



C A R N E G I E
MANAGEMENT AND DEVELOPMENT CORPORATION

May 9, 2016

**The Douglas Company
1716 Perrysburg-Holland Road
Holland, Ohio 43258**

To whom it may concern:

I have had the pleasure of working with The Douglas Company on the successful completion of our second VA project together, the Fayetteville VA Outpatient Clinic in Fayetteville, NC. The \$95,000,000 project included 359,000 sf of medical clinic and office space which was designed and constructed in partnership with the Department of Veterans Affairs.

The Douglas Company provided valuable suggestions during the design process to make the facility more efficient, and throughout the construction process they were always looking for creative solutions that would benefit the end user as well as the developer.

The Douglas project team displayed a high level of professionalism at all times, whether working with the various government personnel, the designers, their joint partner or the developer.

I highly recommend The Douglas Company for any construction project that requires professionalism, dedication, and integrity.

Sincerely,

**Dr. Rustom R. Khouri
President & CEO**