

To whom it may concern,

My name is Erica Rose and I am Ashley's right hand woman.

I started working at American Brew in August 2018. I have proudly worked in the restaurant industry for twelve years and the coffee industry for seven. I quickly learned that the work ethic, professionalism, and standards, and efficiency at American Brew were not aligning with mine. The management was lacking in many areas.

I asked for 5 days a week and that was met with 3-4 days a week working the shifts nobody else wanted to work, "because they had seniority". I was struggling.

When I met Ashley, I spoke with her about how I couldn't afford to work there much longer. She asked how much I needed in addition to American Brew to be okay. With my response, I began working with her as Creative Director and Photographer.

After working with Ashley for a few days, I realized she was not aware of the root of the problem at American Brew. I was transparent with her about what I knew from my time working there. She immediately went into team building mode. She met with the General Manager and the kitchen manager to talk about the issues. Then, an all hands meeting to cut out negativity and re-establish the leadership and values at American Brew. Instead of coming in to reprimand the staff, she shut down all of the companies for several days to take us on a trip to the mountains.

Furthermore, the kitchen manager received a substantial raise as well as a personal check from Ashley to aid her as she was in the process of moving.

Two months later, when all but 3 employees walked out, I felt very happy for Ashley even though her heart was in shambles. This was a chance to re build from the ground, up. We put in the hours, day after day. Even after several low blows from the former employees, we continued to put in the work. We never skipped a beat. (Maybe one) The daily operations have been broken down and streamlined. The code of conduct and procedures are being enforced. The love had been restored.

In my opinion, a lot of the anger from these former employees comes from seeing her keep the doors open, the kitchen running, the coffee brewing, and the whiskey pouring - without them. We are running American brew more kindly and efficiently with a crew of five than they were with over thirteen.

In other news, separate from American Brew, In the time I've worked for Ashley, I've seen her send over \$6,000 to people in need. Changing these peoples lives forever. I've seen her volunteer at shelters. I've seen her make bags to personally give to the homeless. The list goes on. Not to mention the generosity she's shown me as I struggled to get my life on track after moving across the country.

I have seen Ashley in what I believe to be her most broken moments. I've also seen her pull it all together in the following moments to forge a path for not only herself and her family but for the current and future employees to thrive.

Kindly,

*Erica Rose*