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To Whom It May Concern:

I first became acquainted with Ms. Voyles in 2002, while I was employed as the chief financial officer of the Paramount Financial Group, Inc. ("Paramount"). In 2002 General Motors, through its subsidiary General Motors Acceptance Corporation ("GMAC"), acquired Paramount, a diversified real estate developer, owner, operator, and syndicator. At the time of the acquisition by GMAC, Paramount controlled approximately 435 multi-family communities in the United States.

GMAC's strategic plan for Paramount anticipated that the company would double in size within three years. This presented quite a challenge for the senior management team. Since Paramount was a financial services firm, the chief financial officer also served as the senior operating officer. This meant that most of the company's associates and non-sales operations reported to me (due diligence, accounting, tax, treasury, asset management, corporate finance, corporate credit, administration). We sought to engage a professional who could assist us with the recruiting, orientation, and training of new associates in anticipation of our planned growth. Ms. Voyles' credentials certainly suggested to us that she could be very helpful to us in these areas.

Within weeks of our initial contact, the members of the senior management team realized that Ms. Voyles had much more to offer our company than just training. We expanded the scope of our engagement with Ms. Voyles to include designing professional development programs for all levels of associates, including members of the executive management team. Ms. Voyles routinely participated in our most senior meetings, and she regularly offered us tremendous insight into the inner workings of many of our departments. She helped guide us through numerous process improvement initiatives as our departments grew in size and complexity.

Our company did, in fact, increase in size to over 1,000 properties and \$10 billion in assets under management during the course of the three years we worked together. Ms. Voyles helped us to avoid the problems many rapidly growing companies encounter. She helped us identify areas where resources were insufficient or poorly utilized. She helped us to eliminate redundancy and inefficiencies within and between departments. One of her very greatest strengths, however, was her ability to work with a very diverse group of team leaders to help foster a more collaborative working environment and to significantly improve inter-departmental communications.

I strongly recommend Ms. Voyles for your consideration. She is a highly skilled and experienced professional and would be a welcome addition to any organization.

Please do not hesitate to contact me directly if I may answer any additional questions about our experience with Ms. Voyles.

Sincerely,

M. M R Souder