

Chuck,

I know that we have only met a few times, but I wanted to take the IKEA grand opening as an opportunity to reach out and express my gratitude and appreciation for the effort that your team showed on the IKEA project.

This was my first time working with Gaylor on a larger project, and I didn't quite know what to expect going into the job. Any reservations that I had were soon alleviated after the first few sub meetings with Josh and Yang. I could write a couple of paragraphs about how Josh is a great pre-planner, or how Yang is one of the most considerate and best PM's that I have been around, when it comes to following up and catering to the needs of the owner. However, I think you probably already know the kind of guys that they are. Thanks for allowing them to be on my project! I truly enjoyed getting to know them, and they were a large part of the projects success.

I also wanted to thank you for your field staff. There were a few months on this project that we exceeded 50 electricians, and I am not sure if we would've completed this job without your guys, "buying in" to what we were trying to accomplish, and by providing a lot of cooperation, coordination, planning, and experience. There were several key players on the project, but I spent the most time with Monty, Adam, Jason, Brandon, Brandt, Archie, and Dan.

Each of these guys played a crucial role to the success of the project in their own way:

- **Monty:** I really enjoyed getting to know Monty and his willingness to do whatever it took to get the job done. I never heard Monty say "no." He always went above and beyond to ensure that IKEA's needs were met, and that his guys had what they needed to get the job done.
- **Adam:** I don't know if you know this, but Adam's hard hat reads, "No Loose Ends." Adam was my go-to guy, and he came to work every day. I enjoyed getting to know him, and I thought he did a nice job building morale and getting all the guys on board. On numerous occasions, Adam stayed late or went in early because I asked him too, and because it's what the job needed. I won't forget the effort that he made.
- **Jason:** Jason knew the job better than anyone else, and I appreciated the questions that he brought up early on in the process. I will never forget the time that Adam, Monty, and myself called him at 9PM to ask him what circuit the parking lot lights were on - he recited it off memory.
- **Brandon:** Everyone got along with Brandon, and I think he did a nice job working with a difficult client in REC Solar. I always enjoyed our conversations. He did a nice job working with IKEA and all of their vendors.
- **Brandt:** Very considerate and patient. The retail fit-out package, which Brandt ran, was in constant change and involved many different parties from both IKEA and Pepper. I really appreciated Brandt's ability to remain patient and navigate through the changes, while ensuring that IKEA's needs were met at the end of the day. He also did a really nice job with the kitchen vendor, and showed a great level of patience during a tight deadline.
- **Archie and Dan:** I didn't have as much direct involvement with Archie and Dan as I did with the rest of the field guys, but I liked them both. They both did a great job. Again, I appreciated that they were willing to work through owner changes while still meeting our project deadlines.

As you can probably tell from this email, our team developed some close relationships with your team. I hope that I can continue to build our relationship with Gaylor, and I look forward to working on future projects with your team.

I hope that Gaylor is as excited as Pepper is about the grand opening, because all of your guys should be proud of the hard work and effort that they put forth on this project.

Thanks again for sending your A-Team,

**Johnny Popp**

Project Manager

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