



**Ellis-Gibson
Development Group**

September 12, 2001

Glenn Heard, President
Heard Concrete Construction Corp.
3527 Business Center Dr.
Chesapeake, VA 23323

RE: Cost Plus Project

Dear Glenn:

As you know, today was Andy's last day at the job. I talked to him and conveyed our appreciation for an excellent job under difficult circumstances, particular in the early months.

The quality of the finished product was everything that you and I discussed at the start. It was delivered by pros who were true team players.

Thanks so much for the dedicated effort. We will do this together again. I am now a believer in tilt-up (when constructed by the right team).

Best regards,

A handwritten signature in blue ink, appearing to read 'Douglas D. Ellis'.

Douglas D. Ellis
President
DDE/st

cc: Shep Shipp
Andy Williams
Tommy Glasgow

1081 19th Street
Suite 203
Virginia Beach, VA 23451-5600

757-497-7700
757-497-2943 Fax

www.egdg-va.com