



March 7, 2009

Pierre Prevost
CM-SERVICES CONSTRUCTION CONSULTANTS
PO BOX 3433
Baltimore, MD 21225

Re: **Cultural Gap Analysis Feedback**

Dear Pierre:

We have already expressed a number of times our appreciation for the work your firm did to prepare a "Cultural Gap Analysis" for ROEL last year. The work was impressive and the feedback was very useful. But, I want to share a new story with you.

In 2007 Roel competed in the AGC of America's Construction Safety Excellence Awards (CSEA). The CSEA is an ongoing and evolving effort by AGC to recognize companies who have developed and implemented excellent safety and loss prevention programs achieved through management commitment, employee involvement, and program innovation.

The judging of contractors' safety program is grueling and utilizes a two-phased process involving dozens of people.

Our safety program was very good, but we placed second in the 2007 competition. Not bad. We were pleased to have our program recognized on a national stage, but we knew that we had more work to do.

In the middle of last year, with Zurich's help, we participated in the CGA with your firm. When your team presented the results to our management team, our feelings were validated that we had a "very good safety program". In fact, your team was impressed with the results and praised our efforts. However, the CGA also revealed a few specific areas where we could improve our safety program and training. We jumped on the opportunity and began making some changes that day, and ever since.

Late last year, we again entered the CSEA competition for the 2009 AGC Awards ceremony, which were held yesterday. As you know, because you were there to witness it, Roel won first place! We are very excited to be recognized as the contractor with the most effective and progressive safety program in our division.

One may ask what was the difference for ROEL from 2007 to 2009? The answer is simple; The CGA!

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Not only did the CGA reveal to us a few areas where we could improve our safety program, we used the CGA process as the cornerstone of our presentation to the judges. Our theme was that "good was not good enough" and that the CGA helped us take our safety program to the next level. Now we have proof that it did.

We will still strive to improve our safety and loss prevention program until we have achieved perfection. But we wanted you to know that the CGA was a wonderful tool to help us in our quest.

Sincerely,

ROEL CONSTRUCTION CO., INC.

A handwritten signature in black ink, appearing to read "Kevin Elliott", with a long horizontal flourish extending to the right.

Kevin Elliott
President