

**June 2025**

To Whom It May Concern,

It is with great confidence and appreciation that I write this letter of reference for Mr. Pernell Jones, who currently serves as the Director of Operations and Infrastructure at Saugeen First Nation. Pernell has been an invaluable member of our leadership team, demonstrating exceptional commitment, vision, and capacity for operational excellence across multiple portfolios.

Pernell began his tenure with us as the Community Emergency Management Coordinator, where he played a pivotal role in advancing our community safety and emergency preparedness. His leadership was instrumental in strengthening our emergency management plan and enhancing our capacity to respond to crises. Notably, Pernell led critical discussions with the Canadian Coast Guard regarding the establishment of an auxiliary station to serve Saugeen First Nation—an initiative that will contribute to a lasting impact on the safety and security of our community.

Following his success in this role, Pernell was appointed as the inaugural Director of our newly integrated Operations and Infrastructure Department, where he was specifically recruited to lead a complex reorganization of multiple service areas, including Public Works, Housing, Parks and Recreation, Waste Management, and Community Infrastructure. Under his direction, Pernell identified critical service gaps—most significantly, the absence of minimum road safety standards. Working collaboratively with both internal staff and external partners, he led the development and implementation of a comprehensive road safety framework, ensuring that all primary and secondary roads in the Nation were brought up to an appropriate level of maintenance and service.

Beyond infrastructure, Pernell has also played a key role in high-level negotiations and planning related to freshwater service delivery for Saugeen, advocating for sustainable and equitable access for our members. His strategic approach and understanding of both technical and community perspectives have been invaluable.

When Pernell assumed leadership of the department, it lacked succession planning, structured advancement opportunities, and coordinated training. Recognizing these challenges, he developed and implemented a departmental workplan and training schedule designed to build internal capacity, create operational redundancy, and promote accountability.

Pernell is a results-driven leader with a strong sense of purpose, and a deep respect for community-centered governance. His ability to see the broader picture while executing the finer operational details makes him an asset to any organization.

I give Pernell my strongest endorsement and would be pleased to provide further information if required.