

Letter of Recommendation  
for  
Dan Horne



March 3, 1989

At SynOptics Communications, Inc. we have been very pleased with the work which was provided by Dan Horne. While developing and setting up our field office sales forecasting systems, Dan exhibited tremendous aptitude in problem solving and programming (both Macintosh and PC).

Dan came to SynOptics in January 1987 as a consultant to engineering. During his assignment there, he began to do part-time programming for Marketing to develop a lead tracking database. Over the course of the year, the scope of this project grew to become a field forecasting tool based upon the PC and Rbase software.

Our principal needs at the time were for accurate information from the field, ease of use by the field personnel, and output upon which management decisions could be based. Given the high growth rate experienced by SynOptics, the scope of the project exploded as the company grew and the demand for information became more critical.

The solution conceived and developed by Dan met all of our stated concerns and was implemented in August 1988. With the Rbase program, Dan constructed a password protected, menu driven data entry sales forecasting system, complete with checks on the data input, and a method of consolidating the twenty-four field databases into a single headquarters database. From the headquarters database, numerous useful reports were generated. Dan worked in this development and implementation effort, consulting us for our needs, preferences, and management decisions. By this time, Dan began consulting full time to Finance to develop and maintain the forecasting system.

As the company continued to grow, however, the demands placed upon the Rbase system became increasingly complex. New products were added, sales personnel increased and the sales organization was restructured. Since the forecasting system was a series of database programs located throughout the country, modifications to the system proved to be a difficult task. As a result, Rbase proved to not be flexible enough for our dynamically growing company.

Given the limitations of the Rbase software and the needs listed above, Dan recommended that we make a bold move to Macintosh, using Excel software and allowing for data transmission over modems. Dan had no experience with Excel at the time but developed expertise in the program within a few days. In October the decision was made to go with Excel and implement in mid-November.

On schedule and with more options than originally asked for, Dan designed and implemented the Excel forecasting system. The move to the new platform was very economical since the Macintosh with Excel and modem were already resident in all of the field sales offices. Also, most of the sales personnel and

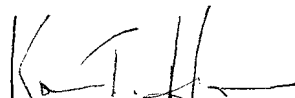
all of the Finance staff had a working knowledge of Excel and could help support the program. Dan's insight and hard work produced an end product which has been quickly assimilated into management decisions.

Dan developed comprehensive and extremely useful documentation, which continues to prove invaluable. With this documentation we have been able to make several changes to the system, as well as troubleshoot minor aberrations.

In summary, our association with Dan Horne has been rewarding.

  
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Mike Clair, VP Marketing

  
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Robin Rakusin, Manager Business Operations

  
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Kevin Hom, Sr. Business Analyst



September 7, 1988

To Whom it May Concern:

Daniel Horne worked as a consultant to the Engineering Department of *SynOptics Communications* from February, 1987 through September, 1988. During that time, he became a key contributor to the development of our *LattisNet* product line in the areas of mechanical design and product compliance. He also provided valuable insight and experience from prior endeavors to support the development of our engineering infrastructure as we grew from start-up to public company status. The specific activities completed by Dan are summarized below:

- **Mechanical Design**--Design, prototyping and documentation of the mechanical portions of Model 1010 Department Concentrator, Models 2500, 2510 and 2150 WorkGroup Product Family, and Model 2600 BNC Adaptor. In addition, he created the mechanical documentation (fabrication and assembly drawings) for all other *SynOptics* products up through April, 1988, which included Model 1000 Premises Concentrator, transceivers and plug-in module faceplates. He was also responsible for the diagnosis and correction of manufacturing problems of a mechanical nature.
- **Agency Approvals**--Coordination of UL, CSA and TUV approval of the Model 1010 Concentrator; and submittal of the WorkGroup Family to UL and CSA and Model 1000E to TUV. In addition, he coordinated conducted emissions testing of the Model 1000E and 1010 for VDE approvals.
- **Environmental Testing**--Carried out environmental (temperature, humidity, altitude, shock, vibration, ESD, and power line variations) for the entire *LattisNet* product line. He summarized the results in accurate, written reports. In addition, he researched, specified and purchased a temperature chamber for in-house use.
- **Infrastructure Development**--Contributed to setting up preliminary procedures for product configuration control, including the first *SynOptics* drafting format, revision procedures and P/N system. He helped specify hardware for document generation and reproduction and to screening candidates for Engineering Services positions.

*SynOptics Communications* has now reached a "critical mass" requiring a full time, permanent mechanical design and product compliance staff rather than an outside consultant. Unfortunately, Dan has chosen to continue with his own consulting business rather than become a *SynOptics* employee and will terminate his arrangement with us on 9/16/88.

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Dan's many contributions have been invaluable to the success of *SynOptics* in weathering the difficult start-up phase. He willingly accepted all assignments and carried them out in a timely and professional manner. He showed particular enthusiasm in tackling problems that required him to delve into new areas of technology, thereby broadening his skill base. In summary, Dan generated numerous, high quality designs that are now fully characterized and successfully in volume production. I can strongly recommend him to other organizations requiring the broad range of mechanical engineering skills that Dan can offer.

Sincerely,

A handwritten signature in cursive script that reads "Peter S. Cross".

Peter S. Cross  
Vice President, Engineering