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EXECUTIVE DIRECTOR  
JOHN W. JACKSON

April 11, 2014

To Whom It May Concern:

About a week ago, the Adolph Coors Foundation took possession of its new offices in Cherry Creek North. This culminated a two-year process of conceptual planning, interviewing and selecting architects and contractors, negotiating with the City, managing an incredibly aggressive construction schedule and, finally, commissioning the building.

Much to the delight of the Coors family, this massive undertaking was completed on-time and on-budget and with less than a half-dozen change orders. And, for that, we thank David Wells.

David ably represented the family's interest in this project from start to finish. He embraced the family's vision for the building and used his extensive construction experience to help the Foundation navigate the inevitable, and often costly, pitfalls associated with a project of this size. We estimate the Foundation saved at least \$1 million in construction-related expenses over the last year, owing mostly to David's knack for identifying cost-savings opportunities without sacrificing quality.

As Executive Director of the Adolph Coors Foundation, I was charged with task of "managing" the project from land purchase to last Friday's move-in. Without equivocation, I can say the very best decision I made over those two years was to hire David Wells. While all of the candidates had excellent resumes, we selected David based on his depth of experience (managing buildings out of the ground) and because he seemed best able to grasp the unique interests and vision of the Coors family.

Working with David was a joy. I would highly recommend him to anyone considering a ground-up construction project and would be happy to visit personally to discuss the many ways David helped our Foundation.

Sincerely,

ADOLPH COORS FOUNDATION

John Jackson  
Executive Director