



NELSEN ARCHITECTS INC.  
SCOTTSDALE AUSTIN

Architecture  
Interiors  
Planning

Herman / Stewart Construction  
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Scottsdale, Arizona 85251  
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Attn.: Mr. Ray Herman

Project: **P.F. CHANG'S CHINA BISTRO**

The Galleria at Tysons II  
McLean, Virginia  
N. A. I. Project No. 96036

Phillips Place  
Charlotte, North Carolina  
N. A. I. Project No. 96035

Austin, Texas  
Suite 200  
718-1/2 Congress Avenue  
Austin, Texas 78701  
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Dear Mr. Herman,

On behalf of Brad J. Nelsen, myself and the rest of the staff at Nelsen Architects, Inc., we would like to wish you, your family and the staff of Herman / Stewart Construction a Merry Christmas and a Happy New Year.

I would also like to take this time to congratulate Herman / Stewart Construction on the outstanding work they have accomplished in constructing the P. F. Chang's China Bistro at both the Charlotte, N.C. and McLean, VA. locations. We have designed and built seven (7) restaurants for P. F. Chang's. These two projects were not only completed on schedule, but most importantly, the final product was excellent. I have been with Nelsen Architects, Inc. for two and a half years as a Project Manager. We have designed and built several restaurants besides P. F. Chang's, but did not have the experience of working with an organization such as Herman / Stewart Construction. It was a pleasure working with Alan Stephens, Bob Ward, Mark Garret and Lee Alefantis. I am extremely impressed with the efforts put forth by Mark and Lee ( the 'Drill Sergeant'), on Tysons II, to try and meet the Owner's anticipated opening schedule, and yet still produce an attractive finished product.

Once again, congratulations on the excellent work. I certainly look forward to working with you and your organization again in the coming future.

Sincerely,



Paul C. Garcia  
Project Manager