



August 23, 2015

To Whom It May Concern:

Accepting my offer, Architect Olga J. Munoz requested that I prepare a reference letter outlining SM+A's performance based on the time her company provided services to The Taubman Company from 2011 until now for the Mall of San Juan project.

The ability to listen, comprehend, analyze, communicate and ultimately produce an end product for the success of any project are all strong attributes. Webster defines attributes as "inherent characteristics". For the past 4 years Olga, the entire SM+A team and I worked together for the Mall of San Juan project affording me the opportunity to witness these inherent characteristics in her and her staff. With Olga leading the entire SM+A office staff they; effectively coordinated with hosts of governmental agencies, collaborated with various Owner retained consultants and contractors, worked under compressed time frames, ensured accuracy of various required documentation for the project and established efficient required processes with numerous consultants and contractors through-out the completion of the project, it was the SM+A team that was the common thread that meticulously ensured that all necessary documentation was completed to the satisfaction of not only The Taubman Company but all consultants, contractors and governmental authorizes having jurisdiction as well.

The SM+A team continually exhibited all the desirable attributes to be found in the ideal consulting team. Their collective comprehensive knowledge of all phases and methods of project due diligence, entitlements, permitting, influence of local programmatic creative design and orchestrating complete project improvement documents are truly their strong points demonstrating their solid expeience in retail design and providing a true creation of place for our project. Personally, Olga is an excellent listener and leader of individuals and quickly earns the respect and cooperation of those working under her direction as well as those of us who worked with her. Her attention to detail is obvious by her ability to completely address the day to day situations that constantly arise and all with a smile on her face.

Additionally, Olga is an accomplished Managing Partner because she communicates and solicits required affective methods and procedures from all of those in her office, related other consultants and contractors, governmental agencies, anchor stores, tenants, as well as Ownership for the ultimate success of the project.

For all the above stated reasons it was a pleasure working with Olga and the entire SM+A team and it would be my hope that I may have that opportunity again someday.

Sincerely,

Mark T. Bedell, AIA

Vice President Engineering and Construction

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