

SAMPLE CHARACTER REFERENCE LETTER – EMPLOYER/SUPERVISOR

The Honorable Rebecca Lawson

United States District Judge

[Address of the Court]

Dear Judge Lawson,

My name is Catherine Reynolds, and I am the regional operations manager for Summit Logistics, a company that employs more than 300 people across three states. I have held this position for fifteen years, and during that time I have had the privilege of supervising hundreds of employees. I am writing to share my perspective on one of them, Marcus Bennett, who now comes before your Court.

Marcus has spoken with me candidly about his conviction. I will not comment on the legal aspects, but I want to offer you my view of him as an employee, colleague, and person I have known closely for nearly a decade.

I first met Marcus in 2015 when he joined Summit Logistics as a warehouse associate. From the beginning, he distinguished himself not only through hard work but also through a sense of responsibility that went beyond his job description. In an environment where turnover is high and many employees see the role as temporary, Marcus took pride in doing things right. I recall more than once walking through the warehouse late in the evening and finding him carefully double-checking shipments to make sure no errors slipped through. His attitude sent a message to younger employees: this work matters, and so do the people depending on us.

Over the years, Marcus rose steadily through the ranks, eventually becoming a shift supervisor. In that role, his leadership qualities became even more apparent. One of the best examples came during a major storm in 2019 that caused power outages across the region. We had urgent deliveries to hospitals that needed supplies, and many employees were hesitant to make the trip in dangerous conditions. Marcus volunteered to lead the team, personally driving one of the trucks himself to ensure the shipment reached a hospital in Richmond. Later, when I thanked him, he



shrugged it off and said simply, “It needed to get there.” That moment spoke volumes about his sense of duty.

Beyond his work ethic, Marcus has shown a consistent willingness to mentor others. We hire many young people straight out of high school, and Marcus has taken it upon himself to guide them—not only in learning the job but in learning life skills. I’ve overheard him more than once advising a younger worker about how to budget their paychecks, or encouraging someone to stay in school while working part-time. Several of those young employees have told me that Marcus was the reason they stuck with the job when it got tough.

I am aware of his conviction, and I do not excuse the mistakes he has made. But I want to emphasize that those mistakes do not erase the years of character, service, and integrity I have personally witnessed. People often reveal who they are when no one is watching, and what I have seen from Marcus in those moments—staying late to help, mentoring others without recognition, stepping up in a crisis—speaks to the values at his core.

Marcus also has my support moving forward. Our company has a policy of offering second chances to employees who demonstrate accountability and a commitment to growth. I believe Marcus has shown both. While his role will inevitably change, I will work with him to ensure he has opportunities to contribute productively again when circumstances allow.

Thank you for taking the time to consider my perspective. I hope these examples give you a clearer picture of Marcus Bennett, not just as a defendant, but as a valued employee, a leader, and a man capable of learning from hardship and continuing to contribute.

Respectfully,

Catherine Reynolds

Regional Operations Manager

Summit Logistics

[Contact Information]



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