May 30, 2020

To Whom it May Concern,

This letter is in recommendation of Raymond Costello. Raymond worked directly with me in 2019 & 2020 at Holiday Retirement. Holiday is the largest Independent Living (IL) operator in the United States. During his time at Holiday, Raymond was Program Manager of Holiday's efforts to expand a start-up travel business.

In providing direct oversight of Raymond, I was able to observe many skillsets & qualities that would serve any company well (established or start-up). I will focus on three specific areas that especially stood out:

- **Problem-solving**: on multiple occasions, Raymond found creative & practical ways to solve problems. One example was his sourcing, procuring, delivery, and install of guest suite furniture. As a company, we had historically been challenged in finding a national solution for furniture & fixtures (we are located in 43 states). We had national furniture partners & aggregators (e.g. Wayfair), but they could not serve all of our markets and/or required a high level of touch from our local operators. Raymond observed the processes in place and found solutions that were cost-effective and less operationally-intensive. He secured contracts with national furniture, fulfillment, delivery, and installation partners that provided for a much better process for our on-site operators.
- **Forward-Thinking**: on numerous occasions, Raymond offered a fresh perspective in an organization that has deep-rooted culture & beliefs (49 years in the business). One simple but powerful example was around obtaining feedback on designs & logos. Historically, we had engaged professional designers to create designs & logos, which came at a cost and took a considerable amount of time. Raymond identified an online network of freelance designers that would submit logos & designs in a competition of sorts. Ultimately, we arrived at a better end product, at a fraction of the cost, in a fraction of the time it took historically.
- **Work Ethic**: when Ray took on the role with Holiday, his commitment to the success of the travel business was evident through his actions: no task was too big or too small for him. When COVID-19 turned the travel industry on its head, he was the first person to offer help in other areas of the business. He jumped in to assist with procurement, branding/marketing, sales, IT, and other functions within the organization. His diverse background made him effective in supporting several different areas of the business and was much appreciated during a very challenging time for the Company & the industry as a whole.

I can confidently say that Raymond would be a great addition to any company. Please don't hesitate to reach out to me if there are any further questions.

Sincerely,

Tyler Nelson

Chief Financial Officer

Holiday Retirement (www.holidaytouch.com)

Tyler.nelson@holidaytouch.com