



June 14, 2000

To Whom It May Concern


Subject: Castro Valley Plumbing

Swinerton Management & Consulting was brought in late in the process by the owner of The Bay Meadows Race Track to manage the new construction of 5 horse barns and 6 maintenance buildings. The schedule was very tight and required the utmost cooperation of all contractors and subcontractors. Work had to begin at the end of the winter racing season and be complete in less than 4 months to allow the county fair racing program to proceed!

Castro Valley Plumbing was one of the outstanding contractors on the project. They had a design/build contract for all the buildings and always had adequate manpower to efficiently execute their work. Their management team was responsive to deal with design changes necessitated by owner/tenant needs or adjustments required by site and civil design. They attended our weekly team coordination meetings and assisted in problem solving with the team. At the same time, they were able to recommend design changes to the mechanical systems that benefited the owner with significant savings of money and time.

The Swinerton construction organization works with many subcontractors and we can say, without hesitation, that Castro Valley Plumbing was exemplary in their attention to design, detail, costs and schedule needs for the Bay Meadows Race Track project

Very truly yours,
SWINERTON MANAGEMENT & CONSULTING, INC.

By: 
Dennis Y. Wong
Project Executive