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## To Whom It May Concern:

I had the pleasure of working with Fullmer Construction on the design and development of the St. Jude Heritage medical office building in Yorba Linda. I was intimately involved in the process of interviewing contractors, working on the design of the project, and working with the city to get all entitlements approved. Throughout my time working with Fullmer Construction, I found them to be extremely competent. They were highly skilled and knowledgeable at managing the full design-build process, and always available when questions or decisions needed to be made. There management of the project allowed us to complete the project on schedule and under budget.

Fullmer's long history in the building industry has allowed them to develop great relationships. We were pleased with all of the subcontractors that Fullmer choose including landscapers, plumbers, framers, electricians, and many others. Fullmer's interactions with the architects and engineers were seamless. When obstacles arose, it was their relationships and broad knowledge of the options that allowed us to succeed without delay.

I am proud to have partnered with Fullmer in the planning and construction of the 90,000 square foot new medical facility that we believe will pave the way architecturally for the design of many of our future projects. This project truly stands out amongst medical facilities as a highly efficient patient-friendly, environmentally sound (LEED certified) and beautifully designed facility. It is innovative in design with no patient waiting rooms, and on-stage/off-stage design that is ideal for the patient centered medical home delivery of medical care. I know this was largely made possible by hiring the right contractor for the job: Fullmer Construction. I have no reservations in my recommendation.

Sincerely,

Michael Sugarman MD

President &t. Jude Heritage Medical Group