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**Blair A. West**  
Chief Executive Officer  
[bwest@crusader.com](mailto:bwest@crusader.com)

To Whom It May Concern:

I have known Bill Howell, founding member of HAI Advisors, for almost fifteen years and highly recommend Bill as a person of great intellect, integrity and someone possessing a hard work ethic. I first worked with Bill and HAI Advisors while I was at Credit Suisse First Boston in the 1990s and Bill was regarded as someone with a deep understanding of real estate and was brought in to advise us on a variety of real estate transactions including asset management, acquisition, disposition, and strategic underwriting. Since leaving CSFB and forming Crusader Financial Group nearly a decade ago, Bill has been an invaluable source to us with his deep real estate expertise and extensive connections in the real estate industry.

I give Bill and HAI Advisors my highest recommendation. If you have any questions, please do not hesitate to contact me. Thank you.

Sincerely,  
Crusader Financial Group, Inc.

A handwritten signature in black ink that reads "Blair A. West". The signature is written in a cursive, flowing style.

Blair A. West  
Chief Executive Officer