



HAINES BOROUGH, ALASKA

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April 29, 2008

To whom it may concern:

In April 2006 the Haines Borough procured preconstruction services to construct a new K-8 school and renovate an existing high school. The construction budget was \$14 million and the plans at contract time were approaching 65%. The low bidder on preconstruction would most likely become General Contractor/Contract Manager (GC/CM) under agreement with the Haines Borough.

It was evident at the pre-selection meeting that Dawson Construction, Inc. was a conscientious contractor. Its representative was the only agent to visit the site and examine the existing conditions under record-setting temperatures and snowfall.

Construction began in the back draft of Hurricane Katrina, and the industry generally was experiencing high costs, material shortages and delivery delays. Dawson never spoke to the negative. The entire Dawson management team and its subcontractors displayed a clear commitment to the project and participated fully as a team member; technical and financial challenges were addressed directly, fairly and creatively. Dawson's value engineering and logistical skills are remarkable. It came prepared with well-maintained equipment, communications systems, clear procedures and trusted relationships. It responded to the community's concerns for local hire. The result is that Haines has a new school that includes many features that were given up earlier in the project. The job was scheduled over the worst winter in recent Haines history, yet, schedules were met and the project came in under budget.

Our respect for Dawson Construction, Inc. cannot be overstated, and it is our pleasure to recommend this firm to anyone contemplating a major construction project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Fred Shields', is written over a large, light-colored scribble or watermark.

Fred Shields, Mayor
Haines Borough