

May 18, 2001

Mr. Claude Dwan  
R. C. Griffin, Inc  
Peabody, MA 01960

Re: RC Griffin Performance on Microsoft Projects

Dear Mr. Dwan:

On behalf of Microsoft, I'd like to personally thank you for the great work you and your company have done for Microsoft over the last 4 years. Please feel free to use this letter as a Letter of Recommendation to future clients. Some of the services you have excelled at are the following.

- Customer coordination: You've done a great job working with the end user in new and existing space. Working in occupied areas is always a challenge and you've managed to do this while still maintaining a great relationship with the end user.
- Design Build: Design Build has saved Microsoft large amounts of time and money in the design and construction process. Your team has done a great job initiating and sustaining this process.
- Project Deliver: The projects you have delivered for Microsoft have always been on time and under budget.
- Invoicing: You've done a great job formatting your invoices to match our accounting requirements.

I will definitely use you and your company on Microsoft projects in the future.

Please do not hesitate to contact me if you have questions.

Sincerely

*Eric Staehle*

Eric Staehle  
Microsoft Construction Manager