



March 10, 2022

TO: To Whom It May Concern:
RE: Jessica Ray Recommendation

It is my pleasure to write a letter of recommendation for Jessica Ray. By way of background, I am the Founder, and now retired CEO of the Family Care Network ([FCNI](#)), which I began forming in 1986. When I retired this past December, the company had grown to a \$20M annual budget, nonprofit organization with over 200 employees.

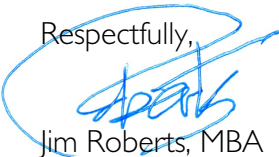
Jessica worked for FCNI a number of years over two periods of employment. She was an outstanding, efficient, and creative employee. She was responsible for setting up and managing our internal controls and auditing function; and eventually managed our social media and marketing operations.

Jessica is amazingly bright, hard working, organized; and as I said, very creative. She is an excellent manager, very detailed oriented and a great team player. We were sorry to see her move on, but, as a nonprofit, we were unable to pay her what she is worth.

Jessica will make a wonderful addition to any organization. Not only does she possess excellent skills, but brings much integrity, quality of character and imagination!

Feel free to contact me for any additional information.

Respectfully,



Jim Roberts, MBA