

CLARIS™

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December 14, 1990

Jon E. Seidel
3373 Guido Street
Oakland, CA 94602

Dear Jon:

I have spent some time lately in an introspective mode examining where we are at Claris and where we need to go in the future. As I look back over my three years at Claris certain people and events stand out significantly in the development of Claris and MIS in particular. You are one of those people! I thought I would take the time to do what we all tend not do enough and that is thank those who have made those important contributions.

Jon, the help you gave us in the early days was an important milestone for Claris. You helped us formally define the MIS organization and helped us establish the framework to set Service Level Agreements, both internal to MIS and between MIS and the User Community. The work you have been doing with us most recently has also been most helpful. The formalizing of our Disaster Recovery procedures was a necessary step given the size and breadth of Claris today.

Most importantly, to me, has been the periodic conversations you and I have had over the last three years. I appreciate your openness and willingness to share ideas and to address problems, both organizationally and professionally. A heart felt THANKS again and I look forward to a long and productive continuation of our association.

Sincerely,



Harry Kiesler
Director, Worldwide MIS