

**DEPARTMENT OF TRANSPORTATION****DIVISION OF TRAFFIC OPERATIONS**

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Be energy efficient!*

April 29, 2014

To Whom it May Concern:

It is with pleasure that I provide this letter of recommendation for Gregory (Greg) Brink, Director of Risk Management and Decision Economics for Value Management Strategies, Inc. (VMS).

Greg led the California Department of Transportation (Caltrans) analysis of its Electrical Engineering (EE) functions during the *HQ Electrical Engineering Line Function Analysis* in August and September 2012. I initiated this Value Analysis (VA) study to address EE related project delivery and new product implementation delays.

Greg did an outstanding job of facilitating a diverse group of Caltrans electrical engineers and managers through the VA process. With Greg's leadership, the team validated the study objectives and developed the baseline concept by evaluating five performance attributes (business integration, efficiency, resource loading, adaptability, flexibility). The VA study concluded by recommending three proposed business improvement initiatives (described in the report as "alternatives").

Greg was friendly, respectful, professional, helpful and effective throughout the study. He promptly followed up on questions and issues brought forward by the team. At the conclusion of the study, his VA report was well-organized, thorough and complete. As a result of the VA study, Caltrans is in the process of implementing two of the three alternatives.

Please contact me at (916) 654-6099 or by email at kris.kuhl@dot.ca.gov if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Kris Kuhl".

KRIS KUHL  
Assistant Division Chief