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January 25, 2022

Attention: Graduate Admissions

Re: Letter of Recommendation – Sarah Grunblatt

To Whom It May Concern,

As the Executive Director of the Pandemic Response Program, Ms. Grunblatt has worked under my leadership in our Pandemic Response Department on a project for the Louisiana Department of Health (LDH) since August 12, 2020. Hub Enterprises has partnered with LDH since May 2020 to operate one of the state's 3 contact tracing call centers.

During that time, she has excelled in several specialized roles including 2 leadership positions. In her current role as the Self-Service Queue Supervisor – Sarah is leading a proactive effort to integrate SSQ into the contact tracing platform to increase overall participation and effectiveness. She was specifically chosen for this role not only because of her educational background but also due to her past performance on the project where Sarah's proven to be an extremely capable and solution-minded leader.

I have always known of Sarah's desire to study further, and it gives me immense pleasure to see that she is going to pursue her doctorate. She has my HIGHEST recommendation for this program and I feel that the university would be gaining valuable talent.

Please do not hesitate to contact me with any further questions or discussion of Sarah's qualifications.

With kindest regards, I remain

Sincerely,

**Jody Broussard**

*Executive Director – Pandemic Response*

*Call Center Lead – LDH Contact Tracing Program – Hub Enterprises, L.L.C. Call Center*

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