

**BELLINGHAM ANESTHESIA & SURGICAL CONSULTANTS**  
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**January 5, 2004**

**Letter of Recommendation for Leone & Keeble**

**Project: Pacific Rim Outpatient Surgery Center in Bellingham, Washington**

Pacific Rim Outpatient Surgery Center is a physician-owned five operating room, three procedure room ambulatory surgery center located on the campus of St. Joseph Hospital. It occupies the top floor of a building with four parking levels beneath. In September 2003, Leone and Keeble completed tenant improvements on construction of this facility. The construction project ended on time, under budget and with highly satisfied owners. Key to the success of this project was Leone & Keeble. As the general contractor, Leone & Keeble excelled in a number of ways that contributed to their efficiency and effectiveness.

Well-prepared is a characteristic that described Leone & Keeble's approach throughout our project. When the project was first announced, eighteen general contractors, many representing top Washington contractors, submitted proposals. Leone and Keeble was the most attractive to us because they were the most prepared. The team from Leone & Keeble who presented to our board of directors had taken the time to understand our project in detail; and they focused their presentation on the specifics of our project. This clearly singled them out from other general contractors who also had experience in ASC construction. The attention to careful preparation and detail continued throughout all phases of the construction process.

The project team was led by two highly skilled professionals, Tom Mercer, the Project Manager and Tony Allen, the on-site Project Superintendent. They orchestrated an effective team approach with the architect, shell contractor, and owner project management. They addressed challenges with a positive cooperative approach. Tony was well respected by the subcontractors and worked well with the shell contractor. While others struggled with bureaucratic hassles, Tony maintained a cooperative and productive relationship with the City of Bellingham building department and its inspectors. This greatly assisted the project progress.

All projects experience challenges. How challenges are addressed and solved is critical to the project's success. Leone and Keeble are highly proactive at addressing and solving problems and challenges. As a result, most challenges were anticipated and attacked before they became problems. Sometimes delays occurred that were outside the control of Leone & Keeble. But the impact of these delays on the overall project time schedule was minimized. Tom and Tony exhibited a keen awareness of the critical path method and implemented this effectively.

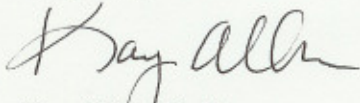
It was clear to us that the importance of the customer was a high priority for Leone & Keeble. Their ongoing detailed supervision of the project work, daily communication, and interactive decision-making with the owner management assured that we understood construction issues and our needs and/or concerns were addressed. Weekly progress reports were always provided along

with a site walk-through that included discussion and decision making about placement locations and orientations for items that ranged from medical gases and equipment connections in the operating rooms to built-ins in the staff lounge. While Leone & Keeble finished the project under budget through continuous assessment and value engineering. Quality of workmanship and materials were not compromised. Tony and Tom selected high quality subcontractors who knew their trade and were hardworking team players. The project was on-time despite several challenging coordinations with the shell contractor and necessary architectural modifications.

Another critical success factor for our project was Leone & Keeble's emphasis on working closely with the surgical equipment manufacturers and our equipment consultant. This provided assurance that equipment specifications were coordinated with the build-out requirements. Tony's extensive knowledge of the medical equipment aided in the proper installation.

We highly recommend Leone & Keeble and would definitely hire them again as the general contractor on a future project.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kay Allen".

Kay Allen, Ph.D.  
Executive Director  
Bellingham Anesthesia & Surgical Consultants  
(Owner project coordination and management for Pacific Rim project)