



June 20, 2012

Jim Biber  
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Eden Prairie, Minnesota 55346

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**RE: Letter of Reference**

Dear Jim:

I wanted to take the opportunity to thank you for your efforts during your tenure here at Mortenson. Your support of our legacy AS/400 systems has been exemplary. When we had a full-time employee leave Mortenson for other opportunities, we were stuck with a void in knowledge in the AS/400 system and the custom programming running on it.

Your work to become familiar with the system as whole, and your efforts to satisfy the needs of our internal finance and accounting users, allowed us to bridge the gap between the monthly reporting needs and the upcoming decommission of the legacy system. Being able to immediately jump into our MRS/EFP initiatives and provide constructive, expert feedback and suggestions was truly helpful in our initiative.

We look forward to working with you in the part-time capacity going forward. I wish you good luck in your future endeavors.

Sincerely,  
M. A. Mortenson Company

A handwritten signature in blue ink, appearing to read "Toby J. Carson", is written over the printed name below.

Toby J. Carson  
Database and Development Services Manager