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**Letter of Recommendation for Carol Hubbard**

To Whom It May Concern,

I'm very pleased to write this letter of recommendation for Carol Hubbard. When Carol was employed by my company, ATSG Corporation, as a Senior Proposal Writer/Proposal Manager from 2015–2016, she worked under my direct supervision.

From the time that Carol started with ATSG, I was impressed with her outstanding writing and editing abilities, intelligence, maturity, organizational and interpersonal skills, trustworthiness, and efficiency.

For example, when she managed a complex proposal for a very large military Blanket Purchase Agreement from launch to delivery, she became thoroughly conversant with the Request for Proposal, set the schedule, developed an outline and compliance matrix for both volumes, gathered information from subject matter experts, led review meetings, wrote the cover letter and technical volume, edited/formatted the proposal in its entirety, and made sure that it arrived one day before the potential customer's deadline. Not surprisingly, our Director of Finance commented that it was "the best organized proposal process we've ever had."

Carol also reorganized our proposal directories and files to enable easier searches and eliminate redundancies; created Writer's Library, Past Performance, Resumes, Employee Surveys, and Graphics directories; and compiled boilerplate copy for more standard proposal sections and corporate materials.

Last but not least, she never hesitated to pitch in and help, no matter how "menial" the task, when one or more members of our small team at headquarters had a heavy workload.

Unfortunately, due to a change in our business strategy and focus, we had to eliminate Carol's position, which was a very difficult decision due to her solid contributions and upbeat personality. Therefore, I have no hesitation in recommending Carol highly, and I welcome inquiries on her behalf from potential employers.

Sincerely,

A handwritten signature in cursive script that reads 'C. Patrick McCollum'.

C. Patrick McCollum  
President and CEO