



# M-K BLAKE ESTATE CO.

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March 12, 1990

BANGS & COMPANY  
BUSINESS CONSULTING SERVICES  
30 Nancy Drive  
Novato, CA 94947  
Attention; Larry Bangs

Dear Larry,

Thank you for the consulting services you have provided both for our company and for the Berkeley Symphony. Your advise and coaching has definitely paid off.

After being closely held in the family for five generations, the corporation had lost some of its perspective. Your skill in pointing out where we were weak and where our past organization hindered our profitability made it possible for us to carry through what I consider to be a very important redesign of the relationship between the ownership and the Board of Directors and the ownership and the management.

We have followed your advise and instituted the personnel changes which included consolidating our accounting and bookkeeping at corporate headquarters. The result is we finally have the quality control we need to make long range planning meaningful. As a consequence we have increased our holding at our Grass Valley location and have just begun developing three new office buildings.

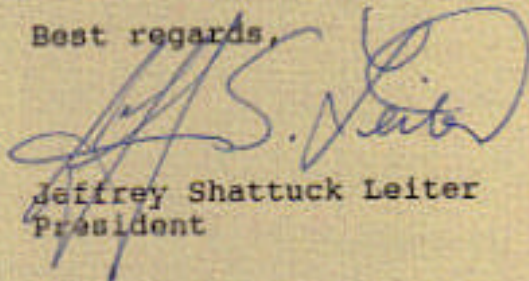
Within our own management structure, the accountabilities are now clear and people are noticeably more productive and satisfied with their work.

Now, the symphony. It's hard to believe that in two sessions with a group of volunteer board members full of good ideas that we could put together a very solid mission statement, a set of clear objectives and priorities and the beginnings of an action plan to fulfill what we had planned. I'm very

pleased with the way the board is working together and getting things done now and particularly want to thank you for coaching us in being clear about the difference between being in action and just talking about things. That you were willing to do it all as a volunteer makes us all the more appreciative of your contribution.

We will, of course, be continuing to use your services on an as needed basis but let take this occasion to state my complete satisfaction with what you have provided for us to date. We look forward to a continuing and prosperous association with Bangs & Company.

Best regards,

A handwritten signature in blue ink, appearing to read "J. S. Leiter", written over the typed name and title.

Jeffrey Shattuck Leiter  
President