

To Whom It May Concern:

I am excited to write this letter of reference for the design-build team of Beckenhauer Construction and BWBR who I selected, as the CEO of Box Butte General Hospital in Alliance, NE, to complete a 90,000 square foot, two-story addition to our existing Critical Access Hospital (CAH). This addition, which opened to receive our first patients in January 2016, included 25 new patient rooms, Intensive Care unit, Emergency department, three state of the art Surgery suites, Imaging Center, Laboratory, Admissions, Gift Shop, Chapel, and an adjacent renovation for a new visiting Physician Specialists outpatient clinic. Immediately following this major project was a renovation of approximately 14,000 square feet for a new Rehab & Wellness Center.

We began our search for the best design-build team using the Request For Information (RFI) process which prompted 18 interested firms from across the United States. Our board subcommittee vetted the applicants narrowing the field to three teams and each firm was invited to give an in-person presentation. In researching references specific to Beckenhauer Construction, I experienced an overwhelming amount of support and extreme satisfaction through conversations with their most recent CAH clients. In fact one Nebraska CEO instructed me to discontinue my search for references because Beckenhauer Construction was the best construction partner in the market and you will never want to use anyone else. He was exactly right! We also had a local contractor serving a role on the board committee and he told me "no one will have more integrity than Buster Beckenhauer." The decision was an easy one to make and, in hindsight, I would make it every time!

In the beginning, I was a little skeptical regarding BWBR since they were out of state and a large architectural firm. It didn't take long for me to come around as we began the design process. Jason Nordling led the efforts and the experience and resources BWBR brought to the table were most impressive. Their transparency and multiple exercises took us on a journey to help us determine our future healthcare footprint in Box Butte County and beyond. BWBR's experience and leadership led to wonderful engagement from the hospital's leadership, staff and community from the very beginning. Often times, BWBR challenged our perceptions, asking us to provide objective, historical data as we progressed through our decision-making processes. Several times we were asking for way more than was required which was unnecessarily inflating the costs related to our project. For example, our general surgeon felt he needed to have five surgical suites. Once we were challenged on this assumption, the evidence only supported two and maybe a third, only if we were to add services. Therefore, we did build three suites and we committed to adding a Spine program thus justifying the third suite. What a great decision!

As a part of the design process, we met with multiple key stakeholder groups within the community and other nearby communities to receive feedback from diverse perspectives as recommended by BWBR. We met with hospital leadership, the entire hospital staff, selected community leaders and also hosted a town hall meeting at the high school to assure everyone would have an opportunity to provide feedback. In addition to receiving great information, this strategy drove significant excitement and engagement from the community. I believe this was a key success factor in fundraising for our Rehab & Wellness Center renovation which has netted more than \$1 million.

One of the most difficult issues we faced during the design and construction was the entire replacement of our 40 year old plant (boilers, hot water heaters, chillers, etc.). Options were to 1) have two separate plants, one for the old building and one for the new building; 2) Replace the old plant and tie into the new building; or 3) Build a new plant with the new building and tie into the old spaces. Our design-build team, along with our engineering firm, came up with the plan to replace the old plant and locate it into the same space while tying into the two buildings at the same time. They orchestrated it beautifully resulting in very little down time of utilities which is of paramount importance since our hospital operates 24/7/365. Pure genius!

A final point to make that separates this design-build team from the rest is their commitment to the community in which they work. The construction team relocated and lived within Alliance throughout the project. In fact, the Project Manager's wife delivered their fourth child at our hospital. His name is Lincoln and Alliance will forever remain his hometown. They commit to using local resources, subcontractors and other talent. The staff attended our hospital functions and, in simple words, became part of the community fabric as well as part of our hospital family. In my career, I have not experienced this level of loyalty and engagement.

It is with great enthusiasm that I recommend the design-build team of Beckenhauer Construction and BWBR. Their healthcare-specific experience, creativity, integrity, loyalty and teamwork places each of them at the top spot in their respective industries. A highly visible, very complex, small town acute care hospital replacement is a once in a lifetime opportunity and you will not find any team better positioned to drive an outcome everyone will marvel.

Warmest regards,

A handwritten signature in blue ink that reads "Daniel Griess". The signature is fluid and cursive, with a prominent "D" and "G".

Daniel Griess, FACHE
Chief Executive Officer, Former
Box Butte General Hospital