



**KHALSA DESIGN INCORPORATED**  
*Architecture & Urban Planning*

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March 31, 2020

Dear Bill,

As we are now welcoming residents into the additions to Golden Pond, I would like to take this opportunity to commend all of the people at Congress who worked extremely hard and smart, to make this project a success. Peter Doran and Mark Joudrey during the pre-construction process, and Rich Williams, Josh Roccapiore and Peter Nicholson during the active construction all represented Congress in an exemplary manner, going the extra mile for our mutual client and project.

Golden Pond certainly had significant challenges, including;

- A limited Construction Budget, which we managed to finish well below,
- A very limited construction timeline, which we managed to finish significantly earlier than scheduled,
- A very unique and tight building design (both horizontally and vertically) requiring careful trade coordination,
- Construction on an occupied site, which was managed without incident,
- A challenging site, with hundreds of yards of boulders and ledge as well as a difficult water condition, both of which Congress negotiated artfully to minimize the cost for the client, and
- Financing the project in one of the more challenging recessions we have ever experienced, which Congress was instrumental in helping the client achieve through its relationships and expertise.

Congress worked cooperatively and tirelessly with the entire team to meet these challenges. We at Khalsa Design Inc. would like to offer special thanks to you and your Project Manager, Peter Nicholson for his tireless efforts. Your firm's commitments played a major role in the success of this project. We certainly look forward to working with Congress on future senior living and health care projects.

Very Truly Yours,

Jai Singh Khalsa  
President  
Khalsa Design Incorporated