



June 20, 2023

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

Bruce,

I am writing this letter on behalf of Confluent Development as a recommendation for general contracting services performed by The Douglas Company on the HarborChase of Shaker Heights project, our newest assisted living and memory care community located in Shaker Heights, Ohio. This was our third project with The Douglas Company.

We could not have been more pleased with the extreme responsiveness and overall excellent communication from our project team. They were consistently on top of issues and doing everything they could to both solve issues and get the job done for us. When it came to getting our fire alarm inspected and approved, the team was able to get this process completed faster and with more ease than I've ever experienced in any project. Further, the transition from certificate of occupancy to licensure was also the quickest that I've ever experienced. Both of these cases showcased the project team's attention to being timely and communicative, of which we were extremely impressed.

We were impressed with our experience, given our experience with this project and those we have worked with them on in the past, we would not hesitate to highly recommend The Douglas Company and look forward to working with their team on future projects.

Sincerely,

Sandy Rotunda

Sandy Rotunda
Director of Construction
Confluent Development