

September 29, 2020



To Whom this May Concern,

This letter serves as a recommendation for Patricia Crumley & Terri Never, KodaC Enterprises, LLC.

HNTB was experiencing extraordinary year over year growth and our corporate real estate department was struggling to handle the workload. We engaged Patricia Crumley (KodaC Enterprises, LLC) to create a best-in-class corporate real estate (CRE) organization to support and drive our business strategies, while mitigating business risks, as HNTB continued to move forward on its expansion trend. The engagement included:

- Assessing the organization and service delivery processes, and recommending improvements;
- Providing technical advice and oversight for specific real estate transactions & projects;
- Developing real estate strategies related to individual real estate assets, groups of assets and the overall portfolio;
- Creating and implementing a CRE RFP process to select a go-forward strategic CRE service delivery partner; and,
- Acting as the Interim Director of CRE, leading the CRE team, coaching individual team members, and supporting HNTB's search process and the on-boarding of its new Director.

It was particularly imperative to HNTB that service delivery proceed uninterrupted as the organization went through the restructure and subsequent change management processes. When workloads spiked due to team turnover, Pat brought in her partner, Terri Never, to facilitate the process documentation and transaction/project implementation. The COVID-19 pandemic brought a whole new level of challenges to the fore; the KodaC team provided valuable best practice advice and tools to support the HNTB management team with facilities strategies and discussions with landlords regarding shut-downs and return-to-work issues. Despite picking up additional workload, Pat's team delivered their commitments on time.

During the engagement, Pat demonstrated a high degree of business acumen, strategic insight and technical expertise, as well as excellent leadership skills. She rapidly gained the respect and confidence of the HNTB management team and C-suite. Terri's commitment to process controls and analytics enabled the full CRE team to keep individual projects on track, despite the chaos resulting from the COVID-19 impacts. Additionally, she provided technical advice to specific transactions. Both Pat & Terri have been steadfast advocates of the HNTB organization, culture and values.

Based upon our experience with KodaC, I would highly recommend them to any organization seeking corporate real estate expertise and a truly partnering relationship.

I would be happy to discuss further, as appropriate.


Craig Denson
Chief Financial Officer