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GOVERNOR

CALIFORNIA ARCHITECTS BOARD
PUBLIC PROTECTION THROUGH EXAMINATION, LICENSURE, AND REGULATION

MINUTES
EXECUTIVE COMMITTEE MEETING
JANUARY 17, 2018
SACRAMENTO

A. CALL TO ORDER / ROLL CALL / ESTABLISHMENT OF A QUORUM

Committee Members Present

Sylvia Kwan, Chair
Tian Feng, Vice Chair
Denise Campos
Matthew McGuinness

Board Staff Present

Doug McCauley, Executive Officer
Vickie Mayer, Assistant Executive Officer
Alicia Hegje, Program Manager Administration/Enforcement
Trish Rodriguez, Landscape Architects Technical Committee (LATC)
Special Projects Manager
Mel Knox, Administration Analyst
Kristin Walker, Enforcement Analyst

Guests Present

Mark Christian, Director of Government Relations, American Institute of Architects - California Council (AIACC)
Jay Hyde, California Building Officials (CALBO)
Jason Piccione, Chief Information Officer, Department of Consumer Affairs (DCA)

Committee Chair Sylvia Kwan called the meeting to order at 1:06 p.m., and Tian Feng called roll. Three members of the Committee constitute a quorum for the transaction of business. There being four members present at the time of roll, a quorum was established.

B. PUBLIC COMMENT ON ITEMS NOT ON THE AGENDA

There were no comments from the public.

C. REVIEW AND POSSIBLE ACTION ON DECEMBER 1, 2016 EXECUTIVE COMMITTEE MEETING MINUTES

Ms. Kwan asked for comments concerning the December 1, 2016 Executive Committee Meeting Minutes.

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- **Tian Feng moved to approve the December 1, 2016 Executive Committee Minutes.**

Matthew McGuinness seconded the motion.

**Members Feng, McGuinness, and Chair Kwan voted in favor of the motion.
Member Campos abstained. The motion passed 3-0-1.**

D. DISCUSS AND POSSIBLE ACTION ON THE FOLLOWING 2017–2018 STRATEGIC PLAN OBJECTIVES TO:

1. DETERMINE CURRENT BUSINESS PROCESS NEEDS FOR BREEZE TO ALLOW FOR A SMOOTHER TRANSITION TO THE PROGRAM

Doug McCauley introduced DCA Chief Information Officer, Jason Piccione, who updated the Committee on the status of BreEZe, the enterprise-wide licensing and enforcement system designed to improve consumer, candidate, and licensee services. Mr. Piccione recounted the history of BreEZe, covering the project planning phase, which began in 2009, through the implementation of Release Phases 1 and 2, which began in 2013. He noted well-publicized BreEZe challenges and problems experienced during Release 1, which were largely addressed before the launch of Release 2. Mr. Piccione reported that Release 2 was stabilized in 2016. He noted also that BreEZe currently serves 18 DCA boards and bureaus, and approximately two million external public users. Mr. Piccione informed that Release 3 was descope in January 2015, and the focus then shifted to ensuring that lessons learned from Release 1 were fully applied to Release 2. He reported that a new plan for the 18 remaining boards and bureaus scheduled for Release 3 was initiated in 2017.

Mr. Piccione then explained the distinction between the Business Modernization Plan (departmental plan) and the Business Modernization Report (plan specific to the Board) for Release Phase 3 boards and bureaus (living documents). He stressed that the Board's progression of activities to implement BreEZe or an alternative platform will be based on the Board's overall organizational readiness and ability to support an aggressive (or less aggressive) timeframe regarding staff resources (i.e., heavy demand on staff who are subject matter experts). Mr. Feng asked whether BreEZe used by Release 2 entities will be modified for standard use by Release 3 boards, or whether BreEZe can be modified based on each program's business needs. Mr. Piccione replied that both options are possible. Denise Campos asked if boards are required to use the BreEZe system, to which Mr. Piccione replied that no mandate exists that requires the use of BreEZe.

Mr. Piccione also informed that the Board is approaching the "Phase 2 of Organizational Change" stage when staff can be incorporated into the plan to acquire business process documentation and can be prepared for a demanding transition. Mr. Piccione outlined the major highlights of the Business Modernization Plan, which include: 1) Business Activities, 2) Project Approval Lifecycle, and 3) System Implementation. Mr. McGuinness asked if the Business Modernization Plan had been modified in any way since the release of BreEZe Phases 1 and 2, to which Mr. Piccione replied that the Business Modernization Plan and Report are new documents that were created in 2017. Mr. Piccione explained that the Project Approval Lifecycle is new to the Department of Technology, similar though to what was

known as a Feasibility Study Report. He advised that the Board would fund the project through its own budget or by submitting a budget change proposal through the required approval process. Mr. Piccione reiterated that nothing mandates boards to use BreEZe; however, if the Board chooses to use an alternative platform, the scope of work could be wider. He noted that the DCA does not yet know how well Phase 2 is meeting boards' and bureaus' needs, and will not know until those organizations' business processes are evaluated.

Ms. Kwan asked about the similarities and differences between the Board and other boards and bureaus that currently utilize BreEZe. Mr. Piccione explained that, in his experience, organizational differences are the most common source of challenges for BreEZe implementation. He opined that BreEZe will probably be the most cost-effective platform to meet the Board's needs, and described how BreEZe can be configured to that end.

Ms. Kwan asked about budget or staff changes to other programs due to BreEZe, to which Mr. Piccione informed that DCA is entering Phase 2 of the project where budget and staffing issues are currently being assessed. Mr. McGuinness asked why Release 3 was abandoned, to which Mr. Piccione explained that the ability for boards to assess their processes and adapt to the BreEZe product was not fully assessed. Mr. McCauley reminded the Committee that the Board reduced its spending authority several years ago which resulted in a lower reversion rate; therefore, he informed, it is possible the Board would more than likely need to seek (additional) budgetary authority to accommodate measurable impact from the new system.

2. IDENTIFY ORGANIZATIONAL RELATIONSHIPS THAT SHOULD BE MAINTAINED AND/OR ESTABLISHED IN ORDER TO ENHANCE THE BOARD'S MISSION TO REGULATE THE PROFESSION AND PROTECT THE PUBLIC

Mel Knox reminded that, at its December 16, 2016 Strategic Planning session, the Board discussed the need to share specific strategic information with targeted organizations. Mr. Knox advised that staff updated a list of organizational stakeholders from past Strategic Plans, from which the Board obtains useful information, feedback, and receives key support. He also noted that the National Council of Architectural Registration Boards and the AIACC are the Board's primary external stakeholders; the Board's efforts to work with these organizations are paramount. Mr. Knox informed that the list of organizations would be maintained for any future communications or collaborative purpose. Mr. Knox asked the Committee to determine whether the list of organizational stakeholders fulfills the Strategic Plan objective to identify organizational relationships that should be maintained and/or established in order to enhance the Board's mission to regulate the profession and protect the public.

Jay Hyde announced that his organization, CALBO, looks forward to maintaining a partnership with the Board.

Ms. Kwan asked if "Architecture Schools" as reflected on the proposed list or organizations includes any school with an architecture program (accredited schools, non-accredited schools, two-year schools, four-year schools, etc.), to which Mr. Knox confirmed that "Architecture Schools" implies each of those categories of schools. Mr. Feng asked if the Association of Collegiate Schools of Architecture (ACSA) should be included on the list, to

which Mr. McCauley explained that the ACSA is not a Board stakeholder and that the list should be limited to include organizations that have a direct, mutually beneficial relationship with the Board. Ms. Campos asked if this list will impact other outreach efforts currently underway by the Board, to which Mr. McCauley replied that the proposed list should not interfere with the Board's outreach efforts and it should be used primarily as a reference guide. Ms. Kwan recommended including the Asian America Architects/Engineers Association (AAAE) to the proposed list. She noted that the AAAE in southern California and the AAAE in northern California are different entities. Mark Christian asked if AIACC's Academy of Emerging Professionals (AEP) should be specified in the list, to which Mr. McCauley replied that the AEP would fall, naturally, under the AIACC listing.

- **Matthew McGuinness moved to recommend to the Board the approval of the proposed list of organizational stakeholders with the addition of AAAE.**

Denise Campos seconded the motion.

Members Campos, Feng, McGuinness, and Chair Kwan voted in favor of the motion. The motion passed 4-0.

3. PREPARE FOR THE SUNSET REVIEW PROCESS IN ORDER TO FACILITATE A POSITIVE OUTCOME

Mr. McCauley reported that the Board must complete the Sunset Review process once every four years, and is currently preparing to undergo Sunset Review for a fifth time. He advised that the most recent Sunset Review questionnaire is quite similar to the 2014 Sunset Review questionnaire, and that staff typically begins preparations approximately one year prior to submittal to the Legislature, this year on November 1, 2018. Mr. McCauley informed that the Executive Committee will complete an initial review of the Board's 2018 Sunset Review Report at its next meeting in May 2018. He explained that the draft Report will then be presented to the Board at its June 2018 meeting with the final draft of the Report provided at its September 2018 meeting prior to submittal to the Legislature by November 1, 2018.

Mr. McCauley advised that the Board's Sunset Review hearing will likely be held in March 2019, when the Board will present its Report. He noted that, the Board will have an opportunity to discuss identified issues and recommendations from the Legislature, which are normally received two weeks prior to the hearing. Mr. McCauley further noted that written responses to issues raised by the Legislature will be due within 30 days of the hearing. Lastly, he informed that the Board will be provided with an update on the Sunset Review process and will be asked to ratify staff's written responses to the issues identified by the Legislature in a Sunset Review Background Paper.

Mr. Feng asked if LATC has a separate Sunset Review process, to which Mr. McCauley confirmed that, indeed, LATC will undergo its own Sunset Review since LATC has its own practice act, budget, and staff.

Ms. Kwan asked if Mr. Christian participates in the Sunset Review hearing as a member of the public, to which Mr. Christian answered in the affirmative. He explained that members

of the public are able to testify, and that he would do so as a representative of AIACC because AIACC's opinion is quite relevant.

Ms. Kwan asked about the trend of licensed architects in California, to which Mr. McCauley and Vickie Mayer replied that approximately 21,000 architects are licensed in California which has remained constant in the past few years. Ms. Kwan asked why the number of licensees has not increased, especially since California is a growing state. Ms. Mayer informed that the number of candidates in California taking the Architect Registration Examination has increased and it would be interesting to see if the trend continues.

Mr. Christian opined that the goal of generations prior (to become licensed) is different from that of the current generation. Ms. Kwan shared her view that the indifference to becoming licensed is beginning to fade among millennials due to recent changes in requirements to become licensed in California (e.g., ARE 5.0, reduced architectural work experience hours).

Mr. Feng shared his recent conversations with architecture students at the University of California, Berkeley who expressed uncertainty about pursuing licensure after graduation. Ms. Mayer stated that there has been no decline in the number of applications, and that elderly architects often maintain their status as an architect or apply for a retired architect license.

Mr. Christian asked the Committee to consider the issue of a \$5,000 reporting threshold for architect settlements versus a \$50,000 reporting threshold for settlements at the next Strategic Planning session. Mr. Feng commented that it would be important to bring the Board's reporting threshold in relative alignment with Contractors State License Board (CSLB) and with the Board for Professional Engineers, Land Surveyors, and Geologists (BPELSG). Mr. McCauley opined that the optics of increasing the reporting threshold would not be positive for a consumer protection board. He also recalled that the issue was considered unfavorably in the past.

4. ENCOURAGE COLLABORATION WITH OTHER RELATED BOARDS IN AN EFFORT TO SHARE BEST PRACTICES

Mr. Knox reminded members that, at its December 16, 2016 Strategic Planning session, the Board discussed the importance of collaborating with related boards to achieve mutually beneficial goals. He recalled that members suggested the Board should further explore the possibility of organizing a collaborative session with related boards to discuss potential opportunities in the context of consumer protection. Mr. Knox reported that the Board already participates in the Architects and Engineers Conference (AEC), which is a quarterly meeting of design-related associations and licensing boards. He recommended that an initial meeting of board presidents and executive officers of the CSLB; BPELSG; and LATC be organized to discuss future issues and opportunities to partner. Mr. McCauley added that the AEC is an association-centric collaborative that primarily discusses legislative issues, but that a connection exists through AEC to initiate a separate, less formal meeting of board presidents and executive officers (EOs) to discuss licensing issues, problems in the marketplace, how to best protect consumers, etc.

The Committee members conveyed support and opposition to the idea of organizing such a meeting. Mr. McGuinness stated that the Board president and EO are already able to contact these organizations and engage in conversation, and that the proposed meeting can be viewed

as another example of ineffective government. Ms. Campos opined that to be in greater contact with these organizations, perhaps, once annually, would be positive. Ms. Kwan opined that such a meeting with board presidents and EOs may lead to constructive conversations about marketplace costs and trends, the current political environment, and other issues of importance, and could be beneficial for all participants. Mr. McCauley stated that this proposal is in response to the Strategic Plan objective, and opined that an initial meeting with these proposed organizations is worth the effort to gauge effectiveness.

- **Denise Campos moved to recommend to the Board organizing an initial meeting of board presidents and EOs of the CSLB, BPELSG, and LATC to discuss future issues and opportunities to partner.**

Tian Feng seconded the motion.

Members Campos, Feng, and Chair Kwan voted in favor of the motion. Member McGuinness opposed. The motion passed 3-1.

5. ENHANCE AN ONBOARDING PROGRAM FOR NEW BOARD MEMBERS TO INCREASE BOARD MEMBER UNDERSTANDING OF BOARD FUNCTIONS AND PURPOSE

Mr. Knox reported in an effort to fulfill this Strategic Plan objective, staff began by reviewing existing Board member orientation materials, as well as the current onboarding process for new members. He explained that, currently, upon notification of a new Board member appointment:

1. The EO immediately notifies the Board President.
2. The President calls the new member to welcome them and indicate that the EO will be following up.
3. The EO calls the new member to provide basic information about the Board and to schedule a time to conduct an orientation.
4. A follow up email is sent containing links and attachments to assist with onboarding, such as the most recent Sunset Review Report.
5. The EO conducts an in-person orientation supported via a PowerPoint presentation, unless that is not feasible in the short term. Otherwise, the orientation is conducted telephonically.
6. The new member is scheduled to attend the DCA Board Member Orientation Training (BMOT), which is required to be completed within six months of appointment.

Mr. Knox presented staff's recommendations to enhance the onboarding program:

1. A welcome letter from the EO to the new Board member via email (attachment 1 in the meeting packet), upon appointment and immediately before telephone calls from the Board President and EO; and
2. A New Board Member Orientation Checklist (attachment 2 in the meeting packet) used by Board staff designed to facilitate a smooth onboarding process.

Mr. Knox also informed that the Board Member Orientation PowerPoint presentation used by the EO was updated to enhance the member's awareness and understanding of the Board's functions and purpose. He reported that staff is seeking guidance for best practices from DCA SOLID, which conducts the BMOT.

The Executive Committee reviewed the draft of the welcome letter and New Board Member Orientation Checklist; updated the Board Member Orientation PowerPoint presentation; and expressed support for the approach to enhance the Board's onboarding program. Ms. Kwan asked when the next new appointment is expected, to which Mr. McCauley informed that member Jon Alan Baker is currently in his one-year grace period which ends June 30, 2018, therefore, an appointment can be announced at any time.

- **Denise Campos moved to recommend to the Board to approve staff's recommendations to enhance the new Board member onboarding program.**

Tian Feng seconded the motion.

Members Campos, Feng, McGuinness, and Chair Kwan voted in favor of the motion. The motion passed 4-0.

6. ASSESS AND ENHANCE EXISTING COMMITTEE CHARGES, PROCESS, PROCEDURES, APPOINTMENTS, ETC. TO IMPROVE EFFECTIVENESS

Mr. Knox directed the Committee's attention to the Board's existing committee appointments, charges, and policy document contained in the meeting packet. He reported that staff determined each committee description effectively summarizes functions and compositions of each, and opined that the appointment process, which was updated on June 14, 2012, remains a reasonable approach to identifying members for the various committees. Mr. Knox recommended that all new committee chairs receive resources on how to conduct meetings according to *Rosenberg's Rules of Order*, which is considered a more simplified and modern version of the rules of parliamentary procedure than its *Robert's Rules of Order* counterpart. He explained that the resources might include a: 1) copy of *Rosenberg's Rules of Order*; 2) *Rosenberg's Parliamentary Procedure Simplified* video tutorial; and 3) review of the provisions of the Bagley-Keene Open Meetings Act to ensure that each of the Board's committees operate under the same processes and procedures. Mr. Knox also recommended that chairs review Strategic Plan objectives with staff upon adoption of the Plan, and at regular intervals, as needed.

The Executive Committee reviewed the Board's committee charges, process, procedures, appointments, etc., and discussed whether *Rosenberg's Rules of Order* should be adopted by each of the Board's committees. Ms. Kwan asked if *Rosenberg's Rules of Order* would be applied to Board meetings as well, to which Mr. Knox replied that the Board Member Administrative Procedure Manual must be consulted to confirm. Mr. McCauley stated that *Rosenberg's Rules of Order* may certainly be used for committees, and is well regarded in local government.

- **Matthew McGuinness moved to recommend to the Board to adopt *Rosenberg's Rules of Order* for use by each of the Board's committees, and for chairs to review Strategic Plan objectives with staff upon adoption of the Plan, and at regular intervals as needed.**

Denise Campos seconded the motion.

Members Campos, Feng, McGuinness, and Chair Kwan voted in favor of the motion. The motion passed 4-0.

7. EXPAND CROSS-TRAINING PROGRAM FOR BOARD STAFF AND REVISE OPERATIONAL MANUALS TO RETAIN KNOWLEDGE AND INCREASE ORGANIZATIONAL EFFECTIVENESS

Alicia Hegje informed the Committee that efforts are underway to update, and create as needed, procedure manuals for performing job duties in the Administration, Enforcement, and Examination/Licensing Units at the Board. Ms. Hegje explained that procedure manuals are being developed on an ongoing basis and that they outline: 1) steps taken to complete a procedure; 2) who executes the procedures; 3) a timeline to complete the procedure; and 4) a timeframe to complete a step. She noted that key staff have recently completed the DCA SOLID training entitled *How to Build a Procedure Manual*, which provides technical guidance in their efforts to advance this objective. Ms. Hegje also informed that management also conducts regular staff meetings, professional development group sessions, and one-on-one meetings, with the goal of imparting programmatic updates, enhancing knowledge retention, measuring programmatic performance, and improving overall organizational effectiveness. She advised the members of the various Analyst Certification Training and Enforcement Academy professional development series available to staff through SOLID. Ms. Hegje asked the Committee to consider the approach taken to expand the cross-training program for Board staff and revise its operational manuals, and to discuss whether there are other approaches to consider in furtherance of this Strategic Plan objective.

Ms. Kwan and Mr. Feng asked about retirements among Board staff expected in the next few years, to which Mr. McCauley said that the Board has taken steps to address issues related to knowledge transfer and succession planning; he said there will be more retirements in the future. Ms. Campos commented that staff's approach is a good approach. She asked about how civil service personnel can prepare to promote, to which Mr. McCauley explained that DCA has mentoring programs and career planning courses available to staff through SOLID. Ms. Mayer explained the civil service recruitment requirements and process, and noted that civil service staff can promote into a higher classification if they demonstrate qualifications for a position in that classification. She also explained that it is not uncommon for staff to

transfer to a position at another agency within the same classification to expand their knowledge.

- **Tian Feng moved to recommend to the Board to support the approach taken to expand the cross-training program for Board staff and revise its operational manuals.**

Matthew McGuinness seconded the motion.

Members Campos, Feng, McGuinness, and Chair Kwan voted in favor of the motion. The motion passed 4-0.

8. RESEARCH AND WORK WITH THE DEPARTMENT OF CONSUMER AFFAIRS TO UPDATE COMMUNICATIONS TECHNOLOGY IN ORDER TO EFFICIENTLY NOTIFY STAKEHOLDERS OF IMPORTANT INFORMATION

Mr. Knox explained that when the Board's newsletter, *California Architects*, is published, it is posted on the Board's website, distributed via email to self-subscribers, and is Tweeted. However, in an effort to provide increased distribution of the newsletter, he informed the Committee that staff consulted with DCA Office of Information Services to identify a way to compile and broadcast to all email addresses retained in the Board's computer systems using the ListServe communications technology. Mr. Knox reported that on November 6, 2017, the newsletter was emailed to all licensees and active candidates, and was promoted on Facebook and Twitter. He explained that the use of ListServe resulted in an increase from approximately 2,200 recipients of *California Architects* to more than 28,000 recipients (licensees and candidates). Mr. Knox recommended the continued use of this technology for future newsletter distribution and other matters of importance.

Mr. McCauley and Ms. Mayer noted that Board staff has tried to obtain permission from DCA to use ListServe in this way for several years, but the request had previously been met with resistance. Ms. Mayer informed that Board staff had also been asked to update their email signature block with a link to join the subscriber list in an effort to increase the number of subscribers.

Ms. Kwan asked if Board members have access to a Board email account, to which Mr. McCauley replied that Board members do not. Mr. McCauley explained that some Board members choose to set up a separate email account just for Board purposes, but that practice is not as effective as initially intended. Ms. Kwan requested to learn how many people of those subscribed to receive the newsletter open the email link. Ms. Mayer replied that staff is currently reviewing analytics to learn how many of the 28,000 recipients open the link. She noted that distribution effectiveness needs to be measured because the newsletter takes a lot of work to produce.

Ms. Campos commented that the ListServe approach to distributing the newsletter is a wonderful approach to fulfilling this objective.

- **Denise Campos moved to recommend to the Board to continue use of ListServe communications technology for future newsletter distribution and other matters of importance.**

Tian Feng seconded the motion.

Members Campos, Feng, McGuinness, and Chair Kwan voted in favor of the motion. The motion passed 4-0.commit

E. ADJOURNMENT

The meeting adjourned at 3:15 p.m.