



Ivey, Harris & Walls, Inc.

PLANNING • ENGINEERING • LANDSCAPE ARCHITECTURE
ENVIRONMENTAL SERVICES • TRANSPORTATION DESIGN

Since 1959

January 8, 1998

Mr. Jack McCreary
Johnson Brothers, Inc.
6655 Turkey Lake Road
Orlando, Florida 32819

Dear Jack:

It has been a pleasure working with the design and construction team on the Universal's Islands of AdventureSM. We feel that the partnering process has been instrumental in the success of this project, especially considering the challenges which were overcome during the process. Some of those were:

- A large, complicated infrastructure project where the construction was occurring ahead of the design of the user facilities.
- Constant communication and coordination among the owner team and numerous designers and contractors.
- Many revisions and change orders performed within a very aggressive time schedule.

These and many other problems were handled smoothly and expeditiously due in large part to the positive relationships within the team that were developed by the partnering process.

Very truly yours,

IVEY, HARRIS & WALLS, INC.

J. Stephen Dieter, P.E., L.S.
Senior Engineer/Associate

JSD:js

cc: Mr. Randy Printz, UCDP

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