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**Phillip A. Washington**  
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To whom it may concern,

Reference: Letter of Recommendation for The Sanford Group, LLC

I want to commend The Sanford Group, LLC and their team's outstanding work in providing DBE/SBE plan development, compliance monitoring services, DBE/SBE community and communication outreach system, and comprehensive written detailed monthly reporting on many of the RTD Fastracks projects they performed on. The Sanford Group and their team demonstrated expert knowledge and thorough understanding of the construction policies and procedures and the design and construction industry; which is a valuable asset to assist their clients with facilitating successful projects that meet the project participation goals.

The Sanford Group, LLC and its team was very professional, maintained excellent communication with the project manager team; aggressively problem solved issues and was very effective in working with RTD administration and staff, the Denver metro community and with DBE/SBE firms. They demonstrated excellent abilities to think outside the box to meet the challenges of the projects.

Most notable is their outstanding achievement on the RTD Wadsworth and Sheridan West Rail Line Park-N-Ride parking garages. They exceed the 16% DBE participation goal for Wadsworth to achieve 32 % on the \$13,380,000.000 Wadsworth Rail line parking structure project. As well as exceeding the 51% SBE participation goal for Sheridan to 54% on the \$11,746.000.000 Sheridan Rail line parking structure project. The 54% achievement goal is unprecedented on any RTD or any other national transportation projects to date. A new Denver RTD performance bar has been set high.

The Sanford Group, LLC has set the bar high for Denver's RTD projects. It is without reservation that I highly recommend The Sanford Group, LLC for similar projects demanding a high level of professionalism, open communication and accountability. They will be an asset to your upcoming projects.

I wish the Sanford Group continued success.

Sincerely,

Phillip A. Washington  
Chief Executive Officer