

City of Richmond



HARRY E. BLACK
DEPUTY CHIEF ADMINISTRATIVE OFFICER
AND CHIEF FINANCIAL OFFICER

"SIC ITUR AD ASTRA"
SUCH IS THE WAY TO THE STARS

March 12, 2008

David Garrett
Account Manager
COMSYS
4801 Cox Road
Suite #202
Glen Allen, VA 23060

Mr. Garrett:

I just wanted to thank you for bringing Jack Crowley to the City of Richmond to take over our 311 Program. Jack came on board during a difficult political time in the City of Richmond onto a project that had wallowed for over two years. Within a week, Jack had met with all senior key stakeholders and obtained their understanding, requirements and support to bring the 311 vision to reality for the City of Richmond. He developed a senior steering committee as well as a management steering committee to ensure the proper messages and decisions reached the necessary levels of management quickly.

This project was directly sponsored by Mayor Wilder and myself and encompassed over 5 major divisions with multiple departments. It quickly became evident Jack knew what he was doing, hence his ability to gain credibility and support even from the most cynical. Within 4 weeks he presented a plan and schedule that was supported by all the key sponsors and performers and he delivered what he said he would when he promised. He also quickly developed a strong rapport with the Mayor's right ear, Isaac Graves, to help avoid any public miscommunications that could have been embarrassing for the Mayor. Clearly, Jack is in a small minority of top program managers.

He was able to quickly identify risks and issues, and develop mitigation plans that were executed flawlessly. One area that Jack did very well in was to use the back communication channels with senior management to "unofficially" escalate issues, resulting in closure before having to use a more public communication. Only in one instance did he have to publicly use the steering group to address a failure to deliver on the part of a performer.

Over and above his program duties, he and his manager volunteered to be the pilot program for RichmondWorks, a deep dive analysis of operational, program and project management performance. Again, Jack's abilities came through loud and clear. His manager, Cheryl Davis, and he delivered beyond our expectations, setting the bar for all others to follow.

I would strongly recommend Jack for any complex, high level, strategically important program you might have. He is a top professional that would be an asset and drive any initiative you have.

Please feel free to contact me if you have any additional questions.

Sincerely,

A handwritten signature in black ink that reads "H. Black". The "H" is stylized with a loop at the top, and "Black" is written in a cursive script.

Harry E. Black
Chief Financial Officer & Director of Finance