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FALL 2021

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APWA-WA Fall Conference
October 13–15, 2021
Yakima Convention Center



Transportation Funding in the Federal Bipartisan Infrastructure Deal | Biophilic Design in PW Projects



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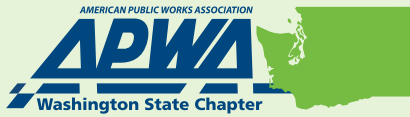
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How to Properly Execute Our Fall Conference

As we round the corner and head down the final stretch of 2021, believe it or not, we are approaching nearly 2.5 years since our chapter's last in-person conference. This staggering amount of time away from our friends and colleagues has left us all wanting. It is because of that wanting that it is our moral obligation to reunite and make sure that our Fall Conference, in Yakima, is recorded as the single greatest event in public works history! So, as Miley Cyrus would say, I expect all of you to come to Yakima like wrecking ball and make our Fall Conference something that Tenacious D would write tribute songs about! Yakima is the last stop on what has been a rocky Reunion Tour. So, as Tone Loc would say, "Let's do it"!

To ensure that we party like it's 1999, for the last stop of the Reunion Tour, am providing APWA GSPs with details on how to properly execute our Fall Conference. Please make yourself familiar with your conference responsibilities and obligations! Remember, resistance is futile!
ROCK ON MY FRIENDS!

1.01 General Conference Information

For the purposes of these specifications the Washington Chapter of APWA shall be referred to as the OWNER and all conference attendees shall be referred to as the PARTICIPANT.

1.01.1 Conference Location

The conference will take place at the following location:
The Yakima Convention Center in Yakima, Washington
10 North 8th Street
Yakima, WA 98901
Latitude: 46°, 36', 18.61" North
Longitude: 120°, 29", 45.24" West

1-01.2 Conference Duration

PARTICIPANTS shall make every effort to be on site for the entirety of the conference from October 13, 2021 to the close of the chapter business meeting on the morning of October 15, 2021.

PARTICIPANT departure time on Friday October 15, 2021 shall be at the sole direction of the individual PARTICIPANT. However, disapproving looks, and disparaging insults shall be given to all PARTICIPANTS attempting to sneak out of breakfast, before the Chapter Business Meeting, on Friday October 15, 2021.

PARTICIPANTS remaining in Yakima, Washington after close of the Chapter Business Meeting are welcome to do so at no cost to the OWNER. However, it will be assumed that all PARTICIPANTS failing to demobilize after the business meeting are doing so to avoid working the remainder of the day. The OWNER will provide no additional working days to PARTICIPANTS who choose to avoid work on a Friday.

1-01.3 Conference Safety Protocols

The health and safety of conference PARTICIPANTS is the number-one priority of the OWNER. The OWNER and the Yakima Convention Center shall implement COVID-19 safety protocols in compliance with Washington State, CDC, and local health department guidelines. Specific safety guidelines will be provided prior to the conference. All PARTICIPANTS shall comply with the conference COVID-19 safety protocols for the duration of the conference.

2.01 Vendor Hosted Social (Retro Prom)

2-01.1 Participant Prom Equipment
PARTICIPANTS shall make a good faith effort to obtain appropriate "participant prom equipment" (PPE) prior to mobilization to the Yakima area. PPE shall consist of vintage 1970's or 1980's iconic

costumes and/or period-appropriate prom attire. PARTICIPANTS failing to mobilize with approved PPE are encouraged to sole source items from local Yakima thrift shops. However, the OWNER does not guarantee the quality of available PPE upon arrival. PARTICIPANTS not adorning proper PPE shall be admitted to the vendor-hosted social. However, failure to wear appropriate PPE shall be met with minimal enthusiasm and the moral obligation to purchase beverages for PPE-wearing PARTICIPANTS.

2-01.2 Participation Incentive Program

To incentivize PARTICIPANT PPE compliance, the OWNER shall execute a "participation incentive program." This program shall consist of the OWNER awarding no less than seven (7) prizes to PARTICIPANTS demonstrating outstanding PPE execution. Individual prizes shall be awarded based on paper ballots cast by PARTICIPANTS attending the vendor hosted social. Individual awards shall be divided into Major Awards and Fun Award categories.

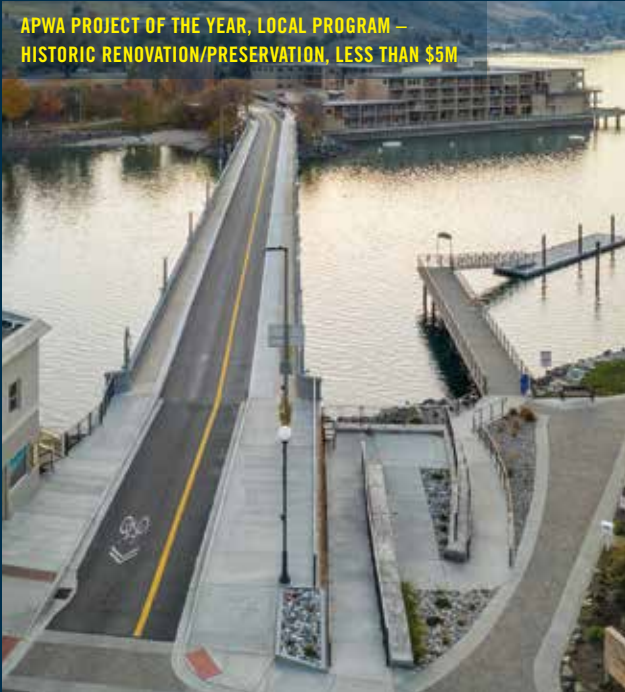
To be eligible to receive a major "participation incentive program" award, PARTICIPANTS shall mobilize, to the event hall and be photographed, in full PPE, at least 30 minutes prior to the start of the vendor-hosted social. PARTICIPANTS not photographed prior to the event shall not be eligible to receive a major award.

Major Awards:

- 1) Best Dressed:** One prize shall be awarded to the best dressed male or female PARTICIPANT at the vendor hosted social. The recipient of this prize shall be awarded a weekend getaway for two to Las Vegas, Nevada. The individual crowned as best dressed shall receive reimbursement for airfare for two (2), hotel accommodations for two (2), transportation expenses, and food expenses. Total expense

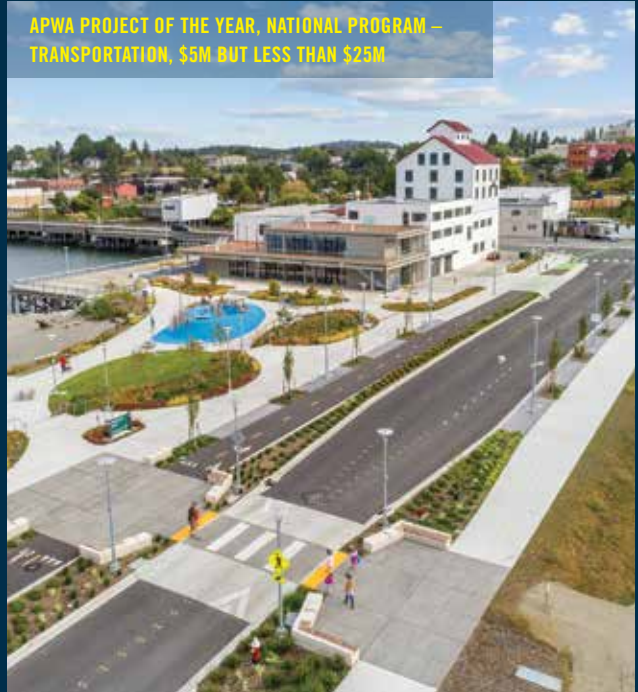
Woodin Avenue Bridge, Chelan

APWA PROJECT OF THE YEAR, LOCAL PROGRAM – HISTORIC RENOVATION/PRESERVATION, LESS THAN \$5M



Granary Avenue and Waypoint Park, Bellingham

APWA PROJECT OF THE YEAR, NATIONAL PROGRAM – TRANSPORTATION, \$5M BUT LESS THAN \$25M



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PRESIDENT'S MESSAGE

reimbursement shall not exceed \$2,500 and shall not cover alcohol, gambling, or entertainment-related expenses. Failure to claim this prize and request associated reimbursement for approved expenses, prior to June 30, 2022, shall result in forfeit of the prize. This prize was made possible through a sponsorship provided by The Blueline Group.

- 2) **Prom Queen:** One female PARTICIPANT who attends the vendor-hosted social, in full PPE, shall be voted Prom Queen. The recipient of this prize shall be awarded a \$500 gift certificate for Bellevue Square in Bellevue, Washington.
- 3) **Prom King:** One male PARTICIPANT who attends the vendor-hosted social, in full PPE, shall be voted Prom King. The recipient of this prize shall be awarded a certificate for a two-hour lesson at DirtFish Rally School in Snoqualmie, Washington. Additionally, the recipient shall be provided a \$125 gift certificate to be spent at DirtFish Rally School. This prize was made possible through a sponsorship provided by LDC, Inc.

Fun Awards:

- 1) **Best Mullet:** One PARTICIPANT, displaying hair that most embodies business in the front and a party in the back, shall be bestowed the honor of being voted Best Mullet. The prize for the best mullet shall be revealed at the time the award is bestowed.
- 2) **Biggest Hair:** One PARTICIPANT, who defies gravity with their fervent use of Aqua Net, shall be recognized with the prestigious award for biggest hair. The prize for the biggest hair shall be revealed at the time the award is presented.
- 3) **Best Use of Polyester:** One PARTICIPANT, whose reckless disregard for local fire codes, will be voted best use of polyester. The prize for the best use of polyester shall be revealed at the time the award is presented.

- 4) **Presidential Award:** The presidential award shall be awarded to one PARTICIPANT who truly embodies the essence of event. This award shall be granted at the sole discretion of the chapter president. The prize for the presidential award shall be revealed at the time the award is announced.

All awards shall be voted on by the PARTICIPANT (except the presidential award) at the event and shall be awarded during the following Thursday lunch presentation.

2-01.3 Jack Pittis Scholarship Fundraiser

The OWNER'S scholarship committee shall be selling mullet wigs at the Retro Prom event. All proceeds from wig sales shall go towards the Jack Pittis Memorial Scholarship Fund. PARTICIPANTS are encouraged to purchase a mullet wig and rock it like it is 1986.

2-01.4 Music

Musical entertainment shall commence at 7:00 PM and continue to no later than 10:00 PM on Wednesday, October 13. HWA Geosciences, Inc. has sponsored the mobilization of Rain City Time Machine to play live 1970's and 1980's cover songs for the event.

2-01.6 Adult Beverages

The OWNER shall provide a maximum of two (2) drink tickets to each PARTICIPANT who attends the vendor-hosted social. The cost of all beverages, beyond the two drink tickets provided by the OWNER, shall be at the sole expense of the PARTICIPANT or their subconsultant. ▀

Donald J. Huling

Donald J. Huling, P.E.
Washington State
APWA Chapter President



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ASSOCIATION NEWS

New and Returning Members

May 8 to August 10, 2021

- Mary Heather Ames**, Transportation Manager, City of Tumwater
- Bob Bailey**, Business Development Manager, Skillings Inc.
- Samuel Barham**, Engineer, City of Longview
- Edward Bell**, Public Works Director, City of Marysville
- Tyler Bemis**, Public Works Director, City of Fircrest
- Andy Booth**, Bridge Supervisor, Grant County
- Fred Brown**, Principal Engineer, City of Spokane
- Greg Burg**, Asst PW Director & City Engineer, City of Blaine
- Christopher Case**, Fleet Administrator, Washington State DOT
- Chris Collins**, PW Maintenance Manager, City of Longview
- Delanie Cornwell**, CIP Project Manager, City of Covington
- Mark D'Andrea**, Project Manager, City of Tacoma
- Sam Dart**, Assistant Director of Public Works, Grant County
- David Decoteau**, Airport Director, City of Renton
- Scott Devlin**, Operations Manager, City of Lacey
- Jay Drye**, Local Programs Director, Washington State DOT
- Paul W. Garrett**, Project Manager, KBA Inc.
- Katie J. Herold**, Associate, KPFF Inc.
- Will Hoskins**, Engineer, City of Longview
- Scott Johnston**, Transportation Supervisor, City of Lacey
- Kelli Jones**, Surface Water Program Sup., City of Kirkland
- Grace Kane, PE**, Engineering Division Manager, Skagit County
- Ed Lowry**, Road District Supervisor, Grant County
- Alex McAllister**, Associate Engineer, City of Tacoma
- Kelly Melroy**, Facilities Supervisor, City of Ridgefield
- Stephen Mesler**, Vice President, Olympic Foundry Inc.
- Brian Miller**, Surface Water Program Manager, City of Newcastle
- Mike Morris**, City of Spokane
- Lynn Noah**, Training Program Coordinator, WSDOT
- Aaron Noble**, Engineer, City of Redmond
- Morgan Palmer**, Engineer, City of Longview
- Rebecca Parker**, Senior Engineer, Parametrix
- Brian Pearson**, Local Programs Engineer, Washington State DOT
- Terri Prather**, Asst Ops Facilities Director, LOTT Clean Water Alliance
- Lau Siva**, Maintenance Operations Lead, City of Seatac
- Lee Ann Skipton**, Facilities Manager, City of Redmond
- Jared Thomas**, Assistant Manager Street Dept., City of Spokane
- Josh Toftness**, City of East Wenatchee
- Vicky Ann Walston**, City of Fircrest
- Andrew Weygandt**, Project Engineer, Lakehaven Water & Sewer District
- Bernie Ziemianek**, Public Works Director, City of Blaine

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Two Lifetime Members Inducted from City of Tukwila

As rare as it is to induct Lifetime Members, it's unheard to have two inducted from the same organization in the same month. In July, the Washington Chapter welcomed Greg Villanueva and Scott Moore – both from the City of Tukwila. These two Lifetime Members maintained continuous membership for 30 years and have both been with the City of Tukwila for 31 years! APWA is grateful to them for sharing their knowledge with the Chapter and wishes them continued success in their careers.



Greg Villanueva, NPDES Coordinator Public Works Department, City of Tukwila

Greg Villanueva started his career at the City of

Algona in 1984 as a Utility Worker before being promoted to Superintendent/ Building Inspector and Water District Manager. Villanueva stayed with Algona for five years and credits Mayor August Schuman for getting his career started when he saw promise in Villanueva and promoted him in that short time span.

In 1990, Greg was hired at the City of Tukwila where he has remained in service for the last 31 years. His original position was Utility Inspector for Public Works, charged with inspecting all aspects of public works projects such as water, sewer, and road construction. In 2008, he was promoted to Development Engineer – Green River Community College. Currently, Villanueva is the NPDES Coordinator for the National Pollutant Discharge Elimination System (NPDES) Phase II Permit. The National Pollutant Discharge Elimination System is a permit-based water quality program implemented under the authority of the Federal Clean Water Act, enacted by Congress in 1972. The primary goal of NPDES is to reduce the amount of pollution that reaches streams, lakes, wetlands, oceans, and

all other water bodies by regulating stormwater runoff. Villanueva oversees the eight major components of the NPDES Permit which include:

- Stormwater Planning
- Educational Outreach Program
- Public Involvement & Participation
- MS4 Mapping and Documentation
- Illicit Discharge Detection & Elimination
- Construction & Development
- Operation & Maintenance
- Source Control Program for Existing Development

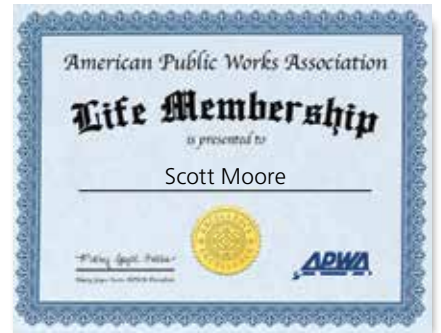
Greg is thankful for some informal mentorships including with Ron Cameron, former Tukwila City Engineer, Phil Fraser, his former supervisor, as well as the ongoing camaraderie and support from various cities. He also credits APWA for his growth and educational development. Greg will be retiring sometime in the next 12 months and says it's worth mentioning that there have always been challenges which have been overcome, and the most recent was overcome with the guidance of Kyle Graunke, Grant Manager for the Washington State Department of Ecology.



Scott Moore, Senior Project Inspector Public Works Department, City of Tukwila

Scott Moore started his career in Colorado as

a materials tester with CTL Thompson. He worked on the I-70 project before taking a job with Boeing in October of 1989. As luck would have it, Boeing had an immediate strike, leaving Moore scrambling for another job to support his family of five. He took a position doing hydro testing for Boss Testing, working on the Mount Baker Mount Baker Hydro project. Then in July of 1990 at age 27, Scott was hired by the City of Tukwila as a Capital Improvement Project (CIP) Inspector. In the last 31 years, he has



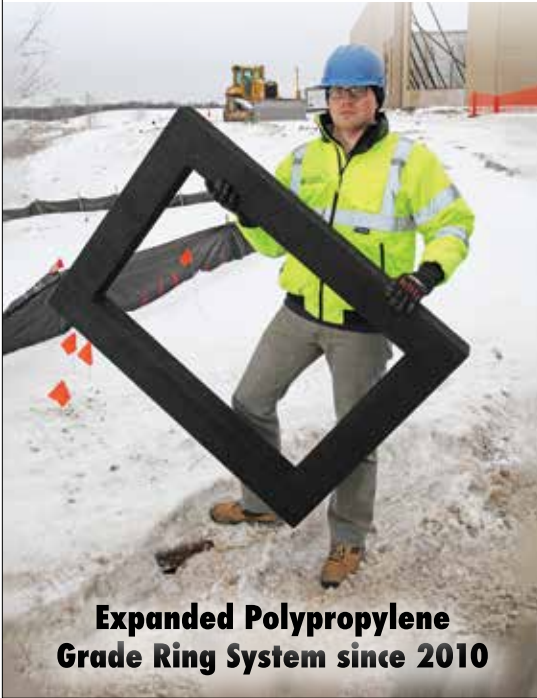
moved between CIP Project Inspector and Development Inspector, with the last transition back to CIP Inspector happening last year. He inspects a host of items including fire, water, sewer, etc. Scott says that he very much enjoys his work and credits his new supervisor Nora Gierloff, Director of Community Development, and the Building Official Jerry Height, for engaging and empowering staff.

Scott's top mentors are: his colleague at the City of Tukwila, Greg Villanueva, former City of Tukwila Engineer Ron Cameron, and former City Engineer for the City of Tukwila Bob Giberson, Public Works Director for the City of Tukwila. "When Greg came from Algona, he brought with him a wealth of knowledge that was so helpful to me as a new inspector. And as a former inspector himself, I can bounce ideas off him. Greg will be sorely missed when he retires." Ron Cameron also was influential due to his love for teaching and sharing knowledge, along with Bob Giberson. ■



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WA Chapter Takes Home a PACE Award

The WA Chapter was the recipient of an APWA PACE award earlier this year, on June 28. The National APWA Presidential Award for Chapter Excellence (PACE) is awarded each year to deserving chapters throughout the nation. The purpose of the award is to recognize APWA Chapters for contributions made to positively impact their membership, profession, and community. It is an excellent opportunity to shine a spotlight on deserving Chapters and encourage accountability of Chapters to their membership. Achieving a PACE award requires continuous efforts throughout the year to meet benchmarks and track advancements.

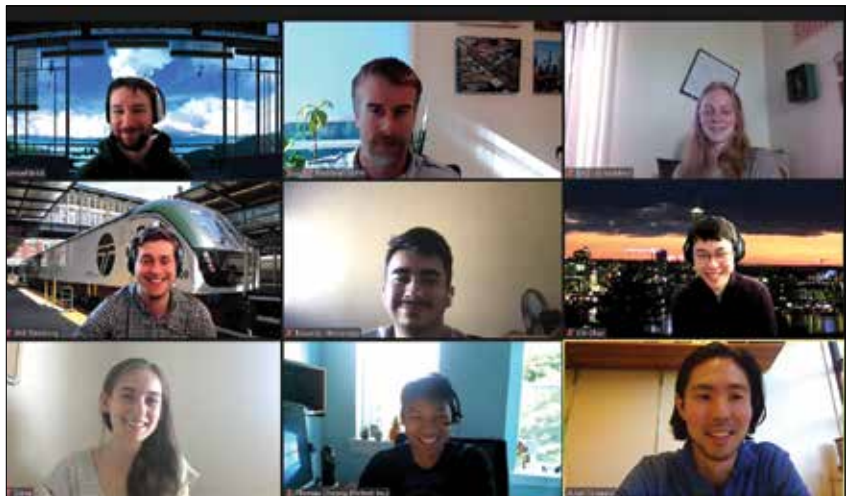
It was a year filled with setbacks, and learning new ways to get the same work done with the inability to meet in person. However, looking at what was achieved, the Chapter is exceeding proud of the accomplishments of 2020. From virtual happy hours, diversity and inclusiveness webinars, to hosting an online conference, and continuing to advocate for public works through our Government Affairs Committee, our Chapter forged ahead in 2020–2021 despite the pandemic.

We also continued our awards and scholarship programs. Despite having to move to a virtual format, the Excellence Awards were hosted via video by our Chapter President Donald Huling, who put in hours of work to create video presentation. Project of the Year and scholarships were also forced to be awarded virtually, but we congratulate the awardees' indomitable public works spirit nonetheless.

Thank you to all our volunteers, committee chairs, liaisons, webinar speakers, board members, and officers during the 2020 pandemic; you were able to accomplish more than anyone could have thought possible. Putting together the PACE submittal is no easy task and requires a project team to draw from reporting across the Chapter. The PACE submittal team was headed by Lorelei Williams, WSP, and utilized Chapter marketing consultants Bethany Maines and Juel Lugo of LILT.

"The resiliency the Chapter showed was inspiring. When it came time to put together the PACE award submittal, it was wonderful to have plenty of content to draw from," said Lorelei Williams, 2019 APWA-WA Chapter President. ▀

"Thank you to all our volunteers, committee chairs, liaisons, webinar speakers, board members, and officers during the 2020 pandemic; you were able to accomplish more than anyone could have thought possible."





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Conference Highlights



- » **Two Days of Education**
Earn CE credits, Oct. 13 & 14
- » **Keynote Presentation**
Mike Rayburn, October 13, 12PM
- » **Equipment ROADeo**
October 14, 8AM - 4PM
For more details: www.apwawaconf.com
- » **Exhibit Hall**
Expanded Exhibit Hall hours!
For more details: www.apwawaconf.com
- » **Golf Tournament**
Camas Meadows Golf Course
October 12
- » **Fun Run/Walk**
Date and time pending,
but bring those running shoes!
- » **Exclusive Retro Stylin' Event**
October 13, 5PM - 7PM
Professional stylist will be on hand to glam up
50 Attendees with a classic '80s look.
- » **Retro Prom Night**
October 13, 7PM - 10PM
Sponsored by HWA GeoSciences, Blueline, & LDC
- » **APWA Gives Back**
Make-a-Wish Foundation
- » **Night of Excellence Awards**
October 14, 6PM - 9PM
Recognizing Individual Excellence in Public Works

Extracurricular activities are accurate as of August 5, but are subject to venue availability and current safety protocols. Visit www.apwawaconf.com for the most current information.



Fall Conference
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5-QUESTION GO/NO-GO TEMPLATE

Use the following questions and scoring guide to inform your decision-making process. Carefully review all project information, and consider the time and resources that will be required.

CRITERIA AND SCORING:

- 1. Have you looked this project over in the last 90 days? YES +1 NO = 0
- 2. Do you have a positive existing client relationship? YES +1 NO = 0
- 3. Do you have sufficient time and resources to already complete the project process? YES +1 NO = 0
- 4. Do you have at least 3 recent, relevant projects to reference? YES +1 NO = 0
- 5. What is the anticipated gross profit margin? 10-20% +1 15% +2

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The NIGHT OF EXCELLENCE *Awards*

Thursday, October 14

7:00PM: Dinner, Entertainment by comedian Dave Burleigh

8:00PM: Awards presentation

APWA-WA is honoring the outstanding individuals and groups at the annual Night of Excellence Awards Banquet October 16th at the Yakima Convention Center. With entertainment provided by Comedian/Impressionist Dave Burleigh the event is sure to be memorable celebration. The Night of Excellence recognizes the outstanding contributions of chapter members to public works. Six individual awards and three group awards:

- » *Outstanding Service Award*
- » *Inclusion Advocate Award*
- » *Chapter Pillar Award*
- » *Roy Morse Award*
- » *Young Leader Award*
- » *The President's Award*
- » *The Committee in Action Award*
- » *Empowering Teams Award*
- » *Our Heroes Wear Dirt Award*

Mike Rayburn

Using musical comedy and "What if...?" to transform communities
Wednesday, October 13, 12PM

Mike Rayburn's personal, business and career mission is simple: transform communities.

Mike uses world-class guitar and hilarious comedy to teach three simple, powerful tools which took him from playing empty bars, to headlining Carnegie Hall (eight times!). They work for anyone. And everyone. Always.

As an artist and savvy entrepreneur that has to regularly innovate to stay at peak performance, Mike is uniquely qualified to teach these principles that give organizations the edge they so desperately need to perform at peak "virtuoso" levels... and thus transform their success and significance. By using "What if...?" scenarios Mike is able to jolt you out of your everyday thinking into a world of possibility that you control.

The APWA WA Chapter will be complying with State and CDC guidelines regarding masking and distancing at the Fall Conference. For more information, visit: www.apwawaconf.com/covid-guidelines



Session Preview

Municipal Fleet Electrification Someday is NOW



Eric Shimizu, PE, PTOE

DKS Associates
Principal, Director for Smart Cities and Connected Vehicles

Overview:

Electric vehicles cost less to operate, are better for the environment and are becoming mandatory for fleets in many locations. Within the next 2-3 years, automotive OEMs will be rolling out numerous battery-powered vehicles, including fleet suitable models. Powering these vehicles will likely require investments in charging infrastructure and other new ways of conducting business. Depending on the size and composition of the fleet and its facilities, this could be a simple installation or a major undertaking. Either way, now is the time to plan your fleet's electrification.



Melissa English

Middle of Six | Marketing Consultants
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Rock Your Next Shortlist Interview

Wendy Simmons

Middle of Six | Marketing Consultants
Founding Principal

Overview:

Whether you're on stage or in the audience, orchestrating a successful shortlist interview requires preparation by both public agencies and consultants. If your role is to critique the performance or to lead the band to a standing ovation, join us to riff on best practices to rock your next interview.



Fall Conference
October 13 - 15, 2021
Yakima Convention Center
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Peter Western Bridge Managing Through Changes



Anne Streufert
KPFF
*Project Manager/
Associate*

Overview:

The Peter Western Bridge was severely damaged in 2017. Federal Emergency funding was used to replace the structure. This discussion will cover management of the design and permitting. Numerous unanticipated conditions were encountered during including a pressurized aquifer below the bridge and extensive erosion of the slopes during construction.

Fire Resistant Landscaping in Public Works Projects

Jennifer Love
Landau Associates
Associate

Katherine Rowden
Alta Science and
Engineering
Senior Engineer

Overview:

Presentation will provide an overview of the need for and principals of fire-resistant landscaping, including establishing defensible space around structures, the general characteristics of fire-resistant landscapes and plants, and the ability to provide other functions (such as drought tolerance and habitat features) within a fire-resistant landscape.

Rebooting Culture for a Post Covid Workplace



Jonathan Wilson
AEC Health
Metrics
Owner

Overview:

Eighty-eight percent of employees and 94 percent of executives believe a strong firm culture is the key to success. The problem is many workplace cultures have significantly deteriorated because of the pandemic. As the pandemic recedes, though, we have a once-in-a-lifetime shot at rebooting our cultures to boost productivity and morale. But how should we go about it? This session is designed to teach you the essential strategies and tactics for rebooting your organization's culture.

Failure Leads to SUCCESS Manchester Stormwater Park

Steve Nichols
Kitsap County Public Works,
Engineering Roads Capital
Improvements
Construction Manager

Tim Beachy, P.E.
Kitsap County Public Works,
Engineering Roads Capital
Improvements
Project Manager

Overview:

An empty contaminated lot in Manchester is now a national award-winning community space and a workhorse to clean polluted runoff for Puget Sound. The water quality facility is Puget Sound's first stormwater park, treating stormwater to today's strict standards through an innovative design using Green Stormwater Solutions.

The APWA WA Chapter will be complying with State and CDC guidelines regarding masking and distancing at the Fall Conference. For more information, visit: www.apwawaconf.com/covid-guidelines

Session Preview



Restoring ACCESS to an Isolated Community

Peter De Boldt, PE
Pertee, Inc
Project Manager

Trinh Truong, PE
King County Department of Local Services, Road Services Division
Supervising Engineer/Project Manager

Overview:

In February 2020, major storms resulted in a slide on a road that served as the sole access to 92 residences near Fall City in King County. Learn how the County developed a solution to the problem and instituted the \$2.8M repair that won a Project of the Year award.



Advanced Communication Skills

Overview:

This session will help you be better at communicating with others, including Neuro-Linguistic Programming, Gender Communication, Generational Communication, and Making Effective Presentations.

Dick McKinley
Alderwood Water & Wastewater District
General Manager



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Small City – Big Project Part MIRACLE — Part Strategic Success

West Seattle High-rise Bridge Stabilization and Rehabilitation

Greg Banks, PE, SE

WSP

*Managing Director,
Structures – Northwest
Pacific District*

Greg Izzo, PE

Seattle Department of
Transportation

*Capital Projects Program
Manager*

Diane Lenius, P.E.

City of Poulsbo

*Director of Engineering/
City Engineer*

Bryan Dias, P.E.

WSDOT

*Regional Engineer – Local
City Programs*

Joshua Ranes, P.E.

City of Poulsbo

Capital Project Manager

Overview:

The intersection at NW Lake Rd and NW Everett St has always presented difficulties for the City of Camas. As it is the main connection point to Camas High School, provides the main east/west and North/South route in north Camas, and is bordered by not one but two lakes, a redesign required out-of-the-box thinking. This session will show you how PBS navigated those difficulties, as well as the nuances of construction during the pandemic.

Overview:

Large capital projects can be a roller coaster ride that may take decades to accomplish. When you work in a small city and wear multiple hats a \$30M corridor project may seem impossible to accomplish even though it is desperately needed for the lively hood of the city. The City of Poulsbo staff and WSDOT local programs will share a project story with specific examples demonstrating how to utilize all available resources to accomplish a large challenging project in a small city. The presentation will share strategies and risks for small cities as well as the challenges setbacks, hiccups, and unforeseen issues that occurred along the way. Join us for the ride. We will cap this presentation with a short construction time lapse video of key elements!

Epic Retro Prom

Wednesday, October 13, 2021

7:00PM - 10:00PM

The 2021 Reunion Tour conference has retooled the Wednesday night social to attract the largest, most totally bitchin' crowd possible and turn the fun level up to eleven.

With prizes, more prizes, and mullets we invite all of our party rockers to show up in their best 1970s and 1980s outfits to vie for Prom King and Queen, Best Mullet, Highest Bangs, and more top Retro Prom honors. All awards will be voted upon by the event attendees and will be given out during the Thursday Lunch program.



The APWA WA Chapter will be complying with State and CDC guidelines regarding masking and distancing at the Fall Conference. For more information, visit: www.apwawaconf.com/covid-guidelines

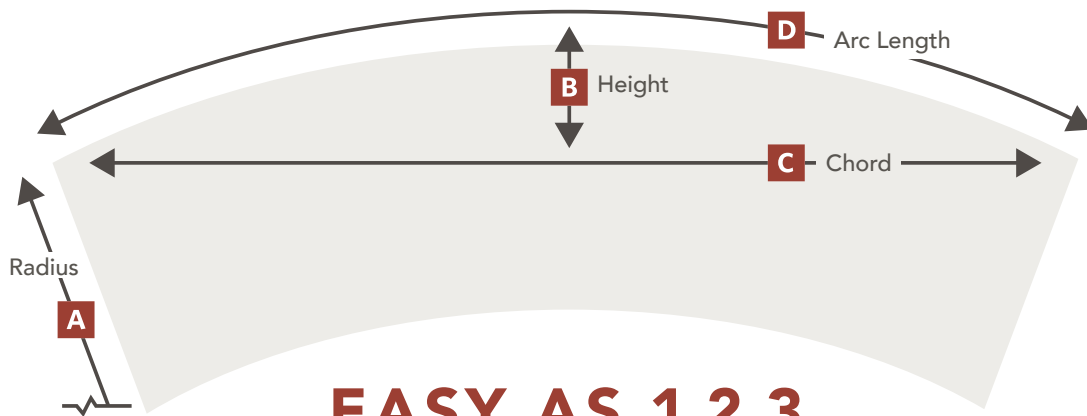
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Sandwich or Subaru?

Transportation Funding in the Federal Bipartisan Infrastructure Deal

By Dan McReynolds, Parametrix & Transportation Committee Chair

Consultation by Ashley Probart, Executive Director, Transportation Improvement Board – WA State

Do you consider \$10 a “substantial” contribution toward your next purchase? That depends on the next purchase. If your friend contributes \$10 toward your purchase of a sandwich, that will be 100% of the cost and you will be grateful. That same contribution toward your purchase of a new \$30K Subaru rounds off to zero percent and would feel like a joke.

Many of us who work in transportation have been keeping tabs on the potential federal “Bipartisan Infrastructure Deal” (BID) being hotly debated in the other Washington. The Whitehouse website says the BID will include \$312 billion in new funding for transportation, spent over five years (see Figure 1). That sounds like real money, but I don’t know whether our share of that funding would feel more like \$10 toward a sandwich or \$10 toward a Subaru. This article aims to find out.

The first question is what share of the \$312B would come to our state? As a rough estimate let’s say it is proportional to population, which equals 2.3%. So that would be about \$12.2B in total, or \$2.4B per year for five years. OK – that’s still real

money, but how substantial is it compared to current transportation spending in Washington State?

The Legislative Joint Transportation Committee (JTC) recently commissioned a “Statewide Transportation Needs Study.” You can read it here: https://bit.ly/JTC_NeedsStudy.

The study summarizes actual spending vs. needed spending by six types of agency (State, Counties, Cities, Public Transit, Ports, Tribes) on five types of facilities or services (highway/road/street, ferry, bus, rail, airport) ending in 2018–2019. It is a comprehensive dataset where most categories have 10 years of data,

Figure 1 – Proposed New Transportation Funding from the BID

Category	Amount (billions) All categories	Amount excluding airports, ports, freight rail
Roads, bridges, major projects	\$109	\$109
Safety	\$11	\$11
Public transit	\$49	\$49
Passenger and freight rail	\$66	
EV infrastructure	\$7.5	\$7.50
Electric buses/transit	\$7.5	\$7.50
Reconnecting communities	\$1	\$1
Airports	\$25	
Ports & waterways	\$16	
Infrastructure financing	\$20	\$20
Totals	\$312	\$205

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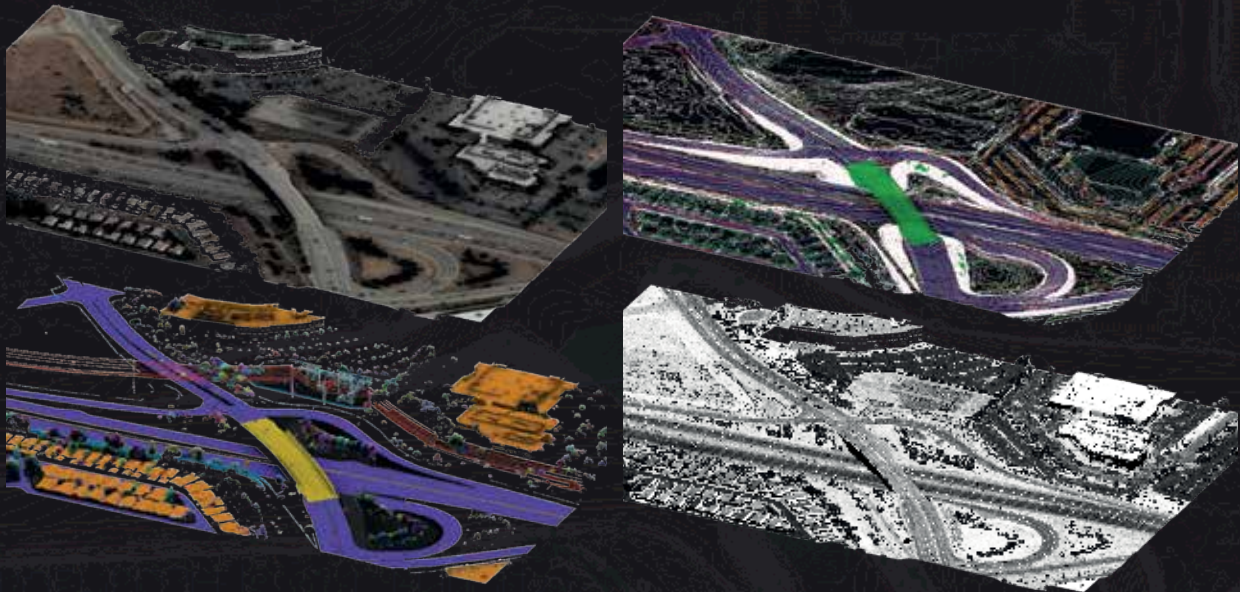


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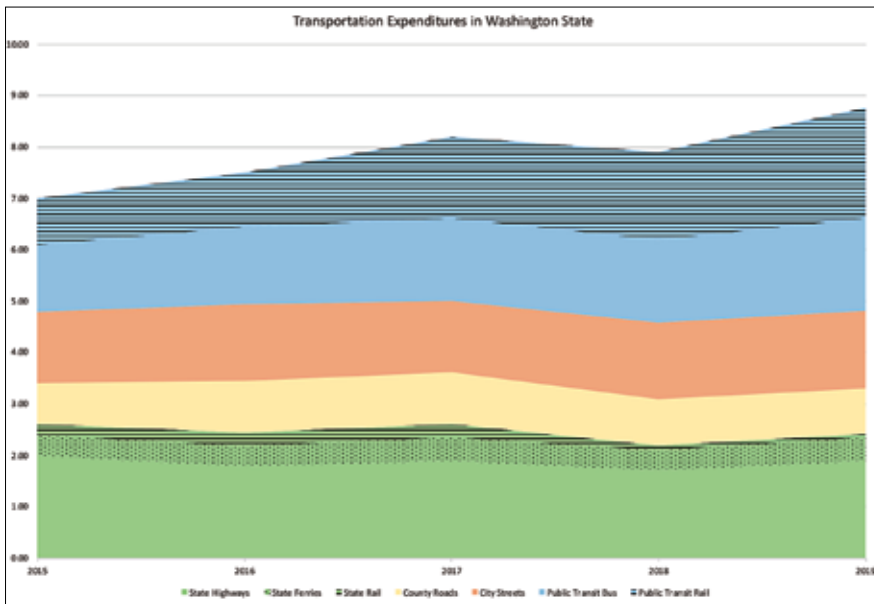
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Figure 2 – Transportation Expenditures in Washington State, 2015–2019



and when supplemented with Sound Transit’s rail spending, I was able to create *Figure 2 – Transportation Expenditures in Washington State* expressed in 2019 dollars. A couple of caveats: The data for Ports and Tribes were somewhat sporadic, so they are not included in Figure 2. Also some of the categories of spending (county ferries, all municipal airports) were too small to show up on the graph, so they are not included. However, in general I think these costs are a good estimate of what these four types of agencies spent in the last five “normal” years pre-COVID.

As a round number it’s an average of \$8B per year. Keeping things apples to apples with the categories in Figure 2, the proposed BID spending would be \$205B nationwide. Distributed by population that would work out to about \$940M per year over five years to Washington State. If we did see an additional \$940M per year of transportation funding coming to Washington State, that would be about a 12% bump over normal spending. In context, our state’s legislature just enacted the 2021–2023 budget and authorized \$424M per year for state

highway preservation and \$497M per year for the state ferry system.

So... back to the question of whether this is more like getting 100% of the cost of a sandwich or 0% of the cost of a Subaru. This is where my analogy breaks down. Sure, 12% is closer to zero than it is to 100%. But I personally will be MUCH more grateful to the friend who wants to contribute 12% toward my Subaru than the one that will fund 100% of my sandwich.

I think it’s fair to say that the funding being considered in the BID would be a substantial help here at the state level, and therefore I think we should encourage our elected officials to reach an agreement.

Finally, in case you are wondering what the “Statewide Transportation Needs Study” says about the funding gap (need vs. actual), that’s also substantial. This statement in Section 2.7.7 wraps up the summary:

“Current funding for each jurisdiction type is less than half of what is needed, even without considering costs to catch up on deferred maintenance and preservation.”

Maybe we can work on that after the 12% from the BID comes through.



Dan McReynolds is the Transportation Committee Chair and can be reached at dmcreeynolds@parametrix.com for comment. This article

was submitted in August 2021. ▀



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BIOPHILIC DESIGN

As Applied to Public Works Projects

Spaces that make everyday life more enjoyable are crucial for productivity and well-being. Our environment has the power to transform our temperament and outlook. At the core of this experience is the underlying presence of nature.

It is often agreed upon that humankind has developed a lifestyle that is far too removed from what could be considered natural. Reconnecting with nature in spaces where we spend most of our day can foster happiness and positive interactions. Nature is the deep and fundamental building block of biophilic design, a design process that emphasizes connectivity to nature within the built environment.

What Is Biophilic Design?

Biophilic design is a process that promotes a sustainable connection between people and nature, and results in the occupant of a space feeling at ease and comfortable. As described by Amanda Sturgeon in *Creating Biophilic Buildings* (International Living Future Institute, 2017), biophilic design is simply “where the natural world and built environment coexist and complement each other.”

The concept of biophilic design has existed for quite some time and is often implemented by the architectural community in the U.S. and around the world. Incorporating natural elements into designs to varying degrees occurs frequently and can be traced back to the dawn of humankind. Attempts to incorporate nature into design have also gained greater visibility in the public works design community recently. Research affirms that biophilic design provides mental and psychological benefits.

The public works design community has been developing similar biophilic design concepts and procedures as a key component to new public works projects. As pragmatic adopters of something so intangible, we are still at the beginning of this journey.

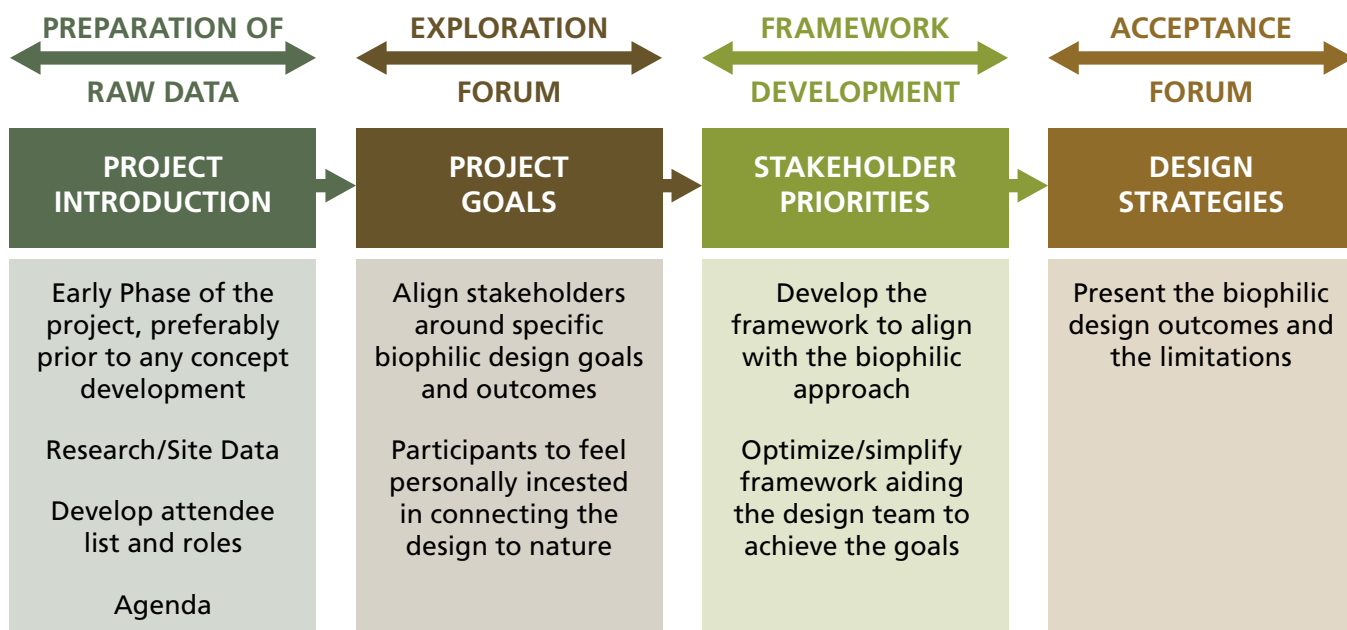
How to Implement Biophilic Design

Being aware of biophilic design early in the public works planning process is essential to creating a sustainable and regenerative design. Early implementation should be conducted with a different lens – where the design concept discussions happen in tandem with the early budget planning and prior to any funding or grant proposal discussions. This early planning sets an expectation that biophilic design will be an integral part of the project rather than an added-on feature.

There are three key experiences one can attribute to the general biophilic design approach:

1. Direct experience of nature;
2. Indirect experience of nature; and
3. Experience of space and place.

The environmental consultant firm Terrapin cites these experiences in their online primer, *14 Patterns of Biophilic Design: Improving Health & Well-Being in the Built Environment* (www.terrapinbrightgreen.com/reports/14-patterns). While some of the design concepts seem intuitively obvious, such as connection to nature and light, others – such as biomorphic shapes and patterns – are creative and can incorporate artistic expression.





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A project that uses biophilic design can be thought of as having four stages that take the project from research through to final design and construction. The stages are significant in developing a plan that incorporates the three key experiences and should be considered a living document through the design and construction process.

Stage 1: Preparation of Raw Data is a crucial data-gathering and planning phase of the design. During this phase, you unearth as much information as you can to gain a better understanding of the site, its ecology and past/future use, and the stakeholders. This data can be organized in various categories for future use, though however thorough you may be with your research there are always “unknowns,” and it is important to list these unknowns separately.

Stage 2: Exploration Forum uses the research unearthed in Stage 1, but it is also the point at which you identify a broad spectrum of participants in order to develop an attendee list for Stage 4: Acceptance Forum. Hearing from professionals outside the defined project team will enrich the conversation, bring in new perspectives, and yield an understanding of different opportunities that can be incorporated into the overall design that the current team may have overlooked.


The Stage 2: Exploration Forum should be a time during which you align the stakeholders around specific biophilic design goals

and outcomes and engage participants to feel personally invested in connecting the design to nature. This preemptive engagement encourages greater participation and provides opportunity for the participants to be candid about the diverse design elements and brainstorm ideas that will aid in creating a space that would fulfill the design approach principles. Ideally, at the end of the Stage 4 (forum) the facilitator will have identified the various design elements that will inform the development of a framework for biophilic design.

Stage 3: Framework Development incorporates the various design elements and lessons learned during Stage 2: Exploration Forum into an outline of biophilic design strategies for the site.

Stage 4: Acceptance Forum is when participants review the framework from Stage 3 and discuss and develop this living document.

The culmination of the biophilic exploration process is the Biophilic Plan, which results in a pragmatic, cost-effective, and stand-out design strategy that is both engaging and favorably received by all partners and participants involved in this process.

Are you interested in joining the APWA-Washington Biophilic Design Committee? Contact Jasmine Aryana, RLA, Committee Chair, at jaryana@xltech.com. 



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Until we can change how asphalt is made, we as an industry must seek cleaner production practices, longer-lasting product, and contribute to organizations that promote sustainable business and environmental stewardship.

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Questions Related to Contracting for Architectural & Engineering Services



Q: *We received a grant from the state. Can we use the small works roster for the engineering services (roughly \$75,000) or do we need to go for a Request for Qualifications (RFQ)?*

A: If your agency is planning to contract for engineering services, it will need to comply with Chapter 39.80 RCW. Selections for these services must be qualifications based. Negotiating the pricing must follow selection. There is no roster process described in RCW 39.80. If an agency intends to use a roster for Architecture and Engineering (A&E) services, the auditor will expect to see written policy for how you apply the roster and how it meets RCW 39.80. If, with a policy, you have a small project for engineering services and you estimate it may only be a few thousand dollars, you might be able to go to the roster and review the general qualifications provided by a couple of the firms and award based on that review. This assumes the general qualifications listed are

sufficient to evaluate for the project, and you should ask the firms if there have been any changes since they signed onto the roster. Or you might contact several firms and just ask for updated qualifications, then select the most qualified firm. However, without policy and procedure, it starts to get a little unclear how you are meeting the statutory requirement.

You should also be sure to check in with your grantor, who may have requirements for the contracting process as well.

Q: *Our agency plans on building a new public works building later this year. No one at the agency has the expertise to oversee the construction of this type of building. Our agency would like to hire an outside consultant to oversee the project, and the person we would like to contract with is an architect. I believe we can just hire the consultant on a personal services contract*

because we are not hiring for an architect but to be a one-time project manager. However, others are concerned that because the consultant is an architect that we must do an RFQ procedure first.

A: While the procurement of architecture “services” requires a specific process under Chapter 39.80 RCW, your agency is not procuring professional architecture services in this situation. Your agency is hiring a project manager that happens to be an architect.

The statute only requires a specific process if the work is for architecture services. RCW 93.80.040 requires you to evaluate qualifications or proposals of architects and proceed from there with negotiations. Hiring a consultant to manage a project is a standard service contract and qualifications and proposals are not required by statute (but may be required by internal policy).

Q: *We are hoping to select engineering services to perform a study within our community and would like to attract qualified engineering firms through an RFP. Following submitting of their proposals, a panel would meet to score and award the study based on recommendations of the panel. This RFP would run as an advertisement in the legal section of our newspaper three times. Please advise.*

A: It appears there’s a misunderstanding of the process to secure A&E work. RCW 39.80 requires that selection is made from qualifications only. As such you will need to alter your planned process.

In your document you are asking all firms to submit plans, etc., which should only be requested of the awarded consultant. You’ll ask all firms for their qualifications, and once you have evaluated and chosen the most qualified, then you will negotiate a contract. All the contract terms are subject to negotiation.

Make sure your evaluation criteria are clear and your evaluators have some instruction on what it means to assign a specific score. This helps evaluators apply a similar logic when considering each evaluation point.

“If you can’t come to agreement on a contract with the first firm, you can eliminate them and move on to the second most-qualified firm to negotiate a contract.”

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If you can’t come to agreement on a contract with the first firm, you can eliminate them and move on to the second most-qualified firm to negotiate a contract. Once your contract is negotiated you proceed with the work required.

Q: *Are environmental laboratory services considered “professional services” and not subject to bidding?*

A: That answer would rely on what’s involved in the work scope for environmental laboratory services. General services have no statutory requirements for bidding; the SAO anticipates that agencies have written procedures for how they will acquire services.

Professional services require an RFQ pursuant to RCW 39.80. This is mandatory for the scope of work identified in the statute. Selection is based on qualifications, not price, and you later negotiate a price with the most qualified contractor. So, if the environmental laboratory services required an engineer’s analysis or similar work, it would likely be work that must follow this statute.

Other services that people refer to as “professional” might require a professional services contract but may not actually be services requiring an RFQ per RCW 39.80. You may benefit from a similar process, but in situations outside of RCW 39.80 you could still request pricing when conducting a selection process.

Q: *We have a sidewalk project that was funded 100% by Washington State Department of Transportation (WSDOT). They required us to advertise RFQs from qualified engineering firms. The RFQ did not request cost estimates to be included in the Statement of Qualifications (SOQ). A staff member stated that he would not feel comfortable selecting a firm that didn’t include cost estimates in their SOQs. I told them that since it wasn’t included in the RFQ, we couldn’t base a decision on that and couldn’t ask them for cost estimates without re-advertising an RFQ to include that. Is that correct? And if we wanted cost estimates, wouldn’t that be a “call for bids” and not an RFQ?*

A: When selecting an engineer (or other design work described in RCW 39.80), price cannot be part of the solicitation nor the determination to pursue a contract. The statute requires that an SOQ be advertised, and the most qualified firm is selected on that basis. The agency is then able to negotiate the contract fees with the awarded firm. If the agency cannot come to agreement with the most qualified firm, they cease negotiation and move on to the next most-qualified firm.

It sounds like you issued the correct solicitation but are trying to award outside of the allowed procedure. If there are federal funds in this project and you are working with WSDOT, we recommend conferring with them to be sure there aren’t other requirements you must monitor to meet the federal processes.

Q: *We are seeking to establish an on-call contract with an engineering firm on our approved contractor list. We envision a maximum of \$10–15k annually with small task orders to be approved by the board as situations arise. Do we need to take any steps to ensure we are obeying state contracting rules?*

A: RCW 38.80 does not speak to the types of contracts that are put in place for A&E services. For an on-call contract, you’ll still solicit firms through an RFQ process and negotiate the contract.

The activities for managing an on-call contract and releasing tasks should be identified in your policies. You probably should also include the description of the task order process in your solicitation so firms understand how the process will work. The

policies are intended to define your procedures and ensure that your agency applies them uniformly.

Q: *Our agency relies on MRSCs rosters for architectural and engineering services, as well as other consultant services. What steps are taken to give effect to RCW 39.80.040, which requires that “agency procedures and guidelines shall include a plan to ensure that minority and women-owned firms and veteran-owned firms are afforded the maximum practicable opportunity to compete for and obtain public contracts for services”?*

A: These are procedures that would be set by the agency, not in the roster. In researching for guidance on offering opportunities to minority and women-owned firms and veteran-owned firms, we did not locate any procedures set out by an agency for including minority/women/veteran businesses in solicitations. We only found examples where agencies have included language in the RFQ and/or in the advertisement, such as:

- Minority and women-owned firms are encouraged to submit SOQs.
- Minority and women-owned firms are invited to request RFQ documents and submit qualifications.
- Stated intentions, such as ‘we are planning to advertise in our local paper (our official newspaper), the Daily Journal of Commerce (because that is what all the contractors appear to monitor), Contracts and Careers (because that is a publication that has focus on minority and women business enterprises), and post on the OMWBE website and at WEBS.’

The statutory guidance of RCW 39.80.040 is as follows:

In the procurement of architectural and engineering services, the agency shall encourage firms engaged in the lawful practice of their profession to submit annually a statement of qualifications and performance data. The agency shall evaluate current statements of qualifications and performance data on file with the agency, together with those that may be submitted by other firms regarding the proposed project, and shall conduct discussions with one or more firms regarding anticipated concepts and the relative utility of alternative methods of approach for furnishing the required services and then shall select therefrom, based upon criteria established by the agency, the firm deemed to be the most highly qualified to provide the services required for the proposed project. *Such agency procedures and guidelines shall include a plan to ensure that minority and women-owned firms and veteran-owned firms are afforded the maximum practicable opportunity to compete for and obtain public contracts for services. The level of participation by minority and women-owned firms and veteran-owned firms shall be consistent with their general availability within the professional communities involved.* (Emphasis added)

We subsequently searched for agency codes that might have put procedures and guidelines in place through ordinance, etc., and found a few cases where code language has slightly more encompassing information.

The website for the Washington State Office of Minority and Women’s Business Enterprises (OMWBE) allows you to search for minority and women-owned firms and see the listing of bidding opportunities currently available. ▀

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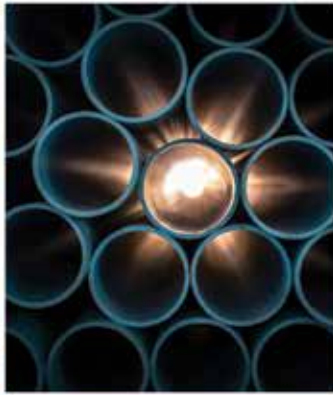
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History Committee Trivia Challenge

How much do you know about the history of public works in Washington State? Do you know more than the keepers of yore lore, your Washington State History Committee? Test your knowledge with these 10 questions which were formulated by John Ostrowski. We hope to see you at our educational session at the Fall Conference.

See pages 43–44 in this issue for the answers.

1. What event caused the citizens of Seattle to send their dirty laundry to Tacoma?
 - a) The Alaskan Gold Rush
 - b) The Great Seattle Fire
 - c) The Cedar River Flood



2. Who was the first president of Washington State APWA?
 - a) Roy Morse
 - b) William Stancer
 - c) James Robertson
3. Why did Port Townsend residents oppose the regrading that would improve access from uptown to the waterfront?
 - a) Because they were worried that their homes would slide into the water.
 - b) Because sin flourished at sea level.
 - c) Because they didn't trust the City Engineer.



4. At the start of World War II, a chemist analyzed the waters in Lake Washington and said, "My god, this is almost pure urine." What city's industry caused this condition?
 - a) Kirkland
 - b) Bellevue
 - c) Renton



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5. What 1907 event prompted construction of the Monroe Street Bridge in Spokane?
- a) Birdwatchers investigating an eagle's nest on the bridge discovered severe rotting in the wood structure of the old bridge.
 - b) Circus parade halted because elephants were afraid to cross the old bridge.
 - c) Fire chief refused to cross the old bridge with fire apparatus because of fear of collapse.



January 1912 — Completed structure representing the largest single masonry arch in the United States.

6. Before Everett's water supply line could be completed in 1919 the city had to deal with a 90 ton pipe crossing the Snohomish River that was mislaid by the contractor who refused to relay it. What did the city do?
- a) Fired the contractor and hired the mayor's uncle's firm.
 - b) Got the Corps of Engineers to relay the pipe.
 - c) City Engineers pulled it out and relayed it.



Old Salmon River Dam at Everett Headworks after the 1921 flood.

7. When a realtor first proposed damming the Deschutes river in Olympia to create a lake, the proposal was opposed by _____?
- a) The State Land Commission
 - b) The Dept. of Fisheries
 - c) The Olympia Brewery



8. In 1921 when the State began licensing drivers, the fee was \$1 except it was half of that for:
- a) Children driving automobiles for the purpose of attending school
 - b) Drivers who made their living by delivering things such as milk or ice
 - c) Women
9. What city's streets were laid out so wide that the city couldn't afford to pave the whole width?
- a) Anacortes
 - b) Yakima
 - c) Walla Walla



The road of paving. Because there was no road, only by the (1911) a little more for them in the original plan.

10. The original plan for the Lake Washington Ship Canal was a narrow timber lock proposed by:
- a) Hiram Chittenden
 - b) R. H. Thomson
 - c) James A. Moore





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The New **O**strowski's outlook 30

When I write for this magazine, I consider it my job to write on topics that public works people should be interested in or, at least, things that impact all of us. Because I sometimes stir things up a little bit, I appreciate it when others challenge my ideas or point out my errors. That's why I invite people to read and comment on these articles before they are published. I figure if you make it this far in the magazine, you probably have some pretty strong opinions yourself. If you're interested, there is information at the end of my article about getting involved.

I like to use this space to raise issues that make you think, and maybe what you think is different from what I think. Or it might cause you to share something from your own experiences that either makes or breaks my argument. The more experiences we all share, the better off we'll all be. Besides, this is probably the last civilized forum in which you can do that.

For some reason, this made me think about leadership and management and how they fit together. Too often we try to pick which one is more important without considering that both are required if we're to accomplish anything.

Jan Rosholt was the Public Works Director in Clark County in the late 1970s and a recognized leader in public works. When he was hired, the Clark County Commissioners told him there were three things they wanted him to do. I forget what the other two were, but the third thing was to build and operate a county-owned transfer station. I remember that one because he hired me to do it.

When I arrived in 1978, I found that the transfer station design was almost complete, and we could build it and operate it as the county commissioners intended. Jan saw that getting it done on time and under budget would require good management, so that was my job. What I don't think he expected was that I

would question the whole concept of the transfer station.

As any good manager would, I ran some numbers on what it would cost to operate the transfer station. I found that we would have to raise rates, which would probably cause us to lose customers, because people had other options on where to take their garbage.

This would happen because the transfer station wasn't really needed in the first place. It was located on county-owned land that had been functioning as a landfill but was now almost over filled. The other reason was that the location was close to Camas.

Since I was hired to run the station, I did the analysis and crunched the numbers on operating costs to see if the concept was viable. The existing county landfill was full but still inexpensive to run. Once it was converted to a transfer station, however, the material had to be loaded on trucks and hauled to a different fee-based,

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privately owned central landfill. The rates were the same at both the county and the private landfills, and people were free to use either facility. The distance between the two of them was short enough that people who hated the county could drive past the county landfill to the private landfill and people who hated the private operator could drive past his site and use the county site. I have no idea how much of this actually occurred, but it was possible because of the distances involved.

If you're wondering why the transfer station was in the plan in the first place, remember that it satisfied the only two criteria that mattered to anybody. If cost of operation was talked about, it was all just talk.

This is where we get a lesson in leadership and how management is an integral part of leadership and leadership is an integral part of management. When I told Jan what I had discovered we decided to take my findings to the commissioners.

Because Jan was a confident leader, he didn't tell me to go back and find a way to make the numbers come out better. He was a great manager and knew that what I was telling him is what he would have come up had he been in my position. A different boss (you'll notice I didn't say leader) might have reminded me that he had been hired to build and run a transfer station, and he wasn't about to go to the commissioners and tell them they couldn't have what they wanted. Jan didn't do that because he knew how to pivot.

We presented to the commissioners during a work session. I told them we were about ready to open the transfer station and then I recommended that we close it. I'm not sure how much Jan worked behind the scenes with the commissioners to smooth the way for me, but the discussion that day was one of the more reasonable ones I've ever had with elected officials. I told them how much I expected the facility to lose in three months and they told me to run it for three months and come back with a report. I came back in three months and told them how much we had lost, which was the exact amount that I had predicted. It wasn't rocket science,

so I shouldn't get too much credit for my prediction. (Actually, how much glory is there in predicting accurately how much money you're going to lose?)

Without a manager looking at the cost of operations and without a leader who

would change direction based on new information, I don't know what would have happened. I say that because I couldn't have done anything differently – it just wouldn't have occurred to me. Jan could have done things differently, but



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he wouldn't have, because doing things wrong wouldn't have occurred to Jan.

The story goes on because the transfer station actually continued to operate for several years after I suggested that it be shut down. We put it out for bids and got a private contractor to run it at a loss for three years, after which he didn't bid again. Another contractor got to run the station at a loss for another three years. I think this was followed by another contractor losing money before the facility was actually closed. All those contractors thought they could defy the laws of economics and do what the county couldn't do; they were wrong.

The Clark County Commissioners, in showing they could pivot, also displayed leadership qualities. They were open-minded enough to not get stubborn about the county operating the station. They focused on the public service part of

the original plan, and we helped them find a different way to accomplish their goals.

At the time I was 33 years old, but I don't remember feeling that my age had anything to do with what I would recommend and how it would be received. I also had no previous experience running a solid waste facility. What I did have was Jan Rosholt, and he created an environment in which we all focused on the work. He was a big fan of managing for results, and we had systems in place that focused on the work and getting things done. He also gave me total freedom to do whatever I needed to do.

People wanted to work for Jan, so he attracted people who could thrive in that environment. I always felt he was my friend, but I never questioned that he was in charge – not even for a nanosecond.

Jan died a couple of years ago and I'm glad I got to tell him how much I learned

from him. I only worked directly for him for a year, but I learned more in that year than in any other 10 years in my career.

Jan was special, but I'm sure you have had special mentors who have taught you a lot about how to do this work better. I'm hoping you'll accept my offer and share some of that knowledge with the rest of us.

As I said in the introduction, I am looking for readers. You can get an advanced copy of this column, respond to it, and have your position printed in future articles. To get involved, send me an email at ostrowj@pacifier.com and I'll put you on the mailing list for advance copies of future Outlooks. In case you thought you were on the list but haven't been getting advance copies, perhaps I don't have your current email address. Now would be a good time to let me know you still want to read and perhaps contribute to future articles. ▀

"I like to use this space to raise issues that make you think, and maybe what you think is different from what I think. Or it might cause you to share something from your own experiences that either makes or breaks my argument. The more experiences we all share, the better off we'll all be. Besides, this is probably the last civilized forum in which you can do that."



Reader Responses

Michael Ronda

On the leadership and management issue, I have had a couple of the really good leader/managers in my career, and you are right; the combination of both in one person is really rare.

The other thing I would point out is that most often really good leaders are put into situations where there is no way to win, and it is really only a matter of excellent leadership skills and luck that separate the really good leaders from the great ones. I've worked with some great leaders who were not able to be great because they had poor leaders/managers above them and they were not able to really reach their full potential.

I think if there was one thing I would change in the public works profession it would be finding a way to isolate the at-will managers from short-term politicians. Sometimes these manager sit in the elected official seat and sometimes they sit in the top management seat but act like politicians instead of leaders, because that is what they feel they need to do to keep their job.

There is clearly a reason that top level managers get paid as much as they do. But it shouldn't be justification for sacrificing the long-term success of the organization because people in a position of power need to feel important, while the professional manager would rather protect their own position rather than have the unpleasant conversation that brings the egos back to earth.

I think that even your story of the transfer station points out how some people in power just can't admit they are wrong. Sometimes the best you can do is waste money for 10 years before new leadership comes into the organization with people who were not associated with the initial plan, and you are finally allowed to do what the people closest to "the truth" should have done in the first place. If there is one thing about an organization with politicians at the top, it's that politicians like ribbon cuttings, and if there is not a very special group of politicians and/or exceptional leaders right below them, you shouldn't bet on an elected official giving up a ribbon cutting if the alternative is to spend the same money to build an organization that is going to be more successful 10-20 years out.

Bob Moorhead, P.E., Retired

I think your definitions of leadership and management are sound. Two more aspects of both skills are "honesty" and "telling it like it is." Of course, the latter of those parts of the quality leadership/management skillset may need some refining and finessing over the years, depending on the complexity of the project and/or the comprehension abilities of the elected officials.

I think some kind of "persistence" is also a part of the equation. Your example of the solid waste transfer station project seems to say it took three formats and over six years for the elected officials to realize the validity of the original operational analysis of the project. One wonders if it takes that long to evaluate what turned out to be the desired outcome, how many years and billions of public funding dollars are being squandered annually across the wide public works spectrum?

Perhaps APWA or SAVE International should develop a required one-day "Value Engineering for Elected Officials" course. It might help reduce the number of pet solutions to pet projects.

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Jason Van Gilder, P.E.

Thank you again for your service to the public works community. I always appreciate hearing your past experiences and perspectives.

Like you, I have been wondering about the effectiveness of trade publications. There are a couple glossy national publications that cross my desk each month. Hopefully someone else reads them because I rarely do. I even tried unsubscribing from a couple so that I only had one or two to make it through. Still don't read them.

The newspaper age seems to have passed us by. The organizational newsletter may only be surviving due to the sheer minimal cost of electronic production and distribution. I scan a couple of websites with daily content to keep up with current events, but a print magazine has very little appeal to this Gen X-er.

I recall reading Neil Postman's prescient work *Technopoly* some 25 years ago. He foresaw an age where everyone's information sources could be so customized to their preferences that mass media would become a thing of the past. The key link he wasn't sure of was where people might get new content from to shape their likes and dislikes. Perhaps that link can be finding ways to gain insights from people with your level of experience and having them recall what they have learned and what they think the rest of us need to know. For your efforts at filling that role for public works professionals, I thank you.

As a regular responder to your articles, there is a highlight in providing responses that you neglected to mention. It's exhilarating to see your name in print and realize you are sharing your thoughts with whoever might pick up that magazine. That exhilaration is nicely balanced with a good dose of humility when realizing it's only a handful of people who read all the way to the back of a regional trade publication, and most of them are there just to see their own names in print. ▀

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History Committee Trivia Challenge – Answers

If you enjoyed this set of history trivia, you may wish to purchase the *Building Washington* history book, available at: <https://bit.ly/BuildingWA>.

1. What event caused the citizens of Seattle to send their dirty laundry to Tacoma?

c) The Cedar River Flood. On November 19, 1911 the flood undermined the bridge that carried the two Cedar River pipelines to Seattle causing a water famine that resulted in 2,00 bundles of dirty laundry being shipped to Tacoma. See page 205 of the book *Building Washington*.
2. Who was the first president of Washington State APWA?

b) William Stancer was appointed Pierce County Engineer in 1949. He had served in the Corps of Engineers building roads in Europe and the Asian Theater during World War II. Roy Morse was the second president. Page 3 of *Building Washington*.
3. Why did Port Townsend residents oppose the regrading that would improve access from uptown to the waterfront?

b) Because sin flourished at sea level. However many of the people in their Victorian homes on the bluff made their money from the sin at sea level. See page 144 of *Building Washington*.
4. At the start of World War II, a chemist analyzed the waters in Lake Washington and said, "My god, this is almost pure urine." What city's industry caused this condition?

a) Kirkland. The 16-hole outhouse serving the shipyards dumped directly into Yarrow Bay. Public Works Administration (PWA) money was used to start a treatment plant in 1942, but sewage from the suburbs was still a problem until METRO was created in 1959. See page 323 of *Building Washington*.

5. What 1907 event prompted construction of the Monroe Street Bridge in Spokane?

b) Circus parade halted because elephants were afraid to cross the old bridge. Ringling Brothers elephants sensed a problem. See page 177 of *Building Washington*.
6. Before Everett's water supply line could be completed in 1919 the city had to deal with a 90 ton pipe crossing the Snohomish River that was mislaid by the contractor who refused to relay it. What did the city do?

c) City Engineers pulled it out and relayed it. City Engineers used a donkey engine borrowed from a lumber company to pull the pipe out and repair it, and then re-launched it in a process that took only 15 minutes. See page 207 of *Building Washington*.

7. When a realtor first proposed damming the Deschutes river in Olympia to create a lake, the proposal was opposed by _____?

c) The Olympia Brewery. "It's the Water" – The dam would have prevented the water transport of Oly's Applju by way of Puget Sound during prohibition. See page 149 of *Building Washington*.



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8. In 1921 when the State began licensing drivers, the fee was \$1 except it was half of that for:

a) Children driving automobiles for the purpose of attending school.

By 1920 there were 186,827 motor vehicles registered, up from 70,000 in 1916 and only 763 in 1906. How many were driven by children is unclear. See page 81 of *Building Washington*.



9. What city's streets were laid out so wide that the city couldn't afford to pave the whole width?

a) Anacortes. The city used two-lane strip paving to solve the problem. They also left a lot of streets unpaved and periodically applied raw oil to those. The original town plat has 80' ROW. See page 155 of *Building Washington*.

10. The original plan for the Lake Washington Ship Canal was a narrow timber lock proposed by:

c) James A. Moore. But Thomas Mercer first proposed a canal and Harvey Pike tried to dig it with a shovel. Moore was a Seattle developer who won the 1906 election and got approval for what Chittenden called "a glittering project supported by a few promoters." Col. Chittenden prevailed after the federal government supplied \$2.275 million for a real canal. See page 57 of *Building Washington*. ▀



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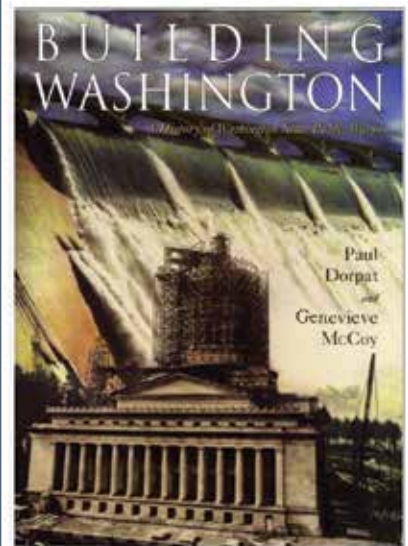
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APWA Supports Clean Water Legislation

On February 22, the American Public Works Association (APWA) issued a letter of support for the Water Quality Protection and Job Creation Act of 2021. The legislation, introduced by House Transportation and Infrastructure Committee Chairman Peter DeFazio (D-OR) and House Water Resources and Environment Subcommittee Chairwoman Grace Napolitano (D-CA), will provide federal funding for essential clean water programs.

The legislation will reauthorize the Clean Water State Revolving Fund (CWSRF) program at \$8 billion per year through the year 2026. That amount constitutes a significant increase over current funding levels. The bill also reauthorizes the Sewer Overflow and Stormwater Reuse Municipal Grants program at \$400 million per year through 2026, which is also a substantial funding increase.

Additionally, the legislation includes the following legislative language:

- Provides \$1 billion in Clean Water Act grants to implement treatment methods for per- and polyfluoroalkyl substances (PFAS) and other emerging contaminants;
- Authorizes \$1 billion in grants for alternative water source projects such as wastewater or stormwater reuse; and
- Provides \$1 billion for Clean Water pilot programs for watershed-based efforts to deal with major wet weather, stormwater, and climate resiliency issues.

APWA is proud to support legislation that accomplishes our water resources and environment public policy priorities and will continue to work with the House Transportation and Infrastructure Committee and relevant Senate committees to ensure that this legislation becomes law.

To learn more about this legislation or for more information about APWA's water policy priorities, please contact APWA Government Affairs Manager Sean Garcia at sgarcia@apwa.net.

– Courtesy of APWA



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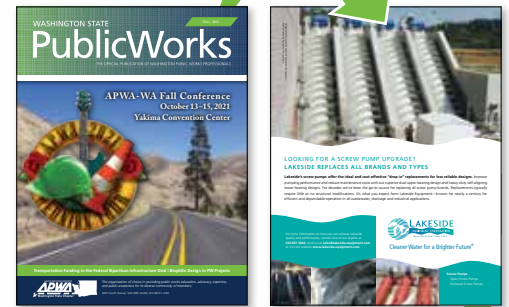
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