First Quarter Individual Achievement Award goes to Steve Harrison ... Congratulations, Steve!

Faster Better Cheaper "We've all heard the latest CPO mantra and now it's time to apply it. In recent times, many of us have become a bit introspective ..."

Look Before You Leap "We often quote idioms and proverbs in our daily conversations. What we take as casual conversation often has very interesting origins and profound implications ..."

West Campus Garage "...is a five level post tensioned concrete parking facility with two partial levels of office space at the south end..."

Dashboard "Have you ever had your manager ask, "Can you show me how your department has improved over the last 3 years?..."

Living our Vision Everyday"

Once we developed our Mission and Vision statements, we came up with the idea of having an article written each month showing how activities or project elements relate to our vision statements.

Our project groups will take turns writing this vision article.

TEAMWORK INTEGRITY INNOVATION COMMITMENT LEGACY

"We provide a positive and supportive environment, recognizing that our most valuable asset is our people" (from CPO’s Vision statement).

UW Tower Data Center: Innovation in Project Delivery

The dictionary defines innovation simply as "the introduction of something new". The intent of innovation is to introduce something new that leads to positive change or improvement. There is some certainty that the introduction of a new idea, method or technology to an organization will bring about change. There is much less certainty that the change will be all positive or lead to real improvement. There is inherent risk in innovation.

The UW Tower Data Center project management team was asked to find innovative ways to improve the project delivery process for the project. The new alternative public works legislation, which was enacted in 2007, included several changes the team believed might facilitate this innovation. The GC/CM project delivery method was not new to this legislation but many of the provisions were either new or had changed from the previous version of the law.

The PM team saw an opportunity to reduce uncertainty in the construction cost estimate by early bidding of the demolition, mechanical and electrical subcontracts. These three subcontracts accounted for over 70% of the total construction budget. Validating the cost of this work would give the PM team a high level of confidence over the total project budget. The ability to award these three subcontracts prior to completing the 100% construction documents and negotiating the MACC with the GC/CM also allowed for an early start in procuring the long lead mechanical and electrical equipment thus shortening overall project schedule. The ability to begin demolition prior to completing the construction uncovered unforeseen conditions early and allowed the design team to incorporate required changes as they completed the final construction documents.
2009 Government Agency of the Year Award  "Probably many of you saw the article in the University Week about the UW winning the Public Agency of the Year award from ... "

Celebrating Women in Architecture  "Join AIA Seattle, UW College of Built Environments and many more in this important celebration. Let the women Architects or Landscape Architects you work with know about this event ..."

Profiles  "The office of PLACE Architects feels much more like a creative studio sanctuary than their downtown Seattle location would suggest..."

Read about changes to the General Conditions, an increase to the sales tax rate, and new efforts to obtain contractors for Job Order Contracting and the Small Works Roster.

Bowling For CPO 2009  "The Fun Committee outdid itself this year with a great fun filled afternoon of bowling on Thursday 3/26. The event started at 4pm – then 18 pizzas, a multitude of beers and sodas, and umpteen frames of bowling, later..."

Finance & Facilities (F2) and Strategy Management (SM) launched new websites on Wednesday March 10th...

The risk involved in this innovation was that the mechanical and electrical construction documents were approximately 50% complete when these subcontract packages went out to bid. There was concern that the project would experience a much higher than usual change order rate because of the lack of detail in the bid documents. The PM team mitigated this concern by prequalifying the mechanical and electrical subcontractors who would be allowed to bid on the project. The GC/CM and the design team also supplemented the bid documents with a narrative describing scope that was missing from the design documents that subcontractors were to include in their bids.

The results of the early bidding were very favorable, with the low bids for the three subcontracts at $3.5M less than the GC/CMS pre bid estimates and an improvement in schedule of two months. This gave the PM team enough confidence to include several important bid alternates in the contract award. The PM team continued to carry a $1M contingency in the project budget to allow for anticipated cost increases due to further development of the construction documents.

When the final construction documents were issued and negotiations with the subcontractors complete, the cost associated with the bidding of the 50% construction documents amounted to less than half of the $1m budget contingency. Early demolition work did uncover some unforeseen conditions and the design team and contractors were able to proactively respond to these issues.

There were challenges for the design team to finish the construction documents on schedule while also trying to respond to bidder questions. The negotiations with subcontractors on the cost associated with the development of the construction documents became contentious at times and took longer than expected. On the whole, the PM team feels the project saw real benefit from implementing this innovative approach.

Kurtis Jensen

April Birthdays

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Molly Polk</td>
<td>4/2</td>
</tr>
<tr>
<td>Don Romain</td>
<td>4/4</td>
</tr>
<tr>
<td>Suzahn Bradley</td>
<td>4/4</td>
</tr>
<tr>
<td>Cindy Magruder</td>
<td>4/5</td>
</tr>
<tr>
<td>Ashley Kangas</td>
<td>4/7</td>
</tr>
<tr>
<td>Michael Purdy</td>
<td>4/10</td>
</tr>
<tr>
<td>Tim Lucas</td>
<td>4/15</td>
</tr>
<tr>
<td>Carolyn Reeder</td>
<td>4/18</td>
</tr>
<tr>
<td>Mark Miller</td>
<td>4/20</td>
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<tr>
<td>Mike Long</td>
<td>4/20</td>
</tr>
<tr>
<td>Robert Hsueh</td>
<td>4/24</td>
</tr>
<tr>
<td>Jon Lebo</td>
<td>4/27</td>
</tr>
<tr>
<td>John Palewicz</td>
<td>4/30</td>
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</tbody>
</table>

April Service Anniversaries

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
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</thead>
<tbody>
<tr>
<td>Will Smith</td>
<td>21</td>
</tr>
<tr>
<td>Susan Smith</td>
<td>19</td>
</tr>
<tr>
<td>Patrick Brown</td>
<td>11</td>
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<tr>
<td>Steven Folk</td>
<td>11</td>
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<tr>
<td>Lanie Ralph</td>
<td>11</td>
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<tr>
<td>Betty Lee-Shen</td>
<td>10</td>
</tr>
<tr>
<td>Norm Menter</td>
<td>8</td>
</tr>
<tr>
<td>Catherine Vogt</td>
<td>8</td>
</tr>
<tr>
<td>Kristine Erickson</td>
<td>6</td>
</tr>
<tr>
<td>Alexander Wilson</td>
<td>5</td>
</tr>
<tr>
<td>Kurtis Jensen</td>
<td>2</td>
</tr>
<tr>
<td>Nannette Ward</td>
<td>2</td>
</tr>
</tbody>
</table>

The Fun Committee outdid itself this year with a great fun filled afternoon of bowling on Thursday 3/26. The event started at 4pm – then 18 pizzas, a multitude of beers and sodas, and umpteen frames of bowling, later..."
**CPO Calendar**

Next **BOR Meeting**: April 16  
Next **Architectural Commission**: June 8  
Next **ULAC**: June 4  
Next **CUCAC Meeting**: April 14  
Next **First Thursday**: July 2  
**Nominations for Individual & Team Achievement Awards**: June 22  
**Next CPO News Deadline**: April 30

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**to John Palewicz**

**Baking for Bowling Photos**  
Our thanks to all the great CPO bakers (and champion eaters!) who made this event a success!

**Safety Corner**  
“As many of you know, the State of Washington has adopted new rules concerning construction cranes. These rules will become effective January 1 of 2010...”
First Quarter Individual Achievement Award

The Associate Vice President, Capital Projects Office, takes great pleasure in presenting the Individual Achievement Award for First Quarter 2009 to Steve Harrison for his remarkable service to the University of Washington community.

In the March CPOutlook newsletter, you read Steve’s article about the emergency repairs to a critical boiler at the UW power plant. Steve reported that the boiler was restored to service in just two and a half months and he rightly recognized the great work of the CPO contracts staff and others. What was not reported was that it was largely through Steve’s exceptional leadership that this emergency was resolved.

With a clear head and a COMMITMENT to TEAMWORK, Steve quickly created order out of chaos. He seamlessly pulled together the diverse resources of the University, the repair contractor, the original equipment manufacturer and the original plant designer to ensure swift and effective actions were taken. He deftly balanced emergency responsiveness with effective risk management and cost effective contracting. And when it was done, he selflessly recognized the contributions of others in this accomplishment.

Steve’s superb leadership in very challenging circumstances has furthered the LEGACY of the University of Washington and is truly exemplary of the vision and core values of the Capital Projects Office.
We’ve all heard the latest CPO mantra and now it’s time to apply it. In recent times, many of us have become a bit introspective with the goal of self improvement in our personal CPO roles. Ed Muzio, CEO of Group Harmonics, gave me some ideas to ponder and which could be helpful to all of us.

He explains the importance of each of us managing our "Role Set" --- the people who set expectations with you and those who take up most of your time. To become truly effective (with the goal of faster better cheaper) it’s imperative for us to build trust with the individuals in our Role Set.

We all have at least one person (our manager), who is pushing to assure you are putting your best foot forward on behalf of the Washington State tax payer, our customers, and the students of the University. Role Set theory suggests there are five to eight people like this -- perhaps a demanding customer, a co-worker, or an employee that demands a lot of your time. This group of individuals communicates expectations, define rewards and set consequences for not performing in accordance with those expectations. It’s been suggested that this Role Set defines about 80% of our workplace behavior. They can truly make your life miserable OR be the strong foundation to assure our success. Generally you don’t get to choose who these people are BUT you need to know who they are.

To that end, you need to identify the people in your Role Set. One of the easiest ways to do this is to see who you spend a lot of time with -- the people who drive you the most crazy -- the people you try to please. The next thing to do is to try and connect with them. You need to have a personal relationship with each member of your Role Set to be successful. Ask them questions about what they do, teach them about what you do, and reach for an understanding of your roles and needs. They need to understand the constraints and pressures you have so they understand you as a worker. Explain the items that drive you crazy, what motivates you, and how you see yourself fitting within the organization. This is Mr. Muzio’s ICE model --- Identify the Role Set, Connect with them and Explain how you fit.

Okay so your Role Set is established. The next key is to be: 1. predictable, 2. reliable, and 3. responsible. When you say you’re going to do something, you do it (that’s reliable), you are working on it when they aren’t looking (that’s responsible), and the results of your efforts are done properly (that’s predictable). These three characteristics provide the functional definition of trust. To continue to build your relationships with the members of your Role Set you will need to continuously work on each of the three elements. Deliver quality reports, be at meetings on time (or provide a good business reason why you won’t be), and feel free to ask questions if you’re not sure what is expected.

It’s not always easy, but when you are successful delivering your Role Set’s expectations you gain a high level of trust, greater prooductivity, and a natural by-product: Faster, Better, Cheaper.
We often quote idioms and proverbs in our daily conversations. What we take as casual conversation often has very interesting origins and profound implications that can be applied to our daily personal and professional lives. In 1528 the idiom "Loke yer thou lepe," whose literal translation was "Do nothing suddenly without advisement," has many applications in the modern world in which we live today.

GOALS: One of our most challenging issues in Capital Projects is the ever increasing demand to build "Faster, Cheaper and Better." How is this possible? How do we work in a way that will allow us to meet the goals of UW leadership and the UW academic and research communities? These challenges are real, but the answers may be simpler than you think. Let's take a look at a recent project and see if these preconstruction services worked or not, you decide.

PRECONSTRUCTION PHASE: In a recently completed GC/CM project, G&H Wing Renovation, the Project team implemented a "Look Before You Leap" philosophy. Budgets were approved to allow the GC/CM general contractor and major sub-contractors to investigate and verify the existing mechanical, electrical and life safety systems. Teams set out to identify and label the various systems related to the project. With the valuable assistance of Steve Babinec and Facility Services personnel, information that was not previously archived, was now available. The benefit? The design teams were now able to provide a more accurate design, the GC/CM contractor was better prepared to manage the risks of demolition, schedules, shutdowns, construction and associated costs.

DEMOLITION PHASE: With information provided by the preconstruction team, the GC/CM contractor set up a color code system to identify items before demolition started. Orange: (Item identified to be demoed); Red: (Hot or Alive); Green: (Safe- Off); Purple: (Item cleared for removal) and Yellow: (Asbestos/Hazmat.) See attached photos 1 and 2. All shutdowns requiring isolation of valves and circuit breaker disconnects were coordinated through and performed by Steve Babinec and Facility Services. This system greatly reduced risks and impacts on adjacent systems and staff not associated with this project.

CONSTRUCTION PHASE: Weekly shutdown coordination meeting were held with the GC/CM contractor, subcontractors, UW CPO management and Facility Services teams. Coordination of systems to remain active vs. systems that were scheduled for shutdown and demo were discussed and agreed to by all team members. Once again, this mitigated the unnecessary and costly shutdown of systems not associated with our project, saving time and money to the project.

CONCLUSION: This project was closed out with a contingency cost ratio of 3.7% which is one of the lowest at CPO. One might conclude that preconstruction services, good communication and teamwork helped us achieve the goals of the Capital Project Office. Oh yes, the old idiom of "Look Before You Leap" just might have a more profound meaning than ever before.
The West Campus Garage Expansion Project is a five level post tensioned concrete parking facility with two partial levels of office space at the south end. The building is on five foot and three foot diameter auger cast piles drilled to about forty feet (give or take a few feet). The office portion of the project will bid in April and is estimated to be complete in December of this year. The parking garage is a little over one hundred and thirteen thousand square feet and the office space is approximately twelve thousand square feet with great views of Portage Bay. The architect on the project is LMN and the contractor is Ferguson Construction. The construction duration was fourteen months and we just received substantial completion on the 23rd of March. The planned opening of the parking structure for use is April 15th. A couple of interesting features to the parking garage are the fact there are no internal ramps in the new structure and the exterior metal cladding system. In order to maximize parking spaces the ramps in the existing garage are used to access each level. The exterior cladding system provides both natural lighting and screening. It also gives the building lighting a nice effect during low light.

The project originally bid in May of 2006 and the only two bids received came in over the project budget. The project then re-bid in December of 2007 with some design and schedule changes. Even though it was estimated to be around thirteen months, the contract documents allowed for approximately sixteen months and the tenant improvement scope was removed to increase contractor interest in bidding the project. The bid results came in under budget and the bidder response more than doubled. With the savings on the project we were also able to accept all the bid alternates. The project needed to be complete before the start of the sound transit project to provide overflow parking for lost spaces, which we were able to accomplish.
Have you ever had your manager ask, “Can you show me how your department has improved over the last 3 years?” Or, “Can you show me where CPO has provided a better service?” If the answer is “yes”, then you must already be working on some of the pieces to the process improvement puzzle. If the answer is “no”, well, your future is coming fast. As we move through this uncertain economic time and often political world at the University of Washington, we will most definitely be asked to justify, demonstrate or measure our productivity in the near future. This may seem scary to some folks but don’t worry, it’s not rocket science.

We all have to start someplace. And that someplace, is the CPO Dashboard. Over the past several months, the Leadership team has been actively developing an operational dashboard. They have been working on approximately 12 measures that range from the very simple to the more complex. Some examples are project closeout duration, staff training hours, safety, customer satisfaction, sustainability and cost estimates. Many of these measures are items that CPO already tracks. Our task is easy. Compile and display the data in one quarterly report. For those measures that need a little more research or development, this is where your specific expertise may be of use. As we move forward with dashboard reporting, you may be asked to gather and analyze data. Luckily, most of the data is housed in Prolog, timesheets and project files. If you are asked to create something new, don’t panic. We are all in this together – think TEAM. The dashboard represents CPO as a whole.

The operational dashboard is our demonstration of success. It will also assist us in identifying areas where we need to improve, as well as show us where we need additional resources. It will allow us to develop strategies for process improvements with our internal process partners as well as our customers. The CPO Dashboard will be completed and reviewed by Leadership on April 20th. This is the first of many steps in quarterly reporting to Finance & Facilities.
UW named 'Government Agency of the Year' for its work with Minority Owned Businesses
Doug Jennings

Probably many of you saw the article in the University Week about the UW winning the Public Agency of the Year award from the Northwest Minority Supplier Development Council (NMSDC). If not, you can see the article by clicking 'UW named Government Agency of the Year for its work with minority-owned businesses'.

This was a real honor for the UW, which won the award from among many notable nominees including the cities of Seattle and Tacoma, King County, Sound Transit, and the Office of Minority and Women’s Business Enterprises. The nominating and selection committee took into account many diversity programs within the UW both as outlined in the submittal of information prepared by Shaun Spearmon (director of UW’s Business Diversity Program) and through general understanding of UW’s business diversity efforts.

Of course, the UW has many diversity programs including those related to faculty and staff recruitment, student admissions, etc, but this award was specific to the UW’s business relationships – essentially how the UW spends money in the local business community. The vast majority of the UW’s business dealings happen through the Purchasing Department and through CPO’s construction and consultant contracting.

So how does CPO fit into the Business Diversity Program (BDP) and what was our role in this recent award? Here are a few notes to help:

1. Shaun Spearmon manages the BDP. Mike Purdy and I are members of the steering committee along with about 12 other representatives from various UW departments. Richard is on the BPD Advisory Committee along with V’Ella Warren (Sr. Vice President, UW Finance and Facilities), Sheila Edwards-Lange (Vice President for Minority Affairs and Vice Provost for Diversity), William Bradford (Professor, Michael G. Foster School of Business), and John Schaufelberger (Associate Professor, School of Construction Management).
2. The University’s application for the award described many of the outreach efforts by the BDP including facilitating relationships between campus customers and diverse suppliers and the establishment of a new web-based search engine for identifying diverse and local small businesses(Diverse Vendor Search) located at http://www.washington.edu/admin/bdp/diversevendorsearch.php
3. The application also included a detailed description of CPO’s recent networking events. The September 2008 event brought together prime consultants with MWBE sub-consultants and was seen as harbinger of future outreach programs to second tier consultants for both the Purchasing Department and CPO MWBE firms.
4. Other CPO programs that were of general consideration by the selection committee included:
   a. The work with Sellen Construction by Shaun, Mike, and Steve Tatge, and others to outreach to the MWBE subconsultant community on the PACCAR Hall project
   b. The Profiles articles in CPOutlook
   c. Other outreach efforts

This award is a real honor for the entire UW community. It is great that CPO could have a part in this very important award and we can all take pride in our collective efforts to broaden our relationships with the diverse community of consultants and construction contractors we work with.
CELEBRATING WOMEN IN ARCHITECTURE – Join AIA Seattle, UW College of Built Environments and many more organizations in this important celebration.

We are all invited to this celebration - let the women Architects or Landscape Architects you work with know about this event. It will focus on women design professionals and will be a great networking and marketing opportunity, and lots of fun too. See the flyer for details.

The event was conceived by the AIA Diversity Roundtable (DRT). My role in organizing it focused on developing the participation of other public agencies in order to add a marketing opportunity to the event. Our previous networking events have helped us build good partnerships with these agencies so it was possible to make these arrangements on short notice. I worked primarily with Guido Seoanes (chair of DRT) during the organization as well as other DRT members. Give me a call with any questions.

Doug Jennings
206.221.4219
djenning@u.washington.edu
CPO supports the University’s Business Diversity Program thru outreach to MBE, WBE, small and new A/E firms. "PROFILES" will feature one such firm that seems particularly well suited for work here. A/E Firms featured in "PROFILES" have expressed a strong interest in working on our projects. Feel free to contact these firms directly or contact Doug Jennings for more information.

This month’s featured firm is a medium-sized architecture firm.

PLACE Architects
seattle•vancouver
119 west denny way
seattle  washington 98119
 t: 206.281.8225
 www.placearchitects.com

The office of PLACE Architects feels much more like a creative studio sanctuary than their downtown Seattle location would suggest. Located at the west end of Denny Way, they have an open office layout with space for about 10 architects and support staff, lots of natural light and views of the sound. It was a comfortable and inviting space (don’t be surprised to see a friendly dog wandering around the office) for my meeting with Heather Johnston, owner of PLACE, and associate principal Mandi Hoskins.

PLACE was started in 1999 and grew to 10 before reducing staff recently, like many local architectural firms, to about half that size. Seattle is their main office but they also have a fledgling office in Vancouver BC, making them, as Heather quipped, “a very small international practice”. Over half of their work is for public clients including King County Housing Authority, Everett Community College, and the Puget Sound Regional Council. About 75% of their work is renovation work and there is a sincere belief that every project, no matter how small, presents opportunities to create excellence and improve the lives of those that use it.

Their practice includes new buildings, renovation, and urban planning. Their design style is creative and functional with an emphasis on color, texture, and natural light. Heather is an avid bicyclist and one of the firm’s specialties is the design of bicycle facilities, including the design of prototype bicycle parking facilities for the Puget Sound Regional Council; and they have done subconsulting for other architects on bike stations in larger projects. Heather was selected by the Puget Sound Business Journal for their “40 under 40” list of up-and-coming businesspeople and PLACE Architects has been in Northwest Home and Garden’s “Top 50 Architects in the Pacific Northwest” for the last three years.

The name "PLACE" comes from the firm’s view that architecture is more than building – it needs to reflect the broad recognition of how we are influenced by the places we are in, and how those places can influence our lives and spirits.

PLACE Architects has not worked at UW before but is eager to have an opportunity to demonstrate their skills to us with a project (big or small). The firm is certified as a WBE firm with the Office of Minority and Women’s Business Enterprises so can help us in meeting our MWBE goals. You can find more information about PLACE Architects in our Roster or visit their website at: www.placearchitects.com or contact Heather or Mandi directly at (206) 281-8225.
Read about changes to the General Conditions, an increase to the sales tax rate, and new efforts to obtain contractors for Job Order Contracting and the Small Works Roster.

Mike Purdy
Contracts Manager

**Changes to General Conditions:** For a number of years there has been a provision in Section 6.07 of the Modifications to the General Conditions that required the University to execute a change order with an earlier substantial completion date if the contractor’s schedule indicated early completion of the project. Partly as a result of recent efforts to reconcile our General Conditions with those of the State Department of General Administration (GA) and partly because this provision does not benefit the University, it has been deleted from the Modifications to the General Conditions. The revised version of the Modifications to the General Conditions are on CPO’s website. I am continuing to work with GA on finalizing revisions to the General Conditions that should be implemented prior to July 2009.

**Sales Tax Increase:** The sales tax rate for work performed in King County increased from 9.0% to 9.5% on April 1st.

**Job Order Contracting:** Our Job Order Contract with Centennial Contractors expired on March 9th. We issued a Request for Qualifications for obtain a new Job Order Contractor and received 11 submittals. Two years ago when we advertised, we received only four submittals. We are in the process of evaluating the submittals and will develop a short list of firms to interview and submit their co-efficient pricing. Our Job Order Contract with Burton Construction expires on June 26th.

**Small Works Roster:** On March 30th, we placed our annual advertisement in the Daily Journal of Commerce inviting contractors to apply for placement on our Small Works Roster. We have made some changes to the responsibility criteria for placement on the Roster. Once we develop and adopt standard specifications for Small Works Roster projects, we will begin using the Small Works Roster for bidding some projects less than $200,000. There is currently legislation in Olympia that would increase that threshold to $300,000.
The Fun Committee outdid itself this year with a great fun filled afternoon of bowling on Thursday 3/26. The event started at 4pm - then 18 pizzas, a multitude of beers and sodas, and umpteen frames of bowling, later, we were politely kicked out of the bowling alley by a weary HUB staff already a half hour beyond their usual closing time.

Great fun was had by all, but see for yourself - check out the photos (by Nathan Moore):
Finance & Facilities (F2) and Strategy Management (SM) launched new websites on Wednesday March 10th.

The Finance & Facilities site describes F2's mission and contains links to the various F2 business units, publications and process improvement efforts. You can visit the F2 site at [http://f2.washington.edu](http://f2.washington.edu).

The Strategy Management site outlines SM’s services and contains links to current training offerings, services, projects and teams. You can visit the SM site at [http://f2.washington.edu/sm](http://f2.washington.edu/sm).

The Office of Environmental Stewardship and Sustainability also has a new web presence. The site aims to provide a centralized resource that includes information on what UW is doing, awards and recognition, news and events, research and learning, and ideas for offices and individuals. You can visit the ESS site at [http://f2.washington.edu/oess/](http://f2.washington.edu/oess/).

The sites were developed by the staff of F2’s Strategy Management office and FM’s Creative Communications department. The sites are hosted on F2’s web-server and uses a standard web template based on the UW's "President's template."

If you have comments on either site, please e-mail smhelp@u.washington.edu, or use the Contact Us page on the SM site to tell us more, we want to hear from you!

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phone: (206) 685-9838 fax: (206) 685-7690
website: [http://f2.washington.edu/sm](http://f2.washington.edu/sm)
Every day, everywhere you look, there are small but significant moments of success in CPO. We want to recognize all of these significant moments! ‘KUDOS’ program has been developed to highlight positive individual or group behavior. This program includes ‘KUDOS’ Notes’, which are hard copy slips of paper located in the UFB lobby. They can also be found on the CPO forms webpage - under Operation Forms.

All KUDOS Notes are published in the CPOutlook. We hope that you will find these notes so handy, that you will take a moment now and then to jot down a KUDO for someone who has made your job little easier, quicker, more fun, etc. Writing a KUDO will make you smile. Try it!

---

To: John Palewicz

From: Hannah Eulenberg

John not only keeps every conceivable report for his projects, but he files them logically, and can actually access them when needed. Seriously, he has been an invaluable resource for me in supply data for this year’s JLARC survey.

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KUDOS Notes will be published in the CPOutlook newsletter.
As many of you know, the State of Washington has adopted new rules concerning construction cranes. These rules will become effective January 1 of 2010. As an organization we will need to become familiar with them, as they directly affect our contractors operations. I will be using this venue over the next several months to share pertinent information regarding the crane safety rules. The rules were initiated in the 2007 legislative session, following the tragic collapse of a tower crane in Bellevue. In October of last year, L&I and Lease Crutcher Lewis (the general contractor at the construction site) came to a final agreement regarding violations. Labor and Industries released the following information:

<table>
<thead>
<tr>
<th>L&amp;I and Lease Crutcher Lewis settle appeal over safety violations</th>
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<tbody>
<tr>
<td>TUMWATER – The Department of Labor &amp; Industries (L&amp;I) and Lease Crutcher Lewis have settled an appeal of the safety violations that were cited following the collapse of a tower crane in Bellevue in November 2006.</td>
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<tr>
<td>L&amp;I agreed to modify one violation, and the second violation was affirmed. Lease Crutcher Lewis agreed to pay the penalty of $9,200, which was the amount originally cited, and to not appeal any further.</td>
</tr>
<tr>
<td>One violation cited the company for failing to ensure that the crane was inspected and maintained in accordance with the manufacturer’s specifications. That language was modified to state that the employer did not obtain third-party oversight of the design of the non-standard tower crane base in use at its Tower 333 work site. The new crane safety law signed by the Governor in 2007 requires this third-party oversight.</td>
</tr>
<tr>
<td>A second violation, specifically not related to the crane failure, had to do with installing a sign on the tower crane that exceeded size recommendations. The violation was affirmed, and L&amp;I acknowledged that its investigation found no evidence that the sign contributed in any way to the collapse of the tower crane.</td>
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<td>&quot;We're pleased that L&amp;I and Lease Crutcher Lewis were able to arrive at an agreement that furthers our cooperative efforts to create safer workplaces,&quot; said Steve Cant, assistant director for L&amp;I's Division of Occupational Safety and Health. &quot;Lease Crutcher Lewis continues to have an outstanding safety record with L&amp;I, as shown by the company's inspection history and lower than average workers' compensation claims costs.&quot;</td>
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The new rule includes a crane certification program for cranes used in the construction industry, requirements to become an accredited crane certifier, and requirements to become a qualified crane operator. They apply to all construction cranes, not just tower cranes. There will also be an associated rule speaking to the need to certify people who perform rigging activities, though this rule has not yet been completed and, as I understand, is still available for public comment.

Photo by Dan DeLong, Seattle PI