

Andrew Graham **epm Projects Pty Ltd** Suite 2, Level 5 655 Pacific Highway St Leonards NSW 2065

Dear Andrew,

You have asked that I write you a reference in relation to the Project Management services that EPM have provided to Cabrini Care Centre. It is with pleasure that I write for this purpose.

Following development approval from Holroyd Council to construct 77 Independent Living Units, 31 Assisted Living Apartments, 41-bed Nursing Home, a Day Care Centre and a 20-room Dementia Care Unit in 4 stages in 2003, we commissioned EPM as Project Manager for Stage 3, the 86 bed aged care facility.

Initially we intended to follow through with a D&C contract with a selected builder and EPM assisted with the various management responsibilities associated with this including developing the project brief. With the support and advice of EPM it became apparent that the building design required a review and an alternative strategy was developed. EPM played a very key role in this by assembling and leading the project team.

EPM oversaw the development of a revised schematic design and the production and lodgment of a Section 96 application with Holroyd Council. The section 96 has been well received by Council and we anticipate approval within the next few weeks.

When EPM first became involved, the aged care facility was somewhat inefficient and achieving the required construction cost estimate was providing difficult. Your advice and leadership over an extended period has assisted in the transformation from an 86 bed facility over 7,824 m² costing \$210 000/ bed into a 120 bed facility over 7,000 m2 costing \$150 000/bed with fitout.

This efficiency has resulted in a high quality design and an affordable project that has met with the support of funding institutions.

EPM has always acted with integrity and ingenuity and have been highly responsive to the requests of Cabrini. They have not backed away from the more difficult decisions which are encountered from time to time and have fostered a positive environment among the project team. I have no hesitation in recommending EPM as a highly experienced PM in the aged care sector.

Yours sincerely,

William F Harris Managing Director