

April 15, 2021

To whom it may concern:

As an Architect working on primarily Affordable Housing apartment renovation projects, I have worked with Scott Kittinger and his Femco crew for about five years. The following is a list of the projects we have worked on together:

Fairington West Apartments, Concord, NC
Summerville Villas, Summerville, SC
Mountain Wood Apartments, Taylorsville, NC
Grifton Manor, Grifton, NC

My involvement with Scott and Femco begins at the earlier planning stages for the renovations and carries on through Construction Administration for each project.

I have always been impressed with Scott's thoroughness in evaluating the construction needs of each project when establishing the scope of work. His estimates and quotes always reflect that attention to detail as most quotes give a true reflection of the costs and work involved. On several occasions, Scott and his team have uncovered items early in the planning of the renovation which have saved the Project Team from major complications and the Owner from major expense.

During Renovation, Scott's Managers and Construction Superintendents have maintained good work scheduling, dealing with field-related issues in a timely fashion. This is particularly true during this recent Pandemic and the impact it has had on materials and equipment.

It is always difficult to maintain construction budgets during Renovation projects as one never knows what issues will be uncovered during the renovation. Throughout all of Femco's projects these issues have been addressed early and thoroughly as they occur which has resulted in time and cost savings. Often, when I have been notified of an issue in the field, the Construction Superintendent has already identified a solution to the problem, needing only to confirm that the solution is the most appropriate direction to take.

One of the most important factors in establishing a good relationship with the Project Team is to be willing to discuss issues when they occur and to take a friendly and constructive approach to construction-related questions rather than to establish an adversarial approach. It has always been apparent that Scott and Femco take these virtues seriously.

I have always enjoyed working with Scott and his Femco crew and would recommend them to any Owner/developer.

If you have any questions regarding this letter, please don't hesitate to contact me.

Sincerely,



Donald C. Harwood
Architect