

December 11, 1991

The Greenspan Company
400 Oyster Point, Suite 519
South San Francisco, CA 94080

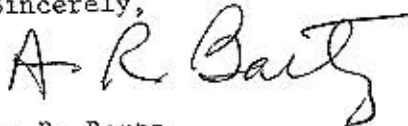
Dear Bill:

I have owned my shopping center in Concord, CA, for about 12 years. I had a fire about 9 years ago and it was terribly difficult settling with the insurance carrier myself. When this fire broke out in February of 1991, I decided to hire a public adjuster. I had heard that the Greenspan Company was excellent, so I enlisted their services.

The process in settling this fire was long and difficult. It took nine months, including an arbitration hearing, to settle with a very difficult insurance company. Bill Greenspan was a tough negotiator. Without question, I could not have endured this process without him. His communication skills were absolutely incredible. I was kept closely informed of the on going process with numerous communications by letter and phone. I was very pleased with the results of the settlement.

I hope I never have another fire, but if I do, I will not hesitate to enlist the services of the Greenspan Company once again. Thank you very much for the great effort and professionalism.

Sincerely,



A. R. Bartz

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