



Starbucks Coffee Company
401 North Tryon Street, 10th Floor
Charlotte, NC 28202
704/998-5950
FAX: 704/998-5850

September 19, 2006

Restaurant Consultants, Inc.
P. O. Box 141
College Park, MD 20741

Attention: Mr. Joe Spinelli

Dear Joe,

I would like to take a moment to thank you for the 15 years of service of consulting and development that has led to the successful openings of over 300 Starbucks' units. Your knowledge and expertise has been invaluable to our operation. We are simply able to forward the plans to you, knowing that once they are in your hands, the work will be performed with integrity and competency. Your involvement in getting the Warming Program off the ground for over 180 units has been vital to its success.

Joe, you always take the extra step to provide quality work and are able to complete difficult tasks with calm and perseverance when problems arise. Obtaining permits, inspections, and solving construction problems when it seems impossible is something you do with ease and efficiency. I sometimes marvel at how you can accomplish this.

The bond that has been formed between you and Starbucks is one that I hope will continue in the future. You have truly become a member of the Starbucks' family.

Best wishes for continued success in all your endeavors.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ed Flaherty".

Ed Flaherty
Facilities Construction Manager
Mid-Atlantic Retail Store Development