

**DEPARTMENT OF TRANSPORTATION**  
DIVISION OF RIGHT OF WAY AND LAND  
SURVEYS

P.O. BOX 942873, MS-37  
SACRAMENTO, CA 94273  
PHONE (916) 654-5413  
www.dot.ca.gov



*Flex your power!  
Be energy efficient!*

May 22, 2014

To whom it may concern:

I want to take this opportunity to recognize the efforts of Mr. Robert B. Stewart, President of Value Management Strategies, Inc. Mr. Stewart professionally facilitated a very successful value analysis team that developed a Strategic Direction for the Division of Right of Way and Land Surveys.

Mr. Stewart has a very charismatic style that quickly embraced the team with a sense of trust and credibility which is so vital to a successful team. I was also impressed by this ability to listen to the respective perspectives of team members in a balanced approach that encouraged the entire team to be engaged throughout the process.

Mr. Stewart has a commanding style when providing executive briefings. While he was using sophisticated management tools and techniques to drive the efforts of the team, he did not rely on them exclusively. In fact, he quickly had a deep and thorough understanding on a myriad of issues, how they interrelated with each other, and how they can be pulled together towards consensus on a direction.

Mr. Stewart facilitated the successful delivery my Division's Strategic Direction which will benefit us for years to come.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brent L. Green".

Brent L. Green  
Chief,  
Division of Right of Way and Land Surveys  
(916) 654-5075  
brent.green@dot.ca.gov