

DAVID M. ANDERSON

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September 23, 2014

To whom it may concern:

Ref: Trumbull Nelson's Role as a Construction Manager:

By way of reference, I was privileged to serve APD as an Owners representative for many projects on the campus prior to my retirement. These include both phases of Harvest Hill, The Woodlands, and the Community Health Center as well as many smaller critical projects at the Hospital.

For many of these projects we selected Trumbull Nelson as the CM based on a competitive process. They were selected as they provided the best value. They repeatedly demonstrated active participation in the pre-construction phase where development of budgets and schedules are critical to the success of the project. They were very useful in contributing alternate materials, means and methods to meet both the schedule and the financial constraints of the project. The quality of the project management and supervision is amongst the best in the industry.

If you have any questions please free to call me.

Sincerely:

A handwritten signature in black ink that reads "David M. Anderson". The signature is written in a cursive, flowing style.

David M. Anderson
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