



DIVISION OF KALIN ENTERPRISES, INC., ESTABLISHED 1949

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(941) 923-1127 • Fax (941) 923-1145
www.kalinsfurniture.com

August 1, 2016

Dear Prospective Employer:

Mary Merkel has worked for our company for 22 years. During that time, she has held various positions, including her most recent, Office Administrator. Her position duties have changed over the years and particularly during the wind down of our business since November 2015. While many people don't react well to change, Mary is extremely flexible. She embraces change and one of her strongest attributes is that she will "wear whatever hat" necessary to get the job done.

Since Mary is one of my direct reports, I have worked closely with her. Her supervisory skills are developed and organized. Her staff respect her and some have expressed to her that she was the best supervisor they ever experienced.

Mary is inquisitive and seeks out knowledge. She is computer savvy and is not afraid to research new avenues to accomplish tasks. She is very forthright. She grasps new concepts quickly.

The closing of our furniture business has been difficult and challenging. Mary stepped up to the challenge and has stayed with us to help with the wind down. I do not know how we would have accomplished the wind down without her. She exhibits dedication and tremendous loyalty to her job.

I will miss working with Mary as the business officially folds. I wish we had a position for her in our scaled down real estate related business. Any prospective employer will gain a great asset when hiring her.

We are moving our offices this week. I can be contacted at 941-923-5528 instead of the phone number/address listed above.

Sincerely,

A handwritten signature in blue ink, which appears to read "Phyllis K. Keiser". The signature is written over a greyed-out area of the document.

Phyllis K. Keiser, CPA
Vice President-Finance/CFO

Mary Merkel