

# Spiegel Zamecnik & Shah Inc.

Structural Engineers

David A. Carlson  
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Dear Sir or Madam,

I am pleased to offer a letter of recommendation for Richards Corporation. I have personally had the occasion to work with Richards on several construction projects since 2012, often for one of our largest clients. I have been very impressed with Richards' professionalism and the high quality of their work.

My overall experience with Richards has been very positive. Many of the projects on which we have collaborated presented significant challenges, including aggressive construction schedules, intricate phasing, and complex site logistics. Each project has also required high levels of coordination and communication between the contractor, design team, and the owner's representatives. On every occasion, Richards has demonstrated a keen ability to respond to constantly evolving conditions, while consistently meeting project schedules. They also maintain a professional and detail-oriented management team at their office and on the job site. All of the project close-out requirements were satisfactorily completed in a timely fashion, and the finished results have met or exceeded my expectations.

I highly recommend Richards Corporation, and I look forward to working with them again in the future, should the opportunity arise.

Best Regards,



Jonathan Kirkham  
Project Coordinator

Spiegel Zamecnik & Shah Inc.