

# KUHN COMPANY LLC

1910 Prospector Avenue, Suite 200

Park City, UT 84060

*tel - (435) 615-1531 fax - (435) 615-1583*

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Re. New Star General Contractors

To whom it may concern,

It is my pleasure to recommend New Star General Contractors (NSGC) for your 24 townhouse condominium project. I have known this firm for approximately 10 years. Over this time frame, I have contracted their services for both my own development projects and for the projects of many of my clients (in my Construction Management firm which specializes in development consultation services). These projects have ranged from custom homes; multi-purpose (mixes of commercial and residential) complexes; rush commercial jobs; and large resort oriented, top quality, multifamily condo projects.

Over the years, as the result of their professional, can do attitude, NSGC has experienced significant growth. I've watched them grow nearly tenfold from the ten million dollar a year firm they were (when we built the Fletcher Kimball project together on new Lower Main Street in 1993). As they grew, they continued to develop and hone their internal management skills. Today, they are a shining example of "how it should be done". Their computer assisted historic bidding practices are second to none. Their construction scheduling skills are fully developed and are significantly enhanced by the wide breath of experience their middle and upper management brings to the table. Their accounting department generates "perfect paper" which dramatically reduces the time needed for the lending institutions to process each draw. They do an excellent job of reporting the projects without bogging the developer down by over generating self serving reports and forms. They are creative and flexible enough to develop a unique specialized program to address the needs of each project, rather than trying to make each project fit into the templates that were developed for prior projects. This means that the projects proceed as planned, unless the developer changes the program mid stream.

My firm often assumes the role of Owners Representative. Acting in that capacity, I have had the responsibility of setting the stage for several of the best Salt Lake firms to compete for these projects. This means that I have seen and quantified the best that our area has to offer. Like cream, NSGC consistently rises to the top.

Curiously, not all these firms self perform any of the trades. Those firms that do not self perform must sub-contract these services. A few others have concrete crews and/or framing crews. Most of those firms insist these crews be hired for those trades automatically. NSGC is the only one I have worked with that can (but does not require)

self perform all concrete, framing, finish carpentry, cabinetry and mill work. I can not stress how critical NSGC's ability to self perform these trades have been to the overall success of the projects we have worked upon together. For many of my projects, I am unaware of any subcontracting firms who could have filled their shoes.

Although I consider myself extremely well rounded, management at NSGC always astounds me with what they bring to the table. They simply provide a broader base of knowledge and experience than any developer can hope to possess on his own. Their strengths have had the most positive impact when they were invited to participate in consultation while the architects were developing the plans. This 'design / build' process has always resulted in better designed more efficient projects.

In all this time, and on all these projects, NSGC has always delivered on, or exceeded, every representation, verbal or contractual, that they have ever made. This means delivering top quality, on schedule and on budget. They are simply the most well rounded firm delivering working at the most professional standards that it has been my pleasure to be associated with.

Yours truly,

Jeffrey Kuhn  
Kuhn Company, LLC