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November 8, 2018

Reed Tarkington
Four Seasons Environmental
43 New Garver Road
Monroe, OH 45050

RE: Contract No. W912QR-15-D-0003-0007, DLA Building 20 HVAC & Controls Renovations, Defense Supply Center, Columbus, Ohio

Subject: Nick McDonald, Letter of Recommendation

Dear Mr. Tarkington:

It has been my pleasure and honor to have Nick McDonald work for me as the Quality Control Manager (QCM) on the Building 20 HVAC & Controls Renovations Project at the Defense Supply Center in Columbus, Ohio. This project took two years to complete which is much longer than originally anticipated due to Government delays on the project.

As QCM on this project, Mr. McDonald demonstrated his knowledge of the work being performed, his ability to problem solve and his ability to work with the project team. His professional expertise was critical to bringing this project to a successful completion for CMS and the Government.

What's more, Mr. McDonald's ability to foresee potential problems on the project and his ability to address issues with project personnel in a non-confrontational way made him an invaluable member of the team. During conflicts with both subcontractors and other CMS team members, Mr. McDonald was able to professionally and effectively manage the situations to the best possible outcome for all parties involved.

Mr. McDonald has my highest recommendation for the work he has performed for CMS over the last two years. I have thoroughly enjoyed working with him and would be honored to have him as a part of my team in the future.

Respectfully Submitted,

Emily H. Short
Project Manager

Cc: Nick McDonald
Chris Rice