth Riley Hall: Optimistic.
John Salinas II: Also busy.
Mike Shinn: I am overly busy right now, happy to be attending.
Walter Schacht: Pensive.
Kara Skinner: Grateful to be attending.
Axel Swenson: Also busy but understanding as it is his second meeting. He is looking forward to getting to know everybody.
Robynne Thaxton: Thankful for such a large turnout of Board members.
Andrew Thompson: Gratitude as his days are numbered as a Board member. He thanked and acknowledged several individuals to include Talia Baker and Nancy Deakins for their work behind the scenes, Art McCluskey with the Washington State Department of Transportation (WSDOT) for representing the agency during Board and committee meetings, Melissa Van Gorkom for attending the meetings to help the Board transition its works to legislation during sessions, Jolene Skinner with the Department of Labor and Industries for contributing to the Board, and Aleanna Kondelis for her contributions. He acknowledged new members Mr. Forch, Mr. Fedie, Ms. Skinner, and Ms. Riley Hall.
Lisa van der Lugt: Grateful for the learning opportunity during the meeting.
Olivia Yang: Hopeful for Board accomplishments.

Chair Zahn acknowledged new Department of Enterprise Services Director, Tara Smith. Ms. Smith said she has served five weeks in her new role as DES Director. Her attendance today is her first Board meeting and she looks forward to learning more from members on efforts by DES to increase inclusion in contracting efforts. She has been meeting with DES staff and it appears much good work is underway.

ENGAGEMENT GUIDELINES

Shared Commitments - *Discussion*

Chair Zahn shared that the Board recently initiated efforts to improve how members work together as an effective Board. She invited new members to provide feedback and thoughts. She invited Manika Barto with OMWBE to facilitate the continuing discussion on shared commitments.

Ms. Barto said the new term of “share commitments” is an appropriate description of the work the Board is embarking upon. To kick off the discussion, she cited a quote by author Brené Brown, “When we fail to set boundaries and hold people accountable, we feel used and mistreated. This is why we sometimes attack who they are, which is far more hurtful than addressing a behavior or a choice.” The reason the Board is engaging in the discussion and creating shared commitments as a Board is to ensure members can address behaviors or choices instead of attacking people. It is important for Board members not to personalize discussions but be present in a space of holding each other accountable.

Ms. Barto reviewed the Board’s small group discussions during breakout rooms during the last meeting on best and worst team experiences, behaviors, norms, commitments required for a successful team, and accountability concluding with each team committing to five norms or shared commitments. The Board utilized an interactive tool to share and view the information. The next step continues the small group discussions of approximately 30 minutes to focus on the meaning behind the themes and define common definitions to avoid ambiguity in the terms. The groups will also discuss the definition of accountability. Finally, members will consider the shared commitments identified during the first exercise and group them thematically to create distinctive themes with shared commitments.

Ms. Barto reported that prior to the third session in December, a SurveyMonkey of the shared commitments will be released for each member to rank. Following the ranking, the Board will be able to identify the top shared commitments. The December meeting includes a review of the survey results followed by small group discussions to ensure all new members are afforded an opportunity to participate and to determine whether to utilize a thematic approach of shared commitments or some other combination followed by a reporting by each group. The exercise will end with a conversation on inspired leadership. Session 4 has not been scheduled and would be determined based on the results in December.

Ms. Barto provided additional direction to members and cited the information on themes and comments members offered during the last meeting. Chair Zahn emphasized the importance of new members adding any new themes to the list.

Mr. Fedie disconnected from the meeting at 8:41 a.m.

Chair Zahn noted that Mr. Fedie was appointed to the Board the previous day and was unable to clear his meeting calendar to accommodate the Board meeting. The information from the exercise will be forwarded to Mr. Fedie.

Chair Zahn recessed the meeting at 9:41 a.m. for approximately 30 minutes for breakout sessions.

Chair Zahn reconvened the meeting at 9:12 a.m. A meeting quorum was verified by Ms. Baker.

Ms. Barto invited feedback from each group on the discussion points of shared commitments, themes, and accountability.

Team A: Janice Zahn, Janet Jansen, Mike Shinn, and Bobby Forch

Ms. Jansen said the group's discussion focused on the listening aspect within the list of the themes with many themes similar in nature. The conversation centered on how to appreciate candor, showing up and being open as possible, listening without judgment, and letting everyone speak and feel heard. The list is long and members discussed ways to condense the list into precise descriptive themes and general categories. The group also acknowledged the importance of keeping alternative delivery processes efficient because it serves as the core purpose of the Board.

Mike Shinn offered that the group encountered some difficulty with the list because many of the themes are similar. Much time was spent on condensing the list.

Mr. Forch agreed. The group spent some time discussing prioritizing while acknowledging some central themes such as active listening, listening without judgment, and allowing space for others.

Chair Zahn added that the discussion also included allowing members time and space to complete their thoughts. Members discussed the definition of active listening and ways to ensure members do not talk over one another by enabling members to share complete thoughts before another member provides a response.

Team B: Santosh Kuruvilla, Karen Mooseker, Kara Skinner, and Senator Hasegawa

Ms. Mooseker reported the group realized during the grouping of themes that many were in the category of mutual respect.

Ms. Skinner said she appreciated the ability to participate in the group session as a new member. Following the discussion, members agreed with establishing some themes with lists for each theme as the preferred course of action to ensure no themes were overlooked and to help members understand the goals. Other themes included being objective and open-minded. Much of the discussion focused on the importance of listening. A list of themes with supporting information to help define and explain the themes was supported by the group.

Senator Hasegawa conveyed his appreciation for the opportunity to engage in the conversations. The group also acknowledged the different power relationships members contribute as representatives of their respective appointing authorities or constituents and that those powers and balances need to be recognized during conversations to ensure all voices are equally valued.

Mr. Kuruvilla said he served as the notetaker during the session but appreciated the context of the exercise in terms of the Board. In the context of CPARB, strong facilitation is important. Another is mutual respect and trying to strike the right balance as each member represents a different industry or group. Sometimes, members have a tough time listening to each other. The listening theme is important to him personally, as well as ensuring expectations are clear, such as attending meetings, conveying expectations, and following through on commitments.

Team C: Bill Dobyns, Olivia Yang, and Walter Schacht

Vice Chair Dobyns reported the group's discussion was impassioned resulting in a grouping of themes to three categories. The first theme is "why we are here and what is our mission?" Members agreed the focus should be on accomplishing the

mission. Within that theme, several other common goals, values, and other points were identified that should be valued. The last point was the importance of members not being afraid or hesitant to discuss issues where the Board has failed to reach a consensus, which will be of the most important to ensure the Board is functional and can accomplish its mission.

Ms. Yang said that during the 30-minute session she and Mr. Schacht demonstrated the process of disagreement, which was respectful and agreeable.

Team D: Matthew Hepner, Robynne Thaxton, Linneth Riley Hall, and Mark Nakagawara

Ms. Thaxton said the group had similar comments with respect to engaged listening, respectful communication, participate honestly, and holding each member accountable. Those were the actions and behaviors identified as important. Several areas not emphasized by the other teams focused on achieving more meaningful results-oriented meetings. One reason for the existence of the Board is to gather input from various stakeholder groups. The group believes that making a commitment as members of CPARB to outreach to stakeholder groups and sharing those perspectives with the Board is also important because each member is responsible for sharing those perspectives, which could possibly result in some disagreements.

Mr. Nakagawara agreed with the importance of engaging and listening. An element of listening is listening in context of whom the member represents. It is important that the group represented be embodied within the member's communication. It is also beneficial to attend a meeting that has a 'finish line' or goal to achieve as opposed to not accomplishing any actions and deferring decisions to a future meeting.

Mr. Hepner commented that the group also discussed the importance of accepting that some disagreements will occur during a meeting and it is important to have respectful opposition. Most people do not like confrontation and being respectful and upfront will reduce issues for the Board when it advances legislation.

Ms. Riley Hall said the group also emphasized the possibility of revisiting CPARB's mission statement on an annual basis to address the question of "why are we here?" It is important to identify the mission of the Board to ensure the Board is pursuing outreach outside of meetings and members are showing up prepared as a representative of others rather than representing their own voice.

Team E: Irene Reyes, Axel Swenson, and Mark Riker

Ms. Reyes said the group reached agreement on some themes and likely could have included additional themes if more time had been available. Since two members are new on the Board, the group spent some time reviewing the information. The group supported the themes of inclusion and accountability.

Mr. Swenson thanked Ms. Reyes' for her assistance during the discussion. The group reviewed the same list of themes and agreed inclusion was important as it ensures all ideas and perspectives are considered. Other themes of importance were engagement and active listening and attending meetings with a good attitude, be open and honest, and ready to receive open and honest feedback. Another grouping were themes that speak to accountability that could pertain to understanding the mission and goals of CPARB and following through with pre-work the agenda requires as a commitment for preparation prior to meetings.

Mr. Riker said the group conversation also spoke to staying focused on the statutory purpose of CPARB.

Team F: Andrew Thompson, John Salinas II, and Lisa van der Lugt

Mr. Andrew said the group's discussion resonated on "listen" and the importance of listening first, listening to acknowledge, and respecting another opinion. Ms. van der Lugt addressed how each member supports one another because today is an interesting time with meetings conducted virtually with no ability to meet personally in a typical meeting room format. The virtual world can create more challenges. Members agreed on the importance of supporting all members and participating. With the advent of the pandemic, elements have been added to meetings not previously encountered requiring a calibration by each member. The idea of support is a good behavior for all members to recognize.

Mr. Salinas said the group shared information on the different backgrounds members represent. With the virtual world and COVID overtaking most of everyone's life over the last 18 months, many members are dealing with ensuring their

children are attending school or with spouses working at home. It speaks to the importance of being respectful of people bringing different professional and personal backgrounds while admitting to ignorance for another person's position because of the lack of understanding or taking the time to learn more before formulating an opinion.

Ms. van der Lugt added that the idea of recognizing people are coming together from very different situations whether professionally or personally is important. The pandemic has created many challenges and many individuals are dealing with different sets of circumstances that most people have not been exposed to previously. It is important to keep people engaged and enthused about the work while accounting for the different types of challenges and ensuring individuals know they are doing good work. The Board may not always agree on ways for moving forward or may be seeking different outcomes, but compromise is not a negative outcome and it is okay because the message has been heard.

Mr. Thompson added that the group also discussed ways to address conflict or differences. Members discussed conflict in the context of best practices and whether a best practice could be identified on how to address conflicts or differences. The Board serves as a policy body representing stakeholders that often result in differing positions or perspectives. The issue is how the Board works through those issues.

Ms. van der Lugt offered that essentially it is about assuming good intent, which can be difficult when a member(s) does not believe they are being heard.

Ms. Barto summarized the feedback from the teams. Many of the comments addressed CPARB's mission and the Board's statutory obligation, which is the Board's main mission. The exercise was intended to help members transact the work as representatives of stakeholders and constituents. The next step is consolidation of the information from the group sessions. The information will be presented to members through a SurveyMonkey link to rank the list based on each member's preferences. Members are invited to share other themes that were not included.

Ms. van der Lugt acknowledged and thanked Ms. Barto for her assistance in moving the Board to a better place. Chair Zahn added her thanks as well.

Chair Zahn recessed the meeting at 9:42 a.m. for a break.

Chair Zahn reconvened the meeting at 9:52 a.m. Ms. Baker confirmed a meeting quorum.

REVIEW JLARC RECOMMENDATION IMPLEMENTATION STATUS – *Information & Action*

Nancy Deakins updated members on the status of implementing recommendations from the Joint Legislative Audit Committee (JLARC) report. A sunset provision in RCW 39.10 requires JLARC to review the status of the statute periodically to determine whether the designated body/agency is effectively meeting the goals of the statute. Based on the review, JLARC provides a recommendation to the Legislature as to whether to extend RCW 39.10. Included in the sunset review is a review of CPARB. Stakeholders involved in the last review supported continuing the sunset provisions in RCW 39.10. JLARC examined CPARB's activities and its duties and results. JLARC recommended continuing RCW 39.10, which was subsequently reauthorized during the 2021 legislative session.

JLARC's recommendation is for CPARB to evaluate Job Order Contracting (JOC) data and identify data required for the Board to perform its functions and propose appropriate modifications to the Legislature. In response to the initiation of JLARC's sunset review, CPARB formed a Reauthorization Committee and completed an extensive amount of work on suggested revisions to improve the statute. The committee submitted a report on the Board's accomplishments over the last seven years and recommended a series of legislative changes. JLARC subsequently completed its performance review of CPARB.

Chair Zahn noted that since JLARC issued its recommendation, several changes have occurred as part of the reauthorization. One change specified that if the Board desires data to conduct its work, data would be collected by DES. Changes in JOC provisions eliminated the requirement for owners or public agencies to submit data, but owners and public agencies must retain data for availability if requested. The JOC Evaluation Committee worked extensively and produced Best Practices Guidelines approved by CPARB at its last meeting. The JOC Evaluation Committee is planning to sponsor training and education sessions on the use of JOC and best practices. Part of the Board's response to JLARC is

the determination that data collection was an issue and that for JOC, the Board lacked a set of consistent best practices for those practitioners to follow and understand that may have contributed to issues for JOC.

Chair Zahn invited comments from JOC Evaluation Committee members and participants to ensure the Board's response to JLARC is correct.

Aleanna Kondelis shared that as a member of the JOC Evaluation Committee, she was involved in drafting of the response to JLARC's report. She recommended inviting feedback from members and participants from the Data Collection Implementation Committee because of crossover issues and requested additional clarification as to the Board's response to JLARC.

Chair Zahn advised that the response to JLARC would include multiple components. It is important to provide an accurate response.

Ms. Kondelis said the changes to the JOC statute during the last session provided a date moving forward to transition to best practices, such as identifying appropriate ways to collect data and providing resources, such as a template as part of the training sessions. DES plans to continue JOC data collection through a specific date (2020). Moving forward, data collection would be the responsibility of owners with the committee providing some examples for data collection. The committee agreed there would be a transition period between DES ending the collection of data to public owners assuming the task.

Mr. Schacht disconnected from the meeting at 10:00 a.m.

Quinn Dolan added that during the last meeting, the committee briefed the Board on the recommendation for DES to provide 2018/2019 data in its possession, release a request to owners for 2020 data, and unlock the workbook to enable public owners access as part of the best practices recommendations. Collection of data would then transition under the auspices of best practices, and if necessary, the Board would request data as defined by revisions in Senate Bill 5032.

Chair Zahn invited other feedback and comments.

Ms. Riley Hall requested clarification as to whether the Board is requesting owners collect or not collect JOC data. Based on the comments by Ms. Kondelis, owners would still be required to keep data. Ms. Kondelis advised that the legislation requires owners to collect data (basic information).

Ms. Deakins cited new provisions in the statute stating, "*Each public body shall maintain and make available the following information for each Job Order Contract*" instead of providing the information to CPARB.

Senator Hasegawa asked about data necessary to determine whether adjustments to limits for JOC are necessary. He believes a house bill from Representative Santos changing JOC limits was placed on hold pending a study. He asked whether the Board's response would affect the results of that study. Chair Zahn clarified that the issues are not related. Several years ago, the JOC statute was changed increasing work order limits up to \$500,000 with apprenticeship provisions. The bill by Representative Santos pertains to small works contracts and whether the limit should be increased from \$350,000 to \$500,000, which is tied more closely with the Local Government Public Works Study recently completed by CPARB. The Business Equity/Diverse Business Inclusion Committee is also exploring through an inclusionary lens the benefits of small works limits. In the future, should the Board consider JOC and a potential request to increase the limit, it is likely the Board would begin collecting data. However, because the amount was recently increased, it is unlikely legislation would change those limits at this time.

Senator Hasegawa asked whether the Board is forwarding a written policy recommendation approved by the Board in response to retention of data within public agencies rather than reporting data to the JOC Evaluation Committee. Chair Zahn responded that from a public owner's perspective, the requirement to retain contract records is required by state law. Senator Hasegawa advised that he raised the question as data is always required to render policy decisions and if the committee no longer receives data, it may require an additional step by the Board to access the data.

Chair Zahn pointed out that data collection and the level of data collection has been an ongoing issue for many years and it is likely the Board will continue the conversation on when data should be collected.

Chair Zahn advised that based on the feedback, she would work with staff to draft a response to JLARC's recommendation.

COMMITTEE REPORTS

Project Review Committee (PRC)

Mike Shinn, PRC Chair, referred to the meeting summary of PRC's last meeting. Project approvals in September totaled \$221.4 million for three Progressive Design-Build projects and one GC/CM project. Of all the applications, the application from the Jefferson County Public Hospital District was unique because the project would be located within an active hospital environment. None of the projects included any MC/CM or EC/CM contracts. PRC continues to track those contracts.

Ms. Yang asked about the possibility of receiving information on the membership of each PRC panel in the future. Ms. Baker advised that members of each panel are identified on PRC's monthly meeting agenda, which could be provided to the Board. The agenda is posted on the PRC link on CPARB's webpage. Mr. Shinn offered to provide a copy of the PRC meeting agenda with the monthly report to the Board.

Chair Zahn thanked Mr. Shinn for providing information on alternative subcontracting.

The Board discussed identifying Design-Build projects versus Progressive Design-Build projects. Ms. Baker noted PRC's webpage was updated to include all forms of alternative public works to include Progressive Design-Build, Traditional Design-Build, GC/CM, and Heavy Civil.

Curt Gimmetstad submitted a question via the chat function requesting information on whether the Federal Way School District project utilized MC/CM or EC/CM subcontracting. Mr. Shinn advised that under the new statute, MC/CM and EC/CM subcontracting has been included in the forms submitted to the PRC. Should the Federal Way School District decide to pursue subcontracting, the agency would need to resubmit for alternative subcontracting to the PRC. During project reviews, the applicants are advised of the new statute and requirements for submission of MC/CM and EC/CM subcontracting in conjunction with the project application. With the advent of new legislation, PRC has only had several meetings utilizing the new process. Additionally, certified owners are not required to request alternative subcontracting; however, noncertified owners would have to request subcontracting during the submittal process for approval of alternative delivery or resubmit the application separately. That process only applies to GC/CM projects.

Chair Zahn asked about the possibly of any future vacancies that should be advertised. Ms. Baker advised that PRC received an application for the Owner-Transportation position. The Construction-Trades & Labor position remains vacant. The position representing Disadvantage Businesses is also vacant and the terms of three positions are ending in February.

Mr. Shinn referred to the PRC membership list that contains information on vacant positions and each member's terms of office.

Mr. Kuruvilla commented on the importance of attendance and asked that the PRC report also provide information on member attendance. Attendance is an important part of accountability. Ms. Baker advised that she would include the information in future PRC reports.

Mr. Shinn added that PRC has a good attendance record. Panels typically are comprised of six -eight members and there have been no problems with attendance. However, it would also be helpful to fill the vacant positions to provide more choices for panel assignments.

Mr. Riker said the website listing of PRC members includes Jay Swanson as representing Construction Trades Labor position. He asked about the status of the position. Ms. Baker advised that the position is vacant and Mr. Swanson was the last incumbent. Mr. Riker offered to solicit applicants to assist in filling the position.

Ms. Yang inquired as to whether panel membership requires a balance of public and private positions. Mr. Shinn said the only recent change requires representation by a minority/DBE representative.

Mr. Gimmestad advised through the zoom chat that the composition is balanced between private and public representatives. Mr. Shinn added that project applications are reviewed during the assignment of members to the each panel to ensure applicable areas of expertise are represented.

Board Development Committee

Bill Frare, Co-Chair, reported the Board Development Committee met on October 8, 2021 and achieved a meeting quorum. Members were able to complete half of a lengthy meeting agenda. The discussion focused on recruitment and appointment of positions for CPARB and PRC. Three recent appointments to the Board include Mark Riker, Bobby Forch Jr, and Kara Skinner. Four positions are vacant on the Board that include the architect position currently filled by Mr. Schacht until a new representative is appointed, the General Contractor position is also vacant and currently filled by incumbent Andrew Thompson, and the City position is vacant along and the Public Hospital Districts position. The Governor's Office is responsible for appointments for the first three vacancies and the Public Hospital District is responsible for the appointment of the Public Hospital position. Several applications are pending at the Governor's Office. The Governor's Office also wants to ensure a pool of candidates exists.

Chair Zahn noted that the Public Hospital Districts selected Corey Fedie, who briefly attended this meeting.

Mr. Frare reported members also reviewed PRC vacant positions and the rotation of three-year appointments and considered synchronizing terms with one-third of the terms expiring annually to maintain expertise and continuity of the PRC and to avoid rotation of all members concurrently.

Other topics deferred to the next meeting include onboarding members and ensuring new members receive information to be effective and updates to bylaws for consistency with recent legislative changes.

Chair Zahn conveyed appreciation for convening the meeting. She asked whether the committee plans to review PRC criteria for positions. Mr. Frare advised that members are reviewing all position descriptions and each interest group represented. Chair Zahn added that for the benefit of new members, the Board agreed the Board Development Committee would focus on the PRC and review position descriptions and CPARB positions. With the advent of the appointment of new Board members, it is important onboarding occurs with materials and information provided to new members. The committee will also review PRC's recruitment process to ensure the intent of reauthorization is achieved by ensuring panels represent the makeup of the Board.

Mr. Frare added that members discussed inviting others to join the committee. Ms. van der Lugt submitted her resignation reducing membership to seven. The committee seeks to add a member representing PRC to assist with the PRC review, as well as another member to replace Ms. van der Lugt, such as diverse business representative. Current members include Bill Dobyms, Bill Frare, Irene Reyes, Walter Schacht, Robynne Thaxton, Olivia Yang, and Janice Zahn.

Mr. Kuruvilla volunteered to serve on the committee.

Ms. Yang recommended adding Linneth Riley Hall as she also serves on the PRC. Ms. Riley Hall conveyed a willingness to serve on the committee.

Ms. Yang noted that Mr. Gimmestad notified the Board that he submitted his application for the PRC representing General Contractors last spring. Chair Zahn advised that the position for General Contractors is an appointed position by the Governor. The Governor's Office has received several applications and has not selected a candidate.

Chair Zahn added that the Governor's Office received one application for the Board's Architect position and has not appointed an applicant at this time to afford an opportunity to create a pool of applicants for consideration.

Andrew Thompson moved, seconded by Olivia Yang, to appoint Santosh Kuruvilla and Linneth Riley Hall as members of the Board Development Committee. A voice vote approved the motion. Mr. Kuruvilla and Ms. Riley Hall abstained.

GC/CM Committee (Best Practices Update) – Information

Nick Datz, Co-Chair, reported the committee's next meeting is on October 27, 2021. Some of the committee's subgroups have been progressing on chapter reviews with the Subcontracting Chapter drafted followed by a draft of the Heavy Civil Chapter. Both chapters are currently under the review by the committee. The committee anticipates completing both chapters over the next several months followed by several other chapters to begin efforts on compiling the full Best Practices Guidelines manual.

Mr. Datz requested the Board's consideration for appointment of Alexis Blue to replace Olivia Yang who recently resigned. Ms. Blue would represent the Higher Education position. Ms. Blue was recently appointed by the Board to serve on the PRC.

Ms. Blue shared that she is employed by Western Washington University (WWU) and serves as the Assistant for Capital Planning and Development. She has been with WWU for nearly four years and has served in her current position for two years. Prior to her employment with WWU, she worked in the private sector on federal projects.

Ms. Riley Hall asked whether the Association of General Contractors (AGC) has offered input on the best practices guidelines. Mr. Datz said he has not specifically outreached to the AGC of Washington. He identified several members of AGC involved in the drafting the guidelines. The draft document will be posted on CPARB's website and well as providing a copy to AGC.

Andrew Thompson moved, seconded by Janet Jansen, to appoint Alexis Blue to serve on the GC/CM Committee replacing Olivia Yang. A voice vote unanimously approved the motion.

Chair Zahn inquired about the timing for completion of the draft guidelines. Mr. Datz said approximately five chapters are pending review prior the committee compiling a draft of the guidelines. To facilitate the completion of the draft, Mr. Kuruvilla had suggested breaking the document into subsections for separate reviews. The committee will discuss the suggestion at its next meeting to help facilitate completion of the document.

Ms. Reyes asked about the committee's plan to ensure representation of Cities since Rebecca Keith is on sabbatical. Mr. Datz responded that Ms. Keith had planned to notify the committee of a delegate to represent Cities. He plans to outreach all committee members to reaffirm the meeting schedule and participation status. Jessica Murphy with the City of Seattle has been participating in the review of the Heavy Civil Chapter. He offered to follow up with the Board on the proposed alternate for Cities. Ms. Reyes recommended contacting Mr. Nakagawara who is serving as Ms. Keith's alternate on the Board. Mr. Datz affirmed the request.

Local Government Public Works Study Committee (Legislative Update) – Information

Chair Zahn briefed the Board on the recent presentation to the House Local Government Committee on the Local Government Public Works Study. The information conveyed to the Local Government Committee was in the context that the Local Government Public Works Study represents only one component of the work the Board is pursuing through the Business Equity/Diverse Business Inclusion Committee and numerous best practices guidelines currently in progress. The Board recently adopted JOC Best Practices Guidelines and previously adopted the Design-Build Best Practices Guidelines. Members of the Local Government Committee questioned whether more recommendations were included in addition to the four contained in the report that were unanimously adopted. She shared with the committee information on the number of other recommendations but because the vote was not unanimous, those recommendations were included in the report as information for the Legislature to consider. Members of the Local Government Committee inquired about the Small Works Roster and whether the Board discussed increasing the Small Works Roster limit. Jon Rose with MRSC clarified to the committee that the scope of the Local Government Public Works Study was to examine the process of raising the limits and that the report did not include any recommendation to increase limits. The conversation on increasing limits is progressing through the Business Equity/Diverse Business Inclusion Committee. Other questions by legislators concerned compliance, enforcement, and data collection. Chair Zahn informed the committee that CPARB serves as an advisory body to the Legislature for policy development and for best practices. From the lens of compliance

and enforcement, the Board has not served in that role. The Local Government Committee plans to continue meetings and asked that members of the Board attend and provide some additional context and information. Additionally, she stressed to the Local Government Committee that the work was not completed, as Section 20 from Senate Bill 5032 requires the Board to submit a report of recommendations and policies to the Legislature by the end of June 2022, which essentially continues the work.

Mr. Shinn asked about the membership of the Local Government Committee. Chair Zahn advised that the committee is the House Local Government Committee, which includes Representative Gerry Pollet. Also in attendance were several Senators, Representative Valdez, and several other House members. Chair Zahn added that she would work with Ann Larson with DES to coordinate information on the committee's meeting for the Board.

Chair Zahn recessed the meeting at 11:10 a.m. for a break.

Chair Zahn reconvened the meeting at 11:25 a.m. Ms. Baker confirmed a meeting quorum.

Business Equity/Diverse Business Inclusion Committee – Information

Chair Zahn explained that the committee report has been expanded to 45 minutes over the next several meetings to receive detailed information on the committee's efforts.

Ms. Yang, Co-chair, reported Senate Bill 5032 included Section 20 directing CPARB to develop a report on best practices and barriers to diverse firms participating in public contracting by June 2022. In May, the Board requested the Business Equity/Diverse Business Inclusion (BE/DBI) Committee assume the task of drafting a report for the Board's consideration. Subsequently, the committee reorganized into a Best Practices Subcommittee and an External Stakeholder Subcommittee. Members have been working on the draft of the report, which has been posted on CPARB's website as a pre-read for the September meeting. Concurrently, the Best Practices Subcommittee reached out to owners and contractors to validate the work product, which is a matrix of the different issues and areas of challenges to diverse firms entering successfully into the public works arena. The subcommittee is vetting some of the ideas, which include potential remedies and solutions. The External Stakeholder Subcommittee has followed a similar track with diverse businesses and is developing a plan to engage with diverse communities. Some impediments to the work of the committee is fear by some diverse businesses to speak out, many businesses do not have the time to engage, and many businesses are suffering from survey fatigue. The intent is to help the subcommittee understand and identify challenges and consider ways to engage agencies and private stakeholders.

The briefing is augmented by introducing real life stories from several general contractors on barriers they have identified for smaller and disadvantaged businesses. As RCW 39.10 covers a wide range of public works, the focus will be drafting best practices as it pertains to inclusion of all alternative public works delivery methods.

Ms. Yang introduced three speakers:

- Jeff Slinger, a general contractor with Absher Construction in the Vancouver/Portland area, will speak to the experience of recruiting DBEs for a project in Oregon involving the same companies that compete for business in Washington State.
- Young Sang Song, Song Consulting, LLC, will share barriers businesses experience outside of the Seattle/King County metro area.
- Chris Tull, Hoffman Construction, is an original member of the BE/DBI Committee. He will share information on recruiting diverse businesses for a Washington State University project on the Tri-Cities campus.

Ms. Yang added that the speakers will share information on experiences outside of the Seattle/King County as barriers for small business is a statewide issue and all ideas and resources are needed from across the state to develop a nuanced set of solutions to breakthrough barriers.

Mr. Kuruvilla said he and Co-chair Yang believed it was important for the Board to receive information directly from the individuals as opposed to receiving a report from the committee.

Jeff Slinger said he has been with Andersen Construction for 26 years and serves as a construction manager working primarily on higher education projects; however, he is also an engineer with a degree in engineering. He is a strong

believer in Einstein's definition of insanity whereas consistent repeating of similar situations with an expectation of different results is the definition of insanity. In many of the higher education Request for Proposals (RFPs), questions are included about the firm's business equity and outreach programs. For the Oregon project, the company reached out to 121 firms. In order to be included on the list of 121 firms, quality engagement was necessary through a substantive email exchange, face-to-face exchange, or a telephone call. The second requirement was affirmation by the firm of interest in the project, as many of the companies were too busy or did not wish to be considered. The project attracted 121 firms meeting the quality engagement requirement. On bid day, only 35 firms submitted proposals (29%) and of those 35 submittals, 16 submittals were successful with the companies working on the project. However, 86 companies of the 121 firms (76%) expressing interest in the project did not participate, which was troubling. His goal was seeking data to ascertain why those companies did not participate. The company subsequently sent a SurveyMonkey survey with one question as to the reason for not participating. The survey included a selection of 11 reasons. Of the 11 reasons, only four received more than 3 votes with responses falling into four categories (by order of ranking) of "I am too busy", "I am worried about getting paid on time from the owner" and "contract complexity scares me." In this case, the owner contract was 178 pages and the Andersen contract was 48 pages. The issue is whether the quantity creates complexity that is beneficial to the project or whether extensive contracts over complicate the situation. The project included liquidated damages and embedded in the question surrounding liquidated damages was an element of contract complexity concerns. Any future survey should separate the two elements to learn whether the issue is liquidated damages or contract complexity. The fourth question of high response was the project's significant workforce equity reporting requirements and that the firms were not supportive of external reporting complexities.

One takeaway is the importance of outreach and although it is not a final solution, it is a major issue if changes are to occur. The second takeaway is determining ways for compensating businesses on time. On-time payments is a substantial area of concern and impediment that needs to be resolved. The last takeaway is whether the process is too complicated, e.g. are contracts too long, and is reporting too complicated, as small firms are builders who do not want bureaucratic red tape and forms. He encouraged members to think in terms of data and explore the complicated topic to identify all hurdles and impediments preventing participation of diverse businesses.

Young Sang Song reported he owns Young Sang Song, LLC. He graduated from the University of Washington with a Construction Management degree in 2002/03 and is trained as a preconstruction and construction project manager. Much of his experience is focused on horizontal projects with a combined value of \$5 to \$6 billion in alternative delivery experience. In 2017, he opened his business and branched out to consultation with clients from the public sector to small and DBE companies. For the most part, services are based on good practices he learned through his past employers. The constant challenges small companies are contending with is bonding, access to capital, bid shopping, bid and switch, network barriers, and other concerns. Since opening his company, he has become more aware of the challenges and is working diligently as a member of BE/DBI Committee External Stakeholder Subcommittee with Linda Womack and Irene Reyes to share stories and data on barriers.

Chris Tull reported he serves as Vice President of Hoffman Construction. He has been with the company for 24 years spanning projects in and outside of Washington State. In 1998, he began working in Eastern Washington and northern Idaho. Today, he works across the state. His story centers on a project in the Tri-Cities area on Washington State University's (WSU) Tri-City Academic Building (Collaboration Hall). The construction project was valued at \$27 million utilizing the Design-Build delivery method. The RFQ and RFP phases began in October 2018. An inclusion plan was a requirement. The notice of award was issued in December 2018. The grand opening was three weeks ago. As the company last worked in the Tri-Cities 20 years ago, the experience was new. The inclusion plan challenged the company for both design and construction for a combined 20% inclusion goal for WBE, MBE DBE, and SBE firms. The company was successful in achieving over 18% participation, which was close to the goal but not 100%. During the RFQ and RFP phases of the selection process, the company began with a list of certified firms from the OMWBE website and the company's internal database and selected firms that performed work for both design and construction. During early meetings with WSU, the owner conveyed the importance of local firms participating in the project. Subsequently, the company increased the focus on that factor within the solicitation effort. The main approach was telephoning companies in the area they had previously worked with and requesting information on other firms in the area that should be contacted. Company officials began calling new firms from the OMWBE list. Over time, a larger number of new firms were identified. The company's practice is to break down scopes of work into the smallest dollar size as practical to provide many firms the opportunity to bid for those scopes. The project included 32 different scopes. At the end of the

project, the company contracted with five new local firms and plans to continue the relationship on future projects. Four of the companies conform to the requirements of the SBE category, although the company was included in the final total. Statistically, 90% of construction scope dollars were retained in the state with nearly 50% supporting the local economy (80% in Eastern Washington and 20% in Western Washington). Hoffman Construction elected to pursue direct contact with small businesses as the best opportunity to establish a relationship.

Ms. Yang said the real-life examples are important as they reflect the challenges many companies face when a requirement from a public owner dictates specific actions. Those requirements can be difficult to achieve regardless of the location.

Chair Zahn cited comments from the Zoom chat from Mr. Slinger offering to submit the results of the company's data.

Ms. Skinner asked whether the provision of liquidated damages in itself was the concern or that the amount of liquidated damages was too high. Mr. Slinger advised that he was unsure, as there has been many conversations on the topic. Many public institutions want liquidated damages included in the contract because the agency wants an advantage. However, many public institutions have not enforced liquidated damages. It is important for public agencies to understand that a fee is a function of risk and adding liquidated damages incurs additional risk that could result in payment of an additional fee for the risk. If an agency includes liquidated damages in the contract but never enforces the provision, the agency should consider whether the additional fee is worth the advantage if it is never used. It also serves as an impediment to business equity firms because as a small company, liquidated damages represent future revenue. Since 2008, construction has been booming. It is important to understand that in today's construction environment, small firms choose where they want to participate and it is important for general contractors to market to smaller businesses. To achieve different results, different marketing actions are necessary.

Ms. Reyes asked whether contacts were to certified or self-certified firms. Mr. Slinger advised that he does not have the data; however, certification is somewhat confusing because of the different categories of certifications (federal, state, and self-certification). He is unsure whether he could easily obtain the data.

Ms. Yang explained that the Washington/Oregon border projects attracted some businesses from Oregon. WSU considered the same pool of contractors in both states for the Vancouver project and worked with OMWBE to sponsor certification workshops to enable non-certified businesses to learn about the benefits of certification.

Mr. Slinger pointed out that for small businesses located in the Portland/Vancouver area, some projects require a federal or Oregon or Washington certification, which speaks to the complexity facing small firms bidding on projects as they would be required to pay all three certification fees and complete necessary paperwork to obtain certification. The company always encounters the situation where the public agency requires one of the certifications and the small business may not have the specific required certification. Some public institutions allow for self-certification. The number of certifications can also serve as an impediment for small business participation.

Ms. Reyes explained that her business is certified in the states of Idaho, Washington, and Oregon. The process of certification utilizes one online platform with no fee for certifications in Oregon or Idaho. Essentially, the certification is a reciprocity process between the three states.

Mr. Forch thanked the speakers for sharing their perspectives. He agreed that many of the issues addressed are accurate, such as additional paperwork and risk, etc. In terms of liquidated damages, he has observed that liquidated damages that are passed on to subcontractors are not proportional to the liquidated damages required by the owner and the prime. The prime, in many cases, pass liquidated damages to subcontractors. Sometimes the passing of liquidated damages are beyond the actual work completed by the subcontractor. Many subcontractors are finding that liquidated damages equates to disproportional risk. He has had the experience where the contractor passed liquidated damages to a subcontractor based on logic that if the Design-Build contractor makes a mistake they lose money. One of the challenges for small businesses is assuming proportional risk. Additionally, in many cases, nothing precludes a subcontractor issuing payments to small businesses regardless of whether they have been paid by the prime. An opportunity exists for both owners and prime contractors to work together to speak to the issue of payment. He encouraged working with public owners and contractors to resolve issues surrounding timely payments to subcontractors and liquidated damages to find

some common ground to close the gaps. Paperwork is also a business choice in terms of whether a business wants to work in the public sector.

Mr. Song shared information on his work with three companies to complete a risk analysis. For typical public works projects with large prime contractors, there are many activities that traditionally exist that should be assigned an estimated risk cost. The platform for teaching companies the process for smart bidding is inherently complex and difficult for public sector projects versus private sector projects, which provide a 50% deposit at the onset of the project. Often, it has been difficult to provide small business clients with solid business advice when public sector projects includes substantial risk versus private projects that incur no risk.

Mr. Schacht reiterated that to succeed in increasing diverse business participation, there must be a partnership between the public owner and the design consultant, the contractor, or the Design-Build team. Sometimes that occurs and when it does, much better results are achieved. He suggested the process must be more deliberative and supportive to increase participation. His company's best success in increasing diverse business inclusion has been in Progressive Design-Build projects with public owners where design partners and construction partners are selected after the selection of the prime team. Additionally, there is no requirement for hard bids as contracting can be negotiated in a Progressive Design-Build scenario. Contracting methodologies in RCW 39.10 opens the door for inclusion as one of the highest priorities. In terms of risk transfer, his experience with public owners has been to use risk to reduce risk for all parties or share risk amongst all parties, which speaks to the opportunity to increase participation rates of contractors and design professionals.

Mr. Thompson commented that cash flow is an important issue. He described the complexities of change orders and how they affect the release of payments. He forwarded a letter to the Chair from the AGC dated several years ago outlining the movement of funds for added undisputed change orders and how important it is for small businesses to understand that often payment can be held up for six months because the work was completed as part of a change order. Disputed change orders can affect the timing of payment to small subcontractors because although the work completed by the subcontractor was not disputed, owners refuse to process payments because of the desire to process changes orders (disputed and undisputed) as one future payment, which often can delay payment for many months. That issue was identified in two disparity reports, one issued by WSDOT in 2017 and the State Disparity Report issued in 2019. However, no action has occurred over the last five years to resolve the issue.

The Board agreed to extend additional time to the committee and moved the discussion to *New Business*.

NEW BUSINESS

Chair Zahn advised that she would forward a copy of the AGC letter to each member.

Mr. Forch agreed with Mr. Thompson's comments pertaining to payment of change orders. For many small businesses, payment delay by the public owner can be challenging. However, negotiation of change orders after completion of work is also a major challenge that also needs to be considered. He agreed with Mr. Schacht's assertion that Progressive Design-Build enables more latitude for inclusion and equity.

Ms. Reyes reported she has spoken with several small businesses and prompt payment appears to be an overriding issue. Often, small companies do not receive payment but learn later the prime received payment. Often the delay is beyond six months and can extend to a year or beyond. Cash flow ensures a company's survival and when payment is withheld, it can impact the viability of a small company.

Ms. van der Lugt disconnected from the meeting at 12:35 p.m.

Mr. Kuruvilla said one of the concepts the committee plans to introduce in future discussions are small businesses competing to be "first choice." Given the problems with barriers for small businesses, he asked what advice could be provided to small businesses to become first choice.

Mr. Slinger said one issue not discussed is how engagement of small and diverse businesses is measured. He measures engagement by the quality of engagement. He is a supporter of LEAN construction and his personal and professional interactions can be measured when a company shares at the end of a project how they are a better organization for having

engaged in the experience. In LEAN construction, prefabrication, and other cutting edge construction techniques partnering with other smaller firms enables those companies to learn from some of the best general contractors and affords them with a transformational experience to help position them for success in the future. Those experiences are personally rewarding to him. The quality of engagement is typically not the matrix for measuring engagement. The quality of engagement is the goal, which is a difficult metric to measure.

Ms. Yang agreed as having individuals share with the Board their real life experiences would help open the door to nuance, pointed, and even painful observations to help set the stage for changes that might be productive.

Ms. Riley Hall asked how the committee plans to use the information spanning best practices or lessons learned from the Board's conversation to make changes in response to the information that has been shared.

Ms. Yang responded that the committee is committed to exploring the nuances and certainly the conversation by the Board gives her encouragement that there are many people with good ideas and very candid, pointed observations that will help move efforts forward on a better path.

Mr. Kuruvilla thanked the Board and the Chair for enabling the time and space for the conversation and the feedback.

Mr. Song commented that engagement by small and diverse businesses in the public sector typically increases their costs by 30%.

Mr. Riker disconnected from the meeting at 12:41 p.m.

Ms. Kondelis said that in her role of co-chairing the subcommittee on best practices, the board's conversation and the level of detail is what the subcommittee is seeking. She is hopeful that it would be possible to follow-up with emails and phone calls with those individuals who shared information.

Ms. Yang thanked the speakers for their time, for sharing their stories, and for serving as the catalyst for a good conversation.

Chair Zahn thanked the Board for their feedback and engagement.

ADMINISTRATIVE

Budget Update – Information

Ms. Baker reported budget information was posted on the CPARB website in addition to a letter from Ann Larson responding to a question from Senator Hasegawa.

Chair Zahn said at the last meeting, Senator Hasegawa inquired about whether more funding was allocated for the Board during the last budget cycle.

Ms. Deakins reviewed last year's budget forecast and actuals. Funding totaled \$336,000 with a majority allocated from the DES Capital Budget. Expenditures totaled \$315,000. The Local Government Public Works Study was at a cost of \$215,000. During this biennium, the budget is larger and is funded from the DES Capital Budget at \$375,000. In terms of the response to Senator Hasegawa's question about whether DES received more funding in the budget, more funding was received but it is based on the projected increased effort of PRC addressing subcontracting; however, the increase was not substantial equating to less than 10%.

December 9, 2021 Meeting Planning & Draft Agenda – Information

Vice Chair Dobyms reviewed the proposed December meeting agenda:

- Standing Committee Reports
- Continuation of Engagement Training (Part 3)
- Business Equity/Diverse Business Inclusion Committee Report (1 Hour)
- Opening/Closing Remarks by Board members
- Project Review Committee Appointments - Action

- Legislative Process Discussion – How does DES track legislative bills of interest?
- Proposed Legislation of Interest to the Board to include dropped bills from the last session

In response to Senator Hasegawa’s comments about CPARB’s budget, Ms. Deakins affirmed she would follow up with DES staff. She also plans to continue working with staff on CPARB’s mission and review work in progress.

CLOSING THOUGHTS OF ALL BOARD MEMBERS

- Chair Zahn: Excited to work together
Vice Chair Dobyns: Appreciative
Senator Hasegawa: Transformational
Matthew Hepner: Good information shared
Janet Jansen: Insightful
Mark Nakagawara: Enlightening – much work moving forward
Karen Mooseker: Centered – appreciated the discussion and the opportunity to share
Irene Reyes: Cohesive and great listening
Linneth Riley Hall: Organized with demonstrated accountability by members
John Salinas II: Decently organized
Mike Shinn: Very productive meeting
Walter Schacht: Pensive – over the course of the year much discussion on the structure of the Board and role; however, there is Board consensus about the importance of diverse business inclusion. The RCWs, statutory mission, and delivery methods open the door for the Board to achieve a higher level of participation.
Kara Skinner: Grateful and happy the work is applicable to her profession
Axel Swanson: Learned much and themes carried throughout the meeting
Santosh Kuruvilla: Business Equity/Diverse Business Inclusion Committee Co-chairs are committed to changing minds. Recommend the Board read *Caste: The Origins of our Discontent*, authored by Isabel Wilkerson.
Robynne Thaxton: Appreciative of work by Board members – great people working on productive committee work
Andrew Thompson: Strong Board foundation and prepared for moving forward
Olivia Yang: Hopeful and impatient

ADJOURNMENT

With there being no further business, Chair Zahn adjourned the meeting at 1:00 p.m.

STAFF & GUESTS

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| Talia Baker, Department of Enterprise Services | Keith Michel, Forma Construction |
| Marika Barto, OMWBE | Scott Middleton, MCA |
| Alexis Blue, Western Washington University | Jon Rose, MRSC |
| Nick Datz, Sound Transit | Linda Shilley, Pierce Transit |
| Mallorie Davies, LIUNA | Jolene Skinner, Department of Labor & Industries |
| Nancy Deakins, Department of Enterprise Services | Jeff Slinger, Andersen Construction |
| Quinn Dolan, Centennial Contractors Enterprises | Tara Smith, Department of Enterprise Services |
| Bill Frare, Department of Enterprise Services | Young Sang Song, Song Consulting |
| Curt Gimmetstad, Absher Construction | Chip Tull, Hoffman Construction |
| Aleanna Kondelis, Akana | Melissa Van Gorkom, Senate Committee Services |
| Art McCluskey, WSDOT | Jerry Vanderwood, AGC |