

August 1, 2016

Mr. Peter Douglas The Douglas Company 1716 Perrysburg-Holland Road Perrysburg, Ohio 43528

Dear Mr. Douglas,

In 2014, The Kemper Company chose The Douglas Company as the General Contractor for an addition to the existing Kemper House in Strongsville, Ohio. I am pleased to provide this letter of recommendation.

Throughout the construction process, The Douglas Company team worked with subcontractors and architects to provide solutions in the redesign of certain systems, which not only allowed us to maintain a high level of quality within these systems, but we were able to do so within a budget. Your recommendations, along with the team collaboration, allowed the owner to maintain Change Orders within the budget.

Along with the owner, The Douglas Company team was closely involved in overseeing the project from the start of construction through the completion. All punch-list, and warranty items were handled with great responsiveness, providing confidence that your goal and our goal was the same, which was to build the highest quality memory care community available to our residents. This was a complex project, adding onto an existing, functioning memory care facility. Great sensitivity was exhibited by your team to the needs and frailty of our residents, as well as the needs of our staff.

The attention to detail and clear communication throughout the construction process made this project run very smoothly and provided a positive experience for us as the owner. Based on my experience and satisfaction with the outcome of these projects, I highly recommend The Douglas Company.

Kemper

Regards,

Betty Kemper, President The Kemper Company