

Oakland, CA 94611

January 22, 2002

Karl Beckmann
Beckmann Global Enterprises
49 Chamberlain Avenue
Novato, CA 94947

Dear Karl,

You recently asked me to describe the Time and Materials arrangement that we used for our various renovation projects with Beckmann Construction last year. This letter is a brief synopsis of the highlights of what I felt was an excellent working relationship.

My wife and I hired you and your company for approximately seven months of continuous work starting in April of 2001. We knew the general outline of what we wanted done, but didn't have sufficiently exact plans and requirements to realistically expect any contractor to live within a fixed bid. Because of this, we retained your firm on a Time and Materials basis. While some contractors added a fee on top of the materials cost, you did not. That gave me greater confidence to seek your advice on choice of materials.

From the outset, you were clear about the billing rates for various personnel and what they would spend their time doing. Each week, we got a summary of hours worked by laborer. As I was generally on-site for part of the work, I usually knew what they were doing. But I do remember asking you on occasion how the hours were accounted for. In all cases, your responses and record keeping were more than adequate.

A T&M relationship places a greater bookkeeping effort on the contractor than does a fixed bid contract. I appreciated the fact that you kept all receipts for materials purchased on our behalf. While it wasn't necessary for you to make copies of all the receipts, we were able to retrieve them from time to time for refunds and double-checking the weekly invoices.


I do remember a few times when I found small problems in the weekly invoices. I felt very comfortable bringing these to your attention as you reacted positively to a potential problem. Regardless of whether a mistake was in your favor or in mine, I felt that you did an excellent job of managing the process and providing me (the customer) with sufficient information.

My only suggestion, which I believe we discussed once or twice, would be to computerize the process somewhat. It would have been nicer to get perfectly formatted spreadsheets, but your handwritten ones were certainly sufficient.

My wife and I hired your firm based on firm recommendations from a friend. Over the course of our project we very much appreciated the fact that we had someone of your caliber working for us. Your work and that of your team was excellent, and I believe your own personal attention to detail is remarkable.

I would not hesitate to be a reference for you and your firm, should you need one. Thanks again for all your hard work, and good luck in 2002.

Sincerely yours,



Andy