

Carroll County Memorial Hospital

PHONE (660) 542-1695 / 1502 NORTH JEFFERSON / CARROLLTON, MISSOURI 64633

March 13, 2006

RE: Murray Company
7300 College Boulevard, Suite 210
Overland Park, KS 66210

Dear Sirs;

My name is Jerry Dover, CEO and Administrator of Carroll County Memorial Hospital, a rural healthcare complex located in Carrollton, Missouri. I have had the privilege of Working with Murray Company for the past 4 years. I don't normally endorse companies with letters of recommendation. I believe that for a fair price, one should expect and demand a quality product. However, I additionally believe that if someone performs far above expectation, they should be given the accolades and credit they so deserve.

You won't find Murray Company - Overland Park Kansas listed in the top 20 construction management companies. However, unlike J.E. Dunn, Excel, Aberici and others you will find a personalization to healthcare construction management company like no other.

Murray Company has been instrumental in the development and coordination of three projects for Carroll County Memorial Hospital. Those projects have exceeded \$5 million dollars which have included;

A complete re-modernization and expansion of a 40 year old, 77 bed facility, which included; Business offices, Executive and Administration office Areas, Dietary, Radiology, CT, Nuclear Medicine, Health Information, Outpatient clinic, GI Lab, Emergency Department and a multiplicity of mechanical, electrical and service upgrades.

As CEO, I can basically identify 4 areas which is premier in choosing a construction management firm. First of all, construction is never easy- as there are so many variables and players. Healthcare projects are typically very complex. This was no exception with our project, especially given the fact that we had to complete the project in a 4 phases. Additionally, we had to complete the project on a short term basis while maintaining complete hospital operations.

The four areas in which Murray excel are;

First and foremost, **HONESTY and RELATIONSHIP** between parties. Starting with a principle player ~Phillip Schultze; Phil's Christian spirit and management style places a special emphasis on these two primary principals. In addition, Phil requires no less of his staff and subordinates. Our relationship has always been very straightforward and up front.

Throughout any given project there will be numerous problems and issues that present themselves. Murray's honesty and integrity presented a comfortable working solution and a relationship which has demonstrated a spirit of trust. These attributes go along way to bridge any project problem. Murray believes in a solid team approach to resolve issues, myself and the hospital was always considered a key member of the team.

Numerous times, it would have been much easier for Murray to make decisions relative to certain issues. But instead, they would ask for our thoughts and involve us in making a collective decision. This communication often yielded a better idea and product.

BUDGET- Murray has the ability to maintain a budget. But perhaps as important, as a team, we were able to establish a "true" budget. Murray Company knows construction and they know the true cost to produce that product. Murray was instrumental in saving tens of thousand of dollars with excellent qualified contractors. The pre-construction stage outlined by the Murray Company not only promotes savings but reduces errors and future problems. One can trust Murray with not only your budget but with your checkbook. Their requirements of their contractors and sub-contractors often exceeded our expectations and construction standards of the industry.

On all 3 projects, Murray Company was able to develop and maintain a budget that met the necessary guidelines and criteria established by the hospital. Having dealt with other contractors on other projects, I can assure you that their emphasis is maintaining a budget and not producing "change orders" to enhance their revenue and destroy ones budget. They maintain a tight reign on the contractors and the expectation of quality is prevalent.

QUALITY- Our project represents not only one of uniqueness but one of Quality. We have had not less than 5 other hospitals use our facility for a reference as to the design, layout and operations. This speaks highly of our architects and Murray Company. We are very proud of our facility. We believe it exemplifies a benchmark to the quality of healthcare construction, all the way from the hidden infrastructure of electrical conduits to the details of the installed wall coverings. Murray was able to work cohesively with our architect of choice to develop a evidence based healthcare design which created an environment that was therapeutic, promoted staff efficiency and created the public's perception of quality healthcare institution.

SCHEDULE- having worked with two Murray project managers- Mike Goering and Steve Bennett, I can assure you that the establishment of a schedule, amiable to the hospital was as important as maintaining the schedule itself. This is facilitated through bi-weekly meetings and constant communications with project coordinator and on-site manager. I will say that while a schedule is paramount, Murray will not compromise quality for the mere sake of completing a project on time. Their approach to schedule is a clear differentiator between Murray and other companies.

It is with sincere pleasure and without reservation, that I and My Board of Directors recommend Murray Company for your healthcare construction project. I sincerely invite you to contact me personally for any additional information that you may have or to arrange for a personal visit to our complex.

Respectfully



Jerry Dover
CEO/Administrator