



COST ESTIMATING

One of the strongest and most important services that Turner can provide is in the area of preconstruction budgeting.



Turner's knowledge of the "local" building market, current building systems and their associated cost, combined with our estimating programs, historical healthcare cost database, and inflation calculator, enable us to produce detailed, complete and accurate cost estimates early in the process, even with minimal design information. Creating the target/control budget early allows the project team to design towards specific quantities and systems, while monitoring changes to the design on an item-by-item basis.

Turner's Interactive Program Budgeting Program provides early budgeting for the development of master planning efforts, early programming budgets, and Certificate of Need requirements. Through the use of Turner's extensive database of healthcare projects, a baseline model is created using multiple projects similar in scope to the project being budgeted. A programmatic questionnaire is prepared through discussions between the owner and Turner. The information gathered is incorporated into the baseline model to provide a project specific model tailored to the needs and uniqueness of the planned project. The program information is then budgeted by departmental space utilizing the historical department cost ratios developed by Turner. The refined model produces a

more accurate budget for the master plan or CON application by incorporating the unique aspects for the project into the program budget in lieu of basing the pricing on averages of similar facilities. This refined budgeting process aids in preventing budget problems as the project progresses through the planning and preconstruction process.

The interactive ability to create "what-if" scenarios during the budget preparation allows owners to visually see the impact of changing types of materials and systems within the facility and how changes in materials affect the project budget. Proactive decisions can be made early in the planning in order to avoid changes and redesign during the later stages of the delivery process. Substituting various exterior wall systems, structural systems, floor finishes, etc., assist the client in making early decisions about the visual aspects of the facility that impact costs.

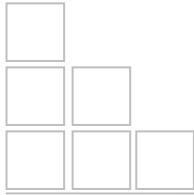
Turner is unique in the fact that we have in-house expertise in MEP (Mechanical, Electrical, Plumbing). With 40% to 50% of the total construction cost of a Healthcare project in the mechanical/electrical trades, our in-house group can produce detailed, accurate cost estimates for any type of HVAC, Plumbing, Fire Protection, Electrical, Communication, Security, and Building Management System. In addition to preparing estimates, our mechanical/electrical group is also involved with preparing cost models and life cycle studies for various building systems, as well as evaluating the availability of material and equipment. This is done early in the design process to determine what material/equipment, if any, needs to be pre-purchased. This assures that the material/equipment will be on the project when it is needed. Our ability to produce complete estimates in-house, and our confidence in these estimates, has enabled Turner to

purchase a wide variety of packages (including mechanical and electrical) for the right cost and not necessarily the cost dictated by the subcontractor market.

Escalation Calculator

Turner has developed an escalation calculator which uses quarterly cost tracking of individual building systems within a healthcare facility and a detailed analysis of the market conditions anticipated during the time of purchase to project the anticipated cost escalations for a project.

The calculator incorporates the historical cost information for the past eight quarters within the geographical region of the project in conjunction with projected trends of the commodities market along with a local market analysis of material, labor and subcontract supply and demand. The combined data is used to project the trend lines for each building system and are then weighted for their participation value of the overall project cost. This allows for a more accurate projection by building system of anticipated escalations in cost.



SUPPLY CHAIN SOLUTIONS

As a wholly-owned subsidiary of Turner Construction Company, Turner Logistics is able to leverage the purchasing power of Turner's annual construction volume in excess of \$10 billion.



Turner Logistics can save our clients money by eliminating the subcontractor and supplier markups.

Turner Logistics provides purchasing opportunities that enable clients to take advantage of Turner's industry unique, direct-from-factory purchases of major construction equipment such as switchgear, chillers, air handler's, boilers, pumps, fans, cooling towers, etc. This direct purchase not only provides a savings to clients, but also puts Turner in direct control of deliveries, thus allowing for expedited delivery dates and just-in-time delivery management. Turner also has the ability to purchase Owner-furnished medical equipment, including sterile processing equipment, hospital beds, film illuminators, imaging equipment, etc., at a great savings.

Turner Logistics creates value for the customer by allowing the client to control the equipment selection, options, accessories and services. As a dedicated equipment and material procurement resource, Turner Logistics focuses on buying the best equipment/material value for each project.

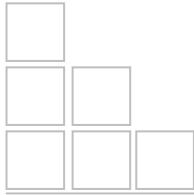
Meanwhile, the client team's resources are free to focus on the core functions of the facility.

Turner Logistics' business relationships include over 200 of the leading manufacturers in the U.S., resulting in over \$400 million in annual equipment and product sales. This makes Turner's business line, Turner Logistics, a leader in managing supply chain solutions.

Turner Logistics' professional management team is a specialized group of technical experts whose construction-purchasing and expediting skills are based on a foundation of equipment purchasing for Turner. Our Logistics Managers provide procurement insight that benefits from Turner's 105 years of procurement experience in the construction industry. The technical experts of this team are integrated throughout the 44 locations of Turner Construction and Turner Logistics.

Turner Logistics sourcing expertise combined with Turner Construction Company's national buying power has created a unique opportunity to engage in value chain agreements directly with manufacturing partners to benefit our clients.

By optimizing the procurement cycle through Turner Logistics; our manufacturing business partners gain access to an enhanced distribution network through Turner Construction Company. In turn, Turner's clients can utilize the direct channels to the manufacturers along with Turner Logistics' construction and category expertise to ensure their projects are receiving the best quality and schedule.



MEDICAL EQUIPMENT

Turner Logistics Medical & Research Solutions is dedicated to medical equipment planning, procurement and installation of clinical equipment.



Turner Logistics Medical & Research Solutions (MRS) aligns the clinical equipment needs of the owner with the best available product, while integrating the sourcing strategy into the construction process. The end result is an integrated solution with a single point of accountability and responsibility.

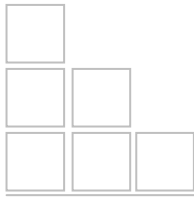
MRS combines the leading healthcare builder with medical equipment experts to deliver an integrated supply chain and project solution. This solution brings a new level of service to the unique demands of projects by combining a wealth of construction experience with medical and research equipment supply chain knowledge. Combining these services (medical equipment planning, procurement, installation/relocation and project closeout) with the construction process yields real world results for our clients.

MRS is unique in that we carry the risk by guaranteeing the price. In a typical project, construction averages 60%, medical equipment and

FF&E averages 25%, with other (design services, etc.) making up the remaining 15%. With MRS' guarantee, the owner only carries a 15% risk which is a very minimal project risk.

MRS provides a full range of services from budget development through equipment turnover and project close out. Our unique solution offers many unique benefits to clients including:

- Delivering a single point of contact for the facility, program manager, architect, design team, subcontractors and vendors, insuring direct communications to all involved parties for critical equipment information related to the project.
- Implementing actions and processes across medical equipment planning/procurement and construction to expedite the schedule.
- Coordinating utility and structural requirements.
- Managing equipment selection through a structured bid or RFP process, optimizing integration with construction.
- Minimizing construction change orders resulting in lowered costs through closed loop communications with the project team and equipment manufacturers.
- Providing the additional staff needed to handle the transition from Medical Equipment Planning into Pre-Procurement and Procurement phases as needed.



FACILITY FORECASTING AND COMMISSIONING

Turner's Facility Management Solutions offers a broad range of facility support services that are scalable and adaptable to our clients' needs.

Turner FMS offers an enhanced service delivery model that will minimize operating costs, learning curve and start-up headaches, while maximizing building efficiency and performance. We can capture the critical information from the design and construction process and integrate this information into your facility maintenance plan.

Turner FMS specializes in facilities management of complex and challenging facilities. Our strategy proactively addresses many of the facility operational requirements during the design, construction/close out phase rather than after occupancy. Our clients harvest tremendous value and avoid critical failures and unnecessary spending by implementing planning and preparation services concurrent with design, construction and close-out activities. In this way our goals are aligned; an excellent facility operational plan developed early in the design process, a smooth and organized transition from construction to occupancy, and a superior quality building operating reliably at the absolute lowest cost.

Turner e.docs™

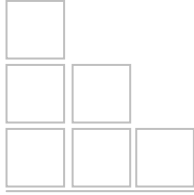
Turner's FMS recently introduced a new digital facilities manual, **e.docs™**, a powerful, streamlined and improved critical building information tool

tailored to building owners and facilities managers. In lieu of the traditional method (hard-copy, three-ring binders and file folders), Turner FMS captures and utilizes the building specific information to produce a client-friendly facilities information management tool.

In simple terms, e.docs™ is a unique electronic project close-out information tool which captures and organizes all of the critical building close-out information into one easy to use and searchable computer application. This powerful information tool is fully populated, prepared, delivered and supported by the Turner Facilities Management Solutions team.

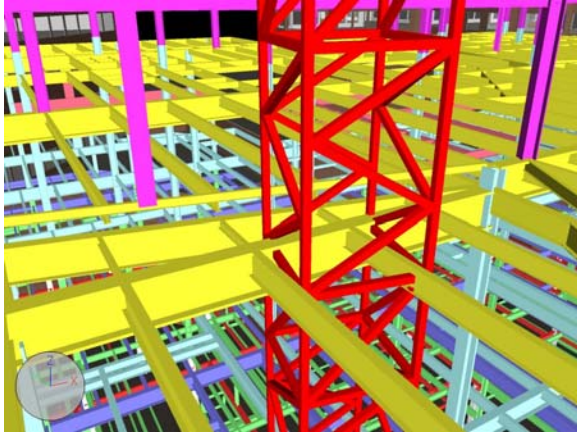
At the conclusion of a project, the client receives a DVD that contains all as-built, Operations & Maintenance Manuals, Contact Directory and Warranty Information and other critical information about their new facility. The days of turning over file boxes, O&M binders and rolls of drawings are over. No longer do our clients need to exhaust hundreds of man hours searching through drawings and project folders for critical maintenance data. The client's operations staff will have immediate access to all of the critical building information from a desktop or laptop computer allowing simple retrieving, viewing and sharing of information.

Turner e.docs™ Features	Turner e.docs™ Benefits
<ul style="list-style-type: none"> ▪ Critical building information in a searchable, digital format ▪ Multi-directional hyperlinks ▪ No special software or training necessary ▪ Point-and-click, web-styled navigation ▪ Unlimited storage capacity, scalable ▪ Data transferability 	<ul style="list-style-type: none"> ▪ Simple to retrieve, view, update and share facilities documents ▪ Quick and easy access to accurate, original facility information ▪ No physical storage space required ▪ Intuitive...staff will use it and like it! ▪ Tool serves as on-going information depository ▪ Industry Best Practice!



BUILDING INFORMATION MODELING

Turner currently has \$2.8 billion of work underway using BIM.



Turner is committed to being a leader in the services it provides to clients and we work to stay current with new, innovative technologies that our team can apply to project management.

Building Information Modeling (BIM) involves the creation of 3-D digital models of the project for multiple tasks throughout the entire life of the project. The digital model adds value to master planning, programming, design, and construction, as well as operation of the facility. The value of using the model lies in the sharing and integration of information with multiple end-users, designers, contractors, and suppliers through the life of the project.

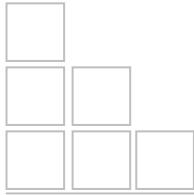
Turner combines 3D modeling with the functions of time, costs, engineering, space utilization and other information to build projects digitally. We utilize BIM to identify, discuss and resolve constructability issues and coordination problems before they materialize in the field when they are easier to

resolve. This results in more accurate project estimates, better communication among trades, substantially reduced rework and minimized schedule disruptions.

Turner sees particular value in using BIM for coordination. During the last few years, different delivery methods for creating and using BIM have been employed by the various players in the construction industry. Turner has been following these developments very closely and has developed the Design Validation process. On complicated projects, such as healthcare projects, we typically follow this process in the preconstruction phase to coordinate the design disciplines and in the construction phase to coordinate the shop drawings of the subcontractors.

A BIM of a steel structure, for instance, could include information such as the member size, the type of steel, the weight, the type of connection and cost information for each member of the structure. An MEP BIM model could link 3D representations of the MEP equipment such as Air Handler Units, Pipes and Switchgear Boxes to Warranty documents. While many aspects of BIMs are still being developed or refined, other aspects have proven to add significant value on today's projects.

Turner also implements *lean* construction principles on projects to achieve better quality, shorten schedules and lower cost. Additionally, we continuously update our escalation study to ensure that we have realistic dollars attached to our estimates.



GREEN BUILDING

Turner is the leading builder of GREEN healthcare facilities in the U.S. according to ENR.



Turner has been involved in the sustainable design and construction community from its onset by promoting and implementing environmentally sensitive design and construction practices. With over \$5 billion in healthcare construction pursuing LEED® certification, we are the leading builder of Green Healthcare facilities in the U.S. according to *Engineering News Record*. We were honored by Practice Greenhealth as a Champion for Change at the 2008 Environmental Excellence Awards for “improved environmental performance and promotion of environmentally responsible health care”—the only construction firm to be honored.

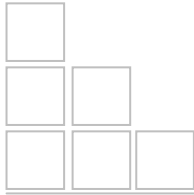
Turner's contribution as a founding member of the U. S. Green Building Council (USGBC), helped launch the 1999 LEED® Pilot Version and the subsequent LEED® 2.0. In 1997, our Southern California Office began the construction of the Southern California Gas Company Energy Research Center, a hallmark project that piloted the documentation for certification. It is still referenced in the LEED® Reference Package for its documentation on energy efficiency, building design, demolition materials reused and/or recycled, IEQ, Water conservation, and landscape design.

Process

Turner utilizes its knowledge base to assist the project team in the selection of methods and materials that are available and competitively priced. We also perform market research so that the construction documents reflect what is available in the marketplace. We are very serious about “raising the bar” when it comes to all aspects of our services, especially, sustainable practices and products. We have a history of “making a market” by creatively enlisting the talent and knowledge of our local and national vendors and subcontractors to be able to offer services or products when none had been offered before. Accordingly, we assist architects and engineers in their preparation of specifications to include provisions for proper procurement, installation, maintenance, protection, commissioning, and documentation of sustainable construction practices and products. Of course, all of this is performed under the umbrella of “meeting or exceeding” the programmatic requirements of function, cost, schedule, quality, and safety.

We have learned that procedural consistency and documentation require an extra level of effort if projects are to achieve their highest LEED® ranking level. Turner anticipates and encourages a LEED® strategy meeting by all project team members at the earliest possible time in the project. A LEED® procedures plan, created at that time and updated with periodic meetings, assures that no detail falls through the cracks.

Successful implementation of green design concepts requires a clear understanding and firm commitment by the project team to collectively understand the green goals and include them in design, bidding and installation. Knowledge of the potential cost/schedule issues is essential to a successful green program.



RISK MANAGEMENT

Turner Casualty and Surety (TCS) was developed to protect our projects for the benefit of Turner, our clients, and our subcontractors.

Turner Casualty and Surety (TCS) is the risk management arm of Turner Construction. It has the breadth and expertise to handle all matters related to insurance coverage, claims, safety and loss control, thus giving Turner greater control in managing projects.

Turner offers its clients an innovative approach to risk management through our Contractor Controlled Insurance Program (CCIP). CCIP is a wrap-up program for all on-site Worker's Compensation and General Liability coverage for Turner and our subcontractors. CCIP offers many benefits including:

- Guaranteed Cost Program
- Higher Limits and Broader Coverage
- Dedicated Coverage for projects larger than \$25M
- Uniform limits and scope of coverage for all involved
- Superior Claims management resulting in reduced litigation
- Heightened Safety initiatives
- Coordinated Safety, Claims, Loss Control by a proven team
- Limits that reinstate annually
- Proven Return-To-Work (RTW) Program

Turner's industry-leading EMR and proactive safety program demonstrate our commitment to safety and our dedication to maintaining the safest site possible for your project.

The CCIP insurance program is underwritten by Liberty Mutual Insurance Company and includes a \$200M project specific umbrella which reinstates annually. The policies are purchased on a three-year term but structured and supported for a long-term renewal relationship. This helps to protect us from recent pricing increases that effect many other contractor insurance programs. Turner's status as an

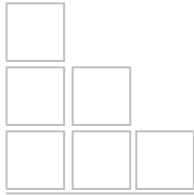
\$9 billion per year construction company enables us to procure and maintain a competitive rating structure for this superior wrap-up program.

Turner works with AON Risk Services to provide administrative services to ensure enrollment, policy issuance and certificate distribution are accomplished accurately and timely, allowing our site staff to focus on the challenges of the construction process. We have also teamed with Marsh to provide one of the most sophisticated Risk Management Information Systems to support the program. These tools, along with Turner's own initiatives, including our safety program, coordinated loss control, and aggressive claim management, is what enables us to offer our clients an upfront financial guarantee, enhanced coverage and exceptional service with our CCIP program.

In addition to our CCIP, Turner offers a comprehensive Master Builders Risk Program with limits up to the final value of the project, combined with attractive sublimits and deductible. We can also provide Subcontractor Default Insurance via Zurich's Subguard Program, which provides Turner and our owners with higher limits and greater control to minimize the impact of a potential default. These products, in addition to Turner's Professional Liability, Pollution & Corporate Coverages, are overseen by TCS Risk Management Professionals.

Turner Surety and Insurance Brokerage

Turner Surety and Insurance Brokerage, Inc. (TSIB) is a brokerage firm owned by Hochtief. They are licensed in 48 states and broker a diverse line of property, casualty, and specialty lines of insurance. Turner and TCS rely on the expertise of TSIB to resolve issue such as special acceptance, certificates of insurance and one-off insurance quotes. TSIB makes it possible to offer broader coverage at highly competitive rates in an expeditious manner.



TRANSITION/RELOCATION

Turner can develop a comprehensive move plan for the successful relocation to a new facility.



Turner's Transition/Relocation Process focuses on developing a new Standard Operating Procedure for the facility and simultaneously developing a comprehensive move plan to successfully provide organization, communication, coordination, control and accountability for the physical relocation. Turner has developed a manual for hospitals to utilize in dealing with the issues of the physical relocation from one facility to another. The manual addresses the operational requirements necessary to formalize a new Standard Operating Procedure for the facility.

Components of the Operational Transition include Organization, Administrative Direction, Operational Direction and Control. Components of the Relocation Transition include Organization, Milestone Schedule, Occupancy Plan, Patient Move Handbook, Orientation, Relocation Activities, and Post Relocation Activities.

The processes utilized are comprised of five basic components: 1) Gathering of Information, 2)

Analyzing the Results, 3) Document Preparation, 4) Schedule Preparation and Control, and 5) Monitoring and Communications. As the various steps are developed and work accomplished on the various activities, many of the requirements are applicable to both the operational and the relocation activities. The initial organizational structure is utilized throughout both processes. The steering committee, transition task team, and all of the various sub-committees are required to achieve the end results.

Responsibility

The roles and responsibilities of the personnel involved with the transition into the new facility become important at every level. Administration and senior management provide overall direction, guidance and control. The planning responsibilities of the department managers and supervisors ultimately establish the relocation plan and the steps that will deliver a successful relocation. The staff will be heavily involved in the execution of the plan during the actual relocation.

Results

The results that are achieved through the use of a formalized process and procedure and having the teams in place to both plan and monitor the process provide minimal downtime and continued patient care along with operational efficiency and minimal revenue loss. Having properly oriented staff and service providers creates confidence for patients and the community.