



August 26, 2009

To Whom It May Concern:

In January, 2009, The Port of Tacoma engaged Helmut Berchtold and adi Consult to provide strategic organizational planning services to its executive leadership team. Mr. Berchtold assisted us in reviewing our systems, processes, structures, and policies for opportunities to increase efficiency and productivity. More specifically, Mr. Berchtold conducted a thorough organizational analysis of Port departments with an emphasis on developing recommendations for improving efficiency, productivity, ownership, accountability and scalability.

Mr. Berchtold participated in several planning meetings with the Port's executive team to outline the team's identified goals and priorities. He then met individually with each member of the team to identify specific areas of opportunity in their respective teams, and then met with individual department heads and staff prior to formulating his conclusions and recommendations.

During the period of this engagement, we found Mr. Berchtold's experience in strategic development, technology, communications and finance to be particularly helpful to our need for prompt and accurate assessment of our overall organizational strategy. His recommendations were an integral part of the Port's eventual implementation of a cost reduction program that is projected to yield six million dollars in savings over the next twenty four months.

We appreciate Mr. Berchtold's professionalism, confidential approach, and flexibility with our time schedule and budget. His services are recommended without reservation.

Sincerely,

Tim Farrell
Executive Director

cc: Helmut Berchtold, adi Consult
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