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**Office of the Lieutenant Governor**

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December 14, 2015

Mr. Brad Ferland  
Deputy Commissioner, VT Department of Finance & Management  
109 State Street  
Montpelier, VT 05609-0401

Dear Mr. Ferland:

It's with pleasure that I submit this letter of reference in support of Mary Jane Ainsworth's application for the position of Change Management Director at the Department of Finance and Management.

I have come to know Mary Jane in many different capacities over the last 16 years and have always been struck by her work ethic. Mary Jane is a dedicated employee, both with the Vermont Department of Corrections and also with her family's business, A-1 Graphics. I've worked with the graphics business for many years and Mary Jane always exhibits a "can-do" attitude. She's the type of person who's always willing to learn and won't stop until the job is done.

As a Change Management Analyst at the Department of Corrections, Mary Jane led a major IT project to replace a 30-year-old offender management database with a new, modern system. During the year leading up to the successful implementation, Mary Jane brought the entire department together to prepare for the upcoming change. She also worked closely with the vendor, DOC leadership and line staff to: 1) ensure the project was completed on time and on budget; 2) provide training for the entire staff; and 3) minimize risks associated with the change. She also doesn't stop looking for ways to make things work better; she is currently continuing to work with the new database to make the system more effective and efficient for the Department. I truly believe her ability to bring a team together and deliver results, while being fiscally responsible and forward thinking, is exactly what is needed in your department's Change Management Director.

Mary Jane has expressed to me a desire to learn and grow professionally, so I believe this position is a perfect next step in her career. She is self-directed and motivated to ensure that a consumer or user receives the best product with the resources at hand, and is also a pleasure to work with. Based on these skills and many more, I'm proud to say Mary Jane would be a natural fit for the role of a Change Management Director.

Sincerely,

A handwritten signature in black ink, appearing to read "Phil Scott".

Phil Scott