



**Dennis Vance**  
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June 25, 2004

Mr. Steve Kettelberger  
Blue Rock Construction Inc.  
1712 Hancock Lane  
Burlington, NJ 08016

Re: Solvay Solexis  
Operations Office Building

Dear Steve:

I just wanted to take the opportunity to thank you personally as well as the Blue Rock team we worked with on the Solvay Solexis Project for the outstanding performance on the project. As you are aware, this was a renovation of a very old warehouse and storage space into an office for the plant operations personnel, with virtually no information on "existing conditions" and very limited preliminary design completed as a basis for our design/construct proposal.

The entire project went very well, but specifically I'd like to point out the major issues which set Blue Rock Construction apart from other firms we have utilized in the past:

- The openness and honesty of your firm: from the initial bid breakdown showing us literally every penny in the project to the sharing of detailed information during our detailed design to prevent "cost creep". Nothing was ever my money vs. your money, it was "our budget" and "our decisions".
- The knowledge of your personnel, specifically Tom Gutheman: I always hesitate to single out an individual, as the overall team makes it happen; however, Tom went above the call of duty. Tom worked very closely with us during the detailed design phase to confirm with Blue Rock and your subs the details we were drawing could be constructed "within the target budget", his knowledge of not only the construction process, but the code implications as well was invaluable. Tom spend our dollars like they were his own. He was honest and straight forward when things cost more money, and the same when things cost less.
- Blue Rock's relationships with your sub's: it was obvious from day one you and your subs had a clear understanding of the scope of work and the quality required
- Really hearing CDI and Solvay Solexis when we said "the costs cannot exceed the budget": everyone is told this on virtually every project, but the Blue Rock staff constantly looked for ways to save money on the project. We will close this project out without processing one change to Blue Rock the we and/or the owner did not request.

There are many firms out there doing construction; however, very few stand apart from the others. I have been doing this for over 20 years, and I find it is not the size of the firm that matters, but the quality of the people on the project that makes the difference. You've heard the old comment "it's not the size of the dog in the fight, but the size of the fight in the dog". Blue Rock Construction may not be the biggest firm out there, but you have to be one of the best, your employees take personal pride in the performance of the company, and there is a "lot of fight in the dog". I would welcome the opportunity to work with yourself/Blue Rock Construction anytime.

Very Truly Yours,

A handwritten signature in blue ink that reads "Dennis Vance". The signature is stylized and includes a long horizontal stroke at the end.

Dennis Vance