

Federal

Building

September 29, 1992

Company

A Design/Build

Contractor

Larry Bangs
Bangs & Co.
30 Nancy Drive
Novato, Ca. 94947

Dear Larry,

Office

and

Showroom

3630

Park Boulevard

Oakland

California

94610-2838

Fax

510/482-0306

Phone

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It has been approximately one year since we began working together and I felt it was time to look back and reflect on where we were and compare it to where we are now.

To paraphrase the cigarette commercial, "we've come a long way baby!" I feel that your input has been instrumental in getting our team not only on tract but really functioning as a team in many respects:

- * We communicate substantially better
- * We clearly understand our accountabilities and responsibilities to each other
- * I have learned a great deal about coaching as a form of management
- * I have seen the results of "opening the books" so that everyone can appreciate "how the bigger picture effects us all"
- * I have achieved the goal of freeing up some of my time to be able to devote more of it to marketing


In short, we feel that you have made a significant impact on our company. I feel that I have found someone who understands this business, who can listen to my/our problems and cut right to the root of the matter and offer cogent approaches to finding solutions.

I feel that I have made a new friend!

I am looking forward to continuing to work with you after a 90 day hiatus to implement further the information you have brought to us and will be calling you around the first of the year to discuss our expansion plans.

Thanks again.

Sincerely,
FEDERAL BUILDING COMPANY


Larry Hayden
President

Federal
Building
Company

Design/Build 6/25/93

Contractor
Dear Larry,

It is noteworthy that when a relationship truly works...when there is a mutually supportive and enriching sharing and growth, the parties are often thanking each other for being in the relationship and for showing that support.

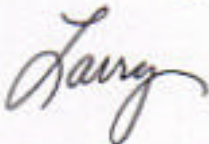
Your thank you note arrived this week during some ongoing meetings with crew/staff about the seriousness of our fiscal situation and the need for strong action. The nature of that action is being developed via consensus. We are meeting as a group to redefine our process and goals as we continue to work our way through the recession.

My time is increasingly devoted to marketing and everyone is aware of that increased devotion and everyone's involvement in marketing.

So when someone asked, in the usual rehashing of what we have done in the past and why, if bringing in Larry Bangs had any lasting value to FBC I only had to point out two things...the fact that we chose George via consensus and were meeting presently to develop consensus about the future path...and the fact that marketing had become a very important daily/weekly goal for me. Both of these key factors in how FBC now works were largely set in place by that same Larry Bangs.

So it is I that owe you a continuing debt of thanks that supersedes the dollars spent with you. Participating in your marketing group or in any other way that I can assist you as a friend and supportive associate is only a small measure of the value I place on our relationship.

Sincerely,



Since 1925

Circle No. 285785