

Mr. Brad Anderson
Vice President Commercial Construction
Fullmer Construction
1725 S. Grove Avenue
Ontario, California 91761

Dear Mr. Anderson:

This letter serves as my personal reference of the work performed by Fullmer Construction during the design and fabrication of the headquarters facility of the California Highway Patrol (CHP) in Sacramento, California. The comments represent my personal observations and do not reflect the opinions or observations of the CHP or State of California.

During 2005 the CHP embarked on an effort to consolidate its headquarters operations into a single facility. At the time these operations were divided across the city of Sacramento in six different facilities. This division had proven inefficient, costly, and hindered critical operations. Subsequently, the CHP entered into a lease agreement for approximately 297,000 square feet of office space to house 960 employees. The project involved the complete renovation of three existing structures and construction of an additional building to house an emergency operations center and helicopter landing pad. This highly complex project included meeting or exceeding the silver standard for Leadership in Energy and Environmental Design, as well as providing a state-of-art security and technology system, cafeteria, warehouse, and training facility.

The headquarters project, which began in July 2008, was completed during November 2009, on-schedule and within the original budget allotment. Fullmer Construction had overall responsibility to construct the facility within State standards and requirements. As Assistant Commissioner, Staff for CHP during the entire project, I had opportunity to work with representatives from Fullmer Construction on a daily basis. I found the Fullmer team to be professional and focused on excellence. Each representative demonstrated a deep commitment to the project, but moreover the motivation, skill and knowledge to keep a complex and dynamic project on track. In my personal opinion this project was a model for future success due to the partnership of government and private enterprise. Fullmer Construction was an essential component of this partnership.

As you know, this project was completed shortly before my retirement. I could not have thought of a better way to end a career than help provide the CHP with a new and efficient headquarters. It was a pleasure working with you and thank you for your untiring patience and dedication to the project.

Sincerely,

Kevin P. Green
Assistant Commissioner - *Retired*