

March 23, 2015

Re: Letter of recommendation for Nancy Kalter-Dills

To whom it may concern:

This is a letter of strong recommendation for Nancy Kalter-Dills, AIA-LEED AP. I reported directly to Nancy while she was a Principal and Vice President of Operations at EDG. This experience gives me first-hand knowledge of her abilities as a leader, manager and architect.

Nancy's strength as a leader grows from a mix of technical expertise, honed listening skills and a willingness to serve her teams to reach desired goals. Our teams follow Nancy not simply because of title or seniority but because she is able to clearly articulate a vision worth pursuing. For example, Nancy was the Principal-in-charge for many of EDG's complex food & beverage design projects for large institutions. Project settings ranged from universities to arts museums to corporate campuses, but they all had multi-stakeholder clients in common. As a leader, Nancy was able to build consensus among stakeholders who, at first, appeared to have mutually exclusive interests. This consensus was always critical to meeting everyone's end goal of a successful project.

As someone who served on Nancy's teams, I can attest personally to Nancy's leadership skills. I supported Nancy in her thoughtful oversight of staff management, development and training. As I work with my direct reports, I try to model my team goal setting, loyalty, respect and empathetic listening on Nancy's resonant example.

Similarly, Nancy's decades of experience make her a successful results-oriented manager. She is able to synthesize a project's aesthetic, programmatic and operational needs, while maintaining a high importance on financial integrity for both in-house budgets and project development costs. Our office continues to utilize high-value management processes and tools developed by Nancy as effective means to serve our clients. For example, literally every day we continue to use Nancy's "five easy pieces" method of project budgeting. This method allows a budget to be quickly organized and developed to provide critical information which may then be thoughtfully analyzed and decided upon.

In addition to Nancy's executive level leadership and managerial skills, she is fundamentally a very talented architect. She is very knowledgeable about building design and construction in general, as well as restaurant design and operations in particular. Nancy's imprint as an architect can be seen throughout our firm's technical ranks as we consider the most effective way to design, document and deliver innovative design solutions to our clients. One example is our ongoing development of our drawing set template. The underlying structure of this set is directly derived from Nancy's projects, as are myriad details and specifications.

As a leader, manager and architect, not to mention as an easy-to-work-with colleague, Nancy is an asset to any team. Please don't hesitate to contact me if I can provide any additional information.

Sincerely,



Jason Dries-Daffner
Senior Director of Architecture