

Noyo Harbor District

19101 S. Harbor Drive, Fort Bragg, CA 95437
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August 12, 2012

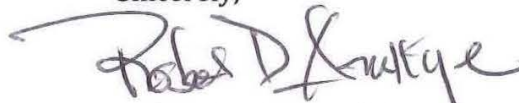
The Greenspan Co./Adjusters International
400 Oyster Point Blvd., Suite 519
South San Francisco, CA 94080

Thank you for your efforts in helping Noyo Harbor District recover from the damages caused by the devastating tsunami that hit Japan in March 2011. We are glad we met with you and Ken Crown shortly after the loss. We knew that the measurement of the damage as well as the claims handling was beyond our expertise. You immediately formulated a team of experts from The Greenspan Co./Adjusters International to assist in the evaluation and measurement of the claim. The insight from your team was instrumental in the settlement.

We thought our insurance company would help us and work with us to pay for the property damages in a timely fashion. Regretfully, the help expected from them was not forthcoming. Jim Warren and you worked hard to guide our engineers and sub-vendors through the nuances of measuring the damage to what existed. Your team worked well guiding the engineers through detailed process of the underwater surveying, measuring the damage, reviewing the compromised seawall, the potential for dredging, and other assessment issues. The insurance company never worked with us through the process and set up roadblocks at every step of the way.

The level of expertise from your team allowed us to navigate through the minefield of issues. The original measurement of the carrier was approximately \$670,000. Our ultimate recovery of almost \$2.2 million was well in excess of the carrier's offer. We are glad we had you on our side and we happily paid your fees as the results were worth the investment. We whole heartedly recommend you and The Greenspan Co./Adjusters International and would not hesitate to call you again if in the same predicament. Please do not hesitate to use us as a reference.

Sincerely,



Robert Armitage, Chairman
Noyo Harbor Commission
Email: noyohd@yahoo.com