



The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.

## BOARD OF DIRECTORS MEETING NOTES

October 15, 2025

Yakima Convention Center, Yakima, WA

### CALL TO ORDER

- **Board Members:**

Jeff Brauns, President  
Jim Rioux, Vice President  
Caroline Barlow, Treasurer  
Justin Matthews, Secretary  
Tara Davis, Past President  
Donald Huling, Delegate  
Lauren Behm, Alternate Delegate

Stephanie Forman, 2024-2025 Board  
Mike Helgeson, 2024-2025 Board Member  
Sara Meilandt, 2024-2025 Board Member  
Charlie Green, 2025-2026 Board Member  
Kim Klinkers, 2025-2026 Board Member  
Robert McAndrews, 2025-2026 Board Member  
Grace Richardson, 2025-2026 Board Member

- **Invited Guests:**

Paula Welly, Young Leader Award Winner

Andrea Eales, APWA Director of Gov't and Public Affairs  
Linda Ayala, Spring Conference Co-Chair  
Darci Bell, Fall Conference Co-Chair  
Shannon Williams (Oregon Chapter Vice President)

### CALL TO ORDER – JEFF BRAUNS 7:02 AM

### APPROVAL OF AGENDA – JEFF BRAUNS

**MOTION: APPROVAL OF AGENDA -Tara**

**SECOND: Jim**

**VOTE: Approved Unanimously**

### SECRETARY'S REPORT – JUSTIN MATTHEWS

- Approval of June 6 & June 13 Board Meeting Minutes

**MOTION: APPROVAL OF MINUTES– Mike**

**SECOND: Charlie**

**VOTE: Approved Unanimously**

- Approval of updated Policy & Procedure Document

**MOTION: APPROVAL OF AGENDA– Jim**

**SECOND: Caroline**

**VOTE: Approved Unanimously**



*The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.*

- Justin shared 2025 Election results:  
**Secretary 2026** - Karissa Witthuhn, PE, PNW Engineering Team Lead, Psomas  
**Incoming 2026-2027 Board Members:**  
Theresa Smith, Engineering Roads Design Manager, Kitsap County Public Works  
Ryan Harmon, Engineering Services Manager, City of Wenatchee  
Clint Harris, Director, Street Department, City of Spokane  
Jennifer Saugen, Director of Central Washington Design, Perteet
- Actions since the last Board Meeting (none)

### **TREASURER'S REPORT – CAROLINE BARLOW**

- FY2026 Q1 Budget Report
  - Summary and detailed report were shared
  - Blackrock fund now has a balance of \$276k after this years make up deposit of fundraising. Will plan annual efforts to move fundraising dollars into it.

**MOTION: APPROVAL OF Budget Report– Tara**  
**SECOND: Jim**  
**VOTE: Approved Unanimously**
- FY2025 Audit Debrief - including Stephanie, Justin and Charlie
  - Audit went well, we continue to improve the accounting system. Discerning signatures was a bit difficult but no real suggestions of significance came out of audit.
- Electronic Payments - ACH and issuing checks
  - A future action for the board to consider is going away from paper checks. Sharon mentioned Oregon isn't using paper checks. Wire is expensive for the receiving party. ACH is different however, approximately \$3 per transaction. Oregon uses Cash Pro (not QuickBooks that we use) and uses a digital form for expenses over \$5k. Meets national audit requirements. Caroline will set up a meeting w/ Sharon to better understand what they are doing.
- National Membership Dues stipend will come but not rec'd yet.
- Black Rock Access Update for investment fund: Jim, Caroline, and Justin have read only access now but transactions still go through National.



*The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.*

## VICE PRESIDENTS REPORT –JIM RIOUX

- Education Committee - Ad hoc committee that Toby started is primarily focused on NWPWI. There may still be value in an Education Committee that support other educational opportunities offered by the chapter.
- “Our Heros Wear Dirt” Trademark: Wasn’t finalized in 2017, we could re-apply if we wanted too. Looking to see if we can have the chapter be the name instead of one person. Jim is thinking he may involve National, likely someone in National legal could help.
- Committee post conference meeting will happen in November (instead of pre conference).

## PRESIDENTS REPORT –JEFF BRAUNS

- Monthly Executive Committee meetings
  - Planning for National First Responders Day (October 28) – **Jim** to coordinate with Gov’t Affairs Committee to inquire about a Governor’s Proclamation (it was submitted by another group and created, however it was Sept 11<sup>th</sup> instead of Oct 28<sup>th</sup> and the language didn’t include public works. Jim is trying to figure out who submitted it.
  - Recognizing accredited agencies – **Jeff** will announce updates at Wednesday lunch. Suggestion to also promote in Chapter magazine with the updated “new & returning members” feature.
- Awards: Roy Morse – Tina, as a National Board of Director, is not eligible for Top Ten nomination. Request agreement that she be nominated in a future year once her Board term has concluded. Donald asked if we had anyone else we could submit this year as in the future it will trigger doubling up. A request of the group to consider if there are any candidates. A potential action for the Jan board meeting. LILT and Marketing typically work on this. Nominations are due on 3/2/2026.
- Working on a more documented workflow between LILT and the marketing committee. Tendency has been to send more to LILT, but some things should likely go to marketing committee first. Juel, Paris, Allen, Jeff and Grace. Goal is to avoid just defaulting everything to LILT. We would like to include a QC process in whatever we do, aka what LILT produces should be QC’d and vice versa.
- Committee Updates
  - Transportation: New Co-Chair: Briana Weisgerber, PE (WSDOT) – effective Spring 2026.



*The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.*

- Construction Management: New Chair: Kelly Jaenicke (KPFF); New Co-Chair: Brian Kittelson (HNTB) effective upon Board confirmation
- Construction Standards Division 1: Rebrand as Construction Specifications
- Environment and Sustainability:
  - Rename to Sustainability and Resiliency
  - New Committee Chair – GAC Co-Chair Lacey Jane Wolf

#### **PAST PRESIDENTS REPORT – TARA DAVIS**

- Area Meeting West: Instead of trying a December date like it used to be, they've decided to rotate the June meeting to every other year be on the west side. They have some ideas for upcoming 2026. Everett waterfront is the next location suggestion.

#### **DELEGATES REPORT – DONALD HULING/LAUREN BEHM**

- Chapter membership & database update: 1472 members currently, down a little bit. Donald will pull a report to investigate further.
- Our chapter is limited to 2 Fontiva licenses (like all chapters). Only our paid consultants have access currently. We would like additional, for the membership committee especially. Erin does pull reports monthly for the committee and they are reaching out. More access will come per Tina (she doesn't have access either), National is working on this.
- PWX Chicago was a success. We do have chapter dues, they are set every year and have stayed the same as a dollar amount. National's adjusts with inflation. We could have a % that follows National. Not proposing it right now but something to consider.
- Donald has been appointed to the National New Initiatives committee. \$75k to award to chapters or committees in chapters who come up with new ideas to fund as seed money. The YP summit, a podcast, etc. are some examples. Getting 12-16 submissions each year. We should push this down to our committees. Likely opening in December....closes in March. Talk to your committees about it. Add to committee summit agenda. Jim will bring it up in the post committee meeting Agenda. Tina is a Board liaison to the New Initiatives Committee.
- Feb 19<sup>th</sup> Winter meeting in Victoria for Region IX. Delegates attend and then should someone else attend? Lauren can't attend so there is a budget amount that could be available. If there are any topics we should bring up, please share with Donald.
- Region IX dinner survey results just came in, Lauren hasn't had a chance to review yet. Kudos to Lauren (and Shannan) for all the work to put this on.



*The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.*

## REGION IX DIRECTOR REPORT – TINA NELSON

- Newly retired, shared how very proud she is to see how this chapter has prospered.
- The new National President is championing the “APWA experience”. A recent board retreat focused on where we are going, how we get the National tools more readily available to members.
- Serves on the strategic planning committee. While they had to remove the DEI language, they have not removed that vision of public works for all, it just continues under another umbrella. Still committed to ALL.
- Scott recently met with all the public works directors that are hosting FIFA. It included Seattle.
- Tina also gives the accreditation to our agencies, just gave Shoreline theirs last week.
- Top 10 awards are due March 2<sup>nd</sup>.

## BOARD MEMBER REPORTS

(save most for Friday business meeting except those who can't attend)

- Stephanie Forman
  - Biophyilic committee has gotten new life and is thriving.
- Mike Helgeson
  - Encouraged everyone to attend the RODEO when you get a chance
  - A suggestion for next year is to see if we could get elementary schools to come observe the RODEO. Nick & Lane & Student Outreach Committee to support this.
- Sara Meilandt
  - PREFOG attended the committee summit and are also being pro-active lately so that is a positive update.
  - Brianna and Sara are stepping down and continuing succession. The committee hasn't had much support from public sector
- Charlie Green
- Kim Klinkers
  - Scholarship
- Robert McAndrews
  - Did we sort insurance for skip trip...not making it a formal event.
- Grace Richardson. The DEI committee is waiting for guidance from National. Tina can help get that out. Marketing committee will transition in a new co-chair for Paris, navigating that.
- Good discussion brought up by Sara. Would like board support to better promote the committee and get new members, this is part of a bigger and ongoing discussion. Oregon

decided not to do a 2<sup>nd</sup> speaker last conference and had formal committee meetings during that 2<sup>nd</sup> half of lunch meeting to solicit additional members. Jim will consider how to continue this momentum. Discussion to be continued.

- Shannon mentioned that they have the committee meetings immediately following lunch on Thursday in the same room. They've received good feedback from this change. Recommend discussing this with the conference chairs and plant the seed at the Committee post-conference meeting and solicit feedback at the Committee Summit.
- A related topic related to CDL below: DLTS, a company that travels to you to do Class A training. Robert is going to try this as a guinea pig on behalf of College Place for 2 people. Slightly higher cost than sending staff away. Instead of 5-6 weeks this is more like 7 days. It could be a good thing to share with other agencies if it works out. Future idea: Maybe APWA subsidizes a training instead of the scholarship. Also looking for trainers in WA if anyone knows of anyone. The National Guard often has a lot of these, a collaboration idea there.

#### OLD BUSINESS

- CDL Scholarship Application – Mike reported we had 7 applicants, was a challenge but came up with two clear winners. Now the hard work on how to administer the funds. We are going to re-open soon (confirm timing w Scholarship committee)
- Approval: Policy for Future Committees – **Jim** – *Attached*
  - Thanks to Jim for all the work on this, Charlie and Dan were critical to getting this done.
  - It will become a part of the committee handbook.

**MOTION: APPROVAL OF Policy for Future Committees– Mike**

**SECOND: Robert**

**VOTE: Approved Unanimously**

- Partnership with WSEMA – There is an opportunity here. Emergency management committee is active, although somewhat sporadically, had a good session just last week.
- 70<sup>th</sup> Anniversary & History Committee acknowledgement of good work and recent event -add to announcement for Thursday.

#### NEW BUSINESS

- NWPWI / Education Committee Discussion update from Robert:
  - Met in August, full day of discussions
  - Should be some separation between Education committee and NWPWI.
  - NWPWI is trying to bring more to the east side. West Richland in June of 2026

- Toby puts all on his personal credit card, sometimes payment takes time. Any potential for a credit card for Toby? Another option is to streamline the reimbursement process, he is now on ACH so that could help. The bigger expenses still need to be outside the card. But the card could help with his expenses. If we add a non board member with access to a credit card we will need to document that and have the Board approved this new procedure.
- Existing classes well attended, the Executive leadership forum doesn't have as much traction. Shelton, food costs have gone up. Try to promote this training.
- Would like to get more people involved for his training and perpetuation, and more marketing support from the chapter could help him as well. He is planning to continue in his current role for 5 years and then move on with a succession plan.
- How about whoever wins the RODEO (overall) to get an admission to the Public Works Essentials class, including travel. Jim will work to formalize this proposal for board approval.
- Proposal: Jim shared the proposal to establish Veteran's Committee, they already have great momentum and 17 potential members. A suggestion was made form the new committee to reach out to the National Guard.

**MOTION: APPROVAL OF Veteran's Committee– Donald**

**SECOND: Lauren**

**VOTE: Approved Unanimously**

- Proposal: Allocate \$10,000 to hire a professional facilitator for the January retreat – **Jim**
  - Strategic plan is the focus, graphic facilitator and mediator
  - Graphic recording of the discussion
  - Drawbridge Innovations from Portland.

**MOTION: APPROVAL OF External Facilitator and \$10,000 expense: Donald**

**SECOND: Mike**

**VOTE: Approved Unanimously**

- 2028 Snow Conference – Still waiting for MOU, work in progress, discuss in January.  
**Tentatively April 23-26<sup>th</sup> in Spokane.**
- Proposal: Increase conference exhibitor price – **Linda**
  - Suggestion to raise from \$850 to \$1,000. With current public funding not increasing but other conference costs are rising, a suggestion is to not raise the conference price. Exhibitors are willing to pay \$1,000. Vancouver will hit our budget, we are going to flip conference rooms so the large ballroom that previously was vendors will now be



*The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.*

meals/meeting space so we won't have to cap registration. It will reduce exhibitors from 96 to 74. At \$1,000, our loss with this change of flipping large and small ballroom, so approx. \$7,600 hit to budget. This doesn't need a motion to approve but was well supported.

## **FUTURE CONFERENCES**

### **Jim Rioux – 2026**

- Spring –Vancouver, April 15-17
- Fall – Spokane, Oct 7-9

### **Caroline Barlow – 2027**

- Spring –Tacoma, April 28-30
- Fall – Wenatchee, October 6-8

### **Justin Mathews – 2028**

- Spring –Vancouver, April 12 - 14
- Fall – Kennewick, October 11 – 13

### **National Snow Conference - 2028**

- Spokane, Tentatively April 23-26

## **UPCOMING BOARD MEETINGS**

- January 7, 3:30 pm – Skamania Lodge, Stevenson, WA

## **GOOD OF THE ORDER**

## **ADJOURNMENT: 9:02AM**

## **FRIDAY BUSINESS MEETING HIGHLIGHTS:**

- Spring 2026 conference looking for volunteers. Call for speakers is out now. Wed night social is Mardi Gras. If you sponsor you will get to pick your exhibitor space as.
- 475 attendees at this conference. Golf tournament was 130, so it raised a lot of money. Last 2 have been higher, Dan is excited about that. And more sponsorships also helping.
- Construction Specifications committee (Diane) has a new name and some training is scheduled soon due to extensive updates in Div 1. Interested in make a stronger network of spec writers. Sam taking over the chair.
- Construction Materials needs a succession plan



*The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.*

- Emergency Management (Robert) – Held a class last week in Wenatchee; well attended (26)
- Emerging Professionals (Paula) – Working on more outreach on the east side. Recruited as Enrique Borges (?) with Perteet as the new east side coordinator.
- Sustainability & Resiliency (Jim) – Renamed to be in alignment with National. Looking how to incorporate resiliency
- Government Affairs (Jim) – Tina mentioned that Andrea Eales was very impressed with the feedback she received. Real examples are very helpful – tell your story!
- MPAC – Planning 3 or 4 programs for 25/26.
- We now have a new Veterans committee. Dale Clark and Jenn Tedsen are co-chairs. Already have 17 new members. Have already participated in an event supporting veterans in getting jobs in public works. Would like to help grow number of veteran owned firms in APWA.
- Maintenance Committee (Lane) – They had 60 competitors for the ROADeo, down a little from last year.
- Marketing committee is continuing to grow, Paris is recruiting a replacement for the Publications committee.
- Membership Committee (Jen) – About 7 members, working on internal documentation and succession planning. There's a New Members Brochure that goes out to all new members. The committee webpage is up and running. The pre-conference hike was well attended; looking for recommendations for venues. The first timer's breakfast had 75!
- CAEC continues to have training sessions, partnering with Spec committee for upcoming training in December.
- Scholarship phase just wrapped up, we will launch 2<sup>nd</sup> round of CDL's very soon. 8 applicants for the first call, 2 winners selected.
- Transportation committee main focus is sessions for conference. Brianna Wiesman from WSDOT active transportation is going to step in and co-chair with Dustin.
- Washington State History: Continue to write articles, grow and are working on setting up a trivia night.
- A number of references to succession planning in the committee updates heard which is a great development and something we want to continue to emphasize.
- NWPWI: Executive Leadership Forum is a newer program the last few years, looking to promote that. Toby is also focusing on creating a construction management track.

Good of the Order



*The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.*

- Dan mentioned that we may need to consider future funding for retired professionals involved with the board or National.
- Tina mentioned that the accreditation for agencies is somewhat labor intensive and National is considering streamlining that, looking for a test case agency to work with to see what options are out there. There are about 200 agencies accredited and National would like to have a lot more. Made a plug for Project of the Year nominations, due on 1/16. Same criteria as National.
- Meeting was adjourned at 9:55

### **STRATEGIC PLAN UPDATE**

- Voice: Created video clip summaries of the legislative updates, continuing to advance other ideas like training for staff to interact with councils.
- Diverse Membership:
- Networking
- Value – Member satisfaction survey

### **ATTACHMENTS:**

- 8/21/2025 NWPWI Committee Meeting Notes
- Veteran's Committee Request
- Committee Approval Process
- 2026 Retreat Facilitation
- FY2026 Q1 Chapter Budget Report

## **Establishing a New Committee**

1. A new committee must be approved by the Chapter Board of Directors.
2. A member in good standing may submit a proposal to the Board of Directors to establish a new committee. The proposal should include the following:
  - a. Proposed Name of Committee
  - b. A clear statement of the committee's purpose, objectives, and alignment with the Chapter's mission.
  - c. List of potential activities the committee intends to undertake, and the benefit that the committee will have for the chapter.
  - d. List of committee members:
    - i. Name at least two chapter members (Chairperson and Co-Chairperson) willing to serve in leadership positions on the committee for at least two years. Chapter membership is required.
    - ii. The names of at least three additional individuals who will be members of the committee. Chapter membership is not required
  - e. Projected deliverables and/or goals for the first 5 years of the committee.
  - f. Estimated resources and/or financial support needed from the Chapter over the next 5 years.

## **Chapter Board of Directors Review Process**

In reviewing an application for a new committee, the Chapter Board will evaluate the following:

- a. Consider if the proposed committee purpose and objective are covered or should be covered under an existing committee.
- b. Consider if the proposed new committee work is covered by another professional organization.
- c. Consider if the proposed committee work is something that fits under the umbrella of APWA WA and serves the members
- d. Consider if the proposed committee is sustainable.
- e. If approved, a Board Liaison will be designated at the time of the Committee approval.

## Dissolving a Committee

1. The board of directors may dissolve a committee based on a recommendation from the committee's board liaison.
2. A committee's board liaison shall consider a recommendation to dissolve a committee if a committee:
  - a. Fails to submit the required committee annual reports for two consecutive years, and
  - b. Does not hold any committee meetings on at least a quarterly basis.
  - c. Committee objectives and goals no longer align with the Chapter goals.
3. The committee's board liaison is responsible for notifying the committee chair that dissolving the committee is being considered.

## APWA NWPWI Committee Meeting 8/21/2025

- Discussion about differences between NWPWI and Education Committee
  - o NWPWI is really more of a brand, and focuses on “long form education” rather than tech sessions and workshops
  - o Consensus was that NWPWI is not the education committee
- Looking for suggestions for Tri-Cities area host for June 2026 PW Essentials Course
  - o Mary Heather to look at Pasco and to look into the Reach museum, Robert will contact W. Richland
    - Open to other thoughts or suggestions in the area too
  - o Plan to have rotating Eastern WA class each year. (PW Essentials in 2026, Developing Leader in 2027, and Leadership Skills in 2028)
- NWPWI Reimbursements – Toby carries costs on his personal credit card and sometimes the reimbursements don’t happen quickly.
  - o There could/should be better handoffs as Treasurers switch each year
  - o NWPWI could use its own chapter bank account giving Toby some spending authority
  - o NWPWI could benefit from it’s own chapter credit card (suggested \$10,000 limit) which could be used for fronting costs for NWPWI, but card to be paid for by chapter
- NWPWI takes on nearly all responsibility for marketing classes. It was suggested that the chapter could definitely be more involved in marketing classes – Executive Leadership Forum in particular.
  - o Maybe use Meeting Vision to help coordinate too.
- Discussion about perhaps the chapter taking on risk of Eastern WA classes not filling up (or any class). Right now risk is all on Toby.
  - o NWPWI to restructure how its costs are shared with APWA so that it and its instructors receive set amounts and APWA’s share of profits carry the risks of a class not being full or costing a little more.
    - The plan is to do this through class development fees being set rather than split 50/50 with chapter.
- Committee discussed succession planning for NWPWI Leader.
  - o Toby thinks he has maybe 5 more years
  - o Discussed need to create a job description
- Toby plans to start putting out monthly 5 minute podcasts called “Public Works For You”
- NWPWI plans to kick off the Executive Leadership Forum outreach at the Fall Conference.
  - o Discussed hosting a social involving past participants and the committee
    - Breakfast to get folks interested and start promoting Executive Leader Forum
- Suggested that ROADeo winners get “scholarship” to PW Essentials class the next year.

# Request to Establish a New Veteran's Committee

## Proposal

Establish a Veterans Committee

## Purpose

- Provide the Washington APWA Chapter with information about the benefits of hiring veterans.
- Conduct outreach to active-duty personnel that are transitioning to civilian employment.
- Serve as Liaison to the Society of American Military Engineers (SAME).
- Engage with veterans already employed in public works.
- Serve as a resource for APWA members who are veterans.

## Alignment with the Chapter's Mission

Establishing this committee advances the Chapters Mission by providing a new opportunity for networking to facilitate knowledge exchange by engaging with an important but possibly under recognized segment oof our membership.

## Committee Leadership

Committee members elected Jen Tetatzin and Dale Clark as co-chairs.

## List of Committee Members

	<b>Name</b>	<b>Organization</b>	<b>Service Affiliation</b>
1	Kory Anglesey	Kitsap County Public Works	Navy
2	Jamison Baker	Psomas	Navy
3	Aaron Bert	City of Redmond	Army
4	Branden Bowie	Maven Mapping (veteran owned)	
5	Brandon Buehler	City of Redmond	Washington National Guard
6	Dale Clark	Turner & Townsend Heery	Army
7	Randall DeJarlais	Psomas	Navy

8	David Fineran	Commonstreet Consulting	Army
9	Mike Funches	Ethos Civil	Army
10	Ryan McBee	City of Orting	USAF
11	David Minor	Portland Bureau of Transportation	
12	John Phillips	Parametrix	Navy
13	Chris Stenger	City of Redmond	Navy
14	Jen Tetatzin	City of Tukwila	Navy
15	Erik VanBuskirk	Maven Mapping (veteran owned)	USMC
16	Jesse White	Maven Mapping (veteran owned)	Navy

### **Recent Activities and Projected Deliverables**

1. A kick-off meeting in July provided information to APWA members about the possibility of forming a veterans committee. Everyone who attended the kick-off meeting supported the Committee's formation. The list of kick-off meeting attendees is below. Since then, Kory Anglesey the Director of Kitsap County Public Works has also joined.
2. Committee members elected Jen Tetatzin and Dale Clark as co-chairs.
3. The first activity of the Committee was participation in the Hiring Our Heroes Hiring Summit at JBLM. We distributed 54 handouts to service members about public works job opportunities. A number of the service members said they had not considered public works but once they saw the opportunities and connection to their skills and experience, they became interested and wanted to know more about public sector employment. Since the Summit, Jen has been helping several transitioning service members with resume review and navigating the hiring process with local government.
4. The Committee will meet at 10:15 am on Wednesday, October 15<sup>th</sup> in Room J of the Yakima Convention Center at the APWA Fall Conference.
5. The Committee is working on an article for the APWA Magazine Winter edition. The article is about the skills and experience that veterans bring to public works.

# Budget Request for Professional Facilitation for 2026 Retreat

## **Proposal**

Allocate \$10,000 from cash reserves for a professional facilitator and graphic recorder to assist with update on the chapters strategic plan at the 2026 Board retreat.

## **Background**

The Chapter's Strategic Plan is due to be updated. This to be the focus of our 2026 retreat.

This proposal is intended to ensure that this is an engaging and fun process where people leave the room feeling that they were able to voice their opinions, that they were heard and that we have a product that they are invested in.

Four firms have been contacted and informally interviewed. This proposal is to enter a contract with Drawbridge Innovations. For more information about this a link to their website is provided below.

[www.drawbridgeinnovations.com](http://www.drawbridgeinnovations.com)



# Statement of Work

Sep 10, 2025

**TO**

Jim Rioux, PMP  
APWA WA Chapter  
jrioux@ci.olympia.wa.us

**FROM**

Drawbridge Innovations LLC  
10940 SW Barnes Road, 103  
Portland, OR 97225

## FACILITATION AND GRAPHIC RECORDING SERVICES

### American Public Works Association's Washington State Board of Directors Retreat

## PROJECT SUMMARY

This Statement of Work outlines the **facilitation and graphic recording services** that Drawbridge Innovations LLC will provide to the **American Public Works Association Washington State Board of Directors** (APWA). Services are requested for the board retreat scheduled on January 8, 2026, at Skamania Lodge in Stevenson, Washington.

## OUR UNDERSTANDING OF YOUR NEEDS

The APWA Washington Chapter Board retreat brings together a wide range of volunteer leaders—from seasoned professionals to newly appointed members—alongside key consultants. With this mix comes the challenge of engaging everyone meaningfully, navigating power dynamics, and fostering inclusive participation. The retreat should be fun, memorable, and movement-based (not report-out heavy), while supporting relationship building, ownership of the chapter’s vision and strategic direction, and renewed energy for the year ahead. A key goal is to engage members in envisioning the chapter’s future and aligning around shared priorities.

To support this work, Drawbridge Innovations will provide the following services:

- **Workshop Design and Facilitation:** Design and facilitation of a participatory session that supports the group’s goals. Synthesis of key outcomes.
- **Graphic Recording:** Live visual capture of key ideas, themes, and insights shared during the session to create a memorable and engaging record of the day’s discussions.

## PROJECT APPROACH

---

We have outlined the approach for two services:

SERVICE 1	SERVICE 2
WORKSHOP DESIGN & FACILITATION	GRAPHIC RECORDING

### SERVICE 1 - WORKSHOP DESIGN & FACILITATION

---

Our facilitation approach and cost include the following touchpoints.

#### PHASE 1: Discovery and Design

A discovery process with the client team to gather input that will inform the project. This involves reviewing documents and meeting with key internal stakeholders to capture the foundational information necessary to co-create the agenda. This work includes:

- **Kickoff call:** A 60-minute call with key stakeholders to understand priorities, detailed needs, and desired outcomes.
- **Document Review:** Review relevant background materials to inform our approach.
- **Meeting objectives and design:** Based on the emerging needs, design a detailed workshop agenda. This agenda will be reviewed and co-created with our clients through additional calls.
- **Design of supporting tools:** Design and preparation of facilitation tools to support the workshop, including visual templates and handouts.

#### PHASE 2: Workshop Facilitation

Facilitation of the planned workshop to achieve the desired outcomes. As facilitators, what you can expect from us:

- A workshop design that centers around the needs of your team.
- An inclusive approach to design and facilitation, intentionally applying the equity lens to all that we do.
- Processes that are visual and highly collaborative - always honoring the wisdom in the room.
- Focus on outcomes, with clear decision-making processes, tracking progress towards the goal, and agreements on next steps.
- Robust post-meeting deliverables and documentation of outcomes.

## PHASE 3: Deliver Outcomes

After completing the workshop, Drawbridge will summarize key themes and outcomes into a report.

### FINAL DELIVERABLES INCLUDE:

- Delivery of a robust post-workshop slide deck or document that includes a capture of the workshop process, final outcomes, and any parking lot items.
- Digital files of any visuals that may be created on-site.
- Final debrief call with the core team to review workshop outcomes and align on next steps.

## SERVICE 2 - GRAPHIC RECORDING

---

Graphic Recording approach and pricing include the following key touchpoints:

- **Pre-Event Preparation:** A planning call with the client and facilitation teams to align on objectives, workshop flow, and event logistics. If needed, this also includes a site walk-through before the event.
- **On-Site Graphic Recording:** Our graphic recorder will capture key ideas and insights in real time, drawing on large sheets of paper or broads during the event.
- **Post-Event Deliverables:** Within 48 hours, we will provide high-resolution and email-friendly digital versions of the graphics in image and PDF formats. All graphics created are your property, and we will seek permission before featuring them in our public portfolio.

### FINAL DELIVERABLES INCLUDE:

- **Original Graphics:** All the on-site graphic recordings, ideal for display at your event and in office spaces.
- **Digital Shareable Images:** High-resolution and email-friendly digital versions of the graphics, provided in both image and PDF formats.

## LOGISTIC REQUIREMENTS

---

To support our team in delivering high-quality outcomes, we kindly request the following in advance:

- **Venue and Room Information:** Photos of the room space in advance. Whenever possible, we work directly on smooth walls. If unavailable, we can coordinate with your event team to arrange foam boards or alternative surfaces.
- **Day-of-Event Room Access:** Entry to the space at least one hour before the event for setup.
- **Workspace Needs:** One table for facilitation materials and a small round or bistro table for graphic recording supplies.



## INVESTMENT IN THIS WORK

---

### PROFESSIONAL FEES

EVENT TOUCHPOINT	TOTAL COST
<b>Service 1 - Workshop Design and Facilitation</b>	Flat fee of \$6,500, inclusive of all deliverables
<b>Service 2 - Live Graphic Recording</b>	Flat fee of \$3,500, inclusive of all deliverables

### EXPENSES

Drawbridge assumes that APWA will coordinate venue logistics, catering, and provide basic facilitation supplies (e.g., flip charts, markers). Additional reimbursable expenses to be covered by APWA, based on actual costs, include:

- Two hotel rooms at the retreat venue for the night of January 7th for the Drawbridge team members
- Meals that are not provided as part of the event itself
- Drawbridge will submit receipts as part of their final invoice

**Total Maximum Project Investment = \$10,000 + expenses listed above**

## CANCELLATION POLICY

---

On your approval of the SOW, our team will hold the required dates for you exclusively. After this, if the event is cancelled you will be charged 50% of the total project fees, or the completed work to date, whichever one is greater, plus any non-refundable expense.

## TERMS OF AGREEMENT

---

### PAYMENT DETAILS

- Payment schedule: Drawbridge will invoice 100% after completion of the stated deliverables.
- Payment is due 30 days after receipt of an invoice.
- Payments are accepted by check or by bank transfer.
- Credit card payments are accepted with a 4% surcharge to account for the transaction fees.
- For all electronic signature requests, please send contracts to Nitya Wakhlu at [nitya@drawbridgeinnovations.com](mailto:nitya@drawbridgeinnovations.com).



## OTHER TERMS

- Delivery of all materials is dependent on timely feedback and streamlined review and approval processes. If the project scope, number of review cycles or meetings increase beyond the scope proposed here, DRAWBRIDGE INNOVATIONS LLC will alert the client and discuss schedule and budget implications.
- DRAWBRIDGE INNOVATIONS LLC treats all work as confidential, and all documents are the property of **APWA** and will not be used or shared by DRAWBRIDGE INNOVATIONS LLC without explicit agreement. All deliverables produced during the project are the property of **APWA**. DRAWBRIDGE INNOVATIONS LLC will treat as confidential all information conveyed by **APWA**, including all oral statements.
- DRAWBRIDGE INNOVATIONS LLC understands that information received from **APWA** may include material and non-public information and agrees that no employee or agent of DRAWBRIDGE INNOVATIONS LLC will trade in any securities based on such information.
- DRAWBRIDGE INNOVATIONS LLC, as a standard practice, accepts full responsibility for any mistakes we make and will correct them at no charge on documents produced for the project. If **APWA** changes the specifications resulting in additional work, we expect to be compensated.



## ACCEPTANCE OF AGREEMENT

---

The successful completion of this work depends on close communication between **APWA** and DRAWBRIDGE INNOVATIONS LLC. If there are any changes to the services or deliverables in this proposal, please contact DRAWBRIDGE INNOVATIONS LLC as soon as possible so that we can make appropriate amendments or revisions. Likewise, DRAWBRIDGE INNOVATIONS LLC will contact you promptly about changes to this agreement. If this agreement meets your needs, please sign below, and return by email to: Nitya Wakhlu at [nitya@drawbridgeinnovations.com](mailto:nitya@drawbridgeinnovations.com).

### FOR APWA:

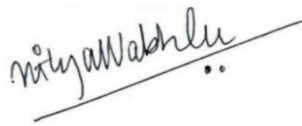
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

### FOR DRAWBRIDGE INNOVATIONS LLC:



Nitya Wakhlu  
Founding Member and CEO  
DRAWBRIDGE INNOVATIONS LLC

**Date:** Sep 10, 2025

## APPENDIX | ABOUT US

---

### Why work with the Drawbridge Innovations Team

The Drawbridge team uses the power of strategic visualization to help leaders and teams bring their vision and strategy to life. We bring the combined power of business acumen, creativity, and a people-centered approach to serve our clients, whether they're working virtually or in person. Over the past decade, we're proud to partner with government agencies, Fortune 500 companies and international nonprofits. We have a track record of repeat business and build long-lasting partnerships with the leaders and organizations we serve.

### Introduction to the Consulting Team

#### Suzanne Pflaum | Lead Facilitator for the Retreat



With two decades of experience spanning the public and private sectors, Suzanne is a strategic facilitator, advisor, and coach for mission-driven organizations, businesses, and government. She partners with ambitious leaders to spark clarity, momentum, and meaningful action—ensuring teams don't just plan for impact but actually make it happen. Having lived and worked on four continents, Suzanne thrives on cross-cultural connection, designing sessions where every voice is heard, valued, and energized. Her early career in sustainability strategy and organizational change taught her an undeniable truth: the world doesn't need another report gathering dust. Instead, she brings a dynamic mix of visual and design thinking, community engagement, and real-world

pragmatism to make outcomes actionable, widely owned, and enduring.

Suzanne's style is a blend of boardroom poise and camp counselor energy—equal parts laser-focused strategist and facilitator of fun. She knows that laughter fuels creativity, trust accelerates collaboration, and a well-timed icebreaker can be just what is needed to deliver a perfectly crafted strategic plan.

#### Nitya Wakhlu | Graphic Recorder for the Retreat



Nitya Wakhlu is the founder and Chief Visual Strategist at Drawbridge Innovations. Nitya is best known for her expertise in designing collaborative group processes with the ability to synthesize and visualize conversations in real-time. Her secret sauce is bringing a combined skillset of business and HR expertise + a people-centered approach + creativity, to all her work. She has more than 10 years of experience working as a visual facilitator and is proud to have served a diverse range of clients across three continents.

Nitya has a bachelor's degree in Electronics and Telecommunications Engineering and an MBA focused on Human Resources and Industrial Relations. Nitya has served on the board of directors of the International Forum of Visual Practitioners (IFVP) and helped shape the future of global visual practice. Things that make her eyes shine include walking through trails, studying behavior change, improv theater and drinking (good) wine. She is based in the United States - in beautiful Portland, Oregon.