



**Washington State  
Department of Transportation**

**Douglas B. MacDonald**  
Secretary of Transportation

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December 10, 2003

RE: Recommendation for Michael Sussman of Strategic Rail Finance

To Whom It May Concern:

The Rail Office of the Washington State Department of Transportation (WSDOT) has used the services of Mr. Michael Sussman on several important freight rail railroad projects in the last year. One was an investigation of a possible public-private investment into a fleet of refrigerated railcars and the second was an assessment of the viability of a large short-line railroad being considered for public acquisition.

Mr. Sussman's energy and diligence in tracking down and organizing hard to obtain information has been excellent. He also is highly creative and able to successfully work with a very disparate array of personalities and organizational levels. I can fully recommend his services and would be pleased to confirm these statements by phone or email. You can reach me at 360-705-6903 or [andest@wsdot.wa.gov](mailto:andest@wsdot.wa.gov).

Sincerely,

A handwritten signature in cursive script that reads "Stephen M. Anderson".

Stephen M. Anderson  
Rail Services Manager

SMA:tro