

Attention: Luke Blomfield, President
Subject: Letter of Recommendation
Davis Constructors & Engineers Inc.

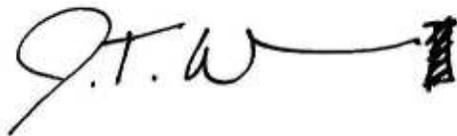
This letter is intended to provide some perspective and endorsement for recommending Davis Constructors (DC) as a preferred General Contractor. I am the Principal Architect with 26 years of Alaskan experience with MCG, much of which includes collaborating with Davis Constructors in a variety of professional capacities. These project delivery capacities include CM/GC contracts, Design Build, Design Assist, Development, Design-Bid-Build, On-Team consulting, and Community Advocacy.

Davis Constructors provides the best consistent Constructor and General Contractor services that I have experienced and highly recommend this company for the following reasons:

- Excellence; DC exemplifies excellence as the “standard of care” on every project and will not accept anything less from the time they start the project to long after it is completed; they are committed to high performance outcomes
- Integrity; their adherence and application of ethical principals is evident and transparent supporting a strong foundation of trust; they are reliable & trustworthy
- Collaboration & Teamwork; this is one of the cornerstones to their services; it is an essential part of the process and DC captures the kind of respect and engagement that drives the process to excellence; they leverage & utilize teamwork
- Expertise; at every level of the organization it is clear that DC provides skill-based knowledge, performance with proficiency, and mentorship for execution helping to guide the project for a successful completion; they understand the value & investment in “company culture”
- Leadership & Management; building a building is a very complicated process and DC excels in strong leadership and multi-management skills that create a deep commitment in every project(s) success; MCG and client(s) count on DC... they always over-deliver

It’s a pleasure to work with a company like Davis Constructors & Engineers that you can trust, will deliver a high-quality project with strong collaboration, will be on the budget, and will likely beat the anticipated schedule. Many of the folks I have worked with at DC have become my personal friends. I hope you also have the opportunity to enjoy working with Davis Constructors.

Sincerely,

A handwritten signature in black ink, appearing to read "J.T.W.", followed by a stylized flourish or scribble.

Principal Architect & President
McCool Carlson Green
AIA, NCARB, LEED-AP