

May 6, 2019

Capital Projects Advisory Review Board  
1500 Jefferson Street SE  
Olympia, WA 98504

Re: Jessica Murphy Candidacy for PRC Position

Dear CPARB Members:

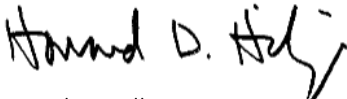
I am writing in support of Jessica Murphy's candidacy for the Project Review Committee (PRC).

I have had the opportunity to work with Jessica in her role as the City of Seattle's (City) project manager for the Overlook Walk Heavy Civil GC/CM project which has completed GC/CM selection and is now in preconstruction. She has previously completed two other GC/CM projects for the City and is highly knowledgeable in Alternative Public Works.

I believe that Jessica understands the unique perspectives and concerns of local agencies and will contribute to the further development of best practices for alternative public works both within the City and in the broader Alternative Public Works community.

I believe that Jessica will be an excellent PRC member, and I urge you to select her for a PRC position.

Sincerely,



Howard D. Hillinger, CCM, DBIA  
Principal Consultant  
PRC Member