

November 14, 2011

To Whom It May Concern:

As Administrator of Joe DiMaggio Children's Hospital, I have worked with ANF Group, Inc. on a four story freestanding children's hospital (186,000 GSF) connecting to Memorial Regional Hospital with a Pedestrian Bridge. ANF's involvement with the project began with the preconstruction services they offered from the project's inception to construction to completion of the building and provided any follow up required.

They provided us accurate cost estimates throughout the early design and were instrumental in listening to the hospital's priorities, as well as made sure the design and budget included the components most important to the hospital. Furthermore, they presented over \$15,000,000 in value engineering ideas allowing us to meet our project budget and begin construction when planned.

The team delivered the project ahead of schedule and under budget. When changes occurred, they were managed efficiently and they did not impact the schedule or the cost of the job.

ANF Group, Inc. demonstrated professionalism and ability throughout the preconstruction and construction process. They are personally accountable to Memorial Healthcare System as a client, and their commitment to the success of the project was their priority. When faced with a challenge by the team, ANF Group, Inc. is guaranteed to be a part of the solution.

Please feel free to contact me if you have any questions.

Sincerely,



Nina Beauchesne, FACHE  
Administrator

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