



March 4th, 2024

Jeremy Vorce
2803 Brandy Lane
Georgetown, Texas, 78628

Subject: Letter of Recommendation

Reference: Dell Children's Pavilion Austin Texas

To Whom It May Concern,

Jeremy supported our team as the General Superintendent leading the interior build-out of the Dell Children's Specialty Pavilion in Austin, TX. The project spanned 161,600 sf of clinic and office space within three built-out floors and one shelled floor. To meet the aggressive opening date, he oversaw separate teams, one for each floor, utilizing many lean tools and methodologies. He was also instrumental in the coordination of work with a separate contractor charged with completing all site, core, and shell work. The project would not have been successful had it not been for Jeremy's keen attention to detail, proactive budget and scheduling prowess, and true care for field staff. As a result, Jeremy presented the project as a case study on the advantages of lean and takt methods at the 2021 Lean Construction Institute annual convention in Phoenix Arizona. I look forward to working with Jeremy again.

W. Kent Hedges
PMP, CHC, LCI-CPC

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