



April 10, 2019

RE: Davis Constructors & Engineers
LETTER OF REFERENCE

To Whom it May Concern,

SALT, formerly RIM Design, has enjoyed a mutually beneficial relationship with Davis Constructors & Engineers (Davis) for nearly 20 years. We have teamed together on over 100 new construction and renovation projects, including, but not limited to, child development centers, medical office buildings and associated tenant improvements, coffee shops, cafeterias, multi-story office buildings and associated tenant improvements, educational facility adaptive reuse/mall rehabilitation projects, science & engineering facilities within the University of Alaska Anchorage campus and youth shelters for Alaska's teens facing homelessness.

Whether in Design/Build or Design-Bid-Build scenarios, Davis has proven to be effective in managing and completing projects that are turned over to clients on time and on budget. Our staff appreciates the system in place for project execution. Regardless of which Davis project manager is on a project, the work process is the same. Because of this systematic approach, the design team knows what to expect, and we know what is expected of us; this allows our combined team to generate consistent, optimum results for each client. Additionally, Davis is adept at problem-solving during construction. For every problem that arises on site, project managers and site superintendents provide optional solutions to address any issue.

It is without hesitation that we recommend Davis for projects of any size.

Sincerely,
SALT

A handwritten signature in black ink, appearing to read "Megan T. Lierman".

Megan T. Lierman
Principal