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Providing for Yosemite's Future

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November 21, 2007

To Whom It May Concern:

I am writing to congratulate, acknowledge and thank Delaware North Companies for providing service and support in Yosemite National Park, far beyond the requirements of their comprehensive concession contract responsibilities, and to recommend their services in performing at the highest level under any similar contract they are awarded. DNC has not only provided accommodations, transportation, recreation, amenities and food service for millions of visitors over the life of their contract in Yosemite, but they have been one of the principal agents in implementing the plans to completely transform the engagement of visitors in the park from one of detriment to one of sustainability and full enjoyment.

My qualifications to make this statement are substantial. From 1974 to 1980 I lived in Yosemite and worked with the previous concessionaire as Campus Director of The Yosemite Institute. For the past 18 years I've served as President of The Yosemite Fund, the primary private fundraising organization for Yosemite with over 30,000 members and a current grant payable of \$5.5 million to support 80 park improvement projects. I have worked with DNC in a professional capacity since the company was awarded its contract and I can say unequivocally that no other bidder could have performed better during the past fourteen years.

DNC, of course, has done a superior job of fulfilling the core requirements of its contract. Their service to customers is first rate. But the particular circumstances under which they have been required to provide that service has been anything but normal. Major forest fires, floods, and, recently, landslides caused the company to make major adjustments to its operations. Sensitivity to emerging environmental issues and concerns and the need to attend to pre-existing toxic site remediation also required business adjustment. Increasingly complex approval processes to effect capital improvements also have required DNC to demonstrate extraordinary patience and flexibility and the consequent expenditure of capital. Finally, DNC has in many cases responded to changes in government services, such as education, by providing high quality replacement programs that are not required in the contract. They have done so willingly and to a high standard.

DNC has also been an extremely supportive, cooperative and generous member of the greater Yosemite business community. In 1998 The Yosemite Fund, Delaware North and the Park Service received a prestigious Park Partners Award from the National Park Foundation for completing a \$3.2 million capital restoration project at Glacier Point. They have expressed their regard for and support of community partners and organizations in many other ways.

In my estimation Delaware North Companies has the business experience, resources and fortitude to execute to the fullest extent the requirements of any service contract of a similar nature to the one they have so well achieved in Yosemite National Park. I recommend them accordingly with my highest admiration.

Very sincerely yours,

Bob Hansen
President

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