

October 8, 2012

**Subject: Reference Letter**  
**T.M. Taylor Construction, Inc.**

**To Whom It May Concern:**

I am pleased to provide the following reference for T.M. Taylor Construction, Inc. I would like to first preface the reference with the following: Over the past 40 years, I have been involved with global project management responsibility of engineering and construction projects, across chemicals, semi-conductor wafer fabs, pharmaceutical/biotech facilities, and a 550 room accommodation living quarters, located 150 miles out into the Norwegian sector of the North Sea, with the attendant world's largest offshore fixed airport. My project management responsibility encompassed engineering and construction of industrial facilities, inclusive of administration buildings, laboratories, living quarters, and class 1,000 clean rooms. In addition, I have previously contracted for three custom built homes over this period for my personal use. The following reference for T.M. Taylor Construction, Inc. is based on this background and experience. This reference will address the following phases:

- Bid Phase
- Construction Execution Phase Comprising:
  - T.M. Taylor Construction, Inc. Management
  - Subcontracting
  - Schedule
  - Quality
  - Cost Control

**Bid Phase:**

The bid phase consisted of securing three (3) bids, of which one was from T.M. Taylor Construction, Inc. (hereafter referred to as T.M. TC). During the bid phase, T.M. TC quickly differentiated itself from the other two competing bids by impressing me with their interactive approach. Based on their review of the bid documents, they submitted questions for clarification. Through this interaction, I believe they gained a much better overall understanding of the project technically, but additionally, what the owner's objectives and expectations were. As a result, during the bid phase, I was very much impressed with their cost savings suggestions, and to the value added suggestions that, in my opinion, greatly enhanced the project. This pro-active approach taken by T.M. TC clearly separated them from the two other bidders, and demonstrated to me, that they had a thorough knowledge of the project, that they definitely were focused on meeting owner expectations, and therefore, increased my confidence that their bid price was of a high accuracy. Additionally, T.M. TC was the only bidder that submitted their bid pricing on time. Being on time in the bid phase, certainly gives an indication that the contractor takes seriously schedule milestones. Even though T.M. TC was a few thousand dollars higher than the lowest bidder, I elected to award the project to T.M. TC based on their pro-active approach to the project, demonstrated in this important bid phase.

**Construction Phase:** During the construction phase, I have been serving to monitor the construction progress/quality at the site.

- **T.M. TC Management:** T.M. TC identified one dedicated company site supervisor, to be present at the construction site to monitor all phases of on-going activity. This T.M. TC representative, as well as other T.M. TC direct hire employees, also performs as-needed activities in addition to the sub-contracted work. Mike Taylor actively and frequently monitors all phases of the site work, in addition to this dedicated site supervisor who reports directly to Mike. Mike and I, additionally, hold a regularly scheduled site meeting each week, in which Mike and I perform a site walk-through to inspect progress and quality of the on-

going construction activity. Site notes from these walk-throughs are prepared by me and issued each week. Mike Taylor conducts himself at all times in a professional manner, and conveys through his actions, not just words, that his primary objective is to satisfy owner expectations, as best he can.

- **T.M. TC Sub-Contractors:** It has been my experience to know that, without dependable and well qualified sub-contractors, no project will progress well. The sub-contractors that T.M. TC utilizes have been working with T.M. TC for over 7 years, and Mike Taylor has known most of these sub-contractors for almost 15 years. I have been very much impressed with the ability of T.M. TC to schedule in the necessary trades to meet the overall project schedule, and the high level of quality of the sub-contracted trades: carpenters; electrical; plumbing; HVAC; masonry, etc. Due to the long standing relationship of the sub-contractors with T.M. TC, in my opinion, the sub-contractors know what is expected of them, and understand the integration of their activity with other trades. They all work together very well, and as a result, their overall efficiency in completing their scope of work is greatly enhanced. The end result is a truly integrated "team effort", all under the overall management direction of T.M. TC.
- **Schedule:** The project is on schedule to date. T.M. TC has outlined overall project schedule milestones, and to date, these milestones have been achieved. Again, in my opinion, T.M. TC's ability to control the scheduling of the sub-contractors is a key, along with their attention to stage construction material at the site in advance of sub-contracted work. In my opinion, the fully coordinated management by T.M. TC, running parallel sub-contract scope of work activities to maximize resource utilization at the site, has resulted in the attainment of schedule milestones.
- **Quality:** My highest priorities are Quality and Cost. In my 40 years of engineering and construction experience, I have never known of a perfect project. In going from two dimensional drawings to a three dimensional physical building, there will always be the need to take into consideration adjustments. Sometimes no matter how many times a measurement is taken, or drawings checked, errors result. I will say that to date, the errors/adjustments have been relatively minor, corrective action was taken early to minimize the impact, if any, and the project schedule maintained without impacting cost. Quality in the final product has not ever been sacrificed. T.M. TC is consistently committed to achieving the highest standard of quality throughout the entire project. I have not seen one short-cut that sacrifices quality. T.M. TC has demonstrated time and time again, in my opinion, that the interest of the owner is put front and center on their every action. I am 100% satisfied with the quality that has gone into this project.
- **Cost Control:** As I previously noted, my highest priority along with Quality is Cost Control. I have been impressed with T.M. TC in regards to controlling costs. To date the overall project is on the contracted price. There has been no "nickel and diming", and T.M. TC has been very open to give and take as the project has progressed. The net result is that the overall project cost has been managed very well. Change orders have been limited in number, and what change orders that have been initiated, have been owner initiated. This is a result, in my opinion, of T.M. TC willingness to truly work with the owner versus an adversarial working relationship. **That is why, in my opinion, I made the correct decision in awarding the project to T.M. TC.**

In closing, I fully stand by my opinions made in this referral letter, and should anyone need further insight, or clarifications to statements made in this letter, they are welcome to contact me either through my email address: [dalesymsek@earthlink.net](mailto:dalesymsek@earthlink.net) or to contact me on my mobile phone at 843-708-5182.

Sincerely,



Dale R. Symsek