



SHARING YOUR VISION. BUILDING SUCCESS.

October 29, 2016

Scott Jennings, PE
SJ Construction Consulting, LLC
PO Box 37238
Honolulu, HI 96837

Subject: Letter of Recommendation
Four Seasons Ko Olina Renovation Project

Scott,

Your assistance to Nordic PCL Construction, Inc. (NPCL) over the past six months on the above project is greatly appreciated. Your assistance as an integral part of our team was essential to completing the project successfully and ensuring we mitigated our risks. In evaluating your work, I found the following areas of key importance:

- Change order processing and negotiation – Your ability to develop, maintain and complete cost proposals and negotiations for the dozens of changes across nearly every discipline, touched nearly every one of the 140 subcontractors and suppliers we had on the job; none the least of which was our NPCL self-performed work.
- Cost coding and forecast assistance – You were able to quickly and efficiently learn and become intimate with the NPCL cost coding structure and assisted timecard completion with field staff.
- Forecast participation – You demonstrated a clear and competent understanding of our project forecasts and assisted in their review.
- Staff augmentation – Additionally you added to our team with the recommendation of Ms. Dee Kong who came aboard as a temporary employee, and thanks to your trust in her is now the newest member of the accounting team – she has proven to be a great asset!
- Impact analysis – But the largest task I set before you was the analysis of scope that was impacted during the project. You helped lead the charge to ensuring our direct costs were fully accounted for, tracked, submitted, ensuring that our rights to provisions were reserved and strongly documented. Then under your recommendation, executed an complete impact analysis which accounted for a large portion of financial recovery on the project.

On behalf of Nordic PCL Construction, Inc., I again want to thank you for service on this project. Please do not hesitate to provide my contact information to any potential clients. I'm proud to recommend you for future assignment elsewhere or within the PCL family of companies and I look forward to working with you again in the future, wherever that may take us.

Sincerely,

A handwritten signature in black ink, appearing to read "John Voorhees".

John Voorhees
Sr. Project Manager

NORDIC PCL CONSTRUCTION, INC.

1099 Alakea Street, Suite 1600 Honolulu, HI 96813
Telephone: 808-541-9101 ♦ Fax: 808-541-9108 ♦ www.nordicpcl.com