



Rob Waldron | Chief Executive Officer

May 3, 2016

Mr Thomas Sullivan
Sullivan Construction Inc.
258 South River Road
Bedford, NH 03110

Dear Tom:

With our project complete, I thought it was as good time to say a huge “THANK YOU” for a project well done.

As you know, over the past three years, our company has grown much faster than any of us ever anticipated, from less than 200 employees to nearly 600. When I hired you as one of the two lowest bidders to renovate our headquarters two years ago, little did I know that I would be asking you mid project to move our warehouse and convert that space into additional offices for another 100 professional staff. Somehow you managed to stay flexible and grow with us without missing a deadline or budget, a near impossible task.

For most of the past twenty years, I have served as CEO of four different organizations. That work included opening 150 2,000 square foot after school retail learning centers. At another time it meant leading a company of 35 luxury bath showrooms and serving as a vendor to general contractors in the commercial and residential space. I’ve also moved and opened multiple new corporate offices in Boston, San Francisco, New York, Arizona, Florida, Chicago and other locations. In other words, I’ve dealt with hundreds of general contractors in my career on a variety of projects.

Among that group, you are clearly, and unequivocally, the best GC I have ever known. Here’s why:

- **Price.** You always give a fair price, seek the best bid from your subs, but without ever sacrificing quality.
- **Timeliness.** Your team’s project management skills are excellent. You rarely miss a date or a deadline, even on the small things. And if you do, you tell us weeks in advance of that possibility.
- **Service.** You have the highest level of service I have ever seen in your industry, keeping working spaces clean, employees informed, and a friendly smile even among the subs. In two years of construction and all the sub moves required by our growth, not one person ever complained about anyone you had in the building. That’s an astonishing record for such a large, complicated project.

153 Rangeway Road, North Billerica, MA 01862
p: 978.313.1208 f: 978.677.5274
rwaldron@cainc.com

- **Flexibility.** Somehow you managed to live with all our growth-driven change orders. You even helped us to create scenarios for growth during the project so we could more easily handle future changes.
- **Integrity.** You approached your work with 100% transparency and integrity, showing every bill, every expense, and every way you profited or didn't. When something wrong happened on your end, you told me immediately. When you needed more help or quicker decisions from members of my team, you were gracious but direct, which helped keep the project going smoothly. As a result, I trusted you with the management of the project completely.

As I believe you are aware, during the past two years, we have won four "Best Places to Work" awards the Boston Globe and the Boston Business Journal. In addition, in internal surveys, more than 95% of our staff recommend their best friend to work at Curriculum Associates. Can you imagine we received those accolades while our offices were under construction? Has that ever happened before? It's a great testament to how well you managed our project.

The above is all a long way of saying that after a complicated, always changing two-year \$5 million project, I actually still like our General Contractor, Sullivan Construction. Go figure.

Feel free this to share this letter with your prospective clients or have them call me directly at (978)313-1208 or email rwaldron@cainc.com if you ever need a reference.

Thanks again.



Rob