



Thursday, May 29, 2003

Jon Seidel, Certified Management Consultant
EDP CONSULTING, INC.
3373 Guido Street
Oakland, CA 94602

Dear Jon:

I was recently reflecting back on my many years here at Bank of America and thinking about the people who have had a positive impact on my career. Your name immediately came to mind as someone who helped us succeed on a critical project and whose counsel has proven to be of lasting value.

Regarding the product enhancement that you designed in 1986, you urged us to use 4-digit dates in the product – how far-sighted of you! We did as you suggested; another sister project did not. Our product was still operational in 2000 and had zero problems with Y2K; the sister product had to go through a major upgrade.

In addition, during that project, you created a "daily build and test" environment for product development, such that integration errors were found within 24 hours. A sister project chose not to use your system. When our product entered system test we had only two integration errors, whereas the sister project had over 100 on the first day.

Finally, the counsel that you gave me regarding how to structure and control our projects proved to be of lasting importance. You suggested that I insist on short time frames to limit the potential for scope creep and business change issues. I have used this recommendation – "a maximum of 8 months for a project" – successfully for many years. It has helped me achieve success while other managers have allowed themselves to engage in much longer project time frames that ended in failure.

Thanks for all your help. You have truly provided lasting value through your consulting.

Sincerely yours,

BANK OF AMERICA, N.T.S.A.

A handwritten signature in black ink, appearing to read "David Corral", written over a faint horizontal line.

David Corral,
Vice President