

To Whom It May Concern:

Wendy Garrod worked for me at The Whiting-Turner Contracting Company as the Lead Project Manager in charge of the Venues for the MGM National Harbor project. Her role was to be the point person overall in charge of completing the Venues on time and under budget. Her task was made more difficult because areas were turned over to her later than originally scheduled, yet the completion date remained unchanged. Wendy rose to the challenge and worked tirelessly to meet her commitments.

The scope of the venues included the construction of seven (7) different restaurants and a food market which consisted of ten (10) different food outlets and a large bar. The restaurants included TAP, Fish, Voltaggio Brothers Steak House, Marcus, Ginger, Patisserie, and a Starbucks. Wendy was the lead manager in charge of the construction of each, all-inclusive, from design development through to completion. She managed a team that included project managers, engineers, and superintendents. She worked directly with the owner and architects for coordination with design issues and FFE installations. In her time with us, there was no doubt that Wendy was extremely knowledgeable in the build out of complicated restaurants/food establishments and her knowledge was helpful to us in driving the design to completion and the complicated, fast track, construction tasks. Wendy often worked directly with the foreman in the field to tackle complex issues surrounding millwork and food service equipment coordination, ADA compliance, and various procurement challenges.

Overall, Wendy did a great job, and would be an asset to any team. She is knowledgeable, experienced and dedicated to the overall project goals. If I had to point out a fault it would be that she takes on too much herself sometimes and should delegate more, but that is a "fault" of many driven individuals where failure is not an option.

Very truly yours,
THE WHITING-TURNER CONTRACTING COMPANY



Patricia A. Carper
Vice President