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To Whom It May Concern,

I am writing to offer my recommendation for Paul Markgraff, with whom I have had the pleasure of working for 10 years on various projects, most notably *AFCA Magazine*, the official magazine of the American Football Coaches Association (AFCA). As the managing editor responsible for overseeing the production of *AFCA Magazine*, Paul has consistently demonstrated exceptional proficiency and a keen sense of detail, which helped it become the No. 1 football-coaching magazine for nearly a decade.

One of Paul's most notable strengths lies in his meticulous planning abilities. He possesses a knack for visualizing the magazine as a complete entity, making certain that every article and feature complements the overall design. Beyond this macro perspective, he creates detailed paginations and sets clear deadlines for drafts, revisions, and approvals, ensuring that production deadlines are met.

Throughout the various stages of magazine production, Paul always prioritizes the organization of materials. This attention to detail not only reduces the potential for costly and time-consuming rework but also provided me with a structured platform upon which to maximize creativity.

Paul understands the importance of detailed communication in ensuring the cohesiveness and success of a publication. Whether it's bridging the gap between design and editorial teams or fostering understanding between sales staff and customers, he communicates with clarity, precision, and empathy. This has, in countless instances, facilitated a more harmonious production process and resulted in a publication that genuinely resonated with its audience.

Each of the 60+ editions of *AFCA Magazine* under Paul's stewardship is a testament to his dedication to quality. The magazine invariably speaks with an intentional voice and satisfies the diverse interests of all stakeholders involved. Paul's commitment to ensuring a polished final product is not just commendable; it's exceptional. I have every confidence that Paul will continue to excel and enhance any project or role he undertakes.

A handwritten signature in black ink, appearing to be 'RJM' with a stylized flourish.

Robert J. Mahoney
Owner, RJM Design

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