



November 30, 2010

To whom it may concern:

The Allegheny County Library Association is a complex federation of 45 public libraries that jointly serve the population of the greater Pittsburgh area (population 1.2 million). Our headquarters staff is responsible for a variety of activities including:

- *Coordinating countywide programming for youth, adults, and families,*
- *Providing continuing education opportunities for local library staffs and trustees,*
- *Developing advocacy messaging and tools to assist libraries locally as well as representing their interests on a County and State level, and*
- *Offering consulting expertise in programming, library operations, etc.*

Over the years we have been fortunate to have the services of numerous students in assisting us with accomplishing our work. It is my observation that of all the students we have employed, Christine Watson demonstrated the highest degree of professionalism, intelligence, and flexibility.

As in any nonprofit, our staff is stretched thin in a challenging economic environment. There is little extra time to train and orient new personnel and everyone must carry their weight and then some. We do not have the luxury of clearly delineated job descriptions – everyone pitches in when deadlines are at hand and projects require more than two hands. We are, consequently, reluctant to bring on individuals who require a lot of hand holding or direct supervision. We need individuals that quickly assess the situation at hand, pick up the ball, and run with it. We need individuals who can analyze what outcomes are expected and design processes to achieve those outcomes. We need individuals that are not afraid to speak up and offer recommendations to improve how we operate. These are all characteristics I observed in Ms. Watson. While ours is a particular type of industry, I do not for a moment doubt that Ms. Watson will deliver the same high quality of work wherever she lands. The organization that has the good fortune to hire her will quickly discover that!

I would be happy to provide any further details or specifics that you may need in considering employing Ms. Watson. Feel free to contact me at 412.921.1123 or by email at [jenkinsm@einetnetwork.net](mailto:jenkinsm@einetnetwork.net).

Sincerely,

A handwritten signature in blue ink that reads "Marilyn A. Jenkins".

Marilyn A. Jenkins, Executive Director