



To Whom It May Concern,

As Marketing Director of the Seahawk Co-op, John Smith and I worked in the same office space. Being a Co-op, it was always necessary for many of the managers to take additional responsibilities. In fact, I acted as a Project Manager more often than my designate role as Marketing Director and John's job was no different. While he was hired as the Chief Financial Officer, she does much more.

At over 75 years, the Seahawk Co-op is the third oldest retail Co-op in the United States and over those years there was never an established protocol for contracts, invoicing, financial reporting and so much more. The General Manager and I had worked to refine some of these over the four years prior to John's hiring, but it was not until her arrival that a true sense of organization and professionalism was established. In a matter of days, John was able to absorb and understand our many confusing (and occasionally schizophrenic) practices and procedures. He created new workflows, developed plans for growth and dedicated her time to removing may outsourced processes in order to save operating costs and bring them back in house.

I think the most impressive thing that John bring to the table is her revolutionary thinking. I have rarely met someone who sees every side of a situation, especially as immediately as she does. Her urgency in research and decision-making allowed the Co-op to make important financial decisions and become more profitable in the first days of her employment.

John is able to work with multiple departments and he showed initiative by joining several committees to assist the other managers and employees in reevaluating their positions and procedures. His thought process and skills have created a more cohesive store, a more engaged staff and a sustainable business model that can be implemented in perpetuity, allowing the Co-op to be confident in its future for the next 75 years.

John's accomplishments exceed anything I could write in this format and many of them are likely far more advanced than my area of expertise could give true justice to, but please feel free to contact me for more details at 415-287-7660.

I believe that John Smith would be an incredible addition to any organization she joins. John will get to work, achieve great things and go above and beyond in every task she does.

Best,

Robert K.

robert@ymail.com