



COLORADO

Department of Transportation

Division of Transportation Development

Multimodal Planning Branch
4201 E. Arkansas Ave., Shumate Bldg.
Denver, CO 80222-3400

To Whom It May Concern:

I had the pleasure of working with Art Hirsch of TerraLogic Sustainable Solutions between June of 2013 and May of 2014. During that time we collaborated on the development of a framework for a proposed Energy Literacy Program for the Colorado Department of Transportation (CDOT), an initiative designed to spread awareness of the energy impacts of the transportation system among CDOT employees and the traveling public at large. Art and his staff provided truly invaluable support in this effort I am happy to recommend his services without reservation.

As an expert in sustainability principles and concepts, Art provided a solid foundation for the CDOT team as we ventured into the unfamiliar arena of Energy Literacy for the first time. Art's broad knowledge of other states' and agencies' sustainability practices helped us to narrow our field of inquiry, hone the questions that we wanted to ask, and compile an exhaustive list of programs and initiatives to build upon. He then thoroughly analyzed the data and submitted a well-reasoned report assessing the applicability of each approach to CDOT's organizational goals. After further coordination with staff, Art developed a programmatic framework for CDOT that included program components, timelines, staff needs, performance metrics, and an action plan. Finally, Art conducted a series of interviews with CDOT branch staff to gather their feedback on his recommendations and refine the framework before it was finalized.

Throughout this entire process I was continually impressed with Art's professionalism, work ethic, and good natured approach to our collaboration. Art is a pleasure to work with and brought a great wealth of expertise to the project that left us confident of his ability to complete the work satisfactorily. He was also extremely patient with our procurement process and shifting project timeline, adapting seamlessly to our changing needs over the course of the project. In sum he was a pleasure to work with and delivered a high-quality of work within our project timeline and budget. It is my opinion that he would be an equally valuable asset to any organization that chooses to hire him in the future.

Please feel free to contact me if you have any further inquiries about Art Hirsch and TerraLogic Sustainable Solutions.

Sincerely,

A handwritten signature in blue ink that reads "Michael King".

Michael King
Transportation Planner
michael.king@state.co.us

