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To: Whom it may concern

I have been in this field of work for over 20 years, and have been a part of the Dodge Heating and Air team for 12 years. Larry has been the General Manager for just over a year and half. When Larry came on board, he found a company that was floundering. Our previous GM lacked the strong, decisive skills necessary to lead us through the difficult times we were experiencing. Larry came on board and within just a few weeks had earned our respect. His work ethics were exceptional and his overall knowledge of the industry was obvious. Within a couple he had restored the moral and direction of the company.

I want to add that I had applied for the position of GM, but Larry was chosen. It did not take me long to realize why. While I am very knowledgeable of the industry, Larry was more so. I have never met anyone that had a better overall understanding of what it takes to be successful in the business

Larry is knowledgeable of all aspects of the HVAC; Residential, Service, Commercial and Controls. But he also has the leadership and managerial experience and knowledge to go with it. He understands what it takes to run a profitable HVAC business

Within a few months, he had our Service, Residential and Light Commercial divisions productive and profitable. Our Commercial New Construction division has taken a little longer to turn around. Due to the fact that our last GM and project management team drastically underbid several large jobs. However, Larry implemented comprehensive Project and Cost Management initiatives that helped, minimize the losses and we now have a well organized profitable new construction department.

Even though Larry knows has been with us a short time, he has fought for this company as though it was his own. I highly recommend that you give Larry serious consideration for any opportunities that you may have. He knows the business, and he knows how to win

Please do not hesitate to contact me for additional information.

Sincerely

A handwritten signature in black ink, appearing to read "Dale Crooms", with a long horizontal line extending to the right.

Dale Crooms
Operations Manager