<div align="right">**Matthew Brown**
Schlumberger</div>

Bruce Fogelsong
FogelSoft

<div align="center">*Reference Letter for Bruce Fogelsong*

8-Apr-2018</div>

I have been an associate of Bruce for over a decade (2000-2011), working closely with him on the delivery of a number of commercial software engineering solutions for the Oil and Gas domain. During this time Bruce has regularly demonstrated exemplary commitment to delivering high quality, well thought out solutions that meet the needs of projects with generally challenging requirements. As way of example, Bruce has on numerous occasions gone above and beyond to define fit for purpose architectural solutions which address not only the functional needs, but also non-functional needs such as scalability, performance, and extensibility.

His architectural experience is such that he is very well versed in explaining technical ideas and solution trade-offs to a variety of stakeholders such that they are comfortable with the solutions being delivered. Bruce is a very experienced *software engineer*, and is well respected for writing high quality maintainable code. He is also an experienced *project manager* and as such is very strong when it comes to detailing development plans, such as work breakdown structures or task plans, and is very accomplished in the application of task estimation techniques, and of identifying and managing technical risk.

Bruce is a proponent of investing in developing solutions with the right level of test automation, in the form of unit tests, integration tests, and end to end tests. Bruce is also a supporter of pair programming and peer code reviews which are known to improve the end product delivery. In addition to being able to select and utilize the most appropriate architectural patterns, Bruce is also very experienced in terms of technology selection and routinely make sound decisions in terms of component re-use versus the development of proprietary code.

Overall, Bruce is an honest, loyal and talented software architect, engineer and project manager. He is a pleasure to work with and I am happy to recommend him to anyone requiring a high quality software engineer.

Sincerely,

Matthew Brown – Project Manager (UK)