



To whom it may Concern:

It is my pleasure to recommend Marvin Jackson for consulting services within your organization. I worked with Marvin for a period of two and ½ weeks in early 2001 and during that time, I came to understand the underlying foundations and metrics that must be in place in order to successfully execute my responsibilities to the Board of Directors, the community and to the employees of Welsh Construction.

Mr. Jackson worked with our staff to set up a series of systems and metrics that was a custom fit to our organization. He then worked to revamp policies and procedures within the organization and trained my office staff to help us effectively run our organization while looking forward and anticipating the future.

Further, he worked with our management team and evaluated the structure and leadership while also providing valuable training that enhanced their ability to problem solve. His training on teamwork, change management, and implementation helped to set the stage for progressive thinking our organization needs to stay competitive in business. It is my opinion Mr. Jackson understands the importance of operational, financial and organizational structure regardless of the type of organization he might encounter.

Finally, he worked with me as the President of Welsh Construction to better understand the financial, statistical, and operational metrics of the business and how to better use the key performance indicators of our company to focus in on "what goes wrong, not on everything". The training he provided in breakeven, internal financial management, pricing extrapolation computation, competition and estimating provides the necessary tools I need to make my job easier every day.

The upgrades to our organization has restored lost interest among our employees, eased difficulties, and has been used as a guide for a more functional, secure, and long term company. We are more team oriented and happier about our daily work load.

If you are looking for guidance in change management or to move your company (regardless non profit, government, or new organization) into the highly competitive 21st century, I would highly recommend Mr. Jackson. He makes the process fun, informative and logical.

A handwritten signature in black ink, appearing to read "William F. Krake".

William F. Krake
President
Welsh Construction LLC