

MEMORANDUM

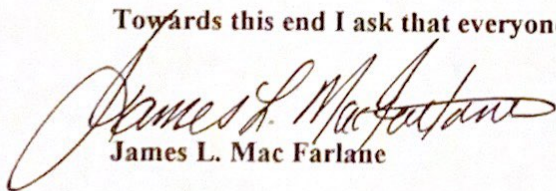
TO: All personnel with Palace Steel Erectors
RE: Management Consulting Activities
FROM: James L. Mac Farlane
DATE: November 20, 2002

As you are all aware, Bob and I have retained the George S. May Company to perform what is required to get Palace Steel Erectors on a sound business basis. Having been through this a number of times in other business endeavors I can tell you that the process can be brutal.

In order for them to do their work properly and at least cost they need to be granted broad authority on an interim basis. This is to advise you that Hilda Cardenas is empowered as president and general manager until further notice, that Bob and I are still owners and will provide advice and assistance when requested.

This is business and some very serious issues and processes must be resolved and implemented without delay. I am confident that when their work is complete we will have a profitable and competitive company for the years to come.

Towards this end I ask that everyone cooperate and support this task.


James L. Mac Farlane