



September 26, 2017

Mr. Colin John
Limbach Company
926 Featherstone Road
Pontiac, Michigan 48342

Dear Colin,

I'm pleased to provide this letter of recommendation for Limbach's outstanding work on the Detroit Events Center / Little Caesars Arena project in downtown Detroit, MI.

We recently completed a multi-million dollar project together titled "Little Caesars Arena" which is the prestigious home for the Detroit Red Wings and Detroit Pistons. Limbach and SSR partnered together in a design assist partnership which was nothing short of amazing. The Limbach team were contracted late in the process, but from the beginning, brought nothing but positive attitudes and innovative ideas to the team. This project is one of the most complex designs SSR has ever been a part of and Limbach seamlessly was up to speed with the design team's goals and were able to achieve success flawlessly.

My role in this project was mechanical engineer in charge of the mechanical coordination during the construction administration portion of the project, but I also served as the mechanical engineer during the design phase. It was simply amazing to see the BIM team at Limbach take the plans that had been developed with the architect through the design phase and bring the innovative ideas to life. The BIM process was efficiently executed and the team utilized many platforms to make this happen, such as NavisWorks, WebEx, and Bluebeam studio sessions. To this day, I have not been a part of a more successful BIM coordination process. I can without a shadow of a doubt guarantee that this process would not have been the same without the Limbach team leading the charge.

Two things about Limbach stood out to me, having spent numerous hours in the job trailer with the team, their expertise and the way they conduct business. Limbach's whole team including the project managers, BIM coordination group, superintendents, down to the individual tradesmen had the knowledge and expertise to truly make this project one of the most successful projects I have been a part of. There were multiple times through the two year construction phase that I walked into the trailer and these guys were in training sessions on various innovative and new products. Due to Limbach's approach and stance on training employees, the construction team was able to bring ideas to the team that myself as engineer was not aware of that cut cost while maintaining the design intent. The second thing that stood out to me during the process was the way Limbach conducted business. Limbach was always willing to do what it took to make it right, in order to give the owner the very best and what they truly deserved. This is not something you find in today's market of subcontractors and is my number one take away from this project.

I have traveled across the country on numerous projects and typically feel like the 'outsider', especially as the engineer, who is typically not accepted as one of the teammates but someone who makes decisions that the construction team has to accommodate. That is nothing short of the exact opposite on the project, I never once heard this isn't possible or we need to find another way. The Limbach team went above and beyond to try and find a way to make the SSR design constructible. They did so in a manner that made the design team and construction team truly one team pursuing one goal. I have thoroughly enjoyed building lasting relationships that I hope and pray don't stop at this project. I hope I am blessed with the opportunity to work with the Limbach again in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Loftis', written in a cursive style.

Chris Loftis, PE, LEED AP BD+C
Mechanical Engineer