



Nicholas Farber  
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Phillip Schwab  
Vice President, P3 Market Leader, RS&H  
3125 West Commercial Boulevard, Suite 130  
Fort Lauderdale, Florida 33309

To Whom It May Concern,

It is with great pleasure that I am writing to recommend the services of Phil Schwab of RS&H and Lowell Clary of Clary consulting for their work on the HPTE's P3 Management Manual and the US 36 Lessons Learned Report.

After the conclusion of the US 36 P3 Project procurement, HPTE selected the team of Phil Schwab of RS&H and Lowell Clary of Clary Consulting to develop a P3 Management Manual. At the time of procurement of the US 36 Project, the lack of such a manual made the process more cumbersome and publically tenuous because neither the industry nor the public knew how our process was structured. The lessons learned report was created to share best practices and lessons learned on the US 36 Project subsequent to the manual being completed. Phil's and Lowell's years of experience working on and consulting for P3 project owners was invaluable to the process of putting together both the manual and the report. To put the manual and the report they spent numerous hours interviewing CDOT and HPTE staff, along with our legal and financial advisors to understand the process we undertook and glean any lessons learned. The results exceeded our expectations.

I am happy to recommend their services. If you have any questions, please feel free to contact me at [nicholas.farber@state.co.us](mailto:nicholas.farber@state.co.us) or (720) 248-8544.

Regards,

A handwritten signature in black ink that reads "Nicholas Farber". The signature is written in a cursive, flowing style.

Nicholas Farber  
Operations Manager, HPTE