



February 17, 2009

To Whom It May Concern:

Heather Hoover had been employed with ethos three architecture since August 2007. In addition to her time here, I had the pleasure of working with her at a previous firm for a number of years. Heather Hoover is and has always been a motivating presence as well as a hard working and dedicated employee. It was with a sad heart that we were not able to keep her with us due to the economic conditions at this time. I would recommend Heather as a great asset to a future employer and wish her the very best in all her endeavors.

Sincerely,

A handwritten signature in black ink, appearing to read "DLB". The signature is fluid and stylized, with the letters connected.

Daniel L. Ballard  
Principal