

September 1, 2006

To Whom It May Concern,

I felt quite honored when my former supervisor Armando Arrastia asked me to write a reference letter for him.

I have had the great privilege of working with Armando for the past 11 years at the Kentucky Department of Education. During that time, I have seen in Armando many positive qualities that I wish to share with you.

In addition to being a devoted husband and father, Armando was completely loyal and dedicated to the important work he did at the Department of Education. He is a hard worker – determined and dedicated. Never fear if you give Armando a task to complete – it will get done. And it will get done timely and correctly. He is a very goal-oriented person, who demands excellence and hard work from his employees – but also gives it in return.

Armando is a considerate, caring person who never failed to ask his employees about themselves and their families. And then he really listened when that employee answered. Armando is considerate of everyone's feelings – no matter if they were the Commissioner of Education or the janitor who would come to empty the trash – Armando treats everyone with utmost respect.

He is a great, loyal and responsible leader. The staff under his leadership could always depend on Armando to speak up for us, to watch out for us, and to help us in whatever way he could. He was a fair-minded supervisor who would listen to any complaint or suggestion with an open mind. He was a supervisor that we all respected, appreciated, and cared about over the years.

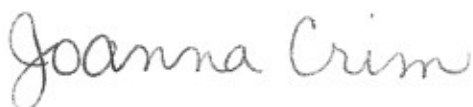
Another important characteristic of Armando is his unending faith in God, and in the goodness of others. He has a very positive attitude and outlook on life. He is honest to a fault – and extremely trustworthy. He is a very intelligent person. He is also very generous. He would never take credit for a successful project without sharing kudos with the staff that worked with him.

Armando is a charming person, with a wonderful sense of humor. He knows how to get the work done, but also knows that humor is sometimes necessary as a pressure valve. This helped in keeping his staff happy, and he always made us feel we were appreciated.

Armando lost his position with the Kentucky Department of Education due to reorganization – this was one of the darkest days of my work life to date. It would be my dream to have Armando as my supervisor again – that's how much I think of him. He was devoted to doing his job at the Department of Education, because he knew what he was doing was making a difference in the lives of so many Kentucky children.

I could continue with descriptions of Armando's many other good qualities- his work ethic, his limitless energy, his patience, and his creativity to name a few. Instead I would simply like to say how much I think of Armando and how very strongly I recommend him.

Sincerely,



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