



October 31, 2019

Mr. Peter Douglas  
The Douglas Company  
1716 Perrysburg-Holland Road  
Holland, Ohio 43528

Dear Peter,

I am writing on behalf of Kaplan Development Group to recommend The Douglas Company based on our experience in the completion of All American of Kingston, a 58,000 square foot, 58 unit/112 bed assisted living community in Kingston, New Hampshire, and the most recent of four very successful new construction projects that we have built with The Douglas Company.

Throughout construction, The Douglas Company team displayed a high level of professionalism, experience, dedication, and a commitment to quality. They cultivate a teamwork environment working with the project team to address any anticipated construction issues and proactively offer solutions. The Douglas Company's extensive senior living experience and expertise ensured that these challenges were managed appropriately, ultimately allowing for another successful completion, on-time and within budget.

As Owners, we look for team members that understand the true meaning and value of a partnership. The Douglas Company consistently brings this understanding to our process and our projects. The competency, trust, character, and consistency that defines this team – from the ownership level to the field personnel – is, in our perspective, a true differentiator in the marketplace. We consider our relationship with The Douglas Company to be a strategic asset to our efforts and hope to have the opportunity to work with them again on future projects.

Sincerely,

Ben Wells, President of Business Development  
Kaplan Development Group, LLC