



4477 E. Fifth Avenue – Columbus, Ohio 43219  
(614) 338-8501-Fax # (614) 338-8514

January 2, 2020

To Whom It May Concern,

This letter is our unreserved endorsement of Mr. Allen Ballew as a consultant in matters pertaining to federal construction contracting. Allen has been performing in an exemplary way as a consultant to our construction firm for the past ten years.

Allen's understanding of contract changes, scheduling, delays and cost analysis make him a real asset in putting together Requests for Equitable Adjustment and/or Claims. Because of his experience over the past 35 years as owner and manager of Allen Ballew General Contractor, Inc., a federal construction contracting firm, he is well versed in understanding project plans and specifications.

In the federal contracting arena, disputes about cost and time always come down to the written record. One of Allen's strong suits is researching the contemporaneous records and relating those records to the overall picture. The tedious task of combing through the emails of all the supervisory and administrative personnel who were involved throughout a project and relating that correspondence with the formal documentation (daily reports, meeting minutes, certified payrolls, schedules, etc.) can create an easily defensible position in support of a dispute. Allen does a masterful job of doing the research and creating this detailed analysis of a project.

If you would like to discuss Allen's service to our company in greater detail, please feel free to contact me.

Sincerely,

Paul A. Ondera  
Vice President  
Head, Inc  
614-306-2427  
paul@headinc.com