



To Whom It May Concern:

I have worked with Jim Cyr for over 12 years. Jim has been personally involved in over fifty (50) ground up hotel projects for Extended Stay Hotels in California and Washington. Jim and his team have also provided construction management services for existing property renovations and new builds in Washington, Alaska, and California. The construction management duties included budgeting, conceptual planning, site design, competitive bidding, contract negotiations, processing of pay requests, and project close out.

Jim and his staff have always represented themselves professionally with integrity and honesty. Jim has the skills and determination required to maintain schedules and budgets. Jim's ability to communicate with the local municipalities, project architects, and national vendors has proven invaluable over the years.

Jim and his team understand "fast track" projects and excel at incorporating last minute design changes with sensitivity to schedule and budget. Their tenacity and ability to stay focused has benefited Extended Stay Hotels through some difficult projects.

Should your firm need a qualified General Contractor who truly understands the business from an owner's perspective, I would highly recommend that you consider **Aspen Builders, Inc.**

Please feel free to contact me if you have questions.

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