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December 3, 1999

To Whom It May Concern:

I am pleased to recommend the firm of Heartland Group, LLC and its principal, Ken Stock. As Facilities Administrator at Elmbrook Church in Brookfield, Wisconsin for 19 years, I have been privileged to work with Mr. Stock on four of our most recent building expansion projects including a \$12.5 million worship and education center. He has proven to be an invaluable asset, being not only a skilled architect and engineer but also one with excellent people skills and communicative gifts, helping us deal with neighbors, town boards, architectural review committees, pastoral staff, church volunteers and leaders as well as contracting firms and building inspectors. I believe he has a rare gift of both creative vision and practical intuitiveness—crucial in dealing with church building committees as an elegant design solution evolves in response to needs conveyed through the entire process of programming, interviews and information gathering. We came out the winner every time by endorsing the design-build approach, value-engineering every aspect of the project as it moved forward.

Sincerely,

Fred R. Snyder, Facilities Administrator
(262)796-5731