



January 3, [REDACTED]

Re: Jason Shurtz

To Whom It May Concern:

It is my pleasure to introduce you to Jason Shurtz. Jason worked for me from July 1999 until June 2004. He rapidly became one of my most highly valued employees. [REDACTED] has been in business since 1981 here in Cardiff. We are a *very busy*, fast paced restaurant that demands hard work and strong skills from our employees.

Jason has proven himself to be a loyal and dedicated member of our team since the day he started. He quickly moved up to be one of our head bartender trainers. Jason works well with others and demonstrates multiple leadership qualities. You can always count on Jason for extra effort when we were in a bind. He is consistently on time and ready to work. His attitude is always positive, and he is not afraid to work hard. We are appreciative and proud to have had Jason as an employee.

Jason was a valuable employee that has the honesty and integrity that we all hope to find in prospective employees. I am happy to provide Jason with this personal letter of reference and to be able to help him in any way that I can. Please call me if you have any questions or desire any additional information.

Sincerely,

A handwritten signature in cursive script, appearing to read "N. F. [unclear]".

[REDACTED]
General Manager
[REDACTED]