



AMERICAN MEDICAL RESPONSE®

American Medical Response National Resource Center 6200 S. Syracuse Way # 200 Greenwood Village, CO 80111

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Mark G. Gardner  
Chief Executive Officer  
Avatar Management Services, Inc.  
8157 Bavaria Parkway  
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Dear Mark:

I've been privileged to work with Avatar Management Services, Inc. since 1997. Over the years, Avatar has provided leadership in the design and development of strategic interventions for AMR.

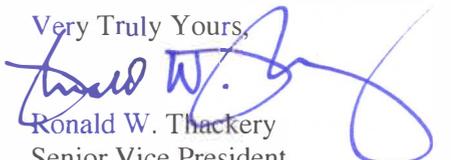
AMR embarked to create a culture of "World Class Safety" in an organization that consisted of more than 250 recently acquired companies. The consolidation created an organization with over 18,000 employees in 36 states providing emergency healthcare to people in need. While the process of integration typically presents challenges, Avatar vigilantly provided guidance to develop this culture.

There are numerous "buzz words" one may utilize regarding these transformations. However, I contend that Avatar's assistance went well beyond the use of popular phrases. To illustrate their partnership, please consider these examples. First, is Avatar's understanding of the vision that AMR expected to achieve, an absolute minimum for success. Second, the design and development of programs that established clear expectations of expected behaviors for employees and management. This included the development of safety training for employees and managers, driver training, a monthly safety awareness campaign, decision making processes to determine the most efficient mediums for organizational change and periodic challenges to identify whether the intended results were being achieved. A unique opportunity was capitalized upon in this process as AMR was able to integrate safety culture into programs addressing hiring and retention, management leadership training and labor relations. And third, through the genius of Avatar professionals who identified unique interventions to impact employee behaviors.

I would highly recommend Avatar for your company.

If you have any questions, please do not hesitate to call on me directly. My cell is 303.882.8896.

Very Truly Yours,

  
Ronald W. Thackery  
Senior Vice President  
Professional Services & Integration