



7/17/03

Heard Concrete Construction Corporation
Attention: Glenn Heard
Re: HUDD II

Glenn,

I wanted to write and personally thank you for the work performed by your firm on Clancy and Theys Construction's HUDD II Project. Your firm's reputation was served well by your leaders, Jack Ellenor and Andy Williams throughout the project. Their CAN DO attitude and professionalism was evident from submittal submission to final cleanup and demobilization.

It's our hope that the project was profitable for your firm and we look forward to working with Heard Concrete again.

Please pass on to Andy Williams, new boat owner, the attached Sea Tow Service package as a token of our appreciation for his efforts to continually beat the schedule and out think the work. Jack doesn't have a boat so he doesn't get one.

Again thank you and best regards,

A handwritten signature in black ink that reads 'Bob Barker' in a cursive script.

Bob Barker
Superintendent

Cc: Bill Goggins, Clancy and Theys Construction