



# Front Range Excavating, Inc.

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March 5, 2013

To Whom It May Concern:

I am writing to express my appreciation for the opportunity to work with I-KOTA. We have now completed four projects as a Subcontractor working for I-KOTA, since 2011. Our projects include Renewable Energy, Medical, Multi-family and Affordable Housing.

As a Subcontractor, we rely heavily on the General Contractor to provide us with the opportunity to be successful on a Project. Not only through scheduling and the typical flow of work, but being able to trust that we will be treated fairly as we work together through the unexpected difficulties that come along with every Project. With the high demands of a competitive market, I-KOTA's ability to run their projects smoothly at a fair price almost goes without saying, but what really sets I-KOTA apart is the high level of integrity and character that comes along with having them on your team.

Because of their beginnings as a Subcontractor, I believe the team at I-KOTA has a rare understanding of the many challenges that face Subcontractors as they strive to be successful. I am confident that their understanding of these challenges will give them a unique advantage against their competitors as they continue in their success as a General Contractor.

It's been a privilege to work with such a fine group of people. And, I can only hope that their unique values begin to set a trend in the way General Contractors and Subcontractors are able to work together towards creating a more successful industry.

If you have any questions or would like to discuss this letter in more detail, please feel free to contact me at (303) 940-3299.

Thank you for your time.

Sincerely,

Scott A. Nance  
Vice President