



P.O. Box 2197
Houston, TX 77252-2197

Mr. Cliff Gleave
Rockford Corporation
22845 NW Bennett St.
Suite 150
Hillsboro, OR 97124

Dear Cliff,

It was a pleasure meeting you during your visit to the Rockies Express Pipeline construction. I spent a good deal of time working with the Rockford safety personnel during the project and wanted to give you some feedback on the Rockford safety efforts.

REX Spread J is a rugged piece of right of way. The combination of rugged terrain, large pipe and large equipment presented tremendous risk. I am pleased that injuries on the project were limited to slips, sprains, and foreign bodies on the eye. The potential for more serious incidents was certainly ever present. Your team recognized the risk and worked hard to mitigate it.

The OSHA inspection was a definite high point. To be judged as "In Compliance" by the OSHA inspector, and receive no citations was commendable. That says a lot about results.

Environmental stewardship by Rockford was also first rate. It has been so long since the last non-compliance, but if I remember Rockford had only three minor non-compliances. The cooperative working relationship between Rockford management and the environmental contractor, and the proactive approach by employees of both companies are responsible for such good performance.

You need to get Mark Skodje and Brandon Helm back for future projects. They did a good job for Rockford. I interfaced with them regularly. They were very cooperative, easy to work with, and open to suggestions. They are sharp and worked hard. I would be happy to work with them again on future projects.

The emphasis on safety by line management at Rockford sets the proper tone to employees and other contractors on the site. Mickey Langston does a great job of giving safety a high priority and keeping it on employees' minds. He does a good job leading safety meetings.

Good luck next spring with the Ruby Pipeline.

Best regards,

A handwritten signature in black ink, appearing to read "D. L. Macklin".

D. L. Macklin