

September 23, 2015

James Ellis
Partner, Athletics LLC
210 N. 6th Street
Brooklyn, NY 11211

To Whom It May Concern,

I'm writing to recommend Kristina Johnson Parish for a position in digital design and development. As a founding partner at Athletics LLC, a Brooklyn-based design firm founded in 2004, I had the opportunity to work with Kristina over the course of a year. Based on my experience, I believe she would be a tremendous asset to an organization working at the intersection of design and digital.

Kristina initially joined us on a freelance basis, working to translate designs into a working WordPress theme for [Shop Catalog](#), a large-scale WordPress site running on the [WordPress VIP](#) platform. As a VIP site, all code for Shop Catalog was reviewed and approved by the [Automattic](#) staff before being released into production environments.

Given the quality of Kristina's work, we made her a full-time offer after a couple months and she joined the studio in January 2015. She worked from our newly formed Nashville office, collaborating remotely with our Brooklyn-based team. She was an excellent communicator, and always did a good job working alongside Athletics designers and developers, smartly using tools like Slack for group-based chat, Google Hangouts for meetings, and Github for code review.

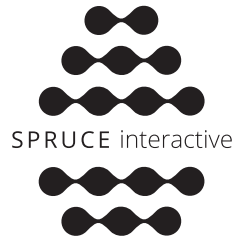
Beyond Kristina's design and development capabilities, she has a great mind for organization and would, I believe, be a good fit managing a team of designers and developers. She's detail oriented, has a natural relationship to professional processes, and can keep a schedule. In our experience as a studio, this is a rare combination.

In closing, Kristina is a pleasure to work with. She was a fantastic member of our team, and we're confident that she would bring the same kind of energy to your organization. If you have any questions, please don't hesitate to contact me.

All the best,

A handwritten signature in black ink that reads "J. Ellis". The signature is fluid and cursive, with a large initial "J" and a stylized "Ellis".

James Ellis
j@athleticsnyc.com
Office: 718-388-5868 x102
Mobile: 347-731-5859

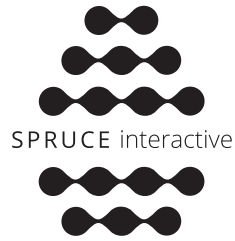


RECOMMENDATION LETTER FOR KJ PARISH

It's a challenge to sum up KJ's skills as a design and interactive media guru, because they span multiple intersections on a Venn diagram that's rarely found in a single individual. She's a consummate professional, inspired creative, and seasoned web architect. Equally comfortable working alone and with a team, she's courteous but commanding with both clients and colleagues. When given room to spread her wings and focus on a single task, the results consistently exceed expectations.

To convey truly how essential KJ has become to Spruce's day to day operations, it's easiest to walk through the course of a typical project. As our account director, I bring in new work and evaluate its merits with respect to budget, timeline, and scope. Prior to making a final decision, I run the project by our team for comments and review. KJ has a passion for challenging endeavors--ones that let her grow new skills and hone existing ones. She enjoys pushing the limits of convention, not purely for the sake of doing so, but to see if she can bring something new to the table that improves upon the usual approach. Once we agree on a project, KJ enters into a direct relationship with the client, guiding them through a predetermined set of design stages, conceived (by KJ) to produce aesthetic and structural feedback that she can then render successfully into fully realized mockups. We refer to these phases as "discovery" (learning about the client's background and goals), "moodboarding" (providing them with aesthetic suggestions & guidance), "wireframing" (sketching out the project's structure), and "mockups" (producing semi-interactive visual designs). Because KJ has expertise in concept ideation, design, and development, she's able to take a client through the required steps while considering the implications that a decision might have down the road. Meaning, she only proposes ideas that she knows she can execute, and works hard to make sure she never limits herself by any functional shortcomings. If the expression "lifelong learner" was ever appropriate in a business context, it most certainly applies to KJ.

KJ excels as a designer and is a proficient frontend developer to boot, but it's the combination of these two assets that actually lead to her greatest strength: concept ideation and project architecture. From the moment an idea forms in her head, she knows how it might appear as a design, and understands the challenges of setting it down in code. A website isn't just a website--it's an interactive object that renders on desktop, tablet, and mobile, all in multiple environments and operating systems. Likewise, a logo isn't just a logo--it's a symbol that might be applied at tiny



sizes or field-length banners, both in print and digital, still and moving. KJ thinks and designs not just for the project at hand, but for every possible use case down the road. While some might be paralyzed by this broader vision, KJ's invigorated and excited by the wide range of applications that her creations could experience in a lifetime of use.

As a (virtual) officemate, she's prompt, responsible, and fun. With some employees I need to proof their work, checking e-mail correspondence and keeping track of budget hours or deliverables--KJ has never once required this kind of supervision. She manages her own schedule, logs billings to the minute, communicates clearly when more time's required for a specific task, and alerts me to possible conflicts while juggling dozens of client interactions on a daily basis. She's not only a dream employee, but someone I'd feel comfortable working with as a full-fledged partner.

If there's a weakness to mention, it's a fault of her environment at Spruce and not indicative of any professional shortcoming on KJ's part. Like anyone who's achieved a high level of proficiency in one or many areas, KJ needs to be given projects where she can apply her skills fully. Though Spruce grew enormously during her tenure, our pipeline was often packed with "pay the bills" clients who weren't in need of KJ's full talents. When clients trusted her expertise and encouraged her to contribute substantially to the creative process, she brought an innovative approach to even small budget projects. But, when under-stimulated and creatively stifled, she found it difficult to perform at a high standard. She perseveres when it comes to this kind of work, but it's not the environment that she needs to succeed.

KJ would excel at a company that hands her the reins as creative lead, and lets her go to town on projects. Whether it's on the web, in print, or interactive, she's the person I'd choose to lead a design team. If you have any questions or would like to speak with me directly about KJ's expertise, please feel free to get in touch: benheller@gmail.com, 646 434 8322.

SINCERELY,

BEN HELLER : FORMER OWNER / PROJECT MANAGER SPRUCE.IT

BENHELLER@GMAIL.COM
646.434.8322

I've had the opportunity to work with many designers in my 20 year career, and KJ stands out as one of the best. We asked KJ to deliver the brand identity, visual design, and visual style guide for a new social web application. The dollar and time constraints were tight, and we had a specific vision in mind for the feel for the site. She brought our brand vision to life in. She met all deadlines, offering multiple design options, communicated design reasoning articulately, and revised based on our feedback cheerfully and quickly, often providing same day turn around.

KJ's a gem of designer. She's got a great sense of color, use of space, and typography and is well-versed in modern web design techniques. She understands functional as well as aesthetic design. She's smart, professional, and personable. I recommend her highly.

Ann Sydeman
Head of User Experience, Humanthology
(formerly TiVo, SGI, Amazon/Lab126)

the
WINNOWER

September 7, 2013
Blacksburg, VA 24060

To Whom It May Concern:

This letter is intended to serve as a professional recommendation for KJ Parish. KJ has been integral in the brand development and design of The Winnower, an online science-publishing platform that I founded in 2013. KJ has worked efficiently to craft a beautiful website that is at the same time functional and easy to navigate. I can easily say that whatever success The Winnower has in coming years she will be responsible for much of it. In addition to the design of the website KJ has also developed professional stationary in line with The Winnower brand she helped to create. I have been extremely impressed with these items as well. It is worth noting that the business cards she crafted have transformed the often-awkward exchange of cards at a meeting into an enjoyable moment as I undoubtedly receive a compliment each time I pass one out.

In addition to the actual products KJ helped design and produce she has been a delight to work with. She is efficient at meeting deadlines and responsive to revisions. Her creativity and vision help guide the design process in ways that I could not imagine and it was a pleasure to see what she had come up with next.

I would strongly recommend KJ without reserve.

Sincerely,



Joshua M. Nicholson
CEO & Co-Founder, The Winnower