



NATIONAL JEWISH CENTER
FOR IMMUNOLOGY
AND RESPIRATORY MEDICINE

1400 Jackson Street
Denver, CO 80206
Tel 303 388 4461

January 17, 1995

TO WHOM IT MAY CONCERN:

LETTER OF RECOMMENDATION
RE: Trip Reynolds

I have worked with Trip Reynolds on human resource issues for three years.

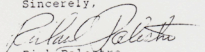
Trip has demonstrated a thorough knowledge in the human resources field. His ability to deal with the issues is reflected in how he has handled difficult situations for the Plant Services Department. He is able to support the employee's position and maintain a strong representation of this institution's policies and goals.

Trip has helped me resolve several issues concerning hiring practices, discrimination, salary surveys, medical disabilities and security matters involving employees.

Trip combines professionalism with diplomacy. He has truly made a difference in this department's success in dealing with employee issues.

If you have any questions, please contact my office.

Sincerely,


Rich Palestro
Director, Plant Services