



October 17, 2003

To: Randy Hahn
Top Grade Construction
600 Sand Hill Road
Stanford, CA 94304

Subject: Letter of Appreciation

Please accept our thanks for your dedication to the Clark Center Project's success. The Clark Center began as an unshaped possibility by a group of Stanford professors who had an innovative vision. Over the span of the project, our construction team helped turn their dreams into the reality of a "brick-and-mortar" building. During the four-year life of this project, the team dealt with many modifications and watched the building transform into a masterpiece. The confluence of many people and ideas resulted in a research center unique to the Bay Area.

The building began with the idea of bringing many successful, research minds together in a day-to-day, interactive environment. As a project team, we experienced a similar level of "scientific" collaboration in our own work. In the building we constructed, scientists are making great strides in genetic research, bioengineering and neuroscience; and, we are breaking new ground in design, construction, building materials and trade coordination.

Randy, your team began helping us understand the issues associated with constructing a road, tunnel and basement at Stanford at our initial meeting. They have managed to keep that proactive, problem-solving approach continually over the course of a four-year design and construction effort. I know I speak for Stanford and the Design Team when I say we selected the "right" contractor to work with us on this complicated building. With the cooperative approach, problem solving nature and skill of your team, the Clark Center grew, from an idea, into a wonderful reality.

May our mutual success lead to future opportunities to work together.

Thank you,

A handwritten signature in black ink, appearing to read "R. Arnesen", written over a horizontal line.

Rick Arnesen
Hathaway Dinwiddie Construction Co.
Project Executive