

May 4, 2020

Dear Resident and Family Member,

As states across the country take steps to re-open businesses and public places, let me share how we are approaching changes in Holiday community operations. As we move forward, the timing and level of changes will vary based on a community's location, reflecting permissibility guidelines issued by local counties and states. Public health advisories from the CDC will continue to drive actions in all of our communities.

We will take a multi-phase approach to relaxing restrictions: coordinating with public health authorities, changing some restrictions, evaluating the impact against gating criteria, and assessing changing additional restrictions. Within a week, your General Manager will reach out and communicate your specific community changes. Please don't expect a significant relaxation in the early going. Our protocols reflect a commitment to keep our residents and staff safe.

In moving from phase to phase, we will keep in place: temperature screening of employees, visitors, and residents; social distancing; hand washing and sanitizer usage; and the wearing of masks in common areas. You'll continue to see our associates wearing protective equipment such as gloves, masks, and face shields. Please note: a community with a COVID-19 test or positive case will maintain heightened protocols and will not move through the relaxed restrictions phases. Here's what we envision for our phases:

**Timing:** The decision of local counties and states will influence the timing and level of a community's changes. Your community's General Manager will notify you when the first phase of relaxed restrictions will start. Through all these phases, it is imperative that you report any symptoms to your management team and isolate. Please understand that our approach will be conservative, weighted toward prioritizing your safety and wellbeing.

**Visitors:** The initial phase will maintain non-essential visitor restrictions. From there, visits will be limited to outside areas. At a later stage, visits will be permitted based on appointments. Eventually, we'll move from appointments.

**Dining:** At first, we'll seat a small number of residents at a time, using reservations to sit at pre-designated tables. Most residents will continue to have their meals delivered to their rooms. Over time, we envision moving from limited tables and a smaller menu to more than one seating and a full menu.

**Activities:** Group activities will begin in very small groups. A process for scheduling is being developed. We will gradually work our way back to larger groups. We are committed to providing an engaging experience for all with the continuation of hallway and doorway activities. We will transition back to more routine activities and to the possibility of inviting members of the outside community to join us for fun celebrations.

Our bus service will continue transportation for life-sustaining appointments only. The service will expand to include trips to retailers with seniors-only hours. After that, we'll transition to normal routes. Local jurisdictions permitting, our beauty salons will open up. Stylists will wear masks and gloves, and follow sanitizing and disinfecting protocols.

As we go forward, our mission is to bring back the strength of community that lifts us all. I speak on behalf of our amazing staff in saying we will pursue this mission with a patience to keep you safe and a passion to reconnect you to family, friends, and the spirit of community.

A handwritten signature in black ink, appearing to read "Lilly". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Lilly Donohue  
Chief Executive Officer  
Holiday Retirement