



Novartis Pharmaceuticals Corporation
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Dear Andrew:

I am writing this letter to thank you for the work Surepath Construction Services, LLC did as our Owner's Representative on the Novartis Campus Entrance Project.

The Novartis Campus Entrance Project was a complicated, \$35M endeavor spanning two years and over ten separate construction phases. The scope of the project included adding three new high-profile entrance buildings (one of which achieved LEED Gold status) designed by a world class architect, extensive new landscaping designed by a world famous designer, improving a county road on one side of the campus and major state road on the other, managing and coordinating work across a several designers and multiple contractors and, perhaps most importantly, maintaining an efficient campus traffic flow to accommodate the commute of the 4,000 people that use our campus every day.

By any definition, the Novartis Campus Entrance Project was a tough, intricate construction job that required the expertise of an experienced, competent leader to achieve success. With you as our Owner's Representative, we were pleased to have the leadership and dedication that Novartis Pharmaceuticals needed to bring this project to its desired result. I thank you for being instrumental in achieving that success and meeting all of our desired goals. Some of the work Surepath did that was particularly notable included:

Surepath worked seamlessly with our Novartis Sourcing Department to successfully bid and negotiate the large number of separate packages required including sitework, curtainwall, buildings, landscaping, and security.

Early in the project, Surepath proactively stepped into the sitework, utility, traffic, and landscape design process by organizing and streamlining the communication between our various competing design teams. You assigned them specific responsibilities and held them to the design dates that the project required. Surepath's efforts culminated in a final set of construction documents that was coordinated across teams well beyond any design plan we had received to date.

Surepath lead the design-assist effort for a specialized curtainwall that was produced in Germany and included, at the time, the largest self-supporting pieces of glass in the world.

You worked effectively with our world class architects who wanted everything executed exactly as they designed, regardless of cost constraints. Surepath assisted the design team in value engineering the project in a way that kept the integrity and quality of the architect's design, while being conscientious about cost. Additionally, you maintained a productive relationship with the architect's team during the process, and you were able to assist them in producing a set of documents that coordinated both the sitework and the landscaping design for a comprehensive design approach to the overall project.

During the construction phase, Novartis had competing teams performing the sitework, building construction, security installation, and landscaping - all trying to work in the same place at the same time. Surepath was able to effectively coordinate the various pieces of this complex scheduling puzzle so that all teams successfully completed their work.

Andrew, as our Owner's Representative, Surepath was the voice of reason that understood and kept the team moving towards the project's desired goals, while – at the same time - being able to sort through the various opinions and specific details to give me and my Novartis colleagues a realistic handle on our actual progress. And, throughout the entire process, I was confident that you were always working in the best interest of Novartis. Thank you to Surepath Construction Services, LLC for a job well done on the Novartis Campus Entrance Project! I sincerely hope we will work together again soon.

Sincerely,



Stephen Hotra, P.E.

Project Manager

Novartis Pharmaceuticals Corporation