



DHARMA OCEAN

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January 1, 2022

Dear Kyle,

We are writing to express our gratitude for the remarkable work your mitigation and reconstruction teams accomplished in their tireless efforts to restore our residence hall to its full beauty. The building is free of mold and looks and feels exactly as it was before the water damage event! Given our remote location and the many supply-chain, pandemic, and subcontractor complications of the past year, we feel fortunate to have contracted with KW Construction.

Thank you for your leadership of such an outstanding company. We can tell that you have spent many years working to cultivate an exceptional team culture. All of your employees embody your high standards and solid values: professionalism, skill development, good character, hard work, mutual respect, and pride of trade.

Knowing that you are busy overseeing operations for the entire company, we thought it might be helpful to recount our experiences of excellence with your team over the past eleven months.

Let's start with the morning of January 29, 2021. The night before, a \$2 plastic nut on a toilet supply line cracked open. Over twelve hours the line flooded two floors of our \$2.5 million residence hall. We are in the middle of nowhere and had no idea what to do or who to call. We discovered K.W. Construction via a Google Search and called your office at 11 a.m. Amazingly, Tad was at our building with a crew at 12:30 p.m. For us, it was a sigh of relief.

The crew worked through the afternoon and evening, were back the next day — a Saturday — and the next day and so on for two weeks until they had completed the demo work and set up the fans, heaters, blowers, and air purifiers. Without the team's quick response time and commitment to helping us over two weekends, we would have suffered much more extensive damage and mold issues.

During demo, we were impressed by how hard the crew worked and the expertise they brought to the mitigation project: high level knowledge of mold, water sensors, humidity gauges, photo documentation, contents documentation, loss logs, and excellent communication with the insurance company.

Some acknowledgments:

- **Jennifer** was a steadfast guide through the project start to finish. Her clear-eyed no-nonsense approach allowed us to relax and know that we were in good hands each step of the way. Notably, our board of directors — a group of professionals from around the world — were impressed by Jennifer's high-level presentation of the project scope and attention to detail. That, along with Kevin's demonstrated expertise, allowed our board to confidently vote on giving the contract to KW as opposed to other companies that bid on the job. Jennifer is top notch — clearly at the top of her field. We feel very grateful to her.

- **Adina** provided excellent support in cataloging loss of contents, orienting us to the project scope, and introducing team members. Her oversight of the moving crew allowed us to relax in knowing that our contents were properly packed and safely stored.
- **Paul** was a strong leader: quiet, confident, knowledgeable, a presence that commands respect. Not only did Paul bring an eagle eye for the details, his extensive knowledge about mold and mold recovery was invaluable. Moreover, it was inspiring for us to witness Paul's passion for helping others. We were impressed when he said, "Helping fellow humans is what I'm all about. Being a mold expert may not seem like much in the grand scheme of things, but I really feel it allows me to do my part for the world. I know how mold can destroy people's health and property values. It's toxic. Can ruin lives. So, I'm passionate about mold education. I want to protect people by doing the job right and not cutting corners." Paul was a man of his word. We felt very fortunate that he assured the building was mold free and passed inspection. His expertise likely saved us hundreds of thousands of dollars in property devaluation.
- **Tad** was a force of energy, commitment, and heart. We felt incredibly grateful for his focus, enthusiasm, efficiency, and mitigation expertise. Each day he was the first to arrive and the last to leave. In those early weeks, when everything needed to be torn out in time to dry, Tad was unfailing in his support. He worked diligently. You could tell that he was well regarded by the crew for his project knowledge and mitigation background. We especially appreciated how Tad often caught small "misses" during his walk throughs with us in the evenings -- which is to say Tad didn't just quickly leave the job site to get home at the end of the day: he always paused, took stalk of the project, and created a plan for the next day. His communication was great.
- **The Mitigation Crew** were the backbone of the project. They put their shoulders into the work. After the long 1-2 hour drive to the project site, they hustled each day, and then made the long drive home. What really impressed us is how friendly and positive they always were. They are people who care about the quality of their work.
 - **Tyler** was always steady and willing to help out wherever the need arose. He is a quick study and often made good suggestions to Paul and Tad for ways to help the project move along. It's clear that he has a lot of leadership potential.
 - **Damian** was an ever-present help for the team. We appreciated his friendliness and strong work ethic. We also could tell that Damian understood the mission of our organization and cared about our ability to reopen as soon as possible.
 - **Bubba** kept everyone's spirits up with his enthusiasm and good-natured sense of humor. His energy reserves are bottomless, and he works fast. Bubba's encouragement of the team's success was impressive.
- **The Moving Crew** worked efficiently to carefully, and securely, move our furniture, appliances, toilets, and sinks out of seventeen rooms and bathrooms. We had no idea how much care they took in moving our furniture until it was all moved back in a reinstalled. They delivered white glove treatment.

When reconstruction began, we did not know what to expect. Our retreat center includes custom features and is known for its beauty. So, the flood damage was deeply unfortunate, and we knew that it was highly unlikely that the baseboards, trim, paint, tile, and carpet would not match the rest of the building. In fact, we were resigned to that fact. Yet, somehow, your team achieved a perfect match. Since completion, several longtime members of our organization have walked through the building and did not notice that anything had changed. This is a great testimony to the quality of work that Kevin and the reconstruction crew delivered through their craftsmanship. They did not cut corners and patiently worked with us to match paint, stain, carpet, and tile. Our residence hall might be in use for another 30, 50, or 100 years, so it's meaningful to know (and see) that the reconstruction was done right. Rather than detract from the aesthetic of the building, your carpenters enhanced its beauty.

The crew was exceptional:

Kevin is the very best project manager we have worked with on any project — and there have been many. His knowledge of construction runs deep. Time and again he caught "surprises" that could have waylaid the project or created problems down the road. It is rare to see a manager not lead with ego. Kevin leads with care, respect, professionalism, competence, and excellent communication. He encouraged collaboration with our team at each step of the project and was always ready to help us find solutions to difficult problems. With the KW carpenters, Kevin did not just manage, he mentored. Because of this, the team in his charge grew not just in skills, but also in confidence and self-respect. It was obvious that the KW carpenters felt

valued and appreciated, which translated into the sense of pride and commitment they exhibited for our project.

Moreover, Kevin displayed remarkable skill in coordinating and orienting subcontractors, balancing schedules, communicating timelines, and overseeing orders/deliveries. He was always available for questions (days, nights, weekends) and exhibited a steadfast presence that was reassuring. We never felt strain or tension in working with Kevin. He was tactful, professional, and fun — he's hilarious. In this polarized world where everyone has a strong opinion, it's remarkable that at the end of this 10-month project we still do not know where Kevin (or any of the KW team) stand politically on any of the hot button issues of the day. Rather, Kevin has a knack for communicating areas of commonality, keeping us together as a team, and assuring that everyone remains focused on the job. As a result, success was achieved. We could not have been more fortunate to have Kevin leading us from start to finish. He's a rare breed of combined talent, leadership, humanity, and heart.

Jenny, like Paul, went about her work diligently with quiet and capable confidence. Given her level of skill as a carpenter, she is remarkably humble. Yet, most every day we encountered large and small examples of where she had excelled in her work. She arrived on the job early in the morning and, when necessary, worked weekends. We appreciated Jenny's strength and stability. Unwavering is a word that fits. Once, a neighbor came to visit, saw Jenny's skills and tried to recruit her to take over a large carpentry job on her new home. It was impressive to witness Jenny's response, "I appreciate the offer, but I work for KW Construction and am very committed to my team. Good luck finding someone for your project." That exchange demonstrated something about Jenny's character and also how much she values KW and her coworkers.

John Nelson came to the project at exactly the right time. He had shown his mettle as a carpenter, but it was his ability to step into a leadership role as a project manager that helped allowed our project to move forward smoothly when other jobs were competing for Kevin's attention. At those times, John was able to seamlessly fill in as project manager and support the team. Co-leadership is a great approach to resiliency in management and John is clearly developing competency in this area. He's a great asset for KW.

John Office is smart and respected by the whole team. We appreciated his can-do attitude and the efficiency he brought to his work. He has a passion for plumbing and we were lucky to have him bring his extensive knowledge to bear on some of the plumbing problems that were discovered over the course of our project. We were especially fortunate that he was able to understand and effectively address the complexities of our large and somewhat complicated commercial plumbing system.

Bob is pure salt of the earth. He's talented and a quick study. Like Kevin and the rest of the team, Bob brings his heart to work. He cares about the quality of his work, and he cares about the well-being of others. He's a man who has witnessed a fair share of suffering in this world and, because of that, brings important wisdom to the team — he's seen it all — that serves to steady the ship. We especially appreciated Bob's willingness to stay a week at a nearby hotel so that the team could finish the job on time. Bob gets the job done with grace and a smile. He's the real deal.

That covers the crew members who we worked with here on the job site. We imagine that your employees in marketing, operations, finance, HR, and the woodshop are of equal caliber and talent. KW Construction is a fine company and we feel deeply fortunate to have you overseen our mitigation and reconstruction projects. With all of the challenges in our world right now, it is heartening to know people like you and your team are there to help us all through hard times. Thank you. Our gratitude runs deep.

Sincerely, 

Maria Vargas, Chair, Board of Directors
Paul Adams, Executive Director
Jonathan Daniel, Retreat Center Manager