PROJECT MANAGEMENT SERVICES, INC.

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# Letter of Recommendation

My name is Joe Cucolo and I am the San Antonio Regional Manager for Project Management Services, Inc. Our company works as the owners representative for multiple charter schools throughout the state of Texas.

For the past 5 ½ years I have worked with Kenocn on a 19 different projects. These project consisted of four CMAR and 15 CSP. They include seven Phase 1 projects and eight Phase 2 projects. One project that was completed this summer was the security improvements at four different campuses. The construction contracts for the 19 projects ranged from $8 million to $17 million.

*Pre Construction Services*

As the selected contractor on our CMAR contracts Kencon was a valued partner. They provided budgets at 50%, 90% and 100%. Estimates where submitted quickly and accurately. They identify long lead items, products that were in short supply, products impacted by supply chain disruption or cost trends that might negativelyt impact the budget. Their service help develop plans that were in budget with minimal delays.

*Ability to Remain on Schedule*

All 19 projects received either a Certificate of Occupancy or a Temporary Certificate of Occupancy for full operation of the school in the alotted contract time. Kencon work closely with subcontractors and suppliers to insure the schedule is met. They update the CPM schedule twice a month. Inspite of inclement weather, onerous utility requirement or major equipment delays Kencon has always managed to get the campus open in time for furniture delivery, teacher set up and first day of school. The best example of there ability to maintain the project schedule was a 65,000 sf building renovation of an existing call center into a K-6 campus. The contract was signed February 9, 2023 and we receive a Temporary Certificate of Occupancy on July 28 for furniture and staff and a Temporary Certificate of Occupancy for operation August 11. Inspite of multiple unforeseen conditions and additional work requested by the charter school the project was completed 30 day earlier than contract time with a minimum substantial completion punch list.

*Coordination with Owner and Consultants*

Kencon runs a very organized weekly OAC meetings. Every meeting an agenda is sent out several days prior to meeting. The agenda documents RFI, Proposal, Change Orders, Weather Delays, Regulatory and utility requirements, Submittals, Unresolved Problems, Weekly Activities and Schedule Updates. Project Managers and Superintendents are easy to contact and always ready to help solve a problem. They manage the inspection process with the architect, engineers, city officials, testing agents in timely manner. As the owner representative if I ever had concern on project schedule that needs to elevated the vice president is available and will engage to resolve then issue.

*Substantial Completion*

Through out the project the substantial completion date is updated in the CPM schedule. The project manager and superintendent communicate to the team any item that has potential to delay the substantial completion date. Generally the substantial completion punch list is minimal with most items being cosmetic in nature. The punch list is addressed quickly and in most cases completed in 7-10 days.

*Close Out*

PMSI has a very rigid closeout process. We require the documents to be handle in a specific file format and time frame. Generally most project are closed out within 60 days. Kencon cooperates with all of our processes and procedures for closeout. One project we had issues with commissioning due to owner's selected controls and HVAC system. Kencon took the lead on the issue and work until the commissionagent was satisfied.

*Warranty*

The campus warranty request are sent directly to Kencon's project manager. They quickly handle warranty issues. They track each warranty request and send communication when the item is completed.

I highly recommend Kencon to any prespective owner for construction management and construction.

Joe Cucolo