



PIMA COUNTY HEALTH DEPARTMENT

Dennis W. Douglas
150 West Congress, Suite 237
Tucson, Arizona 85701
(520) 740-8267 Fax (520) 623-1432

February 9, 1998

To Whom it May Concern:

It is with a great deal of pleasure that I offer the following endorsement of Richard H. Carter of Carter Affiliates, Inc. I have been acquainted with Richard for a number of years, both in his service as a volunteer member of the Executive Committee of the Local Emergency Planning Committee, and as an environmental services professional in the community.

Richard truly has distinguished himself as a leader in his profession. He has developed a reputation as a resource uniquely qualified to assist with difficult challenges through diverse client assignments over the years. His work experience spans governmental, manufacturing, utility, and service industries.

In every conversation I have had with Richard, and in every meeting I have attended, he has demonstrated his vast knowledge of hazardous materials. In every instance, he has comported himself as a consummate professional, ready to give his opinion, or accept another's with equal enthusiasm. Indeed, Richard's thoughtful and deliberate approach creates a working atmosphere, fostering unique and ingenious solutions to difficult issues.

I recommend, without hesitation, Richard Carter for any assignment in the Environmental Technology Industry you may be considering.

Sincerely,

A handwritten signature in black ink, appearing to read "Dennis W. Douglas", written in a cursive style.

Dennis W. Douglas