



Certificate of Appreciation

PRESENTED TO

S. Samad

In recognition of outstanding contributions to the development of the nation's first fiber-optic network. On this date, US Sprint reached the midpoint of its 23,000-mile optical fiber system.




Fred D. Lawrence
Senior Vice President


Charles M. Skibo
President



September 24, 1986

Sarwar Samad
US Sprint Communications Company
700 Airport Blvd.
Mailstop: 700B3-3
Burlingame, CA 94010

Dear Sarwar :

In the rush to get our jobs done, all too often we just look at the end product and forget to step back and look at the individual efforts that went into that product.

This letter to you is my way of "stepping back." I want to thank you for your dedication, professionalism, and extra effort to help US Sprint reach a significant milestone.

On September 11, 1986, exactly one-half of US Sprint's 23,000 miles of fiber-optic cable was in place. Today, September 24, we have 12,150 miles behind us and we announced this tremendous feat at a news conference in Washington, D.C.

Truly, we would not have been able to make that announcement without you and all the other Network men and women.

Network has pushed you hard, and I realize that at times you may have felt that we were asking you to do more than any one individual could do, given the hours in the day and the resources at hand. Perhaps we did. But if we did, then you surprised yourself by delivering that which you were asked. You didn't surprise me. I knew you could deliver.

I thank you for your efforts and your expertise and your loyalty. And I thank you for your patience. We are "half-way home" now. It's a downhill run to complete the nation's first all-digital, fiber-optic, long-distance network.

When it is accomplished, we all can step back, take a long look and know that we have done something special.

Sincerely,

A handwritten signature in cursive script that reads "Fred Lawrence".

Fred Lawrence
Senior Vice President, Network



GTE Sprint Communications Corporation
Post Office Box 974
Burlingame, CA 94010

June 19, 1986

Samad:

This short note is to thank you for your assistance to me in managing the Finance and Administration function of GTE Sprints' Engineering and Operations division.

Your contributions to improvements in our financial planning, analysis, and administrative systems have enabled us to significantly improve management of the Company's \$1 billion per year capital investments. You have managed progressively responsible assignments with a minimum of direction, have helped to make our group work as a cooperative team, and consistently maintained a positive attitude.

I would recommend you as a person of high potential, excellent character and capable of making significant contributions to any organization requiring someone with your experience and educational background.

Again, thank you very much.

Sincerely,

A handwritten signature in cursive script that reads "Bob Doldan".

Robert L. Doldan, Manager
Finance and Administration
Engineering & Operations Division

Raytheon Service Company
Continental Park, Suite 3300
3601 Aviation Boulevard
Manhattan Beach CA 90266

213 536 9870
FAX 213 536 6774

Raytheon

June 4, 1992

To: Mr. Sarwar Samad

It is with great pride that I forward the attached letter of appreciation from the FAA. Your efforts as project manager for the design portion of the standard Air Traffic Control Tower OSHA fire abatement project have been recognized at all levels with the FAA's Western-Pacific Region.

Your thorough analysis, design review, coordination with the customer and aggressive cost/schedule management have merited high praise. The integration of TSSC and the FAA into one functioning team for this purpose is highly commendable.

You and your tower team have my thanks for a job well done, and my encouragement as we move well into the construction phase. Keep up the good work.

Dale A. Misner

Dale A. Misner
Regional Engineering Manager

DAM/baw

cc: Ed Pahr

October 11, 1995

Alan S. Duncan
Corporate Vice President
DMJM
3750 Wilshire Blvd.
Los Angeles, Ca 90010

Subject: Request for Honorarium for published papers.

Dear Mr. Duncan:

The following papers which Sam Samad has authored and which were previously approved for publication, have indeed been published:

- * Risk Reduction Performance Measuring System (RRPMS) published in the 1995 Transactions of the American Association of Cost Engineers
- * Fire-Safety Upgrade in Airport Control Towers published in the September 1995 issue of the Journal of Infrastructure Systems, ASCE.

I am requesting consideration for honorarium in recognition of Mr. Samad's considerable efforts in providing professional guidance and expertise in the field of project management.

Sincerely,



Bill Coburn
Associate Project Manager
Non Standard Tower Program