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February 15, 2013

RE: Letter of Recommendation

To Whom It May Concern:

It is my pleasure to offer this letter of recommendation on behalf of Bilt-Rite Construction, with whom I worked on the Heritage Apartments project in East Boston. The project included \$15 million of renovation to 296 occupied units for disabled and elderly residents. The scope of work included extensive exterior envelope reconstruction, full replacement of sprinkler and heating system infrastructure, and a variety of finish, landscape, and energy improvement renovations, all in occupied units. Needless to say, this required a great deal of coordination, cooperation, and creative thinking, which Bilt-Rite's team of Chris Sullivan, Nick Damaskos, and Adrian Walsh, delivered throughout the project.

Some highlights of Bilt-Rite's performance include:

- Management of a complicated scope of work involving multiple subtrades working in occupied units. Bilt-Rite's supervisor and tenant coordinators were professional and considerate in their dealings with residents, and organized work to minimize disruption during construction.
- Coordination of a complete exterior façade reconstruction at three mid-rise buildings, including the work of a variety of filed subcontractors. When demolition revealed that existing conditions were not as expected, Bilt-Rite's field and office personnel jumped in to help protect the building, produce creative solutions, and keep the project moving forward.
- Oversight of extensive abatement work performed in occupied units. This involved careful timing of the preparation, work, and testing, so that residents could return to their units every evening.
- The project was completed ahead of schedule and within project contingencies, largely thanks to Bilt-Rite's excellent project coordination, proactive problem solving, and fair dealings.

Throughout the 18 month construction period, Bilt-Rite was responsive to Owner and Architect concerns, was attentive to the quality of work, and was a true team player. The weekly job meetings had an atmosphere of collaboration, where the issues were addressed quickly and professionally. I found Bilt-Rite construction a pleasure to work with and look forward to having the opportunity to work with them again. Please feel free to call me if you would like to discuss my experiences working with Bilt-Rite Construction.

Sincerely,
DAVIS SQUARE ARCHITECTS, INC.

Sharon MacNulty, RA, LEED AP
Associate