



HOLY CROSS
CATHOLIC CEMETERY
& MAUSOLEUM

4470 Hilltop Drive • San Diego, CA 92102



May 26, 2025

Reference Letter for Hayden Burrus

As Executive Director of Holy Cross Catholic Cemetery and Mausoleum, I am pleased to provide this letter of recommendation for Hayden Burrus, who performed a comprehensive Perpetual Care Adequacy Study for our organization in 2025.

From our initial conversations through to the final report, Hayden demonstrated an impressive command of the subject matter and a thoughtful, client-focused approach. His ability to translate complex actuarial concepts into meaningful and actionable insights made the entire process both smooth and enlightening.

Over the course of the engagement, Hayden invested significant time understanding the unique aspects of our operations. He developed a customized, probability-based financial model to evaluate the long-term sufficiency of our perpetual care fund. The model projected outcomes over a 100-year horizon and was tailored to reflect our specific financial structure, maintenance obligations, and future development plans.

What stood out most was Hayden's ability to deliver a highly technical analysis in a format that was accessible and relevant to both staff and Board members. His presentation was concise yet comprehensive, and it sparked valuable discussions about our future financial planning. The final study has provided us with a clear roadmap to guide our decision-making and ensure that the cemetery remains properly cared for in perpetuity.

Throughout the project, Hayden was professional, responsive, and always willing to answer questions or address concerns. His thoroughness and attention to detail gave us great confidence in the findings, and his proactive communication ensured that we remained informed at every step.

I would not hesitate to recommend Hayden Burrus to any organization seeking clarity and assurance regarding the long-term adequacy of their perpetual care funds. His expertise and dedication made a meaningful impact on our planning efforts and our confidence in the future.

Sincerely,

Robert Dorsey
Executive Director
Holy Cross Catholic Cemetery and Mausoleum