



To Whom, It May Concern:

Republic Services boasts more than 35,000 employees, revenue of \$8 billion and more than 13 million customers. We are a leading provider of solid waste collection, transfer and disposal services throughout North America. Our work environment can be demanding and safety is our top priority.

Avatar Management Services, Inc. has been a valuable and dedicated partner in our growth and has helped us create and implement performance improvement strategies across several fronts. Most notably, Avatar developed our comprehensive New Operator Training Course, which is World Class in every way. In just the first two pilot implementations, we saved \$570,000 in reduced turnover and accident frequencies. They also designed and developed employee relations courses for our managers and supervisors.

My on-going work with Avatar, centers around our highly visible Focus 6 Campaign, which has been responsible for a significant reduction in accidents and injuries over the past few years. Each month, Avatar helps us conceptualize, create and produce a multi-faceted campaign featuring DVDs, posters, photographs, meeting notes, web postings, supervisory cards, employee cards and a host of related materials all designed around a very focused message. Avatar manages the campaign, produces the materials and distributes them to more than 500 locations every month.

Our Focus 6 Campaign is a strategic driver in our safety program and helped us reduce our cost of loss by more than \$17 million in its first year. Avatar continues to develop fresh ideas to keep this campaign interesting and highly visible throughout the company.

Avatar is highly creative and very professional. I know of no other company quite like them. Their unique blend of transportation safety and instructional design expertise, combined with their media production capabilities positions them to effectively tackle large-scale initiatives for major transportation companies like ours.

I highly recommend Avatar to any major transportation firm pursuing World Class Safety, improved operational efficiency and better organizational results.

Please feel free to call me on my cell phone, if you would like to discuss Avatar's capabilities.

Sincerely,

Christopher Hensen  
Senior Manager, Safety and Driver Training  
Republic Services  
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