



U.S. Small Business Administration

Policy Letter

To Whom it May Here Concern:

On all Russell Construction Co., Inc. ("RCC") contracts, we are committed to creating business opportunities for SBA-recognized Small Businesses (SB), Small Disadvantaged Businesses (SDB), Women-Owned Small Businesses (WOSB), HUBZone Businesses, Veteran-Owned Small Businesses (VOSB), and Service-Disabled Veteran-Owned Small Businesses (SDVOSB). RCC has established and implemented a goal-oriented program that serves to ensure that many opportunities exist for qualified Small Business firms.

RCC believes that qualified SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB companies should have opportunities to participate as subcontractors on work received from the U.S. Government. RCC is working with and actively seeking out small businesses to create subcontracting opportunities and will continue to seek and create opportunities for small business participation in its projects.

RCC encourages each of its employees and its current subcontractors, vendors, suppliers, and other business associates to assist RCC in identifying potential small business subcontractors and partners by emailing RCC at wrouse@russellco.com and/or tquinn@russellco.com.

Sincerely,

A handwritten signature in blue ink, appearing to read "James V. Russell", is positioned above the printed name.

James V. Russell

Russell Construction Co., Inc., CEO