



October 1, 2007

To Whom It May Concern,

YMC, Inc. is the mechanical sub-contractor for Village Plaza Phase II at Tamarack Resort. I have worked closely with YMC, Inc. for over one year through the submittal/buy-out process and during the on-going installation of plumbing and mechanical systems at Village Plaza.

YMC, Inc. possesses a strong knowledge of plumbing and HVAC systems and also demonstrates an innate ability to work cooperatively with owner/developers. YMC, Inc. strives to understand the needs of the owner, analyze cost-effective alternatives and identify cost-optimizing systems and methodologies that deliver high-performance while maintaining or reducing deployment costs. Their management team remains open to new ideas while simultaneously adhering to best-practices and time-tested approaches.

For Village Plaza, YMC, Inc. has balanced Tamarack's specific operational requirements with economical considerations by refining mechanical systems in a manner that permits on-going maintenance and also lowers facility operating costs.

YMC, Inc. has provided the appropriate human resources to effectively and efficiently manage the installation of complex building systems at Village Plaza. The management and field personnel with whom I work are professional, courteous, knowledgeable and adept. Their scheduling and performance has met or exceeded project requirements throughout the course of the job, which has resulted in smooth workflow and on-time inspections.

As with any project, mechanical implementation has encountered structural design coordination challenges and conflicts during the course of construction. YMC, Inc. has handled these conflicts through teamwork, solutions-focused ideas and cooperation. Their participation has resulted in timely and cost-effective resolution.

Due to their extraordinary performance on Village Plaza, Tamarack Resort hired YMC, Inc. to expand their role as sub-contractor and work on an integrated design and planning effort for the new Lodge at Osprey Meadows, Lake Wing at Tamarack Resort. In conjunction with the architect and design team, YMC, Inc. assisted the owner in defining and coordinating plumbing and mechanical systems to integrate with key building systems as part of our overall effort to minimize coordination conflicts and also obtain certification through the U.S.G.B.C. LEED program.

As is evidenced above, YMC, Inc. is a knowledgeable and talented sub-contractor. They continue to out-perform their competition while maintaining a positive and cooperative work outlook. I look forward to working with their organization on existing and future work at Tamarack Resort.

Sincerely,

Sean Donovan  
Director, Village Construction