



November 10, 1997

Dick Cummerford
Florida Operations - Area Manager
Johnson Bros. Corporation
P.O. Box 690245
Orlando, FL 32869-0245

Dear Dick,

Now that construction is complete and project close - out is nearing, I want to reiterate how good we feel about the success of the UIOA Infrastructure Project. It was a success in many ways, but most important, is our strong working relationship. We attribute this to the benefits of a truly partnered project.

Partnering worked to our mutual benefit as it shaped and guided our goals, attitudes and performance during many months of intense construction. Universal thanks you for your organization's endorsement and enthusiastic approach to partnering. Without such a attitude, we surely would have been less able to overcome our weekly issues and challenges.

I don't think I've ever witnessed a partnered project yield such a favorable outcome. We trust that this experience will transcend to future projects we work on. Thanks again!

Sincerely,

A handwritten signature in cursive script that reads "Tom Guiteras".

Thomas Guiteras
Senior Project Manager

md
cc: Jack McCreery
file