



To Whom It May Concern,

I would like to take this opportunity to thank Campbell Plumbing Contractors for their exemplary performance on the **EverBank Field Improvements** project in Jacksonville, FL. This \$63 million project at the home of the NFL's Jacksonville Jaguars, consisted of a new north end zone fan engagement area and two new end zone scoreboards that are now the largest of their kind in the world. The Jaguars assumed the role of Construction Manager for this project through the hiring of the joint venture team of Hunt+Elkins.

This project was funded by both the Jaguars and the City of Jacksonville. I mention this only to highlight the large degree of public visibility of the EverBank Field work. The construction schedule allowed for a tight 120 days from start to finish, with major events scheduled at EverBank Field towards the end of the project schedule. The saying "failure is not an option" surely applied here.

The success of this project depended almost entirely upon each subcontracting team honoring their respective time commitments. All had "drop dead" dates. Often, the schedule was broken down to hourly increments as opposed to days. It was here that Campbell Plumbing really distinguished themselves, never failing to meet a deadline. In fact, they were singled out in the superintendent's weekly meetings as a role model for the other subcontractors to follow.

In addition to the schedule, another project challenge was the lack of laydown and assembly areas convenient to the construction zone. Campbell overcame this by prefabricating much of their work. A prime example was their offsite fabrication of the wall carriers for the public restroom water closets. Once built, they were delivered to the jobsite "just in time". This not only helped with conserving space on the jobsite, it expedited the schedule and enhanced the level of quality as well.

With the EverBank project successfully behind us now, I'm pleased to recommend Campbell Plumbing for your next project. Their technical ability and overall professionalism make them a compelling choice.

A handwritten signature in black ink, appearing to read "Mark Lamping". The signature is fluid and cursive, with a large initial "M" and "L".

Mark Lamping

President