

May 1, 2012

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**Letter of Testimonial:**

As part of a broader strategic cyclical review, Commissionaires recently undertook a study of governance options to ensure its mandate and the future well-being of the organization. Ensuring that the divergent views from across the corporation were recorded and key strategic enablers identified and evaluated was a complex and delicate undertaking. We were fortunate to have the services of Richard Martin of ALCERA and John Thomas of JFT as consultants to guide that process.

Such a process of self-examination can be a challenge for any organization but Richard and John devised a plan and methodology to help position the organization for a number of key strategic decisions. Their practical approach allowed them to sustain a dialogue with all of our internal stakeholders, analyze critical discussion issues so that ultimately we were able to explore fundamental causes and potential solutions in a comprehensive fashion.

The report and final presentation to the National Board were detailed yet cogent, packaged in such a way as to ease our understanding of the critical issues. Richard and John were thus highly successful in highlighting the substantive issues for our organization that will be crucial to us as we make our decisions for the future. We are most appreciative of their skills in the planning, conduct and final report and of their deep understanding of the complexity of our organization.

Sincerely,



Colonel W.G.S. (Bill) Sutherland (Ret'd), CD  
National Chair  
Commissionaires National Board of Governors