

December 10, 2008

Joel F. Smith
President & CEO
J. F. Smith & Associates
500 Office Center Dr., Suite 400
Fort Washington, PA 19034

Dear Joel:

Since we have just completed another successful project together, I wanted to take the opportunity to thank you and your staff for both the strategic advice and implementation support that you have provided to us in finance and HR. Your company was the only company that we interviewed that proposed a solution in both of these key areas. Additionally, we were impressed with the corporate and consulting experience that Jim Geier and Tom Coffey brought to this project.

Based on the initial assessment that Jim and Tom did of our overheads, we jointly developed an action plan for HR. Jim's continued support of our strategy has helped us to move the process along much faster and helped to improve our overall operations. The recently completed employee survey has helped us to better understand our employees' concerns and improve our internal communications.

We look forward to continuing to work with you and Jim next year. I would be happy to recommend your organization to other companies looking for help with strategy and implementation.

Very truly yours,

Aker Philadelphia Shipyard, Inc.



Michael Giantomaso
Vice-President, Human Resources