

## OUTBACK STEAKHOUSE, INC.



Jerry Williams  
Construction Planning and Management, Inc.  
10053 North Hague Road  
Indianapolis, IN 46256



Dear Jerry Williams:



Outback Steakhouse, Inc. would like to extend our gratitude and appreciation for an excellent job in the construction of Construction Planning and Management's first Bonefish Grill Restaurant in Grand Rapids, Michigan. The work completed by CPM and its subcontractors was top notch and completed without delays and within the allotted timeline and budget.



Bob Armstrong did a fantastic job as project manager. He was always quick to respond to any questions or concerns we may have had. Negotiating change orders is a necessary part of any construction project. Bob always had his paperwork and back up documentation in order, which made it much easier.



Your superintendent, Dave Buchanan worked very well with the subcontractors, vendors and suppliers. Dave's handling of the overall day-to-day onsite supervision and his knowledge of restaurant construction is invaluable.



Your entire staff at CPM, from your estimator Chris Grannan to your Director of Construction, Mark Adams was extremely easy to get along and work with. Thank you again for all the hard work and cooperation of you and your entire staff for a job well done. I look forward to working with CPM on future Outback Steakhouse, Inc. projects.

Sincerely,

Brian Bulgreen  
Project Manager  
Outback Steakhouse, Inc.



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