

January 4, 2019

Jason Swanson, Vice President
Business Record
The Depot at 4th
100 4th Street
Des Moines, Iowa 50309

Dear Swanson:

I am writing this letter of recommendation in support of Randy Key's nomination for The Business Record's 2019 40 Under 40 award.

I have worked with Mr. Keys in both his development as a leader for over 10 years and the development of his business and employees since he purchased Schaal Heating and Cooling. Since his tenure as owner of Schaal, I have witnessed the growth not only in Randy, but in the culture of the company as well. He has taken a \$1.5 million-dollar organization and along with his current leadership team, turned it into a \$10 million company in less than five years. Accordingly, I am writing this because it is my sincere belief that he is eminently qualified to be a recipient The Business Record's 40 Under 40 award for 2019.

Mr. Keys has demonstrated to me time and again that he is an exceptional communicator and gifted leader. In my opinion, he is the perfect model for a leader in the Des Moines Metro Area. He is a highly dedicated professional who knows how to motivate his team to strive for excellence. Although very gifted, he is a humble and approachable person who loves to share his extensive knowledge with others.

In closing, it is with sincere conviction that I enthusiastically recommend that Mr. Randy Keys be selected as a recipient of The Business Record's 40 Under 40 award.

Sincerely,



Jennifer A. Erickson, President
Results Group LLC