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*Michael F. DeCarlo  
Chief Operating Officer  
Ambar, Inc.*

October 26, 2000

To Whom It May Concern:

**Subject: Letter of Recommendation – Capitol Group**

For the past several years, Bill Lievens of Capitol Group has provided government and public affairs support services to Ambar Chemical's facility in Manistee, Michigan.

During that time Bill served as our contract "government and public affairs manager". Specifically, he kept us apprised of legislative/regulatory initiatives impacting our business and supported our Plant Manager on local media and community relations.

Bill aggressively pursued ways to reduce our costs. By helping us secure long-term property tax abatements and exemptions on our plant assets, he saved us nearly \$300,000 in taxes each year. His knowledge of the regulatory process and ability to navigate through sensitive regulatory matters added to our cost savings.

Capitol Group managed our compliance with Section 112r of the Federal Clean Air Act (Risk Management Plan & Offsite Consequence Analysis) by publishing the requisite public notice and holding the public meeting – with favorable results.

In sum, Bill kept us informed, represented and delivered a positive return on our investment in his services.

Based on our experience working with Bill, his knowledge of the State agencies, Manistee plant and local community, I would strongly recommend Capitol Group to help manage your government and public affairs needs in Michigan