

December 31, 2002



Ratcliff Constructors, Inc.
11498 Luna Road, Suite A-200
Dallas, TX 75234

architects
engineers
planners

Re: Eules Police and Courts Project

Dear Sirs:

I want to take this opportunity to discuss the Eules Police and Courts project in which Ratcliff Constructors, Inc. was the General Contractor, and in particular comment on Ratcliff's performance on the project.

PSA was impressed with Ratcliff's performance on the project. Like most construction projects there were obstacles and hurdles which arose, challenging the entire team (Owner, Architect, & Contractor), such as delivery problems of long-lead/specialty materials and equipment, the poor performance of several difficult Subcontractors, project personnel conflicts and performance, etc. However, it was Ratcliff's response to these challenges, their problem-solving skills, maintaining common team objectives and goals, fostering a team approach and attitude, and striving for win-win solutions, which clearly set them apart and above most other Contractors.

The Police and Courts project necessitated extensive coordination between the trades due to the complexity of this building type. One of the challenging aspects of this project was the integration of the detention installations, the security electronics systems, and the electrical infrastructure to support the heightened security measures for this building. The project was a combination of hardened and highly secure environments, specific departmental/user adjacencies, and a highly defined, yet transparent, public and staff separation. The final finishes for the project ran the full gamut from CMU walls with high-performance coatings in the Jail Housing and Booking areas, to high-end millwork installations and finishes in the courtroom and at the public transaction counters.

Ratcliff was very responsive and receptive to revisions and changes on the part of the Owner and the Architect as the project progressed, and seamlessly incorporated these modifications, even up to and during punchlist activities.

Equally impressive was Ratcliff's diligence and responsiveness during the one-year warranty period. Todd Grogan remained actively involved with the project and coordinated the resolution of the various warranty issues as they arose. In the instance where the roofing subcontractor's work was eventually discovered to be substandard at several flashing conditions (contributing to the reoccurrence of roof leaks throughout the facility), Ratcliff contracted with a different roof subcontractor to remove and replace the inferior flashing installations and even assigned a Ratcliff superintendent to oversee the corrective work.

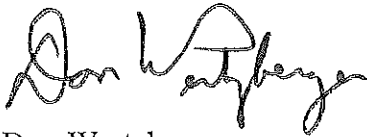
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Ratcliff's commitment to projects and clients and their passion for excellence is personified from top to bottom, starting with Ratcliff's President, Max Young, who stayed abreast of the project, attended key meetings, and was always there as a resource to ensure that the project stayed on track, and the Owner's and Architect's concerns were responded to and addressed. Pat Atchison, the Project Superintendent, as well as Frank, the Assistant Superintendent, were very hands-on, and demanded accountability, quality, and excellence from the Subcontractors. Pat was aggressive in dealing with several problematic Subcontractors, and was very proactive in resolving coordination issues, discrepancies, and conflicts. Todd Grogan, who replaced the original Project Manager mid-way through the project, was instrumental in correcting submittals problems, resolving incomplete cost/schedule documentation, finalizing trade contracts, etc. The final finished product, successful project close-out, and a satisfied Owner was in large part a direct result of Todd's efforts and leadership.

PSA has been fortunate enough to have collaborated with Ratcliff on several of our projects in the past few years. The experiences have been rewarding, and the projects successful for all parties. PSA typically contacts Ratcliff for our projects going out to bid, with the hope that they are the successful bidder. PSA looks forward to future endeavors together.

Sincerely,

PHILLIPS SWAGER ASSOCIATES

A handwritten signature in black ink, reading "Don Wertzberger". The signature is written in a cursive, flowing style with a large initial "D".

Don Wertzberger
Associate Principal