

Vinson&Elkins

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Ms. Suzanne Updegraff, President
Employee Development Systems, Inc.
7308 South Alton Way, Suite 2-J
Englewood, CO 80112

Dear Suzanne:

When we embarked on our mission to provide Increasing Personal Effectiveness (IPE) Training to our entire staff, our expectations were extremely high, perhaps unrealistically so. It should be no surprise to you that I am writing to acknowledge and thank you for not only exceeding our expectations, but exceeding them to a degree and in ways we could not have anticipated.

As you know, our profession is becoming increasingly complex and competitive. Attracting, retaining and developing our human capital is essential to our continued success. For more than five years we had searched for the right vehicle to position our employees for success in an environment of enormous pressure, rapid change and strong personalities. There were many times when I entertained thoughts of giving up on our vision of providing transformational development to a group of individuals as large and diverse as ours, particularly when success would require not only the active and enthusiastic participation of our entire staff, but the buy-in and support of all our attorneys. As always, our persistence and patience were rewarded when they led us to you.

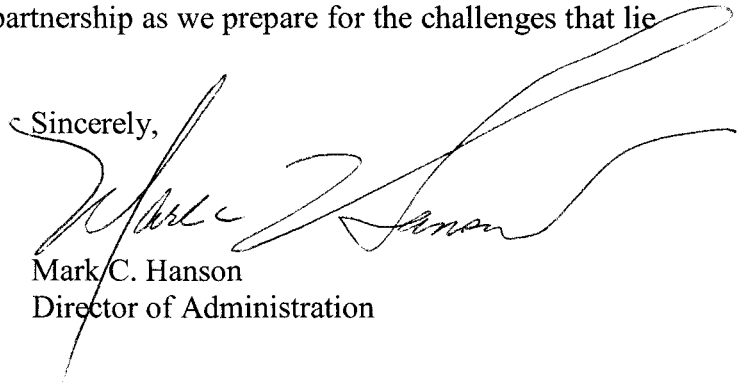
I'm not sure that I can adequately describe what has taken place over the past year as our employees not only learned, but embraced and began living the principles and behaviors at the heart of IPE. Whether these concepts were being introduced for the first time or reinforced in a way that inspired participants to assimilate them actively, a transformation has truly taken place.

I have observed and many have acknowledged that our employees are approaching their careers and perhaps more meaningfully their lives in new and productive ways. Communication, understanding, relationships and team work have all been enhanced. Accountability and awareness have been noticeably heightened.

To garner approval and support for the program, the business case had to be made. It was made and it continues to be realized each and every day in our law firm. The real premium comes from the impact we are seeing in our employees' personal lives. Our Managing Partner observed that our Management Committee has received more positive (and often very personal) feedback from our staff with respect to IPE Training than they have for their Year-End Bonuses.

As enthusiastic and empowering as the program is, your skill and passion in presenting it made the experience one that impacts people in a way that is truly life altering. We are all in your debt for what you brought to us and the way you give of yourself in the process. I look forward to our continued partnership as we prepare for the challenges that lie ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark C. Hanson". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Mark C. Hanson
Director of Administration