

Capital Projects Advisory Review Board
Board Development Committee

Meeting Notes 10/7/2024

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Co-Chair Bill Frare called the meeting to order at 3:34 p.m. A quorum was established.

Welcome and introductions

Committee members in attendance unless otherwise noted:

Bill Frare, <i>Co-Chair, Owner State</i>		CPARB
Linneth Riley-Hall, <i>Co-Chair, Owner Transit</i>		CPARB
Lekha Fernandes, OMWBE	(Absent)	CPARB
Santosh Kuruvilla, <i>Owner Engineers</i>		CPARB
Jessica Murphy, <i>PRC Leadership</i>		PRC
Irene Reyes, <i>Private Industry</i>		CPARB
Olivia Yang, <i>Owner Higher Ed</i>		CPARB
Janice Zahn, <i>Owner Ports</i>	(Absent)	CPARB

Other attendees include:

- Talia Baker, *CPARB Staff*
- Jeff Gonzalez, DES
- Bruce Hayashi, Miller Hayashi Architects LLC
- Dave Johnson, Hoffman Construction (*PRC Leadership/Vice Chair*)
- Scott Middleton, MCAWW
- Colleen Newell, MFA

Review and approve agenda – Action

Co-Chair Frare reviewed the agenda and asked for any comments or amendments. He noted that Robynne Thaxton, who had previously served as Co-Chair, has resigned from this committee. This committee will need to select another Co-Chair. Santosh Kuruvilla suggested the Co-Chair appointment should be the first item on the agenda. Committee members agreed and Talia Baker updated the agenda to reflect this change.

Santosh Kuruvilla moved, seconded by Olivia Yang, to approve the agenda. The motion was approved by a voice vote.

Elect a Co-Chair – Discussion/Action

Co-Chair Frare asked the committee for nominations for Co-Chair.

Santosh Kuruvilla moved to nominate Linneth Riley-Hall as Co-Chair. Olivia Yang seconded the motion.

Linneth expressed appreciation for everyone’s trust in her. She noted that being Chair of CPARB is a new role, and the strategic plan is important in ensuring that all voices are heard. If there were others that would like to nominate themselves or be nominated, she encouraged them to do so.

Santosh shared that he nominated Linneth because there was a need for strong owner presence in the strategic planning process. He would like to see two owners in the chair roles.

No other nominations were forthcoming.

Linneth accepted the nomination of Co-Chair, noting that the strategic plan is important and vital for the direction of CPARB.

A unanimous voice vote approved Linneth Riley-Hall as Co-Chair of the Board Development Committee.

Review and approve minutes from 8/28/2024 – Action

Co-Chair Frare asked the group to review and provide any edits to the minutes from the meeting on August 28, 2024.

Santosh Kuruvilla moved to approve the minutes from August 28, 2024, seconded by Bill Frare. The motion was approved by a voice vote.

Invitation to the public to participate – Information

Co-Chair Frare noted this committee meeting is open to participation from non-committee members.

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Board Development Committee priorities

In the report-out that was provided to CPARB at the September meeting, it was noted that there are currently eight participants on this committee, and somewhere between 10-12 participants is the targeted range they want for the committee. The other item to note is that there cannot be a quorum of CPARB members at these committee meetings. Eleven CPARB members would make it a CPARB quorum. Regarding participation, the makeup should include the CPARB Chair/Vice Chair, PRC Chair/members, along with owners, contractors, a specialty contractor, labor, design firm, and OMWBE.

Irene Reyes asked whether there needs to be eight members in addition to the current participants on the Board Development Committee. Co-Chair Frare confirmed this and noted that if they do not have representation then they will specifically reach out.

Co-Chair Riley-Hall emphasized the importance of ensuring people know and understand what a strategic plan is, as well as the process, before getting into it. Additionally, members need to understand the time commitment to participate in this committee as it will be very time-consuming. Olivia suggested having a provisional list of members and then discuss the timeline and structure. This will give everyone in the meeting today an understanding of what they are getting into.

Co-Chair Frare said this group should consider who may need to be included to represent a particular point of view or interest group. Olivia noted that if the committee is unable to get someone from OMWBE, there may be an opportunity to indicate that the interests are represented from Santosh and Irene. Jessica Murphy wondered whether they should try and determine the membership list beforehand as it will be important to understand the people and interests prior to the planning process.

Co-Chair Riley-Hall suggested spending time identifying expectations before getting into the planning process, and asked whether they could get a facilitator to provide them with an overview beforehand. Co-Chair Frare said he is struggling to get resources through a facilitator and was told he would need to contract it out. DES can choose someone on their list of consultants. Heidi Loveall is one person Co-Chair Frare had in mind and she is currently drafting a charter based upon their conversations. This charter would need to be put into the contract to get a facilitator, which would also include the commitments and job description of the facilitator. Co-Chair Frare will reach out to Heidi about providing an overview of what is entailed in a strategic planning process.

Olivia pointed out that Co-Chair Frare has taken part in a strategic planning process and asked him to provide an overview of what it entails. Co-Chair Frare provided an overview of the strategic planning process he's been through with DES. First, everyone involved was brought together to discuss the mission and vision. Together, they developed a mission and vision statement for each one of the different programs. They first set the groundwork for why it existed, then discussed the values. They then discussed the current challenges and asked the question about which challenges they would like to take on in five years and which initiatives should be implemented to remove those challenges. These were pulled into themes, and they ended up with three themes, each one defined the number of challenges on which they would be working. The second iteration of the process included meeting six months later and revisiting challenges to assess whether they were still pertinent or whether they had been resolved. The priorities were evaluated and updated after that discussion. The long-term structure was identifying themes and initiatives, meeting once a week and discussing what has been accomplished since their last meeting and what needs to be done next.

It was asked how success was measured from this process. One suggestion was to include **Strengths, Weaknesses, Opportunities, and Threats** (SWOT) analysis to the evaluation. Another suggestion was that the plan could be adapted to the conditions that they are currently facing. Co-Chair Frare said that the strategic planning from his division was about incremental improvements. They have developed improvements they would like to implement within the division, whether that's online bidding, or small works roster, amongst other things. There were a number of things that surfaced as top initiatives, and each one of those they spent time on. For example, policy and procedures for maintenance works projects to get them initiated through public works, or policy development and new contract language.

Santosh asked whether, for those items, there is some sort of key performance indicators (KPI) that has been set up to measure success or something to identify lessons learned over time. Co-Chair Frare said there have been no KPIs other than how fast they are getting through the initiatives.

Co-Chair Riley-Hall suggested during the process they could determine what the KPIs could be. She asked what would happen with the current initiatives while the strategic planning process is happening. For example, how are the CPARB committees involved, if at all, during this process. Co-Chair Frare said he wasn't sure but throughout this process the Board Development Committee could become the strategic planning committee until they are done. He reiterated that they need to look at membership to ensure they have the right representation.

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When he was going through the strategic planning process at DES, he noted that some of the initiatives and programs were tabled, and some were not. Their primary commitment was with the projects and client agencies, and then whatever capacity is left after that was given to the strategic planning initiatives. This is part of the reason they focused on six initiatives at a time.

Olivia said in an ideal world, the strategic plan informs efforts, and the efforts should be in alignment with what they think their strategic plan is. There needs to be an understanding of what the higher mission and vision is before they can start asking the questions of whether something is effective and meeting its mission.

Co-Chair Riley-Hall noted that the point of the strategic plan is not to solve problems. Co-Chair Frare agreed and added that the purpose is to identify a vision of where they would like to be in five or ten years, what is in the way of getting there, and how to tackle each one of the challenges that are in the way. It is fair to delegate that work in solving each one of those initiatives or problems to a committee that will work on that one item. Co-Chair Riley-Hall provided an example, noting that the GC/CM Best Practices document is being developed, but there is not one for Progressive Design-Build (DB). This could be something that is addressed as an initiative that comes out of the strategic plan. Olivia pointed out that there is a committee that is supposed to meet about DB best practices but has not been able to meet and work on it.

Irene emphasized that action, investment, and efforts are needed to achieve both long-term and short-term goals. She asked what the short-term objectives are. From a small business perspective, strategic planning involves determining how you incorporate long-term strategic planning goals with short-term goals as well. Co-Chair Frare added that determining how to break them apart so they can be achieved incrementally is important.

Co-Chair Frare asked the group to share their thoughts. Jessica noted an urgency to get started. Bruce Hayashi said the process is important and he would like to get started. Dave Johnson reiterated that having a mission is important. Scott agreed with what others have said, and emphasized a need to make sure the committees are involved and that there is a cohesive strategy moving forward. Committees can sometimes end up in silos—having a high-level look at where CPARB is going will be helpful given the broad number of committees CPARB has formed.

Regarding the composition of this committee, Scott noted the importance of having specialty subcontractor representation. If the conversation is specifically on where CPARB is going, then it will be important to have someone involved who was there when it all began. This should be considered when discussing nominations for the committee.

Jessica reiterated that moving in the same direction is important. Her organization had done strategic planning in the past, and it became important to be able to draw the line between what they were currently working on to that strategic plan. It's important to draw the thread between what is being worked on and how it relates to the strategic plan.

When considering the makeup of the committee, it was asked whether there would be self-nominations or whether the group would nominate someone. For example, if they would like representation from specialty subcontractors, would there be a nomination process or would they allow specialty subcontractors to select someone. This is something Co-Chair Frare indicated he would like to tackle. If there are five nominations for one position, there is a question of how that person is selected. He noted it would make more sense for the group, such as labor or specialty subcontractors, to select the position rather than it be determined by CPARB.

With a CPARB meeting coming up that week, it was asked about what will have been resolved since the last meeting. Co-Chair Riley-Hall noted that this committee has a bit more direction now. This conversation today has ensured that everyone on the committee understands what this process will entail, and also that someone is working on a charter to get a consultant on board to help. It was noted that a timeline for that would be helpful to know. It will also be good for people to know that just because someone is not a committee member, they are still able to participate. All meetings are open and all voices will be heard whether someone is a voting member or not.

Co-Chair Frare shared that his report to CPARB will include an update on work related to the charter development, contract, and membership.

Olivia noted that there is interest in the strategic plan outside of CPARB. Strategic planning gives a forum for people to discuss how to improve and do better. She suggested coming back at the next meeting with a recommended list of individuals to involve in the process.

The next meetings were scheduled for October 29 and November 12 from 3:30-5:00 p.m. These meetings will allow more time to ask the consultant to get on board.

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New Issues

New issues will be discussed at the next Board Development Committee meeting.

Next meeting agenda

- October 29, 2024, 3:30 – 5:00 p.m.
- Agenda
- Minutes – October 7, 2024
- Strategic Planning Startup & Structure
- Next agenda

Action items

1. Co-Chair Bill Frare will reach out to Heidi Loveall to understand what is entailed in the strategic planning process.
2. All committee members will think about a list of individuals or stakeholders to involve in the strategic planning process.

Meeting Adjourned at 4:59 p.m.