

May 5, 2011

Mr. Hugh Coward  
West Michigan Construction Alliance  
140 N. 64<sup>th</sup> Ave, Suite 9  
Coopersville, MI 49404

Dear Hugh,

I'd like to express my appreciation for the outstanding cooperation of the Southwest Michigan Building & Construction Trades Council and the performance of the Building Trades on the Gun Lake Casino Project in Bradley, MI.

A Labor Management Cooperation Committee was formed at the onset of this project to discuss compliance with the Project Labor Agreement on a monthly basis, as well as to review overall safety, quality, working conditions, and productivity. This committee of representatives from the owner, Southwest Michigan Building Trades Council, and Skanska worked together as an integrated team, communicating and resolving any potential issues in a progressive and professional manner, ensuring no negative impacts on performance on the jobsite.

Throughout the project, I found the Council to be highly receptive to the needs of both the owner and Skanska, helping us achieve the maximum tribal employment opportunities possible and going the extra mile to offer training and mentoring services.

It has been a pleasure working with you and the other members of the Building Trades Council on this exciting project. I look forward to many more successful project completions!

Regards,  
Skanska USA Building Inc.

  
Jason Kopp  
Senior Vice President