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To: Whom It May Concern

Subject: Letter of Recommendation for Davis Constructors & Engineers

This letter is to offer my strongest recommendation regarding Davis Constructors & Engineers, Anchorage, Alaska, for its work on the Terminal Area Development Program at Fairbanks International Airport, Alaska. I have more than 40 years of experience in managing design and construction projects and programs amounting to more than \$4 billion on five continents. I have known and worked with many contractors. I make these comments about myself only to put my next comment into perspective. Davis Engineers & Constructors is, without exception, the very best contracting company with which I have ever worked.

Between May 2005 and May 2009, I was the on-site program manager (PM) responsible for delivery of a \$99.2 million program to design and construct a new international airport passenger terminal at Fairbanks. The new facility was to be developed through a major building addition, renovation of portions of the then-existing terminal, and demolition of remaining portions of the existing terminal. All of this was to be done while keeping the international airport fully in service and with minimal disruption to the traveling public.

As PM, I wrote much of the selection criteria through which a CM-at-Risk contractor would be selected, and was a member of the selection panel that chose Davis Constructors & Engineers to do the work. Consequently, I was in a position both to know what was promised by Davis during the selection process, and to witness whether or not its performance honored the promises made.

Davis not only met its promises, but also exceeded them in every respect. In my total career, I have never seen another contractor perform with such a high level of integrity, commitment to cooperation and teamwork, and all-out effort to meet program goals to deliver the desired facility on time and within budget. From a personal standpoint, I view this program as the most successful design and construction effort of my career, and that is attributable in large part to the attitude and performance of Davis Engineers & Constructors. It was my great pleasure to work with Davis on this program, and I highly recommend the company to anyone who has a need for its services.

Sincerely,

William D. O'Bar
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