



January 17, 1995

Mr. Trip Reynolds
National Jewish Hospital
1400 Jackson Street
Denver, Colorado 80206

To Whom It May Concern:

This letter is to inform you that I have worked with Mr. Reynolds for about a year. I have interacted with him as an Executive Recruiter, and he has been my liaison to the departments that I was working with.

While my relationship has been limited with Mr. Reynolds, all of my business negotiations have been very professional. He has followed through and done what he told me he would do, and for this reason, by itself, I would certainly look forward to working with him in the future in any capacity he may be in.

Sincerely,

A handwritten signature in dark ink that reads "Larry Fine". The signature is stylized, with the first letters of "Larry" and "Fine" being larger and more prominent.

Larry Fine
LF/nm