



**High Country**  
Charitable Foundation

610 Banner Elk Highway, Banner Elk, NC 28604    PH 828-898-3810    [highcountryfoundation.org](http://highcountryfoundation.org)

September 28, 2020

To Whom it May Concern,

It is my pleasure to provide this letter of recommendation for Matthew Armstrong.

Matthew has been volunteering as a digital marketing manager with our organization for the past eleven months. His work has been crucial as it focused on areas that we needed to improve. His hard work and dedication were especially noted during these stressful times of the COVID-19 pandemic. Matthew's initiative and decision-making skills were apparent to everyone on our team as he went above and beyond our expectations.

Feel free to contact me if you need any additional information

Sincerely,

James J. Ward III  
Chairman

THE HIGH COUNTRY CHARITABLE FOUNDATION, INC.

JAMES J. WARD, III - CHAIRMAN