



Prague, Czech Republic

June 17, 1994

To Whom It May Concern:

**LETTER OF RECOMMENDATION FOR ARKOM AND ASSOCIATES**

The U.S. Embassy has used the services of Arkom and Associates for several projects involving consultancy, design/engineering and, most importantly, project management. We have found them to be extremely knowledgeable about contractors, materials and specialties not only in Prague but also other European cities.

As consultants, they have served us well with recommendations for all disciplines, doing complete proposals, evaluations, and technical translations, and assisting the Embassy in preparation of contract solicitations and evaluating bid proposals from contractors.

In the area of design and engineering, they have worked with us on office renovations, residential upgrades and system upgrades, such as electrical, heating, ventilation and structural modifications. Their innovative thinking has done much to improve the working environment here at the Embassy Chancery and our other facilities.

Once a design is completed and approved, and a contract is awarded, the most important function is project management. This is the most crucial element because all the initial planning and preparations are of no consequence if the end product does not satisfy the customer. Arkom and Associates has done a superb job for the Embassy in the area of project documentation, control, and monitoring, and their recommendations have helped us realize considerable cost savings. As a result of their high degree of skill and professionalism, the U.S. Embassy plans to continue drawing on these skills for project management services, both on future projects initially designed by Arkom and Associates, and on projects designed by other firms.

I would recommend the services of Arkom and Associates without reservation. I will be glad to provide additional information about our experience with Arkom and Associates if required.

Sincerely,

A handwritten signature in blue ink that reads "Martin P. Hohe".

Martin P. Hohe  
Contracting Officer  
First Secretary and Consul