



STATE OF WASHINGTON
Capital Projects Advisory Review Board

May 15, 2017

David Talcott, PE, PMP
Director of Engineering
Exeltech Consulting, Inc.
8723 Commerce Place Drive NE, Suite A
Lacey, Washington 98516

Dear Mr. Talcott:

It is my pleasure to appoint you, as a representative of **Design Industry Engineer**, 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 appointment! 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.

It is essential to remember the diversity of our state and that all people deserve to be heard. As a member of the PRC, it is imperative that you respect all opinions and honestly listen to all viewpoints. In government, we deal with many complex and often divisive issues. We will not always be able to make everyone happy, but we must ensure individuals or organizations are listened to and treated fairly.

If you have any questions, please contact the Nancy Deakins at 360-407-9333 or Talia Baker at 360-407-8260.

Thank you for your willingness to do 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