



September 12, 2019

Ihab Allam
Technical Director
Malcolm Drilling Company, Inc.
92 Natoma Street
San Francisco, CA 94105

Subject: Silicon Valley Clean Water – Gravity Pipeline Project (CIP #6008)
Airport Access Shaft Structural Slurry Wall
Letter of Recommendation

Dear Ihab,

On behalf of Barnard Bessac Joint Venture (BBJV) and the project team, we would like to thank you for the successful completion of the Structural Slurry Wall for the Airport Access Shaft, constructed as part of the Silicon Valley Clean Water (SVCW) Gravity Pipeline project. Our contract structure with SVCW is known as Progressive Design-Build, which is a first for the tunneling industry in the USA. This involved progressing the design to a 60% design level, at which time we estimated the cost for the project and negotiated a contract to complete the design and construct the work. Malcolm Drilling assisted us through this entire process, commenting on the preliminary designs, and providing cost estimates and constructability recommendations.

This partnering allowed for the work to commence directly upon completion of the final design. Malcolm immediately mobilized to the project site, setting up all of their equipment, commissioning their slurry plant, and constructing the guide walls, all within a three week period of time. Malcolm ultimately completed the work ahead of schedule. Throughout this aggressive schedule, quality was maintained and tracked by Malcolm's QC team, which was further verified by third party QC. Malcolm Drilling management was committed to the project and fully supported the onsite team. This direct involvement clearly fostered team morale and helped lead to the success of the project. I would like to thank Malcolm Drilling management for their commitment.

We highly valued the partnering relationship that we had with Malcolm Drilling on this project and look forward to continuing work with them in the future.

If anyone has any further questions, please don't hesitate to call or email.

Regards,

A handwritten signature in blue ink, appearing to read "Glenn Strid".

Glenn Strid
Assistant Project Manager

BARNARD BESSAC JOINT VENTURE

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