



Reference Letters



Reference Letters Process

Last Updated: 11/13/2025

Purpose

To establish a consistent process for Project Managers to request and obtain reference letters from clients upon successful completion of construction projects. These letters serve as valuable indicators of client satisfaction and can be used as proposal collateral for future business pursuits.

Scope

This SOP applies to all Project Managers working on material commercial construction projects.

1 Procedure

1.1 Timing of Request

- Wait until after substantial completion and resolution of any outstanding issues before formally requesting the reference letter.
- Aim to request the letter within 30 days of substantial completion while the project is still fresh in the client's mind.

1.2 Making the Request

Draft an email to the primary client contact requesting the reference letter. Include:

- Gratitude for their business
- Brief highlights of project successes and positive outcomes
- Offer to provide a draft letter they can edit if preferred
- Request for permission to use the letter in future proposals

Follow up by phone if no response is received within 2 weeks. A Project Manager may engage the support from Business Development as required.



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1.3 Receiving the Letter

- Send a thank you email to the client expressing appreciation for their time and feedback.

1.4 Documentation and Storage

- Save an electronic copy of the letter in Procore under **04 Post Construction**.
- Forward a copy to the Keller Proposal Coordinator for future considerations.

1.5 Using the Letter

- When used within proposals, ensure any confidential project details are redacted.

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Revision History		
Version No.	Effective Date	Description
1	October 17, 2024	Original Document Created by Peter Jonkman
2	November 10, 2025	Document Revised by Peter Jonkman