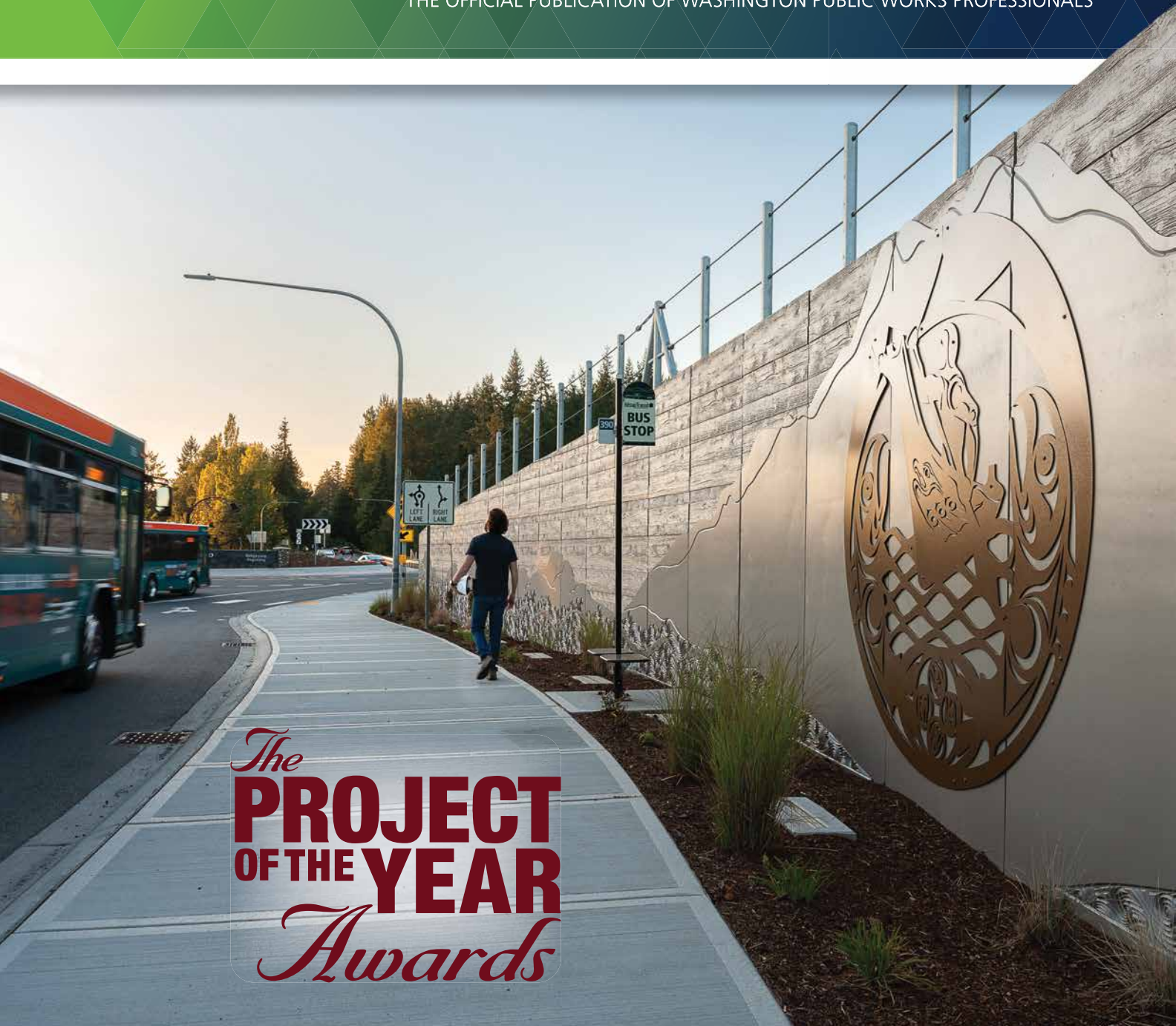


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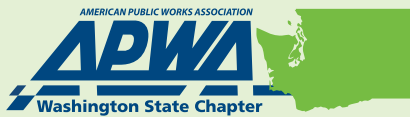
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Tara Davis, PE, 2024 Chapter President



# Intentional Connections

If you were at our recent Spring Conference, you got to hear Rob Lawless, our keynote speaker, talk about making “intentional connections.” Rob set a goal eight years ago to make 10,000 new friends and believes he is on track to accomplish this in the next seven years. He has found that by making these intentional connections that he is infusing more empathy in the world and broadening his own wealth of knowledge. Last week, I became one of Rob’s new friends and had a great conversation about his project, our careers, and what my plans are for retirement. I mentioned how wise and self-aware he seems for his age. He said that most of that is due to what he has learned from the over 6,000 individuals in over 90 countries that he has connected with.


His message really resonated with me as I believe one of the keys to being a good leader is to care about those that you lead. In my

*“Sure, you can just check the boxes and do the basics but in my experience, to truly have a positive impact, you need to get to know your staff and understand what makes them tick.”*

professional life, I have supervised staff for over 20 years, and it has been one of my favorite aspects of my career. I was recently asked by a brand-new supervisor in my firm if I would share pointers for how to be a successful supervisor. In my preparation for that meeting I began taking notes of all the things you should do as a supervisor: help with goal setting, make sure they have sufficient work and the resources to accomplish it, review weekly timecard for correct charge numbers, and so on. But then I stopped and thought, “Is that what makes me a good supervisor or are those just the basic steps?” I then started making a new list: find out what their goals are for their career or at least what aspects of work they like the best, find out what drives them, find out how they learn best... When I finally met with this new supervisor, I started by summarizing all the items I had noted with, “In my opinion, caring about your staff is the most important.” Sure, you can just check the boxes and do the basics but in my experience, to truly have a positive impact, you need to get to know your staff and understand what makes them tick. During my career, the projects I have worked on, my title and even my pay haven’t been my drivers or what gets me out of bed in the morning. It’s the people that I work with that have kept me at the same company for 27 years. Knowing that the people that I spend most of my waking hours with will have my back, are there to help when I need it, or are just willing to offer encouraging words when I struggle, have made my career truly amazing.

So as I begin the next chapter of my life called “retirement,” I will continue to cherish each of those relationships and strive to make many more intentional connections. I should have substantially more time to do that. What better way to celebrate public works than by getting to know more of our “unsung heroes” who will continue to enrich my life both within APWA and beyond! And while I may be retiring from my career, rest assured, APWA can’t get rid of me that easily.

*If you want to learn more about Rob Lawless, his project, and how meaningful connections can create positive, inclusive, and empowering change visit [roblawless.com](http://roblawless.com) or on Instagram at [robs10kfriends](https://www.instagram.com/robs10kfriends).*



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# Achieving Excellence in Public Works: Bellevue's Path to APWA Re-Accreditation

By Gillian Hagstrom, Public Information Officer, City of Bellevue Transportation Department

The City of Bellevue had its first APWA accreditation in Washington State in 2004, and has now completed its sixth accreditation. Bellevue consistently reinvests in accreditation every four years and has many models that can be applied to other cities.

Since its incorporation in 1953, the City of Bellevue, Washington has transformed from a small suburb of Seattle to a bustling, diverse high-tech hub of over 150,000 people. It has consistently, through forward-thinking planning and a high-level of public service, ranked as one of the best mid-sized cities in the country. This year, Bellevue was ranked the 10th best city to live in America by Niche.com. Creating a city that people want to reside in means reexamining processes and procedures on a regular basis.

The City of Bellevue also has a long history of organizational excellence. It is one of 201 American Public Works-accredited agencies in North America and has won multiple Project of the Year awards from both APWA Washington Chapter and APWA nationally, including this year's award in the transportation projects less than \$5 million category (highlighted in this issue). The Transportation and Utilities Departments both play a crucial role in maintaining and enhancing the quality of life for residents and the high internal standards.

## Transportation and Utilities Departments: Providing World-Class Service

Bellevue's Transportation and Utilities Departments are instrumental in ensuring the city's operational efficiency and community well-being. Together, they provide critical services to people who live, work, play, and study in Bellevue.

The Utilities Department, providing essential drinking water, wastewater, solid waste, stormwater, and surface water services, has over 170 staff members working to ensure Bellevue residents and businesses have access to safe and reliable utility services. The Transportation Department, with over 160 dedicated staff members, manages an impressive array of infrastructure, including over 200 signalized intersections, 350 miles of sidewalks, 165 miles of bicycle facilities, 1,100 lane miles of roadway, 3,500 city-owned streetlights, and 17,000 street signs.

## The Journey to Re-Accreditation

Bellevue's journey to re-accreditation by the APWA is a testament to its dedication to high standards and continuous improvement. The Utilities Department was the first agency to achieve accreditation in Washington State in 2004 and is now celebrating its sixth accreditation. The Transportation Department followed in 2007, recently obtaining its fifth. Once an agency becomes accredited, it must go through the re-accreditation process every four years.

The re-accreditation process is thorough, with several phases spanning nearly a year. The process began with the Self-Assessment Phase (February to August 2023), where both departments conducted extensive self-audits of their business and operational practices. This was followed by the Improvement



Phase (September to October 2023), during which policies, practices, and procedures were refined based on the self-assessment findings. These two pre-work phases were critical for organizing the re-accreditation process and getting staff on board. During the Evaluation Phase (November 6–8, 2023), a peer review team from APWA came to Bellevue and rigorously evaluated the departments' practices. The process culminated in the Accreditation Phase, with the APWA's governing Board of Directors granting re-accreditation on November 15.

## Model Practices: Setting the Standard for Excellence

Through the re-accreditation process, Bellevue was awarded six model practices by the APWA review team, which can provide guidance to other agencies seeking accreditation or those who want to improve their processes. These practices span diverse areas across both departments and supporting functions throughout the organization:

**1. Diversity in the Workplace (Practice 2.2):** Bellevue's Inclusive Interactions and Universal Design Best Practices for Accessibility booklets exemplify the city's commitment to fostering an inclusive and accessible environment for both employees and community members.

These resources are available online here:



## 2. Transportation Department Recognition Policy

**(Practice 2.31):** This document provides guidance for recognizing staff at all levels of the organization and was given a model practice for the many ways it encourages team members to celebrate and thank one another.

**3. Media Communication SOP (Practice 6.3):** The citywide Standard Operating Procedure ensures consistent communications across the organization and that members of the public are provided accurate and timely information.



**4. Emergency Management Plans (Practice 8.7):** The departments' comprehensive emergency management plans and call-out cards were highlighted for their thoroughness and practicality.

**5. Transportation Design Manual (Practice 34.1):** The manual was noted for its detailed drawings and comprehensive guidelines.

**6. Neighborhood Traffic Safety Program Guidelines (Practice 34.21):** This document provides descriptions, benefits and guidelines for a variety of traffic safety tools, ranging from education campaigns to full road closures.

### The Value of APWA Accreditation

Achieving APWA re-accreditation is a testament to the high standards held by Bellevue's Transportation and Utilities Departments. It provides an opportunity to review and enhance internal practices and helps to clarify existing processes and ensure full documentation is provided in one place. It fosters cooperation between public works employees and other supporting departments within the organization and reaffirms the city's commitment to delivering top-tier services to its community. The rigorous process ensures that the city's public works are not only effective, but also continuously improving.

### Keys to Success

Bellevue's success in achieving re-accreditation, with full compliance in 356 applicable practices, and being awarded with six model practices, can be attributed to several key factors:

- Creating and adhering to a schedule: The re-accreditation process took almost a full year, so adhering to a well-structured schedule was critical.

- Dedicated project management: Much of our success can be attributed to a dedicated and organized Accreditation Manager who was crucial for steering the process efficiently and maintaining the schedule.
- Collaboration: Although an Accreditation Manager is essential, the process can't be done by one person. Everyone in the department needs to share the load. If you also have multiple departments participating as we did, work on shared practices together.
- Use what you have: Leveraging existing practices and resources rather than creating new ones for accreditation purposes saves time and effort and provides an opportunity to review and update these existing items.
- All hands on deck: Having all hands on deck for the evaluation allows you to be nimble and respond to any requests that may come from the evaluators. This re-accreditation required reworking of documentation and gathering additional information from staff to ensure all practices were fully compliant.
- Take time to celebrate: Accreditation involves a lot of hard work, time, and dedication. Make sure you celebrate this!

Bellevue's re-accreditation is a proud moment that underscores the city's dedication to public service excellence, and the expertise and commitment of the staff in the Transportation and Utilities Departments, as well as throughout the organization. We hope that this can serve as a guide for other agencies – achieving this high standard of public works is not only possible, but also immensely rewarding.

*The City of Bellevue welcomes inquiries about the accreditation process. Contact Gillian Hagstrom at [ghagstrom@bellevuewa.gov](mailto:ghagstrom@bellevuewa.gov). For more on APWA accreditation visit [apwa.org/resources/accreditation](http://apwa.org/resources/accreditation). ■*

## New and Returning Members

February 15 through May 14, 2024

**Aimée Jacobson**, Account Manager, NPDESPro  
**Amy Paolino**, Administrative Services Supervisor, City of Walla Walla  
**Ben Allen**, President, AMPro2c  
**Bradly G Fisher**, Clark County WA-Public Works  
**David D Daly**, Engineering and Design Section Manager, Clark County WA-Public Works  
**Erik Good**, Sales Representative, EJ Group  
**Frank Ray**, Sales Representative, EJ Group  
**Heidi Siegelbaum**, Stormwater Program Analyst  
**Keith Rogers**  
**Lorna Juvinel**, Policy & Statistical Analyst, Tulalip Tribes  
**Makenna Ohlsen**, City of Monroe WA  
**Megan Darrow**, City of Monroe WA  
**Mitchel Alcalá**, Street Foreman, City of Chelan  
**Patrick Kenyon**, Washington Dept. of Transportation  
**Rick Eaton**, Public Works Director, City of Elma  
**Sara E Hansen**, Capital Project Manager, Clark County WA-Public Works  
**Sarah E Anderson-Smith**, Engineering Services Manager, Clark County WA-Public Works

**Sophie Stimson**, Transportation Director, City of Olympia  
**Steve S Gallup**, Transportation Division Manager, Clark County WA-Public Works  
**Trevor Partington**, Civil Engineer, KPFF Inc.  
**Wendy Burdett**, Helix Design Group ■



# Celebrate PUBLIC WORKS!

# APWA-WA 2024 SPRING CONFERENCE

## By the Numbers Recap



**O**n April 10–11 attendees gathered for the WA Chapter Spring Conference held at the Vancouver Hilton, in Vancouver, WA. The keynote speaker, Rob Lawless, focused on making "intentional connections" with some hands-on techniques on how to connect with others in a short amount of time.

This year, in addition to the robust 43 educational sessions, the conference offered a new track on "Career Development." The Membership Committee expanded the capacity of the first-timers' breakfast due to increased interest from the previous conference.

### Scholarship Fundraising

This conference raised over \$6,000 for Chapter scholarships benefiting students

going into public works related fields. Contributing to this goal were golfers that raised half the total through golf registration fees, with the rest coming from the fundraiser by the Scholarship Committee at the Wednesday Night Luau, lunch donations, exhibitor/sponsor donations, and attendees donating at the time of their registration. A special shoutout to KPG Psomas for raising \$1,500 at their exhibitor booth. A huge thank you to everyone who donated.

### By the Numbers

- 493 registrants
- 86 exhibitors
- 90 speakers
- 38 sessions
- 10 Chapter Project of the Year Winners

- \$6k+ raised for scholarships
- 82 golfers
- 1 golf team winner
- 3 exhibitor contest winners

### Golf Winners

The golf tournament winning team was the RS&H team, who shot a 61 on the Green Meadows Golf Course in Vancouver, WA.

### Exhibitor Winners

Exhibitor winners took home bragging rights and free booth registration at the next conference.

- KPG won Best of the Best
- GeoEngineers won People's Choice – Consultant
- Iron Age Designs won People's Choice – Vendor





RS&H Winning Golf Team.



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# The PROJECT OF THE YEAR Awards

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The 2024 Project of the Year Awards, coveted awards for public works excellence, were handed out this year at the Chapter's Spring Conference, on Thursday, April 11, 2024 at the Vancouver Hilton in Vancouver, WA. The award ceremony, with Tara Davis – Chapter President and Lauren Behm – Past President as hosts, also featured the talented Joel Meyers, celebrity magician. Ten awards were handed out in the categories of Environment, Sustainability, Structures, and Transportation. All category award submittals competed with other projects of the same budget size (division).

"The WA Chapter is honored to be able to recognize high-quality projects across the spectrum of public works and showcase the value that public works provides to our everyday lives," said Tina Nelson, APWA-WA Award Committee Co-Chair.

## Chapter Award Winners

- King County – Wastewater Treatment Division for King County Georgetown Wet Weather Treatment Station, category: Sustainability Envision.
- LOTT Clean Water Alliance for Budd Inlet Treatment Plant Biological Process Improvements Project, category: Environment \$25M – \$75M.
- City of Pasco – Public Works for 19072 WWTP Improvements Phase 1, category: Environment \$5M – \$25M.
- Snohomish County Public Works for Little Bear Creek Advance Mitigation Site, category: Environment less than \$5M.
- City of Olympia for The Washington Center for the Performing Arts Renovation, category: Structures \$5M – \$25M.
- Metro Parks Tacoma for Owen Beach Pavilion & Park, category: Structures less than \$5M.
- C-TRAN for Mill Plain Bus Rapid Transit, category: Transportation \$25M – \$75M.
- Snohomish County/Stillaguamish Tribe of Indians for 236th Street NE Corridor Improvements, category: Transportation \$5M – \$25M.
- City of Poulsbo for SR305 Johnson Parkway, category: Transportation (Small Agency) \$5M – \$25M.
- City of Bellevue for Bellevue Transit Center Raised Intersections, category: Transportation less than \$5M. ▀



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# KING COUNTY GEORGETOWN WET WEATHER TREATMENT STATION

**AGENCY:** KING COUNTY – WASTEWATER TREATMENT DIVISION  
**PRIMARY CONTRACTOR:** FLATIRON WEST  
**PRIMARY CONSULTANT:** JACOBS ENGINEERING GROUP INC.



*Theater of a storm.*



*Rain water cisterns.*



*Green roof.*

The Georgetown Wet Weather Treatment Station (GWWTS) is a cornerstone of King County's efforts to reduce combined sewer overflows (CSOs) into local waters while upholding the County's commitment to equity and social justice, sustainable communities, and climate adaptation. The strong environmental, social, and economic benefits the GWWTS facility has brought to the Georgetown community are a testament to the collaborative and inclusive approach taken to deliver this project and King County's commitment to a sustainable and resilient future. The project team has written a full article on this project, available on page 26. ▀

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# LITTLE BEAR CREEK ADVANCE MITIGATION SITE

**AGENCY:** SNOHOMISH COUNTY PUBLIC WORKS  
**PRIMARY CONTRACTOR:** ACCORD CONTRACTORS, LLC  
**PRIMARY CONSULTANT:** ENVIRONMENTAL SCIENCE ASSOCIATES (ESA)



Drone photo of the 17-acre Little Bear Creek Advance Mitigation Site after construction.



Newly restored tributary.



Juvenile steelhead trout captured during fish exclusion in the lower reach of Stream 1.



Shallow depressions provide seasonal amphibian habitat and nitrogen sinks improving water quality to Little Bear Creek.

Little Bear Creek Advance Mitigation Site (LBCAMS), located in southwestern Snohomish County, is a first of its kind project, changing the way the county handles wetland mitigation. The innovative project involved purchasing a derelict property with extensive wetland fill and restoring it to a high-functioning forested wetland habitat, with an expected 10-fold return of more than \$30 million on public funds over 10 years. The 17-acre site, purchased in 2017, allows the county to be proactive in addressing mitigation requirements by generating wetland credits for future unavoidable project impacts. Consolidating wetland restoration and enhancement efforts in advance results in lower preliminary engineering and construction costs compared to building concurrent wetland mitigation projects or purchasing wetland credits from a mitigation bank. LBCAMS will streamline future project permitting by increasing the predictability and decreasing the timelines of permits.

Currently, there are 11 planned county transportation projects that would be eligible to use LBCAMS for their wetland mitigation needs. The county with the help of their consultant, ESA, developed the contract for public bidding to construct the advance mitigation site. The \$4.2 million dollar project was awarded to Accord Contractors. The endeavor required a large investment upfront, innovation, and a collaborative vision from start to finish. The seven-year journey included property acquisition, baseline studies, adaptive permitting/agency coordination, demolition of existing structures, clearing of debris, and enhancements to restore the natural land by constructing wetlands, streams, and buffers.

Snohomish County is estimating a potential future mitigation savings of more than \$30 million for at least 11 transportation projects.



County staff examine the newly constructed floodplain bench location.

## PROJECT STATISTICS

Removed from site:

- 4.25 acres wetland fill
- 17 structures/associated utilities
- 1,200 feet drainpipe/electrical conduit
- 5 catch basins
- 9 culverts
- 3 ditches

Added to site:

- 2,300 cubic yards compost and 4,000 cubic yards wood chip mulch
- >21,000 native plants



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APWA Washington  
 2024 Project of the Year

## Little Bear Creek Advance Mitigation Site



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## 19072 WWTP IMPROVEMENTS PHASE 1

<b>AGENCY:</b>	CITY OF PASCO – PUBLIC WORKS
<b>PRIMARY CONTRACTOR:</b>	CLEARWATER CONSTRUCTION & MANAGEMENT, LLC
<b>PRIMARY CONSULTANT:</b>	CONSOR
<b>CONSTRUCTION ADMINISTRATION:</b>	HDR

PHOTOS BY HIGHRES, LLC



Overhead view of completed Aeration Basins and Blower Building.



RAS System Modifications (exterior).



Selector platform mixer walkway.



Aeration Basin Central Walkway.

The City of Pasco's WWTP Improvements Phase 1 project represents a significant milestone in the ongoing development and enhancement of the City's wastewater treatment capabilities. Initiated in response to the rapid population and industrial growth in Pasco, this project was critically needed to address the limitations of the existing facility which had last seen a major expansion in the late 1990s. The WWTP, crucial for maintaining public health, protecting the environment, and preserving water quality, had been outpaced by the City's growth, necessitating immediate action to increase capacity and improve functionality.

The project encompassed a broad scope of construction tasks including the creation of new primary effluent structures and piping, addition of new aeration basins, modifications to existing basins, an expanded blower building, and enhancements to the RAS pump system among others. It marked the beginning of a

series of planned upgrades set to unfold over the next 20 years, laying the foundation for the plant to meet future demands.

The project's triumph was largely due to the concerted effort of a diverse team involved in planning, design, funding, and construction, which navigated through challenges like COVID-19 pandemic disruptions and potential brownfield site complications. This collaborative spirit, especially between the Contractor and the Construction Management team, fostered efficient communication and problem-solving, keeping change orders below 2% and exemplifying effective project management.

The WWTP Improvements Phase 1 project not only addresses immediate capacity and infrastructure needs but also sets a precedent for future capital projects. Its success underlines the power of collaboration and adaptability in facing and overcoming the challenges of public works projects, ensuring the City of Pasco can continue to thrive and grow sustainably. ■

# BUDD INLET TREATMENT PLANT BIOLOGICAL PROCESS IMPROVEMENTS PROJECT

**AGENCY:** LOTT CLEAN WATER ALLIANCE  
**PRIMARY CONTRACTOR:** PROSPECT CONSTRUCTION  
**PRIMARY CONSULTANT:** PARAMETRIX



Aerial view of Biological Nutrient Removal Building deck.



Operator staff testing the water.



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The LOTT Clean Water Alliance provides wastewater treatment services for a three-city area (Lacey, Olympia, and Tumwater) in Thurston County, Washington, serving about 120,000 people. Since 1994, LOTT has employed biological nutrient removal (BNR) at the Budd Inlet Treatment Plant, its core treatment facility, to meet the most stringent discharge limits of any wastewater treatment facility in the Puget Sound Region. The Biological Process Improvements project involved upgrading the BNR process, reconfiguring and consolidating the process, enhancing monitoring controls, and replacing aging equipment with state-of-the-art technologies. This complex and critical project involved a multi-year, team-based design process using innovative design tools to anticipate and proactively address potential construction and operation issues. Construction took place in three phases over three years to ensure uninterrupted treatment and full permit compliance during construction. The project modified an existing treatment basin the size of a city block with a capacity of more than ten million gallons, creating five separate treatment trains, each with multiple cells containing advanced instrumentation and controls to monitor and adjust oxygen conditions in real-time to optimize nutrient removal.

The resulting treatment performance is now among the best in the country, with total inorganic nitrogen levels as low as 0.4 mg/L and averaging 1.6 mg/L, compared to the 3.0 mg/L permit limit. This level of performance not only significantly improves capacity, but also protects water quality in Budd Inlet, and positions LOTT to meet further reductions in discharge permit limits anticipated in the future.

The project also significantly reduces energy use through installation of highly efficient pumps, enhanced aeration control, and advanced instrumentation and controls technology. Real-time energy savings have been measured at approximately 2.5 million kilowatt-hours per year, representing about 15% plant-wide energy savings and offsetting about 1,143 tons of carbon dioxide. ▀



## OWEN BEACH PAVILION & PARK

**AGENCY:** METRO PARKS TACOMA  
**PRIMARY CONTRACTOR:** COLVOS CONSTRUCTION  
**PRIMARY CONSULTANT:** SITE WORKSHOP

PHOTOS BY STUART ISETT



Integrated signage in the building's facade provides a welcome moment for people arriving from Point Defiance Park.



Large storefront windows and retractable doors create connections between inside and outside.



A new boat ramp and central lawn connect the pavilion to the park's active waterfront.

From its importance as a gathering place for Coast Salish tribes since time immemorial to its debut as a public beach park in 1957, Owen Beach has been a destination treasured by Tacoma residents to gather, picnic, and become immersed in natural beauty. The Owen Beach Park and Pavilion Improvement Project ensures continued joy and engagement with nature by improving facilities, access, play, and climate resilience to serve future generations.

The primary inspiration for the design team was the historic use of the site as a gathering place between the forest and marine shoreline. Extending the beach further up into the site with a backshore filled with driftwood and native planting, the design preserves the essential qualities of the historic beach, while improving infrastructure and facilities.

Accessibility was a key project vision to enable visitors of all ages and abilities to experience the natural beauty of Owen Beach.

Ramps, seating, and a central "prow" that extends into the beach create an immersive experience for all guests of all abilities. Two ramps improve access to the beach and support the tradition of human-powered watercraft access at Owen Beach.

Sustainability and sea level rise was integrated at every step. Critical elements were moved upland to increase beach access and ensure sustainability in the context of projected sea level rise. The design accounts for a projected six-foot sea level rise by 2090. Use of cross laminated timber in the new Pavilion, EConcrete in the bulkhead, and reuse of demolished concrete for site walls all support the goal of sustainability.

Owen Beach has always been a place for community in a unique setting between the Sound and an ancient forest. The project creates an experience of the beach that is familiar but with new resilience, carrying a historic legacy forward for the coming generations. ▀

# THE WASHINGTON CENTER FOR THE PERFORMING ARTS RENOVATION

**AGENCY:** CITY OF OLYMPIA  
**PRIMARY CONTRACTOR:** FORMA CONSTRUCTION  
**PRIMARY CONSULTANT:** BCRA  
**CONSTRUCTION MANAGEMENT:** KWA CONSULTING GROUP

PHOTOS BY NATE BURGHER, AARON LOCKE/BCRA,  
AND FORMA CONSTRUCTION



*The Washington Center for the Performing Arts auditorium.*



*The Washington Center for the Performing Arts central staircase and donor recognition monitors.*

Located in the heart of downtown Olympia, The Washington Center for the Performing Arts aims to enrich the community and inspire audiences and artists of all ages through live performances. The Center welcomes over 110,000 visitors each year and is home to 18 local artistic partners who make Olympia's community a dynamic place to live, work, and play.

With a unique city-owned and privately-operated partnership with the City of Olympia, The Center turned to upgrading its interior spaces after 35 years of fast-paced operations and an exterior remodel by the City in 2011. Following backstage and "behind-the-scenes" equipment improvements made during the COVID pandemic, renovation efforts focused on the spaces that give the public its first impression, comfort, and appeal of the theater.

Project features included 40,000 sf of new carpet, 1,000 new seats, new paint, concessions remodel, fixtures, and interior design, as well as reprogramming of old and unused spaces into new concessions, kitchen, cloak room, administrative space, and more. Sustainability endeavors included converting all lighting to LED and donating half of the old theater seating to local venues for reuse. Additionally, City-funded projects including the elevator, generator, skylights, upgrades to auditorium floors including ADA access, cable management, coating, and concrete were folded into the renovation.

A Memorandum of Understanding between the City and The Center allowed flexibility during construction to ensure tight project deadlines were met. Furthermore, with matching funds available from the State of Washington's Building for the Arts program and City project support, The Center was able to leverage funding by allowing every dollar invested into this project to be matched by 33%. Local arts organizations are now able to thrive in a modern and professional space that was delivered ahead of schedule and under budget, despite project unknowns and delays. ▀



*The Washington Center for the Performing Arts concessions lobby and merchandise counter.*



*Full staging was built in the auditorium to access each balcony level and to eliminate fall hazards.*



# BELLEVUE TRANSIT CENTER RAISED INTERSECTIONS

**AGENCY:** CITY OF BELLEVUE  
**PRIMARY CONTRACTOR:** GARY MERLINO CONSTRUCTION COMPANY, INC.  
**CONSTRUCTION MANAGEMENT:** HNTB CORPORATION



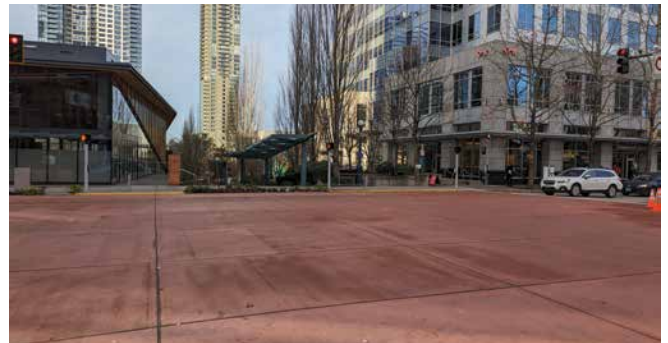
110 Ave NE & NE 6 St facing west.



108 Ave NE & NE 6 St facing northwest.



110 Ave NE & NE 6 St facing NW taken from City Hall.



108 Ave NE & NE 6 St facing west taken from Bellevue Transit Center island.

Downtown Bellevue is the economic and cultural hub of the Eastside. More than 55,000 employees work in and 15,000 people reside in Downtown Bellevue. Downtown Bellevue is also a regional transportation center featuring access to three major freeways, two light rail stations (scheduled to open in April 2024), and Bellevue Transit Center with over 900 buses entering and leaving each day.

The Grand Connection is a signature pedestrian-focused corridor through the heart of Downtown Bellevue. The Grand Connection is approximately 1.5 miles in length, which begins at the waterfront of Lake Washington at Meydenbauer Bay Park and makes its way through Downtown Bellevue through Old Bellevue and Downtown Park. It continues along NE 6th Street from Bellevue Way through Bellevue's dynamic retail, commercial, and civic parts of downtown, and will ultimately cross Interstate 405.

One of the key components of the Grand Connection vision is to install raised intersections along NE 6th Street between Bellevue

Way and 110th Avenue NE. Raised intersections provide continuous ADA-compliant pedestrian and bicycle facilities. The Bellevue Transit Center Raised Intersection project raised the concrete intersections of 108th Avenue NE & NE 6th Street and 110th Avenue NE & NE 6th Street to sidewalk elevation. The project also replaced the existing traffic signals at these intersections, made storm drainage improvements, and replaced water main. The project also included aesthetic elements that are part of the theme for the Grand Connection look, including color concrete pavement, silver traffic signal poles, and stainless-steel bollards.

This project was a very complex undertaking which required balancing the need for road closures to build the concrete intersections, the need to maintain bus service and access Bellevue Transit Center, coordination with development projects adjacent to the project, maintaining access to businesses during construction, and minimizing noise to nearby residences. ▀

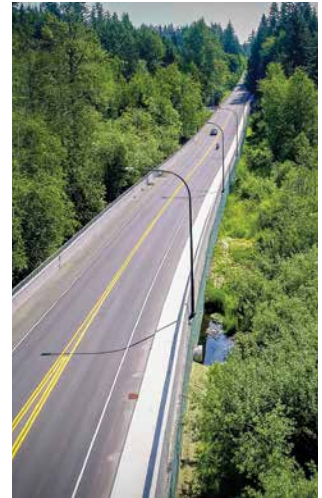
## 236TH STREET NE CORRIDOR IMPROVEMENTS

**AGENCY:** SNOHOMISH COUNTY/STILLAGUAMISH TRIBE OF INDIANS  
**PRIMARY CONTRACTOR:** REECE CONSTRUCTION COMPANY  
**PRIMARY CONSULTANT:** SCJ ALLIANCE

PHOTOS BY HILLARY KIRBY AND DAN IRELAND



Overall view of the corridor.



Finished roadway raised above the wetland.



Offline roundabout construction.



Cantilever shared-use path.

The Stillaguamish Tribe of Indians and Snohomish County joined forces to transform the 236th Street NE Corridor from a rural collector county road into a vital arterial route. This corridor now serves as a primary commuter route to I-5 and stands as the main artery for the Tribe. The overarching goal of this 1.4-mile corridor project was to enhance safety for vehicles, pedestrians, and bicyclists while minimizing environmental impacts. To achieve this goal, the SCJ Alliance-led design implemented various features:

- **Roundabout:** Designed to calm traffic and balance movements for improved safety.
- **Raise the Road (18 ft):** ½ mile of walls to for habitat structures.
- **Underground Utilities:** All utilities were placed underground to reduce public power outages.
- **Separated Shared-Use Path:** Introduced to protect bicyclists and pedestrians and illuminated for added safety.
- **Fish Habitat Structure:** A new three-sided structure was constructed to enhance fish habitat.

- **Underground Animal Crossing:** Implemented to minimize impacts on land-based animals.
- **Advanced Wetland Mitigation Site:** Established to support the Tribe's needs for years to come and effectively mitigate project impacts.

Additionally, the project incorporated a thorough public communication element with a website, mailers, and open houses that commenced at the project's inception and continued through the construction phase. This commitment to open communication ensured the community was informed and engaged throughout the process.

Implementing the design was no small achievement. Balancing the construction of a project of this size while minimizing impacts to the public and environment, all while completing it with no major time loss or injury is credited to the amazing work and partnership of Reece Construction. Reece worked relentless hours and provided many solutions that resulted in a better project and process for everyone. The result of the project was an amazing corridor, but the highlight was the respect and partnership of the Project Team. ▀



## SR305 JOHNSON PARKWAY

**AGENCY:** CITY OF POULSBO  
**PRIMARY CONTRACTOR:** ACTIVE CONSTRUCTION  
**PRIMARY CONSULTANT:** PARAMETRIX

PHOTOS BY ART ROSS



Welcome sign at roundabout with "Peaceful Waters" art beyond.



Aerial view from the north end of the project looking west.



"Peaceful Waters" artwork by Elijah Burnett.



Retaining wall artistic concrete by Lisa Stirrett with "Traveling" artwork by Kate Ahvakana.



Bikers on shared use path outside of tunnel.

After nearly two decades of planning and nine different funding sources, the City of Poulsbo opened the new \$20.5M Johnson Parkway and SR 305 multi-lane Roundabout in the fall of 2023, serving as a welcoming entrance to the City. Local and native artwork is a central design element, reflecting the importance of the environment and the diversity of citizens.

Nearly one mile of new arterial corridor connects the east Poulsbo sub-area to the SR 305 corridor via a new roadway and compact roundabout, sidewalks, and a shared-use path, including a 16-wide tunnel beneath the highway, that continues to the waterfront. The SR 305 Roundabout was selected as the safest intersection solution to allow safe highway access for both vehicles and non-motorized traffic as they reduce the potential for severe collisions, while increasing traffic capacity.

Elements of the project included the replacement of an impassable fish barrier culvert with a new 14-foot-wide fish friendly box culvert, opening approximately 2,500 feet of

spawning grounds to migrating salmon upstream. The removal of landfilled material and stream channel reconstruction restored a fish habitat stream. The project also restored and enhanced 2.5-acres of wetlands and 10 acres of wetland and stream buffer adjoining the roadway.

Stormwater improvements included extensive use of LID techniques, including a porous shared-use path, ballasted sidewalks, and compost-amended vegetated filter strips. Incorporating an attenuation pond ensured that downstream impacts to the Liberty Bay outfall were minimized. There were subsurface geological challenges that included perched groundwater and springs. To mitigate this, the pedestrian tunnel below SR 305 was constructed in pre-cast sections, using controlled density fill as backfill.

This Parkway represents the signature keystone implementation action for the east Poulsbo urban area by improving safety, expanding capacity, and extending utilities – all in a highly sustainable and inclusive manner. ▀



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## MILL PLAIN BUS RAPID TRANSIT

**AGENCY:** C-TRAN  
**PRIMARY CONSULTANT:** HDR

PHOTOS BY HDR



On September 30, 2023, hundreds of people gathered against the backdrop of autumn leaves changing from green to red to eat licorice and celebrate the opening of the \$50 million Mill Plain BRT – called The Vine's Red Line. Complete substantially under budget and two months ahead of schedule, the project will drive rapid community growth for the next decade.



The \$50 million Mill Plain Bus Rapid Transit (BRT) project sought to remedy the incessant congestion while improving operations, amenities, and features. Spanning 10 miles across the city with 37 new stations, the project links downtown Vancouver to Clark College's Columbia Tech Center campus.



Serving more than 3,000 passengers across essential businesses, services, and colleges; lowers emissions; provides safer and more efficient mobility options; and improves transit speeds.



C-TRAN expects the project will improve travel time and reliability in the corridor by reducing delays caused by traffic congestion. It will improve mobility for residents without access to a car and enhance transit safety and access by improving lighting and security at stations, in turn increasing the overall attractiveness of transit.

Mill Plain Boulevard in Vancouver, Washington, was plagued by chronic and worsening auto congestion. It's the second busiest corridor in the Clark County Public Transit Benefit Area Authority's (C-TRAN) network, with buses carrying nearly 775,000 passengers annually.

The \$50 million Mill Plain Bus Rapid Transit (BRT) project seeks to remedy the incessant congestion while improving operations, amenities, and features. Spanning 10 miles across the city with 37 new stations, the project links downtown Vancouver to Clark College's Columbia Tech Center campus. Serving more than 3,000 passengers across essential businesses, services, and colleges, it lowers emissions, provides safe and more efficient mobility options, and improves transit speeds.

With buses arriving every 15 minutes, the BRT line offers riders more reliable and faster service. On the east end, a new nine-bay

transit center and 950-square-foot driver relief building and customer service office offer state-of-the-art amenities while the west end connects to the Turtle Place Station and existing Vine service.

The project balances multimodal transportation and integrates "complete street" platforms and sets that stage for the next two BRT lines in Vancouver. The team leveraged lessons learned from previous projects and let site conditions, public feedback, and community outreach influence the design, creating a user-friendly, accessible corridor destined for increased development. They circumvented a global pandemic and phased construction to reduce detrimental impacts to the city and traveling public. Completed under budget and ahead of schedule, the project will drive rapid community growth for the next decade. ▀



# APWA-WA SUSTAINABILITY **PROJECT OF THE YEAR** IS AWARDED **ENVISION PLATINUM**

*Georgetown Wet Weather Treatment Station Created By King County*

By Jack Anderson, King County WTD and Jesse Williams, PE, Jacobs







In 2022, King County's Wastewater Treatment Division (WTD) completed the Georgetown Wet Weather Treatment Station (GWWTS) in Seattle's Georgetown neighborhood at the corner of Fourth Avenue South and South Michigan Street.

The new facility, related conveyance pipes, and an outfall structure help to control, treat, and disinfect up to 70 million gallons per day of combined stormwater and sewage that previously overflowed, untreated, into the Duwamish River during heavy rains. The GWWTS reduces water pollution and improves aquatic habitat and the overall water quality of the Duwamish River.

With the creation of GWWTS, King County not only set out to control Combined Sewer Overflows, but to create a cutting-edge sustainable facility that reflects the County's commitment to a sustainable and resilient future. The WTD project team assessed sustainability goals, objectives, and targets based on County policies and community values, and decided to pilot Envision Certification, a new third-party sustainability certification that was created to provide a more robust framework for infrastructure-specific projects. This project was recently awarded the APWA Washington Chapter's inaugural Sustainable Project of the Year award.

Key sustainable features of GWWTS started with partnering with the local community through a Design Advisory Group and community outreach to influence the site's look and feel; integral to the planning and designing the facility was the overall theme to use fewer resources in the preparation for a changing climate. A wide range of green infrastructure was used including permeable pavement, bioretention swales, cisterns, and a green roof. The project also diverted more than 89% of demolition materials from the landfill by reusing onsite materials. The last key sustainable feature of the project site was the remediation as well as restoring shoreline along the Duwamish River, leaving the overall area healthier than before.

Communication and collaboration with internal and external stakeholders were key to developing an integrative approach to sustainability. One of the first major milestones was a two-day sustainability workshop or "eco-charrette." Throughout the eco-charrette, project participants brainstormed strategies to achieve project sustainability goals, exploring ideas such as utilizing green roofs, providing community space for gardening, and reusing plant effluent water to reduce or eliminate potable water use.

Also developed during preliminary design, the GWWTS Equity and Social Justice Action Plan used demographic data of the Georgetown community to prioritize environmental, economic, and social aspects of the project that promote equity and social justice. A first of its kind for WTD, this plan was used as a template for future projects.

Through additional input from community members, jobs and economic opportunity were cited as an important value for the creation of GWWTS. King County responded by putting the project under a Community Workforce Agreement that includes a Priority Hire program, requiring contractors to hire construction workers and apprentices living in areas with high levels of poverty and unemployment.

Other sustainable

***"Our agency decided to pursue Envision certification, even though it was relatively new at the time of project design, based on the clear ties to infrastructure sustainability. The certification closely aligns with the County's strong climate goals and commitments." – Heidi Sowell, Sustainability Program Manager***

aspects of the project include:

- A Life-Cycle Assessment (LCA) was completed to estimate the embodied energy and greenhouse gas footprints associated with selected construction. Through a design optimization, the project team was able to implement a number of design refinements, including eliminating a larger pump dry-well and changing the flushing strategy, that eliminated a significant amount of excavation, concrete, and conditioned space.
- The use of skylights and translucent walls and nighttime light dimming reduce energy use, and a 2.3kW photovoltaic (PV) system installed on the Operations and Maintenance building offsets energy use. A 99kW PV system is currently in design to be installed on the site.
- The station was raised two feet to allow for gravity discharge with projected sea level rise.
- Water systems, including stormwater cisterns, were designed to support educational programs and interactive learning.
- WTD's dedicated Sustainability Team, the consultant project team, and contractors collaborated to ensure compliance with sustainability requirements.

In collaboration with the community and the design and construction team, the Georgetown WWTs received the Envision® Platinum designation for sustainable infrastructure, awarded by the Institute for Sustainable Infrastructure (ISI). The first of its kind in Washington State, the designation of Platinum status demonstrates the environmental, social, and economic benefits GWWTS has brought to the County and affected communities. ▀



MRSC is a research nonprofit that offers local government staff free, one-on-one guidance with legal and policy consultants. Below are inquiry responses the MRSC Public Works Consultant. If you work for a city, county, or contracted special purpose district, Ask MRSC by calling 800-977-6553 or emailing [mrsc@mrsc.org](mailto:mrsc@mrsc.org).

# Construction Management

The following are some questions MRSC has received regarding construction management.

**Q: Are construction management services performed by an architectural and engineering (A&E) firm considered a public work?**

**A:** MRSC has looked into this topic in the past and has advised that hiring an A&E firm to do construction management would be through the Qualification Based Selection (QBS) procedures for A&E contracts as described in chapter 39.80 of the Revised Code of Washington (RCW).

**Q: When having a contractor provide A&E services through a subcontractor, does the QBS process need to be followed?**

**A:** Since construction management services involve A&E, the QBS process should be followed for those services, regardless of who



is providing them. MRSC's downloadable publication, "Contracting for Services" notes the following on page 18 from The American Council of Engineering Companies (ACEC):

Construction Management – If construction management services will necessarily involve professional services covered by chapter 39.80 RCW, then at least those portions involving chapter 39.80 RCW services must be procured using the QBS process

**Q: Could you please recommend a construction management checklist for a construction contract around \$1 million that shows steps for compliance with legal requirements of a publicly bid and awarded construction contract?**

**A:** MRSC offers a "Statutory Checklist for Local Government Public Works Contracting in Washington State" in PDF form, which lists almost all statutes applicable to public works contracting and has checklists for retainage release



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## Swift Bus Rapid Transit Orange Line

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and mandatory bidder responsibility criteria. We also have the "Mandatory Bidder Responsibility Checklist" in PDF form, which can be used to document whether a bidder meets the mandatory responsible bidder criteria. Both documents can be downloaded from our website (<https://mrsc.org>).

We also have the following webpages, "Before You Advertise a Public Works Contract" and "Bidding and Awarding a Public Works Contract," both of which highlight individual steps in the contracting process along with checklist examples from other local governments in Washington.

**Q: My agency has a cost-reimbursement contract with a design/construction management firm. The contract is broken out by phase with specific tasks for each phase, showing the amount of hours by discipline for each task with a total dollar amount by phase. The firm has expended most of their monies in each of the phases; however, they have roughly \$2,400 of reimbursable budget remaining. They are asking if they can move the \$2,400 reimbursable budget to one of the design tasks and bill up to that new budget by task, all without exceeding the current overall contract budget. Is this something the agency can do by amending the contract to reflect the reimbursable monies be moved to the design task? Or are there other options available for consideration?**

**A:** Generally, unless the terms of the contract explicitly allow this kind of movement of funds, an amendment of the contract would be required. Dollar amount changes and/or adding a 'movement of funds' provision can often be accomplished with one-page amendments. Any execution of an amendment should follow the same procedures as the original contract was executed. Your agency should also consider and prepare any documentation an auditor would expect to see as an authorization for the expenditure of funds.

If this project was put out to bid, your agency will need to carefully consider whether any amendments to the contract at this point would have altered who would have been the winning bidder if the amount/terms had been including in the original bid documents.

**Q: My agency selected an engineering firm through the QBS process to provide 90% design services for an Ecology grant-funded public works stormwater decant facility. Two years later grant funding was obtained to complete the final design and construction. The original contract included final design and bid support; however, if an agreement can be reached between my agency and the engineering firm, can we amend the contract to include construction management services?**

**A:** The first determination on whether your current contract can be amended is verifying if the grant requires any specific solicitation process. If the grant funding does not require any specific process, and since you used QBS criteria for professional A&E services, there are no guidelines for amendments required by statute.

The next consideration is whether you have any agency policy addressing contract amendments that exceed a given percentage of the value of the original contract.

If you do not have any specific agency policy on this subject, the downloadable "MRSC Contracting for Services" document states the following on page 21:

While not required by statute, agency policies should address contract amendments – singly or cumulatively – that exceed a given percentage of the value of the original contract. A suggested guideline is:

*If the value of an amendment or amendments, whether singly or cumulatively, exceeds 50% of the value of the original contract, the amendment must be filed with the agency's governing board and made available for public inspection prior to the proposed starting date of services under the amendment.*

Similarly, agency policies should address substantial changes in the scope of work specified in the contract and additions to the scope of work specified in the formal solicitation document. A suggested guideline is:

*Substantial changes in the scope of work specified in the contract or which are substantial additions to the scope of work specified in the formal solicitation document must be submitted to the agency's governing board for a determination as to whether the change warrants the work to be awarded as a new contract. This is true even if the original contract did not require governing board approval. ■*

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# Construction Management Committee *Makes 2024 Comeback*

By Brianna Navarro, Co-Chair, KPFF, [brianna.navarro@kpff.com](mailto:brianna.navarro@kpff.com), and Sara Meilandt, Co-Chair, WSP



The Construction Management (CM) Committee is making a comeback after a hiatus during the pandemic! With an array of upcoming events, the committee is ready to kickstart a new era of public works and construction-related collaboration and fun.

## **Site Tour**

One of the highlights of the committee's revival was a site tour on March 15 of downtown Seattle waterfront construction work, hosted by Brian Kittleson of HNTB and Jessica Murphy with City of Seattle. The tour was a popular one and provided a great opportunity for networking on a rare beautiful sunny spring day! Thanks to the entire Waterfront Seattle Team for the great tour!

## **Upcoming Sessions & Events**

Following the site tour, the committee has organized an upcoming series of sessions called "Closing the Gap," which aims to explore current gaps and challenges in the construction management field. The first session will be a thought-provoking panel discussion

about closing the gap between office and field using technology. Professionals from various sectors of the industry will share their experiences. The discussion will provide a unique opportunity to gain a deeper understanding of the industry's evolving technological landscape.

The committee is also proud to continue its popular educational inspector workshops, led by Sam Yaghmaie, which hosts 80 attendees each year. 95% of participants are from public agencies including cities, counties, and sewer and water districts.

Other upcoming events include a summertime happy hour and monthly virtual committee meetings which serve as a platform for members to discuss ongoing challenges, share projects, stay updated on industry trends, and coordinate upcoming events.

The Construction Management Committee is back and ready to soar to new heights! Anyone interested is welcome to join the committee or join us at any of our events – simply reach out to Brianna ([brianna.navarro@kpff.com](mailto:brianna.navarro@kpff.com)) for more information.



## Meet the Committee Leadership

The CM Committee is led by Brianna Navarro (KPFF), Sara Meilandt (WSP), Julie Hamon (Kitsap County), Chris Brown (Perteet), and Jamison Baker (KPG Psomas). We asked each person: What drew you to the construction industry, and what is your favorite thing about Construction Management?



**Brianna:** I was getting an architecture degree in college when I stumbled upon construction management, which ended up being a much better fit for me since I like fast-paced work and seeing construction documents come to life. I especially love the tangible impact of public works construction. My favorite thing about this career is getting to collaborate with all kinds of amazing people – municipalities, engineers, contractors, and more, on any given day.



**Sara:** I got into civil engineering because I loved solving tough problems creatively. After the 2008 market crash, I ended up in construction. This soon became my happy place; the extrovert type A person that I am fell hard for the industry's constant activity. I stay in the industry because seeing real results gives me a great feeling of accomplishment. I thrive on collaborative teams, working with different experts like engineers and contractors. Each project brings new challenges, making construction management endlessly fascinating.



**Julie:** My interest in construction began at an early age with a love for building with Legos and Lincoln Logs. I was able to fine-tune my interest in construction during high school where I had the opportunity to take Architectural CAD classes as well as a hands-on building

construction class, which provided the building blocks to continue my education and opportunities in the construction management industry. I enjoy that every construction project, or even each day in construction, varies from the last, with its own problems to solve and challenges to overcome. This keeps things interesting and allows for continued learning and growth.



**Chris:** I decided I wanted to be a civil engineer in the 6th grade because I saw all the cool projects my grandfather worked on for WSDOT as a Chief Inspector. My favorite thing about construction management is seeing the project get completed and the people I get to work with along the way. Without those two elements I never would have stuck with it.



**Jamison:** I was drawn to the construction industry because my dad and all his friends were in construction. I grew up on construction sites cleaning up, pulling nails, holding flashlights, and pulling wire in attics and crawl spaces. When I grew up and had kids, I knew where I could make a living. I eventually went to engineering school and got into construction management. My favorite thing about construction management is that every project is different than the last. There's always a new challenge around the corner and I'm never bored. ▀



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# Kudos Wall

The Kudos Wall is a new feature for 2024 and will be published in both magazine issues and online (web, LinkedIn, and Facebook). We'd love to publish your kudos on our wall. Send your kudos with 1–3 photos to [apwa.washington@gmail.com](mailto:apwa.washington@gmail.com) by October 25, 2024 to make our next magazine issue. And let's celebrate public works!

## Kudos to Bob Moorhead for Years of Service to APWA



Bob Moorhead recently hung up his spurs as a member of the Chapter's History Committee (but not APWA). Bob served as APWA WA President in 2003 and received the James Robertson Award in 2004. He was the last President-Elect of the National Public Works Historical Society before it was disbanded and Chair/Member of the Chapter History Committee since the late 1980s. He was part of the committee that worked so hard to bring the Building Washington book to fruition. Bob was a working member of the Transportation Committee for 25+ years and a faithful Prayer Breakfast Attendee.

– APWA History Committee

## Kudos to KPG Psomas for Their Generous Donation to Scholarship



The Scholarship Committee sends kudos to KPG Psomas for donating nearly \$1,500 to the APWA WA Chapter scholarship fund. KPG donated funds for every "basket" made at their fun interactive exhibitor booth activity at the Spring Conference. Many thanks for your generous donation.

– APWA Scholarship Committee

## Kudos to the Marysville Public Works Water Quality, Construction, and Operations Teams

The City of Marysville Public Works gives a kudos shout-out to their Water Quality, Water Construction, and Water Operations teams for their ongoing commitment towards "Advancing the Quality of Life for All" in the Marysville Community. Pictured are some of the team members: Krista Gessner, Robb Smith & Mark Mallahan, Travis Giebel & Tim King.

– City of Marysville Public Works



## Kudos to John Ostrowski for Writing 100 Articles for the APWA WA Chapter Magazine



The Publication Committee is giving kudos to John Ostrowski for writing 100 articles for the WA Chapter magazine, PublicWORKS. For the last 25 years John has faithfully written the first the 60 articles under the Ostrowski's Outlook title, before starting the New Outlook format with reader responses for another 40 articles. What a milestone! We appreciate all of the dedication you have shown to APWA.

– APWA Publication Committee



## Kudos to Tara Davis on Retirement



Kudos to Tara (Olsen) Davis as she completes her presidential year with APWA-WA and slides into retirement. Tara has served her greater public works community for more than 30 years, with 27 of them as a committed leader at WSP. Many local programs in Washington enjoyed her strong vision and expertise in traffic engineering and



transportation design, paired with her trustworthy nature and empathetic leadership. Tara's more than 18 years of service with APWA gave the chapter a strong foundation technically and organizationally. Tara, congratulations and thank you for your service, warm spirit, and easy laugh. Public works and we are better because of you.

— Jill Marilley Hansen, Lorelei Williams, and Your Team at WSP

## Kudos to Diane Sheesley for Her Service to the Construction Standards Division 1 Committee



A heartfelt kudos to Diane Sheesley for her exceptional dedication and leadership as the co-chair of the APWA Construction Standards Division 1 Committee. Diane's meticulous attention to detail, combined with her wealth of experience, ensures that APWA specifications for local agencies in Washington State are perfectly tailored to their needs. Her passion for ensuring that these specifications are "right-sized" reflects her commitment to excellence and service to the community. Diane's engagement and leadership are truly invaluable, and we are immensely grateful for her outstanding contributions.

— APWA Construction Standards Division 1 Committee

## Kudos to Seattle Waterfront Project Team: Brian Kittleson & Jessica Murphy for Leading a Great Project Tour

The Construction Management Committee would love to give a shout-out and kudos to Brian Kittleson with HNTB and Jessica Murphy with City of Seattle for leading a great project tour of the downtown waterfront! On a sunny spring day in March, the waterfront project team led a large group through a presentation overview of the projects and multiple smaller tour groups throughout various phases and components of the construction projects that are ongoing along the water in downtown Seattle. It was a great opportunity for APWA professionals to network and learn about ongoing construction projects. Jessica and Brian were fantastic hosts and shared with us their time, energy, and knowledge, and we greatly appreciate it!

— APWA CM Committee



## Kudos to the CrossTown Trail Project Team



Kudos to the CrossTown Trail project team for its completion on May 8 at Lake Boren in the City of Newcastle. This \$2.14M project was the first improvement resulting from the 2016 Lake Boren Park Master Plan. The 1/8 mile trail connection (half of which is on elevated boardwalk) closes a gap in the CrossTown Trail and completes the loop trail around Lake Boren. The project received \$1.3M of grant funding from the 2022 Legislature (\$800k) and a King County Parks Levy Capital grant (\$500k). The project was designed by The Berger Partnership and constructed by Accord Construction.

— City of Newcastle

# Strategic Plan Update

## Promoting the Value of Public Works

By Lauren Behm, MPA

**D**id you know that the Washington Chapter has a strategic plan? We do! Our Board of Directors, Committee Chairs, and other volunteers are all working together on four strategic initiatives to make our Chapter stronger and to help us grow. In an effort to share more about our work, there will be an article in every quarterly issue of the magazine focusing on one initiative. To kick-off the series, we will be sharing about the Value Initiative.

The Value Initiative is focused on *defining public works in our communities and showing its value to our quality of life*. We've all heard public works professionals referred to as the "unseen heroes." The average person doesn't notice public works unless something isn't working properly – a broken water main or a street full of potholes. Much of the infrastructure we work so hard to maintain is overlooked in the daily bustle of people's busy lives. Of course we want all of our systems to run smoothly and not create issues in our communities, but that makes the job of educating the general public about the important work we do even more challenging.

An additional challenge is that most public works professionals quietly and humbly do their jobs – happy knowing that they provide quality of life for their communities, but also happy to not have to talk to anyone about it.

However – as our workforce dwindles and funding becomes scarcer, it is more and more important to get our story out there and convey to our communities the value public works brings to their daily lives. We need to help people understand what all public works influences in their lives that allow us to live in a civilized society.

In today's "sound bite" world, how do we get people's attention? The Chapter's Value Initiative team is working on a social media campaign to share easily digestible messages or memes depicting what "Public Works is." The memes will be a public-works-related image like a kid in a crosswalk or a fish passage culvert or clean drinking water with a simple statement like, "Public Works is safe streets."

Starting National Public Works Week, the APWA Washington Chapter social media pages posted one "Public Works is..." meme every day along with *#iampublicworks*. We are asking that our member agencies and companies reshare these posts with their networks to start spreading the word of all the amazing things public works brings to our lives. With these simple actions, we can start to infiltrate the public consciousness with our message and grow their appreciation for public works.

As public works professionals, it is our responsibility to regularly share stories about our project accomplishments, operational successes, and dedicated employees. Other first responders like firefighters and EMTs often receive positive media coverage and are displayed as heroes in numerous TV shows and movies. They receive benefits from the public awareness of their work – the backing of elected officials, support for funding, and plenty of new recruits.

The public works industry has plenty of interesting stories to share with the world. If we shift our thinking to truly believe that and adjust our approach to make our stories digestible by the average person, we could be added to the ranks of heroes that make our world a better place.

How can you get involved?

- Share or repost APWA's "Public Works is..." memes on your own social media accounts
- Post your own public works stories on social media using *#iampublicworks*
- Apply for APWA Project of the Year awards
- Take the opportunity to recognize and celebrate projects and employees with your elected bodies
- Host community events during National Public Works Week
- For public agency members: have your agency recognize National Public Works Week with a proclamation (and share it with APWA National)
- Partner with your local media outlets to encourage positive coverage of your activities
- Send your employees to APWA training and events
- Talk about your job in public works to anyone who will listen

Want to know more or assist with the work for the Value Initiative? Reach out to any of our team members for more information:

- Jeff Brauns, Public Works Director, City of Newcastle – [jeffb@newcastlewa.gov](mailto:jeffb@newcastlewa.gov)
- Jim Rioux, Public Works Engineering Project Manager, City of Olympia, [jrioux@ci.olympia.wa.us](mailto:jrioux@ci.olympia.wa.us)
- Grace Richardson, Puget Sound Marketing Manager, David Evans and Associates, Inc., [grace.richardson@deainc.com](mailto:grace.richardson@deainc.com)
- Justin Matthews, Principal – Transportation, KPFF, [justin.matthews@kpff.com](mailto:justin.matthews@kpff.com)
- Lauren Behm, Senior Marketing Manager, Landau Associates, [lbehm@landauinc.com](mailto:lbehm@landauinc.com) ■





# The New Ostrowski's Outlook 41

This is article number 101 in my series of outlooks going back to the original articles in the newsletter and continuing through the first 60 in the "I write, you read" format. The next 40 were sent to a group of people who expressed an interest in commenting on my comments before publication.

Since we are not going to pass any other significant milestones for a long time this is probably a good time to examine the format again.

The Chapter President has suggested that I look at ways to get the Emerging Professional more involved in the discussion. When I solicited comments from those of you who are regular readers, I got a number of suggestions that I'll summarize:

Most of the comments suggested not changing the format as much as adding enhancements such as soliciting comments from the Emerging Professionals and the Technical Committees. A few people noted that trying to involve too many people on a regular basis could be difficult to maintain.

A more basic question has to be asked. That is: do Emerging Professionals (or any public works practitioners) really still read magazines or see them as a forum for civil discourse? Social media is the obvious competition for discussion but probably not for the civil discourse side of the coin.

Currently, reader comments are printed, unedited, so you get to say whatever you want. In that regard, I realized when I started this journey 25 years ago that as a retired person, I could say whatever I wanted to until someone stopped me. Nobody has so far. I haven't really abused the privilege because I haven't felt strongly enough to go rogue... except one time. I criticized dictatorial items surrounding a nationally published magazine and it was not well received. Complaints were made to everyone who would listen but not a word got back to me. While my comments didn't incite the change I thought was needed, it

made me feel good to know that I'd gotten under his skin.

I'd hoped to do more controversial things because I learned from a newspaper editorial writer that he viewed his role as someone who should stir things up. He was willing to stretch the truth to do that but I can't bring myself to follow those methods.

I think I've had more success at instigating discussion and the current format has facilitated that. Not all the readers share my bulletproof position. They may still want or need to change jobs so they have to be careful what they say. But they've usually felt free to challenge my position, which I appreciate.

That brings us back to the question of who's reading this stuff. Public works people are notoriously people of action. They're more likely to get out and do something than spend a lot of time planning or reading trade journals. I've often said that I write books for people who don't read. That's not a market niche built for massive profits.

I'm really curious how many people read these articles at least some of the time so I'm asking that if that describes you send me an email at [ostrowj@pacifier.com](mailto:ostrowj@pacifier.com) with "I read" in the subject line. If only a dozen or so of you respond I probably shouldn't worry about format changes, or anything else for that matter.

On the other hand, if you have ideas about where we should go with this you can send me an email at [ostrowj@pacifier.com](mailto:ostrowj@pacifier.com) with an actual message.

Getting Emerging Professionals more involved may be as simple as keeping the door open. This Chapter has always been open to the participation of its younger members. I know this because a hundred years ago I was a younger member and benefitted from the support of older members who encouraged me. I don't remember any of them ever telling me to reconsider anything I was trying. They were pretty smart and I think they realized

that more positive activity would help the Chapter grow.

That attitude isn't necessarily shared across the country. When I was starting out as an officer in the Chapter I attended the training program that National APWA put on for incoming officers. I was in a discussion in a breakout group when a staff person from National came up to me and asked me to go to a different group because they needed help. She didn't know anything about me other than that I was from Washington State. It turns out she was right. They needed help because they were discussing what to do about a member

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who came to their Board meetings and suggested things not on their carefully controlled agenda. I told them that I didn't see a problem. In Washington we call those people volunteers.

Sometimes we think there are barriers when there are none. I learned a long time ago that you don't need approval for everything you want to do. By that I don't mean that it's better to ask for forgiveness than approval. Very little of what we do will run the risk of needing forgiveness. Rather, we shouldn't waste time and energy on an unnecessary step if we don't need approval. When I was chair of the Intergovernmental

Relations Committee we invented an award but I don't remember asking anyone for approval; we just did it. The award started out as a "fickle finger of fate" award to call attention to a particular state official that we all agreed was a pain in the neck and lower regions. Dave Rhodes was on the committee at that time, and he said, "This has always been a positive organization and we should try to recognize positive behavior, not negative behavior." He was right of course, and the award was set up to recognize state officials who had been particularly helpful.

So, what do you think? Should we give up the format for an online version?

By the way the magazine is already available online. I can read it on my phone so just about anybody probably can. Or should we try to get more people or committees involved in writing editorials? Or should we expand the discussion only occasionally, as some have suggested? Or do you have some great ideas on how to make it easier for senior members to pass on the benefit of their experience to younger members? Or do you have ways for younger members to share their perspective looking at things with fresh eyes?

Whatever you think let me know at that [ostrowj@pacifier.com](mailto:ostrowj@pacifier.com) address. ▀

## Reader Responses

### Bob Moorhead, PE

Congratulations, John, on 25 years of sharing your thoughts with the Chapter. I suppose I read most of the first 15 years' worth, and have offered comments on many during the last decade. But times have changed. While the printed word was a primary means of distribution in

1999, I think asking your questions is very appropriate in 2024. After all, my observation is that with perhaps 800 or more copies distributed each quarter, fewer than a handful of readers have ever accepted your offers for pre-publication reviews and comments.

So, I've decided my commenting days are coming to a close with this submittal.

After all, I've been retired eight years, and no longer have a true feel for the pulse of our industry. I hope a cadre of our Young Professionals steps up to share their current technical and managerial skills needed for the coming challenges of public works. Thanks for the opportunities.



### Brian J. Ziegler

I hope you get responses to your questions. After 100 articles, you deserve some kind of feedback and recognition. I know you don't write for compliments, but to stir things up. Still, even protagonists deserve a reply.

This editorial and commentary process can easily transmit to a more interactive medium online. But then you and your commenters would be reduced to social media warriors, interacting on a blog. I think we commenters are more likely to be commenting when we see our comments "published" in a real magazine. Anyone can do comboxes.



**Jeff Brauns, PE**

I consistently read your Outlook articles in the magazine. I'm not as good at reading the email preview – that probably says something about the value of a print magazine vs. the non-stop overload of email. I don't

really know about the magazine readership among the different age groups in the chapter. The long-format is not something that's well-tailored to social media, which tends to be primarily bite-size items. My vote would be to stick with the current format, but to solicit input specifically from

the suggested groups. In addition to the Emerging Professionals, I'd also add the Diversity Committee as a group to provide feedback on the articles. They could even be the source for future article topics – a great engagement opportunity!

**Anonymous Emerging Professional Committee Member**

There are a lot of potential risks when it comes to responding to editorial columns within a professional organization. This is not just for Emerging Professionals but for all that

needs to be considered when trying to get more engagement in a column, trying to be controversial, and stirring things up. These risks include:

*Career Implications, Professional Image, Conflict Avoidance, Lack of Experience,*

*Public Exposure, Misinterpretation, Ethical Concerns, Lack of Confidence, Representing Their Company,* and  
*Format* – Instead of stirring the pot, try other formats like inspiring a target group.

**Larry Southwick**

I've been retired for 24 years and not recently involved in the Chapter so I can't speak for how it's working now but I can write from my experience. This years' Spring Conference marks my 50th anniversary in APWA. My first conference in 1974 led me to be directly involved in the 1976 Spring Conference in Bellevue at the age of 34. I became co-chair of the Conference Committee and was actively involved in the business of the Chapter for the rest of my career, including as your president in 1987, just prior to John.

Through that period, the Chapter openly welcomed new members and encouraged their participation for the Chapter to grow in numbers but more importantly in active involvement and service for our members. We also grew in diversity with June Rosentreter Spence becoming Chapter president in 1982 who went on to the National APWA Board and subsequently as the first woman National President. We initiated the award for leadership in diversity in her honor in 1990.

To the young and new members, I encourage you to become actively

involved in any way that you are willing and able. Share your interest, your talent and your experience with your colleagues. If I could do it, so can you. If June could do it, so can you.

I'd like to thank all the leaders of APWA in my early years for welcoming and encouraging me as well as all the others whom I've worked with over the years, including John and our colleagues, many now deceased. It has been the best part of my professional career and my personal life. (And it could be yours, too.)

**Anonymous Emerging Professional Committee Member**

The issue I see with the low number of responses from "younger professionals" lies with formatting, not necessarily content. Writing about controversial topics or topics that stir things up is not blocking this type of reader from commenting on your articles. On the contrary, this audience tends to enjoy diving into touchier or bolder subjects. I believe they are generally not responding because you need to structure your writing in a way that captures their interest. They need the opportunity to decide whether

they want to invest their time reading it in the first place. Younger professionals are not opposed to reading long-form articles or pieces of content and they do in fact still read magazines. They are just pickier about what they are consuming. If your intended demographic is a young professional, you need to understand how to connect with them. Remember, young professionals usually feel pressed for time so whatever they read needs to be worth it. Dividing your Outlook into digestible sections with subject headers and sub-headers will allow them to quickly identify if the topics you are covering are worth their time. Scrolling

and scanning are how the younger generations consume. If you give them concise, quick-to-identify highlights to scan, you're more likely to pull them in for the smaller font. They are less likely to respond to long blocks of content that require 4-6 paragraphs of reading before the article's point can be uncovered. I would also like to note that relying on direct responses to your email address to make the case for not rethinking the article format defeats the purpose of why it needs to be reformatted in the first place. Thanks for considering the perspective of a young professional. ▀



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