

Lucent Technologies
Bell Labs Innovations



William G. Scheerer
Infrastructure Operations
Vice President

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September 6, 1996

Mr. Mark Kamin
Mark Kamin & Associates, Inc.
Three Riverway Suite 1750
Houston, Texas 77056

Dear Mark,

As we recently discussed, I will be retiring soon.

I would like to take this opportunity to thank you and acknowledge the contributions that you have made to the people in the organizations that I have led. Your "tough love" style has rejuvenated and brought out the best in my supervisory and management team. They – and I – know where we stand and "stand taller" in that stand as a result of your training. Many participants have told me that their personal and work lives have been re-ignited as a result of your training.

Thanks also for your personal commitment to me. Best wishes for continued success.

Sincerely,

A handwritten signature in dark ink that reads "Bill Scheerer". The signature is written in a cursive, flowing style with a large initial "B".