

Trammell Crow Company

July 2, 2004

SUBJECT: Blue Rock Construction, Inc.

REFERENCE: Three Parkway Renovation Project

To Whom It May Concern:

As a Development Manager with over 15 years in the Development and Construction business, I have witnessed many construction renovation projects. However, I have not seen a renovation project that involved the complexities of the "Three Parkway Lobby Renovation" project in Philadelphia, PA.

The complexities encountered were not isolated to one particular aspect of the project. Design challenges, budget constraints, and strict scheduling parameters combined with the requirement of performing work in an occupied building made every day an adventure. Specific to Blue Rock's outstanding performance, I would like to highlight the following items which I feel are worth mentioning.

- During preconstruction, Blue Rock dissected the budget by providing numerous and creative options which allowed Trammell Crow to make well informed and intelligent value engineering decisions.
- Blue Rock played a major role in satisfying all logistic requirements associated with the occupied space. The attention to detail in development of the Construction Phasing plan paid huge dividends for the project.
- Blue Rock's ongoing communication with the Client combined with your firm's openness on every issue allowed Trammell Crow to make critical decisions throughout the project.
- While facing many obstacles during the project, Blue Rock teamed with Trammell Crow to overcome them. This teamwork attitude also allowed for timely decision making without affecting our budget or schedule.
- Blue Rock's proactive nature in the field and office all resulted in resolving issues before problems were created.

Blue Rock's professionalism and expertise provided all the necessary ingredients to make this project a success. Based on Blue Rock's performance on this project, I would recommend them whole heartedly. Personally, I look forward to working with Blue Rock Construction on another project in the very near future.

Very truly yours,
TRAMMELL CROW COMPANY



Barry Henry
Development Manager