



March 24, 2014

To Whom It May Concern:

We have utilized Doug Mottin's extensive construction knowledge the whole way back to when Doug worked for McDonald and Sons and did the preparations for the US Amateur. Since then, Doug has left and started his own company and the projects that he has done for Merion are mind boggling to say the least.

Almost all the project work at Merion is extremely stressful; time and money always plays a major role in these as well. When I look back and think of all the bunkers he has built, or the 4 acre sand capped driving range, building a tee in an area that the solution escaped everyone for 100 years until now. Perhaps it would be the driving range that was built just for the US Open, or Doug's ability to mass his company and lay down 1,000s of yards of mulch for the US Open and get it all picked up post Open neatly and quickly. There is no doubt that Mottin Golf can do anything and extremely well. For me, one of the most challenging projects leading up to the US Open 2013 was the reconstruction of the 12<sup>th</sup> green on the East Course, it was too steep for a US Open so it was going to need to be rebuilt. I didn't want a sand-base green in the middle of a group of 100 year old modified pushup greens. That was our goal, to build a push up green to replicate the rest of the greens with heavy soils; it turned out fantastic. Doug's company also built several large putting greens and the members fell in love with these as well.

Mottin Golf is a can do company; there isn't anything they haven't done or can't do. This company is built on sound business practices and the old adage "treat others like you like to be treated."

Sincerely,

Matthew G. Shaffer  
Director of Golf Course Operations