

**From:** McMillan, John C@DOT [<mailto:john.mcmillan@dot.ca.gov>]  
**Sent:** Tuesday, April 22, 2014 8:42 AM  
**To:** Gregory Brink  
**Subject:** RE: Letter of Recommendation

I have no problem with VMS or you listing me as a reference.

Given that you had no construction contracting background I am impressed with how quickly you were able to grasp the key elements of unbalanced bids. In addition, I appreciate that your efforts kept the study and team focused on this issue and avoid project scope creep. The feedback we are getting from the project delivery managers on the recommendations shows that the team and its leadership did a good job of defining the critical issues and solutions.

John C. McMillan  
Caltrans Deputy Division Chief – Engineering Services – Office Engineer