



**STATE OF WASHINGTON**  
**Capital Projects Advisory Review Board**

May 15, 2017

Howard Hillinger  
Principal Consultant  
Paramatrix, Inc.  
719 Second Avenue, Suite 200  
Seattle, Washington 98104

Dear Mr. Hillinger:

It is my pleasure to reappoint you, as a representative of **Construction Manager**, to the Capital Projects Advisory Review Board's Project Review Committee (PRC). Your term of office is effective **July 1, 2017**, and will continue until **June 30, 2020**. Congratulations on your reappointment! Thank you for your willingness to serve the citizens of Washington. We need people like you, who are willing to give their time and abilities to review and sustain appropriate use of alternative public works processes in our state.

The public sets high standards for us, and if we want to maintain their trust and support, we must always meet or exceed those standards. That means we have to serve with the highest of ethical principles. We must place the public above any personal or private interest, and we must always ensure state resources are used wisely and only for public purposes.

I hope that you find public service rewarding and challenging. Together we can make Washington public works processes the best they can be and continue to build public trust.

If you have any questions, please contact me immediately.

Thank you for your willingness to continue in this important work.

Sincerely,

William J. Frare, Chair  
Capital Projects Advisory Review Board (CPARB)

cc: CPARB Members  
John Palewicz, PRC Chair  
Rustin Hall, PRC Vice Chair