



To Whom It May Concern:

You have recently met with the creative folks at Avatar Management Services, Inc. and chances are very good that soon you'll very happy you did. Avatar provides an unusual blend of professional services, all focused on improving human performance. Unlike consultants, Avatar actually produces custom-branded tools you can use to achieve more with and through your people.

I have worked with Avatar since 1996. During this time, I have been promoted several times and even changed industries twice. While I won't give Avatar all the credit for my personal career growth, I will gladly admit that they have helped along the way. In fact, when I got my last job offer, I called Avatar first to verify they could work with me at my new firm.

As Vice President of Veolia Transportation, my first order of business was to engage Avatar to help us pursue *World Class Safety*. Avatar analyzed our business and identified dozens of best practices that could be implemented to achieve better performance in operations and safety. They helped us write and implement standardized policies across all of our operating locations. They developed custom education and training processes for our drivers, supervisors and managers. In just a few months, they helped us build a solid foundation of business practices and have continued to help us refine the processes that influence our people.

I highly recommend Avatar to anyone facing people-performance issues. Avatar is our strategic partner and consistently performs beyond our expectations. They excel at devising strategies to effectively attract, hire, orient, educate and train employees to achieve the very best performance possible. I would welcome your calls or letters if you would like to discuss Avatar in greater detail.

Sincerely,

A handwritten signature in black ink that reads "Drew Jones".

Drew Jones  
Vice President, Safety & Security  
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